



Leon County, Fla.



BOARD OF COUNTY COMMISSIONERS RETREAT FY2020/21 MONDAY, JANUARY 25, 2021

PEOPLE FOCUSED.
PERFORMANCE DRIVEN.

9 a.m. - 12:15 p.m.
(Breakfast/Refreshments
Available at 8:30 a.m.)

FSU Dodd Hall

FY 2020/21 Board of County Commissioners Strategic Planning Retreat

Monday, January 25, 2021, FSU Dodd Hall

9:00 a.m. – 12:15 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

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1. Welcome

Chairman's Welcome

Chairman Rick Minor welcomes the Board to the FY 2020-2021 Annual Board Retreat.

Purpose

The Retreat serves as the Board's annual review and update of the County's FY 2017-2021 Strategic Plan, which provides a road map to guide our continuous efforts to make Leon County a special place to live, work and play. To ensure the County remains on track to accomplish the established five-year targets, bold goals, and strategic initiatives, a progress update will be presented. The Retreat will also provide an opportunity for the Board to adopt additional strategic initiatives that reflect new challenges and opportunities in our community.

Ground Rules for the Retreat

Everyone's participation, working together to exchange ideas and build consensus, is needed to accomplish the goals established for the Board's Retreat. The following ground rules have been identified to help ensure this year's Retreat is both positive and productive:

- Listen carefully to each other's contributions. Be open to new ideas. Avoid thinking about how to express your own response or concerns while someone else is sharing.
- Seek clarification when you do not understand another's point or terminology.
- Everyone participates. No one dominates. Be patient and do not interrupt others.
- Avoid "side-bar" discussions.
- Dig deep, think, and reflect.
- Honor time limits.
- Seek out differences of opinion – it is okay to disagree. Do not react in a way that may be perceived as judgmental.

Opening Remarks from Commissioners

At this point in the Retreat, each Commissioner is invited to provide comments and share their opening thoughts for the day.

2. Retreat Overview

Statement of Issue:

This section provides an overview of the FY 2020-2021 Strategic Planning Retreat.

Staff Recommendation:

No Board action required.

Background:

In 2020, we faced the most abrupt and serious threat to lives and livelihoods ever experienced. This has been a time which has challenged people and organizations everywhere, but not all in the same way. For Leon County, the coronavirus required our most extensive emergency management response to protect our citizens, especially those most vulnerable - as well as an unprecedented, targeted and highly coordinated effort to help our local businesses and community members rebound and recover.

Our organization-wide response to the pandemic, the uninterrupted provision of essential services, and the adaptation, innovation and unrelenting commitment of County employees over the past year demonstrates the importance of having a clear vision and a culture built upon our core values and practices. Because of this and despite the unprecedented challenges we faced, we were able to realize real progress in 2020, produce results and deliver on our ambitious goals for the organization and the community.

This type of resilience is not new for Leon County. Nine years ago, we put in place a strategic plan to optimize resources and align our efforts to achieve big results for our community even in a slowly recovering economy following the Great Recession. That strategy has since guided our efforts at every level of the organization. And in FY 2016-2017, we delivered an Impact and Progress Report on the last five-year strategic plan in addition to launching the current five-year 2017-2021 plan – advancing our four Strategic Priorities and including the addition of new five-year targets and bold “stretch” goals for each priority.

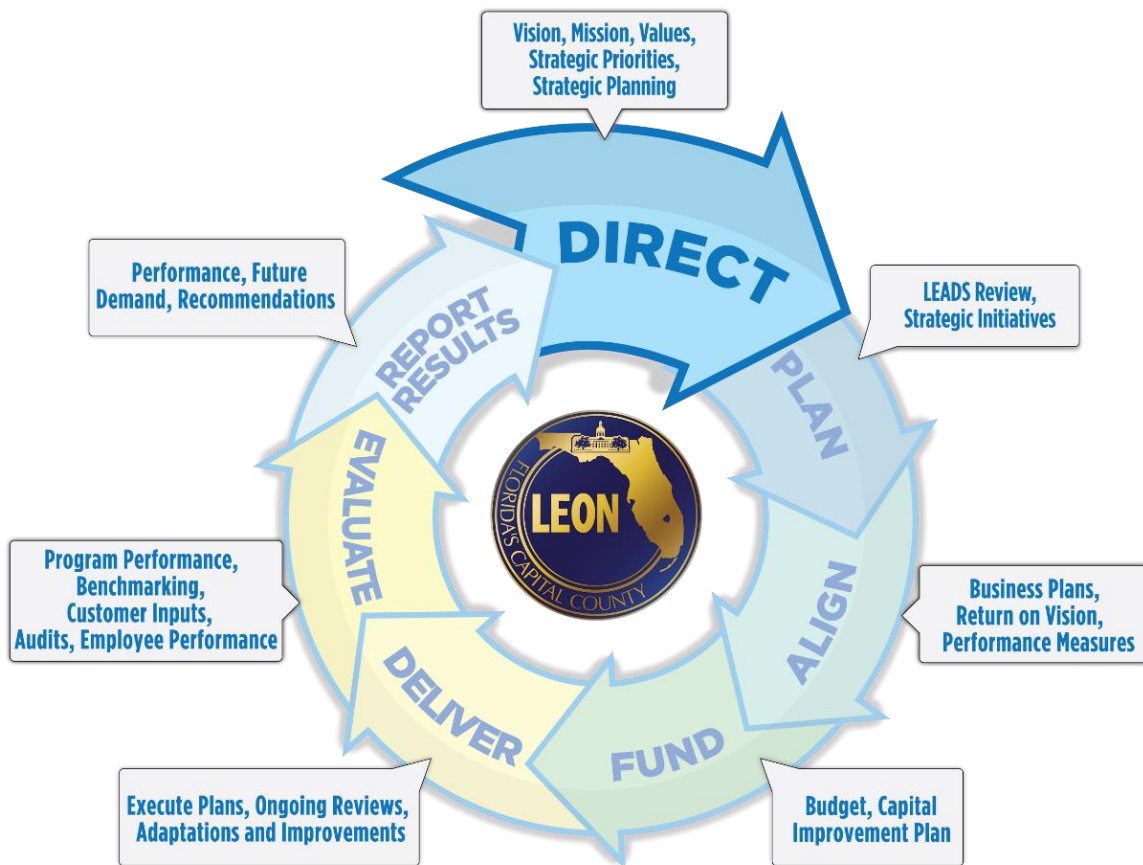
Our Value Proposition

What You Get as a Taxpayer and a Stakeholder in our Community

Leon County government leverages partnerships embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

Section 2: Retreat Overview

The following graphic illustrates the complete cycle of how Leon County aligns our strategic processes and optimizes resources throughout the organization to address our community's most pressing issues and achieve the County's top priorities. As we continue to build upon the hard work that established the FY 2017-2021 Strategic Plan, we are again in the "Direct" phase of the cycle which begins with the Board Retreat.



For many years the Board has conducted an annual retreat, facilitated by the County Administrator, for the purpose of establishing the County's priorities for the year. Annual retreats have served as a tool to develop specific Board priorities that have driven staff and organizational resources. 2011 marked the adoption of a new strategic planning process focused on developing a shared vision of the future. The planning process led to the implementation and execution of the FY 2012-2016 Strategic Plan, which established an important foundation for the current FY 2017-2021 Strategic Plan.

Establishing this model, the FY 2011-2012 Retreat was themed "Charting the Course for Leon County's Future." During the Retreat, the Board defined its Vision for the Leon County community, and established four Strategic Priorities: Economy, Environment, Quality of Life, and Governance. These Strategic Priorities are high level areas of focus which consider the desired future condition and are

Section 2: Retreat Overview

critical to the success of the community and consistent with major areas of Leon County government's responsibilities.

Subsequent to receiving the Board's direction during this Retreat, extensive efforts were undertaken from December 2011 to February 2012 to identify 84 Strategic Initiatives, adopted by the Board on February 28, 2012, which bring the four Strategic Priorities into action.

With the second year of the Strategic Plan, the FY 2012-2013 Retreat provided the Board an opportunity to review and update the plan, and it was appropriately themed "Steering the Course for Leon County's Future." During the Retreat, the Board refined some of its Strategic Priorities and Strategic Initiatives and identified 25 new Strategic Initiatives. Additionally, the Board made minor, yet meaningful, revisions to its Vision Statement. The updated Strategic Plan was adopted on January 29, 2013.

For the FY 2013-2014 Retreat, the Board held a conversation with FSU President Eric Barron regarding the redevelopment of the Civic Center district, as well as a conversation with Liz Joyner and Bob Jones (Florida Conflict Resolution Consortium) regarding moving citizen engagement to "the next level," which led to the creation of the Club of Honest Citizens series. Also, during the Retreat, the Board adopted 15 more Strategic Initiatives, and transitioned to a five-year planning cycle with continued annual reviews and updates, and semi-annual status reports. Leon County's FY 2012–2016 Strategic Plan, adopted on January 21, 2014, included a total of 124 Strategic Initiatives.

The fourth year of the strategic planning cycle included Board discussion topics on: mental health delivery in the community, the solid waste management facility, partnering to promote skilled workforce opportunities and the comprehensive plan. As a result of those discussions, the Commission added 12 new Strategic Initiatives to the FY 2012-2016 Strategic Plan resulting in 136 initiatives in total.

For the FY 2014-2015 Retreat, the fifth and final year in the five-year planning cycle, the Board focused on a number of key policy issues, including the Community Human Service Partnership, enhancing the Cascades Amphitheater, the LIFE Program (Livable Infrastructure for Everyone), the Community Paramedic Program, and the essential components of economic vitality. During the Retreat, the Board updated the Strategic Plan with the addition of 19 Strategic Initiatives resulting in 155 initiatives in total.

The FY 2016-2017 Board Retreat was a "Renewal Year" meaning that it served to both close out the FY 2012-FY 2016 Strategic Plan and establish the baseline for the new FY 2017 – FY 2021 Strategic Plan. During the Retreat, the Board received a final summary of the last five-year plan, reviewed an environmental scan of the County as well as the results of a citizen survey, and conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis in preparation for developing a plan for the next five years. As part of the planning process, the Board reestablished the Vision Statement and Strategic Priorities in addition to establishing new Strategic Initiatives. Staff also proposed adopting an organizational Mission Statement, a "Bold Goal" for each priority area, as well as, a series of five-year "Targets." The County's five-year targets keep the organization focused on tangible results, and the bold goals ensure staff stretches to expand possibilities and exceed expectations.

Section 2: Retreat Overview

The FY 2017-2018 Board Retreat theme was “Building Resilience to Serve and Strengthen Our Community” and focused on disaster and community resilience. Leslie Chapman-Henderson, Executive Director of the Federal Alliance for Safe Homes (FLASH), presented international and national trends in resilience, specifically related to FLASH’s #HurricaneStrong campaign as well as Florida building codes and other resilience efforts. At the conclusion of the Retreat, the Board adopted 14 new or amended Strategic Initiatives.

The FY 2019-2020 Retreat focused on the status and outlook of the County’s “social infrastructure” – the places, events, and resources that strengthen communities by fostering social interactions and building relationships. The County Administrator provided an update on the status and outlook of Leon County’s extensive efforts to build social infrastructure in the community. Following the presentation, the Board was joined by Dr. Eric Klinenberg, a Professor of Sociology at New York University, Director of the Institute for Public Knowledge. Dr. Klinenberg provided a presentation on social infrastructure, which is the focus of his new book *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*. Finally, the Board concluded the Retreat by adopting or amending 17 Strategic Initiatives.

Last year’s Retreat included a discussion on re-envisioning the possibilities of the Leon County Public Library System. The structure of the Retreat mirrored the Aspen Institute’s recommended three-step process for realigning libraries’ programs, services, staff, and physical spaces with the community’s greatest needs and goals: (1) Learning, (2) Leading, and (3) Implementing.

Step 1: Learning - The first step, Learning, involved completing an internal assessment of a public library, which included an overview of 5-year trends in local library use as well as the findings from the multi-city/state tours of other public library systems.

Step 2: Leading - The second step, Leading, involved using the results of the Library’s internal review as well as the best practices observed in other libraries to develop a strategy for aligning the Library with the community and its priorities, aspirations and goals. To reinforce this new, outward focus, staff presented an updated mission statement for the Library, as well as suggested priority focus areas to guide the development of new programs and services.

Step 3: Implementing - The final step, Implementing, involved convening a community dialogue to re-envision the library’s role and develop a plan for deploying the library’s key assets in new ways to meet the challenges of today and tomorrow. Due to the COVID-19 pandemic and the resulting impacts to Library operations and programming, the final presentation of the *Essential Libraries Initiative* to the Board has been delayed until the FY 2022 Budget Workshops. At this time, staff will present several proposed improvements including new programs and services, capital improvements, as well as existing position reclassifications to support specific programs and services.

During the final segment of the Retreat, the County Administrator reviewed the County’s progress toward each priority area’s bold goals and five-year targets, including the ongoing efforts to achieve these stretch goals. The Board voted to accept the update on Leon County’s progress towards the FY 2017 – FY 2021 bold goals and targets and adopted a total of 16 new or amended initiatives.

Section 2: Retreat Overview

Leon County's Five-Year Strategic Planning Cycle

As illustrated in the County's five-year planning cycle (Table #1), FY 2021 marks the fourth and final "update" year of Leon County's FY 2017-2021 Strategic Plan. The next Annual Retreat scheduled for January 2022 will be a "renewal" year and serve to both close out the current five-year plan and adopt the new FY 2022-2026 Strategic Plan. The Board will be presented with a detailed impact and progress report summarizing the current Strategic Plan's implementation and impacts. Then the Board will be tasked with developing a plan for the next five years in Leon County through the completion of the following tasks:

- Re-examining the Board's Vision for Leon County's future;
- Updating and establishing the Strategic Priorities for FY 2022 – FY 2026;
- Reaffirming or amending the County's organizational mission to drive and support the Board's Strategic Priorities; and
- Adopting an initial set of Strategic Initiatives for the new five-year plan.

To support the Board in this process, an extensive, community-wide survey will be conducted in advance of the next year's Retreat to gather data from all key sectors, including residents, businesses, neighborhood leaders, and others. Survey data will provide information and analysis on the community's values and priorities, which may assist the Board in the development of the next five-year Strategic Plan.

Table #1: Five-Year Planning Cycle for the FY 2017-2021 Strategic Plan:

Plan Year	Action	Board Retreat	Plan Adoption by the Board
n/a	Renewal Year	December 2016	Adopted January 24, 2017
1	Update Year	December 2017	Revised January 23, 2018
2	Update Year	December 2018	Revised January 22, 2019
3	Update Year	January 2020	Revised February 2020
4	Update Year	January 2021	Revised February 2021
5	Renewal Year	January 2022	Adoption anticipated in February 2022

Analysis

The FY 2020-2021 Retreat marks the fourth "Update Year" in the County's five-year Strategic Plan. As approved by the Board at the October 13, 2020 meeting, the Retreat agenda has been abbreviated to in order to comply with the Centers for Disease Control and Prevention (CDC) guidelines recommending that indoor gatherings be limited in duration and attendance. Following brief introductory remarks from the Chair and County Administrator, the Board will receive an impact report on the Leon CARES program as well as a presentation and discussion of the Board's meeting procedures. The remainder of the

Section 2: Retreat Overview

Retreat agenda will be dedicated to performing the necessary annual update to the County's Strategic Plan which includes a progress report on bold goals, targets and strategic initiatives and discussion of new or revised initiatives.

Leon CARES Community Impact Report

To date, Leon CARES is the largest aid program in our County's history with over \$60 million in federal funds to individuals and small businesses most impacted by the virus. Recognizing significant role this program has played in local recovery efforts and working toward the County's vision of "a community that is safe, healthy and vibrant," the Retreat will begin with a presentation of the Leon CARES Community Impact Report. The Report provides a detailed overview of all the Leon CARES partnerships and direct assistance programs established since July to provide critical public health, support services, and financial assistance to those impacted most by the COVID-19 virus. The overview will also highlight the community-wide impacts of the Leon CARES expenditure plan in addressing the needs of thousands of individuals, businesses, and agencies throughout Leon County.

Review & Discussion of Policy No. 01-05, "Rules of Procedure for Meetings of the Leon County Board of County Commissioners"

As directed by the Board at the December 8, 2020 meeting, the next section of the day is a 30-min review and discussion of Board meeting procedures. During this section of the agenda, County Attorney O'Steen will provide a brief overview of Policy No. 01-5 which provides rules of procedure for the members of the Board, the County Administrator, the County Attorney, staff, and the public. Immediately following this presentation, the Board will engage in a facilitated discussion regarding meeting procedures including possible amendments to the County's Policy.

Progress and Update of Strategic Plan

Finally, the Board will review the FY 2017-2021 Strategic Plan, which ensures that Commissioners have continued consensus and that staff has clear direction as to the Board's vision, priorities, and strategic initiatives.

The Board performed significant work in the first year of the five-year strategic planning cycle, and the FY 2020-2021 Board Retreat continues to build on the foundation of the FY 2017-2021 Strategic Plan. In the final segment of the Retreat, staff will provide an update of the current Strategic Plan, which will include reviewing the Board's vision, mission, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

As part of the agenda, the Board will receive a progress update on the County's bold goals and five-year targets. These goals and targets align with each priority area and communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

After reviewing the Strategic Plan, the Board will receive an overview of the County's current Strategic Initiatives and decide through consensus to amend or add specific initiatives for FY 2021.

3. Leon CARES Community Impact Report

Statement of Issue:

This item provides a comprehensive review of Leon County's efforts to address the community's highest public health and human service needs resulting from the COVID-19 public health emergency through the Leon CARES assistance programs. This review includes a detailed final report of the County's expenditure of \$62.2 million in Coronavirus Relief Funds allocated under the federal CARES Act, consisting of an initial allocation of \$51.2 million to the County in June 2020 as well as an additional \$11 million allocated in December 2020 by the Florida Housing Finance Corporation.

Staff Recommendation:

1. Accept the Leon CARES Community Impact Report.

Executive Summary:

At the July 14, 2020 Budget Workshop, the Leon County Board of County Commissioners approved the "Leon CARES" expenditure plan to distribute the County's allocation of \$51.2 million in Coronavirus Relief Funds under the federal Coronavirus Aid, Relief, and Economic Security Act (the "CARES Act," H.R. 748). The Leon CARES plan established a variety of partnerships and direct assistance programs to ensure the most efficient distribution of funds to meet the immediate needs of citizens, local businesses, community nonprofit agencies, the local health care community, and other community partners resulting from the COVID-19 pandemic.

Following notification by the Governor's office on June 10, 2020 that Leon County would be eligible to receive these funds, the County quickly worked to develop a program to provide funding for essential public health and safety expenditures related to COVID-19, direct assistance to individuals experiencing financial hardship, a broad range of human service needs, and critical economic relief to the local business community – all consistent with the requirements of the CARES Act, U.S. Treasury guidance, and the County's funding agreement with the Florida Division of Emergency Management (FDEM). In doing so, the County conducted an extensive evaluation of the specific statutory and administrative requirements of the CARES Act, local government best practices, and community needs in developing the Leon CARES plan. This included engaging the Florida Association of Counties and the National Association of Counties to determine the eligible uses of CARES Act funds based on federal statute and guidance issued by the U.S. Treasury and FDEM. Additionally, the County conducted an exhaustive review of expenditure plans adopted by 12 other large Florida counties that received their full allocation of Coronavirus Relief Funds directly from the Treasury to identify the funding strategies these counties adopted as well as best practices to incorporate into the Leon CARES plan. Finally, the County also coordinated extensively with the local business community, healthcare and human service providers, and other local government stakeholders (Constitutional and Judicial Officers and the City of Tallahassee) to identify a broad range of community needs resulting from the COVID-19 public health emergency.

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As a result of these extensive efforts, the County quickly developed and implemented the Leon CARES expenditure plan for the rapid administration of funds in compliance with all state and federal requirements. The Leon CARES plan extensively leveraged a variety of community partnerships, supplemented these partnerships with Leon County personnel and resources to achieve the greatest community impact, and involved the largest public information campaign in the County's history to educate citizens and raise awareness of the assistance made available through the plan. The Leon CARES plan served as a model for other counties throughout the state and also positioned the County to receive an additional \$11 million allocation from the Florida Housing Finance Corporation, which allowed the County to provide assistance to thousands more individuals, families, and local businesses. Following the Board's approval of the Leon CARES plan at the July 14, 2020 Budget Workshop, the County Administrator provided the Board with weekly updates on the County's progress in implementing the plan.

This item provides a detailed final report of the Leon CARES expenditure plan and its positive impacts for citizens, businesses, local nonprofits, and other partners throughout Leon County. The item discusses in detail how Leon County leveraged partnerships and established targeted assistance programs to address the community's greatest needs resulting from the COVID-19 pandemic, which included:

- Funding for critical public health needs related to the COVID-19 pandemic including enhanced communitywide testing and contact tracing capabilities, purchase and distribution of personal protective equipment (PPE), and targeted efforts to serve the medical needs of Leon County low-income residents in partnership with local primary healthcare providers;
- The Leon CARES Individual Assistance Program, which provided critical financial assistance for past-due rent, mortgage, and utility bills to households throughout Leon County experiencing economic hardship due to COVID-19;
- The Leon CARES Small Business Assistance Program, which provided direct assistance to local small businesses to offset business impacts or increased expenditures related to COVID-19;
- The Leon CARES Human Services Grant program, which provided up to \$20,000 of one-time assistance to community human service agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19;
- The Leon CARES Nonprofit Assistance Grant Program, which provided assistance to local nonprofit agencies to offset revenue impacts or increased expenditures related to COVID-19;
- Additional funding to support a variety of community needs resulting from the COVID-19 public health emergency, including funding to address communitywide food insecurity, childcare assistance, mental health services, and homelessness services; and
- Funding to recover expenses incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency.

In total, the following graphic summarizes the community-wide impacts of Leon County's successful implementation of the \$62.2 million Leon CARES plan. The County will utilize this graphic (also included as Attachment #1 to this item) to promote the success of the Leon CARES assistance programs and their positive impacts throughout the community.



LEON CARES Community Impact At-A-Glance



Caring for Lives and Livelihoods of Those Impacted by COVID-19

Through the Leon CARES program, Leon County Government successfully leveraged \$62.2 million allocated under the “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748) to address the community’s greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

► DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS



4,900+

individuals and families assisted with past due rent, mortgage, and utilities | **\$11.4 MILLION AWARDED**



930+

local businesses assisted with expenses or losses due to COVID-19; **6,600+ LOCAL JOBS RETAINED/CREATED** | **\$18.1 MILLION AWARDED**



120

community human service agencies assisted to continue providing vital services | **\$1.8 MILLION AWARDED**



180+

local nonprofit organizations assisted with expenses or losses due to COVID-19 | **\$2.6 MILLION AWARDED**

► SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



3.4M

meals distributed or soon-to-be distributed to food insecure | **\$4 MILLION**



FOUR

homeless shelter facilities improved to better serve clients and stop the spread of COVID-19 | **\$2.7 MILLION INVESTED**



400

children of essential workers received no-cost childcare | **\$980,000 ALLOCATED**



300

referrals to mental health service providers

► EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Leon County EMS responded to **5,000+ COVID-19 CALLS**



Increased community-wide testing and testing access with **50+ ADDITIONAL MOBILE EVENTS** serving **3,400 RESIDENTS** throughout the community (*Through these and other community efforts, the community now tests approximately 2,000/day, ten times the state-recommended average.*)



Hired **38 ADDITIONAL CONTACT TRACERS**, **43 SCHOOL HEALTH MONITORS**, and **4 EPIDEMIOLOGISTS**



Launched the largest public information campaign in Leon County’s history to inform and educate; **26 MILLION TIMES SEEN, READ OR HEARD**

Background:

This item provides a comprehensive review and a detailed final report of the Leon CARES expenditure plan and its positive impacts for citizens, families, local businesses, community nonprofit organizations, and other community partners throughout Leon County. As discussed in detail throughout this item, Leon County successfully leveraged its initial \$51.2 million allocation of Coronavirus Relief Funds under the federal “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748), as well as an additional \$11 million allocation from the Florida Housing Finance Corporation, to address the community’s greatest needs resulting from the COVID-19 pandemic, such as critical public health needs, housing and utility assistance, small business assistance, food insecurity, childcare assistance, support for mental health and homelessness services, and more.

The Background section of the item provides an overview of the federal “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748) which Congress passed in March 2020, as well as administrative guidance subsequently issued by the U.S. Department of the Treasury, which indicated in greater detail the eligible uses of Coronavirus Relief Funds provided under the Act. The Background section also includes a discussion of the development of the Leon CARES expenditure plan, its approval by the Board of County Commissioners, and the County’s implementation and broad community promotion of the plan. This section also discusses several subsequent modifications to the plan approved by the Board to further expedite and enhance funding assistance and to ensure that the County would be able to draw down its full allocation of Coronavirus Relief Funds prior to the December 30, 2020 spending deadline established in the CARES Act.

The Analysis section of this item provides a detailed final report of the positive impacts throughout the community resulting from the implementation of the Leon CARES expenditure plan. This report includes a comprehensive discussion of each funding category in the Leon CARES plan, including the direct assistance programs (such as the Leon CARES Individual Assistance, Small Business Assistance, and Human Services Grant programs) as well as partnerships with other organizations to address public health and human service needs resulting from the COVID-19 pandemic (such as testing, contact tracing, food distribution, child care assistance, homelessness services, and others). A series of images, charts, and tables are also included in the Analysis section to illustrate the distribution and extent of assistance provided through the various Leon CARES assistance programs throughout the community.

Overview of the “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748):

On March 27, 2020 Congress passed the “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748) to provide direct economic assistance in response to the financial fallout related to the COVID-19 pandemic. The CARES Act established a \$150 billion Coronavirus Relief Fund for state and local government to help offset necessary expenditures incurred due to the COVID-19 public health emergency. As provided in the CARES Act, 12 Florida counties with a population greater than 500,000 received direct allocations from the U.S. Treasury totaling \$2.47 billion. Counties less than 500,000 in population were not eligible to receive a direct payment under the CARES Act; however, the bill allowed states to distribute funds to local governments under 500,000 in population. On June 10, 2020, the Governor announced that the State of Florida would disburse the remaining funds allocated to Florida (totaling up to \$1.275 billion)

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to counties with a population below 500,000 through the Florida Division of Emergency Management (FDEM) for expenditures eligible for reimbursement. Based on the formula, Leon County was eligible to receive up to \$51.2 million on a reimbursement basis for eligible expenditures under the CARES Act. The Board approved a funding agreement with FDEM at the June 16, 2020 meeting to receive these funds (Attachment #2).

As provided in the CARES Act, Coronavirus Relief Funds must be used to cover costs that:

1. Were necessary expenditures incurred due to the public health emergency with respect to COVID-19;
2. Were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the state or local government; and
3. Were incurred between March 1, 2020 and December 30, 2020.

Following Congress' adoption of the CARES Act, the U.S. Treasury issued guidance and "frequently asked questions" documents with additional information regarding eligible uses of these funds. Pursuant to this guidance, eligible uses of Coronavirus Relief Funds included the following specific categories:

- Medical expenses
- Public health expenses
- Payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency
- Expenses to facilitate compliance with COVID-19 related public health measures
- Expenses related to the provision of economic support in connection with the COVID-19 public health emergency
- Any other COVID-19-related expenses reasonably necessary to the function of government that satisfy the Fund's eligibility criteria

The Treasury guidance also specifically noted that funds may not be used to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify under the CARES Act.

Summary of the Leon CARES Expenditure Plan:

In addition to the statutory and administrative guidelines discussed above, in developing the Leon CARES expenditure plan, Leon County conducted an extensive evaluation of other local government best practices as well as local community needs. This included engaging the Florida Association of Counties and the National Association of Counties to confirm the eligible uses of CARES Act funds based on federal law and guidance issued by the U.S. Treasury and FDEM. Also, Leon County reviewed the expenditure plans adopted by 12 other large Florida counties that received direct funding by the Treasury as provided in the CARES Act to identify the funding strategies and best practices those counties adopted. Finally, the County also coordinated extensively with the local business community, healthcare and human service providers, and other local government stakeholders including the Constitutional and Judicial Officers and the City of

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Tallahassee to identify a broad range of community needs resulting from the COVID-19 public health emergency.

Based on the analysis of state and federal requirements and other local government best practices discussed above, the County Administrator presented and the Board adopted the Leon CARES expenditure plan at the July 14, 2020 Budget Workshop (Attachment #3). Following the Board's approval, the County Administrator provided the Board with weekly updates on the County's progress in implementing the plan.

As approved by the Board, the plan established three funding categories to ensure the most efficient distribution of funds to meet the immediate needs of citizens, businesses, nonprofits, the local health care community, and other local governmental partners. The table below summarizes these expenditure categories as approved by the Board at the July 14, 2020 Budget Workshop, followed by a brief description of each:

Table 1: July 14, 2020 Leon CARES Expenditure Plan

Category:	Funding (% of Total – Approx.):
Public Health, Safety, and Compliance	\$18.2 million (35%)
Individual, Community, and Small Business Assistance	\$24.4 million (48%)
Reserve/Replenishment Account	\$8.5 million (17%)
Total:	\$51.2 million (100%)

** Due to rounding, some totals may not correspond with the sum of the separate figures.*

- **Public Health, Safety, and Compliance:**

This category dedicated funding for public health expenses related to Leon County's immediate COVID-19 response efforts including enhanced communitywide testing and contact tracing capabilities, purchase and distribution of personal protective equipment (PPE), and targeted efforts to serve the medical needs of Leon County low-income residents in partnership with local primary healthcare providers. In addition, this category included funding to recover expenses incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency. This category of funding supported expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program including facility improvements, service adjustments, and acquisition of materials and equipment to ensure the continued safe provision of services to the public.

- **Individual, Community, and Small Business Assistance:**

This category dedicated funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs, and direct financial assistance to local

businesses throughout Leon County to stimulate economic recovery through the following programs:

- The **Leon CARES Individual Assistance Program** provided critical financial assistance for past-due rent, mortgage, and utility bills to households throughout Leon County experiencing economic hardship due to COVID-19.
 - The **Leon CARES Small Business Assistance Program** provided direct assistance to local small businesses to offset business impacts or increased expenditures related to COVID-19.
 - The **Leon CARES Community Assistance program** dedicated funding to support a variety of community needs resulting from the COVID-19 public health emergency, including funding to address communitywide food insecurity, childcare assistance, mental health services, and homelessness services. This category also provided up to \$20,000 of one-time assistance to local human service agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19.
- **Reserve/Replenishment Account:**

This category established reserve funding to address future needs or for any potential changes in federal guidance that may allow for new uses without impacting existing categories.

As approved by the Board during the July 14, 2020 Budget Workshop, the County extensively leveraged partnerships with several community organizations sub-grantee funding agreements to implement many of the programs discussed above. The agreements specified that the County would reimburse these partner organizations for eligible expenses incurred on or prior to December 30, 2020, as provided in the CARES Act. In addition, the County engaged Ernst & Young, an international tax, accounting, and business consultancy, to quickly develop and deploy a responsive solution for the expeditious administration of funds in compliance with the requirements of the CARES Act. This included the full extent of program infrastructure required for processing several thousand applications for assistance including an online application portal, application review and management system, and call center support capability to ensure an efficient, streamlined application process.

Following the Board's approval of the Leon CARES expenditure plan at the July 14, 2020 Budget Workshop, the County worked aggressively to promote awareness of the various assistance programs; provide application assistance to citizens, businesses, and nonprofit agencies; and ensure that the County's full \$51.2 million funding allocation would be expended by the December 30, 2020 deadline provided in the CARES Act. The County engaged landlords and property managers, utility companies, nonprofit organizations, local affordable housing providers, community and neighborhood associations, and schools to promote the Leon CARES Individual Assistance program and to provide details on program eligibility and the application process to share with potential applicants. This included door-to-door outreach in targeted neighborhoods including the Frenchtown, Griffin Heights, Bond, South City, and Providence neighborhoods. Also, the Tallahassee-Leon County Office of Economic Vitality (OEV) conducted extensive community outreach and communications efforts related to the Leon CARES Small Business Assistance program through its website, newsletter, social media platforms, and print materials, reaching thousands

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of local businesses. OEV also leveraged partnerships with the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, Greater Tallahassee Chamber of Commerce, and the Florida A&M University Small Business Development Center to provide support with promoting the program and providing technical assistance to businesses seeking to apply. The County also partnered with United Partners for Human Services (UPHS), the Council on Culture and Arts (COCA), and the Institute for Nonprofit Innovation and Excellence (INIE) to promote awareness of the Leon CARES nonprofit assistance programs throughout the local nonprofit community.

To complement and leverage the extensive promotional efforts discussed above, the County's Community and Media Relations team implemented a robust, targeted, multi-modal public information campaign across a variety of communications media beginning in mid-August. This campaign involved radio, print media, geofenced messaging, streaming video, digital displays, outdoor marketing, street teams, community partner networks, and social media promotion. In total, Leon CARES messaging has been seen, read, or heard more than 26 million times.

Subsequent Modifications and Enhancements to the Leon CARES Expenditure Plan:

At the September 29, 2020 meeting, the Board approved several modifications to the Leon CARES expenditure plan to enhance and further expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic. These enhancements were also designed to minimize the risk that any of the County's allocated funding would remain unspent by the December 30 CARES Act deadline and thereby revert to the Treasury. The enhancements approved by the Board are summarized below, and full details regarding these enhancements are provided in Attachment #4.

- For the Leon CARES Individual Assistance program, increased the income eligibility threshold from 80% of the area median income (AMI) to 120% of AMI, increased the maximum award amount from \$3,000 to \$5,000 per household, and provided award payments directly to applicants in place of paying the applicant's landlord, mortgage holder, or utility provider.
- Provided eligibility for most nonprofit organizations to apply for relief funding through the Leon CARES Small Business Assistance program.
- For the Leon CARES Small Business Assistance program, expanded the eligibility for businesses in the "Hardest Hit" category, reduced documentation for very small "Hardest Hit" businesses, and expanded allowable documentation. In addition, the base funding amounts were increased to \$5,000 - \$12,500 based on number of employees and the supplemental award amounts were increased to \$20,000 for the "Hardest Hit" businesses, \$20,000 for MWSBE businesses, and \$5,000 for "Rebounding" businesses.
- The Board authorized the County Administrator to reallocate funding between programs and the Reserve/Replenishment Account as needed to maximize the use and impact of the County's allocation of CARES Act Funding. The Reserve/Replenishment Account was reallocated to the Individual, Community, and Small Business Assistance funding category.

Subsequently, at the December 8, 2020 meeting, the Board approved the reallocation of projected Leon CARES program balances to support the community's highest outstanding public health and human

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service needs. As reported in the associated agenda item (included as Attachment #5), approximately \$4.26 million of the funds budgeted for the various Leon CARES programs was projected to remain available as of December 30 when the County's sub-grantee agreements with partner organizations were set to expire.

As discussed in the December 8, 2020 agenda item, the U.S. Treasury issued updated guidance in November indicating that CARES Act funds could be used to cover 100 percent of payroll and benefit expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. Accordingly, this enabled the County to immediately draw down its full \$51.2 million CARES Act allocation from the State through the reimbursement of these expenses. By employing this strategy, Leon CARES program funds were no longer subject to CARES Act requirements including the December 30, 2020 expenditure deadline. This strategy allowed the County to expedite the reimbursement of its full funding allocation, while ensuring that funds were available to provide adequate cash flow to implement the Leon CARES program without utilizing other County funds. Additionally, this revised guidance allowed for \$1 million of the County's CARES Act funding to be reallocated in support of the micro-lending program for minority and women-owned small businesses approved by the Board at the November 17, 2020 meeting.

In light of the updated Treasury guidance and the County's reimbursement strategy which no longer restricted these unspent funds to the original December 30 expenditure deadline provided in the CARES Act, the Board approved reallocating the \$4.26 million in projected program balances to support Leon CARES public health and community partners into calendar year 2021 as summarized below. Additional details regarding the program budget updates approved by the Board are available in Attachment #5.

- Reallocated \$2.011 million to the Florida Department of Health-Leon to support public health expenses through June 2021 including community-wide COVID-19 testing and contact tracing.
- Reallocated \$715,000 to the three local Federally Qualified Health Clinics ("FQHCs"; Bond Community Health Center, Neighborhood Medical Center, and North Florida Medical Center) to provide additional COVID-19 testing events, flu vaccinations for individuals diagnosed or exposed to COVID-19, and purchase of additional PPE.
- Reallocated \$1.3 million to support the programmatic, operational, and capital needs of homeless service providers in Leon County including the purchase of vans to transport clients to medical appointments, completion of previously approved facility upgrades of the homeless sheltering facilities and trainings on homeless service delivery during a pandemic.
- Reallocated \$102,000 to support a community mental health navigator position housed at FDOH-Leon to provide outreach in high-risk and low-income neighborhoods to educate and raise awareness on mental health services and treatments in the community in response to the mental health impacts resulting from the pandemic.
- Reallocated \$60,000 to support the Second Harvest of the Big Bend in purchasing a refrigerated van to expand meal deliveries to underserved neighborhoods in Leon County.

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- Reallocated \$40,000 to provide technology support to childcare facilities licensed with the Early Learning Coalition such as tablets for touchless COVID-19 screening.

Also, at the December 8, 2020 meeting, the Board accepted an additional \$11 million allocation of Coronavirus Relief Funds from the Florida Housing Finance Corporation (FHFC) to reimburse expenses related to housing and utility assistance provided by the County through the Leon CARES Individual Assistance program. The County was uniquely positioned to receive this additional allocation as a result of the design of the Individual Assistance program, which was consistent with the FHFC's program requirements and able to quickly process and award successful applications. In addition, the County strategically accepted a surplus of Individual Assistance applications in order to be positioned to accept and spend any additional funding that may become available. These factors enabled the County to quickly expend these additional funds prior to the December 30, 2020 CARES Act deadline in accordance with FHFC's program requirements.

In total, Leon County has successfully leveraged approximately \$62.2 million to address the community's greatest needs resulting from the COVID-19 pandemic, as described in detail in the Analysis section below. This includes the County's initial allocation of \$51.2 million in Coronavirus Relief Funds as well as the additional \$11 million subsequently allocated to the County by the Florida Housing Finance Corporation (FHFC).

Analysis:

The Analysis section of this item provides a detailed final report of the positive impacts throughout the community resulting from the implementation of the Leon CARES expenditure plan. This report includes a comprehensive discussion of each funding category in the Leon CARES plan, including the direct assistance programs (such as the Leon CARES Individual Assistance, Small Business Assistance, and Human Services Grant programs) as well as partnerships with other organizations to address public health and human service needs resulting from the COVID-19 pandemic (such as testing, contact tracing, food distribution, child care assistance, and others).

In total, and as discussed in greater detail in the remainder of this item, the following graphic summarizes the community-wide impacts of Leon County's successful implementation of the \$62.2 million Leon CARES plan. The County will utilize this graphic (also included as Attachment #1 to this item) to promote the success of the Leon CARES assistance programs and their positive impacts throughout the community.

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LEON CARES Community Impact At-A-Glance



Caring for Lives and Livelihoods of Those Impacted by COVID-19

Through the Leon CARES program, Leon County Government successfully leveraged \$62.2 million allocated under the “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748) to address the community’s greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

► DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS



4,900+

individuals and families assisted with past due rent, mortgage, and utilities | **\$11.4 MILLION AWARDED**



930+

local businesses assisted with expenses or losses due to COVID-19; **6,600+ LOCAL JOBS RETAINED/CREATED** | **\$18.1 MILLION AWARDED**



120

community human service agencies assisted to continue providing vital services | **\$1.8 MILLION AWARDED**



180+

local nonprofit organizations assisted with expenses or losses due to COVID-19 | **\$2.6 MILLION AWARDED**

► SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



3.4M

meals distributed or soon-to-be distributed to food insecure | **\$4 MILLION**



FOUR

homeless shelter facilities improved to better serve clients and stop the spread of COVID-19 | **\$2.7 MILLION INVESTED**



400

children of essential workers received no-cost childcare | **\$980,000 ALLOCATED**



300

referrals to mental health service providers

► EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Leon County EMS responded to **5,000+ COVID-19 CALLS**



Increased community-wide testing and testing access with **50+ ADDITIONAL MOBILE EVENTS** serving **3,400 RESIDENTS** throughout the community (*Through these and other community efforts, the community now tests approximately 2,000/day, ten times the state-recommended average.*)



Hired **38 ADDITIONAL CONTACT TRACERS**, **43 SCHOOL HEALTH MONITORS**, and **4 EPIDEMIOLOGISTS**



Launched the largest public information campaign in Leon County’s history to inform and educate; **26 MILLION TIMES SEEN, READ OR HEARD**

Public Health, Safety, and Compliance Expenditures

- *COVID-19 Testing and Contact Tracing:*

Leon CARES funding in this category supported over 50 mobile COVID-19 testing events through May 2021 to supplement state-supported testing efforts, testing approximately 3,400 citizens. Leon CARES funding also supported the hiring of over 80 personnel by FDOH-Leon to support enhanced COVID-19 testing, contact tracing, and school monitoring, and has supported Leon County EMS in responding to over 5,000 COVID-19 calls in the community.

In April 2020, the federal government set a testing goal for states to test 2% of their population per month as a measure to help states and communities safely reopen businesses and ease social distancing measures intended to slow the spread of the novel coronavirus. This equates to approximately 5,876 tests per month in Leon County, or 200 tests per day. To meet this testing goal, FDOH-Leon partnered with the local Federally Qualified Health Centers (Bond Community Health Center, Neighborhood Medical Center, and North Florida Medical Center) to implement several strategies to increase our community's local testing and contact tracing capacity with Leon CARES funding support. To date, these partners have hosted more than 30 drive-up testing sites and mobile testing units at schools, churches, and community centers to supplement state-supported testing efforts such as the testing site established at Florida A&M University's Bragg Stadium, and the FQHCs plan to host 20 more community COVID-19 testing events through May 2021 using funds reallocated by the Board during the December 8, 2020 meeting. In total, these mobile testing events supported by Leon CARES funding are expected to test 3,400 citizens through May 2021. Supported by these efforts, Leon County now significantly exceeds the federal testing goal by approximately ten times the recommended number, with an overall average of approximately 2,000 tests per day administered community-wide.



Walk-Up COVID-19 Testing Site

These Leon CARES-supported community testing events initially focused primarily in high-risk areas identified by FDOH-Leon in zip codes 32304, 32303, and 32301, but were later expanded to include other areas throughout the county, including Woodville, Fort Braden, and Lake Jackson. The neighborhood-based mobile testing units do not require an appointment and are free to all citizens.



Local COVID-19 Walk-Up Testing Efforts

In addition, utilizing Leon CARES funding, FDOH-Leon has hired 38 additional contact tracers, 4 epidemiologists, and 3 call center employees to support the expansion of testing and contact tracing community-wide. These funds have also supported FDOH-Leon's deployment of 43 health monitors and contact tracers to address COVID-19 cases in all Leon County Schools.

The Leon CARES expenditure plan also dedicated funding to the local FQHCs, the Apalachee Center, Florida A&M University Pharmacy, and Capital Medical Society's We Care Foundation to support other direct COVID-19-related expenses to serve the medical needs of low-income residents in Leon County. In addition to targeted testing efforts, Leon CARES funding was provided to these local healthcare partners to support the distribution of flu vaccinations for individuals diagnosed or exposed to COVID-19, the purchase of PPE materials, outreach messaging efforts and other public health measures.



The Leon CARES program supported the purchase of PPE and other public health expenses for Bond Community Health Center and other local FQHCs

- **Leon County Government's Direct Response Expenditures:**

As part of the Leon CARES expenditure plan, the County dedicated funds to recover costs incurred directly in responding to the COVID-19 public health emergency. These funds covered expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program and also covered the non-federal matching requirement for eligible County expenses under the PA program. Leon County's direct public health expenditures included expenses to ensure the continued safe provision of governmental services to the public such as facility improvements, service adjustments, and acquisition of materials and equipment. While these expenses were incurred throughout the organization, this funding notably supported the acquisition of medical equipment, infection control supplies, and personnel protective equipment to ensure the health and safety of Leon County EMS staff while providing the highest level of care to the community in



Protective "Sneeze Guards" Installed at County Facilities

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response to the public health emergency. Leon CARES funding has supported Leon County EMS in responding to over 5,000 COVID-19 calls in the community since March 2020. These funds also provided for the reimbursement of expenses incurred by Leon County to support non-congregate homeless sheltering, the County's robust public education and awareness campaign promoting the Leon CARES plan, and consultant services for the infrastructure and administration of the direct assistance programs discussed in detail later in this item.

- *Constitutional Offices, Judicial offices, and City of Tallahassee Reimbursement:*

The Leon CARES expenditure plan dedicated funding for the County Constitutional Offices, Judicial Offices, and the City of Tallahassee to recover costs incurred as a result of the COVID-19 public health emergency. The County has coordinated extensively with these local partners to identify a broad range of eligible expenditures to be supported on a reimbursement basis. Constitutional and Judicial Offices have submitted reimbursement requests for COVID-19-related expenses such as PPE, telecommunications equipment, minor facility modifications such as plexiglass shields, and other similar expenses. The County has also entered into a sub-grantee agreement with the City of Tallahassee to provide similar expenditure reimbursements.

Individual, Community, and Small Business Assistance Expenditures

This category of the Leon CARES expenditure plan dedicated funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs, and assistance to local businesses throughout Leon County (including within the City of Tallahassee) to stimulate economic recovery. As discussed in the following subsections of this item, this category included several direct assistance programs (the Leon CARES Individual Assistance, Small Business Assistance, Human Services Grant, and Nonprofit Assistance Grant programs) as well as a variety of community partnerships to address food insecurity, childcare assistance, mental health services, and homelessness services.

Leon CARES Direct Assistance Programs:

The Leon CARES Individual Assistance, Small Business Assistance, and Human Services Grant programs launched on August 17, 2020. Subsequently, as directed by the Board on September 29, 2020, the County launched the Nonprofit Assistance Grant Program on October 7, 2020. Overall, the County received approximately 11,000 submitted applications for assistance and distributed or awarded nearly \$34 million across all four direct assistance programs. A summary of each program impacts is provided below.

In addition, following approval of the Leon CARES expenditure plan in July 2020, the County Administrator executed a final agreement with Ernst & Young (EY), the County's contracted consulting team assisting with the implementation of the Leon CARES plan, to quickly develop and deploy a responsive solution for the expeditious administration of the Individual Assistance and Small Business Assistance programs in compliance with the requirements of the CARES Act. A team of County staff from work areas throughout the organization immediately began conducting daily work sessions with the EY team to develop and implement these programs as well as the program infrastructure for processing several thousand applications for assistance. This included an online application portal, application review and management system, and call center support capability to ensure an efficient, streamlined application process. As part of these collaborative efforts in developing the application process for these programs,

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EY also conducted a series of training sessions with community partners to assist citizens and local businesses with navigating the application process prior to these programs' launch date. Throughout the implementation of the Leon CARES program, EY's support was critical to facilitating the expedient processing of the high volume of applications, accurately tracking and reporting expended funds, and ensuring full compliance with state and federal funding and accounting requirements.

- *Leon CARES Individual Assistance Program:*

Leon CARES funding in this category supported the distribution of \$11.5 million in financial assistance to assist with past-due rent, mortgage, and utility expenses for over 4,900 applicants impacted by COVID-19. The average award for the Leon CARES Individual Assistance program was \$2,337 per applicant.

The Leon CARES Individual Assistance Program provided critical financial support to households throughout Leon County experiencing severe economic hardship due to COVID-19. Given the uncertainty surrounding additional federal relief from Congress, the Leon CARES Individual Assistance program offered immediate help for Leon County citizens to avoid homelessness or utility disconnection as a result of economic hardship due to COVID-19. The program provided up to \$5,000 in one-time assistance to households earning less than 120% of the area median income to support past-due rent, mortgage, and utility bills. Launched on August 17, 2020, the Leon CARES Individual Assistance program provided a total of \$11.5 million in financial assistance to eligible households upon program conclusion in December.

Prior to the program's launch, the County engaged landlords and property managers, utility companies, non-profit organizations, local affordable housing providers, and community and neighborhood associations to promote the Individual Assistance program and to provide details on program eligibility and the application process to share with potential applicants. These efforts included partnering with Leon County Schools to distribute program materials to the principals of each school to share with students and their parents, and door-to-door outreach in targeted neighborhoods including the Frenchtown, Griffin Heights, Bond, South City, and Providence neighborhoods. The County also contracted with the Tallahassee Urban League, the Greater Frenchtown Area Revitalization Council, and ECHO, Inc. to serve as "community navigators" in increasing awareness of the Individual Assistance Program and providing support to citizens in need of application assistance. These community navigators strategically deployed street teams in targeted areas of the community to promote and educate citizens on the Leon CARES program. Personalized application assistance was also offered at these community navigators' offices as well as all Leon County Library facilities and the Office of Human Services and Community Partnerships. In total, more than 2,300 Leon County residents received personalized assistance with their applications. In addition, Ernst & Young operated a Leon CARES Call Center Monday through Friday from 8 a.m. to 6 p.m. to provide technical support. Since August 2020, the Leon CARES Call Center supported more than 20,000 calls from applicants.

“ I would like to write a review on how well managed this program has been. The application process was simple. Emails and messages I left were returned. It was always made clear that the volume of applicants was high and therefore communication could be delayed. The phone calls were handled by professional and empathetic people and this alone was so helpful. Thank you for providing such professional service!” —*Lisa, Leon County Resident*



Leon County Staff Providing Personalized Assistance to Leon CARES Applicants

Overall, the Leon CARES Individual Assistance program awarded funding to over 4,900 applicants with an average award of \$2,337. Through the Leon CARES Individual Assistance program, the County provided immediate financial assistance to these households to support past-due housing (rent and mortgage) and utility bills, helping these citizens and families to avoid evictions or utility disconnection resulting from economic hardship due to COVID-19. A breakdown of the past-due expenses supported through the program, as well as the distribution of awards throughout Leon County by zip code, is provided on the following page.

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Table 2: Leon CARES Individual Assistance Awards by Past-Due Expense

Past-Due Expense:	Total # of Awards:	Total Funding Awarded:
Housing & Utilities Assistance	2,405	\$6,310,502
Housing Assistance	1,401	\$3,994,998
Utilities Assistance	1,110	\$1,184,875
Total:	4,916	\$11,490,377

Table 3: Leon CARES Individual Assistance Awards by Zip Code

Zip Code:	Total # of Awards:	Total Funding Awarded:
32301	813	\$1,840,604
32303	1091	\$2,536,137
32304	1173	\$2,611,710
32305	556	\$1,356,530
32307	1	\$1,902
32308	1	\$1,449
32309	236	\$568,549
32310	141	\$367,090
32311	553	\$1,324,187
32312	202	\$489,607
32317	109	\$265,482
Total:	4,916	\$11,490,377

As reflected in the tables above, \$11,490,377 was awarded to 4,916 applicants through the Leon CARES Individual Assistance program. Individual Assistance grants were awarded to households throughout Leon County, with the majority of awards provided to households located within the 32301, 32303, and 32304 zip codes. Approximately \$6.9 million (61%) of the total program funding was awarded to over 3,000 applicants in these areas.

Furthermore, as requested by Commissioners during the July 14, 2020 Regular Meeting, Table 4 on the following page provides the distribution of awards to households within the Frenchtown, Bond/Southside, and Griffin Heights neighborhoods. As reflected in the table, funding was awarded to over 400 applicants in these neighborhoods, totaling \$1.1 million (approximately 10% of the overall program funding awarded).

Table 4: Individual Assistance Awards in Frenchtown, Bond/South City, and Griffin Heights

Neighborhood:	# of Awards:	Funding Awarded:
Frenchtown	111	\$303,527
Bond/South City	242	\$590,752
Griffin Heights	84	\$211,087
Neighborhood Impacts:	437	\$1,105,366

- *Leon CARES Small Business Assistance Program:*

Leon CARES funding in this category supported the distribution of \$18.1 million in financial assistance to over 930 small businesses impacted by COVID-19 (full list provided in Attachment #6). Of these totals, \$7.8 million in assistance was provided to 248 minority-owned and woman-owned businesses. Countywide, the Leon CARES Small Business Assistance program provided an average award of \$19,450 per business, supporting the creation and retention of more than 6,600 local jobs.

As discussed earlier in this item, the Leon CARES Small Business Assistance Program provided direct assistance to local small businesses that have been financially impacted by COVID-19. Nationwide, many businesses have been forced to shut down for periods of time resulting in severe impacts to their revenues; others have incurred significant expenses related to keeping their employees and customers safe. Demonstrating the substantial need for small business assistance in Leon County, the Leon CARES expenditure plan dedicated funding to support the restart, re-launch, and re-opening of local businesses that experienced closures due to COVID-19. The Small Business Assistance Grants were awarded to qualifying small businesses to cover business expenses directly related to COVID-19 including employee wages, vendor bills, rent, utilities, promotion, and employee/customer safety costs. As detailed previously, this grant program offered baseline awards based on the business' number of employees, as well as supplemental awards for businesses that have been disproportionately impacted by the pandemic. Funding award amounts, as increased by the Board during the September 29, 2020 meeting, were determined based on the following:

Baseline Awards:

- \$5,000 was awarded to eligible businesses with 1-10 employees;
- \$7,500 was awarded to eligible businesses with 11-24 employees;
- \$10,000 was awarded to eligible businesses with 25-49 employees; and
- \$12,500 was awarded to eligible businesses with 50-100 employees.

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Supplemental Awards:

- \$20,000 was awarded to eligible “Hardest Hit” businesses classified within sectors directly impacted by the state of Florida’s Stay at Home Order including Accommodation & Food Services (NAICS 72); Retail Trade (NAICS 44-45); Arts, Entertainment, and Recreation (NAICS 71); or Other Services (NAICS 81).
- \$20,000 was awarded to businesses that provided documentation of certification as a minority-owned and women-owned small enterprise with the Office of Economic Vitality and/or with the Florida Department of Management Services’ Office of Supplier Diversity as of June 1, 2020;
- \$5,000 awarded to “Rebounding” businesses that certified that they hired two or more new full-time or part-time employees within the previous 30 days of their application submission.

Launched on August 17, 2020, the Leon CARES Small Business Assistance program provided a total of \$18.1 million in financial assistance to 932 local small business community upon conclusion in December. Of these totals, \$7.8 million in assistance (approximately 43% of program funds) was provided to 248 minority-owned and woman-owned businesses. The following highlights some of the feedback the County has received from SBA awardees; a full list of businesses awarded funding under the Leon CARES Small Business Assistance program is included as Attachment #6 to this item.



“The Leon CARES grant has allowed Retrofit Records to continue to provide our community with music culture, something especially needed during these trying times. Stay home and listen to the records!”

-Retrofit Records, Leon CARES Small Business Assistance Grant Awardee

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The Tallahassee-Leon County Office of Economic Vitality (OEV) conducted extensive community outreach and communications efforts related to the Small Business Assistance grant through its website, newsletter, social media platforms, and print materials, reaching thousands of local businesses. OEV also leveraged its distribution of face coverings to local businesses to raise awareness among business owners and employees about the program. OEV's technical center was available for business owners to receive computer access and assistance with applying for the grant program. OEV also partnered with the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, Greater Tallahassee Chamber of Commerce, and the Florida A&M University Small Business Development Center to provide support with promoting the program and providing technical assistance to businesses seeking to apply. As contracted, these partners assisted local businesses applying for the program with assembling required documentation, explaining rules, entering information into an application portal, and liaising between the County and the applicant to provide follow up information if needed. In addition, the Chambers have conducted training and engagement activities for local businesses to assess needs, coordinate resources, and implement training to support their recovery from the impacts of COVID-19.



"Thank you for your support of Leon CARES! The smartest thing I've ever done business-wise is open in Leon County. You guys have been amazing to us! Thanks again."

-Ma's Diner, Leon CARES Small Business Assistance Grant Awardee

Overall, the County awarded Small Business Assistance funds to 932 local businesses with an average award amount of \$19,450. The Leon CARES Small Business Assistance Program supported various sizes and sectors of local businesses located throughout Leon County. A breakdown of awards by business size and supplemental awards, as well as the distribution of awards throughout Leon County by zip code, is provided in Tables 5-7 on the following page.

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Table 5: Leon CARES Small Business Assistance Baseline Awards

# of Employees:	# of Businesses Awarded:	Total Amount Awarded:
1-10 Employees	782	\$3,910,000
11-24 Employees	92	\$690,000
25-49 Employees	42	\$415,000
50-100 Employees	16	\$200,000
Overall Total:	932	\$5,215,000

Table 6: Leon CARES Small Business Assistance Supplemental Awards

Supplemental Award:	# of Businesses Awarded:	Total Amount Awarded:
Hardest Hit	343	\$6,860,000
MWSBE	248	\$4,960,000
Rebounding	218	\$1,090,000
Overall Total:	810	\$12,910,000

Table 7: Leon CARES Small Business Assistance Awards by Zip Code

Zip Code:	Total # of Awards:	Total Funding Awarded:
32301	227	\$4,570,000
32303	200	\$3,922,500
32304	73	\$1,402,500
32305	46	\$890,000
32308	122	\$2,227,500
32309	58	\$1,075,000
32310	66	\$1,322,500
32311	48	\$955,000
32312	70	\$1,342,500
32317	22	\$417,500
Total:	932	\$18,125,000

As reflected in Table 5, over \$5.2 million in baseline awards were awarded to local businesses with less than 100 employees. The majority of baseline award funding was provided to very small businesses in the community, with 75% of total baseline funding awarded across 782 businesses with ten or fewer employees. In addition, over 800 supplemental awards, totaling \$12.9 million, were awarded to eligible local businesses that have been disproportionately impacted by the pandemic. As reflected in Table 7, funding assistance through the Leon CARES Small Business was distributed to small businesses throughout Leon County. Nearly half (47%) of SBA program funds were awarded to businesses located within the 32301 and 32303 zip codes, with over \$4.3 million distributed to nearly 430 businesses in these areas. In summary, approximately 6,600 local jobs

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are estimated to have been created or retained as a result of the Leon CARES Small Business Assistance funding awarded to local businesses.

- *COVID-19 Economic Disaster Relief (CEDR) and Local Economic Assistance for Nonprofits (LEAN) Program Reimbursements:*

The Leon CARES program provided for the reimbursement of the grant funding provided through the COVID-19 Economic Disaster Relief (CEDR) and Local Economic Assistance for Nonprofits (LEAN) grant programs to the Blueprint Intergovernmental Agency. In April 2020, the Blueprint Intergovernmental Agency activated the CEDR grant program to assist local businesses the LEAN grant program to assist local non-profits impacted by the COVID-19 pandemic. The CEDR program, administered by OEV, allocated a total of approximately \$1.2 million in grant funding to nearly 500 local businesses with 50 or fewer employees. The CEDR program provided up to \$5,000 for local small businesses, based on the number of employees, to address the impact financial impacts of COVID-19. As designed, the CEDR grant provided rapid grant funding to businesses to bridge their limited cash reserves as they pursued financing and capital from other sources such as state and federal relief programs. The LEAN program, also administered by OEV, allocated over \$600,000 in grant funding to nearly 270 local nonprofit organizations. The LEAN program provided \$2,500 to eligible nonprofit organizations to support the continuity of service operations and sustain their viability through the COVID-19 economic crisis. Overall, CEDR grants supported the retention of over 4,900 local jobs with an additional 2,400 local jobs supported through the LEAN grant program – many of which were further protected by the subsequent assistance provided to these entities through the Leon CARES programs discussed throughout this item.

- *Revolving Micro-Lending Program in Partnership with FAMU Federal Credit Union*

During the November 17, 2020 meeting, the Board authorized the County Administrator to execute an agreement with FAMU Federal Credit Union (FAMU FCU) to establish the Essential Micro-Lending Program for black, minority, and women-owned businesses. As approved by the Board, Leon County has committed \$1 million in CARES funding for the micro-lending program, which is anticipated to launch in late January 2021 to enhance and diversify the existing capital pool in the market for minority businesses. The County also leveraged a commitment of \$250,000 from FAMU FCU for the administrative, marketing, and operational costs of the program.

The County's commitment to the Essential Micro-Lending Program was reallocated from expenditures originally budgeted within the Leon CARES expenditure plan which are now being reimbursed instead through the FEMA Public Assistance program. When the Leon CARES program was originally established in July, if CARES funding supported loans, any loan repayments made after December 30, 2020 were required to be returned to the United States Treasury Department, which rendered a revolving loan program impractical. However, as a result of the updated U.S. Treasury guidance discussed earlier in this item, the County's CARES reimbursement from the State is no longer subject to the grant restrictions, including the December 30, 2020 spending deadline in the CARES Act. Accordingly, loan repayments made through the Essential Micro-Lending Program can continue to be utilized for new loans into the future.

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At this time, the County has executed the Memorandum of Understanding with FAMU FCU outlining the conditions of the Essential Micro-Lending Program. As designed, the Essential Micro-Lending Program is intended to be flexible by providing the opportunity for applicants with lower credit scores to obtain a loan, lower allowable loan amounts, and negotiable repayment terms. An overview of the terms, rates, and loan limits for the Essential Micro-Lending Program is provided below:

- Application fee: \$25 (lowered from standard application fee of \$250)
- Eligible loan amounts: Up to \$50,000
- Loan terms: Negotiable 5-year terms, with option for a five-year balloon and opportunity to refinance after the initial 5-year terms to ensure continuity of affordable payment options
- Interest rates: Wall Street Journal Prime Rate plus 2-4%
- Eligible uses: Business line of credit, business equipment, other operating capital, and other funding as negotiated
- Loan eligibility: Credit score of 550 for secured and unsecured loans; income to debt ratio of no less than 1.25x; and no collateral requirement for loans under \$15,000 (unless FAMU FCU determines a specific credit risk exist)

The County, through the Office of Economic Vitality, has collaborated with FAMU FCU in creating marketing materials and identifying avenues for the distribution of information to the target market. OEV has also engaged local stakeholders, including the Capital City and Big Bend Minority Chambers of Commerce, in promoting the Essential Micro-Lending Program. FAMU FCU will also refer businesses to the Florida A&M Small Business Development Center and other partner organizations for technical assistance with the loan package submissions. In addition, as part of its financial commitment to the program, FAMU FCU will offer a financial literacy program and business financial assistance including one-on-one consulting and mentorship for loan applicants. Finally, FAMU FCU will provide semi-annual reports to OEV to monitor the program performance and to ensure capital is reaching black, minority, and women-owned businesses. The semi-annual reports will be submitted in accordance with the County's fiscal year, spanning from October 1-March 30 and April 1-September 30 of each year. The first semi-annual report will be submitted in the fall of 2021.

- *Human Services Grant Program:*

Leon CARES funding in this category supported the distribution of over \$1.8 million to more than 120 local human service agencies serving local citizens and communities impacted by COVID-19 (full list provided in Attachment #7).

The Leon CARES Human Services Grant program was launched on August 17 to provide one-time funding assistance to local human services nonprofit 501(c)(3) organizations serving individuals and communities impacted by COVID-19. The Human Services Grant program provided grants up to \$20,000 to eligible human services agencies serving local individuals and communities impacted by COVID-19. Grant funds were provided to support unanticipated programmatic and

Section 3: Leon CARES Community Impact Report

operational expenses on a reimbursement basis such as PPE, laptops, as well as costs incurred associated with expanding programs to address an increase in needs of Leon County residents due to COVID-19. Award amounts to each agency were based on specific requests submitted by the agencies during the application process. In total, the County awarded more than \$1.8 million to 121 local human services agencies throughout Leon County upon conclusion of the program on August 28. A breakdown of the Human Services Grants by funding awards is provided below, and a full list of human services agencies awarded funding under this program is included as Attachment #7 to this item.

Table 8: Leon CARES Human Services Grant Award Amounts

Funding Awards:	# of Organizations Awarded:
\$1,000 - \$2,500	8
\$3,000 - \$10,000	20
\$10,001 - \$15,000	16
\$15,001 - \$20,000	77
Total # of Organizations:	121

Prior to launch of the Leon CARES Human Services Grant program, the Leon County Office of Human Services and Community Partnerships conducted webinars and shared resources with the local nonprofit community on the application and reimbursement request process. The County also partnered with United Partners for Human Services (UPHS) to promote awareness of the program to local human services nonprofit organizations. Throughout the program, the County and UPHS continued to provide the highest level of support to local organizations seeking to apply for the program and to awardees seeking to submit reimbursement requests.

- *Nonprofit Assistance Grant Program:*

Leon CARES funding in this category supported the distribution of \$2.6 million in financial assistance to more than 180 local nonprofits impacted by COVID-19 (full list provided in Attachment #8). Leon County provided an average award of \$14,429 per organization, supporting the retention or creation of over 750 local jobs.

During the September 29, 2020 meeting, the Board amended the Leon CARES expenditure plan to make certain nonprofit organizations eligible to apply for grant funding, similar to the Leon CARES Small Business Assistance program. Accordingly, the Leon CARES Nonprofit Assistance Grant Program was launched on October 7, 2020 to provide qualifying nonprofit organizations with grants of \$5,000 to \$12,500 based on the number of employees, and “Hardest Hit” and “Rebounding” supplemental awards similar to those provided through the Leon CARES SBA Program. Unlike the Leon CARES SBA Program, however, the Nonprofit Grant Assistance Program did not provide a MWSBE supplemental award, as there is not currently a certification available for nonprofit organizations to demonstrate minority and/or woman ownership. Eligible nonprofit organizations that experienced a 25% loss or more of revenue or increase in costs directly related

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to COVID-19 were awarded funds to support operational/admirative and safety expenses such as employee wages, vendor bills, and social distancing equipment expenses.

The Nonprofit Assistance Grant Program was administered completely in-house through the Leon County Office Financial Stewardship, in coordination with the Leon County Office of Human Services and Community Partnerships. The County also partnered with the United Partners for Human Services (UPHS), the Council on Culture and Arts (COCA), and the Institute for Nonprofit Innovation and Excellence (INIE) to promote awareness of the program throughout the local nonprofit community and provide assistance to organizations seeking to apply. Overall, the County awarded 184 Nonprofit Assistance grants totaling over \$2.6 million to support local nonprofits that have experienced financial impacts directly related to COVID-19. A breakdown of awards by organization size and supplemental awards is provided below:

Table 9: Leon CARES Nonprofit Assistance Baseline Awards

# of Employees:	# of Organizations Awarded:	Total Amount Awarded:
1-10 Employees	151	\$755,000
11-24 Employees	11	\$82,500
25-49 Employees	13	\$130,000
50-100 Employees	9	\$112,500
Overall Total:	184	\$1,080,000

Table 10: Leon CARES Nonprofit Assistance Supplemental Awards

Supplemental Award:	# of Organizations Awarded:	Total Amount Awarded:
Hardest Hit	55	\$1,080,000
Rebounding	99	\$495,000
Overall Total:	154	\$1,575,000

As reflected in the tables above, the majority of baseline award funding was provided to very small nonprofit organizations in the community, with 70% of total baseline funding awarded across 151 nonprofits with ten or fewer employees. In addition, 154 supplemental awards totaling nearly \$1.6 million were awarded to eligible local nonprofits.

The following highlights some of the feedback the County has received from nonprofit grant awardees, and a full list of local nonprofit organizations awarded funding under this program is included as Attachment #8 to this item. In addition, the Council on Culture and Arts provided an analysis of the arts, culture, history, and heritage nonprofit organizations awarded under the program which is included as Attachment #9.



“Our educators have been hard at work adapting to the pandemic, and Leon CARES funding supports the planning and delivery of our virtual, in-person, and hybrid programs. CARES funding is also going toward inventory and supplies, PPE, and marketing our reopening plans.”

-Challenger Learning Center, Leon CARES Nonprofit Assistance Grant Awardee

“Due to the COVID-19 pandemic, the John G. Riley Center has switched to a virtual platform to showcase our major events such as the Season of Emancipation, Riley Membership Reception and Annual Rock-A-Thon. Through the CARES Act resources, the John G. Riley Center & Museum has been able to reach new audiences virtually with our exhibits and heritage projects.”

-John G. Riley Center & Museum, Leon CARES Nonprofit Assistance Grant Awardee

Leon CARES Community Partnerships:

As discussed earlier in this item, the County entered into sub-grantee agreements with several partner organizations to implement the various Leon CARES community assistance programs. Through these partnerships, the Leon CARES plan supported a broad range of community needs resulting from the COVID-19 public health emergency, including funding to address communitywide food insecurity, childcare assistance, mental health services, and homelessness services. The following provides a summary of the impacts of these partnerships throughout the community.

- **Food Insecurity**

Leon CARES funding supported America’s Second Harvest of the Big Bend (Second Harvest) in ordering over \$4 million of food to provide over 3.4 million meals across the community. In addition, Leon CARES funding supported Second Harvest’s hiring of program staff and purchase of refrigerator trucks and other equipment to distribute these meals to the community’s most vulnerable populations.

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Since July 2020, Second Harvest has led a variety of food distribution efforts including at the COVID-19 mobile testing sites discussed earlier in this item, standing up free drive-thru food distribution events throughout the community, and expanding feeding programs targeted for seniors, children, and high-risk and homeless populations. While Leon CARES funding will continue to support Second Harvest's food distribution efforts through the current calendar year, the following provides a summary of these efforts and their impacts in the community to date:

- **Expanded School Backpack Program:** Second Harvest is currently providing an average 3,000 bags of food per week to Leon County Schools students through the School Backpack program with funding from Leon CARES. As reported in its mid-year report, Second Harvest ended the 2020 calendar year with nearly 40,000 bags of food distributed across 18 schools. The following table provides an overview of distribution by school:

Table 11: School Backpack Program, Mid-Year Distribution Totals by School

Leon County School Site:	Total # of Bags Distributed:
Astoria Park Elementary	3,984
Bond Elementary	2,979
Boys & Girls Club of the Big Bend at Sunrise	120
Conley Elementary	135
Fort Braden Elementary	3,367
Gilchrist Elementary	90
Gretchen Everhart	110
Hartsfield Elementary	1,600
John G. Riley Elementary	3,480
Nims Middle	3,872
Oak Ridge Elementary	4,700
Pineview Elementary	5,688
Ruediger Elementary	253
Sabal Palm Elementary	4,092
Sail High	48
Second Chance	960
Springwood Elementary	3,919
Woodville Elementary	260
Total:	39,657

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- **Expanded Senior Grocery Program:** With Leon CARES funding support, Second Harvest expanded its Senior Grocery program, which is utilized by non-profit organizations and churches to deliver meals to low-income and cognitively impaired senior citizens. By the end of the 2020 calendar year, Second Harvest provided 800 grocery boxes to food-insecure seniors in Leon County. Second Harvest also partnered with the United Way, 2-1-1 of the Big Bend, and DoorDash to deliver a number of these meals directly to seniors' homes.
- **High-Risk and Homeless Feeding Operations:** Second Harvest, using Leon CARES funding, has established a new program to provide meals to individuals experiencing homelessness or living with varying disabilities. Second Harvest, in coordination with local partners such as the Big Bend Continuum of Care and Ability 1st, has distributed over 33,000 ready-to-eat meals to individuals who have seen a reduction in service due to the suspension of outreach programs administered by churches and other non-profits to prevent the spread of COVID-19.



Local Food Distribution Efforts Supported by Leon CARES Funding

- **Mobile Feeding Expansion:** Leon CARES funding has also supported the expansion of Second Harvest's mobile feeding pantry sites to distribute dry and refrigerated food products to residents across Leon County. Second Harvest has expanded the mobile feeding program to additional sites throughout the community to target underserved populations in the community. From September through December 2020, Second Harvest led nearly 70 Leon CARES-supported food distribution events, serving more than 21,300 Leon County residents. These statistics do not include the amount of food distributed through Second Harvest's partner agencies or citizens served through the other food distribution programs discussed above.



Second Harvest Mobile Food Distribution Event Supported by Leon CARES Funding

- **Childcare Assistance**

Leon CARES funding in this category provided cost-free childcare assistance for more than 400 children across 300 households in Leon County with essential workers.

As presented during the July 14, 2020 Budget Workshop, local human service partners identified childcare assistance as one of the highest needs in the community as a result of COVID-19. In an effort to address this need, the County contracted with the Early Learning Coalition of the Big Bend (ELC) to provide up to five months of childcare assistance to certain essential services workers, as identified in State of Florida Executive Order Number 20-91. Prior to implementation of the Leon CARES expenditure plan, the ELC received state funding to provide childcare vouchers for income-eligible essential services workers in the health care industry as well as public safety first responders. Using Leon CARES funding, the ELC was able to provide childcare vouchers for

Section 3: Leon CARES Community Impact Report

essential workers in other industries not supported by the funding received from the state, such as food and agriculture, energy and utilities, and transportation and logistics.

Using Leon CARES funding, ELC has provided cost-free childcare for more than 400 children across 300 households in Leon County. These households were provided up to \$800 in monthly financial assistance for up to five months (August through December 2020). Additional Leon CARES funding was also dedicated to providing technology support to childcare facilities licensed with the ELC, such as tablets for touchless COVID-19 screening, to ensure the safe provision of services. In total, the Leon CARES expenditure plan provided nearly \$945,000 for these services.

A promotional graphic for Leon CARES childcare assistance. At the top, a photo shows a young child in a white shirt drawing on a piece of paper with markers. Below the photo, the text reads "YOU TAKE CARE OF ALL OF US. LET THE ELC HELP TAKE CARE OF YOU." in blue and white. Underneath, a blue box contains the heading "DO YOU:" followed by four checkmarks and questions: "Have a child aged birth to 5 years?", "Live in Leon County?", "Work 20 hours/week as an essential worker?", and "Earn less than the below income limits?". Below this is a table titled "ANNUAL GROSS INCOME LIMIT BY FAMILY SIZE" with columns for family size (2, 3, 4, 5, 6) and corresponding income limits (43,100, 54,300, 65,500, 76,700, 87,900). At the bottom, a blue box states "THEN APPLYING IS EASY AS 1-2-3" followed by three steps: "1. Go to elcbigbend.org", "2. Click the LeonCARES logo", and "3. Submit the application and needed documents". A logo for "LEON CARES" is also present in the bottom right corner of the graphic.

ANNUAL GROSS INCOME LIMIT BY FAMILY SIZE					
2	3	4	5	6	
43,100	54,300	65,500	76,700	87,900	

THEN APPLYING IS EASY AS 1-2-3

1. Go to elcbigbend.org
2. Click the LeonCARES logo
3. Submit the application and needed documents

LEON CARES

Leon CARES Childcare Assistance Promotion

- **Mental Health Services**

Leon CARES funding in this category facilitated more than 300 referrals for mental health services during the COVID-19 pandemic, as well as the hiring of a community mental health navigator at FDOH-Leon to continue to educate and raise awareness of mental health services and treatments available in the community.

In response to the increased need for access to mental health services as a result of the COVID-19 pandemic, the County contracted with 2-1-1 Big Bend to enhance access to mental health resources in the community to individuals that are experiencing mental health crisis. Utilizing Leon CARES funding, 2-1-1 Big Bend has expanded mental health call staffing and contracted mental health counseling to triage mental health crisis calls to appropriate free or low-cost mental health services in Leon County 24 hours a day. Since August 2020, these mental health navigators have facilitated more than 300 client referrals directly to services at Apalachee Center, the FSU Psychology School, Bond Community Health Center, and Neighborhood Medical Center.

In addition, Leon CARES funding has been allocated for the hiring of a community mental health navigator position housed at FDOH-Leon. As recommended by the Big Bend Mental Health Council (whose membership includes the FSU Medical School, FDOH-Leon, and the FAMU School of Social Work and is chaired by Dr. Jay Reeve, President and CEO of Apalachee Center, Inc.), the navigator is expected to be onboarded in February 2021 and will provide outreach to high-risk neighborhoods identified by FDOH-Leon as well as other low-income neighborhoods in order to

educate and raise awareness on mental health services and treatments in the community. The position will be supported by Leon CARES funding for two years. FDOH-Leon, in collaboration with the Mental Health Council, will seek local, state, and federal grants and additional financial partnerships with the City of Tallahassee, hospitals, and the universities for future funding.

- *Homelessness Support*

Leon CARES funding in this category supported physical improvements at four local homeless shelters to meet COVID-19 sheltering guidelines established by the CDC, as well as the purchase of vehicles to facilitate socially-distanced transportation of homeless service clients to medical appointments, grocery stores, and other destinations. The Leon CARES program also provided \$1 million to the Kearney Center to facilitate FEMA reimbursement for non-congregate homeless sheltering expenses.

Leon CARES funding has been dedicated to the four emergency shelters designated for the homeless population in Leon County (the Kearney Center, Hope Community, Capital City Youth Services, and Refuge House) to support renovation of their facilities to meet CDC guidelines. Following the execution of the CARES subgrant agreements, the homeless shelter providers conducted bid solicitation for proposed renovations in accordance with federal procurement requirements. Shelter renovations commenced in October 2020 including HVAC system upgrades, expansion of kitchen and eating areas, and installation of keyless and touchless entrance systems. As of January, the majority of renovations have been completed with the remaining projects in progress and anticipated to be complete this spring.

In addition, Leon CARES funding provided the Refuge House, Hope Community, and Capital City Youth Services the ability to purchase vans equipped with PPE to transport clients while ensuring they remain socially distanced. Each of the vans purchased are equipped to transport approximately 8 clients at a time, and are estimated to support hundreds of clients on an annual basis. The Leon CARES-funded vans have supported these homeless service providers in transporting clients to medical appointments, grocery stores, church, and other local destinations. In addition, these vans have also been utilized by the providers for delivery of supplies, increased street outreach efforts, and other COVID-19-related operations. Also, the Kearney Center has been approved by FEMA to seek reimbursement for non-congregate



Refuge House Renovations to Provide Socially-Distanced Kitchen Areas

Section 3: Leon CARES Community Impact Report

homeless sheltering expenses related to COVID-19, and during the December 8, 2020 meeting the Board approved reallocating \$1 million in Leon CARES funding to support the 25% match required for the Kearney Center to draw down these funds.

Leon CARES funding has also supported the Florida Housing Coalition and the Big Bend Continuum of Care in providing technical training for all local homeless service providers. At this time, the Florida Housing Coalition and the Big Bend Continuum of Care have six online training sessions scheduled through February 2021 which center on continuing service delivery during a pandemic. Each of the trainings feature different homeless and housing services-related topics including case management in supportive housing, mental health basics, and data-informed decision making and program improvements. Overall, more than 220 participants from all of the local homeless service providers are expected to participate in these trainings.

Leon CARES Promotional Campaign:

Following the Board's approval of the Leon CARES expenditure plan at the July 14, 2020 Budget Workshop, the County launched an extensive promotional campaign to ensure that citizens, businesses, local nonprofit organizations, and other stakeholders were aware of the various Leon CARES assistance programs available and how to apply. The County engaged landlords and property managers, utility companies, nonprofit organizations, local affordable housing providers, community and neighborhood associations, and schools to promote the Leon CARES Individual Assistance program and to provide details on program eligibility and the application process to share with potential applicants. This included door-to-door outreach in targeted neighborhoods including the Frenchtown, Griffin Heights, Bond, South City, and Providence neighborhoods. Also, the Tallahassee-Leon County Office of Economic Vitality (OEV) has conducted extensive community outreach and communications efforts related to the Leon CARES Small Business Assistance program through its website, newsletter, social media platforms, and print materials, reaching thousands of local businesses. OEV has also leveraged partnerships with the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, Greater Tallahassee Chamber of Commerce, and the Florida A&M University Small Business Development Center to provide support with promoting the program and providing technical assistance to businesses seeking to apply. The County has also partnered with United Partners for Human Services (UPHS), the Council on Culture and Arts (COCA), and the Institute for Nonprofit Innovation and Excellence (INIE) to promote awareness of the Leon CARES nonprofit assistance programs throughout the local nonprofit community.

To complement and leverage the extensive promotional efforts discussed above, the County's Community and Media Relations team also implemented a robust, targeted, multi-modal public information campaign across a variety of communications media beginning in mid-August. This campaign involved radio, print media, geofenced messaging, streaming video, digital displays, outdoor marketing, street teams, community partner networks, and social media promotion. Upon conclusion of the direct assistance

Section 3: Leon CARES Community Impact Report

programs in December 2020, Leon CARES messaging has been seen, read, or heard more than 26 million times. Examples of the County's promotional materials are provided below as well as in Attachment #10.

Starting
August 17

INDIVIDUAL ASSISTANCE





LEON
CARES

CARING FOR LIVES & LIVELIHOODS

If you have been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.



Individual Assistance – Assists Leon County households with past-due rent, mortgage and utility bills.

Starting Aug. 17, Leon County's one-stop portal at LeonCountyCARES.com will allow you to:

- ☒ **Apply** for direct assistance
- ☒ **Verify** your program eligibility
- ☒ **Receive** assistance from other Leon CARES-supported community programs

See back for program eligibility requirements.

Starting
August 17

SMALL BUSINESS ASSISTANCE





LEON
CARES

CARING FOR LIVES & LIVELIHOODS

If your business has been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.



Small Business Assistance – Assists Leon County small businesses with COVID-19 expenses such as employee wages, vendor bills, rent, utilities, promotion, and safety costs.

Starting Aug. 17, Leon County's one-stop portal at LeonCountyCARES.com will allow you to:

- ☒ **Apply** for direct assistance
- ☒ **Verify** your program eligibility
- ☒ **Receive** assistance from other Leon CARES-supported community programs

See back for eligible expenses.

Leon CARES Individual Assistance and Small Business Assistance Program Brochures

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Section 3: Leon CARES Community Impact Report

Summary and Conclusion:

As discussed throughout this item, Leon County Government successfully leveraged \$62.2 million in federal Coronavirus Relief Funds to address the community's greatest needs resulting from the COVID-19 pandemic. In total, Leon County has successfully leveraged approximately \$62.2 million to address the community's greatest needs resulting from the COVID-19 pandemic, as described in detail throughout this item. This includes the County's initial allocation of \$51.2 million in Coronavirus Relief Funds as well as the additional \$11 million subsequently allocated to the County by the Florida Housing Finance Corporation (FHFC). The final budgets for each category of the Leon CARES expenditure plan are reflected in Table 12 on the following page.

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Table 12: Final Leon CARES Program Expenditures

Leon CARES Expenditure Category:	Total Budget:	Community Impacts:
Public Health, Safety, and Compliance	\$16,039,199 (26%)	
Florida Department of Health-Leon	\$3,510,199	2,000 tests per day community-wide 85 nurses, contact tracers, and school monitors hired
Bond, NMC, North Florida Medical Centers, and Apalachee Center	\$1,429,000	50+ mobile testing events serving 3,400 citizens (through May 2021)
City of Tallahassee	\$5,000,000	Reimbursement of COVID-related expenditures
Constitutional and Judicial Offices	\$1,100,000	Reimbursement of COVID-related expenditures
Leon County Government	\$5,000,000	Reimbursement of COVID-related expenditures
Individual, Community, and Small Business Assistance	\$46,181,126 (74%)	
Individual Assistance	\$11,900,000	4,900+ applicants assisted with past-due housing/utility bills
Local Human Service Agency Assistance	\$1,850,000	121 agencies awarded funds to reimburse COVID-related expenditures
Food Insecurity	\$4,074,850	3.4 million meals
Childcare Support	\$983,000	400 children of essential workers assisted
Mental Health Services	\$187,000	300 referrals to mental health service providers
Homelessness Support	\$2,774,000	4 local homeless shelter facilities improved \$1 million to provide local FEMA match for non-congregate homeless sheltering
Local Economic Asst for Nonprofits (LEAN) Reimbursement	\$602,500	270 nonprofit organizations assisted Supported retention of 2,400 local jobs
Small Business Assistance Program	\$18,730,990	930+ small businesses assisted 6,600+ local jobs created/retained
Local Chambers of Commerce Support	\$300,000	540 small businesses supported with technical assistance/training
COVID-19 Economic Disaster Relief (CEDR) Reimbursement	\$1,158,786	500 small businesses assisted Supported retention of 4,900 local jobs
Nonprofit Grant Program	\$2,620,000	180+ nonprofit organizations assisted
Micro Lending Program	\$1,000,000	Program anticipated to launch in January 2021
Leon CARES Expenditure Totals:	\$62,220,325	

Section 3: Leon CARES Community Impact Report

Update on Additional Federal Rent and Utility Assistance:

On December 21, 2020, Congress approved a nearly 6,000-page end-of-year legislative package that included a new \$908 billion COVID-19 relief bill (H.R. 133). Among other provisions, the bill provides \$25 billion to states, U.S. territories, tribes, and large localities to “provide financial assistance and housing stability services to eligible households.” The U.S. Treasury will distribute these funds in the same manner as the CARES Act Coronavirus Relief Fund; however, the bill expands eligible entities to any jurisdiction with a population greater than 200,000 (reduced from 500,000 under the CARES Act). As such, Leon County is eligible to receive approximately \$8.8 million to implement this program, based on an analysis conducted by NACo, and will be able to receive funds directly from the Treasury.

In order to receive this direct federal funding, the U.S. Treasury established a deadline of January 12, 2021 for eligible recipients to request their allocation and execute a funding agreement. Accordingly, the County Administrator has submitted this request on behalf of the County, an agenda item will be presented during the Board’s January 26 meeting additional information regarding this program and to seek the Board’s ratification of this request and approval of an associated budget amendment. The Treasury is expected to disburse this funding on or around January 30, 2021.

This new rent and utility assistance program will be much more narrowly defined than the previous funding the County received under the CARES Act. H.R. 133, the COVID-19 relief bill passed by Congress in December, provides very specific criteria for this program. As a brief summary, this funding will be available only for rent and utility assistance, must be paid directly to landlords and utility providers (unless the landlord refuses to participate), and can only be awarded to households with income at 80% or below the Area Median Income (AMI), with priority given to households under 50% AMI or who are at imminent risk of eviction. As indicated above, a separate agenda item will be presented during the Board’s January 26 meeting with additional details regarding this program.

Staff Recommendation:

1. Accept the Leon CARES Community Impact Report.

Attachments:

1. “Leon CARES Community Impact At-A-Glance” Infographic
2. June 16, 2020 agenda item, “Funding Agreement with the Florida Division of Emergency Management to Receive CARES Act Funds”
3. July 14, 2020 Budget Workshop item, “Proposed Leon CARES Expenditure Plan for Coronavirus Relief Funds”
4. September 29, 2020 agenda item, “Status Update and Recommended Enhancements to the Leon CARES Expenditure Plan”
5. December 8, 2020 agenda item, “Leon CARES Program Budgets and Projected Expenditures and Acceptance of Additional Coronavirus Relief Funds”
6. List of Leon CARES Small Business Assistance Program Awardees
7. List of Leon CARES Human Services Grant Awardees
8. List of Leon CARES Nonprofit Assistance Grant Awardees

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9. Council on Culture and Arts Memo on Arts, Culture, History, and Heritage Nonprofit Awardees
10. Leon CARES Promotional Materials



LEON CARES Community Impact At-A-Glance

Attachment #1
Page 1 of 1



Caring for Lives and Livelihoods of Those Impacted by COVID-19

Through the Leon CARES program, Leon County Government successfully leveraged \$62.2 million allocated under the “Coronavirus Aid, Relief, and Economic Security Act” (the “CARES Act,” H.R. 748) to address the community’s greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

► DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS



4,900+

individuals and families assisted with past due rent, mortgage, and utilities | **\$11.4 MILLION AWARDED**



930+

local businesses assisted with expenses or losses due to COVID-19; **6,600+ LOCAL JOBS RETAINED/CREATED** | **\$18.1 MILLION AWARDED**



120

community human service agencies assisted to continue providing vital services | **\$1.8 MILLION AWARDED**



180+

local nonprofit organizations assisted with expenses or losses due to COVID-19 | **\$2.6 MILLION AWARDED**

► SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



3.4M

meals distributed or soon-to-be distributed to food insecure
\$4 MILLION



FOUR

homeless shelter facilities improved to better serve clients and stop the spread of COVID-19 | **\$2.7 MILLION INVESTED**



400

children of essential workers received no-cost childcare
\$980,000 ALLOCATED



300

referrals to mental health service providers

► EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Leon County EMS responded to **5,000+ COVID-19 CALLS**



Increased community-wide testing and testing access with **50+ ADDITIONAL MOBILE EVENTS** serving **3,400 RESIDENTS** throughout the community (*Through these and other community efforts, the community now tests approximately 2,000/day, ten times the state-recommended average.*)



Hired **38 ADDITIONAL CONTACT TRACERS, 43 SCHOOL HEALTH MONITORS,** and **4 EPIDEMIOLOGISTS**



Launched the largest public information campaign in Leon County’s history to inform and educate; **26 MILLION TIMES SEEN, READ OR HEARD**

Leon County Board of County Commissioners


Agenda Item #17

June 16, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Funding Agreement with the Florida Division of Emergency Management to Receive CARES Act Funds



Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Andy Johnson, Assistant to the County Administrator

Statement of Issue:

This agenda item seeks approval of a funding agreement with the Florida Division of Emergency Management required for Leon County to be eligible to receive Coronavirus Relief Funds authorized by Congress in the CARES Act. This item also recommends the Board authorize the County Administrator to bring back a plan for the Board's consideration at the July 14 Budget Workshop which will allow the County to seek reimbursements for eligible expenditures consistent with the CARES Act guidelines.

Fiscal Impact:

This item has a fiscal impact. The Funding Agreement will provide for the reimbursement of expenses incurred by Leon County due to the COVID-19 public health emergency as authorized by the CARES Act. Authorized expenses do not include offsetting revenue losses.

Staff Recommendation:

- Option #1: Approve the Funding Agreement with the Florida Division of Emergency Management (Attachment #1) and the proposed associated Resolution (Attachment #2), and authorizing the County Administrator to execute the Agreement.
- Option #2: Direct staff to prepare a plan for the Board's consideration at the July 14 Budget Workshop which will allow the County to seek reimbursements for eligible expenditures consistent with the CARES Act guidelines.

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Report and Discussion

Background:

This item seeks the Board's approval of a funding agreement with the Florida Division of Emergency Management (FDEM) in order to receive Coronavirus Relief Funds authorized by Congress in the Coronavirus Aid, Relief, and Economic Security (CARES) Act. This item also recommends that the Board direct staff to prepare a budget discussion item for the July 14 budget workshop which presents the qualified expenditures that will be eligible for reimbursement.

On March 27, 2020 Congress passed the "Coronavirus Aid, Relief, and Economic Security Act" (the "CARES Act," H.R. 748) to provide direct economic assistance in response to the financial fallout related to the COVID-19 pandemic. This legislation provides \$2.2 trillion of economic relief and stimulus for businesses, individuals, federal agencies, and state and local governments, including a \$150 billion Coronavirus Relief Fund for state and local government to help offset necessary expenditures incurred due to the COVID-19 public health emergency.

As provided in the CARES Act, 12 Florida counties with a population greater than 500,000 received direct allocations from the U.S. Treasury totaling \$2.47 billion. Counties less than 500,000 in population were not eligible to receive a direct payment under the CARES Act; however, the bill allowed states to distribute funds to local governments under 500,000 in population. On June 10, the Governor announced that the State of Florida will disburse the remaining funds allocated to Florida (totaling up to \$1.275 billion) to counties with a population below 500,000 through FDEM for expenditures eligible for reimbursement.

As discussed in further detail below, these funds may only be used to cover necessary, unbudgeted expenses related to the COVID-19 public health emergency. The CARES Act did not allow for these funds to be used to offset the significant revenue losses to counties resulting from the economic impact of the pandemic. At this time, the County is focusing its efforts on seeking a statutory change that would allow for these funds to be used to offset lost revenues. Should this flexibility be granted, going into budget deliberations, counties would be able to realize some of these revenues for budget balancing purposes as well as reimbursement of COVID-related expenditures. Without it, counties will face far more drastic budget cuts or tax increases to make up for the severity of the revenue losses associated with COVID-19, neither of which will serve to help counties (or the country collectively) rebound economically from the depths of this economic decline.

Analysis:

In order to be eligible for Coronavirus Relief Funding, county governments must sign a funding agreement with the Division of Emergency Management stating that:

- The County will use the fund disbursement on eligible expenditures as defined by the CARES Act, and related guidance from the U.S. Department of the Treasury;
- The County agrees to repay the State of Florida any portion of the disbursed funds that is unused, or is not utilized in accordance with the CARES act stipulations; and

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- The County agrees to submit quarterly reports to FDEM detailing the expenditure of disbursed funds as well as projections of eligible expenditures.

According to the CARES Act and final Federal Treasury guidance, states should transfer funds to local governments that did not receive payments directly from the Treasury. The guidance was based on a recognition that it was more administratively feasible for states, rather than the federal government, to manage the transfer of funds to smaller local governments. The Treasury provides for states to allocate funds to Counties with less than 500,000 population based on a per capita allocation formula. Initially, the State of Florida was allocated \$8.3 billion in Coronavirus Relief Funds. The CARES Act required 45% of these funds (or \$3.7 billion) to be reserved for local governments. Of this total, the 12 Florida counties above 500,000 in population that were eligible for direct payments from the Treasury received \$2.47 billion, leaving \$1.275 billion to be distributed to the remaining local governments in Florida based on population proportion. Based on the formula, Leon County is eligible to receive reimbursement up to a total of \$51.2 million for qualified expenditures.

According to information provided by FDEM, each county will receive an initial disbursement equal to 25% of the county's total allocation. For Leon County, this disbursement will be approximately \$12.8 million. All funds must be expended by December 30, 2020. Following the initial disbursement, counties will be required to complete quarterly reports on expenditures and projected spending of their initial allocation. The first of these reports will be due on September 30, 2020.

Under Section 5001 of the CARES Act, Coronavirus Relief Funds may only be used to cover costs that:

1. Are necessary expenditures incurred due to the public health emergency with respect to COVID-19;
2. Were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the state or local government; and
3. Were incurred between March 1, 2020 and December 30, 2020.

The State's plan to distribute these funds is positive for Leon County, as it will provide assistance needed to recoup funds (current and future) expended for the County's COVID-19 response efforts. However, the eligible uses of these funds are very limited and do not address the far more significant challenge of balancing the County's budget given the severe revenue losses associated with the conscious decision to shut down the economy to help mitigate the spread of COVID-19. As discussed in the background section of this item, the CARES Act did not specifically allow Coronavirus Relief Funding to be used to offset decreases in revenues directly resulting from the COVID-19 pandemic. At this time, Leon County's Office of Management and Budget staff project an overall decrease of up to \$20 million in total revenue including both FY 2020 and FY 2021. To mitigate this, the County implemented a hiring freeze beginning in March, suspended non-essential travel and training, and rejected bids for capital projects that were previously budgeted. In addition to this, should the County be unable to utilize federal financial assistance to offset revenue losses, this opportunity will be lost and the County will have to consider potential programmatic

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reductions, reductions to the County's capital program, potential tax increases, or increased use of fund balance in order to balance the upcoming fiscal year's budget. The County's legislative affairs team is actively working with the County's contract lobbyists, state and federal legislative delegations, the Governor's office, the Florida Association of Counties, and the National Association of Counties to advocate for a statutory change that would allow these funds to be used to replace lost revenues. In recent weeks, the U.S. House has passed a bill (the "HEROES Act," H.R. 6800) that would provide additional funding to counties that could be used to offset lost revenues and the Treasury Secretary has suggested that the administration may be supportive of funding to help state and local governments address their financial needs stemming from the COVID-19 pandemic.

With the Board's direction to prepare a budget discussion item for the July 14 workshop, staff will provide a complete analysis of the eligible uses of Coronavirus Relief Funds based on the latest information available and a discussion of expenses incurred by the County that may be covered by this assistance. The first recommendation that will be made as part of this budget discussion item will be to reimburse eligible expenses already incurred by the County. It is anticipated that this will include expenses such as the acquisition and distribution of personal protective equipment (PPE), costs related to providing emergency medical care or transportation related to COVID-19, increased facilities maintenance and cleaning costs, payroll expenses for County personnel whose services are substantially dedicated to responding to COVID-19, costs to facilitate teleworking, public information expenses to communicate emergency orders and public health guidance, and costs to provide local economic support such as the small business and non-profit grant programs administered by the Office of Economic Vitality. The County will be seeking only qualified expenditures eligible for reimbursement.

In addition, as the amount of funding available will exceed the County's direct expenses, the plan that is presented to the Board will reflect a thorough analysis of community needs and gaps which may be reimbursable under the Coronavirus Relief Fund guidelines. As such, community stakeholders and industry experts will be engaged and their input evaluated as the plan is developed. The July 14 budget discussion item will also provide a comparative analysis of expenditure plans established by the 12 large Florida counties that have already received funding directly from the Treasury, to identify the strategies that these counties have adopted for qualifying uses of their allocated Coronavirus Relief Funds.

As indicated above, the County continues to advocate for Congress to allow these funds to be used to offset revenue decreases directly resulting from the COVID-19 pandemic which may significantly impact the development of the FY 2020-21 budget. At the July 14 Budget Workshop, staff will present the latest available information regarding the eligible uses of these funds and provide qualified expenditures eligible for reimbursement from the Coronavirus Relief Funds.

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Options:

1. Approve the Funding Agreement with the Florida Division of Emergency Management (Attachment #1) and the proposed associated Resolution (Attachment #2), and authorizing the County Administrator to execute the Agreement.
2. Direct staff to prepare a plan for the Board's consideration at the July 14 Budget Workshop which will allow the County to seek reimbursements for eligible expenditures consistent with the CARES Act guidelines.
3. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. Funding agreement with the Florida Division of Emergency Management
2. Resolution authorizing the County Administrator to act as signatory on the funding agreement with FDEM

Leon County Board of County Commissioners

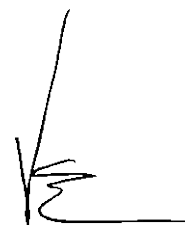
Budget Workshop Item #6

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Proposed *Leon CARES* Expenditure Plan for Coronavirus Relief Funds



Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Andy Johnson, Legislative and Strategic Initiatives Nicki Paden, Management Analyst Shington Lamy, Director, Office of Human Services & Community Partnerships Cristina Paredes, Director, Tallahassee-Leon County Office of Economic Vitality Scott Ross, Director, Office of Financial Stewardship Mathieu Cavell, Community Relations and Resilience

Statement of Issue:

This budget discussion item seeks the Board's consideration of a proposed "*Leon CARES*" expenditure plan (Attachment #1) to distribute Leon County's allocation of \$51.2 million in Coronavirus Relief funds under the federal CARES Act. The *Leon CARES* plan would provide funding for essential public health and safety expenditures related to COVID-19, direct assistance to individuals experiencing financial hardship, a broad range of human service needs, and critical economic relief to the local business community, consistent with the requirements of the CARES Act, U.S. Treasury guidance, and the County's Funding Agreement with the Florida Division of Emergency Management. Additionally, the plan would fund and reimburse direct COVID-19-related costs incurred by the County, Constitutional and Judicial Offices, and the City of Tallahassee, also consistent with CARES Act, U.S. Treasury guidance and the County's funding agreement with the Florida Division of Emergency Management.

Fiscal Impact:

This item has a fiscal impact. Leon County is eligible to receive up to \$51.2 million in Coronavirus Relief Funding under the CARES Act. The attached Resolution and Budget Amendment Request (Attachment #2) would allocate these funds as recommended in the proposed *Leon CARES* expenditure plan.

Staff Recommendation:

- Option #1: Approve the proposed *Leon CARES* expenditure plan for the County's allocation of Coronavirus Relief Funds (Attachment #1).
- Option #2: Authorize the County Administrator to expend Coronavirus Relief Funds as provided in the *Leon CARES* plan, make modifications to program criteria as may be needed to ensure the efficient and timely use of the County's allocation prior to December 30, 2020, and enter into subgrant agreements with fund recipients, subject to legal review by the County Attorney.
- Option #3: Approve the associated Resolution and Budget Amendment Request (Attachment #2).
- Option #4: Authorize the County Administrator to negotiate and execute a final agreement with Ernst & Young, to support the County's implementation of the *Leon CARES* plan (Attachment #3), in an amount not to exceed \$1.1 million, subject to legal review by the County Attorney.
- Option #5: Authorize the County Administrator, if necessary, to execute future change orders with Ernst & Young to support an increase in the number of individual and business applications processed beyond original estimates or to support other programmatic changes made to *Leon CARES*.

Report and Discussion

Background:

At the June 16, 2020 meeting, the County Administrator recommended and the Board approved a funding agreement with the Florida Division of Emergency Management to receive up to \$51.2 million in Coronavirus Relief Funds authorized by Congress in the CARES Act and directed the County Administrator to prepare a plan for the Board's consideration to allow the County to seek reimbursements for eligible expenditures of these funds. Accordingly, this budget discussion item seeks the Board's consideration of a proposed "*Leon CARES*" expenditure plan for Coronavirus Relief Funds allocated to Leon County (Attachment #1) and an associated budget amendment (Attachment #2). Additionally, as discussed in detail below, this item seeks the Board's consideration to authorize a contract with the consulting firm Ernst & Young to provide services in support of the County's implementation of the *Leon CARES* plan (Attachment #3). Costs associated with these services are reimbursable under the CARES Act and are contemplated in the proposed expenditure plan.

The *Leon CARES* plan provides a broad range of recommended funding allocations for essential public health and safety expenditures related to COVID-19 including enhanced testing and contact tracing, direct assistance to individuals experiencing financial hardship, a variety of human services needs, and critical economic relief to the local business community. Additionally, the plan would fund and reimburse direct COVID-19-related costs incurred by the County, Constitutional and Judicial Offices, and the City of Tallahassee. As discussed in detail in this item, the proposed *Leon CARES* plan would address the immediate public health needs associated with the COVID-19 pandemic while also positioning the County to anticipate future expenditure needs associated with additional waves wave of the virus, the 2020 Atlantic hurricane season, the 2020-21 flu season, and other considerations. The recommendations provided in this budget discussion item for use of the Coronavirus Relief funds are a balance between Leon County's continued efforts to provide citizens with immediate support and relief and an intentional focus on recovery.

On March 27, 2020 Congress passed the "Coronavirus Aid, Relief, and Economic Security Act" (the "CARES Act," H.R. 748) to provide direct economic assistance in response to the financial fallout related to the COVID-19 pandemic. This legislation provides \$2.2 trillion of economic relief and stimulus for businesses, individuals, federal agencies, and state and local governments, including a \$150 billion Coronavirus Relief Fund for state and local government to help offset necessary expenditures incurred due to the COVID-19 public health emergency. As provided in the CARES Act, 12 Florida counties with a population greater than 500,000 received direct allocations from the U.S. Treasury totaling \$2.47 billion. Counties less than 500,000 in population, including Leon County, were not eligible to receive a direct payment under the CARES Act. However, the bill allowed states to distribute funds to local governments under 500,000 in population, and on June 10, the Governor announced that the State of Florida will disburse the remaining funds allocated to Florida (totaling up to \$1.275 billion) to counties with a population below 500,000 through FDEM for expenditures eligible for reimbursement.

The State of Florida was allocated \$8.3 billion in Coronavirus Relief Funds under the CARES Act. The Act required 45% of these funds (or \$3.7 billion) to be reserved for local governments; of this

total, the 12 Florida counties above 500,000 in population that were eligible for direct payments from the Treasury received \$2.47 billion, leaving \$1.275 billion to be distributed to the remaining local governments in Florida by population proportion. Based on the formula, Leon County is eligible to receive reimbursement up to \$51.2 million for qualified expenditures. Each county will receive an initial disbursement equal to 25% of the county's total allocation. Leon County executed its funding agreement with the State effective on June 18 and has received its initial disbursement totaling approximately \$12.8 million. Under the County's current funding agreement with the state, this initial allocation would allow the County to begin funding assistance programs included in the *Leon CARES* plan as may be approved by the Board, and the balance of the County's allocation would be provided by the state on a reimbursement basis. At this time, the County is also working with FDEM to seek pre-approval of expenditures by the State for advance funding of the remaining 75% of the County's CARES Act allocation.

As discussed in the Analysis section below, the County has conducted an extensive evaluation of the specific statutory and administrative requirements of the CARES Act, local government best practices, and community needs in developing the funding recommendations in the proposed *Leon CARES* plan. This includes engaging the Florida Association of Counties and the National Association of Counties to determine the eligible uses of CARES Act funds based on federal statute and guidance issued by the U.S. Treasury and FDEM. Additionally, these recommendations reflect an exhaustive review of expenditure plans adopted by the 12 Florida counties that received their full allocation of Coronavirus Relief Funds directly from the Treasury to identify the funding strategies these counties have adopted as well as best practices to incorporate into the proposed *Leon CARES* plan. Finally, the County also coordinated extensively with the local business community, healthcare and human service providers, and other local government stakeholders (Constitutional and Judicial Officers and the City of Tallahassee) to identify a broad range of community needs resulting from the COVID-19 public health emergency. Many of these community partners have received direct federal support under other sections of the CARES Act; in these instances, the *Leon CARES* plan seeks to leverage the County's allocation to most effectively meet these community needs. In addition, other community partners not funded through *Leon CARES*, such as the universities and hospitals, have received their own direct allocation of CARES Act funding and are subject to their own specific rules and guidance.

Analysis:

The Analysis section of this budget discussion item begins by providing an overview of the eligible uses of Coronavirus Relief Funds. As discussed below, the eligible uses of these funds are limited to covering only necessary, unbudgeted expenses related to the COVID-19 public health emergency and must be expended by December 30, 2020. At this time, these funds may not be used to offset decreases in revenues as a result of the economic impact of the pandemic; as such, this funding does not address the significant challenge of balancing the County's budget given the severe revenue losses associated with the conscious decision to shut down the economy to help mitigate the spread of COVID-19.

This section also provides a comparative analysis of expenditure plans established by the 12 large Florida counties that have already received funding directly from the Treasury to identify the strategies that these counties have adopted for qualifying uses of their allocated Coronavirus Relief

Funds. Finally, this section presents a proposed “*Leon CARES*” expenditure plan for the Board’s consideration that would provide funding for essential public health and safety expenditures related to COVID-19 including enhanced testing and contact tracing, direct assistance to individuals experiencing financial hardship, a variety of human services needs, critical economic relief to the local business community, and direct COVID-related costs incurred by the County, Constitutional and Judicial Offices, and the City of Tallahassee.

Eligible Uses of Coronavirus Relief Funds:

Under Section 5001 of the CARES Act, Coronavirus Relief Funds may only be used to cover costs that:

1. Are necessary expenditures incurred due to the public health emergency with respect to COVID-19;
2. Were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the state or local government; and
3. Were incurred between March 1, 2020 and December 30, 2020.

To date, the U.S. Treasury has issued a “Coronavirus Relief Fund Guidance for State, Territorial, Local, and Tribal Governments” document, updated as of June 30 (Attachment #4), as well as a Frequently Asked Questions document (Attachment #5), updated June 24. Under the guidance provided in these documents, eligible uses of Coronavirus Relief Funds include the following specific categories:

- Medical expenses
- Public health expenses
- Payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency
- Expenses to facilitate compliance with COVID-19 related public health measures
- Expenses related to the provision of economic support in connection with the COVID-19 public health emergency
- Any other COVID-19-related expenses reasonably necessary to the function of government that satisfy the Fund’s eligibility criteria

The Treasury guidance also specifically notes that funds may not be used to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify under the CARES Act.

In the Governor’s June 10 announcement of the State’s plan to share Coronavirus Relief Funds with counties below 500,000 in population, the Governor stated that “All counties... should provide funds to municipalities located within their jurisdiction on a reimbursement basis for expenditures eligible under the CARES Act and related guidance.” As discussed below, the proposed *Leon CARES* plan is consistent with the County’s CARES Act Funding Agreement with

FDEM and recommends allocating a portion of these funds to reimburse the City of Tallahassee for its eligible COVID-related expenses that are not otherwise reimbursable under the FEMA Public Assistance program, as well as the County's Constitutional and Judicial Offices. All expenditures of these funds, including those made by the County's sub-grantees, must comply with the requirements of the CARES Act and applicable Treasury guidelines.

Comparative Analysis of Other Counties' Expenditure Plans

As indicated above, the CARES Act allowed local governments over 500,000 in population to apply directly to the U.S. Treasury to receive their share of Coronavirus Relief Funds. In Florida, there are 12 counties which met this criterion: Brevard, Broward, Duval, Lee, Miami-Dade, Orange, Palm Beach, Pasco, Pinellas, Polk, and Volusia. Each of these counties developed a plan to guide its local expenditure of Coronavirus Relief Funds. In preparing this budget discussion item, staff evaluated each of these 12 counties' expenditure plans to identify the strategies that these counties have adopted for qualifying uses of their allocated funds as well as best practices to incorporate into the proposed *Leon CARES* plan. Attachment #6 to this item provides a table comparing each of these 12 counties' allocations of their Coronavirus Relief Funds. Following is a summary of the key findings from this comparative analysis:

- Each of the 12 counties established discrete categories for the allocation of their Coronavirus Relief Funds. In general, most counties established categories aligning with the specific eligible uses identified in the Treasury guidance document (i.e., medical expenses, public health expenses, economic support, etc.).
- Each county's plan provides funding for economic support/small business assistance, community social service needs, public health expenses, and reimbursement of eligible COVID-related expenses incurred by the county.
- Most counties either established a reserve/replenishment category or left a portion of their funds unallocated in the event of future unexpected needs (such as expanded testing and contract tracing and non-congregate hurricane sheltering) or for potential Congressional changes to the authorized uses of these funds.
- Most counties' plans allow for reimbursement of eligible expenses incurred by municipalities within their jurisdiction.
- Several counties are contracting with an outside firm to administer their local expenditure plan in order to quickly distribute funds to meet their community's needs while and providing accounting controls and ensuring compliance with the CARES Act.

Proposed Leon County Expenditure Plan – *Leon CARES*:

Based upon the eligible uses of the Coronavirus Relief Funds and the review of other counties' adopted expenditure plans discussed above, this budget discussion item presents a proposed "*Leon CARES*" expenditure plan for up to \$51.2 million in Coronavirus Relief Funds allocated to Leon County (Attachment #1) for the Board's consideration. The proposed plan would provide funding for essential public health and safety expenditures related to COVID-19 including enhanced testing and contact tracing, direct assistance to individuals experiencing financial hardship, a variety of human services needs, critical economic relief to the local business community, and direct

COVID-related costs incurred by the County, Constitutional and Judicial Offices, and the City of Tallahassee.

As discussed above, most counties' plans include a similar set of funding categories based directly upon the CARES Act requirements and Treasury guidance, including direct individual assistance to help citizens experiencing financial distress as a result of COVID-19. According to a June 2020 article in the *New York Times*, recent studies from research teams at Columbia University, the University of Chicago, and Notre Dame indicate that the expansion of federal assistance provided by Congress in response to the COVID-19 pandemic has prevented a significant rise in poverty. As the article specifically notes:

The Columbia group's midrange forecast has poverty rising only slightly this year to 12.7 percent, from 12.5 percent before the coronavirus. Without the Coronavirus Aid, Relief and Economic Security Act — the March law that provided one-time checks to most Americans and weekly bonuses to the unemployed — it would have reached 16.3 percent, the researchers found. That would have pushed nearly 12 million more people into poverty.

The article also notes that with greater access to the assistance that has been made available, the projected poverty rate may even decrease. Among the forms of assistance that are in the greatest need are rent/mortgage assistance and food assistance, both of which are eligible uses of Coronavirus Relief Funds as provided in the CARES Act. However, as of the publication of this budget discussion item, the expanded \$600 weekly federal unemployment assistance and the moratorium on residential evictions authorized by Congress in the CARES Act are both scheduled to expire on July 25 and have not been extended. Also, while Congressional leaders are expected to consider providing additional direct stimulus payments as part of an upcoming "Phase 4" response measure, Congress has not yet authorized this, and it is not certain when such payments would be issued if approved. These factors underscore the need for continued financial relief and economic assistance which can be provided by Leon County through its allocation of Coronavirus Relief Funds.

The first priority in the proposed *Leon CARES* plan is to fund critical public health and safety strategies to mitigate and contain the spread of the novel coronavirus. In developing the funding recommendations in the plan, staff worked with the Leon County Health Department, local Federally Qualified Health Centers, and the community's primary healthcare providers to estimate the funding assistance that may be needed to support public health measures such as expanded testing, contact tracing, and the purchase of PPE materials in response to COVID-19. The plan also positions the County to anticipate future expenditure needs associated with additional waves of the virus, the 2020 Atlantic hurricane season, the 2020-21 flu season, and other considerations. Following this, the plan prioritizes direct emergency financial relief for individuals and families, support for community-wide social service needs, and assistance to local businesses throughout Leon County to stimulate economic recovery. The recommended allocations in these areas were developed in partnership and support from United Partners for Human Services and the community's human service agencies and the COVID-19 recovery stakeholder group established by the Office of Economic Vitality.

As discussed above in the comparison of other counties' expenditure plans, all of these counties have established a similar set of funding categories for the use of their allocation of Coronavirus Relief Funds based on the specific statutory requirements and Treasury guidance. While the dollar amounts allocated by other counties vary, staff evaluated the proportion of other counties' funding allocated to each category and gathered input from a variety of community partners across the health care, human services, and business communities to assess the need for assistance locally. Also, based on best practices adopted by other counties, the recommended funding allocations include a reserve/replenishment account to make adjustments as needed to optimize the County's use of these funds. As such, the proposed *Leon CARES* plan establishes three recommended funding categories to ensure that the funds are able to meet the immediate and personal need of citizens, businesses, non-profits, the local health care community, and other local governmental entities. The table below summarizes these proposed expenditure categories, followed by a detailed description of each:

Category:	Funding (% of Total – Approx.):
Public Health, Safety, and Compliance	\$18.2 million (35%)
Individual, Community, and Small Business Assistance	\$22.9 million (45%)
Reserve/Replenishment Account	\$10 million (20%)
<u>Total:</u>	<u>\$51.2 million (100%)</u>

** Due to rounding, some totals may not correspond with the sum of the separate figures.*

Public Health, Safety, and Compliance (\$18.2 million, 35% of total):

This category dedicates funding for expenses related to Leon County's immediate COVID-19 response efforts including enhanced communitywide testing and contact tracing capabilities, purchase and distribution of personal protective equipment (PPE), and expenses incurred by local governmental entities to ensure the continued safe provision of services to the public. This category includes the following allocations:

- Public Health Response Expenditures (\$6.1 million):**

This funding will support a significant expansion of our community's testing and contact tracing capabilities in partnership with local primary healthcare providers. This includes an expansion of testing capacity throughout the community as well as for targeted high-risk populations. In April 2020, the federal government set a testing goal for states to test 2% of their population per month as a measure to help states and communities safely reopen businesses and ease social distancing measures intended to slow the spread of the novel coronavirus. This equates to approximately 5,876 tests per month in Leon County or 200 tests per day. Leon County has exceeded this goal substantially, with tests administered locally to over 4% of the population, or approximately 11,752 tests, each month. As the demand for testing increases, however, the Leon County Health Department (LCHD)

recommends expanding testing capacity, with an additional focus on testing in high-risk areas of the community.

Based on a matrix developed by LCHD to identify and prioritize census tracts with the highest risk to contract COVID-19, this category provides funding that will enable LCHD, Bond Community Health Center, Neighborhood Medical Center, and North Florida Medical Center to conduct approximately 1,200 tests each week in these high-risk census tracts, which are located in zip codes 32304, 32301, and 32303. On a weekly basis, the FQHCs will set-up mobile sites at a specific school, church, community center, etc. in the targeted areas. The sites will be fully staffed using tents and fans to ensure clients are protected from the heat. Overall, this funding will enable the County's healthcare partners to increase the local testing capacity by approximately 5,000 tests, or 45%, per month. In addition to the targeted census tracts, Bond and Neighborhood Medical Center will provide support to the emergency homeless shelters in providing regular COVID-19 testing to clients as well as primary care services utilizing their respective mobile units. This category also includes \$3.1 million that may be used to further expand COVID-19 testing and contact tracing during the remainder of the current calendar year should the need arise. This may include establishing an additional testing site similar to the Northwood Center location if such a facility is determined to be needed in coordination with LCHD. Of note, the County is coordinating regularly with the Florida Division of Emergency Management and other partners to identify additional opportunities to further expand local testing capacity by leveraging state and federal resources, including a testing location anticipated to be opened by FDEM at a local Home Depot store.

In addition, given the priority of COVID-19, the Health Department is currently using existing staff from other Health Department programs to perform contact tracing. Under the proposed plan, four new dedicated contact tracing teams will be established. In total, the teams will be able to investigate 600 cases/week and trace 1,920 contacts/week. If demand exceeds the team's capacity, additional funding can be allocated to support more contact tracing. Also, the Health Department will have dedicated staff work half days in each school. Teachers will screen students for COVID-like illness in the classroom first thing in the morning and any positive screens will be sent to a location monitored by the school health staff. Students will be rescreened and sent home if needed. School health staff will also provide additional screening of students for COVID-like illness and collect surveillance data for monitoring and tracking of COVID19 in the schools.

In addition, funding in this category will also be made available for The Apalachee Center, FAMU Pharmacy, and the We Care Foundation for unanticipated and unfunded expenses incurred due to COVID-19 such as PPE, cleaning supplies, technology enhancements, and personnel costs. A sub-grantee funding agreement will be entered into with each entity and payments will be made on a reimbursement basis for actual expenditures incurred. This will ensure that the partners of the County's Primary Healthcare Program continue to have the necessary resources to serve the medical needs of Leon County low-income residents.

- **Government Response & Compliance (\$12.1 million)**

This category also dedicates funding to recover costs incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency. This category of funding is intended to support expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program. However, these funds may be used to satisfy the non-federal matching requirement under FEMA PA. Eligible expenses in this category include facility improvements, service adjustments, and acquisition of materials and equipment to ensure the continued safe provision of governmental services to the public. This funding will also provide for the reimbursement of expenses incurred by Leon County to support non-congregate homeless sheltering, a tourism remarketing campaign promoting the resumption of destination activities and business re-openings in Leon County, and a robust public education and awareness campaign promoting the *Leon CARES plan*. This category also includes funding for consultant services for the infrastructure and administration of the County's implementation of the *Leon CARES plan* as discussed in further detail later in this item. The County has worked with the City of Tallahassee, Constitutional and Judicial Offices to determine eligible costs that will be supported through this category on a reimbursement basis.

Individual, Community, and Small Business Assistance (\$22.9 million, 45% of total):

This category dedicates funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs, and assistance to local businesses throughout Leon County (including within the City of Tallahassee) to stimulate economic recovery. This category includes the following allocations:

- **Individual Assistance Program (\$7.5 million):**

The *Leon CARES* Individual Assistance program will provide critical financial support to households throughout Leon County, including those within the City of Tallahassee, that are experiencing severe economic hardship due to COVID-19. This program will provide up to \$3,000 in one-time assistance to these households to support past-due rent, mortgage, and utility bills (equal to approximately two months of housing and utility bills based on the HUD Fair Market Rent value for a three-bedroom apartment in Leon County). According to Legal Services of North Florida, landlords typically move forward with evicting tenants due to non-payment once the rent amount is two months in arrears.

As of the publication of this budget discussion item, Congress is expected to negotiate and consider additional "Phase 4" relief legislation in mid-July. This legislation may include extensions and/or modifications of assistance programs currently provided to these individuals, including food and nutrition assistance, federal unemployment assistance to supplement state unemployment, rental assistance for individuals residing in public housing, and more. Pending further federal relief from Congress, the proposed *Leon CARES* Individual Assistance program will provide immediate help for Leon County citizens to avoid homelessness or utility disconnection as a result of economic hardship due to COVID-19.

The Individual Assistance program targets residents in low-income households as defined by HUD (i.e., those that earn less than 80% of the area median income) who have experienced layoffs, furloughs, or reduced work hours as a result of COVID-19. This income threshold is utilized in several HUD programs, including the Public Housing Program and the Section 8 Housing Choice and Project-Based Voucher Programs, as well as in programs run by agencies such as the Department of the Treasury, the Department of Agriculture, and the Federal Housing Finance Agency. Based on income data published by HUD and the County's current unemployment rate, there are an estimated 3,000 such households in Leon County that may be experiencing financial difficulty in meeting their basic living expenses. However, the number that apply could be either greater or fewer, and not all applicants will request the full award. Accordingly, and as described below, the plan includes a strategy to adjust the parameters of the Individual Assistance program as may be needed following an initial round of applications to ensure that the County's funding reaches those households in the greatest financial need.

To be eligible for Individual Assistance, applicants must reside in Leon County, earn less than 80% of the area median income, and demonstrate a loss of income of at least 25% between March and December due to COVID-19. Applicants must also be working an average of 30 hours per week or have worked an average of 30 hours per week prior to being laid off, furloughed, or had work hours reduced by their employer. Eligible applicants may receive up to \$3,000 in one-time assistance to support past due rent, mortgage, and utility bills. Any funding awarded under the Individual Assistance program will be paid directly to the landlord, mortgage holder, or utility provider.

The *Leon CARES* plan contemplates distributing funding through this category in successive application periods in order to ensure that funds are most efficiently allocated to those households in the greatest need. An initial application period will be opened in August 2020 and will be open to any Leon County resident who has suffered an economic hardship (i.e., loss of at least 25% of income) due to COVID-19, and who earns less than 80% of the area median income. Upon review and approval of a completed application payments will be made directly to the landlord, mortgage holder or utility provider. For payment to occur, the landlord, mortgage holder or utility must acknowledge they will not evict or turn off power for at least thirty days. If funds remain after this initial application period, subsequent application periods may be made available and the County may expand the eligibility criteria to reach additional households.

Of note, on June 25, 2020, the Governor announced that the State of Florida will allocate \$120 million to counties to provide rental and mortgage assistance for Florida families that have been negatively impacted by the COVID-19 pandemic. As of the publication of this agenda item, the State has not published information on eligible uses of these funds or county-by-county allocations. Once this information is available, a separate agenda item will be brought back for the Board's consideration to allocate these funds based on eligible uses allowed by the State and to execute a funding agreement.

- **Community Assistance Program:**

The *Leon CARES* Community Assistance program dedicates funding to address food insecurity, childcare assistance, and support for mental health and homelessness services.

A portion of this funding allocation will be dedicated to local human services nonprofit organizations for unanticipated programmatic and operational expenses incurred due to COVID-19. Proposed expenditures within this category are as follows:

- *Food Insecurity (\$3.3 million)*: Given the significant increase in unemployment caused by COVID-19, food insecurity continues to grow in Leon County. With the additional Federal unemployment compensation expiring at the end of July, food insecurity will continue to increase. Second Harvest of the Big Bend is a non-profit food bank that accepts and distributes donations of food through a network of 135 to local food pantries, soup kitchens, homeless shelters, senior community centers and children's feeding programs. According to Second Harvest, by distributing approximately 3 million meals, their proposal addresses the food insecurity needs of the community's most vulnerable populations with those of lower income working families and young adults. Each program is designed to be expanded or reduced to accommodate the actual need and response. Second Harvest's proposal includes the following programs targeting these populations:
 - Expanded Child Nutrition program: 5,000 bags of food provided to food-insecure children on a weekly basis over the 37-week school year
 - Expanded Senior Grocery program: 2,500 boxes of food to food-insecure seniors on a monthly basis through the rest of the calendar year
 - New program for high-risk/homeless individuals: 700 boxes of food weekly to this population for 26 weeks, in coordination with the Big Bend Continuum of Care
 - Expanded mobile feeding: two additional mobile distributions weekly targeting working families and the ALICE population, food-insecure younger adults, and at Sunday worship services

In addition to the growing demand for food, due to the COVID-19 pandemic, 10% of Second Harvest's partner agencies including not-for-profit organizations and churches have suspended food distribution out of an abundance of caution for their employees and volunteers. Centralizing *Leon CARES* funding for food insecurity through Second Harvest leverages their existing food distribution infrastructure and thereby avoids the County duplicating this effort with 135 individual organizations.

Attachment #7 is Second Harvest's proposal to leverage Leon CARES funds to support the distribution of approximately 3 million meals to address food insecurity within the targeted populations.

- *Local Human Services Assistance (\$2.0 million)*: With the partnership and support of United Partners for Human Services, this category dedicates funding to provide up to \$20,000 of one-time assistance to approximately 100 local human service agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19. Applicants must be a 501(c)(3) organization registered with the State of Florida and provide direct human services to Leon County residents to be eligible. Eligible expenses may include programmatic enhancements to address an increase in needs of Leon County residents due to COVID-19 including legal

services, temporary shelter, and computer and technology equipment. Eligible expenses may also include the purchase and/or reimbursement of PPE, personnel costs, facility retrofit expenditures, and other unanticipated administrative expenses directly related to COVID-19. Leon County Human Services and Community Partnerships (HSCP) will administer the approval and distribution of funding to eligible agencies on a reimbursement basis, consistent with state and federal guidelines.

- *Homelessness Support (\$1.0 million):* In March 2020, Leon County convened a Local Homeless COVID-19 Task Force to identify and support the programmatic, operational, and capital needs of the four homeless service providers in Leon County. Leon County has four emergency shelters designated for the homeless population: the Kearney Center for single individuals experiencing homelessness; Hope Community operated by Big Bend Homeless Coalition for families; Capital City Youth Services (CCYS) operates the youth shelter; and Refuge House operates the shelter for domestic violence victims.

To reduce the spread of COVID-19 among the homeless and to mitigate the impact of infection, shelters are complying with Center for Disease Control guidance which recommends separating beds and cots within congregate settings by three feet for healthy individuals and six feet for clients affected by respiratory conditions. In order to provide service to smaller groups, the shelters have attempted to reconfigure their spaces; however, these spaces were designed to maximize space in congregate settings through dormitory-style bed quarters, communal bathrooms, and large cafeterias. As a result, this has decreased the availability of homeless beds in the community by approximately 45%. Additionally, the homeless providers have suspended services such as meals and showers to clients that do not reside in the facilities to prevent the spread of COVID-19.

The County has been working to coordinate resources with the City of Tallahassee and the Big Bend Continuum of Care (CoC) to support the programmatic, operational, and capital needs of the homeless service providers. To address the need to reduce capacity at the facilities, the City and CoC funding has been focused on securing stable and permanent housing for clients of the emergency shelters. The City recently received \$1.8 million in Emergency Solutions Grant funds through the CARES Act for programs and operations such as emergency shelter operations, rapid rehousing, homeless prevention, homeless diversion, and outreach. Also, the Big Bend Continuum of Care was awarded approximately \$750,000 for programs such as emergency shelter operations, homeless prevention, rapid rehousing, and outreach. Additionally, the County has partnered with the Salvation Army to provide non-congregate sheltering for homeless individuals and families that may test positive for COVID-19 in local hotels and to establish a Community Relief Center to provide day services to unsheltered homeless. During the April 14, 2020 meeting, the Board authorized \$300,000 in funding to support these efforts. Of note, later this summer, the Kearney Center intends to apply to FEMA for reimbursement of up to 75% of the cost incurred for transitioning its

clients into hotels and apartments. On behalf of the homeless shelter providers, Leon County applied and received pre-approval for the use of non-congregate sheltering such as hotels for individuals that test positive for COVID-19, have been exposed to COVID-19, or are in a high risk group that require social distancing for precautionary measures.

While the funding available to homeless service providers through the City and the Continuum of Care has been focused on securing stable and permanent housing for clients of the emergency shelters, as discussed above, this proposed funding category in the *Leon CARES* plan seeks to assist the four emergency shelter partners with facility modifications in order to meet CDC guidelines for physical distancing to prevent the spread or outbreak of COVID-19. This funding will support the reconfiguration of HVAC systems, widening of public entrances, redesign of eating spaces, and the lease or purchase of additional transport vehicles.

- *Childcare Support (\$920,000)*: Based on feedback from local human service partners, childcare assistance is one of the highest needs in the community due to the impact of COVID-19. While non-essential workers may be eligible for expanded family and medical leave under the Families First Coronavirus Response Act or may be able to work remotely to provide care for their children, many essential workers must continue reporting to their worksites and consequently are the most impacted by these closures.

Under the proposed *Leon CARES* plan, the County will contract with the Early Learning Coalition of the Big Bend (ELC) to provide up to five (5) months of childcare assistance to certain essential services workers, as identified in State of Florida Executive Order Number 20-91, in Leon County. Currently, the ELC is providing childcare vouchers supported by state funds for income-eligible essential services workers in the health care industry as well as public safety first responders. ELC also monitors child care providers' operational status and assists with connecting families with available providers. This category of funding in the *Leon CARES* plan would support childcare vouchers for essential services workers in other industries not supported by the state funding ELC receives, such as food and agriculture, energy and utilities, and transportation and logistics. Under this category, the ELC will provide up to \$800 in monthly financial assistance for up to five months (August – December) to 200 eligible households. ELC will determine the appropriate income threshold for eligibility.

- *Emergency Mental Health Services (\$100,000)*: Additional feedback from local human services partners indicates that access to mental health is a critical community need. Many of these providers assist clients who have been impacted by COVID-19 in a variety of ways including job loss, reduced income, or anxiety, depression, and feelings of isolation. According to 2-1-1 Big Bend, suicide calls between January and May 2020 increased 33% compared to the same period in 2019. Several local human service providers have recommended that a portion of *Leon CARES* funding be utilized to expand the capacity of 2-1-1 Big Bend to address this increase in call volume. The Apalachee Center has confirmed that it has the capacity available to receive additional referrals for emergency mental

health services to meet this need. Accordingly, funding in this category will support the hiring of two additional positions by 2-1-1 Big Bend to triage mental health calls to appropriate free or low-cost mental health services in Leon County. The 2-1-1 Big Bend Mental Health Triage Specialists will be responsible for providing support to the call takers by referring callers experiencing mental health crisis immediately to local mental health resources including scheduling counseling appointments, dispatching the Mobile Response Team, or connecting telehealth services for mental health.

- *Local Economic Assistance for Nonprofits (LEAN) Program Reimbursement (\$602,500)*: In April 2020, the Blueprint Intergovernmental Agency activated the LEAN grant program to assist local non-profits impacted by the COVID-19 pandemic by providing funds to support the continuity of their operations. The LEAN program, administered by the Tallahassee-Leon County Office of Economic Vitality, allocated a total of approximately \$600,000 in grant funding to over 230 local nonprofit organizations. The *Leon CARES* program will provide for the reimbursement of this grant funding to the Blueprint Intergovernmental Agency, which is an eligible expense under the CARES Act.

- **Small Business Assistance Program:**

According to a recent study by the National Bureau of Economic Research, the COVID-19 pandemic has severely impacted small businesses. From February through April 2020, the number of working business owners in the U.S. declined by approximately 3.3 million, or 22% of businesses nationwide. Further, according to the study, minority- and woman-owned small businesses were hit the hardest, with 41% of Black-owned businesses closing, 32% of Latinx-owned businesses, and 25% of woman-owned businesses. Accordingly, this category of the *Leon CARES* plan designates funding to provide direct assistance to local small businesses for COVID-19-related expenditures, with proposed supplemental awards for businesses that have been disproportionately impacted. In addition, this category dedicates funding for the three local Chambers of Commerce to provide technical assistance to businesses applying to the Small Business Assistance Program as well as training to support the restart, re-launch, and re-opening of local businesses that experienced closures due to COVID-19. Proposed expenditures within this category are as follows:

- *Small Business Assistance Program (\$6.0 million)*: Small businesses nationwide have suffered significant impacts as a result of the COVID-19 pandemic. Many businesses have been forced to shut down for periods of time resulting in severe impacts to their revenues; others have incurred significant expenses related to keeping their employees and customers safe. Demonstrating the substantial need for small business assistance in Leon County, the Blueprint Intergovernmental Agency activated a small business grant program in March 2020 which distributed its entire \$1 million allocation in just 10 days. Based on feedback from a stakeholder group organized by the Office of Economic Vitality, there is a significant need for continued small business assistance in the Leon County community.

The *Leon CARES* Small Business Assistance program will provide \$1,500 to \$6,000 grants to approximately 3,100 qualifying small businesses, based on the business' number of employees, to cover business expenses directly related to COVID-19 including employee wages, vendor bills, rent, utilities, promotion, and employee/customer safety costs. There are 8,493 businesses with less than 100 employees in Leon County. Based on the responses to OEV's Business Impact Survey there could be up to 5,900 businesses eligible for the grant program. It is not known at this time if the survey responses are representative of the full extent of businesses in Leon County impacted by COVID-19. However, depending on the demand for the small business assistance program, if additional assistance is needed beyond the initial funding allocation, a second round of assistance could be considered later using a portion of the proposed Replenishment/Reserve account (discussed in further detail below).

Eligible for-profit business businesses will be required to provide documentation to verify that the principal business address is located in Leon County, number of employees, and that the business has experienced business interruption costs, a minimum 25% reduction in revenue year-over-year, or a 25% increase in costs as a result of COVID-19 between March and June 2020. Eligible business will be required to pledge in good faith to make all efforts to remain operational after applicable local and state emergency guidelines are removed and commit to following the COVID-19 Prevention Measures recommended by the U.S. Centers for Disease Control and Prevention.

All Leon County businesses that meet grant eligibility criteria (discussed below) can also receive assistance under the *Leon CARES* program, including businesses that previously received funds from the COVID-19 Economic Disaster Relief (CEDR) Program. Grants from CEDR were designed to rapidly infuse funding into businesses immediately impacted by COVID-19 in the absence of federal funding. In short, CEDR served as "a bridge to a bridge." The *Leon CARES* Small Business Assistance grant program is designed to provide assistance to our local businesses as they start re-opening and re-launching in accordance with Florida's "Safe. Smart. Step-by-Step. Plan for Recovery."

Funding awards under the *Leon CARES* Small Business Assistance program will be determined based on the number of employees. Once approved, businesses with 1-10 employee will be awarded \$1,500, businesses with 11-24 employees will be awarded \$2,500, businesses with 25-49 employees will be awarded \$5,000, and businesses with 50-100 employees will be awarded \$6,000. In addition, eligible businesses may receive supplemental awards for meeting certain criteria as follows:

- "Hardest Hit" Businesses: provides a supplemental \$500 award to businesses directly impacted by the state of Florida's Stay at Home Order. Businesses must be within one of the following sectors to be eligible: Accommodation & Food Services (NAICS 72); Retail Trade (NAICS 44-45); or Other Services (NAICS 81). Eligible businesses will be required to demonstrate at least a 50% revenue loss related to the economic effects of COVID-19.

- **MWSBE Businesses:** provides a supplemental \$500 award to address the disproportionate effect of the COVID-19 pandemic on minority-owned and women-owned small businesses. According to a May 2020 report by McKinsey & Company, the COVID-19 crisis “could disproportionately affect minority-owned small businesses for two critical reasons: they tend to face underlying issues that make it harder to run and scale successfully, and they are more likely to be concentrated in the industries most immediately affected by the pandemic.” In addition, OEV’s business impact survey found that 53% of minority and women owned businesses experienced a fifty percent or greater decline in revenue, compared to 39% of non-minority/woman owned businesses. To receive this supplemental award, eligible businesses must provide documentation of certification as a Minority and Women Business Enterprise with the Office of Economic Vitality as of June 1, 2020; certification with the Florida Department of Management Services’ Office of Supplier Diversity (OSD) as of June 1, 2020; or proof that an application has been submitted to become a certified MWBE with the Office of Economic Vitality or certified OSD vendor with the State of Florida.
- **“Rebounding” Businesses:** provides a supplemental \$500 award to eligible business that certify that they will hire two or more new full-time or part-time employees in the next 30 days.
- **Local Chambers of Commerce Support (\$300,000):** Based on feedback from the business stakeholder group organized by the Office of Economic Vitality, there is a significant need to provide training to help local small businesses adapt to new technologies and practices as a result of the COVID-19 pandemic. Also, the group identified a need to assist local businesses with applying for the assistance contemplated in the proposed *Leon CARES* plan, including assembling required documentation, explaining rules, entering information into an application portal, and liaising between the County and the applicant to provide follow up information if needed. Accordingly, this category of funding under the *Leon CARES* plan dedicates funding for the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, and Greater Tallahassee Chamber of Commerce to conduct training and engagement activities for local businesses seeking to restart, re-launch, and re-open as a direct result of COVID-19 business interruptions. Additionally, the Chambers will help local businesses to assess needs, coordinate resources, and implement training for current and new employees centered on new technologies and business practices as a result of COVID-19 and support new education for employees such as certifications, degrees, and apprenticeships. The Chambers will also support the implementation of the Small Business Assistance Program by promoting the program and providing technical assistance to businesses seeking to apply. The Florida A&M University Small Business Development Center has also indicated its availability to provide technical assistance to businesses applying for *Leon CARES* Small Business Assistance at no additional cost.

- *COVID-19 Emergency Disaster Relief (CEDR) Program Reimbursement (\$1.2 million)*: In April 2020, the Blueprint Intergovernmental Agency activated the CEDR grant program to assist local businesses impacted by the COVID-19 pandemic. The CEDR program, administered by the Tallahassee-Leon County Office of Economic Vitality, allocated a total of approximately \$1.2 million in grant funding to nearly 500 local businesses. The *Leon CARES* program will provide for the reimbursement of this grant funding to the Blueprint Intergovernmental Agency, which is an eligible expense under the CARES Act.
- **Reserve/Replenishment Account (\$10 million, 20% of total)**:

The establishment of a Reserve/Replenishment account is a key component of the proposed *Leon CARES* program. This category establishes a reserve funding that may be allocated to any of the categories above based on future needs or for any potential changes in federal guidance that may allow for new uses without impacting existing categories. The establishment of a reserve/replenishment account is a common element among other counties' adopted CARES Act expenditure plans. As discussed earlier in this item, all Coronavirus Relief Funds must be expended by December 30, 2020 and any funds not expended by that date will revert to the U.S. Treasury. Following the July 14 budget workshop, the County will immediately begin implementation of the *Leon CARES* plan as approved by the Board in order to distribute this funding assistance throughout the community as quickly as possible. Accordingly, this item recommends authorizing the County Administrator to expend funds according to the *Leon CARES* plan. As discussed earlier in this item, this may include modifying the Individual Assistance program criteria as may be needed in order to ensure the efficient and timely use of the County's allocation and to reach households experiencing economic distress due to COVID-19. At the October 13, 2020 meeting, the County Administrator will present a status report to the Board on the County's progress in implementing the *Leon CARES* plan, including any recommendations that may be warranted at that time for reallocating funds between categories or from the Reserve/Replenishment account.

Implementation of the Leon CARES Plan

Should the Board approve the proposed *Leon CARES* plan, the County will leverage the existing assistance infrastructure in the community to quickly provide the support and relief provided in the plan. The plan contemplates utilizing existing partnerships with the local health care community, nonprofit human service agencies, the local business community, and other community partners to tailor assistance processes for individuals and families in alignment with the CARES Act guidance. The support and relief provided in the plan will be countywide and will be available to residents in both the unincorporated area as well as within the City of Tallahassee. To widely promote the *Leon CARES* plan, the County's Community and Media Relations team will implement a broad public information and awareness campaign across a variety of communications media. This will include promoting the availability of direct individual and business assistance as well as a flexible, rapid-response campaign to promote COVID-19 testing to targeted populations.

To recognize and appropriate Coronavirus Relief Funds during the current fiscal year as proposed in the *Leon CARES* plan, this item includes a Resolution and Budget Amendment Request (Attachment #2) which would establish a special revenue fund to facilitate tracking of expenditures and reimbursements.

Finally, to implement the proposed *Leon CARES* plan, this item seeks the Board's consideration to contract with Ernst & Young, an international tax, accounting, and business consultancy, to quickly develop and deploy a responsive solution for the expeditious administration of funds in compliance with the requirements of the CARES Act. Hillsborough County has also engaged Ernst & Young for similar services related to the administration of its CARES Act funds and has provided positive feedback based on its experience. As discussed throughout this item, implementation of the proposed *Leon CARES* plan will require the timely processing of thousands of applications for assistance. Also, in order to ensure full compliance with the CARES Act and the County's funding agreement with the state, this will also require strict financial controls and accounting measures to collect and organize documentation that will need to be submitted to the state for reimbursement. Ernst and Young's services will include establishing a program infrastructure to administer the full life cycle of the Leon CARES program.

Ernst & Young offers management consulting services through an available Florida State Term Contract, the use of which complies with Section 5.12 of the County's Procurement Policy related to cooperative purchasing. However, specific provisions in the State Term Contract would delay the procurement process beyond the time-frame necessary to implement *Leon CARES*. To ensure the timely implementation of *Leon CARES*, it is recommended that the consulting services be authorized under the County's Local Declared State of Emergency. A draft statement of work was developed using the terms and conditions of the state contract; however, through negotiations, Ernst & Young has agreed to a discounted fee that is 20% lower than the State Contract rates. Due to the time-sensitive nature of this funding, the processing of thousands of individual and business assistance applications, and the positive feedback from other communities who are similarly working with Ernst & Young as discussed above, staff has negotiated a preliminary agreement (Attachment #3) for the Board's consideration to implement an industry-leading solution that includes the following principal components: (1) a community-facing electronic portal, application processing system, and support help desk capability to launch and administer the proposed Individual Assistance and Small Business Assistance programs; (2) a dashboard for accurately tracking and reporting all of the County's committed and expended CARES Act funds and community-impact-based performance metrics, such as the number and types of businesses receiving grants; and (3) programmatic advisory support to help ensure the County fully complies with state and federal reporting guidelines and provides visibility, transparency, and governance through the end-to-end funding lifecycle. Ernst & Young has provided an estimate for these services not to exceed \$1.1 million, or 2.1% of the County's total allocation. Ernst & Young's services are fully reimbursable under the CARES Act. While the contract contemplates the full implementation of *Leon CARES*, the contract does allow for increased payments in the event additional services are necessary to support an increase in the number of individual and business assistance applications processed or if other programmatic changes are made to *Leon CARES*.

Summary and Conclusion:

This budget discussion item presents a proposed “*Leon CARES*” expenditure plan to distribute \$51.2 million in CARES Act funds to meet critical community needs related to COVID-19. Leon County has conducted an extensive evaluation of the specific statutory and administrative requirements of the CARES Act, local government best practices, and community needs in developing the funding recommendations in the proposed *Leon CARES* plan.

The ongoing COVID-19 pandemic has significantly impacted the lives and livelihoods of citizens throughout Leon County. In addition to the public health and safety threats of COVID-19, impacts of the pandemic to local businesses have affected citizens’ ability to meet basic living expenses due to layoffs, furloughs, and reductions in work hours. The proposed *Leon CARES* plan presented in this budget discussion item provides resources that are needed to enhance the community’s testing and contact tracing capabilities which are critical components of a safe re-opening strategy. In addition, the plan seeks to address the unique needs of our community and local economic ecosystem by providing direct emergency financial relief for individuals and families, support for community-wide social service needs, and assistance to local businesses throughout Leon County to stimulate economic recovery. The plan also looks forward to the possibility of future needs associated with additional waves of the virus, the upcoming hurricane and flu seasons, and the possibility that Congress may supplement or expand the eligible uses of Coronavirus Relief Funds, potentially including revenue replacement. Finally, the plan contemplates retaining consulting services from Ernst & Young, an industry-leading firm, to support the County’s implementation of the specific funding programs. Ernst & Young’s support will be critical to facilitate the expedient processing of a high anticipated volume of applications, establish financial controls to meet rigorous accounting requirements, and ensure full compliance with state and federal funding requirements.

The State’s plan to distribute Coronavirus Relief Funds is positive for Leon County, as it will provide assistance needed to recoup funds (current and future) expended for the County’s COVID-19 response efforts and provide immediate support and relief to the community. However, the eligible uses of these funds are very limited and do not address the significant challenge of balancing the County’s budget given the severe revenue losses associated with the conscious decision to shut down the economy to help mitigate the spread of COVID-19. As discussed earlier in this item, the CARES Act did not specifically allow Coronavirus Relief Funding to be used to offset decreases in revenues directly resulting from the COVID-19 pandemic.

Leon CARES was developed to comply with all applicable federal laws and guidance and the County’s agreement with the State. To further ensure all future expenditures are eligible for reimbursement, Leon County has provided a copy of the proposed *Leon CARES* plan to the Florida Department of Emergency Management (FDEM) for review. FDEM is the state agency responsible for administering the CARES Act funding to the counties. On July 2, FDEM provided preliminary feedback on the plan and indicated that it believes the proposed expenditures are eligible under the CARES Act. At this time, the County is continuing to work with FDEM to seek advance reimbursement for eligible expenses in order to meet cash flow needs.

At this time, Leon County's Office of Management and Budget staff project an overall decrease of up to \$17 million in total revenue including both FY 2020 and FY 2021. To mitigate this, the County implemented a hiring freeze beginning in March, suspended non-essential travel and training, and rejected bids for capital projects that were previously budgeted. Should the County be unable to utilize federal financial assistance to offset revenue losses, this opportunity will be lost and the County will have to consider potential programmatic reductions, reductions to the County's capital program, potential tax increases, or increased use of fund balance in order to balance the upcoming fiscal year's budget. The County's legislative affairs team is actively working with the County's contract lobbyists, state and federal legislative delegations, the Governor's office, the Florida Association of Counties, and the National Association of Counties to advocate for additional, flexible federal assistance, or at minimum, a statutory change that would allow these existing funds to be used to replace lost revenues. In recent weeks, the U.S. House has passed a bill (the "HEROES Act," H.R. 6800) that would provide additional funding to counties that could be used to offset lost revenues and the Treasury Secretary has suggested that the administration may be supportive of funding to help state and local governments address their financial needs stemming from the COVID-19 pandemic. Should Congress allow these funds to be used to offset revenue decreases in the future, the reserve/replenishment account proposed in the *Leon CARES* plan would enable the County to recoup these revenues without impacting the other funding categories.

Options:

1. Approve the proposed *Leon CARES* expenditure plan for the County's allocation of Coronavirus Relief Funds (Attachment #1).
2. Authorize the County Administrator to expend Coronavirus Relief Funds as provided in the *Leon CARES* plan, make modifications to program criteria as may be needed to ensure the efficient and timely use of the County's allocation prior to December 30, 2020, and enter into subgrant agreements with fund recipients, subject to legal review by the County Attorney.
3. Approve the associated Resolution and budget amendment request (Attachment #2).
4. Authorize the County Administrator to negotiate and execute a final agreement with Ernst & Young to support the County's implementation of the *Leon CARES* plan (Attachment #3), in an amount not to exceed \$1.1 million, subject to legal review by the County Attorney.
5. Authorize the County Administrator, if necessary, to execute future change orders with Ernst & Young to support an increase in the number of individual and business applications processed beyond original estimates or to support other programmatic changes made to *Leon CARES*.
6. Do not approve the proposed *Leon CARES* expenditure plan.
7. Board direction.

Recommendation:

Options #1-5

Attachments:

1. Leon CARES – Proposed Expenditure Plan for Coronavirus Relief Funds
2. Resolution and Budget Amendment Request
3. Contract with Ernst & Young for administration of the Leon CARES plan
4. U.S. Treasury “Coronavirus Relief Fund Guidance for State, Territorial, Local, and Tribal Governments,” Updated June 30, 2020
5. U.S. Treasury “Coronavirus Relief Fund Frequently Asked Questions,” June 24, 2020
6. Comparison of expenditure plans adopted by other Florida counties
7. Second Harvest CARES Act proposal

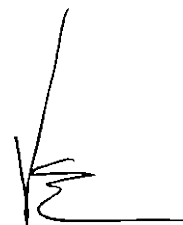
Leon County Board of County Commissioners

Agenda Item #13

September 29, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: Status Update and Recommended Enhancements to the Leon CARES Expenditure Plan

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Andy Johnson, Assistant to the County Administrator Nicki Paden, Management Analyst Shington Lamy, Director, Office of Human Services & Community Partnerships Cristina Paredes, Director, Tallahassee-Leon County Office of Economic Vitality

Statement of Issue:

This item provides a status update on the Leon CARES expenditure plan approved by the Board at the July 14 meeting and presents recommended enhancements to the Leon CARES Individual Assistance and Small Business Assistance programs as well as additional modifications the Board may wish to consider. These recommended enhancements and additional considerations are intended to further streamline these programs, simplify the application process, and expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation

See next page.

Staff Recommendation:

Option #1: Approve the following enhancements to the Leon CARES Individual Assistance program:

- a. Increase the income threshold from 80% of AMI to 120% of AMI to reach additional households.
- b. Increase the maximum award per from \$3,000 to \$5,000 per household.

Option #2: Approve the following enhancements to the Leon CARES Small Business Assistance program:

- a. Increase the base award and supplemental award amounts as follows:

Baseline Awards:	1-10 employees: \$5,000
	11-24 employees: \$7,500
	25-49 employees: \$10,000
	50-100 employees: \$12,500
Supplemental Awards:	"Hardest Hit" Businesses: \$10,000
	MWSBE Businesses: \$10,000
	"Rebounding" Businesses: \$5,000

- b. Expand eligibility for the “Hardest Hit” supplemental award to include businesses in NAICS Industry Code 71 (Arts, Entertainment, and Recreation).
- c. Reduce documentation requirements for very small businesses meeting the “Hardest Hit” criteria.
- d. Expand allowable documentation for all other businesses to demonstrate COVID-19-related financial impacts.

Option #3: Authorize the County Administrator to reallocate funding between all programs and the Reserve/Replenishment Account as needed to maximize the use and impact of the County’s allocation of CARES Act funding.

And provide Board direction regarding:

Option #4: Authorize direct payments to applicants in place of the current practice of providing payment to applicants’ landlord, mortgage holder, and/or utility provider in the Individual Assistance program.

Report and Discussion

Background:

This item provides a status update on the Leon CARES expenditure plan, approved by the Board during the July 14, 2020 Budget Workshop (Attachment #1), and presents recommended enhancements to the plan as well as additional modifications that the Board may wish to consider. The Budget Discussion Item presented during the July 14 workshop indicated that a status update would be brought back to the Board at the October 13 meeting to present the County's progress in implementing the Leon CARES plan and to provide any recommended enhancements that may be warranted at that time. At the time of the July 14 Budget Workshop, Congress was expected to consider additional coronavirus relief legislation to potentially include an extension of the deadline to expend Coronavirus Relief Funds allocated to state and local governments, additional funding, and/or modifications to the eligible uses of these funds. However, negotiations among the U.S. House, Senate, and White House have since stalled and as of the publication of this agenda item Congress has not yet passed any additional relief legislation. As discussed in this item, in the absence of any congressional extension, the CARES Act requires these funds to be spent by December 30, 2020, and any funds not spent by that date will revert to the U.S. Treasury. Notwithstanding this, several potential enhancements to the Leon CARES expenditure plan have been identified based upon feedback from community partners; input from Ernst & Young, the County's contracted consulting team assisting with the implementation of these programs, and a continuous evaluation of statewide best practices. Accordingly, this status update is being presented earlier than the anticipated October 13 date so that the Board may consider immediate enhancements to expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic and minimize the risk of unspent funds reverting to the Treasury.

During the July 14, 2020 Budget Workshop, the Board approved the Leon CARES expenditure plan to distribute Leon County's allocation of \$51.2 million in Coronavirus Relief Funds consistent with the requirements of the CARES Act, U.S. Treasury guidance, and the County's Funding Agreement with the Florida Division of Emergency Management (FDEM) which was approved by the Board at the June 16 meeting. As provided in Section 5001 of the CARES Act, Coronavirus Relief Funds may only be used to cover costs that:

1. Are necessary expenditures incurred due to the public health emergency with respect to COVID-19;
2. Were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the state or local government; and
3. Were incurred between March 1, 2020 and December 30, 2020.

Since Congress' adoption of the CARES Act, the U.S. Treasury has issued guidance and "frequently asked questions" documents with additional information regarding eligible uses of these funds. Under the guidance provided in these documents, eligible uses of Coronavirus Relief Funds include the following specific categories:

- Medical expenses
- Public health expenses

- Payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency
- Expenses to facilitate compliance with COVID-19 related public health measures
- Expenses related to the provision of economic support in connection with the COVID-19 public health emergency
- Any other COVID-19-related expenses reasonably necessary to the function of government that satisfy the Fund's eligibility criteria

The Treasury guidance also specifically notes that funds may not be used to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify under the CARES Act.

In addition to the statutory and administrative guidelines discussed above, in developing the Leon CARES expenditure plan the County also conducted an extensive evaluation of other local government best practices as well as local community needs. This included engaging the Florida Association of Counties and the National Association of Counties to determine the eligible uses of CARES Act funds based on federal statute and guidance issued by the U.S. Treasury and FDEM. Also, Leon County reviewed the expenditure plans adopted by the 12 Florida counties that were directly funded by the Treasury as provided in the CARES Act to identify the funding strategies and best practices those counties adopted. Finally, the County also coordinated extensively with the local business community, healthcare and human service providers, and other local government stakeholders (Constitutional and Judicial Officers and the City of Tallahassee) to identify a broad range of community needs resulting from the COVID-19 public health emergency.

Based on this analysis of state and federal requirements and other local government best practices discussed above, the Leon CARES plan established three funding categories to ensure that the most efficient distribution of funds to meet the immediate and personal needs of citizens, businesses, non-profits, the local health care community, and other local governmental entities. The table below summarizes these expenditure categories, followed by a brief description of each:

Category:	Funding (% of Total – Approx.):
Public Health, Safety, and Compliance	\$18.2 million (35%)
Individual, Community, and Small Business Assistance	\$24.4 million (48%)
Reserve/Replenishment Account	\$8.5 million (17%)
<u>Total:</u>	<u>\$51.2 million (100%)</u>

** Due to rounding, some totals may not correspond with the sum of the separate figures.*

Public Health, Safety, and Compliance (\$18.2 million):

This category dedicates \$6.1 million for public health expenses related to Leon County's immediate COVID-19 response efforts including enhanced communitywide testing and contact tracing capabilities, purchase and distribution of personal protective equipment (PPE), and targeted efforts to serve the medical needs of Leon County low-income residents in partnership with local primary healthcare providers. In addition, this category dedicates \$12.1 million in funding to recover expenses incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency. This category of funding is supporting expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program including facility improvements, service adjustments, and acquisition of materials and equipment to ensure the continued safe provision of services to the public.

Individual, Community, and Small Business Assistance (\$24.4 million):

This category dedicates funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs, and direct financial assistance to local businesses throughout Leon County to stimulate economic recovery through the following programs:

- **The Leon CARES Individual Assistance program** dedicates \$7.5 million to provide critical financial support to households throughout Leon County that are experiencing economic hardship due to COVID-19. The Individual Assistance Program was launched on August 17, 2020 and provides up to \$3,000 in one-time assistance to low-income households earning less than 80% of the area median income for past-due rent, mortgage, and utility bills. Applicants must also demonstrate an economic hardship resulting from COVID-19, and all funding awarded through the program is paid directly to the landlord, mortgage holder, or utility provider.
- **The Leon CARES Small Business Assistance Program** dedicates \$9 million to provide direct assistance to local small businesses to offset business impacts or increased expenditures related to COVID-19. Launched on August 17, 2020, the Small Business Assistance Program provides qualifying small businesses with grants of \$2,000 to \$6,000 based on the number of employees. Businesses may also be eligible for supplemental awards if the business is classified in a "hardest hit" industry sector (\$500 award), an MWSBE business (\$1,500 award), or has hired two or more employees in the past 30 days (\$500 award).
- **The Leon CARES Community Assistance program** dedicates approximately \$7.9 million for local service providers to address communitywide food insecurity and provide child care assistance, mental health and homelessness services. This category also dedicated an additional \$2 million to provide up to \$20,000 of one-time assistance to local human service agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19. The application period for these human services grants opened from August 17 through August 28.

Reserve/Replenishment Account (\$8.5 million):

This category establishes a reserve account of \$8.5 million in funding that may be allocated to any of the categories above based on future needs or for any potential changes in federal guidance that may allow for new uses without impacting existing categories. As discussed during the July 14 Budget Workshop, this reserve funding contemplates the possibility of future needs associated with additional waves of the virus, the hurricane and flu seasons, and the possibility that Congress may supplement or expand the eligible uses of Coronavirus Relief Funds to allow adjustments to be made as needed to optimize the County's use of these funds.

Analysis:

The Analysis section of this item begins by providing an update on the County's progress in implementing the Leon CARES expenditure plan in coordination with local partners and distributing funding to the community through the direct assistance programs. Next, this section provides recommendations for programmatic enhancements based upon the County's progress to date, feedback from community partners and the County's contracted consulting team assisting with the implementation of these programs, and a continuous evaluation of statewide best practices. Finally, this item provides a discussion of additional modifications the Board may wish to consider to further streamline the Leon CARES assistance programs, further simplify application processes, and expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic.

Status Update on Implementation of the Leon CARES Assistance Programs:

Following the July 14 Budget Workshop, the County immediately began implementing the Leon CARES plan in order to distribute funding assistance throughout the community efficiently and effectively. As authorized by the Board, the County Administrator immediately began to execute subgrant agreements with the various local partners to facilitate the rollout of critical community services included in the Leon CARES plan. This enabled partner organizations throughout the community to quickly begin providing new and enhanced services such as increased COVID-19 testing and contact tracing, purchase and distribution of personal protective equipment (PPE), programs to address food insecurity, child care assistance, support for mental health and homelessness services, and more. A summary of these Leon CARES-funded services is as follows:

- ***COVID-19 Testing:***

The Leon County Health Department, in partnership with the local Federally Qualified Health Centers (Bond Community Health Center, Neighborhood Medical Center, and North Florida Medical Center), has implemented several strategies funded through the Leon CARES plan to increase local testing capacity by approximately 5,000 tests, or 45%, per month, to better identify transmission and slow the spread of COVID-19. Since July, these agencies have established weekly drive-up testing sites and deployed mobile testing units at schools, churches, and community centers, primarily within census tracts located in zip codes 32304, 32301, and 32303. The neighborhood-based mobile testing units do not require an appointment and are free to all citizens.

- *Contact Tracing:*

The Leon County Health Department has hired 38 additional contact tracers and four epidemiologists with Leon CARES-funded staff members to support testing and contact tracing community-wide. Also, the Leon County Health Department has assigned 36 health monitors to staff Leon County Schools facilities, with the goal of having a health monitor in each school by the end of September 2020 fully supported by Leon CARES funding.

- *Food Insecurity:*

Leon CARES funding has supported America's Second Harvest of the Big Bend in ordering \$2.1 million of food, equaling more than 35 truckloads, and in hiring program staff, leasing refrigerator trucks, and ordering logistical supplies to provide millions of meals to the community's most vulnerable populations. Since July, Second Harvest has led a variety of food distribution efforts including at the COVID-19 mobile testing sites discussed above, standing up free drive-thru food distribution events throughout the community, and expanding of feeding programs targeted for seniors, children, and high-risk and homeless populations. Second Harvest is also providing 5,000 bags of food per week to Leon County Schools students through the School Backpack program with funding from Leon CARES.

- *Child Care Assistance:*

On August 17, the Early Learning Coalition of the Big Bend (ELC) launched the Leon CARES-funded child care assistance program for essential workers. As of the publication of this agenda item, the ELC had enrolled 120 children in the program .

- *Homelessness Support:*

Leon County CARES funding is providing local emergency homeless shelters the ability to renovate their facilities to meet CDC guidelines. Following the execution of the CARES subgrant agreements, the homeless shelter providers conducted bid solicitation for proposed renovations in accordance with federal procurement requirements. In October, the Kearney Center, Hope Community, Capital City Youth Services, and Refuge House will commence renovations that will include HVAC system upgrades, expansion of kitchen and eating areas, and installation of keyless and touchless entrance systems.

- *Emergency Mental Health Services:*

The County has contracted with 2-1-1 Big Bend to enhance access to mental health resources in the community to individuals that are experiencing mental health crisis. Utilizing Leon CARES funding, 2-1-1 Big Bend hired two mental health navigators in August to triage mental health crisis calls to appropriate free or low-cost mental health services in Leon County 24 hours a day. Since August, the mental health navigators have handled more than 50 calls connecting the clients directly to services at Apalachee Center, the FSU Psychology School, Bond Community Health Center, and Neighborhood Medical Center.

- *Constitutional Offices, Judicial Offices, and City of Tallahassee Reimbursement:*

The Constitutional and Judicial Offices have begun requesting reimbursement for COVID-19-related expenses such as PPE, telecommunications equipment, minor facility modifications such as plexiglass shields, and other similar expenses. A subgrant agreement has been provided to the City of Tallahassee for similar reimbursements, and the City is finalizing approval of the agreement at this time.

The County Administrator also executed a final agreement with Ernst & Young (EY), the County's contracted consulting team assisting with the implementation of the Leon CARES plan, to quickly develop and deploy a responsive solution for the expeditious administration of funds in compliance with the requirements of the CARES Act. A team of County staff from work areas throughout the organization immediately began conducting daily work sessions with the Ernst & Young team to develop and implement the Leon CARES direct assistance programs as well as the program infrastructure for processing several thousand applications for assistance. This included an online application portal, application review and management system, and call center support capability to ensure an efficient, streamlined application process. As part of these collaborative efforts in developing the application process for these programs, EY also conducted a series of training sessions with community partners who have been assisting citizens and local businesses with navigating the application process in advance of the launch of the Leon CARES direct assistance programs. The Leon CARES Individual Assistance, Small Business Assistance, and Human Services Grant programs were all fully administered through this application system and launched on August 17. As of the publication of this agenda item, the County has received approximately 13,000 applications for assistance and has distributed or awarded more than \$4 million across all three direct assistance programs, summarized as follows:

- *Individual Assistance:*

As of the publication of this item, the County has awarded \$800,000 in Individual Assistance funding to more than 400 households to assist with past-due rent, mortgage, and utility payments. As discussed in greater detail later in this item, the Individual Assistance program was intentionally designed, in coordination with Ernst & Young, to help Leon County citizens avoid eviction, foreclosure, and utility disconnection. As such, award payments through the program are made directly to an applicant's landlord, mortgage holder, and/or utility provider, which requires certain documentation to be submitted to verify the current amount owed by the applicant, an agreement by the billing entity to not evict, foreclose upon, or disconnect utilities to the applicant for a period of 60 days. However, this documentation process takes time to complete and also carries the risk that applicants or billing entities either fail to remit the required documentation, the documentation is incomplete, or it does not match information provided in the citizen's application. In the following section, this item presents several recommended enhancements and other potential modifications for the Board's consideration to streamline and accelerate the application process and expedite assistance to Leon County citizens affected by the pandemic.

As discussed during the July 14 Budget Workshop, the County has engaged landlords and property managers, utility companies, non-profit organizations, local affordable housing providers, and community and neighborhood associations to promote the Individual Assistance program and to provide details on program eligibility and the application process to share with potential applicants. Also, prior to the launch of the program on August 17, more than 2,000 Leon CARES brochures featuring the Leon CARES Individual Assistance Program were distributed in targeted neighborhoods including Frenchtown, Griffin Heights, Bond, South City, and Providence. The County also partnered with Leon County Schools to further promote the Leon CARES program directly to parents by distributing program materials to the principals of each school to share with students and their parents. The County also partnered with the Tallahassee Urban League, the Greater Frenchtown Area Revitalization Council, and ECHO, Inc. to serve as “community navigators” in increasing awareness of the Individual Assistance Program and providing support to citizens in need of application assistance. Prior to the launch of the program, these community navigators strategically deployed street teams in targeted areas of the community to promote and educate citizens on the Leon CARES program. Citizens can receive personalized application assistance at these community navigators’ offices as well as all Leon County Library facilities and the Office of Human Services and Community Partnerships. Ernst and Young also operates a Leon CARES Call Center Monday through Friday from 8 a.m. to 6 p.m. to provide technical support and application assistance. The County’s Office of Human Services leads weekly meetings with the community navigators to identify common issues experienced with assisting residents apply for the program and to communicate modification to the process that improve the eligibility and approval of application. More than 500 Leon County residents have been assisted through these initiatives.

- *Small Business Assistance:*

As of the publication of this agenda item, the County has awarded more than 365 Small Business Assistance grants totaling \$1.1 million to support the restart, relaunch, and reopening of local businesses impacted by COVID-19. The Tallahassee-Leon County Office of Economic Vitality (OEV) has conducted extensive community outreach and communications efforts related to the Leon CARES Small Business Assistance grant through its website, newsletter, social media platforms, and print materials, reaching thousands of local businesses. OEV has also leveraged its distribution of face coverings to local businesses to raise awareness among business owners and employees about the program. Business owners can also visit OEV’s technical center for computer access and to receive assistance with applying for the Leon CARES Small Business Assistance program. OEV has also leveraged partnerships with the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, Greater Tallahassee Chamber of Commerce, and the Florida A&M University Small Business Development Center to provide support with promoting the program and providing technical assistance to businesses seeking to apply. In addition, OEV is coordinating with the Office of Human Services and Community Partnerships to notify citizens who have applied for the Leon CARES Individual Assistance program about career opportunities available through

CareerSource Capital Region and the Greater Tallahassee Chamber of Commerce's TalentHub platform.

- *Human Services Grants:*

As discussed earlier in this item, the application period for the Human Services Grant program opened from August 17 through August 28. The County awarded more than \$1.8 million to 118 local human services agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19. These agencies received grants up to \$20,000 to support unexpected expenses such as PPE, laptops, as well as expand programs to support an increased demand for services directly related to COVID-19. The County partnered with United Partners for Human Services to promote awareness of the program throughout the local nonprofit community.

To complement and leverage the extensive promotional efforts discussed above, the County's Community and Media Relations team also implemented a robust, targeted, multi-modal public information campaign across a variety of communications media beginning in mid-August. This campaign has involved radio, print media, geofenced messaging, streaming video, digital displays, outdoor marketing, street teams, community partner networks, and social media promotion. To date, Leon CARES messaging has been seen, read, or heard more than 14 million times.

The following graphic summarizes the County's progress in implementing the Leon CARES expenditure plan since the August 17 launch:



LEON

CARES

Key Support
Indicators At-A-Glance

Caring for Lives and Livelihoods of Those Impacted by COVID-19
(Launched August 17, 2020)

FIRST MONTH PROGRESS

► DIRECT ASSISTANCE TO COMMUNITY IN NEED



400+

households assisted with past due rent, mortgage, utilities
\$800,000 AWARDED



365+

business assisted with expenses or losses
\$1.1 MILLION AWARDED



120

agencies assisted so as to continue providing vital services
\$1.8 MILLION AWARDED

► SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



1.5M

meals already or soon-to-be distributed to food insecure
\$2.1 MILLION



FOUR

homeless shelter facilities being improved to better serve clients and stop spread of COVID | **\$1 MILLION INVESTED**



120

children of essential workers received no-cost childcare
\$800,000 ALLOCATED

► EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Increased community-wide testing and testing access with **11 ADDITIONAL MOBILE EVENTS** serving **842 RESIDENTS** in Griffin Heights, Frenchtown, South City, and more *(Through these and other community efforts, Leon County now tests ~1,200/day, six times the state-recommended average.)*



Hired **38 ADDITIONAL CONTACT TRACERS**, **36 SCHOOL HEALTH MONITORS**, and **4 EPIDEMIOLOGISTS**



Launched Largest Public Information Campaign in County's History to Inform and Educate
15 MILLION TIMES SEEN, READ OR HEARD

Recommended Enhancements to Leon CARES Assistance Programs:

This section of the agenda item provides several recommended enhancements to Leon CARES assistance programs for the Board's consideration to further streamline and simplify the application processes, expedite assistance to the community, and maximize the impact of the County's allocation of CARES Act funding. These recommendations are provided to ensure that the County can maximize its use of this funding prior to the December 30 spending deadline provided in the CARES Act, and accordingly minimize the risk of any unspent funds reverting to the Treasury. As discussed earlier in this item, the overall Leon CARES expenditure plan was designed to ensure that the County's CARES Act funding reaches those citizens, businesses, and partner organizations experiencing the greatest financial need resulting from the COVID-19 pandemic. As such, initial funding was allocated to each assistance program within the Leon CARES plan in order for the County to be able to meet the maximum potential demand in each program area. Since approval of the Leon CARES plan at the July 14 Budget Workshop, the County has continuously evaluated its progress in implementing the Leon CARES plan, engaged citizens and community partners for feedback, and regularly monitored other counties' programs to identify trends and extract best practices. During this time, several other counties that, like Leon County, did not receive direct funding from the Treasury have developed similar expenditure plans for their CARES Act allocation. Also, several of the 12 large counties that were directly funded have since made updates to their expenditure plans, such as reallocating funding from one program to another, reallocating funds from reserves, or updating program eligibility criteria and application requirements. As part of this analysis, staff reviewed 18 individual assistance and 18 small business assistance programs being implemented by counties across the state utilizing CARES Act funding.

Based upon the County's continuous evaluation of program implementation to date, feedback from community partners, and statewide best practices, following are recommended enhancements to the Leon CARES Individual Assistance program:

- *Increase the income threshold from 80% of AMI to 120% of AMI to reach additional households.*

As discussed during the July 14 Budget Workshop, the Individual Assistance program was initially designed to target households earning below 80% of the Area Median Income (AMI). This income threshold is utilized in several HUD programs, including the Public Housing Program and the Section 8 Housing Choice and Project-Based Voucher Programs, as well as in programs run by agencies such as the Department of the Treasury, the Department of Agriculture, and the Federal Housing Finance Agency. Designing the program in this manner ensured that low- and very-low-income residents who may be experiencing the greatest financial hardship were able to access this assistance. Also as discussed at the July 14 workshop, if funds remained after an initial application period, subsequent application periods may be made available and the County may expand the eligibility criteria to reach additional households. Of the 18 Florida counties reviewed for this analysis, 10 either use a household income limit of 120% of AMI for their CARES program eligibility (Alachua, Hillsborough, Lee, Manatee, and Sarasota) or do not consider income at all in determining eligibility (Gadsden, Orange, Polk, Seminole, and Wakulla). The 120% AMI threshold is also consistent with the threshold that the State of Florida is

currently utilizing for its CARES Act housing assistance programs administered through the Florida Housing Finance Corporation. Three other counties use an income limit of 140% of AMI (Brevard, Palm Beach, and St. Johns).

- *Increase the maximum award per from \$3,000 to \$5,000 per household.*

Of the 18 counties reviewed, the range of maximum funding award levels across programs is \$1,000 to \$10,000. Nine of these counties have maximum funding awards under \$5,000 while the remaining nine counties have maximum funding awards of \$5,000 or more. Should the Board wish to increase the income threshold for eligibility, as discussed above, it is expected that many applicants may also have higher monthly housing and utility bills. With this modification, applicants who have already been awarded Leon CARES Individual Assistance funding would be provided the opportunity to request additional funding, up to the maximum award. As discussed earlier in this item, the Individual Assistance program provides payments directly to landlords, mortgage holders, and utility providers on behalf of the applicant for past-due bills. If approved, the County will notify all awarded applicants to inform them of their eligibility for additional funds, and these applicants would then be able to submit documentation demonstrating additional need (i.e., bills that became past-due subsequent to their initial award through the Leon CARES program).

Following are recommended enhancements to the Leon CARES Small Business Assistance program:

- *Increase the base award and supplemental award amounts.*

As discussed earlier in this item, the Leon County Small Business Assistance program provides a “base award” to eligible businesses based on number of employees. This base award ranges from \$2,000 for businesses with 1 to 10 employees up to a base award of \$6,000 for businesses with 50 to 100 employees. In addition, supplemental awards are available to eligible businesses if they are in a “hardest hit” industry sector (\$500), if they are a certified MWSBE business (\$1,500), or if they certify that they have hired two or more employees in the past 30 days (\$500). As such, the maximum award a business can receive through the Leon CARES Small Business Assistance program is currently \$8,500. Of the 18 other Florida counties reviewed for this analysis, the range of maximum award levels varies widely from \$2,000 up to \$40,000. The majority of these counties (13) provide a maximum funding award of \$10,000 or more, including Alachua County (\$15,000) and Gadsden County (\$25,000). Also, most counties (11) similarly award small business assistance based on number of employees. Five other counties award a standard amount of funding to all eligible businesses regardless of the number of employees; however, the amounts awarded by these counties is generally lower than what Leon County currently provides.

Additionally, as part of the County’s continuous evaluation of the Leon CARES plan, OEV conducted a new survey in September 2020 to determine the level of COVID-19-related impacts to local businesses across industry sectors and to determine the level of need for continued recovery assistance. Overall, businesses reported an average 48% decline in

monthly revenues due to COVID-19, and a 24% increase in COVID-19 related expenses. Also, businesses reported an average of approximately \$39,000 in monthly payroll, rent/mortgage, utility, and COVID-19 compliance expenses. A full summary of the results of this recent survey is included as Attachment #2.

The results of the recent OEV survey indicate that there is a need for continued economic assistance to the local business community, and the review of other counties' CARES-funded small business assistance programs suggests that raising the Leon CARES small business award amounts would be consistent with practices throughout the state. Based on this analysis, this item recommends increasing the base award and supplemental award amounts as shown in the following table:

		Current:	Recommended:
Baseline Awards:	1-10 Employees	\$2,000	\$5,000
	11-24 Employees	\$3,000	\$7,500
	25-49 Employees	\$5,000	\$10,000
	50-100 Employees	\$6,000	\$12,500
Supplemental Awards:	"Hardest Hit" Businesses	\$500	\$10,000
	MWSBE Businesses	\$1,500	\$10,000
	"Rebounding" Businesses	\$500	\$5,000
Maximum Award:		\$8,500	\$34,500
Projected Average Award:		\$2,945	\$12,008

Currently, the average amount of funding awarded through the Leon CARES Small Business Assistance program is \$2,945. Should the Board wish to make this modification, the projected average award would increase to approximately \$12,000 based on the proportion of businesses already awarded who meet the various eligibility criteria in the program. Under this option, businesses that have already been awarded would automatically receive a second payment reflecting the difference between their initial award and the new increased award amount. In total, the program would assist an estimated 1,000 local businesses with awards ranging from \$5,000 to \$37,500.

- *Expand eligibility for the "Hardest Hit" supplemental award to include businesses in NAICS Industry Code 71 (Arts, Entertainment, and Recreation).*

Currently, to qualify for the "Hardest Hit" supplemental award through the Leon CARES Small Business Assistance program, a business must belong to one of the following industry sectors directly impacted by the State of Florida's stay-at-home orders: Accommodation & Food Services (NAICS 72); Retail Trade (NAICS 44-45); or Other Services (NAICS 81). This item recommends expanding eligibility for this supplemental

award to include businesses in NAICS Industry Code 71, which includes gyms, galleries, and other types of non-essential businesses that also were affected by closures in relation to statewide Executive Orders. There are approximately 90 businesses in this category in Leon County with under 100 employees. Should the Board wish to make this modification in tandem with the increased award amounts recommended above, these businesses may be eligible to receive a \$10,000 “Hardest Hit” supplemental award in addition to a baseline award based on number of employees.

- *Reduce documentation requirements for very small businesses meeting the “Hardest Hit” criteria.*

Currently, all businesses applying for Leon CARES assistance are required to provide documentation demonstrating either a minimum of 25% reduction in revenue year-over-year as a result of COVID-19 or a 25% increase in costs as a result of COVID-19. This documentation is provided in the form of a recent monthly profit and loss statement during the time period of March 2020 to present as well as an historical monthly or quarterly profit and loss statement for comparison from the pre-COVID-19 time period spanning March 2019 to February 2020. Based upon a continuous evaluation of the County’s progress in implementing the Leon CARES plan and feedback from community partners as well as the Ernst & Young team, many small businesses are experiencing difficulty providing the required documentation to demonstrate financial impacts related to COVID-19. As such, Ernst & Young has recommended eliminating this documentation requirement for very small businesses that employ 10 or fewer persons and that belong to one of the industry sectors meeting the “Hardest Hit” criteria, as businesses in this category are presumed to have been significantly impacted by the COVID-19 pandemic. Should the Board wish to make this modification, these businesses would be required only to provide an attestation of business impacts related to COVID-19. All other documentation requirements related to program eligibility would remain in place.

- *Expand allowable documentation for all other businesses to demonstrate COVID-19-related financial impacts.*

For all other businesses not listed above, Ernst & Young has recommended that the Leon CARES program expand the allowable documentation to demonstrate financial impacts due to COVID-19. Specifically, it is recommended that the program allow businesses to provide a monthly profit and loss statement for 2019 and 2020 for any of the following months: March, April, May, June, July, August, September (when applicable), October (when applicable), and/or November (when applicable).

Following are additional recommended enhancements applicable to all Leon CARES assistance programs:

- *Authorize the County Administrator to reallocate funding between all programs and the Reserve/Replenishment Account as needed to maximize the use and impact of the County’s allocation of CARES Act funding.*

As discussed in detail during the July 14 Budget Workshop and in the Background section of this agenda item, Congress established a December 30 deadline in the CARES Act for

the expenditure of all Coronavirus Relief Funds allocated to Leon County. Any funds not expended by that date will revert to the U.S. Treasury. At this time, there remains considerable uncertainty as to whether Congress will extend the December 30 deadline. Also, since the U.S. House of Representatives passed the HEROES Act in May 2020, several additional policy actions have been discussed in negotiations among the U.S. House, Senate, and White House that may affect the timing and eligible uses of these funds. Specifically, these discussions have also included potentially allocating more funding to state and local governments, expanding the eligible uses of these funds, and allowing the funds to be used to offset decreases in revenue resulting from the economic effects of the COVID-19 pandemic. Although these negotiations began prior to Congress's August recess, as of the publication of this agenda item, Congress has not yet passed any such legislation or other substantive COVID-19 relief, and it is not certain when or if House and Senate leadership will resume negotiations in attempt to reach an agreement.

As discussed earlier in this item, the County has made significant progress in implementing the various assistance programs included in the Leon CARES expenditure plan in the initial weeks since these programs launched. The County has executed funding agreements with a variety of community partners to support enhanced public health measures and community assistance, awarded grants to nearly 120 local human service agencies, and distributed nearly \$2 million in critical economic relief assistance to citizens and local businesses. Also, the recommended enhancements to the Individual and Small Business Assistance programs presented earlier in this item seek to further streamline these programs and quickly provide additional relief to meet the needs of citizens and businesses directly impacted by the COVID-19 pandemic.

Since the onset of the COVID-19 pandemic, Leon County has engaged with partner organizations throughout the community to respond to increased human service demands and adjust operations to remain compliant with the latest CDC guidelines. As discussed earlier in this item, the County has provided financial assistance to support renovations to homeless shelters and health care facilities, expansion of COVID-19 testing and contact tracing throughout the community, emergency mental health services, child care assistance, and more. As the pandemic continues to persist with no definite end in sight, local human service providers have indicated that community needs related to COVID-19 also persist and evolve in several categories including homelessness assistance, food and nutrition assistance, public health and health care, and more.

Given these considerations, it is impossible to project the precise level of demand that will be expressed for each program prior to the December 30 deadline. As such, several programs are likely to receive increased demand above the funding levels initially established in the Leon CARES expenditure plan, while other programs may have unspent funds remaining at the deadline and therefore at risk of reversion to the U.S. Treasury. To address and mitigate this risk and maximize the use and impact of this funding, it is recommended that the Board authorize the County Administrator to reallocate funding as needed between the various Leon CARES assistance programs. This would ensure that all remaining funding is utilized to meet the need in whichever programs demonstrate the greatest demand and would also ensure that the County utilizes its full allocation of

Coronavirus Relief Funds to avoid forfeiting funds back to the Treasury. Importantly, other than any enhancements the Board may wish to make to the Leon CARES expenditure plan as discussed in this agenda item, all assistance programs initially approved by the Board at the July 14 Budget Workshop would remain in place, fully supported by the County's extensive and ongoing promotional efforts.

Additional Potential Modifications to Leon CARES Programs for Board Consideration:

Following is one additional modification the Board may wish to consider to further streamline the Leon CARES assistance programs, simplify application processes, and expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic:

- *For Individual Assistance, consider whether to pay applicants directly or continue the current practice of paying applicants' billing entities.*

As discussed in detail during the July 14 Budget Workshop and in the Background section of this agenda item, as the Leon CARES Individual Assistance program is currently designed, award payments are made directly to an applicant's landlord, mortgage holder, and/or utility provider. This approach ensures that the Leon CARES funding is being used to avoid possible future evictions or utility disconnections and is consistent with how the County currently administers the Direct Emergency Assistance Program (DEAP). However, the Board may wish to consider modifying the program to provide payments directly to the applicant, this modification would significantly streamline the application process and associated documentation requirements and would result in eligible citizens receiving payment more quickly.

Under the current process, once an applicant is determined eligible, the applicant is required to provide proof of past-due expenses for which the applicant is seeking assistance. To do this, the applicant is asked to have their landlord, mortgage holder, or utility provider to complete a form certifying the amount that is past due and submit the completed document to the County. In this form, the landlord or mortgage holder agrees not to evict or foreclose on the applicant for at least 30 days. Also, in order for the County to pay the landlord or mortgage holder, that billing entity must provide a completed W-9 form to the County for income tax purposes. As discussed above, the Individual Assistance program was designed in this manner to ensure that Leon CARES funding is used to prevent citizens from being evicted or foreclosed upon. However, this process also carries the risk that applicants or billing entities either fail to remit the required documentation, the documentation is incomplete, or it does not match information provided in the citizen's application. The County, together with Ernst & Young, developed a system to provide extensive, personalized follow-up to these applicants including hiring several temporary workers dedicated to resolving documentation issues; however, missing or incomplete information significantly slows the application review process. Providing payment directly to the applicant would substantially simplify the required documentation and accelerate payments to eligible applicants. However, this also carries the risk that recipients may not use awarded funds for their intended purpose. Should the Board wish to implement this modification, the Individual Assistance application would be updated to require the

applicant to attest and certify that she/he will use all funded awarded for rent, mortgage, and/or utility payments as required by the program.

As discussed earlier in this item, the County reviewed similar CARES-funded individual assistance programs that have been adopted by other counties to identify trends and best practices. The vast majority of counties currently make individual assistance payments to the billing entity; however, many of these counties indicated that they are also experiencing similar challenges related to documentation and that the process is likely slower than paying the applicant directly. A small group of counties, most notably Hillsborough and Alachua, provide individual assistance payments directly to the applicant. Both of these counties indicated that they are able to process individual assistance applications more quickly than paying the billing entity. Both counties require the applicant to attest, as discussed above, that the applicant will use any awarded funds for purposes consistent with CARES Act requirements. The Board may wish to consider whether to pay applicants directly or continue the current practice of paying applicants' billing entities.

Conclusion:

This item presents a series of recommended enhancements to the Leon CARES expenditure plan and additional modifications for Board consideration based upon the progress made to date in implementing the plan, feedback from community partners, input from the County's contracted consulting team assisting with the implementation of the plan, and Leon County's continuous evaluation of statewide best practices. Leon County has made significant progress in implementing the various assistance programs included in the Leon CARES expenditure plan in the initial weeks since these programs launched. However, several additional strategies have been identified to further streamline these programs, simplify the application process, and expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic, as presented in this item. Should the Board wish to approve the program enhancements recommended in this item, the County Administrator will initially reallocate \$3.5 million from the Reserve/Replenishment account to provide the increased level of Small Business Assistance awards discussed earlier, and an additional \$1.5 million to meet the continuing needs identified by community partners in the areas of food insecurity, homelessness assistance, and primary healthcare. Moving forward, with the Board's authorization, the County Administrator will continue to reallocate funds in order to efficiently and effectively address need for assistance across all programs.

At this time, Congress has not yet passed any legislation extending or modifying the eligible uses of Coronavirus Relief Funding, and it is not certain when or if this will occur. In the absence of any such legislation, the deadline to expend the entirety of the County's allocation of Coronavirus Relief Funding remains December 30, 2020 as provided in the CARES Act, and any funds unspent at that time will revert to the U.S. Treasury. Accordingly, the recommendations proposed in this item and the additional potential modifications for which this item seeks Board direction are intended to maximize the use and impact of the County's full allocation of CARES Act funding.

Options:

1. Approve the following enhancements to the Leon CARES Individual Assistance program:
 - a. Increase the income threshold from 80% of AMI to 120% of AMI to reach additional households.
 - b. Increase the maximum award per from \$3,000 to \$5,000 per household.
2. Approve the following enhancements to the Leon CARES Small Business Assistance program:
 - a. Increase the base award and supplemental award amounts as follows:

Baseline Awards:	1-10 employees: \$5,000
	11-24 employees: \$7,500
	25-49 employees: \$10,000
	50-100 employees: \$12,500
Supplemental Awards:	"Hardest Hit" Businesses: \$10,000
	MWSBE Businesses: \$10,000
	"Rebounding" Businesses: \$5,000

- b. Expand eligibility for the “Hardest Hit” supplemental award to include businesses in NAICS Industry Code 71 (Arts, Entertainment, and Recreation).
 - c. Reduce documentation requirements for very small businesses meeting the “Hardest Hit” criteria.
 - d. Expand allowable documentation for all other businesses to demonstrate COVID-19-related financial impacts.
3. Authorize the County Administrator to reallocate funding between all programs and the Reserve/Replenishment Account as needed to maximize the use and impact of the County’s allocation of CARES Act funding.
4. Authorize direct payments to applicants in place of the current practice of providing payment to applicants’ landlord, mortgage holder, and/or utility provider in the Individual Assistance program.
5. Board direction.

Recommendation:

Options #1 through #3 and provide Board direction regarding Option #4.

Attachments:

1. July 14, 2020 Budget Workshop Materials
2. OEV September 2020 Business Survey

Leon County Board of County Commissioners

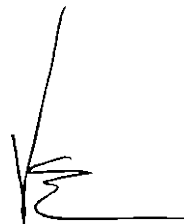
Agenda Item #24

December 8, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Leon CARES Program Budgets and Projected Expenditures and Acceptance of Additional Coronavirus Relief Funds



Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship Andy Johnson, Assistant to the County Administrator Nicki Paden, Management Analyst

Statement of Issue:

This item provides a report of the projected budget and expenditures of all Leon CARES assistance programs through the end of the current calendar year and seeks Board approval to reallocate projected Leon CARES program balances to existing Leon CARES programs and partnerships to continue the provision of critical public health and support services to residents most in need. In addition, this item recommends the acceptance of additional Florida Housing Finance Corporation Coronavirus Relief Funds to support the payment of individual rent and utility assistance to County residents impacted by COVID-19.

Fiscal Impact:

This item has a fiscal impact. Leon County has been allocated an additional \$11.0 million from the Florida Housing Finance Corporation to reimburse expenses related to housing and utility assistance provided by the County through the Leon CARES Individual Assistance program. This item recommends utilizing this funding to pay nearly all of the remaining eligible applicants for Leon CARES Individual Assistance and Small Business Assistance funding.

Staff Recommendation:

See next page.

Staff Recommendation:

Option #1: Approve the reallocation of \$4.26 million in remaining Leon CARES program balances as follows:

- a. Florida Department of Health Leon County: \$2.011 million
- b. Federally Qualified Health Clinics (FQHCs): \$715,000
- c. Homelessness Support: \$1,330,000
- d. Mental Health: \$102,000
- e. Food Insecurity: \$60,000
- f. Childcare Support: \$40,000

Option #2: Approve the attached Resolution and Budget amendment realizing \$11.0 million in State grant funding to provide:

- a. \$4.4 million for Leon CARES Individual Assistance, including administrative costs.
- b. \$6.6 million for Leon CARES Small Business Assistance, including administrative costs.

Report and Discussion

Background:

This item provides a report of the projected budget and expenditures of all Leon CARES assistance programs through the end of the current calendar year and includes recommendations to reallocate program balances to support the community's highest outstanding public health and human service needs. Since the Board approved the \$51.2 million Leon CARES expenditure plan in July 2020, the County has been committed to ensuring the most efficient allocation of these funds to meet the immediate needs of citizens, businesses, nonprofits, the local health care community, and other local governmental entities. Since that time, through several additional agenda items and weekly updates, the County Administrator has advised the Board on the successful implementation of the various Leon CARES programs. At this point in time, final expenditure projections have been developed to close-out the overall program and ensure all funds will be spent. As discussed in detail in the analysis, it is projected that there is \$4.26 million in program balances available for reallocation. To directly address the ongoing public health crisis, the majority of the funding is recommended to continue to support the Florida Department of Health Leon County and the local Federally Qualified Health Clinics (FQHCs) through June 2020 by paying for contact tracers, epidemiologists, school health monitors and community testing events. Additional funding is recommended for homelessness, food insecurity, mental health and childcare support.

In addition, this item recommends the acceptance of an additional allocation of \$11 million in Coronavirus Relief Funds from the Florida Housing Finance Corporation (FHFC). As discussed in the analysis, the County has worked closely with FHFC and the Florida Housing Coalition to secure this additional funding, which will reimburse expenses related to the housing and utility assistance provided by the County through the Leon CARES Individual Assistance program. This item recommends that these additional funds be utilized to pay nearly all of the remaining eligible applicants for Leon CARES Individual Assistance and Small Business Assistance. Of note, a separate agenda item will be presented to the Board at the January 26, 2021 meeting providing a detailed summary of all the Leon CARES programs and their impacts throughout the community.

Overview of the CARES Act and the Leon CARES Expenditure Plan:

During the July 14, 2020 Budget Workshop, the County Administrator presented, and the Board approved the Leon CARES expenditure plan to distribute Leon County's allocation of \$51.2 million in Coronavirus Relief Funds, consistent with the requirements of the CARES Act, U.S. Treasury guidance, and the County's funding agreement with the Florida Division of Emergency Management (FDEM), which was approved by the Board at the June 16 meeting. As provided in the CARES Act and as previously reported to the Board, Coronavirus Relief Funds may only be used to cover costs that:

1. Are necessary expenditures incurred due to the public health emergency with respect to COVID-19;
2. Were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the state or local government; and
3. Were incurred between March 1, 2020 and December 30, 2020.

Since Congress' adoption of the CARES Act, the U.S. Treasury has issued guidance and "frequently asked questions" documents with additional information regarding eligible uses of these funds. Pursuant to this guidance, eligible uses of Coronavirus Relief Funds include the following specific categories:

- Medical expenses
- Public health expenses
- Payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency
- Expenses to facilitate compliance with COVID-19 related public health measures
- Expenses related to the provision of economic support in connection with the COVID-19 public health emergency
- Any other COVID-19-related expenses reasonably necessary to the function of government that satisfy the Fund's eligibility criteria

The Treasury guidance also specifically notes that funds may not be used to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify under the CARES Act.

In addition to the statutory and administrative guidelines discussed above, in developing the Leon CARES expenditure plan, the County also conducted an extensive evaluation of other local government best practices as well as local community needs. This included engaging the Florida Association of Counties and the National Association of Counties to determine the eligible uses of CARES Act funds based on federal statute and guidance issued by the U.S. Treasury and FDEM. Also, Leon County reviewed the expenditure plans adopted by 12 Florida counties that were directly funded by the Treasury as provided in the CARES Act to identify the funding strategies and best practices those counties adopted. Finally, the County also coordinated extensively with the local business community, healthcare and human service providers, and other local government stakeholders including the Constitutional and Judicial Officers and the City of Tallahassee to identify a broad range of community needs resulting from the COVID-19 public health emergency.

Summary of the Leon CARES Expenditure Plan:

Based on the analysis of state and federal requirements and other local government best practices discussed above, the Leon CARES plan established three funding categories to ensure the most efficient distribution of funds to meet the immediate needs of citizens, businesses, nonprofits, the local health care community, and other local governmental partners. The table below summarizes these expenditure categories as approved by the Board at the July 14, 2020 Budget Workshop, followed by a brief description of each:

Table 1: July 14, 2020 Leon CARES Expenditure Plan

Category:	Funding (% of Total – Approx.):
Public Health, Safety, and Compliance	\$18.2 million (35%)
Individual, Community, and Small Business Assistance	\$24.4 million (48%)
Reserve/Replenishment Account	\$8.5 million (17%)
<u>Total:</u>	<u>\$51.2 million (100%)</u>

** Due to rounding, some totals may not correspond with the sum of the separate figures.*

- ***Public Health, Safety, and Compliance:***

This category dedicates funding for public health expenses related to Leon County’s immediate COVID-19 response efforts including enhanced communitywide testing and contact tracing capabilities, purchase and distribution of personal protective equipment (PPE), and targeted efforts to serve the medical needs of Leon County low-income residents in partnership with local primary healthcare providers. In addition, this category includes funding to recover expenses incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency. This category of funding is supporting expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program including facility improvements, service adjustments, and acquisition of materials and equipment to ensure the continued safe provision of services to the public.

- ***Individual, Community, and Small Business Assistance:***

This category dedicates funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs, and direct financial assistance to local businesses throughout Leon County to stimulate economic recovery through the following programs:

- **Leon CARES Individual Assistance Program** provides critical financial assistance for past-due rent, mortgage, and utility bills to households throughout Leon County that are experiencing economic hardship due to COVID-19.
- **The Leon CARES Small Business Assistance Program** provides direct assistance to local small businesses to offset business impacts or increased expenditures related to COVID-19.
- **The Leon CARES Community Assistance program** dedicates funding to support a variety of community needs resulting from the COVID-19 public health emergency, including funding to address communitywide food insecurity, childcare assistance, mental health services, and homelessness services. This category also provided up to \$20,000 of one-time assistance to local human service agencies to

support unanticipated programmatic and operational expenses incurred due to COVID-19.

- ***Reserve/Replenishment Account:***

This category established reserve funding to address future needs or for any potential changes in federal guidance that may allow for new uses without impacting existing categories.

As discussed during the July 14, 2020 Budget Workshop, the County entered into sub-grantee funding agreements with several partner organizations to implement many of the programs discussed above. The agreements specified that the County would reimburse these partner organizations for eligible expenses incurred on or prior to December 30, 2020, as provided in the CARES Act.

Subsequent Modifications and Enhancements to the Leon CARES Expenditure Plan:

At the September 29, 2020 meeting, the Board approved additional enhancements to the Leon CARES expenditure plan to expedite funding assistance to meet the community's greatest needs resulting from the COVID-19 pandemic. These enhancements were also designed to minimize the risk that any of the County's allocated funding would remain unspent by the December 30 CARES Act deadline and thereby revert to the Treasury. The enhancements approved by the Board included the following:

- For the Leon CARES Individual Assistance program, increased the income eligibility threshold from 80% of the area median income (AMI) to 120% of AMI, increased the maximum award amount from \$3,000 to \$5,000 per household, and provided award payments directly to applicants in place of paying the applicant's landlord, mortgage holder, or utility provider.
- Provided eligibility for most nonprofit organizations to apply for relief funding through the Leon CARES Small Business Assistance program.
- For the Leon CARES Small Business Assistance program, expanded the eligibility for businesses in the "Hardest Hit" category, reduced documentation for very small "Hardest Hit" businesses, expanded allowable documentation, and increased the base funding amounts and the supplemental award amounts as shown in Table #2 below:

Table 2: Small Business Assistance Program Enhancements - September 29, 2020

		Original:	Revised:
Baseline Awards:	1-10 Employees	\$2,000	\$5,000
	11-24 Employees	\$3,000	\$7,500
	25-49 Employees	\$5,000	\$10,000
	50-100 Employees	\$6,000	\$12,500
Supplemental Awards:	"Hardest Hit" Businesses	\$500	\$20,000
	MWSBE Businesses	\$1,500	\$20,000
	"Rebounding" Businesses	\$500	\$5,000

Also, at the September 29, 2020 meeting, the Board authorized the County Administrator to reallocate funding between programs and the Reserve/Replenishment Account as needed to maximize the use and impact of the County's allocation of CARES Act Funding. As discussed in the September 29 meeting agenda materials and in weekly CARES updates provided to the Board, the Reserve/Replenishment Account was reallocated as reflected in Table #3 below:

Table 3: September 29, 2020 Leon CARES Expenditure Plan

Category:	Initial Funding (% of Total – Approx.):	Reallocation of Reserve:	Current Funding:
Public Health, Safety, and Compliance	\$18.2 million (35%)		\$18.2 million (35%)
Individual, Community, and Small Business Assistance	\$24.4 million (48%)	\$8.5 million	\$32.9 million (65%)
Reserve/Replenishment	\$8.5 million (17%)	(\$8.5 million)	\$0
Total:	<u>\$51.2 million (100%)</u>		<u>\$51.2 million (100%)</u>

** Due to rounding, some totals may not correspond with the sum of the separate figures.*

Updated Treasury Guidance for Reimbursement of Expended Funds:

As was also reported to the Board during the November 17, 2020 meeting and in the County Administrator's weekly CARES updates, the U.S. Treasury recently issued updated guidance which enabled the County to immediately draw down its full \$51.2 million CARES Act allocation from the State. The Treasury guidance indicates that CARES Act funds can be used to cover 100 percent of payroll and benefit expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. Accordingly, the County is utilizing these payroll expenses as the basis for drawing down the County's full CARES Act allocation.

This updated Treasury guidance allows the County to secure the reimbursement of the full balance of the County's CARES Act allocation immediately. Also, because the County will have been fully reimbursed for eligible expenses, any funds reimbursed to the County are no longer subject to CARES Act requirements including the December 30 expenditure deadline. As indicated earlier in this item, the CARES Act included a requirement that recipients expend their allocated funds by December 30, and any unspent funds would revert to the Treasury.

Importantly, all of the Leon CARES programs previously approved by the Board continue to be funded with funds reimbursed to the County. This strategy simply allows the County to draw down and secure its full funding allocation, and also ensures that funds are available to provide adequate cash flow to implement the Leon CARES program without utilizing other County funds. Additionally, this revised guidance allowed for \$1 million of the County's CARES Act funding to be reallocated in support of the micro-lending program for minority and women-owned small businesses approved by the Board at the November 17, 2020 meeting. The Florida Division of Emergency Management is encouraging counties to use this strategy, and the Florida Association of Counties has shared and recommended it to counties throughout the state.

Analysis:

The Analysis section of this agenda item provides an update on the projected budget and expenditures of all Leon CARES assistance programs through the end of the current calendar year. The item concludes with recommendations for Board consideration to reallocate program balances to support the community's highest outstanding public health and human service needs related to the COVID-19 public health emergency at this time. As indicated in the Background section above, a separate item will be presented to the Board at the January 26, 2021 meeting providing a complete summary of all the Leon CARES programs and their impact throughout the community.

Since the Board approved the Leon CARES expenditure plan at the July 14, 2020, the County has worked aggressively to ensure that its full \$51.2 million funding allocation would be expended by the December 30, 2020 deadline provided in the CARES Act. The County has engaged landlords and property managers, utility companies, nonprofit organizations, local affordable housing providers, community and neighborhood associations, and schools to promote the Leon CARES Individual Assistance program and to provide details on program eligibility and the application process to share with potential applicants. This included door-to-door outreach in targeted neighborhoods including the Frenchtown, Griffin Heights, Bond, South City, and Providence neighborhoods. Also, the Tallahassee-Leon County Office of Economic Vitality (OEV) has conducted extensive community outreach and communications efforts related to the Leon CARES Small Business Assistance program through its website, newsletter, social media platforms, and print materials, reaching thousands of local businesses. OEV has also leveraged partnerships with the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, Greater Tallahassee Chamber of Commerce, and the Florida A&M University Small Business Development Center to provide support with promoting the program and providing technical assistance to businesses seeking to apply. The County has also partnered with United Partners for Human Services (UPHS), the Council on Culture and Arts (COCA), and the Institute for Nonprofit

Innovation and Excellence (INIE) to promote awareness of the Leon CARES nonprofit assistance programs throughout the local nonprofit community.

To complement and leverage the extensive promotional efforts discussed above, the County's Community and Media Relations team implemented a robust, targeted, multi-modal public information campaign across a variety of communications media beginning in mid-August. This campaign has involved radio, print media, geofenced messaging, streaming video, digital displays, outdoor marketing, street teams, community partner networks, and social media promotion. To date, Leon CARES messaging has been seen, read, or heard more than 25 million times.

As discussed earlier in this item, the County entered into sub-grantee agreements with several partner organizations to implement the various Leon CARES public health and community assistance programs. The agreements provided that the County would reimburse these partner organizations for eligible expenses incurred on or prior to December 30, 2020, as provided in the CARES Act. At this time, some Leon CARES program areas are projected to have unexpended funds remaining by December 30; accordingly, this item presents recommendations for Board consideration to reallocate these remaining program balances. A discussion of each remaining program balance is provided below and is summarized in Table #4 which follows.

- **Florida Department of Health-Leon:**

The Leon CARES expenditure plan includes \$1.7 million budgeted to support the expansion of planning, operational readiness, and response to COVID-19 in Leon County, primarily coordinated by Florida Department of Health-Leon (FDOH-Leon) in partnership with Leon County and other health care providers in the community. FDOH-Leon has hired 38 contact tracers/case investigators, 4 epidemiologists, 2 nurses, 4 staff to support operations at Bragg, and 3 call center staff to support testing and contact tracing community-wide. Also, the Health Department has assigned health monitors to staff Leon County Schools facilities and hired contact tracers focused on cases in the schools, also fully supported by Leon CARES funding. At this time, Florida Department of Health-Leon is projected to expend \$1,499,199 toward these efforts by December 30, for a remaining balance of approximately \$200,000.

- **Additional Testing and Contact Tracing (Health Reserve):**

The Leon CARES expenditure plan includes a budgeted reserve of approximately \$1.6 million to further expand COVID-19 testing and contact tracing during the remainder of the current calendar year should the need arise. In April 2020, the federal government set a testing goal for states to test 2% of their population per month as a measure to help states and communities safely reopen businesses and ease social distancing measures intended to slow the spread of the novel coronavirus. This equates to approximately 5,876 tests per month in Leon County, or 200 tests per day. Leon County has far exceeded this goal, with community partners testing approximately seven times the recommended number; in recent weeks, an average of over 1,400 tests per day have been administered in Leon County. At this time, the County has not utilized the \$1.6 million Leon CARES budgeted health care reserve.

- **Support for Bond Community Health Center, Neighborhood Medical Center, North Florida Medical Centers, and Apalachee Center:**

\$2.8 million is included in the Leon CARES expenditure plan to support efforts by Bond Community Health Center, Neighborhood Medical Center, The Apalachee Center, Florida A&M University Pharmacy, Capital Medical Society's We Care Foundation, and North Florida Medical Center to conduct targeted COVID-19 testing in high-risk areas throughout the community and to support other direct COVID-19-related expenses to serve the medical needs of low-income residents in Leon County. During the early months of the public health emergency, Quest Diagnostics and LabCorp, the two major clinical laboratories used by community partners to process COVID-19 tests, indicated to community partners that they may not be able to guarantee a rapid turnaround time for test results due to the level of demand anticipated nationwide. Accordingly, community partners explored partnerships with other clinical labs that were able to return test results more quickly but at higher cost. However, during the public health emergency clinical labs nationwide expanded their testing capacity, and Quest and LabCorp were ultimately able to accommodate the community's testing volume at a lower cost. As such, approximately \$2 million of the amount budgeted for these community public health partners through Leon CARES remains unexpended.

- **Mental Health Services:**

\$100,000 is budgeted in the Leon CARES expenditure plan to expand the capacity of 2-1-1 Big Bend to expand mental health call staffing and contracted mental health counseling in response to an increased volume of suicide calls. To address this increase in call volume, this funding has supported the hiring of two additional positions by 2-1-1 Big Bend to triage mental health calls to appropriate free or low-cost mental health services in Leon County. 2-1-1 Big Bend also secured a separate grant that covered a portion of these expenses; accordingly, \$15,000 in this category remains unexpended. In addition, in September, the City of Tallahassee approved \$100,000 to continue to fund the mental health triage specialist positions at 2-1-1 through the end of the current fiscal year (September 30, 2021).

- **Nonprofit Grant Program:**

During the September 29, 2020 meeting, the Board amended the Leon CARES expenditure plan to make certain nonprofit organizations eligible to apply for grant funding, similar to the Leon CARES Small Business Assistance program. \$3 million of the County's CARES Act allocation was budgeted for this program. In working closely with UPHS, COCA, and INIE to ensure all potential applicants were aware of the program and had adequate time to apply for grant funding, the application window for the program closed on November 20, and all eligible nonprofit organizations that applied have been awarded funds. In total, 184 local nonprofit organizations were awarded funding through this program for a total of \$2.620 million, leaving a balance of \$380,000 million unexpended.

Table 4: Summary of Leon CARES Programs' Projected Expenditures and Remaining Balances

		Budget	Projected Expenditures	Projected Balance
Public Health, Safety, and Compliance	Florida Department of Health-Leon	\$1,700,000	\$1,499,199	\$200,801
	Additional Testing and Contact Tracing (Health Reserve)	\$1,583,670	\$0	\$1,583,670
	Support for Bond, NMC, North Florida Medical Centers, and Apalachee Center	\$2,800,000	\$714,000	\$2,086,000
	City of Tallahassee	\$5,000,000	\$5,000,000	\$0
	Constitutional and Judicial Offices	\$1,100,000	\$1,100,000	\$0
	Leon County Government	\$5,000,000	\$5,000,000	\$0
Individual, Community, and Small Business Assistance	Individual Assistance	\$7,500,000	\$7,500,000	\$0
	Local Human Service Agency Assistance	\$1,850,000	\$1,850,000	\$0
	Food Insecurity	\$4,014,850	\$4,014,850	\$0
	Childcare Support	\$943,000	\$943,000	\$0
	Mental Health Services	\$100,000	\$85,000	\$15,000
	Homelessness Support	\$1,444,000	\$1,444,000	\$0
	Local Economic Asst for Nonprofits (LEAN) Reimbursement	\$602,500	\$602,500	\$0
	Small Business Assistance Program	\$12,130,990	\$12,130,990	\$0
	Local Chambers of Commerce Support	\$300,000	\$300,000	\$0
	COVID-19 Economic Disaster Relief (CEDR) Reimbursement	\$1,158,786	\$1,158,786	\$0
	Nonprofit Grant Program	\$3,000,000	\$2,620,000	\$380,000
	Micro Lending Program	\$1,000,000	\$1,000,000	\$0
<u>Totals:</u>		<u>\$51,227,796</u>	<u>\$46,962,325</u>	<u>\$4,265,471</u>

As discussed above, approximately \$4.26 million of the funds budgeted for the various Leon CARES programs is projected to remain available as of December 30 when the County's sub-grantee agreements with partner organizations expire. In light of the updated Treasury guidance and reimbursement strategy discussed in this item, these funds are no longer subject to the original December 30 expenditure deadline provided in the CARES Act. Accordingly, the remainder of this item provides a discussion and recommendations for Board consideration for the use of these projected unspent Leon CARES funds based on input gathered from community partners.

First, as reported to the Board in previous updates, several COVID-19 vaccines are expected to be approved for a phased-in distribution over the coming weeks and months. Governor DeSantis has announced that Florida's frontline health care workers will be the first to receive the vaccine, followed by residents in long-term care facilities and other people who are medically vulnerable. As such, it remains unknown at this time when a vaccine will become available to the general public, which means that the need for enhanced COVID-19 testing and contact tracing could be needed well into calendar year 2021. To ensure that County funds continue to support the highest needs of the public health emergency, this item recommends continued funding of Leon CARES public health partners into next calendar year, summarized as follows:

- **Florida Department of Health – Leon County** (\$2.011 million): These funds would continue to support public health expenses through June 2021 in partnership with the Florida Department of Health – Leon County (FDOH-Leon). Specifically, these funds would be used to retain 38 contact tracers/case investigators, 4 epidemiologists, 2 nurses, 4 staff to support operations at the Bragg Stadium testing location, and 3 call center staff to support testing and contact tracing community-wide. These funds would also continue to pay for health monitors assigned by the Health Department to staff Leon County Schools facilities and contact tracers focused on cases in the schools.
- **Federally Qualified Health Clinics** (\$715,000): This funding is recommended to support efforts by the three local Federally Qualified Health Clinics (“FQHCs”; Bond Community Health Center, Neighborhood Medical Center, and North Florida Medical Center) to provide additional COVID-19 testing events, flu vaccinations for individuals diagnosed or exposed to COVID-19, and purchase of additional PPE. In coordination with the Leon County Health Department, the three local FQHCs will continue to provide community COVID-19 testing events approximately once per week through May 2021. While there are several locations throughout the County currently providing testing, these community testing events will continue to focus primarily in high-risk areas identified by the Health Department which are located in zip codes 32304, 32303, and 32301. These events often serve individuals that have transportation issues that may prevent them from getting to one of the existing testing sites. Additionally, testing events will also be held at specific schools, churches, community centers, and branch libraries. To date, there have been 23 events held by the local FQHCs, with more than 1,300 tests administered. The FQHCs are expected to hold 20 additional community COVID-19 testing events through May 2021 and administer a total of at least 1,600 tests.

In addition to providing public health funding, the Leon CARES program also supports many other community partners that are addressing the highest needs of the community during the pandemic. Based upon additional feedback from the County’s Leon CARES partners, this item also recommends the following:

- **Homelessness Support** (\$1.33 million): This funding would enable Refuge House, Hope Community, and Capital City Youth Services to purchase vans to transport clients to medical appointments; the vans will be equipped with PPE and designed to ensure clients remain socially distanced. This funding would also support technical training conducted by the Florida Housing Coalition and the Big Bend Continuum of Care for all local homeless service providers on homeless service delivery during a pandemic. Also, the Kearney Center has been approved by FEMA to seek reimbursement for non-congregate homeless sheltering expenses related to COVID-19, and this funding would provide up to \$1 million to support the required 25% match to draw down these funds. Finally, this funding would support the completion of previously approved facility upgrades at Kearney Center, Hope Community, and the Refuge House in light of increases in construction costs that have occurred in recent months.
- **Mental Health** (\$102,000): The Center for Disease Control and Prevention (CDC) has indicated that public health actions required to reduce the spread of COVID-19 such as social distancing can lead to feelings of isolation as well as increases of anxiety and fear. To address these concerns, this recommended funding would pay for a community mental health navigator position housed at FDOH-Leon. This allocation is also recommended by the Big Bend Mental Health Council (whose membership includes the FSU Medical School, FDOH-Leon, and the FAMU School of Social Work and is chaired by Dr. Jay Reeve, President and CEO of Apalachee Center, Inc.). The position would provide outreach to high-risk neighborhoods identified by FDOH-Leon as well as other low-income neighborhoods in order to educate and raise awareness on mental health services and treatments in the community. The annual cost of this position is projected to be \$50,900, and this funding would pay for two years of the program. FDOH-Leon, in collaboration with the Mental Health Council, will seek local, state, and federal grants and will solicit additional financial partners such as the City, hospitals, and the universities for future funding.
- **Food Insecurity** (\$60,000): This recommended funding would enable Second Harvest of the Big Bend to purchase a refrigerated van to expand meal deliveries to underserved neighborhoods in Leon County.
- **Childcare Support** (\$40,000): This recommended funding would provide technology support to childcare facilities licensed with the Early Learning Coalition such as tablets for touchless COVID-19 screening.

Table 5 below provides a summary of this recommending program funding using the balance of the County's CARES Act allocation.

Table 5: Recommended Final Allocations for Remaining Leon CARES Funds

Category:	Recommended Funding:
Florida Dep't of Health – Leon County	\$2.011 million
Federally Qualified Health Clinics (FQHCs)	\$715,000
Homelessness Support	\$1.33 million
Mental Health	\$102,000
Food Insecurity	\$60,000
Childcare Support	\$40,000
<u>Total:</u>	<u>\$4.26 million</u>

Additional Individual Assistance and Small Business Assistance Funding:

Over the past several weeks, the County has been working closely with Florida Housing Financing Corporation (FHFC) and the Florida Housing Coalition to secure additional funding to support past due rental and/or utility assistance for Leon County residents. FHFC has a significant unexpended balance of its federal CARES Act funding remaining which is dedicated for rental and utility assistance and must be spent by December 30, 2020. As discussed in further detail below, Leon County has requested and been awarded \$11.0 million in additional Coronavirus Relief Funds from FHFC, which will reimburse expenses related to the housing and utility assistance provided by the County through the Leon CARES Individual Assistance program.

There are several factors that uniquely positioned Leon County to receive this additional funding. First, the County quickly established the Leon CARES Individual Assistance grant program following the execution of the County's funding agreement with the State, and FHFC's program requirements for the use of these funds are consistent with the Leon CARES Individual Assistance program. Also, as discussed above, the County's original \$7.5 million program allocation to the Individual Assistance program has been expended. However, the County intentionally continued to accept applications in order to be positioned to accept and spend any additional funding that may become available, such as this additional allocation from FHFC.

The County has been awarded a total of \$11 million in additional Coronavirus Relief Funding from FHFC. Up to 10% of these funds can be used for administrative costs, including the County's costs to contract with Ernst & Young for assistance with implementing the Leon CARES Individual Assistance program. Using this additional funding from the State, the County will be able to pay eligible Individual Assistance and Small Business Assistance applicants that have applied for Leon CARES funds but have not yet been awarded due to the initial program funding being exhausted. Following is a detailed discussion of this funding:

- \$4.4 million must be used to fund eligible Leon CARES Individual Assistance applicants that have not yet been awarded due to the exhaustion of program funding. It is anticipated that this allocation will be sufficient to fund nearly all remaining eligible Individual Assistance applicants. Consistent with previous practice, eligible applications will be processed until funds are exhausted.
- \$6.6 million will reimburse the County for rent and utility assistance payments that have already been made through the Leon CARES Individual Assistance program. The County has paid \$7.5 million in Individual Assistance for past due rent and utility payments, and the state is providing \$6.6 million to reimburse the County for a portion of these expenditures. It is recommended that these reimbursed funds be used to fund eligible Leon CARES Small Business Assistance applicants that have not yet been awarded due to the exhaustion of program funding. It is anticipated that this allocation will be sufficient to fund nearly all of the remaining Small Business Assistance applicants. Consistent with previous practice, eligible applications will be processed until funds are exhausted.

In total, through the Leon CARES program allocations previously approved by the Board and the additional funding discussed above, the County is projected to award approximately \$11.5 million in Individual Assistance payments and \$18.0 million in Small Business Assistance payments to citizens and businesses in our community most impacted by COVID-19. As discussed above, a separate agenda item will be presented to the Board at the January 26, 2021 meeting providing a detailed summary of all the Leon CARES programs and their impacts throughout the community.

Summary and Conclusion:

This item provides a report of the projected budget and expenditures of all Leon CARES assistance programs through the end of the current calendar year. The County has worked aggressively to ensure that its full \$51.2 million allocation of Coronavirus Relief Funds would be expended by the December 30, 2020 deadline provided in the CARES Act, engaging numerous community partners and launching an extensive promotional campaign to raise awareness of the assistance available through the different Leon CARES programs.

Based on the County's sub-grantee agreements with partner organizations for implementation of the various Leon CARES programs, approximately \$4.26 million is projected to remain unspent and available for reallocation. In light of the updated Treasury guidance and reimbursement strategy discussed in this item, these funds are no longer subject to the original December 30 expenditure deadline provided in the CARES Act. Accordingly, this item provides recommendations for Board consideration for reallocating these program balances to support the community's highest outstanding public health and human service needs based on input gathered from community partners.

Finally, the County has worked closely with the Florida Housing Financing Corporation and the Florida Housing Coalition to secure an additional \$11 million allocation of Coronavirus Relief Funding. The County was uniquely positioned to receive this funding due to its deliberate and proactive approach to implementing the Leon CARES expenditure plan. A portion of this funding

will be used to fund eligible Leon CARES Individual Assistance applicants that have not yet been awarded due to the exhaustion of program funding, and this item recommends that the remainder of this additional allocation be used to similarly fund remaining eligible Small Business Assistance applicants that have not yet been awarded. It is anticipated that this allocation will be sufficient to fund nearly all of the remaining eligible Individual Assistance and Small Business Assistance applicants.

At the January 26, 2021 meeting, a separate agenda item will be presented to the Board providing a complete summary of all of the Leon CARES program expenditures and the impact of these programs throughout the community.

Options:

1. Approve the reallocation of \$4.26 million in remaining Leon CARES program balances as follows:
 - a. Florida Department of Health Leon County: \$2.011 million
 - b. Federally Qualified Health Clinics (FQHCs): \$715,000
 - c. Homelessness Support: \$1,330,000
 - d. Mental Health: \$102,000
 - e. Food Insecurity: \$60,000
 - f. Childcare Support: \$40,000
2. Approve the attached Resolution and Budget amendment realizing \$11.0 million in State grant funding to provide:
 - a. \$4.4 million for Leon CARES Individual Assistance, including administrative costs.
 - b. \$6.6 million for Leon CARES Small Business Assistance, including administrative costs.
3. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Resolution and Budget Amendment

Leon CARES Small Business Assistance Grant Awardees

- 1 1 Source Entertainment LLC
- 2 100 Percent Spotless LLC
- 3 1st Choice Nursing LLC
- 4 1Touch4UWirelesses, LLC
- 5 201 Pop Inc
- 6 2waveyy LLC
- 7 619 S Woodward, LLC
- 8 926 Partners, Inc
- 9 A Circles of Success
- 10 A Different Stroke by Kenneth LLC
- 11 A GREAT BEGINNING DAY CARE CENTER
- 12 A J Trophies & Awards, Inc
- 13 A Rojas LLC
- 14 A Touch of Class
- 15 A Vision For Kids Preschool
- 16 A1 TOP NOTCH SECURITY LLC
- 17 A1Business Systems of USA, LLC
- 18 A2Z Foods LLC
- 19 AB Virtual Assistance, LLC
- 20 Abelita LLC
- 21 Ability 1 on 1, inc
- 22 Abstract Dynamics
- 23 Abyssinia Aura
- 24 Accent Office Interiors, Inc.
- 25 ACT House INC
- 26 Adara Yoni, Body & More LLC
- 27 Adieren Narro Photography
- 28 ADVANCED PLUMBING CO., INC.
- 29 AgriBugs LLC
- 30 Air Control Inc.
- 31 Airbnb
- 32 Airway Services, Inc.
- 33 Alcom Corporation Of Florida, Inc.
- 34 Alena Bakutis Photography NWFL Inc
- 35 Alexis & Associates Consulting LLC
- 36 AlienAngel Productions, LLC
- 37 ALL ABOUT ME CHILDCARE CENTER
- 38 Alva Industries Inc.
- 39 Alvarado Strategies LLC
- 40 Ambiance salon Inc
- 41 AMNEEL OF TALLAHASSEE INC
- 42 Amplify Entertainment LLC
- 43 ANAMI LOK AFRICAN BRAIDING LLC
- 44 Andreka Bryant LLC
- 45 ANN & ABE NICHOLSON CLEANING SERVICE INC,

46	Antonio Griffin
47	Apex Reporting Inc
48	Apexx Architecture, LLC
49	Archie Weatherspoon Janitorial
50	Argonaut Coffee LLC
51	Artistic Confection, Inc.
52	Artistic Perfection Drywall
53	Arusuvai LLC
54	Ashley Easom
55	ASM Hospitality LLC
56	Association & Conference Management, LLC
57	Astro Travel
58	Athena Salon
59	Auntie's Kitchen
60	auto dealers wholesale llc
61	Auto One Inc
62	AUTO REFERRALS OF FLORIDA INC
63	Aves Health Care Option LLC
64	B & B Sporting Goods Inc
65	B & T Small Engine Sales and Service, Inc.
66	Backwoods Bistro, LLC
67	BACKWOODS CROSSING LLC
68	Ball House and Cottages, LLC
69	Balloons Unlimited, LLC
70	Bannerman Landscape, llc
71	Bar 1903 LLC
72	Barber On Deck Barbershop
73	Barber's Best Termite and Pest LLC
74	Barkley Consulting Engineers, Inc.
75	Barlow Business Services, LLC
76	Be Elite Consulting LLC
77	Be Strong Therapy Services, LLC
78	Beautiful Things 4 U
79	BEBEAUTIFUL GRAPHICS LLC
80	BecJam Triad LLC
81	Beethoven & Company, Inc.
82	Bella Bella
83	BELLA'S FACES MAKEUP ARTISTRITY
84	Best Day Ever Events and Rentals LLC
85	Better Sense
86	B-EZ Graphix
87	BGK TENNESSEE 1200, LLC
88	Big Bend Gasket, Inc.
89	BIG DADDYS OPEN PIT BBQ
90	Big Diz Inc.
91	Big Electronic Network, Inc.
92	BIG TIME MOBILE DETAILING LLC

93	BIGBEND LOGISTIC TRANSPORTATION LLC
94	BIRDWELL LLC
95	Bizarre Kouture LLC
96	BK Cleaning Services
97	Bknowledgeable Services
98	Black & Hue Project LLC
99	Black Dog Cafe, Inc.
100	Black Fig, Inc.
101	Blades Barbershop TLH, LLC
102	Bless My Ride Custom Detailing
103	BLICKENDERFER ENTERPRISES, INC.
104	Blind Faith Vending Inc
105	Blissful Dental Spa PA
106	Bloom Intelligence, LLC
107	Blu Halo Tallahassee, LLC
108	Blu Theory
109	Blue Lotus Counseling
110	Blue Sky Landscaping and Design LLC,
111	Bob's Auto Repair & Collision Center
112	Body Mechanix Physiotherapy and Fitness, LLC
113	BodyTrac Health and Fitness
114	BodyWorks Therapeutic Massage
115	Bonda Experiences LLC
116	Bono Communications & Marketing, LLC
117	Botanical Gifts LLC
118	Bowman Promotional Specialties Inc
119	Bragg fitness llc
120	Breadwinners BBQ
121	Brian Burnett Chiropractic, PLLC
122	Brian D Smith Cleaning Service LLC
123	Brian Edwards
124	Bright ideas advanced child care services
125	Bright Star Kid Care, LLC
126	BROOKINS & BROTHERS JANITORIAL & PAINTING SERVICES "LLC."
127	BrooksEvents
128	Brow Art Studio II, Inc
129	Brow Art Studio III, Inc
130	Brow Art Studio, Inc
131	Browns Consult, LLC
132	Brush and Palette Studio
133	Bryant Enterprise Group, LLC
134	Buck-I Enterprises LLC
135	Bumblebee Waxing and more
136	Busy Beez Kidz Clubhouse LLC
137	C. BROOKS PAINTING L.L.C.
138	C.L.Alterations
139	C+P Fitness Capital City LLC

140	C+P Fitness Florida LLC
141	CaliFlo Yoga, LLC
142	Camilla Savardi DMD, LLC
143	Canopy Road Cafe 2, LLC
144	Canopy Road Cafe 3, LLC
145	Canopy Road Cafe, LLC
146	Capital City Pedicabs LLC
147	Capital Club Cigar and Wine Emporium
148	Capital Eye Consultants, PA
149	Capital Lanes & Seminole Lanes
150	Captain Pete's House of Gyros, LLC
151	Captiveyes Advertising, LLC
152	Card Family Home Daycare
153	Carlos A Zapata M.D., P.A.
154	Cascades Holdings LLC
155	Cassie's Southern Cuisine
156	Catering Capers LLC
157	Catering With Care, LLC
158	CC 02770 SPG LLC
159	CD LAWN SERVICES, LLC
160	CDB Consulting Partnership LLC
161	Celebrities Hair Design
162	CEMallon
163	Centrale , LLC
164	Chapman & Bruijn Produce, Inc. dba Chapman Produce
165	Charles Greene
166	Chef Shac LLC
167	chefhen LLC
168	Cheryls cleaning
169	chez Fidele
170	Chief Cornerstone Construction Company, Inc.
171	Children's Psychological Services Center, Inc.
172	China Buffet Tallahassee inc
173	Chipola Stores Inc. D/B/A The Frame Shoppe and Game Day
174	Cigar Social, LLC
175	City Nails of Florida LLC
176	CJ All Access
177	CJ REASTATE INVESTORS INC
178	CJ's Tallahassee Office
179	Clarventus, LLC
180	Classic cuts salon
181	CLASSIC NAIL & SPA BY P & N LLC
182	Clay Innovation Limited Liability Company
183	Cleanscapes LLC
184	Clear View Coatings, LLC
185	Clint Cupit Authorized Matco Tools Distributor
186	CL-Xtentions

187	Coast Logistics LLC
188	Cohn Slater, P.A.
189	Collins Car Care LLC
190	COLLINS CONSULTING AGENCY, LLC
191	Committed 6 Enterprises
192	Compass tax Advisors, Inc
193	Computer Training & Consulting, LLC.
194	CONCHMAN CONWAY LLC
195	Conference Management Solutions, Inc.
196	Consignments By Jane
197	Cool Cutters Barbershop
198	Coosh's LLC
199	Copeland Productions Inc.
200	Copy Well Inc
201	Core Aspirations LLC
202	Corner Pocket of Tallahassee Inc
203	CORNUCOPIA WEALTH MANAGEMENT LLC
204	Cosmetics Corporation
205	Count It All Joy...The Beauty Experience Salon
206	Courageous Conversations, LLC
207	Couture styles studio
208	CP of Tallahassee Inc
209	Crafted Lawns & Landscapes LLC
210	Crawco, LLC
211	Crawford Marketing and Consulting, Inc. dba CMC & Associates
212	CTW Broadcasting LLC
213	CURIO GOODS LLC
214	Curtis Sales & Service Center
215	Custom Care Cleaners Tallahassee, INC
216	D V TEC ENTERPRISES, INC.
217	D&N Security Management Group, Inc
218	D. Michael Elkins, P.A.
219	Dadeco Plastering LLC
220	Dancewear Tallahassee, LLC
221	Darin Jones Floral Designs
222	Datamaxx Applied Technologies, Inc.
223	Dave's Pizza Garage LLC
224	David Weatherspoon Cleaning Service
225	Dawn Carter Cook Photography, LLC
226	Dawson Upholsteret
227	Daystarr LLC
228	Dedrick Steward
229	Deleta Rowe Henry
230	Design of Kemet Roots
231	Designs By Tangela, Inc.
232	Dickey's Barbershop
233	Dickson Studios LLC

234 Dida's Hair Salon
235 Dion Builders LLC
236 Director
237 Diversified Products & Consulting, LLC
238 Divine consign
239 Divine Healthcare Consulting
240 Divine Secrets Boutique, LLC
241 DLA Consulting, LLC
242 Doggie Dayz Daycare, LLC
243 Dots Academy Childcare Center LLC
244 Doug Ryan Consulting LLC
245 Dr Peaceful Solutions Inc.
246 Drake Investigations, A1600160
247 Dream Adjusting
248 Driftaway Float Center LLC
249 Drip Drop Fitness
250 Durra Quick Print, Inc.
251 Dymons Salon
252 Dynamic Duel Cleaning service LLC
253 E B Plumbing LLC
254 E Parker Bail Bonds Inc.
255 Eclectic Enterprises
256 Eclectic Souls LLC
257 Economy Care Transportation LLC
258 Ed Duffee
259 Elegant Braids By K
260 Elimishia LLC
261 ELITE AUTOMOTIVE CONSULTANTS & WHOLESALE DIRECT LLC
262 Elite Campus Movers, LLC
263 Elizabeth Birdwell Photography, Inc.
264 ElleBelle Photography Design and Events, LLC
265 emg design & printing
266 Empire Cafe Company
267 EMT Groupe, LLC
268 Enterprise,etc Paperwork Assistance and In Homecare Assistance Living Care
269 Enviro-Mist
270 Epiphany Intuitive Solutions, LLC
271 EQUITYFLOAT LLC
272 Erin Hill Photography
273 ERM Insights by Carol, LLC
274 Ernest Transport LLC
275 Essentials of Florida
276 Eunise Bowden Lawn Services
277 Events by Shawntae
278 Everlasting Touch Tax Service LLC
279 Excellent Ancillary Services Institute LLC
280 Executive Office Furniture, Inc.

281 Experienced Movers, LLC.
282 Fastcoat Painting LLC
283 Father & Son Associates, Inc.
284 Favored Travel & Tours, LLC
285 Favorite Things, Incorporated
286 FINE LINE GLASS, INC.
287 Finishing Touch Services, LLC
288 Fiorini Chiropractic Center, P.A.
289 First Impression By Phyllis
290 FISCAL MANAGEMENT SOLUTIONS INC
291 Fit & Functional, Inc.
292 Five Diamond Services, LLC
293 FLATWOODS DESIGN CO. LLC
294 FLORIDA DEVELOPERS INC OF TALLAHASSEE
295 Florida Electric Inc.
296 Florida Health Science Consulting
297 Flossy Bossy Salon And Beautique, LLC
298 Fondue Brothers LLC
299 For Pet's Sake, LLC
300 For The Table Happy Motoring JV, LLC
301 Foreign Affairs Center, Inc.
302 Forgotten Coast Highway
303 Foundational Learning Centers of America, LLC
304 Fourth Industrial Systems, Inc.
305 fozville playcare llc
306 Freeway International Co., Inc.
307 FrequencyXP Inc
308 Friendly Real Estate Group LLC
309 Fryson's Kitchen & Cleaning Services
310 Full of Love Designs and More
311 Full Press Apparel, Inc.
312 FUN & FIT FOREVER KICKBOXING LLC
313 Fun Station Inc
314 G&S Enterprises of Florida 1, LLC
315 G.W.C.LeeLLC DBA Hilltop Academy
316 Gabrielle Consulting, Inc.
317 GAILS BKKPG & TAX SVCS INC
318 Gandy Printers, Inc.
319 Gems hair studio
320 General Home Construction, LLC
321 Geneziz Group Home, LLC
322 Geo's Pool and Pub, Inc.
323 Get Dirty Corporation
324 GETDOWN BROWN COURIER EXPRESS ,LLC
325 Ghosh Inc.
326 Giant Steps d/b/a School for Young Children
327 Gifted Hands Phlebotomy, LLC

- 328** Gilliam Brothers Barber Shop
- 329** Gina M. Gamble
- 330** Glass Service Center of Tallahassee, INC.
- 331** Global Taps 1321 Thomasville Rd, LLC
- 332** Golden Touch Enterprises I
- 333** Goldie Sound Productions, LLC
- 334** Goo Wear LLC
- 335** Governmental Contractors Inc
- 336** Granny's Fried Kitchen
- 337** Grant & Contract Writing by Adrienne Oliver
- 338** Grayson Accounting & Consulting, P.A.
- 339** GRB Associates
- 340** Great plates llc
- 341** GREATNESSBARBERSHOPLLC
- 342** Green Acres Landscape Management, LLC
- 343** GREENLEE PROPERTIES AND MAINTENANCE L.L.C
- 344** greens cleaning service
- 345** Grove Market LLC
- 346** Guardian Angel Care Services, LLC
- 347** H & S Services of North Florida, Inc.
- 348** H. B. Sherman Traps, Inc.
- 349** Hair by Megan Weber
- 350** Hair Mogul -Tech Way, LLC
- 351** Halisi Africa
- 352** Hall's Helping Hands
- 353** Harbour Psychological Services, Inc.
- 354** Harvest Print & Marketing Solutions, LLC
- 355** Haute Headz of Tallahassee, Inc.
- 356** Hawk's Cleaning Service, LLC
- 357** Heaven Scent Food, LLC
- 358** Heaven Sent Elderly Care Services Inc.
- 359** Heavenly Hair studio
- 360** Heavenly Helpers Senior Care, LLC
- 361** Heavy Hitters, llc
- 362** Hendrix Family Daycare
- 363** Henningsen Investment, Inc.
- 364** HENRI GIRL, LLC
- 365** HerbaHeroldHero dba BodyByBoss
- 366** High Road Mediations, LLC
- 367** Higher Level Healing, LLC
- 368** Highly Favored Homecare LLC
- 369** Historic Florida Consulting, L.L.C.
- 370** Hiz & Herz Hair Studio, LLC
- 371** Holmes Janitorial And Maintenance Company LLC
- 372** Holy Housekeepers LLC
- 373** Hometown Inspiration, LLC
- 374** honest repair llc

375	Honey Hilliard LLC
376	Hot Yoga Tallahassee, LLC
377	House of Hugs Early Learning Academy L.L.C
378	HUAN SALON, LLC.
379	Hughes Lawn Care, LLC
380	Hunter Printing & Promotions
381	I. C. 2. U Professional Services
382	iam kouture llc
383	Iconic Corners Management Group LLC
384	Iconic Physique llc
385	iConquer Fitness Center LLC
386	impact Core Group
387	Import Authority, Inc.
388	Important Place Hairstyling Salon Inc
389	INFINITE OPTIONS, LLC
390	Ingram Accounting & Consulting, LLC
391	Inn at Tallahassee, LLC
392	Innotech Solutions LLC
393	Inspire Financial Services LLC
394	Internal Medicine and Pediatric Associates of Tallahassee Inc
395	ISLAND DAIQUIRIS BAR AND GRILL LLC
396	Isolicit Music Production
397	J Nails Salon LLC
398	J&L Consulting
399	J&M Janitorial Services of Tallahasee LLC
400	J2 Spirit Impressions
401	Jacquelyn Strickland
402	JADvelopment LLC
403	Jaeybird L.L.C.
404	Jam Mah Nails
405	JamBugg & Company
406	Jamee Wright Makeup & Style LLC
407	James Hartman PA
408	JAYDEE INSURANCE AGENCY INC.
409	Jazzed by JNicole
410	JB Clarke #659 Inc. (dba Batteries Plus Bulbs), formerly Panhandle Battery & Bulb
411	JBE Sitework LLC
412	JC TILE SOLUTIONS LLC
413	JD Blake Home Improvement, LLC.
414	Jenifer Breedlove Kinsey
415	Jennifer A Wells, d/b/a Imagine That
416	Jerome Barber
417	Jerry's Cigar Shop Northeast, LLC
418	Jervonte Johns
419	J-Fit, Inc dba Anytime Fitness
420	JG-EDAMS,LLC
421	Jim Russell Art, LLC

422 JK Partnership
423 JK Sports and Fitness LLC
424 JKCI Valrico Corporation
425 JLG Consignment, LLC
426 JMeaux LLC.
427 John C. Palgutt, Inc.
428 John Gandy Events LLC
429 JOHN R MADER & ASSOCIATES LLC
430 Johnny Devine, P.A.
431 Johnson and Milner Inc
432 Johnson Cabinetry & Millwork Installation LLC
433 Jordan Brothers Cleaning Service
434 Jordana's Studio Inc.
435 Joshua Mitchell
436 Journey to Cleanliness
437 Journeys In Yoga llc
438 JP GOLDSMITH FINANCIAL SERVICES INC
439 JSA BAda Bean LLC
440 JT's Shucker's Half Shell Raw Bar LLC
441 Judi's Cleaning
442 Juicys Fab life
443 JUST ONE MORE LLC
444 JVK Hospitality Group LLC
445 K & K Homecare LLC
446 K.T.B. Financials
447 Kalie Cosgrove Skincare, LLC
448 Kamryn & Co.
449 Kamryn Construction LLC
450 kaos Group Training LLC
451 Kara's Weding and Event Planning, LLC.
452 Karinabella Company, Inc.
453 karunna inc
454 KAZHMIRA, LLC
455 Kenny T's, Inc.
456 KENON AUTOMOTIVE LLC
457 Keper USA Inc
458 Kessler Construction LLC
459 Ketcham Realty Group, Inc.
460 Kevin DjWoadie Ward Music Services
461 Kiem LLC
462 Kim's Alterations
463 King and Queen Salon/Barbershop
464 King Kutz Barbershop LLC
465 King of Diamond Auto Spa
466 Kingdom business
467 Klassic Katering, LLC
468 KloudStream

469 KMN Handiman Services, LLC
470 Knollcrest Properties LLC
471 Knotz & Mane, LLC
472 Kona Ice of Tallahassee LLC
473 KT N Da Mix LLC
474 ktcreative, LLC
475 Kween Bling LLC
476 Kyleene and Ryan Studios
477 L RIVERS LLC
478 L&L Services, LLC
479 La Pistola LLC
480 Lady Luck Boutique By Tiffany, LLC
481 LAK Fashions
482 Lakeisha Ryan Thomas Lakeisha Place
483 Lashh Magicc LLC
484 Latanya Hates Mordica
485 LAVENIA ALLEN HOME CARE SERVICES
486 Lavish and Trendy Hairology Imports
487 Law Offices of Brandi J. Johnson, P.A.
488 Lc's Cafe
489 Lee Brothers Fix It
490 Lee Nails
491 Legally Copied, Inc.
492 Lemongrass Grill
493 Life's A Truck LLC
494 LIL Boy Productions
495 Lisse's Beauty Salon
496 Livin' In The Cut, LLC
497 Living Epistle LLC
498 LiyaFemi African Fashions & More
499 LMPV Associates LLC
500 Local 501 LLC
501 LockeHeart LLC
502 Lofty Pursuits, LLC
503 Log Cabin Studio
504 LORAJ INVESTMENTS LLC
505 Love and Concern Home Care, LLC
506 Loving My Hair
507 lucky Stars Academy inc
508 Lucy and Leos LLC
509 Luna Salon Inc
510 Lux Rental Services LLC
511 M & C CREATIONS
512 M&M Florida Juice Co Inc
513 M. Darrh Bryant DMD, PL
514 M.H. Spinks Events and Services, LLC
515 Maclay Events, LLC

516 MadiMack LLC dba In Tents Events
517 Madison PM Group
518 Madison Social Tallahassee, LLC
519 Main Street Entertainment, Inc
520 Majestic Events LLC
521 Mamazza Realty LLC
522 Manageurmic Productions, LLC
523 Mandisa Ngozi Art & Braiding Gallery
524 Mandy Marvie LLC
525 ManiJay Enterprises/ Manijay Beauty
526 Maridadi, Inc
527 Maritime Sport Ventures, LLC
528 Marlon Williams
529 Mars Hotel LLC, DBA Quality Inn & Suites
530 Marshello Lamb Cafe LLC
531 Marvalous Hair & Makeup Studio
532 Mason's School of Music, LLC
533 MAX Alteration
534 McCaffrey's Home Alteration & Repair, Inc.
535 McGowan's Hops and Grapes, INC
536 McRae & Company, Inc
537 Melissa Ganey, LMT
538 Melmechelle Fitness, LLC
539 Messer Real Estate Group
540 Metro Deli, Inc.
541 Metropolitan Design and Consulting Group, Inc.
542 Michael and Emma Jones Janitorial Services
543 Michael Jenkins Maintenance & Remodeling LLC
544 michaels limousine inc
545 Midtown-TLH, Inc.
546 Mignon Emenike LLC
547 Mikaya Dionne Enterprises, LLC
548 Mike Flury & Sons, Inc.
549 Miles evora dba Success Cuts
550 milestones learning academy inc
551 Miller Sheet Metal, Inc.
552 MING-TRI, LLC
553 Miracles In Me Corporation
554 MISS MANDY'S E-AUCTIONS & ANTIQUES INC.
555 Missy Gunnels Flowers
556 MITCHAM MEDIA GROUP
557 MJR Accounting Services LLC
558 Mocha Reign - A Natural Hair Studio & Boutique
559 Mom & Dad's Italian Restaurant of Tallahassee, LLC
560 Momma Lus Catering, LLC
561 MoNatural
562 Moon Management, Inc.

563 Moore Business Strategies, LLC
564 MOPSTYX CLEANING SERVICES LLC
565 MPS, LLC
566 Ms. Dee's Kitchen
567 Murrell Transport Services LLC
568 Muscle Maker Grill Tallahassee, LLC
569 MW SPORT/ maurio watkins
570 My Loves Day Care
571 Mychael Bradham
572 N & Y Image Nails Spa Salon LLC
573 n/a
574 Naantheless LLC
575 Nail2KTally LLC
576 Nailing It Boutique
577 Nails Lala LLC
578 Nancy E Phillips DDS PA
579 Nancy M Romans CPA PA
580 Nari & Euri LLC (dba Kacey's Home Cooking)
581 National Center for Continuing Education, Inc.
582 Natural Knowledge LLC
583 Natural Life Franchise Corp
584 Nature Coast Women's Care
585 NCN Ventures LLC
586 necieDIMPLE
587 Ned Stacey DBA Cosmic Cat
588 NEW DAY NEW YOU COUNSELING AND EDUCATION SERVICES
589 NEW ENRICHMENT CENTER FOR CHILDREN LLC
590 New Life Assisted Living Facility
591 NEWNEW KOUTURE KLOSET LLC
592 Newsroom 101 LLC
593 Next Door Entertainment Inc
594 Nicole S McDermott
595 Nic's Toggery Inc
596 Nihao Talyfl inc
597 NL Tallahassee Inc
598 NOAH'S ARK HOUSING LLC
599 North Florida Sports Performance
600 North Star Florida Suites, LLC
601 O-B FIT, LLC
602 OCCS Affiliates LLC
603 OGMagnum LLC
604 OGsubs 1, Inc
605 Ohana In Home Senior Care LLC
606 OHM TALLAHASSEE LLC
607 Old Glory Tattoo
608 O'Neal Surveying & Mapping, Inc.
609 OOMPHA, INC

610 OPULENT DESIGNS BY ELANDRIA, LLC
611 Overture Enterprise, LLC/ DBA Subway
612 Overture Management Consultants, LLC
613 Oxford Learning Academy, LLC
614 P&A Strategies Inc.
615 P&P Masonry INC
616 Paper Fox Coffee LLC
617 Paradigm Contract Flooring Inc
618 Partners for a Solution, LLC
619 Party Center of Tallahassee Inc
620 Party Central Plus, Inc
621 Party, Party, Party, LLC
622 Pathway Wellness Chiropractic Clinic
623 Patricia's
624 Patriot Investment Group
625 Peach Tree Boutique
626 Peachy Clean Cleaning Services LLC
627 PEARLS BEAUTY BAR LLC
628 Perfection Barbershop and Boutique LLC
629 Perfection Spa and Nails
630 Performance Enhancement Enterprises, Inc.
631 Perky Petz LLC
632 Pest Solutions of Tallahassee, LLC
633 Petal by Rose Gold
634 Phaze One Inc
635 Phenomenal Tresses LLC
636 Phi Entertainment LLC
637 PHLUSH ENTERTAINMENT, MARKETING & STAFFING LLC
638 Pho Me!
639 PINKY'S MOVING SERVICE, LLC
640 PIXZ BY MIA PHOTOGRAPHY STUDIO LLC
641 PlayBig Learning Center, LLC
642 PlayBig Recreation Zone, LLC
643 PlayBig Therapy & Recreation Zone, LLC
644 Pockets Pool and Pub, Inc
645 Power Tech Technologies inc
646 Precise Electric, Inc.
647 Precision Building & Renovating, LLC
648 Premier Insurance Agency Inc
649 Premier Therapy Services LLC
650 Premsakhi LLC
651 Prestigious Minks LLC
652 Pretty Mermaid Nailz Beauty Lab
653 Prime Tallahassee Inc
654 Private Quarters Hair Salon
655 Profitbrand & Co LLC
656 Progressive Pediatric Child Care, LLC

657 Progressive Pediatric Therapy Services, PLC
658 Proof Brewing Co.
659 Proper Brewpub, LLC
660 Prudent Management LLC
661 Pure Glass Floors
662 Pye's Photography LLC
663 Q-Rama Inc
664 Quarter Moon Rising
665 Quick Start Mechanix LLC
666 R & S Sakka LLC
667 Raffington Enterprise, LLC.
668 Rapha Apparel
669 Rapid Rater Co. dba Rapid Press, Inc
670 Ray of Sunshine Cleaning & Janitorial services
671 Ray'diance Salon LLC
672 Raydiant Skin Care, LLC
673 Ray's Cleaning LLC
674 RBM Group Inc. dba Westfall Framing
675 Real Paella LLC
676 REAL SARAP INC
677 Rebels' Midtown Boutique
678 RECYCLEMENOT INC
679 RedEye Stores, LLC
680 Refined Hair Design, LLC
681 Rejoice Window Cleaning
682 Relax! It's Clean, LLC
683 Republic Asset Management Corp
684 Residential & Commercial Transport Company, LLC
685 Retrofit Records LLC
686 Revolutionary Expressions
687 Right Path Consulting Svcs LLC
688 RLowe Maintenance LLC
689 Ronald G. Willis, DMD, PA
690 Ronice Seniors
691 Ronnie Barker, MS
692 Room Full of People
693 Rose Sessaly Transit Inc.
694 Rosier & Company, Inc.
695 Rowland Publishing, Inc.
696 Royal Nail of Tallahassee, Inc.
697 RS Vending Inc
698 Runnin' Buzz Bartending Services, LLC
699 RussTech Language Services, Inc
700 RW Landscaping & Irrigation LLC.
701 S & J PIZZA OF TALLAHASSEE LLC
702 S & V Foods
703 S E R E N I T Y

704	S.A.G Services
705	Safeway Transit
706	SAM'S COUNTRY BUFFET INC
707	Sams Pineapple Express
708	San Pedro Cigar Company, LLC
709	Sangria Events
710	Santana Marketing LLC
711	Savvy Salvage LLC
712	SBTC Tallahassee Inc.
713	Scholastic Opportunities, Inc.
714	Science of Speed 850 LLC
715	Scovae, LLC
716	Serendipity, Inc
717	Serene Revolution Massage Therapy, LLC
718	Serenity Culture Company LLC
719	Seriously Strong Training LLC
720	Sessaly Rose Transit Inc.
721	SEVEN HILLS AUTOMOTIVE LLC
722	Seven Hills Hospitality Group LLC
723	Sew Xtra Boutique Salon
724	Shadez 365
725	Shake Shop LLC
726	Shannon G Booker
727	Share the Love, LLC
728	Sharpe Flooring LLC
729	Shri Hari Kabir Hospitality, Inc.
730	Signs By Design of North Florida, Inc.
731	Silverfish CRE LLC
732	Silver-Smith Development, LLC
733	Simmons Family Daycare
734	Simply Soul Food Inc.
735	SitiART
736	SKYBUCK LLC
737	SLG III EXCLUSIVE
738	So Pure Salon & Spa
739	Soleil 7 Hair Salon
740	Solomon's Painting and Pressure Washing Services
741	Solution Skills Inc.
742	Solutions A Healthy Weight Loss Program, Inc.
743	Somori K Collection
744	South Georgia Vapor, LLC.
745	Southeastern hospitality management corp
746	Southeastern Podiatry Clinic PA
747	Southern Compass Outfitters, LLC
748	Southern Pines Design LLC
749	Southgroup Installation & Construction, LLC
750	Spartan Stoneworks LLC

751 Spectastic Corp
752 SPECTRA ENGINEERING & RESEARCH, INC.
753 Spray Wash Exterior Cleaning LLC
754 Square Mug Cafe
755 sra investment group, llc
756 Star Nails
757 Starfish Management Solutions, LLC
758 Stay Awhile TLH LLC
759 Stephen Bousquet (Self-Employed)
760 Stephen Sternberg
761 STEPPING STONE TRANSITION,LLC
762 Steven H Bailey Inc
763 Stewart Butler
764 Stitches of Love Quilting, LLC
765 Stout's Bagel Bagel, Inc.
766 Strands & old time barbershop
767 Streamline Roofing And Construction, Inc.
768 Street Chefs LLC
769 Stretching Your Life, Inc.
770 Strikers Entertainment & Productions, LLC
771 Strivelli Photography and Design
772 Students First, Inc.
773 Studio 5 Hair Salon LLC
774 Studio B Dance Company
775 Studio Luxé LLC
776 Styles By Desia
777 Styles By Salesia
778 Styles By Timeka
779 Styles Unlimited
780 STYLZ BEAUTY LOUNGE
781 Suburban Hair Fashions
782 Subway 3883 LLC
783 subway20405 inc
784 SUBWAY48176 INC
785 Sudden Service, Inc.
786 Sunny Speech Inc.
787 Sunryze Restaurants LLC
788 Super Clean Car Wash
789 Sweat Therapy Fitness Studio
790 Sweet Face Beauty Fusion
791 Sweet Tea Solutions, LLC
792 Sweet Tooth Treats
793 Synergy Hospitality Group, LLC
794 T nails of Tallahassee, LLC
795 T Walker Consulting
796 T&M Transportation, FLA, LLC
797 T.D.O. Incorporated

798 Table 23 LLC
799 Tailored Confections LLC
800 Tallahassee Aviation Partners, LLC
801 Tallahassee Capoeira, LLC
802 Tallahassee Clay Arts, LLC
803 TALLAHASSEE COURIER INC.
804 Tallahassee Facial Pain Center, P.A.
805 Tallahassee Flooring Co II LLC
806 Tallahassee Glassworks LLC
807 Tallahassee Helicopters
808 Tallahassee IWC, LLC
809 Tallahassee Psychology Group LLC
810 Tallahassee Rapid Refill
811 Tallahassee Taekwondo INC
812 Tallahassee Tax Services
813 Tally and Fin INC.
814 Tally Fresh Mex LLC
815 Tara Angel's Magic, LLC
816 Target Copy, Inc
817 Tasty Asian Restaurant Inc
818 TAVA Group LLC
819 TayJo, LLC
820 TC Webb LLC
821 TCB MARKETING LLC
822 Technical Recruiting Solutions, Inc.
823 Tees By Nissi G LLC
824 Terrance L Barber LLC
825 Terry Miller's Transport LLC
826 TGB ACAI BAR LLC
827 Thanh Phong LLC
828 The Art of L.O.V.E. Salon
829 The Barber Shop
830 The Cabo Corporation
831 The Clothesline LLC
832 The Corner Shop Inc
833 The Current Agency, LLC
834 The Dogg Penn LLC
835 The Eggman 2, LLC
836 The Fisherman's Wife 2
837 The Head of the Class Barbering Academy L.L.C.
838 THE IDA MAXWELL COMPANY, LLC
839 The Junction at Monroe Inc.,
840 The Nail Shop
841 The Other Side
842 The Palace Saloon Inc
843 The Powermill Training Academy LLC
844 The Prepared Table, LLC

845 The Red Elephant No. 2, LLC
846 The Reddoor Team Investment and Holding Group
847 The Rose Way LLC
848 The Teaching Tree Academy Inc.
849 The Virtual Thrift Store
850 THE WICKED CLIPPER BARBERSHOP LLC
851 The Workmans, LLC
852 THOMAS L. LAWRENCE, M.D., P.A.
853 Thompson Auto Repair Services, Inc.
854 Ti Adoro Studios, Inc
855 Tiburóso Films LLC
856 Tiny Docs Initiative LLC
857 TLL Enterprises
858 TMR Consulting and Management, LLC
859 TNT SPA 5 LLC
860 TNT SPA LLC
861 Toby K Holcomb
862 Today's Entertainment
863 TOE & Associates, LLC.
864 TOKUN Jewelry for Less D/B/A TOKUN
865 Toni Footman
866 Top Dog Fitness of Tallahassee
867 Top Shelf Events
868 Toppers Salon
869 TR DISTRIBUTORS LLC
870 TRAIL AND SKI SHOP INC.
871 TRAIN.FIGHT.WIN TALLAHASSEE, LLC.
872 Training Force USA LLC
873 Trak Supply & Logistics LLC
874 Tranquil Journey
875 Trasetta Alexander Enterprises
876 TREMONT CONCRETE CONSTRUCTION, INC.
877 Trinity Global Financial Group PLLC
878 Tropical Smoothie Ventures, Inc.
879 Tru Care Labs, Inc
880 TRUCK OUTFITTERS LLC
881 TruWaste Cleaning Solutions, LLC
882 Twelve Points Real Estate, LLC
883 UNEMPLOYMENT APPEAL CONSULTING LLC
884 Unique Fashion
885 UNITED EPIC GROUP, INC.
886 United Living Group Homes
887 Up All Night Security Services
888 Ur Bowl LLC
889 Urban Air Tallahassee, LLC
890 V Cunningham
891 VANCE STRATEGIES LLC

892 VARSITY PARK INSURANCE GROUP LLC
893 Vaul Alexander, LLC
894 Vel Enterprises, inc
895 Velvet Diva Inc.
896 Velvet Home Care Solution LLC
897 Verity Health Center
898 Vero Vera Inc
899 Vibrant Whealth, LLC
900 Victor Technologies, LLC
901 VidVina Group LLC
902 Villas at Killlearn Lakes, LLC.
903 Vision Consulting and Investments LLC
904 Visual Marketing Solution Inc.
905 Vivian Leven
906 VOSS CODING, LLC
907 W Ben Hart & Associates
908 Wall Doctor Plastering
909 Wares for Coin, LLC
910 Warner Sports Promotions, Inc
911 Well Kept Cleaner
912 White Sage LLC
913 Who Dat Cajun Fusion LLC
914 WHOOZENEXT, LLC
915 Wilcox and Hackett, LLC
916 Willard Law Firm, LLC
917 WILLIAMS DROP DOUGH INC.
918 WIN ECONOMY TRADE COMPANY
919 Woodchuck's Cafe Inc
920 Workshop 131, Inc.
921 World Class Academy of Beauty Careers
922 Wright Way Ventures, LLC
923 XL Resources, LLC
924 xpert decision llc
925 Xpressions Hair Restoration Center, LLC
926 YHD Beauty
927 Yon Health Care Service
928 Yon-Jacobs Tax & Management Service LLC
929 Young Scholars Academy (Oxford Preparatory Christian Academy)
930 Yuvonda Steward
931 Zageo, Inc.
932 Zappy Tech Inc

Leon CARES Human Services Grant Awardees

- 1 About My Father's Business, Inc.
- 2 All About Love, Inc.
- 3 All Saints Outreach Incorporated
- 4 Alzheimer's Project, Inc.
- 5 Beehive Elite, Inc.
- 6 Behavior, Inc.
- 7 Bema's Adventures, Inc.
- 8 Big Bend Cares, Inc.
- 9 Big Bend Habitat for Humanity, Inc.
- 10 Big Bend Homeless Coalition
- 11 Big Bend Hospice Foundation, Inc.
- 12 Big Brothers & Big Sisters of the Big Bend, Inc.
- 13 Boys Town North Florida, Inc.
- 14 Brehon Institute for Family Services, Inc.
- 15 Bright Future Behavioral Health, Inc.
- 16 Capital Area Community Action Agency, Inc.
- 17 Capital City Youth Services, Inc.
- 18 Care Tallahassee, Inc.
- 19 CESC, Inc.
- 20 Changes Transition Center, Inc.
- 21 Croire, Inc.
- 22 Dick Howser Center for Childhood Services, Inc.
- 23 Disc Village, Inc.
- 24 Divine Revelations Ministries, Inc.
- 25 DJ DAP's Loreen Mathews Foundation, Inc.
- 26 Dream Builders Greatness Center, Inc.
- 27 Eagle's Nest Childcare Center, Inc.
- 28 Elder Care Services, Inc.
- 29 Elevate Us, Inc.
- 30 Emergency Care Help Organization (ECHO)
- 31 Epilepsy Agency of the Big Bend
- 32 Faith Deliverance International Outreach Ministry, Inc.
- 33 F.A.I.T.H., Inc. of Tallahassee
- 34 Families Restoring the Homefront, Inc.
- 35 Fierce Alpha Dollz Dance Company
- 36 Florida Disabled Outdoors Association
- 37 Foundation4ARTS, Inc.
- 38 Freedom Recovery Services, Inc.

Leon CARES Human Services Grant Awardees

- 39 Frenchtown Neighborhood Improvement Association
- 40 Girls 2 D.I.V.A.S. Mentoring Program, Inc.
- 41 Girls on the Run of the Big Bend
- 42 Good News Outreach, Inc.
- 43 Goodwood Museum and Gardens, Inc.
- 44 Guardian ad Litem Foundation Second Circuit, Inc.
- 45 Heaven Sent Assisted Living Facility, Inc.
- 46 His Kids, Too, Inc.
- 47 Hope Connect, Inc.
- 48 Hope Totes Foundation, Inc.
- 49 Indaba, Incorporated
- 50 Institute of Global Health, Inc.
- 51 International Rescue Committee
- 52 John Gilmore Riley Center/Museum for African American History & Culture, Inc.
- 53 Junior Achievement of North Florida, Inc.
- 54 Ladies Learning to Lead, Inc.
- 55 Lee's Place, Inc.
- 56 Legal Services of North Florida, Inc.
- 57 LeMoyne Arts
- 58 Leon County Humane Society, Inc.
- 59 Lighthouse of the Big Bend, Incorporated
- 60 Lincoln Center Foundation, Inc.
- 61 Link Up Tally, Inc.
- 62 Living Stones International, Inc.
- 63 Loved by Jesus Family Church, Inc.
- 64 Lutheran Social Services of North Florida, Inc.
- 65 Major College and Career Prep, Corp.
- 66 Making Light Productions, Inc.
- 67 Making Awesome Incorporated
- 68 Mental Health In Action Incorporated
- 69 Mickee Faust Alternative Performance Club, Inc.
- 70 Minority Alliance for Advocating Community Awareness and Action, Inc.
- 71 Mobile Science Laboratory, Inc. DBA MoLab, Inc.
- 72 Mount Olive Affordable Housing & Community Development Corporation
- 73 NAMI Tallahassee, Inc.
- 74 New Era Entrepreneur Network, Inc.
- 75 North Florida Office of Public Guardian, Inc.
- 76 Omega Lamplighters, Inc.

Leon CARES Human Services Grant Awardees

- 77 Pace Center for Girls, Inc.
- 78 Pivotal Point Enterprises, Inc.
- 79 Pregnancy Help and Information Center, Inc.
- 80 Pyramid, Inc.
- 81 Refuge House, Inc.
- 82 ReThink Energy Florida, Inc.
- 83 Royal Ladies Empowered, Inc.
- 84 Saint Paul's United Methodist Church
- 85 Sickie Cell Foundation, Incorporated
- 86 Smith-Williams Service Center Foundation, Inc.
- 87 Southern Scholarship Foundation, Inc.
- 88 Southern Shakespeare Company, Inc.
- 89 Southern Waste Information Exchange, Inc.
- 90 Special Olympics Florida
- 91 St. John Paul II Catholic High School
- 92 STEMS4GIRLS, INC.
- 93 Storks Nest Tallahassee, Inc.
- 94 Strong Women in Heels, Inc.
- 95 Survive and Thrive Advocacy Center, Inc.
- 96 Suwannee River Area Council of the Boy Scouts of America, Inc.
- 97 Tallahassee Action Grants, Inc.
- 98 Tallahassee Christian College and Training Center, Inc.
- 99 Tallahassee Classical School, Inc.
- 100 Tallahassee Live Music Community Charity Group, Inc.
- 101 TeenPreneur Foundation, Inc.
- 102 The Center for Independent Living of North Florida DBA Ability 1st
- 103 The Achieve Academy, Inc.
- 104 The Boys and Girls Club of the Big Bend, Inc.
- 105 The Children's Home Society of Florida
- 106 The Foundation for Leon County Schools, Inc.
- 107 The Legal Aid Foundation of the Tallahassee Bar Association, Inc.
- 108 The Living Harvest, Inc.
- 109 The Living Room TLH, Inc.
- 110 The Oasis Center for Women & Girls, Inc.
- 111 The Seasoned Relaxation Center, Inc.
- 112 The Sharing Tree, Inc.
- 113 The Tallahassee Ballet, Inc.
- 114 The Woodlands C.A.M.P., Inc.

Leon CARES Human Services Grant Awardees

- 115** Trinity Catholic School
- 116** Turn About, Inc.
- 117** Unapologetically Thriving, Inc.
- 118** We Are All We Need, Inc.
- 119** Widening Adult Vital Experiences, Inc.
- 120** Yep She Kan Network, Inc.
- 121** Young Actors Theatre of Tallahassee, Inc.

Leon CARES Nonprofit Assistance Grant Awardees

- 1 Tallahassee Youth Orchestras, Inc.
- 2 Mobile Science Laboratory, Inc.
- 3 The Tallahassee Ballet
- 4 Tallahassee Museum
- 5 Fierce Alpha Dollz Dance Company
- 6 Council on Culture & Arts (COCA)
- 7 Theater with a Mission
- 8 The Living Harvest, Inc
- 9 ECHO
- 10 Tallahassee Bach Parley
- 11 621 Gallery
- 12 Mental Health In Action Incorporated
- 13 Elevate Us INC
- 14 She Academy Inc
- 15 Pivotal Point Enterprises, Inc.
- 16 Asian Coalition of Tallahassee
- 17 Ladies Learning to Lead, Inc.
- 18 Girls on the Run Big Bend
- 19 ALL SAINTS OUTREACH INCORPORATED
- 20 The Achieve Academy
- 21 Choice Impact Community Development Corporation
- 22 Black Family Scholar, INC
- 23 Royal Ladies Empowered INC
- 24 Mount Olive Affordable Housing and Community Development Corporation, Inc.
- 25 Mickee Faust Club
- 26 North Florida Safety Council
- 27 Yesterdays Artifacts, Inc.
- 28 Big Bend Cares, Inc.
- 29 B Sharps Jazz Society
- 30 Florida Center for Children and Youth, Inc
- 31 Special Olympics Florida, Inc.
- 32 The Tallahassee Community Chorus
- 33 Behavior, Inc.
- 34 Aging with Dignity
- 35 Heaven Sent Assited Living Facility
- 36 Southern Shakespeare Company, Inc.
- 37 CESC, Inc.
- 38 Christ Classical Academy
- 39 Southern Scholarship Foundation
- 40 United Partners for Human Services, Inc.
- 41 Rotary Youth Camp of North Florida, Inc.
- 42 Bright Future Behavioral Health, Inc.
- 43 Graceful Solutions, Inc.
- 44 New Era Entrepreneur Network Inc.
- 45 Big Bend Habitat for Humanity, Inc.

Leon CARES Nonprofit Assistance Grant Awardees

- 46** Croire, Inc
- 47** Lighthouse of the Big Bend, Incorporated
- 48** Lutheran Social Services of North Florida, Inc.
- 49** The Sharing Tree
- 50** Theatre Tallahassee
- 51** Survive and Thrive Advocacy Center
- 52** Big Brothers & Big Sisters of the Big Bend Inc.
- 53** Suwannee River Area Council of the Boy Scouts of America
- 54** Young Actors Theatre
- 55** Good Samaritan Network
- 56** Flyers to Prevent Homelessness Foundation
- 57** Carters Corner Community Services
- 58** Omega Lamplighters, Inc.
- 59** Inspire Group Inc
- 60** Making Light Productions, Inc.
- 61** Aspire Foundation Inc
- 62** Florida Community Law Center
- 63** Unapologetically Thriving Inc.
- 64** Beehive Elite, Inc.
- 65** Tallahassee Film Society, Inc.
- 66** Goodwood Museum and Gardens, Inc.
- 67** Families Restoring the Homefront Inc.
- 68** Irish Repertory Theater
- 69** Good News Outreach- COVID Assistance
- 70** City Walk Urban Mission
- 71** Epilepsy Agency of the Big Bend Inc.
- 72** Duniafore Foundation Inc
- 73** STRONG WOMEN IN HEELS INC
- 74** Tallahassee Symphony Orchestra
- 75** Institute for Nonprofit Innovation and Excellence
- 76** Cat Family Records
- 77** Institute of Global Health, Inc
- 78** Florida Association of DUI Programs
- 79** Cross Cultural Coalition of South Side Tallahassee
- 80** Mary's Visions Folk Art Museum and Gallery, Inc.
- 81** Southern Waste Information eXchange, Inc.
- 82** Mothers for Mother Earth, Inc.
- 83** Joyce Elina Foundation
- 84** Uplift Community Outreach
- 85** Tallahassee Senior Citizen's Foundation, Inc
- 86** Second Harvest Food Bank: Feeding Leon County
- 87** Holocaust Education Resource Council
- 88** First Responders Initiative
- 89** Bond Community Health Center, Inc.
- 90** Blautism, Inc.

Leon CARES Nonprofit Assistance Grant Awardees

- 91** Brehon Institute for Family Services, Inc.
- 92** The Salvation Army
- 93** Dare to Dream Young Girls Network, Inc.
- 94** Alzheimer's Project
- 95** Who We Play For
- 96** LeMoyne Arts
- 97** Florida People's Advocacy Center
- 98** A Life Recovery Center
- 99** TALLAHASSEE FOOD NETWORK, INC
- 100** Living Stones International, Inc.
- 101** Junior Achievement Big Bend
- 102** Word of South Festival
- 103** Tallahassee Hispanic Theater
- 104** Lauryn Brown Foundation
- 105** Tallahassee Chapter SPEBSQSA
- 106** Wanderlust: Theatre on Location
- 107** Pyramid, Inc.
- 108** Progressive Pediatric Developmental Center, Inc.
- 109** Boys Town North Florida
- 110** Tallahassee Buddhist Community
- 111** Corp for Com and Econ Dev United, Inc.
- 112** Feline Advocates of Leon County
- 113** Challenger Learning Center of Tallahassee
- 114** Legal Aid Foundation of Tallahassee
- 115** S. Von. Foundation Inc.
- 116** Fit Healthy Living Inc.
- 117** Freedom Recovery Services
- 118** John G. Riley Center/Museum
- 119** TLMC, Inc.
- 120** The Oasis Center for Women & Girls, Inc.
- 121** We Are All We Need Inc.
- 122** House of Maxwell Entertainment Inc.
- 123** Women Empowering Each other
- 124** The Project Bridge, Inc.
- 125** The Children's Home Society of Florida
- 126** Birthrite Services, Inc
- 127** IMANI
- 128** DELTA KAPPA OMEGA FOUNDATION, INC.
- 129** Whole Child Leon
- 130** Boys & Girls Clubs of the Big Bend
- 131** Dr. Tate Foundation
- 132** Pas de Vie Ballet
- 133** Creative Minds School of Arts Inc
- 134** Florida TaxWatch
- 135** Good Samaritan Academy

Leon CARES Nonprofit Assistance Grant Awardees

- 136** Major College & Career Prep
- 137** Legal Services of North Florida, Inc.
- 138** WILLIAMS OUTREACH INC
- 139** Foundation4ARTS
- 140** Working Well, Inc
- 141** The Holistic Cannabis Community
- 142** Reclaiming The Land
- 143** FATHERS BROTHERS AND SONS
- 144** Tallahassee Urban League
- 145** TallyTeenPreneurFdn
- 146** MLG Productions, Inc.
- 147** Project Goo
- 148** Planet Gumbo Inc.
- 149** YouthAidingHumanity
- 150** The Artist Series of Tallahassee, Inc
- 151** Nero Consulting Group, Inc.
- 152** Florida Veterans Foundation, Inc.
- 153** Strikers Youth Arts Project, Inc
- 154** Frenchtown Neighborhood Improvement Association
- 155** Brothers Keeper 365 Inc
- 156** The Arc of Florida
- 157** Motivating People through Arts and Crafts
- 158** The Dick Howser Center for Childhood Services, Inc.
- 159** Jake Gaither Memorial House Foundation
- 160** Capital Area Chapter of American Red Cross
- 161** The Dream Foundation
- 162** Southside Arts Complex, Inc
- 163** Lee's Place
- 164** Rescue Rehabilitation Rescue Ranch
- 165** The Center for Independent Living of North Florida- Ability 1st
- 166** Elder Care Services Inc.
- 167** ReThink Energy Florida, Inc.
- 168** Tallahassee Civic Chorale
- 169** Florida Disabled Outdoors Association
- 170** MAACA, Inc
- 171** USA Dance 6010
- 172** EL RAPHA MINISTRIES, INC.
- 173** Springtime Tallahassee Festival, Inc.
- 174** Early Learning Coalition of the Big Bend
- 175** Domi Education, Inc. d/b/a Domi Station
- 176** Rise Institute
- 177** Laura Jepsen Institute
- 178** Kingsman Club
- 179** Dream Builders Greatness Center
- 180** Tallahassee Writers Association

Leon CARES Nonprofit Assistance Grant Awardees

- 181** Big Bend Homeless Coalition
- 182** Capital City Diamonds Softball
- 183** HoltFamilyLegacyFoundation
- 184** Portrait Society of America



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

LEON CARES MEMO

To: Shington Lamy

From: Kathleen Spehar

RE: Leon CARES data and sample posts

Date: January 14, 2021

ARTS, CULTURE, HISTORY AND HERITAGE WERE INCLUDED IN THE FOLLOWING PROGRAMS:

LEON CARES NONPROFIT PROGRAM*

\$3,000,000	Available to non-profits during this phase of the stimulus program.
\$2,655,000	Total awards to all non-profits in this phase of the stimulus program.
\$ 345,000	Re-purposed to additional non-profit projects.
184	Total non-profits awarded LEON Cares during this phase of the stimulus programs.
\$ 14,429	Average award.

Arts, Culture, History and Heritage

\$1,095,000	For this program round, awards to arts, culture, history & heritage represent 36% of the program funding pool.
47	Arts, Culture, History and Heritage non-profits (ACHH).
\$ 23,298	Average award.

LEON CARES HEALTH AND HUMAN SERVICES PROGRAM*

\$1,851,669.18	Total awards to all non-profits in this phase of the stimulus program.
121	Total non-profits awarded LEON Cares during this phase of the stimulus programs.
\$ 14,429.00	Average nonprofit award.

Arts, Culture, History and Heritage

\$ 145,971.60	Awards to arts, culture, history & heritage. For this program round, awards to arts, culture, history and heritage represent 8% of the program funding pool.
13	Arts, Culture, History and Heritage non-profits (ACHH).
\$ 11,228.58	Average award.

COMBINED TOTAL

\$1,240,971.61 Total LEON CARES funding for 60 grant awards.

ART, CULTURE, HISTORY & HERITAGE non-profit organizations which received LEON Cares support for these program initiatives are listed at the end of this memo.

** data collected as of January 14, 2021*



COMPLETED LEON CARES GRANTEE FEATURES

Features about specific organizations will be posted through the middle of February.

Challenger Learning Center – posted 12/9/20



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from [Leon County](#)!

["Challenger Learning Center of Tallahassee"](#) is using CARES funding for staffing support. Our educators have been hard at work adapting to the pandemic, and funding supports the planning and delivery of our virtual, in-person and hybrid programs. CARES funding is also going toward inventory and supplies, PPE and marketing our reopening plans.



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

By financially supporting our staffing, CARES Act resources assist Challenger Learning Center educators so they can continue to provide programming during the COVID-19 pandemic, including Camp Challenger, SCIturdays, Home School Days, and field trips through our CLC2You program. We are also able to outfit the center with appropriate inventory and supplies and fund a marketing campaign in preparation for reopening. CARES funding helps us provide programming during a high-needs time and also helps us to prepare to reach more students when we open our doors.”

Thank you, Leon County, for your support of our cultural community.

Learn more about the Challenger Learning Center and their programming at <https://www.tallahasseearts.org/.../challenger-learning.../>

Tallahassee Film Society - posted 12/11/20





COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from [Leon County](#)!

"The Tallahassee Film Society (TFS) is using the Leon Cares funding to continue the community's access to newly released foreign, independent, and documentary films. [All Saints Cinema](#) is offering virtual showings until they reopen for in-person events.

TFS is most grateful to the Leon County Board of County Commissioners for providing this program funding, allowing TFS to continue its mission now in its 21st year."

To learn more about Tallahassee Film Society and its programming, visit <https://www.tallahasseearts.org/.../tallahassee-film.../>

Tallahassee Youth Orchestras - posted 12/15/2020





COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

COCA is proud to highlight our arts and cultural organizations like the [Tallahassee Youth Orchestras](#) that have received Leon CARES grants from [Leon County](#)!

"Our regular facilities at FSU became unavailable due to the pandemic, and we are very grateful to [The Moon](#) for offering us a new home. Our CARES funds will be used toward the cost of our new venue, where we rehearse and livestream our performances. COVID-19 safety provisions have also limited the number of students we can serve. The CARES funding allows us to compensate our hardworking staff despite our reduced income.

Thanks to the CARES funding, we can continue to develop our young artists' musical skills and self-confidence. Our new livestream performances have expanded our audience, and we've developed new ways to continue to serve the community. Our recent performance was livestreamed at 3pm on Sunday, December 13."

Learn more about Tallahassee Youth Orchestras at
<https://www.tallahasseearts.org/.../tallahassee-youth.../>

(continued on next page)

Tallahassee Barbershop Harmony Society - posted 12/16/20



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from [Leon County](#)!

From [The Capital Chordsmen](#) (the FL Chapter of the Barbershop Harmony Society):

"Because of our CARES resources, our Chapter is working to improve our future performances and maintain our connection with our fanbase. This work furthers our mission, which is to promote and encourage the unique art of barbershop harmony singing in the County and the region.

During the pandemic, our ability to earn income in our usual way through live singing performance has been completely shut down, causing us to greatly restrict spending on directors' salaries and everything else. CARES has enabled us to re-employ one of our two part-time directors so he can make the best use of this pandemic hiatus to examine and update our entire repertoire. He also can



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

keep us fresh and improve our singing skills through Zoom meetings.

CARES also allows us to keep up with our fan base by continuing to improve our website and by using radio and print communication. Our website, www.tallybhs.com, has been redone and is constantly updated. In addition, because of CARES, we will be able to continue to send out our quarterly print newsletter, the Communique to our fans around the Big Bend and South Georgia."

To learn more about The Barbershop Harmony Society and their programming, visit:

<https://www.tallahasseearts.org/.../the-capital-chordsmen/>

John G. Riley Center & Museum - posted 12/23/20



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from [Leon County](#)!



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

"Due to the COVID-19 pandemic, [The John G. Riley Center & Museum](#) has switched to a virtual platform to showcase our major events such as the Season of Emancipation, Riley Membership Reception and Annual Rock-A-Thon.

Through the CARES Act resources, the John G. Riley Center & Museum has been able to reach new audiences with our exhibits and heritage projects virtually. This also requires the addition assists of videographers, media production, and highly skilled social communications professionals to accomplish the documentaries and video presentations."

To learn more about the John G. Riley Center and Museum and their programming, visit:
<https://www.tallahasseearts.org/.../john-g-riley-center.../>

Mickee Faust – posted 12/27/20





COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from [Leon County](#)!

"Actual Lives Southside from the [Mickee Faust Club](#) will be a series of workshops centering on different aspects of trauma, specifically using writing, recorded audio/visual performance, and community sharing as a means of examining trauma and healing from it. These workshops will also help break the isolation experienced by those who find themselves home-bound due to the virus.

Although "Our Actual Lives Southside" is a workshop in writing and performance, we are aiming for something more profound – a way to share ourselves with the larger community; a way to invite the rest of Leon County to see who we, their neighbors, are and how we think and how we live. We have gathered these five people from Leon County to oversee our Actual Lives Southside workshops-- Miaisha Mitchell, Chris Omni, Christy Rodriguez, Diane Wilkins, and Terry Galloway.

We are so grateful to Leon CARES for giving us the opportunity to reach out to the Southside community, to find and talk with people who are our neighbors, to discover how their lives intersect with our own. To realize that we really are all in this together."

To learn more about Mickee Faust and their programming, visit <https://www.tallahasseearts.org/.../mickee-faust-club.../>



Artist Series of Tallahassee – 12/29/2020



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from Leon County!

“The Artist Series of Tallahassee presents professional classical music artists in five concerts per year. This year, our 2020-21 concert season is entirely online and FREE to the public on our website. On our selected concert dates, concerts run from 4 pm EST through the wee hours of the night so we can serve new listeners from around the globe!

In 2020, The Artist Series was able to secure grant funds, sponsorships and donations to pay for the musicians who perform in our concert series to provide a unique, virtual, concert experience for our supporters. With the CARES Act funds, we will be able to complete the 2020-21 concert season and begin planning for what we hope will be business as usual at Opperman Hall in the 2020-21 concert season!”



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

To learn more about The Artist Series of Tallahassee and their programming, visit

<https://www.tallahasseearts.org/organization/the-artist-series-of-tallahassee/>

#tallahasseearts #iheARTtally #chooseTLH

Goodwood Museum and Gardens – 01/05/2021



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from Leon County!

“The Roller Rink at Goodwood Museum and Gardens is getting an update thanks in part to a Leon CARES grant! The Roller Rink was first constructed in 1916 as a roller-skating rink for Goodwood owner Fanny Tiers and her guests. Now, it is getting transformed into an accessible outdoor community gathering space with fun furniture and amenities. This new venue will serve our arts and wellness programming as a community gathering space.



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

Our mission is to connect our community as a setting where we preserve and share our history, enjoy the arts, and celebrate significant events in our lives. This Roller Rink project will help us achieve our goals to be an accessible venue for the community to come together in celebration of the arts and wellness.”

To learn more about Goodwood Museum and Gardens and their programming, visit:

<https://www.tallahasseearts.org/organization/goodwood-museum-gardens/>

#tallahasseearts #theARTtally #chooseTLH

Tallahassee Community Chorus – 01/08/2021



COCA is proud to highlight our arts and cultural organizations that have received Leon CARES grants from Leon County!



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

"The Tallahassee Community Chorus is using CARES funding to support our operations and staffing. The 2020-21 season marks our 33rd year of filling Tallahassee with song! Due to safety concerns regarding COVID-19, the Chorus has moved to a virtual format for rehearsals and programming this season.

CARES funding helps support our virtual season and allows us to safely uphold our mission of choral excellence and providing educational opportunities to the community. Our singers meet online weekly to learn new music and experience choral education lectures. In December 2020, the Chorus presented its first virtual choir performance, providing a free choral experience for our community and beyond. We are grateful for Leon County's support in helping us continue to make music in these unprecedented times!"

Photo by Claire Timm Photography.

To learn more about Tallahassee Community Chorus and their programming, visit

<https://www.tallahasseearts.org/organization/the-tallahassee-community-chorus/>

#tallahasseearts #iheARTtally #chooseTLH

The LEON CARES Grantee Campaign is ongoing. More grantee stories to come.

LEON CARES NONPROFIT PROGRAM ACHH GRANTEES:

1. 621 Gallery
2. Asian Coalition
3. B Sharps Jazz Society
4. Cat Family Records
5. Choice Impact Community Development Corporation
6. COCA (Council on Culture & Arts)
7. Creative Minds School of the Arts, Inc
8. Cross Cultural Coalition of South Side Tallahassee
9. Fierce Alpha Dollz Dance Company
10. Florida State University Research Foundation d/b/a Challenger Learning Center of Tallahassee
11. Foundation4ARTS
12. Goodwood Museum and Gardens, Inc
13. House of Maxwell Entertainment, Inc
14. Irish Repertory Theater
15. Jake Gaither Memorial House Foundation
16. John C. Riley Center & Museum
17. LeMoyne Arts
18. Making Light Productions, Inc
19. Mary's Vision Folk Art Museum and Gallery, Inc
20. Mickee Faust Club
21. Motivating People through Arts and Crafts
22. Pas de Vie Ballet



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

23. Portrait Society of America
24. Southside Arts Complex, Inc
25. Southern Shakespeare Company, Inc
26. Springtime Tallahassee Festival, Inc
27. Strikers Youth Arts Project, Inc
28. Tallahassee Bach Parley
29. Tallahassee Chapter SPEBSQSA
30. Tallahassee Civic Chorale, Inc
31. Tallahassee Film Society, Inc
32. Tallahassee Hispanic Theatre
33. Tallahassee Museum
34. Tallahassee Symphony Orchestra
35. Tallahassee Writers Association
36. Tallahassee Youth Orchestra, Inc
37. The Artist Series of Tallahassee, Inc
38. The Sharing Tree
39. The Tallahassee Ballet
40. The Tallahassee Community Chorus
41. Theater with a Mission
42. Theatre Tallahassee
43. TLMC, Inc Tallahassee Live Music Community Charity Group, Inc
44. USA Dance 6010
45. Wanderlust: Theatre on Location
46. Word of South Festival
47. Young Actors Theatre

LEON CARES HEALTH AND HUMAN SERVICES ACHH GRANTEES:

1. Fierce Alpha Dollz Dance Company
2. Foundation4ARTS
3. Goodwood Museum and Gardens, Inc
4. John C. Riley Center & Museum
5. LeMoyne Arts
6. Making Light Productions, Inc
7. Making Awesome, Inc.
8. Mickee Faust Club, Inc.
9. Southern Shakespeare Company, Inc
10. The Sharing Tree
11. The Tallahassee Ballet
12. TLMC, Inc Tallahassee Live Music Community Charity Group, Inc
13. Young Actors Theatre

Leon CARES Promotional Materials



The graphic features the Leon CARES logo on the left, which includes a circular seal with the Leon County seal and the text "LEON CARES". To the right of the logo, the text "Assistance for Individuals Impacted by COVID-19" is displayed in a mix of red and blue fonts. A heart icon with a dollar sign is positioned to the right of the text. On the far right, there are three stacked photographs: an elderly couple by a lake, a family of three, and a young child lying down.

LEON CARES

Assistance
for Individuals
Impacted by
COVID-19

Heart icon with \$

Three stacked photos: elderly couple, family, and child.

Leon CARES Individual Assistance Program Promotion



The graphic features the Leon CARES logo on the left, which includes a circular seal with the Leon County seal and the text "LEON CARES". To the right of the logo, the text "Direct Assistance for Businesses Impacted by COVID-19" is displayed in a mix of red and blue fonts. A heart icon with a dollar sign is positioned to the right of the text. On the far right, there are three stacked photographs: a woman working on a laptop, an "OPEN SHOP" sign, and people sitting at a table in a cafe.

LEON CARES

Direct Assistance
for Businesses
Impacted by
COVID-19

Heart icon with \$

Three stacked photos: woman working, open shop sign, and people at a table.

Leon CARES Small Business Assistance Program Promotion



Leon CARES Individual Assistance Program Billboard Promotion



Leon CARES Individual Assistance Program Direct Mailers

Starting
August 17

INDIVIDUAL ASSISTANCE



LEON CARES

CARING FOR LIVES & LIVELIHOODS

If you have been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.



Individual Assistance – Assists Leon County households with past-due rent, mortgage and utility bills.

Starting Aug. 17, Leon County's one-stop portal at **LeonCountyCARES.com** will allow you to:

- ☑ **Apply** for direct assistance
- ☑ **Verify** your program eligibility
- ☑ **Receive** assistance from other Leon CARES-supported community programs

See back for program eligibility requirements.

Eligibility for Leon CARES Assistance

Individual Assistance Program

- ☑ Leon County resident for 12 months
- ☑ Certain household income eligibility requirements apply
- ☑ Demonstrate a 25% loss of income
- ☑ Worked an average of 30 hours per week prior to loss of income
- ☑ Receive up to \$5,000 (one-time) for past-due rent, mortgage and utility bills

Leon County CARES also provides **local human service agency assistance** and funds community programs that address food insecurity, childcare, mental health, homelessness and more.

 Public Health (\$6.1 mil)	 Individual Assistance (\$7.5 mil)	 Small Businesses Assistance (\$12 million)
 Local Human Services Assistance (\$2 mil)	 Food Insecurity & Homelessness Support (\$5.6 mil)	 Childcare Support (\$0.9 mil)

Applying is easy, but extra help is available

Starting Aug. 17, get help at **LeonCountyCARES.com/**

ApplicationHelp or from the following Local Community Partners:

- ECHO, Inc. – (850) 224-3246
- Tallahassee Urban League – (850) 222-6111
- Greater Frenchtown Area Revitalization Council – (850) 284-0366
- Leon County Public Libraries – (850) 606-2665
- Leon County Office of Human Services and Community Partnerships – (850) 606-1900

Or call the Leon CARES Call Center at **(855) 203-6584**

Learn more and apply:
LeonCountyCARES.com

Leon CARES Individual Assistance Program Brochure (Front and Back)

Starting
August 17

SMALL BUSINESS ASSISTANCE



LEON CARES

CARING FOR LIVES & LIVELIHOODS

If your business has been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.



Small Business Assistance – Assists Leon County small businesses with COVID-19 expenses such as employee wages, vendor bills, rent, utilities, promotion, and safety costs.

Starting Aug. 17, Leon County's one-stop portal at **LeonCountyCARES.com** will allow you to:

- ☒ **Apply** for direct assistance
- ☒ **Verify** your program eligibility
- ☒ **Receive** assistance from other Leon CARES-supported community programs

See back for eligible expenses.

Eligibility for Leon CARES Assistance

Eligible Expenses for Small Business Assistance

- ☒ Employee wages
- ☒ Vendor bills
- ☒ Rent
- ☒ Utilities
- ☒ Promotion
- ☒ Employee/customer safety costs
- ☒ Receive up to \$57,500 (one-time)

Leon County CARES also provides **local human service agency assistance** and funds community programs that address food insecurity, childcare, mental health, homelessness and more.

 <p>Public Health (\$6.1 mil)</p>	 <p>Individual Assistance (\$7.5 mil)</p>	 <p>Small Businesses Assistance (\$12 million)</p>
 <p>Local Human Services Assistance (\$2 mil)</p>	 <p>Food Insecurity & Homelessness Support (\$5.6 mil)</p>	 <p>Childcare Support (\$0.9 mil)</p>

Applying is easy, but extra help is available

Starting Aug. 17, get help at **LeonCountyCARES.com/ ApplicationHelp** or from the following Local Community Partners:

- Big Bend Minority Chamber of Commerce – (850) 577-0789
- Capital City Chamber of Commerce – (850) 329-8955
- FAMU Small Business Development Center – (850) 599-3407
- Greater Tallahassee Chamber of Commerce – (850) 224-8116
- Tallahassee-Leon County Office of Economic Vitality – (850) 219-1060

Or call the LEON CARES Call Center at **(855) 203-6584**

Learn more and apply:
LeonCountyCARES.com

Leon CARES Small Business Assistance Program Brochure (Front and Back)

Starting
October 7

LOCAL NONPROFIT ASSISTANCE



LEON CARES

CARING FOR LIVES & LIVELIHOODS

If you're a local nonprofit that has experienced financial impacts directly related to COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.



Local Nonprofit Assistance – Assists Leon County nonprofits with COVID-19 expenses such as employee wages, vendor bills, rent, utilities, promotion, and safety costs.

Check out Leon County's one-stop portal at LeonCountyCARES.com to:

- ☒ **Apply** for direct assistance
- ☒ **Verify** your program eligibility
- ☒ **Receive** assistance from other Leon CARES-supported community programs

See back for program eligibility requirements.

Eligibility for Leon CARES Assistance

Eligible Expenses for Nonprofit Assistance

- ☒ Employee wages
- ☒ Vendor bills
- ☒ Rent
- ☒ Utilities
- ☒ Promotion
- ☒ Safety costs
- ☒ Receive up to \$37,500 (one-time)

Leon County CARES also provides local human service agency assistance and funds community programs that address food insecurity, childcare, mental health, homelessness and more.

 Public Health (\$6.1 mil)	 Individual Assistance (\$7.5 mil)	 Small Businesses Assistance (\$12 million)
 Local Human Services Assistance (\$2 mil)	 Food Insecurity & Homelessness Support (\$5.6 mil)	 Childcare Support (\$0.9 mil)

Applying is easy, but extra help is available

You can receive free technical assistance from the following Local Community Partners:

- Council on Culture & Arts - (850) 224-2500
- Institute for Nonprofit Innovation and Excellence (850) 201-9766
- United Partners for Human Services - (850) 296-8330

Or call Leon County's Office of Financial Stewardship at (850) 606-5100

Learn more and apply:
LeonCountyCARES.com

Leon CARES Small Nonprofit Assistance Program Brochure (Front and Back)



LEON CARES

LEONCOUNTYCARES.COM

CARING FOR LIVES & LIVELIHOODS

Starting Tomorrow, Monday, August 17 at 8 a.m.

If you have been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.

Leon County's one-stop portal at **LeonCountyCARES.com** will allow you to: ☒ Apply for direct assistance
☒ Verify your program eligibility ☒ Receive assistance from other Leon CARES-supported community



Individual Assistance

Assists Leon County households with past-due rent, mortgage and utility bills.

Eligibility Requirements:

- ☒ Leon County resident for 12 months
- ☒ Certain household income eligibility requirements apply
- ☒ Demonstrate a 25% loss of income
- ☒ Worked an average of 30 hours per week prior to loss of income
- ☒ Receive up to \$3,000 (one-time) for past-due rent, mortgage and utility bills

Applying is easy, but extra help is available. Starting Aug. 17, get help at LeonCountyCARES.com/ApplicationHelp or from the following Local Community Partners:

- ECHO, Inc. – (850) 224-3246
- Tallahassee Urban League – (850) 222-6111
- Greater Frenchtown Area Revitalization Council – (850) 284-0366
- Leon County Public Libraries – (850) 606-2665
- Leon County Office of Human Services and Community Partnerships – (850) 606-1900



Small Business Assistance

Assists Leon County small businesses with COVID-19 expenses such as employee wages, vendor bills, rent, utilities, promotion, and safety costs.

Eligible Expenses for Small Business Assistance:

- ☒ Employee wages
- ☒ Vendor bills
- ☒ Rent
- ☒ Utilities
- ☒ Promotion
- ☒ Employee/customer safety costs
- ☒ Receive up to \$8,500 (one-time)

Applying is easy, but extra help is available. Starting Aug. 17, get help at LeonCountyCARES.com/ApplicationHelp or from the following Local Community Partners:

- Big Bend Minority Chamber of Commerce – (850) 577-0789
- Capital City Chamber of Commerce – (850) 329-8955
- FAMU Small Business Development Center – (850) 599-340
- Greater Tallahassee Chamber of Commerce – (850) 224-8116
- Tallahassee-Leon County Office of Economic Vitality – (850) 219-1060

Applicants may also call the Leon CARES Call Center at (855) 203-6584 for assistance.



Local Human Services Assistance

Assists local non-profit organizations that provide or will provide human services with unanticipated programmatic and operational COVID-19 expenses. Visit LeonCountyCARES.com to learn more and apply.

Leon County CARES also provides local human service agency assistance and funds community programs that address food insecurity, childcare, mental health, homelessness and more.



Public Health (\$6.1 mil)

Funding to expand communitywide testing and contact tracing



Individual Assistance (\$7.5 mil)

For households with past-due rent, mortgage, and utility bills



Small Businesses Assistance (\$7.5 mil)

For small businesses with COVID-19 expenses such as employee wages, vendor bills, rent, safety costs, etc.



Local Human Services Assistance (\$2 mil)

For local human service agencies with unanticipated COVID-19 expenses



Food Insecurity and Homelessness Support (\$4.4 mil)

Dedicated funding for local service providers to address communitywide food insecurity and homeless facility modifications



Childcare Support (\$0.9 mil)

Support for Early Learning Coalition to provide childcare to certain essential services workers



LeonCountyCARES.com

LeonCountyFL.gov

People Focused. Performance Driven.





LEON CARES



IMPACTED BY COVID?

You could receive up to

\$5,000

Past due on rent, mortgage, and utilities?
Leon County Government can help!



PROGRAM ELIGIBILITY EXPANDED

Qualifying is easier than ever! Visit LeonCountyCARES.com

If you have been impacted by COVID-19, you may be eligible to receive direct assistance through Leon County's Leon CARES program. Leon CARES provides federal funds to meet critical community needs related to COVID-19.

Leon County's one-stop portal at **LeonCountyCARES.com** will allow you to: ☒ Apply for direct assistance ☒ Verify your program eligibility ☒ Receive assistance from other Leon CARES-supported community programs

How Leon County CARES for Lives and Livelihoods

INDIVIDUAL ASSISTANCE

1,200+ households,
\$2.3 million
to date

“I would like to write a review on how well managed this program has been. The application process was simple. Emails and messages I left were returned. It was always made clear that the volume of applicants was high and therefore communication could be delayed. The phone calls were handled by professional and empathetic people and this alone was so helpful. Thank you for providing such professional service!” —*Lisa, Leon County Resident*

“Thank you all again. This is the biggest blessing.”
—*Candace, Leon County Resident*

SMALL BUSINESS ASSISTANCE

619+ local
businesses,
\$11.6 million
to date



Ma's Diner — Thank you for the support!...The smartest thing I've done business wise, is open in Leon County. You guys have been amazing to us!!! Thanks again www.facebook.com/masdinertally



Proof Brewing Company — We are beyond thankful to receive the Leon CARES grant. Having been impacted greatly by the shutdowns this will provide much needed relief for our business. www.proofbrewingco.com



Awards4U — The Leon CARES grant was very helpful in giving us a little more breathing room. We're very grateful that our loyal customers have stuck with us through this pandemic and hope to come out on the other side stronger than ever. www.awards4u.com



RetroFit Records — The Leon Cares grant has allowed RetroFit Records to continue to provide our community with music culture, something especially needed during these trying times. Stay home and listen to records! www.retrofitrecs.com

Leon County CARES also provides local human service agency assistance and funds community programs that address food insecurity, childcare, mental health, homelessness and more.



Public Health (\$6.1 mil)

Funding to expand communitywide testing and contact tracing



Individual Assistance (\$7.5 mil)

For households with past-due rent, mortgage, and utility bills



Small Businesses Assistance (\$12 mil)

For small businesses with COVID-19 expenses such as employee wages, vendor bills, rent, safety costs, etc.



Local Human Services and Nonprofit Assistance (\$5 mil)

For local human service agencies and nonprofits with unanticipated COVID-19 expenses



Food Insecurity and Homelessness Support (\$5.6 mil)

Dedicated funding for local service providers to address communitywide food insecurity and homeless facility modifications



Childcare Support (\$0.9 mil)

Support for Early Learning Coalition to provide childcare to certain essential services workers



LeonCountyCARES.com

LeonCountyFL.gov

People Focused. Performance Driven.





LEON CARES

Individual Assistance Program

OVERVIEW: The Leon CARES Individual Assistance Program will provide assistance to Leon County households (including within the City of Tallahassee) that are experiencing financial difficulty due to COVID-19. Eligible households may receive up to \$3,000 in one-time assistance to support past-due rent, mortgage, and utility bills. The funds will be provided directly to the landlord, property manager, mortgage company, or utility company on behalf of eligible applicants. For mortgage assistance, the applicant's home must be homesteaded.

APPLICANT ELIGIBILITY: To be eligible, applicants must meet the following program requirements:

- A full-time Leon County resident for each of the past twelve (12) consecutive months
- 18 years old or older
- Verify loss of income of at least 25% between March and December 2020 due to COVID-19 by at least one member of the household
 - Examples: Unemployment benefits, Company layoff letter, or Certification of income loss from the employer
- Worked an average of at least 30 hours per week between March 1, 2020 and the application date, or prior to being laid off, furloughed, or experiencing reduced work hours due to COVID-19
- Verify financial difficulty with rent, mortgage, and/or utility payments
- Have a household income that is at or below 80% of the area median income, based on household size as shown in the chart below.

# in Household	80% Income Limit
1	\$40,750
2	\$46,650
3	\$52,350
4	\$58,150
5	\$62,850
6	\$67,500
7	\$72,150
8	\$76,800

ELIGIBLE EXPENSES: Eligible applicants may receive up to \$3,000 in one-time assistance per household for past due rent, mortgage, and utility payments. An applicant may receive financial assistance for both past due housing and utility payments, so long as the total of past-due payments do not exceed the \$3,000 maximum limit.



LEON CARES

WHAT YOU WILL NEED TO APPLY: Beginning on Monday, August 17, 2020, Leon County residents can register and apply online at www.LeonCountyCARES.com. You will need the following documents to upload when applying:

- Proof of Residency and Age
 - ▶ The applicant's State-issued ID (Driver's License, Florida ID, Passport, or U.S. Military ID)
- Proof of Income
 - ▶ 2019 Federal Income Tax Return Document
- OR
 - ▶ All household income from the most recent 60-day period, including:
 - ◆ Pay stubs
 - ◆ Unemployment benefits
 - ◆ Social Security benefits (most recent 30-day period)
 - ◆ Child support
 - ◆ Self-employment income
- Proof of Household Size
 - ▶ Proof not required if you submit your 2019 Federal Income Tax Return Document
 - ▶ If you do not submit your 2019 Federal Income Tax, then a State-issued ID (Driver's License, Florida ID, Passport, or U.S. Military ID) is required for each adult in the household and a birth certificate for each minor in the household
- Proof of Loss of Income
 - ▶ Layoff letter on company letterhead
 - ▶ Unemployment Benefit Letter, OR
 - ▶ Verification of Employment and Loss of Income Form

IF YOU ARE DETERMINED ELIGIBLE: If you are determined eligible, you will receive an email with forms to verify past due rent, mortgage, and/or utilities expenses which you're seeking assistance that must be completed and signed by your landlord, property manager, mortgage company and/or utility company.

If applying for mortgage assistance, you must upload proof of homesteaded property.



LEON CARES

WHERE YOU CAN APPLY: Beginning on August 17, 2020, Leon County residents can apply for assistance through the www.LeonCountyCARES.com. Applicants with questions regarding the Leon CARES Online Portal or the Individual Assistance Program can call the Leon CARES Call Center at (855) 203-6584 (toll free) between 8 a.m. – 6 p.m. Monday through Friday.

If you need assistance with completing the online application, applicants can receive FREE assistance by visiting one of the locations below during their respective times of operation.

Organization	Address	Telephone	Hours of Operation
Tallahassee Urban League	923 Old Bainbridge Rd.	850-222-6111	9 a.m. – 6 p.m., Monday – Friday
ECHO, Inc.	548 E. Bradford Rd.	850-224-3246	9 a.m. – 5 p.m., Monday – Thursday; 9 a.m. – 12 p.m. Fridays; Appointments only
Greater Frenchtown Area Revitalization Council	603 N. Martin Luther King, Jr. Blvd.	850-284-0366	9 a.m. – 5 p.m.
Leon County Office of Human Services & Community Partnership	918 Railroad Avenue	850-606-1900	8:30 a.m. – 5 p.m., Monday – Friday
Leon County Main Library	200 W. Park Ave.	850-606-2665	10 a.m. – 6 p.m., Monday – Saturday; 1 p.m. – 6 p.m. Sundays
Dr. B.L. Perry, Jr. Branch Library	2817 S. Adams St.	850-606-2950	10 a.m. – 6 p.m., Tuesday – Saturday
Eastside Branch Library	1583 Pedrick Rd.	850-606-2750	10 a.m. – 6 p.m., Tuesday – Saturday
Jane G. Sauls Fort Braden Branch Library	16327 Blountstown Hwy.	850-606-2900	10 a.m. – 6 p.m., Tuesday – Saturday
Lake Jackson Branch Library	3840-300 N. Monroe St.	850-606-2850	10 a.m. – 6 p.m., Tuesday – Saturday
Northeast Branch Library	5513 Thomasville Rd.	850-606-2800	10 a.m. – 6 p.m., Tuesday – Saturday
Woodville Branch Library	8000 Old Woodville Rd.	850-606-2925	10 a.m. – 6 p.m., Tuesday – Saturday



LEON CARES

Small Business Assistance Program

The Leon CARES Small Business Grant Program seeks to drive economic recovery and put citizens back to work by investing \$7.5 million in the restart, re-launch, and re-opening of local businesses impacted by COVID-19. The Small Business Grant Program will provide financial support to approximately 3,100 qualifying small businesses located in Leon County (including businesses within the City of Tallahassee) to cover business expenses directly related to COVID-19, including businesses relaunch costs and COVID-19 safety costs.

Eligibility criteria

- Fully licensed, legally registered, and not publicly traded for-profit businesses located in Leon County,
- Been in operation prior to March 16, 2020,
- Between 1-100 employees,
- Either forced to close or experienced business impacts directly related to COVID-19,
- Document economic hardship experienced as a result of COVID-19 including business interruption costs, a minimum 25% reduction in revenue year-over-year, or a 25% increase in costs between March-June 2020.

Allowable Expenditures

1. Business re-launch costs including: payroll, inventory/supplies, rent, mortgage, utilities, signage/marketing to announce re-opening or new hours; and/or
2. COVID-19 safety costs including: PPE for employees, PPE for customers, hand sanitizer, cleaning products, deep cleaning services, equipment associated with establishing social distancing within a business establishment (e.g. plexiglass for point-of-sale, floor markings, signs, cordon and space arranging items).

Base Award Amounts

Eligible small businesses can receive a baseline funding award between \$2,000 - \$6,000, based on the number of employees as follows:

- 1-10 Employees: \$2,000
- 11-24 Employees: \$3,000
- 25-49 Employees: \$5,000
- 50-100 Employees: \$6,000



LEON CARES

Supplemental Award Amounts

Supplemental funding awards in addition to the Base Award are also available for “Hardest Hit”, MWBE, and “Rebounding” businesses, as described below:

- **“Hardest Hit” Businesses:** \$500 for small businesses within sectors directly impacted by the state of Florida’s Stay at Home Order (Accommodation & Food Services; Retail Trade; or Other Services) that demonstrate at least a 50% revenue loss related to the economic effects of COVID-19.
- **MWBE Businesses:** \$1,500 for minority-owned and women-owned small businesses that provide documentation of MWSBE certification, or application to become certified, with either the Office of Economic Vitality of the Florida Department of Management Services’ Office of Supplier Diversity as of June 1, 2020.
- **“Rebounding” Businesses:** \$500 for small businesses that certify that they hired two or more full-time or part-time employees in the previous 30 days.

Required Documentation

Applicants will be required to provide the following documentation with their application:

- Profit & Loss Statement between March 1, 2019 - June 30, 2019 and March 1, 2020 - June 30, 2020
- W-9 Form
- IRS W-3 or IRS 941 form (for businesses with 2 or more employees); IRS SS4 form (for sole proprietors)
- Documentation of MWSBE certification or application for certification through either the Office of Economic Vitality or the Florida Department of Management Services’ Office of Supplier Diversity as of June 1, 2020 (only if applying for the MWSBE supplemental award)

Where you can apply: Beginning on August 17, 2020, eligible small businesses can apply for assistance by completing a brief questionnaire form and attaching verifying documentation online at www.LeonCountyCARES.com. Applicants with questions regarding the Leon CARES Online Portal or the Small Business Assistance Program can call the Leon CARES Call Center at (855) 203-6584 (toll free) between 8 a.m. – 6 p.m. Monday through Friday.

Also, beginning on August 17, 2020, if you need assistance with completing the online application, small business applicants can receive FREE assistance by visiting one of the locations below during their respective times of operation.

- Big Bend Minority Chamber of Commerce – (850) 577-0789
- Capital City Chamber of Commerce – (850) 329-8955
- FAMU Small Business Development Center – (850) 599-3407
- Greater Tallahassee Chamber of Commerce – (850) 224-8116
- Tallahassee-Leon County Office of Economic Vitality – (850) 219-1060



LEON CARES

Leon CARES Nonprofit Assistance Grant Program

The Leon CARES Nonprofit Assistance Grant Program is providing direct assistance to support Leon County's local nonprofit community that have experienced financial impacts directly related to COVID-19. Eligible non-profit trust, corporation 501(c)(3) organizations based in Leon County, including those located within the City of Tallahassee, can apply to receive assistance to support expenses directly related to COVID-19 including employee wages, vendor bills, rent, utilities, signage/marketing to announce operational changes due to COVID-19, and safety costs.

Please note: Churches, associations, foundations, and political organizations do not qualify as a 501(c)(3). Churches under a current contract with a government entity to provide human services within Leon County are eligible for purposes of supporting the continued provision of such services.

Beginning on October 7, 2020, eligible nonprofit organizations can apply for assistance by completing a brief questionnaire form and attaching verifying documentation online through the Leon CARES Portal. Applicants with questions regarding the program can contact Leon County's Office of Financial Stewardship at (850) 606-5100.

Eligibility criteria

Applicants must currently be registered with the U.S. Department of Treasury and the State of Florida as a nonprofit trust, corporation 501(c)(3) organization established on or before March 16, 2020. Eligible nonprofit organizations must be based in Leon County and have experienced a 25% loss or more of revenue or increase in costs directly related to COVID-19.

Allowable Expenditures

- (1) Operational/administrative costs including:** payroll, inventory/supplies, rent, mortgage, utilities, signage/marketing to announce operational changes due to COVID-19; and/or
- (2) COVID-19 safety costs including:** PPE for employees or clients, hand sanitizer, cleaning products, deep cleaning services, equipment associated with establishing social distancing (e.g. plexiglass for point-of-sale, floor markings, signs, cordon and space arranging items).

Base Award Amounts

Eligible nonprofit organizations can receive a baseline funding award between \$5,000 - \$12,500, based on the number of employees as follows:

- 1-10 Employees: \$5,000
- 11-24 Employees: \$7,500
- 25-49 Employees: \$10,000
- 50-100 Employees: \$12,500



LEON CARES

Supplemental Award Amounts

Supplemental funding awards in addition to the Base Award are also available for “Hardest Hit” and “Rebounding” organizations, as described below:

- **“Hardest Hit” Organizations:** \$20,000 for organizations directly impacted by Florida’s Stay at Home Order (Accommodation & Food Services; Retail Trade; Arts, Entertainment, & Recreation; or Other Services) that can demonstrate at least a 50% revenue loss related to the economic effects of COVID-19.
- **“Rebounding” Organizations:** \$5,000 for organizations that certify that they hired two or more full-time or part-time employees since June 1, 2020. This can include either new hires or returning employees.

Required Documentation

- Applicants will be required to provide the following documentation with their application:
- Proof of 501(c)(3) status from the U.S. Department of Treasury
- Proof of registration as an active nonprofit corporation in the State of Florida
- W-9 form
- Documentation to verify number of employees (2019 Form 990 or payroll report/statement reflecting number of active payroll employees as of March 16, 2020)
- Organizations applying for a Hardest Hit supplemental award will be required to upload additional documentation to demonstrate a 50% revenue loss related to the economic effects of COVID-19

Need Help?

Additional information and frequently asked questions regarding program eligibility and required documentation can be found [here](#). Applicants with questions regarding the Nonprofit Assistance Grant Program can also contact Leon County’s Office of Financial Stewardship at (850) 606-5100. Resources for **FREE** assistance with your application submission are also available through the following local community partners:

- [United Partners for Human Services](#)
- [The Council on Culture & Arts](#)
- [Institute for Nonprofit Innovation and Excellence](#)

4. Review & Discussion of Policy No. 01-05, “Rules of Procedure for Meetings of the Leon County Board of County Commissioners”

Statement of Issue:

This section provides a summary review of Policy No. 01-05, “Rules of Procedure of the Leon County Board of County Commissioners” and an opportunity for the Board to discuss the Policy. All meetings of the Board are governed by Policy No. 01-05 (Attachment #1), which provides rules for the members of the Board, County Administrator, County Attorney, staff, and the public. Under the Policy, the Board’s parliamentary procedure is guided by *Robert’s Rules of Order Revised (Robert’s Rules)*, though strict adherence to *Robert’s Rules* is not required.

Staff Recommendation:

3. Board direction.

Background:

Policy No. 01-05, “Rules of Procedure for Meetings of the Leon County Board of County Commissioners” (Policy), has been in existence since at least 2004 and was last revised on June 16, 2020 following Board direction to the County Attorney and County Administrator to review the Policy and prepare revisions for the Board’s consideration.

In June of 2020, changes to the Policy were recommended to provide a simplified parliamentary procedure, including to improve consistency in terminology, to correct the use of the passive voice and update legalese to a more readable format, to correct typographical errors and misspellings, to remove or update provisions that were not consistent with how the Board conducts its meetings in practice, to correct cross-references and statutory citations, and to clarify existing provisions of the Policy. Specifically, Section I. of the Policy was amended to ensure that the Board’s decisions are not contingent or dependent upon strict adherence to Robert’s Rules, which can be highly technical and structured. Section III.F. of the Policy was also amended to expressly state the number of votes necessary for the passage of an item requiring an extraordinary vote of the Commissioners pursuant to statute.

During the September 29th meeting, the Board expressed an interest in scheduling a workshop to review the Policy and subsequently modified its direction to direct a 30-minute review and discussion on the Policy at the Board’s January 25, 2021 Retreat.

Analysis:

Pursuant to section 125.01(1)(a), Florida Statutes, county commissions are authorized to adopt rules of procedure. Parliamentary procedure is used by deliberative bodies to achieve various goals and objectives, including to streamline meetings, make them more efficient and productive, and ensure the opportunity for full and free discussion. Ultimately, parliamentary procedure is a framework within which a deliberative body can make decisions with a consensus of at least a majority of its members, on

Section 4: Review & Discussion of Board Meeting Procedures

issues ranging in complexity and controversy, while maintaining decorum and respecting the rights of its members.

The Policy begins by stating that the “Rules of Procedure shall govern all meetings of the Board of County Commissioners”, and that the members of the Board, County Administrator, County Attorney, staff, and the public “shall adhere to these rules.” Thus, the Policy controls the conduct of the Board’s meetings, unless the Board votes to waive all or a portion of the Policy.

A summary of the Policy’s provisions is provided below:

- Section I – Rules of Parliamentary Procedure. States that the Board shall follow simplified parliamentary procedures and be guided by *Robert’s Rules*. No action taken by the Board shall be deemed invalid because of a failure to adhere to *Robert’s Rules*.
- Section II – Open to the Public. Emphasizes that Board meetings are open and accessible to the public.
- Section III – Quorum. Defines quorum as a majority (more than half) of the entire Board. Provides measures for an absent Board member to participate in a meeting.
- Section IV – Presiding Officer. Enumerates the Chair’s responsibilities as a presiding officer at Board meetings.
- Section V – Order of Business. Provides the format for a regular Board meeting, including the invocation, consent agenda, citizens to be heard on non-agendaed items, general business, public hearings, and discussion items by Commissioners. Indicates that speakers are encouraged to adhere to a three (3) minute time limit when speaking, and that the Chair has the discretion to either extend or reduce time limits. States that the remarks of each Commissioner during his or her discussion items shall be limited to no more than three (3) minutes, unless the Chair extends the time. Includes procedures for placing items on the agenda.
- Section VI – Parliamentarian. Designates the County Attorney as the parliamentarian.
- Section VII – Rules of Debate. Addresses decorum, making motions, and motions to amend.
- Section VIII – Voting. Requires each Board member present at the meeting and in Chambers to vote on a measure, unless the Board member is abstaining due to a conflict.
- Section IX – Citizen Input: Addressing the Board of County Commissioners. Provides two comment periods for citizens to speak on non-agendaed items. Allows citizen input on a matter pending before the Board. Limits remarks by speakers to three (3) minutes, unless the Chair extends the time. Does not allow citizen input at workshops unless an individual is called by the Chair, or the Board votes to allow public input. Indicates how citizens should address the Board. Preserves decorum.
- Section X – Adjournment. Provides that no meeting should be permitted to continue beyond 11:00 p.m. without the approval of a majority of the Board.

Except as provided in the Policy or by law, questions of order, the methods of organization, and the conduct of Board business is guided by *Robert’s Rules*.

Section 4: Review & Discussion of Board Meeting Procedures

It should be noted that, during the December 8th meeting, the Board also voted to direct the County Attorney's Office to insert a provision in the Proclamations Declaring a Continuing Local State of Emergency to temporarily limit debate on each agenda item during a Regular Board meeting to three (3) minutes per Commissioner. The Board also directed staff to include in the proclamation the ability for a Commissioner to ask for an extension of time by a non-debatable motion, seconded and approved by the majority.

Options:

1. Accept the summary review of Policy No. 01-05, "Rules of Procedure of the Leon County Board of County Commissioners" and take no further action.
2. Direct staff to prepare a revised Policy No. 01-05, "Rules of Procedure of the Leon County Board of County Commissioners" to include any additional or revised provisions as directed by the Board during the Retreat.
3. Board direction.

Recommendation:

Option #3. Board direction.

Attachments:

1. Board Policy No. 01-05, "Rules of Procedure for Meetings of the Leon County Board of County Commissioners"

Board of County Commissioners Leon County, Florida

Policy No. 01-05

Title: Rules of Procedure for Meetings of the Leon County Board of County Commissioners

Date Adopted: June 16, 2020

Effective Date: June 16, 2020

Reference: *Robert's Rules of Order Revised*

Policy Superseded: Policy No. 92-11, "Citizen Inquiry Processing" adopted September 8, 1992; Policy No. 01-05, "Rules of Procedure for Meetings of the Leon County Board of County Commissioners" adopted May 29, 2001; revised September 17, 2002; revised January 13, 2004; revised December 14, 2004; revised March 28, 2006; revised January 9, 2007; revised December 8, 2009; revised March 13, 2012

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 01-05 "Rules of Procedure for Meetings of Leon County Board of County Commissioners" amended on March 13, 2012, is hereby further amended, and a revised policy is hereby adopted in its place, to wit:

It is the policy of the Leon County Board of County Commissioners that these Rules of Procedure shall govern all meetings of the Board of County Commissioners. The members of the Board, County Administrator, County Attorney, staff, and the public shall adhere to these rules.

I. Rules of Parliamentary Procedure.

The Leon County Board of County Commissioners, otherwise known as the Board, shall determine its own procedures, rules, and order of business, so long as they do not conflict with any provision of law that applies to the Board. In promulgating the procedures, rules, and order of business, the Board shall follow simplified parliamentary procedures and be guided by *Robert's Rules of Order Revised*. No action taken by the Board shall be deemed void or invalid because of a failure to adhere to *Robert's Rules of Order Revised*.

II. Open to the Public.

- A. Meetings Open to Public. All meetings of the Board shall be open to the public in accordance with the Florida Government in the Sunshine Law, Section 286.011, Florida Statutes.

Rules of Procedure for Meetings of the Board of County Commissioners
Policy No. 01-05

- B. Exempt Meetings. The exception to the opening meeting requirement shall be those meetings statutorily exempt, such as executive collective bargaining sessions, Section 447.605(1), F.S., meetings regarding risk management claims, Section 768.28(16)(c), F.S., and litigation meetings pursuant to Section 286.011(8) Florida Statutes. The Board shall comply with all statutory requirements for exempt meetings.
- C. Seating Capacity. Due to the need to comply with seating capacity requirements of the Fire Code, there may be occasions when entrance by the public to the Commission Chambers or other meeting rooms shall be limited. When the seating capacity in Commission Chambers or other meeting room has been met, the County shall endeavor to accommodate overflow seating elsewhere in the meeting vicinity.
- D. Accessibility. All Board meetings will be conducted in a publicly accessible building.
- E. Signs, Placards, Banners. For public safety purposes, no signs or placards mounted on sticks, posts, poles or similar structures shall be allowed in Commission Chambers or other meeting rooms. Other signs, placards and banners shall not disrupt meetings or interfere with others' visual rights.

III. Quorum.

- A. Quorum. A majority, meaning more than half, of the entire Board shall constitute a quorum.
- B. Remaining in Chambers. During a Board meeting, Commissioners should remain in the Commission Chambers or other meeting room at all times unless an emergency or illness occurs. Commissioners present in the meeting should not absent themselves for a particular item.
- C. Participation by Absent Commissioner. Upon the determination by a majority of the Commissioners present in the Commission Chambers or other meeting room and voting, that extraordinary circumstances exist to justify the absence of any Commissioner from said meeting, and assuming a quorum of the Board is otherwise present, the Board may allow the participation of the physically absent Commissioner. The decision of the Board shall take place before the subject meeting and shall be based upon the facts and circumstances of each request. The physically absent Commissioner may not vote on any motion authorizing such participation. The physically absent Commissioner must take all steps necessary to provide an interactive communication between the meeting location and the location of the physically absent Commissioner, and at a minimum must provide interactive voice communication, but should also endeavor to provide interactive video communication whenever possible. In instances in which the physically absent Commissioner participates in the meeting, this Commissioner shall also be allowed to cast his/her vote, but only to the extent that the physically absent Commissioner's vote does not break a tie vote of those Commissioner present in Commissioner Chambers or other meeting room and voting.

Rules of Procedure for Meetings of the Board of County Commissioners
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- D. Conflict of Interest. Any Commissioner who announces a conflict of interest on a particular matter pursuant to Section 112.3143 or Section 286.012, Florida Statutes, and refrains from voting or otherwise participating in the proceedings related to that matter, shall be deemed present for the purpose of constituting a quorum.
- E. Loss of Quorum. In the event that quorum is lost after a meeting has commenced because a Commissioner leaves the Commission Chambers or other meeting room temporarily, or a Commissioner is required to depart a Board meeting prior to adjournment that causes a loss of quorum, no further official action may be taken until or unless a quorum is restored, other than adjournment.
- F. No Quorum. If the Board is unable to constitute a quorum within 30 minutes after the hour appointed for the meeting the Chair, the Vice Chair, or in their absence, another Commissioner, in order of seniority, shall adjourn the meeting. The Clerk shall record in the minutes the names of the members present and their action at such meeting.

IV. Presiding Officer.

- A. Chair. The Presiding Officer is the Chair of the Board. The Chair presides at all meetings. The Chair's responsibilities shall include, but not be solely limited to:
 - 1. Open the meeting at the appointed time and call the meeting to order, having ascertained that a quorum is present.
 - 2. Announce the business to come before the Board, in accordance with the prescribed order of business.
 - 3. Recognize all Commissioners, the County Administrator, and the County Attorney, who seek the floor under correct procedure. All questions and comments are to be directed through the Chair and restated by him or her, and he or she declares all votes. The Chair shall repeat every motion and state every question coming before the Board and announce the decision of the Board on all matters coming before it.
 - 4. Preserve decorum and order, and in case of disturbance or disorderly conduct in the Commission Chambers or other meeting room, may cause the same to be cleared or cause any disruptive individual to be removed.
 - 5. Call to order any Commissioner who violates any of these rules and, when presiding, decide questions of order, subject to a majority vote on a motion to appeal.
 - 6. Expedite business in every way compatible with the rights of the Commissioners.
 - 7. The Presiding Officer is required to remain objective. For the Chair to make a motion, the gavel must be relinquished. The gavel shall be relinquished in the following order:

- (a) to the Vice Chair;
- (b) to other Commissioners based upon seniority.

The Presiding Officer who relinquishes the chair should not return to it until the pending main question has been disposed of, since he or she has shown himself or herself to be partisan about the particular item. The Presiding Officer may otherwise second a motion and engage in debate and shall not be deprived of any of the rights and privileges of a Commissioner by reason of being the Presiding Officer.

- 8. Declare the Board meeting adjourned when all agenda items have been introduced and disposed of by the Board, or at any time in the event of an emergency affecting the safety of those present.
- B. Vice Chair. In the absence of the Chair or in the event of the Chair's inability to serve by reason of illness or accident, the Vice Chair shall perform the duties and functions of the Chair until the Chair is available and able to resume the responsibilities of the Presiding Officer.

V. Order of Business.

- A. Official Agenda. There shall be an official agenda for every Board meeting, which shall determine the order of business conducted at the meeting. All proceedings and the order of business at all meetings shall be conducted in accordance with the official agenda.
- B. Agenda Form; Availability; Support Information. The agenda shall be prepared by the County Administrator in appropriate form approved by the Board. The County Administrator shall make available to the Commissioners a copy of the agenda before the meeting. All support information for agenda items shall be available no later than the morning of the business day before the meeting. If the support information is not available by the morning of the business day before the meeting, the agenda item shall be removed from the agenda and considered at a later meeting.
- C. Agenda Format for Regular Meeting. The agenda format for a regular Commission meeting shall be in substantially the form as set forth below:
 - 1. Call to Order, Invocation and Pledge of Allegiance
 - 2. Awards and Presentations
 - 3. Consent
 - 4. Consent Agenda Items Pulled for Discussion
 - 5. Citizens to be Heard on Non-Agendaed Items (first)
 - 6. General Business
 - 7. Scheduled Public Hearings, 6:00 p.m.
 - 8. Citizens to be Heard on Non-Agendaed Items (second)
 - 9. County Attorney
 - 10. County Administrator
 - 11. Discussion Items by Commissioners
 - 12. Adjourn

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- D. Invocation Procedures. The following procedures are not intended and shall not be implemented or construed in any way, to affiliate the Board with, nor express the Board's preference for, any particular faith or religious denomination, and shall be utilized for the scheduling and offering of invocations at Board meetings.
1. The County Administrator, or designee, shall compile a list of religious congregations and assemblies in Leon County. The list shall be compiled from information reasonably available from a variety of sources, such as the Internet, and the local chamber of commerce. The list should be updated on an annual basis.
 2. Each Commissioner, on a rotational basis, shall offer the invocation or extend an invitation to a leader of a religious congregation or assembly on the list or otherwise choose a person to offer the invocation, making every reasonable effort to ensure that individuals from a variety of faiths and beliefs are scheduled.
 3. Should the individual scheduled to offer the invocation not be present at the meeting, the invocation may be offered pursuant to the Chair's invitation.
 4. The invocation should be limited to not more than 3 minutes.
 5. Invocations shall be nonsectarian and shall avoid advancing one faith or belief.
 6. Participation in the invocation by persons in attendance at meetings is voluntary.
- E. Consent Agenda. All items in the portion of the agenda designated as "Consent" may be voted on with one motion. Consent items are considered to be routine in nature, are typically non-controversial and do not deviate from past Board direction or policy. However, any Commissioner, the County Administrator, or the County Attorney may withdraw an item from the consent agenda, provided that such request is made in writing 24 hours (excluding holidays) before the subject meeting, and it shall then be voted on individually.
- F. Citizens to be Heard on Non-Agendaed Items (first). On the portion of the agenda designated as the first "Citizens to be Heard on Non-Agendaed Items" (3-minute limit; non-discussion by the Board), there shall be no debate and no action by the Board.
- G. General Business. General business items are items of a general nature that require Board direction or pertain to Board policy.

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- H. Scheduled Public Hearings, 6:00 p.m. Prior to placing a matter on the agenda that requires a public hearing, the consent of the Board is required pursuant to Section V, Subsection L. (Placing Items on Agenda) of this policy. Public hearings shall be held as required to receive public comments on matters of special importance or as prescribed by law. For regular Board meetings, public hearings shall be heard at 6:00 p.m., or as soon thereafter as is possible. This time designation is intended to indicate that an item will not be addressed prior to the listed time. Individual speakers are encouraged to adhere to a three (3) minute time limit when speaking on issues scheduled for public hearing. The Chair has the discretion to either extend or reduce time limits, based on the number of speakers.
- I. Citizens to be Heard on Non-Agendaed Items (second). On the portion of the agenda designated near the end of the meeting as the “Citizens to be Heard on Non-Agendaed Items” (3-minute limit), there may be debate by the Board, but the Board shall take no policy action except to agenda the topic for a later date or by a unanimous vote of the Commissioners present and eligible to vote.
- J. Discussion Items by Commissioners. On the portion of the agenda designated as “Discussion Items by Commissioners,” no assignments shall be given to the County Administrator or County Attorney except by the affirmative vote of a majority of the Commissioners present and eligible to vote. The Board shall take no policy action without an agenda item unless the policy action is taken by a unanimous vote of the Commissioners present and eligible to vote. The remarks of each Commissioner during his or her “discussions items” time shall be limited to no more than three (3) minutes, unless the Chair extends the time.
- K. Departure from Order of Business. Any departure from the order of business set forth in the official agenda shall be made only upon majority vote of the Commissioners present and eligible to vote.
- L. Placing Items on Agenda. With the consent of the majority Commissioners present and eligible to vote, matters may be placed on the agenda by any Commissioner. When a Commissioner wishes to place a matter on the agenda, the Commissioner shall raise the matter at a regular Board meeting and seek the Board’s consent for inclusion of the matter on the next available regular agenda. A Commissioner may not unilaterally add a matter to an agenda without the Board’s prior approval.

The Administrator and County Attorney may place an item on the agenda at any time for Board consideration.

Prior to placing a matter on the agenda that requires a public hearing, the consent of the Board is required. A request to schedule the public hearing shall be placed on the Consent Agenda for consideration by the Board. Upon the Board’s approval of the request to schedule a public hearing, the public hearing shall then be scheduled for inclusion on the next available regular agenda. In addition, the Commission may direct the scheduling of a matter that requires a public hearing by a majority vote. This rule of procedure does not apply to zoning and site and development plan approvals, which are placed on the agenda by staff pursuant to County Code and general law.

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- M. Additions, Deletions, or Corrections to Agenda. Deletions or corrections to the agenda may be considered by the Board and adopted by the passage of a single motion. Non-agendaed matters shall be confined to items that are informational only.

“Add On” agenda items (items that missed the deadline for agenda preparation for the meeting) should be considered by the Board only in exigent circumstances, for issues that are time critical or cost sensitive to the County. For such matters, the Chair, County Administrator and County Attorney will be consulted in advance of the meeting to approve the “Add On” agenda item. If the “Add On” agenda item is approved, the Agenda Coordinator will modify and reprint the agenda table of contents for redistribution to all persons who received the initial agendas. Furthermore, the County’s web site will be updated to reflect the new agenda. For matters of extreme emergency, a special Board meeting may be called by the Chair upon adequate notice being provided under Section 286.011, Florida Statutes.

- N. Announcing Agenda Items. The Chair shall announce each item on the agenda. The County Administrator or County Attorney shall then present the item to the Board.

VI. Parliamentarian.

The County Attorney shall act as parliamentarian and shall advise and assist the Chair in matters of parliamentary law. In the absence of a Rule of Procedure as provided for by these Rules, the parliamentarian shall refer to *Robert’s Rules of Order Revised* for guidance on all rulings.

VII. Rules of Debate.

- A. Decorum.
1. Every Commissioner desiring to speak will address the Chair, and once recognized by the Chair, confine discussion to the question under debate, avoiding all personalities and indecorous language.
 2. Commissioners shall refrain from: attacking a Commissioner’s motives; speaking adversely on a prior motion not pending; speaking while the Chair or other Commissioners are speaking; speaking against their own motions; and disturbing the Board.
 3. A Commissioner once recognized cannot be interrupted when speaking unless the Commissioner is being called to order. The Commissioner is required to then cease speaking until the question of order is determined, without debate, by the Chair. If in order, said Commissioner shall be at liberty to proceed.
 4. A Commissioner will be deemed to have yielded the floor when he or she has finished speaking. A Commissioner may claim the floor only when recognized by the Chair.

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B. Motions.

1. A motion and a second to the motion is to precede any action on an agenda item unless there are speakers to be heard on the agenda item.
2. All motions shall be made and seconded before debate.
3. When a motion is presented and seconded, it is under consideration and no other motion shall be received thereafter, except: to adjourn, to lay on the table, to postpone, to substitute, or to amend until the question is decided. These motions shall have preference in the order in which they are listed.
4. Any Commissioner may move to close debate and call the question on the motion being considered which shall be nondebatable. A successful vote on the motion to close debate will end discussion of the item.
5. If the Chair wishes to put forth a motion, he or she shall relinquish the gavel to the Vice Chair until the main motion, on which he or she spoke, has been disposed. The Chair may second any main motion made by another Commissioner.
6. The following motions are not debatable: to adjourn; to lay on the table; to take from the table; to call the question.

C. Motions to Amend. An amendment to a motion must be germane, that is, the amendment must relate to the substance of the main motion. An amendment may not introduce an independent question, and an amendment may not serve as the equivalent of rejecting the original motion. A Commissioner may amend the main motion in either of the following two ways:

1. **By Consent of the Commissioners.** The Chair, or another Commissioner through the Chair, may ask for certain changes to be made to the main motion. If there are no objections from the maker of the motion, the motion shall stand as amended.
2. **Formal Amendment.** An amendment may be presented formally by moving to amend the motion in some way. If it is in the form of a formal motion to amend, a second shall be required and discussion shall follow on the amendment. If an amendment passes, the main motion shall be the motion as amended. If an amendment fails, the motion shall be the motion as it was before the amendment was presented.

VIII. Voting.

- A. **Voice Vote.** Unless otherwise directed by the Chair, all votes shall be taken by voice.
- B. **Tabulating the Vote.** The Chair shall tabulate the votes and announce the results. Upon any roll call, there shall be no discussion by any Commissioner prior to voting, and each Commissioner shall vote “yes” or “no.”

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- C. Voting. Every Commissioner who is in the Commission Chambers or other meeting room when the question is put must give his or her vote, unless the Commissioner has publicly stated that he or she is abstaining from voting due to a conflict of interest pursuant to Sections 112.3143 or 286.012, Florida Statutes. If any Commissioner declines to vote “yes” or “no” by voice, his or her silence shall be counted as an “yes” vote.
- D. Absent for Vote; Changing Vote. Any Commissioner momentarily absent for a vote on a particular item may record his or her vote, and any Commissioner may change his or her vote before the next item is called for consideration, or before a recess or adjournment is called, whichever occurs first, but not thereafter, except with the consent of all the Commissioners who voted on the item.
- E. Voting Conflict. No Commissioner shall vote on an item when the Commissioner has a voting conflict of interest as specified in Section 112.3143 or Section 286.011, Florida Statutes. A Commissioner abstaining from voting due to a conflict shall announce the conflict prior to discussion on the matter. Within fifteen (15) days following that Board meeting, the Commissioner shall file with the Clerk a Form 8B “Memorandum of Voting Conflict” which describes the nature of the interest in the item. Each Form 8B shall be received by the Clerk and incorporated into the meeting minutes as an exhibit.
- F. Majority Vote; Extraordinary Vote; Tie Vote. The passage of any motion, policy, ordinance or resolution shall require the affirmative vote of a majority of the Commissioners present and eligible to vote unless an affirmative vote of more than a majority vote of the Commissioners present and eligible to vote is required by this policy or law. If a vote greater than a majority is required by the Florida Statutes or this policy, the parliamentarian will identify the basis for the voting requirement and the number of affirmative votes required. In the case of a tie in votes on any item, the item fails.

IX. Citizen Input: Addressing the Board of County Commissioners.

- A. Citizen Input. The Board recognizes the importance of protecting the right of all citizens to express their opinions on the operation of County government and encourages citizen participation in the local government process. The Board also recognizes the necessity for conducting orderly and efficient meetings in order to complete County business in a timely manner.
- B. Non-Agendaed Inquiries.

At regularly scheduled meetings, the Board provides two comment periods for citizens to speak on non-agendaed items. These public comment periods are denoted on the agenda as “Citizens to be Heard on Non-Agendaed Items.” The remarks of each citizen at the initial comment period shall be limited to no more than three (3) minutes, unless the Chair extends the time.

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Any citizen who did not speak during the first citizen comment period shall have the opportunity to speak during the second comment period. The remarks of each citizen at the second comment period shall be limited to no more than three (3) minutes. The Chair has the discretion to either extend or reduce time limits, based on the number of speakers.

- C. Citizen Input on a Matter Pending Before the Board. Each citizen who addresses the Board on an agenda item pending before the Board shall complete an input card and submit the card to the Chair. The remarks of each citizen shall be limited to no more than three (3) minutes. The Chair has the discretion to either extend or reduce the time limits, based on the number of speakers.
- D. Citizen Input at Workshops. Citizen input at Board workshops is not permitted unless an individual is called upon by the Chair. In such case, each person who addresses the Board shall complete an input card and submit the card to the Chair. The remarks of each speaker shall be limited to no more than three (3) minutes. The Chair has the discretion to either extend or reduce the time limits, based on the number of speakers. The Board itself may also vote to allow public input on an item during the Board workshop.
- E. Addressing the Board.
 - 1. When the citizen's name is called, the citizen shall step up to the speaker's lectern and shall give the following information in an audible tone of voice for the minutes:
 - (a) name;
 - (b) place of residence or business address;
 - (c) if requested by the Chair, the citizen may be required to state whether the citizen speaks for a group or a third party, if the citizen represents an organization, whether the view expressed by the citizen represents an established policy or position approved by the organization, and whether the citizen is being compensated by the organization.
 - 2. All remarks shall be addressed to the Board as a body and not to any Commissioner specifically.
 - 3. No citizen, other than a Commissioner, and the citizen having the floor, may be permitted to enter into any discussion, either directly or through a Commissioner, without permission of the Chair. No question may be asked except through the Chair.
 - 4. Speakers should make their comments concise and to the point and present any data or evidence they wish the Board to consider. No citizen may speak more than once on the same subject unless specifically granted permission by the Chair.

Rules of Procedure for Meetings of the Board of County Commissioners
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F. Decorum.

1. Order must be preserved. No person shall, by speech or otherwise, delay or interrupt the proceedings or the peace of the Board, or disturb any person having the floor. No person shall refuse to obey the orders of the Chair or the Board. Any person making irrelevant, impertinent, or slanderous remarks or who becomes boisterous while addressing the Board shall not be considered orderly or decorous. Any person who becomes disorderly or who fails to confine remarks to the identified subject or business at hand shall be cautioned by the Chair and given the opportunity to conclude remarks in a decorous manner and within the designated time limit. Any person failing to comply as cautioned shall be barred from making any additional comments during the meeting by the Chair, unless permission to continue or again address the Board is granted by a majority vote of the Commissioners present and eligible to vote.
2. If the Chair or the Board declares an individual out of order, he or she will be requested to relinquish the podium. If the person does not do so, he or she is subject to removal from the Commission Chambers or other meeting room and may be arrested by the Sheriff subject to Section 810.08(1), Florida Statutes.
3. Any person who becomes disruptive or interferes with the orderly business of the Board may be removed from the Commission Chambers or other meeting room for the remainder of the meeting.

X. Adjournment.

No meeting should be permitted to continue beyond 11:00 p.m. without the approval of a majority of the Board. A new time limit must be established before taking a vote to extend the meeting. In the event that a meeting has not been closed or continued by a majority vote of the Board prior to 11:00 p.m., the items not acted on are to be continued to 9:00 a.m. on the following day, unless state law requires taking up the items at a different time, or the Board, by a majority vote of Commissioners present and eligible to vote, determines otherwise.

Revised 6/16/2020

5. Strategic Plan Update

Statement of Issue:

This section provides an overview and update on the FY 2017-2021 Leon County Strategic Plan, which was adopted at the 2016 annual Retreat. Specifically, the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

Staff Recommendation:

No Board action necessary.

Background:

The following section outlines the significant and extensive effort of the Board at the 2016 annual Retreat in developing the current Strategic Plan. Due to the thoughtful and deliberate work that went into establishing the FY 2017-2021 Strategic Plan, the Board may choose to briefly review the County's vision and mission statements before spending more time amending or adding to the plan's Strategic Initiatives.

Analysis:

The County's vision and mission statements are included below for ease of reference, as are the Strategic Priorities and Initiatives.

Vision Statement

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Leon County's Vision Statement describes what the future of Leon County should be, in an ideal state, as well as what people will perceive of Leon County in the future. Leon County's vision statement reads as follows:

A community that is safe, healthy and vibrant.

Mission Statement

Mission statements are similar to vision statements, but they are more concrete and action-oriented.

A mission statement is a standard element of an organization's strategic plan and explains its reason for existence. It describes the organization, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission also serves as a foundational guide in the establishment of organizational priorities. Leon County's mission statement is as follows:

To efficiently provide public services which serve and strengthen our community.

Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The Priorities consider the County's future in each area and are critical to the success of the community. As part of the Strategic Plan, these Priorities inform every decision and every initiative made by Leon County.

Each Strategic Priority is identified with:

- A **Title** (which is a general area of focus),
- A **General Statement** (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- **Directional Statements** (to provide focus and additional specificity for each area).

The four Strategic Priorities set forth in Leon County's FY 2017-2021 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

Strategic Priority - Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits.
- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Priority - Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength, and social offerings. (EN)

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

Strategic Priority -Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant library offerings which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services.
- (Q4) Support and promote access to basic health and welfare services to our community members most in need.
- (Q5) Support strong neighborhoods.
- (Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.
- (Q7) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

Strategic Priority - Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

- (G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- (G3) Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.
- (G4) Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.
- (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

Key Community Metrics

As part of the strategic plan, we track very closely the progress towards accomplishing our bold goals and targets. Building on this effort of tracking our progress, at last year's retreat, the County added a series of Key Community Metrics to the strategic plan. These key metrics provide a representative snapshot of how we are doing in each of the four strategic priority areas. As reflected later in this section, the data is presented in a very straightforward graphic showing where we were (2010), where we are today (2020) and where we are projected to be in five years (2025).

5A. Strategic Plan Update: Progress Towards Bold Goals and Five-Year Targets

Statement of Issue:

This section provides an update on Leon County's progress towards each priority area's bold goals and five-year targets, including Leon County's ongoing efforts to achieve these stretch goals.

Staff Recommendation:

No Board action necessary.

Background:

At the 2016 Retreat, staff recommended and the Board approved the adoption of specific targets that Leon County expects to realize as an organization over the next five-year plan cycle. These targets are aligned with each priority area and will communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

Additionally, the Board approved a bold goal, for each priority area. Bold goals differ from targets in that they are truly stretch goals which will be big and difficult to achieve but are worthy of staffs' best efforts because they are big and difficult to achieve. The adoption of bold goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Analysis:

The following section summarizes Leon County's progress towards reaching each priority areas bold goals and five year-targets. Each Strategic Priority section begins with a graphical update to the FY 2017-2021 Strategic Plan that shows Leon County's progress towards each goal and target. Following each Strategic Priority is a narrative analysis of staff's efforts. For reference, baseline data used for the development of each of the targets and bold goals is also included as Attachment #1.

As noted throughout this section, the progress on several strategic initiatives, targets and bold goals has been impacted by the global COVID-19 pandemic, a human tragedy of historic proportions. While Leon County has responded with organizational agility and innovation, the unprecedented economic impacts and global recession have unsurprisingly made it unlikely or impossible to achieve some of our goals in the priority area of the economy. Most notably, the necessary "Stay at Home" orders as well as limitations on travel and public gatherings have significantly impacted the tourism economy and local unemployment rates. Likewise, while the County has found innovative ways to connect with citizens remotely, the pandemic has led to the cancellation of several large, annual events like the Leon Works Expo, Press the Chest, and the 2020 Honor Flight Reunion which directly support several of our strategic initiatives. However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County's strategic priorities.

ECONOMY

PRIORITY

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality.^(EC)



(EC1)

Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.



(EC3)

Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.



(EC2)

Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.



(EC4)

Grow our tourism economy, its diversity, competitiveness and economic impact.

BOLD GOAL

Grow the five-year tourism economy to \$5 billion

PROGRESS TO DATE

72%

(\$3.6 Billion)



PROGRESS AS OF SEPTEMBER 30, 2020

5-YEAR TARGETS

- | | |
|---|--|
| » Attract 80 state, regional, or national championships across all sports | 85% (68 Championships) |
| » Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs | 373 entrepreneurial ventures (75%) and 362 high-wage jobs in high tech clusters (90%)* |
| » Connect 5,000 students & citizens to middle skilled job career opportunities | 50% (2,522 Students and Citizens) |
| » Host 100,000 residents & visitors as part of the Amphitheater County Concert Series | 39% (38,761 Residents and Visitors) |

**Due to the COVID-19 Pandemic, Leon County experienced unemployment as high as 8.5% resulting in a net loss of approximately 5,000 jobs since FY 2017 which will significantly impact the County's ability to meet the target for co-creating 11,000 new jobs by the end of the current fiscal year.*



ECONOMY – Analysis of Bold Goal and Targets

Bold Goal: *Grow the Five-Year Tourism Economy to \$5 Billion*

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. In FY 2017, FY 2018, and FY 2019 the research firm estimated the total economic impact of tourism in Leon County at \$895.8 million, \$920 million, and \$1.04 billion respectively. For FY 2020, the annual economic impact is over \$766 million, which brings the total tourism economy over the last three years to **\$3.6 billion, 72% of the County's five-year Bold Goal.**

The tourism economy in FY 2020 is down approximately 26% compared to FY 2019. This decline is due to the COVID-19 pandemic in FY 2020 and somewhat inflated figures for FY 2019 as result of Hurricane Michael which filled local hotels with relief crews and evacuees from coast communities. While the pandemic will likely cause the County to fall short in achieving this five-year Bold Goal, the travel and tourism industry in Florida has been extremely resilient to changing market conditions, including Leon County. The destination attracts leisure travelers (the largest audience segment) with a variety of offerings and reliable business travelers as home to the State Capitol and three institutions of higher education. As the vaccine becomes more widely available, people's confidence to travel will grow; however, industry experts do not anticipate the tourism industry to return to previous levels until at least 2022. The Division of Tourism and the County's marketing contractor are developing a preliminary sales and marketing plan to deploy when the circumstances warrant with an emphasis on restoring visitation levels and supporting businesses in the destination.

Targets:

Attract 80 State, Regional, or National Championships across All Sports

In FY 2017, 16 championship sporting events were held in Leon County followed by another 17 championships in FY 2018. During this time, Leon County was also selected to host several NCAA championship events at the Apalachee Regional Park (ARP) over the next five years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross Country National Championship. The 2021 National Championship will be the first time in the race's 78-year history that it will be held in Florida. In FY 2019, an additional 22 events were held in Leon County including the prestigious Florida High School Athletics Association (FHSAA) State Cross Country Championship, which Leon County was awarded to host the event for another six years until 2024.

In FY 2020, the County hosted 13 championship sporting events bringing the **total to 68 championships, 85% of the County's five-year Target.** These events include the Tallahassee Tennis Futures Pro Tournament, the FHSAA Football Championship (1A, 2A, and 3A), the American Junior Golf Association Showcase, the Tallahassee Marathon, the ASG Presidents' Day Soccer Tournament, and the Red Hills International Horse Trials. The remaining championship events were cross county races hosted at the

Section 5: Strategic Plan Update

ARP and included the National Junior College Athletic Association's Cross-Country Region 8 Championship, which the County was selected to host in 2022.

It should be noted that an additional fourteen (14) championship sporting events scheduled to occur in FY 2020 and FY 2021 were cancelled due to the COVID-19 pandemic. These events include the following:

- Florida State Soccer Invitational – March 28, 2020
- FSU Track and Field Relays – March 28, 2020
- Florida Conference Regional Sectionals - Ultimate Frisbee – April 11, 2020
- NCAA Women's Basketball First and Second Round – April 13, 2020
- 2020 Open at Tallahassee – Disk Golf – April 17, 2020
- The Tallahassee Tennis Challenger – April 20, 2020
- Youth Basketball of America - Youth Boys Basketball Tournament – April 25, 2020
- DCB Showcase Softball Tournament – April 25, 2020
- Tomahawk Diving Invitational – June 5, 2020
- US National Pump Track Regional Qualifier – June 6, 2020
- AAU National Track & Field National Qualifier – June 25, 2020
- Gold Star Elite Girls Fast Pitch Showcase – July 4, 2020
- NCAA South Regionals – Cross Country– November 13, 2020
- Tallahassee Tennis Futures Pro Tournament – November 30 - December 9, 2020

For FY 2021, it is estimated that the County will host a total of 19 championship sporting events, which would allow Leon County to exceed this target. However, it should be noted that any future restrictions at the local, state or federal level that limit public gatherings could result in additional cancellations.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

Over the last four years, Leon County has co-created **373 entrepreneurial ventures (75%) and 362 high-wage jobs in high tech clusters (90%)**. However, due to the COVID-19 pandemic, Leon County experienced unemployment rates as high as 8.5%, which will significantly impact the County's ability to meet the target for co-creating 11,000 new jobs by the end of the current fiscal year. In FY 2017, at the start of the current five-year Strategic Plan, almost 147,000 jobs were located in Leon County. By the end of last year, the number of jobs grew to almost 154,000. Since the pandemic, the local job market has shrunk to approximately 142,000, a net loss of approximately 5,000 jobs since FY 2017.

An entrepreneurial venture is a new business formation that is in the early stages of getting capitalized and then developing, organizing and managing a business toward initial profitability. New entrepreneurial ventures are reported to OEV by partner organizations such as Domi Station, Innovation Park, and the Jim Moran College of Entrepreneurship. Through these partnerships, 373 entrepreneurial ventures have started in Leon County.

Section 5: Strategic Plan Update

The reported high-wage jobs in high tech clusters are the result of businesses participating in the Qualified Target Industry (QTI) program as well as other local initiatives. Since FY 2017, 123 high-wage, high-tech jobs have been created through the QTI program, which was sunsetted by the Florida Legislature in June 30, 2020. Danfoss was a past participant of QTI creating 120 jobs for their 2017 research and development expansion which aligns with the applied science and manufacturing target industries. OEV also worked to with Millennium Integrated Electronics on site location needs which resulted in the creation of three high-wage tech jobs, which aligns with the IT target industry. Additionally, on December 23, 2020, it was announced that Danfoss is expanding its production facility which will create 239 new manufacturing and research jobs over the next 10 years. The IA Board voted to provide \$1.4 million for the Targeted Business Program (TBP) to support the company's expansion.

The total job loss reported in Leon County since FY 2017 is a preliminary estimate based upon the Local Area Unemployment Statistics (LAUS) published by the Department of Economic Opportunity (DEO). All preliminary estimates are subject to revision the following month and at the end of the year by DEO, and annual revisions can go back several years due to methodological or geographic changes.

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

Since the start of FY 2017, **2,522 students and citizens have been connected to middle skilled job opportunities, 50% of the County's five-year Target.** This progress was achieved through initiatives such as the EMS Student Internship Program as well as the Leon Works Expo and Junior Apprenticeship Program. Also in support of this Target, the County committed to expanding the 2019 Leon Works Expo as a regional event, which was attended by both Gadsden and Wakulla County students. However, due to the COVID-19 pandemic, both the Leon Works Expo and Junior Apprenticeship Program were cancelled during FY 2020. County staff are coordinating with Leon County Schools to determine if these programs can safely resume during 2021. Staff are also exploring alternative virtual formats should an in-person Expo not be possible.

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

During FY 2017 and FY 2018, the County hosted six concerts with a total of 11,203 attendees at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, (4) Florida Jazz & Blues Festival, (5) the Tedeschi Trucks Band, and (6) the band Train. One additional concert featuring Lynyrd Skynyrd was scheduled for FY 2018 but was cancelled due to a medical emergency involving Gary Rossington, one of the original members of the band.

In FY 2019, Leon County hosted nine concerts with a total attendance of 17,014, a 220% increase from the previous years. One additional concert, the Florida Jazz and Blues Festival, was cancelled by the organizers. The other concerts included the 2019 Word of South Festival featuring artist Shakey Graves (1,500 attendees) and the sold-out concert of JJ Grey and Mofro (3,314 attendees). The remaining seven concerts were part of the Free and Family Oriented Sundown Concert Series in partnership with the Tallahassee Downtown Improvement Authority (DIA).

Section 5: Strategic Plan Update

During FY 2020, the County hosted four concerts with a total of 10,544 attendees, which brings the current total to **38,761 attendees, 39% of the County's five-year Target**. The concerts in FY 2020 featured the following artists:

- Third Eye Blind w/special guests Smallpools (1,800 attendees)
- Countdown Downtown! New Years Eve at Cascades Park featuring Tallahassee Nights Live and Fried Turkeys (6,000 attendees)
- Dennis DeYoung: The Grand Illusion 4th Anniversary Tour (674 attendees)
- Boyz II Men (2,070 attendees)

Due to the COVID-19 pandemic, a concert featuring the Newsboys UNITED and the Downtown Improvement Authority's Sundown Summer Concert Series was cancelled. Four additional concerts were also rescheduled for FY 2021: (1) Jamey Johnson which has been rescheduled for the 2021 Word of South Festival on April 9th; (2) JJ Mofro which has been rescheduled for September 10th, (3) Boz Scaggs which has been rescheduled for October 15th; and (4) The Classical Mystery Tour: A Tribute to the Beatles which is currently being rescheduled.

Leon County is currently in Phase 2 of the Leon County COVID-19 Response and Re-opening Plan, which does not anticipate resuming County concerts and events until Phase 3 after specific health-related gating criteria are met or upon Board direction. On December 8, 2020, the Board was presented with a status report on use of County parks during COVID-19 and the County's sponsorship of visitor-generating community and athletic events. At this time the Board made no changes to the County's Re-opening Plan as it relates to concerts. However, the Board directed staff to bring back an agenda item on January 26, 2021 to reconsider, based on the latest public health guidance and local health conditions, possible options for funding individual events which may not pose a threat to spread COVID-19.

ENVIRONMENT

PRIORITY

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings.^(EN)



(EN1)

Protect the quality and supply of our water.



(EN3)

Promote orderly growth and sustainable practices.



(EN2)

Conserve and protect environmentally sensitive lands and our natural ecosystems.



(EN4)

Reduce our carbon footprint.

BOLD GOAL

Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone

PROGRESS TO DATE

610

septic tank upgrades or eliminations in progress





PROGRESS AS OF SEPTEMBER 30, 2020

5-YEAR TARGETS

» Plant 15,000 trees including 1,000 in canopy roads	95% (14,053 Trees)
» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
» 75% community recycling rate	57% Recycling Rate
» Construct 30 miles of sidewalks, greenways and trails	94% (28.3 Miles)



ENVIRONMENT – Analysis of Bold Goal and Targets

Bold Goal: Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

Since FY 2019, a total of **186 septic tanks were eliminated through the completion of the Woodside Heights Septic to Sewer Project and launch of the Advanced Septic System Pilot Program. An additional 424 are planned or in progress, for a total of 610 which is 122% of the five-year Bold Goal.**

By partnering with the State of Florida, the County plans to upgrade or eliminate a total of 610 septic tanks in the primary springs protection zone. To help achieve this goal, Leon County has aggressively pursued state grant funds in addition to leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension. These funds will help eliminate approximately 520 septic tanks in the Woodside Heights, Northeast Lake Munson, and Belair/Annawood neighborhoods:

- 179 septic tanks have been eliminated as part of the Woodside Heights Septic to Sewer Project
- 63 septic tanks will be eliminated through construction of the Annawood and Belair Phase I projects which began in August 2020.
- 278 septic tanks will be eliminated through the Northeast Lake Munson and Belair Phase II projects which are currently in design and permitting.

In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement an Advanced Septic System Pilot Program for the Wilkinson Woods Subdivision and the Wakulla Springs Basin Management Action Plan Priority Focus Area which will assist homeowners that are replacing failing or repairing septic tanks with passive technology higher performing nitrate-reducing systems. This program will remove or replace an additional 90 septic tanks, of which seven (7) were completed in 2020 and the remaining 83 are planned for completion in 2021.

Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville Project is funded through sales tax and an FDEP grant. The completion of the construction portion of the Woodville project will eliminate an additional estimated 1,000 septic tanks, however, this is projected to occur outside of the current five-year strategic plan time horizon.

Targets:

Plant 15,000 Trees Including 1,000 in Canopy Roads

In FY 2017, Leon County planted 702 trees, of which 18 were planted along canopy roads. To support the planting of 1,000 trees in the canopy roads, the FY 2018 adopted budget included \$75,000 to implement an active tree planting program.

In FY 2018, Leon County planted 2,122 trees, of which 73 were planted along canopy roads. These trees were planted as part of several planned construction projects, as well as programs the County

Section 5: Strategic Plan Update

coordinates annually, such as the Adopt-A-Tree Program, Arbor Day plantings, and the Canopy Road Committee's active tree planting program. During FY 2018, Public Works also identified and prepped planting sites for approximately 400 trees which were planted along canopy roads in 2019.

In FY 2019, an additional 9,455 trees were planted, including 496 trees along canopy roads. These trees were planted as part of several projects include a 30-acre reforestation project at the J.R. Alford Greenway and plantings at the Apalachee Regional Park. Trees planted along canopy roads were part of the Canopy Road Program as well as the Miccosukee Road Drainage Improvement Project.

In FY 2020, Leon County planted 1,774 trees, including 522 trees along canopy roads. This brings the total to **14,053 trees with 1,109 trees planted in canopy roads, 95% of the County's five-year Target.** These trees were planted as part of the Adopt-A-Tree Program (400 trees), Arbor Day plantings (777 trees), Parks & Recreation Memorial Tree Program (1 tree), Linene Woods Phase 1 Drainage Improvements (14 trees), Brent Drive Park improvements (17 trees), Magnolia Drive Trail Project (31 trees), Bradfordville Dog Park parking expansion (8 trees), and Canopy Oaks Tennis Court Renovations (4 trees). Additionally, 522 native tree species were planted along Miccosukee Road as part of the Canopy Road Program, which has allowed the County to exceed the five-year goal for canopy plantings.

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design
Leon County is on track to achieve this Target by the end of FY 2021 through the implementation of policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair. For instance, staff has integrated sustainable design standards into the Facilities Design Guidelines which are used for new construction and large-scale renovations. For small renovations such as painting and carpet installation, material standards have been implemented. In addition, internal design staff have received new training in sustainable design standards. In FY 2020, the Office of Resource Stewardship and the Department of Public Works began integrating Green Building criteria into the County's Facilities Design Guidelines, which will be revised and presented to the Board in FY 2021.

75% Community Recycling Rate

Annual county recycling rates for the previous year are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. During Summer 2021, Leon County will receive recycling rates for 2020. Recycling rates for past years are provided as follows.

For 2016, Leon County had a recycling rate of 55%, making it one of only 20 counties in the state to achieve a rate of 50% or higher. In 2017, the County achieved a recycling rate of 66%, the ninth highest rate in the state. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt. In 2018, the County achieved a recycling rate of 62%. Despite the slight decrease in the recycling rate from 2017, Leon County had the third highest traditional recycling rate in the state and the 10th highest overall recycling rate.

In 2019, Leon County's recycling rate was 57%, a 5% decrease from the 2018 rate. This rate decrease was due to a notable decrease in construction and demolition material recycling, specifically a decrease in one local contractor's recycled asphalt material, which had a 4% impact on the County's rate. The DEP

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recycling rate calculation is based on weight of materials, thus materials such as construction and demolition debris and yard debris make up a large percentage of the annual recycling and waste tonnage. In past years, including 2019, changes in construction and demolition recycling tonnage have heavily impacted the County's overall recycling rate.

Despite the slight decrease in recycling rate in 2019, Leon County still achieved the 9th highest traditional recycling rate (which excludes waste-to-energy) in the state and the 14th highest rate overall. This is no small accomplishment given that many counties with higher recycling rates incinerate their waste and thus receive additional waste-to-energy recycling credits. Most of the counties in Florida that had recycling rates above 70% in 2019 and are most likely to meet the state's recycling goal in 2020, have waste-to-energy facilities. These counties receive a significant portion of their recycling credits from this alternative landfill diversion operation. For example, in 2019, Lee County had a traditional recycling rate of 59% (compared to Leon County's 56%), and yet achieved an 80% overall recycling rate when waste-to-energy credits were included. Leon County does not have a waste-to-energy facility yet has consistently achieved high recycling rates in the state in recent years.

Currently, Leon County is 18% away from achieving the 75% community recycling goal, which is not unexpected given the aforementioned factors. While it is unlikely that Leon County will reach this Target by the end of the year, efforts to increase community recycling by as much as possible will go on. For example, at the November 2020 meeting, staff presented the findings of Single-stream Recycling Study which concluded that negotiating a new agreement with Marpan was the most financially advantageous and best value option among all of the potential alternatives reviewed. As a result, the Board authorized the County Administrator to renegotiate the contract with Marpan. Other strategies being explored were outlined in the Annual Sustainability Program Status Report presented to the Board at the December 2020 meeting. These initiatives include diverting landfill waste through increased community composting, engaging the business community in waste reduction efforts, and expanding community education to include a Master Recyclers Training, Single Use Plastics Campaign, and single-stream recycling audits.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2017, Leon County constructed 8.73 miles of sidewalks, greenways, and trails followed by an additional 9.7 miles in FY 2018, and 1.86 miles during FY 2019. In FY 2020, the County constructed 2.34 miles of sidewalks in Kate Ireland Park, Okeeheepkee Prairie Park, Canopy Oaks Park, Avery Park Subdivision, Cottages at Lonnie Subdivision, Retreat at Mahan Subdivision, and along Crowder Road. An additional 5.7 miles of trails were constructed in the J.R. Alford Greenway and the Central Pond Trail in Innovation Park. This brings the total to **28.3 miles of sidewalks (12.4 mi), greenways (6.5 mi), and trails (9.4 mi), 94% of the County's five-year Target.**

QUALITY OF LIFE

PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community.^(Q)



Maintain and enhance our parks and recreational offerings and green spaces.



Support strong neighborhoods.



Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.



Provide relevant library offerings which promote literacy, life-long learning and social equity.



Provide essential public safety infrastructure and services.



Assist local veterans and their dependents with securing entitled benefits and advocating their interests.



Support and promote access to basic health and welfare services to our community members most in need.

BOLD GOAL

Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families

PROGRESS TO DATE

96%

(\$96.2 Million)*

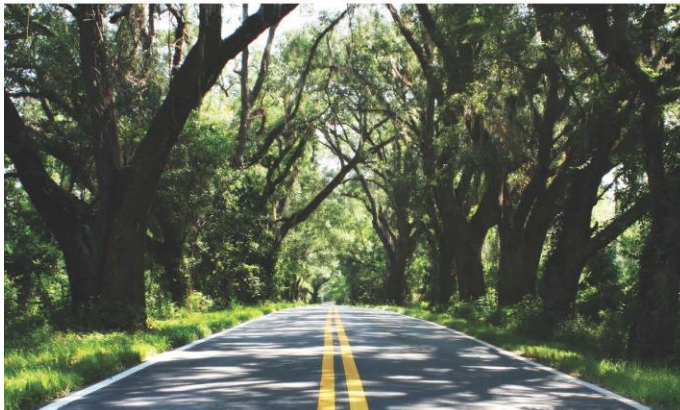
* Estimate based upon available data.



PROGRESS AS OF SEPTEMBER 30, 2020

5-YEAR TARGETS

» Double the number of downloadable books at the library	123% (16,581 New Books)
» Construct 100 fire hydrants	68% (68 Fire Hydrants)
» Train 8,500 citizens in CPR/AEDs	73% (6,169 Citizens)
» Open 1,000 new acres of park land to the public	27% (272.67 new acres)



QUALITY OF LIFE – Analysis of Bold Goal and Targets

Bold Goal: Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families

The Department of Veterans Affairs (VA) for Leon County calculates and publishes the amount of Veterans Compensation & Pension and Medical Care Expenditures annually. For FY 2017, over \$38.6 million in Veteran Affairs benefits were secured for Leon County veterans and their families. This spike in funding is due in part to the opening of the Tallahassee Health Care Center, a new VA clinic opened in Leon County in October 2016. In FY 2018, \$18.2 million in Veteran Affairs benefits were secured followed by an additional \$20.2 million during FY 2019.

For FY 2020, staff estimates that approximately \$18.9 million in Veteran Affairs benefits were secured. This brings the current total to **\$96.2 million, 96% of the County's five-year Target**. The estimate for FY 2020 is based on the projected number of Veterans Compensation & Pension and Medical Care Expenditure reported by the Department of Veterans Affairs (VA) for Leon County and adjusted for the unique clients served by the County's Veterans Office.

Targets:

Construct 100 Fire Hydrants

In FY 2017, 15 fire hydrants were constructed in the unincorporated area. To increase the number of hydrants constructed annually, during the June 2017 Budget Workshop, staff recommended and the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program. With the new program, a citizen or Homeowners Association (HOA) may make a request directly to the County for a fire hydrant. In FY 2018, 17 additional fire hydrants have been constructed, including one hydrant which was installed under the County's cost sharing program, followed by an additional 16 hydrants constructed in FY 2019.

During FY 2020, 20 new hydrants were constructed in the in the unincorporated area, which brings the total to **68 hydrants, 68% of the County's five-year Target**. To meet this Target, Public Works is working with Talquin Electric Cooperative to expedite installation of fire hydrants on the Prioritization List. Talquin has agreed to use an outside contractor to perform installations, which will expedite installations so the County can achieve this target by the end of the fiscal year.

Train 8,500 Citizens in CPR/AEDs

Leon County EMS held over 40 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs. During FY 2018, EMS held an additional 38 trainings during which 1,768 citizens were trained. Last year, in FY 2019, Leon County EMS conducted 59 trainings for 2,111 citizens.

In FY 2020, the County has hosted 23 trainings for 718 citizens, which brings the total to **6,169 citizens trained in CPR/AEDs, 73% of the County's five-year Target**. This total does not include the 2020 Press the Chest event, which has been postponed to 2021 due to the COVID19 pandemic. To encourage

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learning CPR at home, EMS is developing a virtual training curriculum and is working with the Library to distribute American Heart Association CPR kits which include a CPR learning manikin, visual guides, and a DVD training video.

Open 1,000 New Acres of Park Land to the Public

Since 2017, **272.67 acres of park land have opened to the public, 27% of the County's five-year Target.** The new park lands include the following:

- **Northeast Running Trail:** The Northeast running trail was completed in January 2018, making 43 new park acres open to the public.
- **St. Marks Headwaters Greenway:** In late January 2018, the first phase of the St. Marks Headwaters Greenway trail was completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
- **Broadmoor Pond:** In June 2019, the County took ownership of Broadmoor Pond, a 27-acre passive park around a stormwater pond with a paved walking trail, informational kiosk, portable restroom, and benches.
- **Orange Avenue - Meridian Street Park:** In September 2019, a vacant lot at the corner of Orange and Meridian was revitalized to serve as a temporary park until the construction of a StarMetro Superstop can be completed.
- **Bradfordville Community Center Dog Park:** In October 2019, Leon County opened the first off-leash dog park in the unincorporated area making 13.26 new park acres open to the public.
- **J. Lee Vause Dog Park:** In February 2020, Leon County opened a 1.5-acre dog park within the existing J. Lee Vause Park. Amenities include a drinking foundation with a dog water bowl attachment, a log tunnel, jumping hoops, and benches.
- **Apalachee Regional Park:** As part of the Apalachee Regional Park Master Plan, the County relocated the remote-control airfield from the lower cross country area to the adjacent parking cell. The new airfield is approximately 21 acres and was opened to the public in March 2020.

In total, the County now maintains 2,722 acres of greenways and parks that are open to the public. Additional park land is anticipated to open to the public during FY 2021 including portions of St. Marks Headwaters Greenway and the Coe Landing Rd. which will aid the County in getting close to the five-year Target. In addition, the Killearn Acres Homeowners Association is currently considering donating two neighborhood parks to the County: (1) Pimlico Park, located at 4811 Pimlico Drive and (2) Man O War Park, located at 0 Man O War Trail.

Double the Number of Downloadable Books at the Library

In FY 2017, Library Services added 10,002 downloadable books to their collection. This substantial increase was the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, Audiobooks, EMagazines, and other electronic products. In FY 2018, an additional 1,769 books were added to the Library's collection followed by an additional 2,505 books in FY 2019.

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During FY 2020, the Library added 2,305 new books, which brings the Library's the total to **16,581 new downloadable books purchased since FY 2017, 123% of the County's five-year Target**. The net total of downloadable books currently available through Leon County Libraries is now over 19,800.

GOVERNANCE

PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship.^(G)



(G1)

Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.



(G4)

Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.



(G2)

Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.



(G5)

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



(G3)

Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.

BOLD GOAL

Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation

PROGRESS
TO DATE

88%

(440 Citizen
Ideas)



PROGRESS AS OF SEPTEMBER 30, 2020

5-YEAR TARGETS

- | | |
|--|--|
| » Reduce by at least 30% the average time it takes to approve a single family building permit | 30% Reduction
(3 days faster) |
| » Achieve 90% employee participation in the County's "My Rewards" Well Being Program | 91% Participation
(488 Employees Participating) |
| » Reduce by 60% the outstanding debt of the County | 65% Reduction |
| » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace | 100% of Employees Trained |



GOVERNANCE – Analysis of Bold Goal and Targets

Bold Goal: *Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation*

Since the start of FY 2017, the County has implemented **440 citizen ideas, improvements, solutions and opportunities for co-creation, 88% of the County's five-year Target**. Included in this list are 112 recommendations voiced by citizens during LEADS Listening Sessions, 53 recommendations from citizens regarding the Welaunee Master Plan, and 16 recommendations from the post-hurricane Listening Sessions. Several ideas were proposed by individual citizens such as Library patrons, campground visitors, and community center users. Other improvements were submitted by community organizations or citizen committees like the Woodville Little League, the Miccosukee Sense of Place Working Group, and the Blueprint Citizen Advisory Committee. A list of implemented citizen ideas, improvements, and solutions is included as Attachment #2.

Targets:

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

Average permitting times are calculated and reported to the Board on an annual basis to determine the percent reduction in permit times. In FY 2017, average permit times were reduced from 11 to 10 days. In FY 2018 and 2019, permit times reduced again to an average of 9 days. The reductions were achieved through the launch of the Project Dux software for online plans review, expansion of automatic email notification services to applicants, contracting with private sector plans reviewers to expedite the permit approval process, as well as the recruitment of a new chief building official.

In 2020, the County achieved the five-year Target to reduce by 30% the time it takes to approve a single family building permit by achieving average permit time of 8 days. During this year, DSEM issued a total of 5,796 building permits that contained 414 new single-family homes. Reductions in average permitting times during FY 2020 are due to the flat fee modification approved by the Board in November 2019 as well as improvements to the electronic plan review software. Staff anticipates further efficiencies in permit review times as a result of additional automation through software improvements.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

The My Rewards Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Participation in the program is reported annually as employees have until October 31st to complete the tasks/activities required for participation.

In FY 2017, 496 employees participated in the program. In FY 2018, 90% participation was achieved with 502 employees participating. In FY 2019, the County maintained this level of participation with, 507 employees participating. **During FY 2020, 488 employees participated in the Program, which is 91% of eligible County employees.** To continue to achieve this level of participation, staff has adopted several

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new strategies including calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, providing Division Directors with a report of employees who had not yet taken advantage of the program, and attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.

Reduce By 60% the Outstanding Debt of the County

The County's outstanding debt, including principal and interest, is calculated annually at the end of each fiscal year. Since FY 2017, **the County has reduced its debt from \$48.6 million to \$17.2 million, a 65% reduction.**

Based on the current debt service schedule and recent refinancing, the County is on pace to far exceed this Target. In FY 2021, staff anticipates that the County will pay \$324,180 worth of interest and make principal payments totaling \$2.9 million, for approximately another 7% debt reduction. Bonds issued to acquire the Leon County Government Office Annex Building will be paid off by FY 2021, significantly reducing the amount of remaining debt.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

Currently, **100% of Leon County employees have been trained.** Since FY 2017, 953 employees have been trained in Customer Experience; 900 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace; and 911 employees have received Diversity in the Workplace training. To ensure all employees received all three (3) trainings, Human Resources developed a quarterly schedule and website for County trainings and worked with department directors to schedule their employees' attendance. Human Resources will continue to provide these training to new County employees.

YEAR TO DATE AS OF SEPTEMBER 30, 2020

GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	PROGRESS TO DATE
ECONOMY	Grow the five-year tourism economy to \$5 billion	72% (\$3.6 Billion)	» Attract 80 state, regional, or national championships across all sports	85% (68 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	373 entrepreneurial ventures (75%) and 362 high-wage jobs in high tech clusters (90%) ¹
			» Connect 5,000 students and citizens to middle skilled job career opportunities	50% (2,522 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	39% (38,761 Residents and Visitors)
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	610 septic tank replacements are in progress	» Plant 15,000 trees including 1,000 in canopy roads	95% (14,053 Trees)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
			» 75% community recycling rate	57% Recycling Rate
			» Construct 30 miles of sidewalks, greenways and trails	94% (28.3 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	96% (\$96.2 Million) ²	» Double the number of downloadable books at the library	123% (16,581 New Books)
			» Construct 100 fire hydrants	68% (68 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	73% (6,169 Citizens)
			» Open 1,000 new acres of park land to the public	27% (272.67 new acres)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	88% (440 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	30% Reduction (3 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	91% Participation (488 Employees Participating)
			» Reduce by 60% the outstanding debt of the County	65% Reduction
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% of Employees Trained

¹) Due to the COVID-19 Pandemic, Leon County experienced unemployment as high as 8.5% resulting in a net loss of approximately 5,000 jobs since FY 2017 which will significantly impact the County's ability to meet the target for co-creating 11,000 new jobs by the end of the current fiscal year. ²) Estimate based upon available data.

Key Community Metrics

During the FY 2018-2019 retreat, the Board discussed adding key community metrics to the strategic plan, complementing the County's closely tracked progress towards accomplishing our five-year targets and bold goals. At the following year's retreat, the County's Strategic Plan was updated to include key community metrics in all four of the County's strategic priority areas.

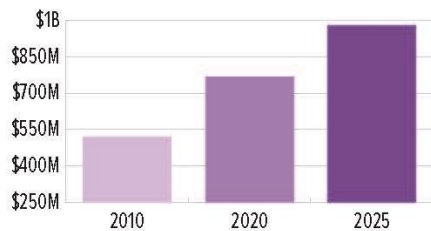
These key community metrics measure data points important to the entire community and track our progress into the future. Intuitively designed, the graphics show important community metrics for where we were (2010), where we are today (2020), and where we will be in the future (2025). As reflected in the following table, these metrics measure the County's continued progress in serving our community, developing and creating jobs, preserving public safety, and so much more.

KEY COMMUNITY METRICS

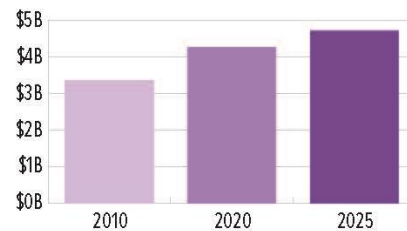
ECONOMY



Tourism
ANNUAL ECONOMIC IMPACT



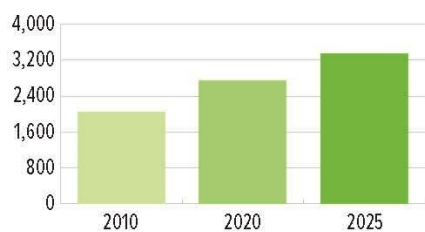
Office of Economic Vitality
TAXABLE SALES



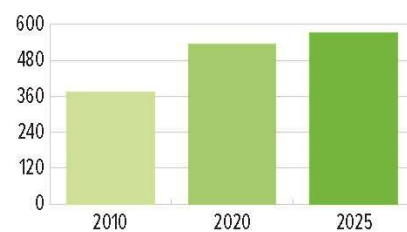
ENVIRONMENT



Parks and Recreation
TOTAL ACRES OPEN TO THE PUBLIC



Public Works, Parks and Rec, P.L.A.C.E.
TOTAL MILES OF TRAILS AND SIDEWALKS

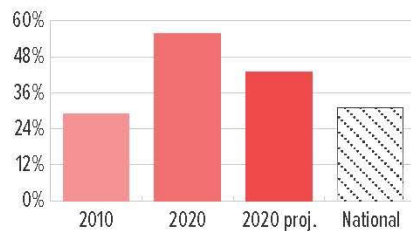


These key community metrics provide a representative snapshot of how Leon County is achieving results in the following four strategic priority areas: (1) Economy, (2) Environment, (3) Quality of Life, and (4) Governance. Additionally, the metrics show the County's continued progress by presenting where we were (2010), where we are today (2020) and where we are projected to be in five years (2025).

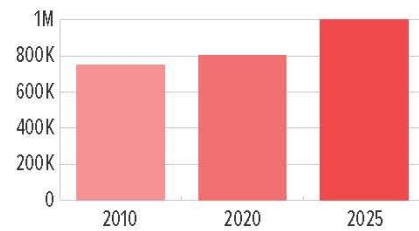
QUALITY OF LIFE



Emergency Medical Services CARDIAC SURVIVAL RATE



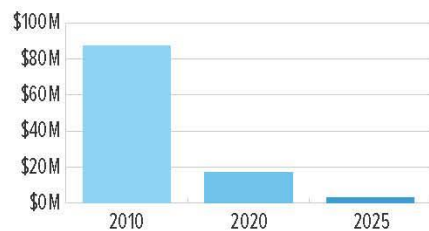
Library Services LIBRARY OFFERINGS



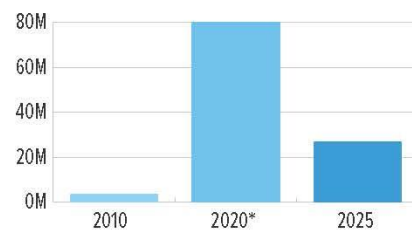
GOVERNANCE



Financial Stewardship DEBT REDUCTION



Community and Media Relations CITIZEN ENGAGEMENT THROUGH OUTREACH



**Higher than expected number due to COVID-19 and Leon CARES public health messaging.*

5B. Strategic Initiatives – Overview and Amend or Add

Statement of Issue:

This section provides an update of Strategic Initiatives that are complete or in progress. At this point in the retreat, the Board will discuss amending or adding Strategic Initiatives to the current FY 2017-2021 Strategic Plan. Strategic Initiatives are specific projects, policies or programs which direct and align organizational action to advance Strategic Priorities.

Staff Recommendation:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2017-2021 Strategic Plan)

Background:

Strategic Initiatives are program- or area-specific projects that align with and advance the County's Strategic Priorities to serve and strengthen the community. Leon County's first five-year Strategic Plan grew to include 154 Strategic Initiatives, **148 (96%)** of which were completed between FY 2012 and FY 2016. The remaining six Initiatives were included as part of the next five-year plan.

At the FY 2016-2017 Board Retreat, the Board adopted 44 Strategic Initiatives as part of the FY 2017–FY 2021 Plan. An additional 14 Strategic Initiatives were adopted at the FY 2017-2018 Board Retreat followed by an additional 17 Strategic Initiatives at the FY 2018-2019 Board Retreat. During FY 2019-2020 Board Retreat, the Board adopted 16 new or revised Strategic Initiatives for a current total of 88. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board's priorities.

Analysis:

At this point in the Retreat the Board will discuss establishing the preliminary list of Strategic Initiatives to be added for FY 2020-2021 of the Board's Strategic Plan. Initiatives are specific actions that can be accomplished in the coming year to advance the County's Strategic Priorities and may reflect the County's response to new opportunities or changing conditions that have taken place or are anticipated.

Initiatives are intended to be at a level that warrants Board direction or places an emphasis on a specific issue the Board wishes to highlight. If a Strategic Initiative does not align with any Strategic Priority's Directional Statement, then it would be appropriate at this point to discuss adding a new Directional Statement.

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY 2017-FY 2021 plan, staff has identified a number of potential Strategic Initiatives (included on the following page) for the Board to consider including in the FY 2017-FY 2021 Strategic Plan. This potential list of Strategic Initiatives represents the next step in advancing a number of existing Strategic Initiatives.

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Subsequent to the Board approval of new or modified Strategic Initiatives, the County Administrator will assign to the appropriate department staff or identify any interdepartmental or external partnerships necessary to fulfill the specific initiative. Staff will develop the appropriate assignments and work plans to proceed with implementing the Board's direction.

Staff will also prepare a formal updated Strategic Plan for the Board to consider in February 2021 which incorporates the direction received at the Retreat. Throughout the year, agenda items will continue to note when specific action is being requested of the Board in advancing a Strategic Initiative.

Potential Strategic Initiatives for Board Consideration

Economy

- *Update Existing Initiative:* Complete and implement the joint County/City disparity study and enhancements to the MWSBE program and conduct an update to the study in 2021.

Environment

- Develop a policy and criteria for adding County roads to the canopy road system.
- Develop a Sustainable Business Recognition Program.

Quality of Life

- Coordinate with the City of Tallahassee in pursuing designation as an AARP Age-Friendly Community Network to enhance the community's livability for residents of all ages.

Governance

- Conduct the redistricting process as mandated by the Florida Constitution to ensure Leon County's Commission districts reflect the results of the 2020 Census.
- Become a member of the Government Alliance on Race and Equity (GARE) organization and integrate initiatives and resources of GARE in human service programs such as CHSP where possible.

As shown in Table 1, staff has already been able to complete several Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). A total of **76 (86%)** of the Strategic Initiatives have been completed, with the remaining **12 (14%)** in progress.

Table #1 – Status of the Strategic Initiatives

	Complete	In Progress	Total
Status as of Preparation of FY 2020-2021 Retreat	76 (86%)	12 (14%)	88
Status by Main Strategic Priority Alignment			
Economy	19	1	20
Environment	19	2	21
Quality of Life	18	5	23
Governance	20	4	24

Please note that many of the Initiatives recorded as “Complete” do not “stop” - rather they are ongoing and will require ongoing resources and support. These items require no further Board direction and will be carried out as part of staff’s work plan.

The following is a list of completed Strategic Initiatives (and the balance of those still “in-progress”) with further detail included:

Economy - Completed

(2016-1) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.

- *2018: At the February 13, 2018 meeting, proposed weatherization modifications were presented to the Board and subsequently approved. Modifications include the design and construction of the Amphitheater canopy extension, drainage improvements to the back of the stage, and the purchase of sound mitigation panels.*
- *2020: Construction on the Amphitheater begin in June 2020 and was completed in July 2020.*

(2016-2) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County’s financial and programming roles and participation for future Board consideration.

- *2017: County staff served on FSU's selection committee for a master plan consultant.*
- *2018: During the IA Board Workshop on the Office of Economic Vitality’s Programs, Actions and Implementation of the Economic Development Strategic/Work Plan, staff provided a status report on the Civic Center District Master Plan and funding strategies for a new FSU Convention Center. The IA voted to authorize staff to commence the bond financing process for the issuance of up to \$20 million toward the convention center as early as October 2020 (FY2021), subject to*

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the IA Board's final approval of the scope, size, and operations plan for the hotel and convention center.

- *2019: Blueprint and OEV staff collaborated with FSU on the scope of the market feasibility study for a new convention center.*
- *2020: During the March 12, 2020 meeting, the IA Board voted to accept the market feasibility study for the proposed Convention Center project and direct the staff to proceed with developing and executing a Memorandum of Understanding with FSU to formalize the development, operational, and maintenance responsibilities for the new convention center. Additionally, staff were directed to work with FSU to conduct a cost feasibility analysis and visioning session with community partners.*

(2016-3) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.

- *2017: The revision of Sec. 125.0104, F.S. was adopted as part of the Board's 2017 Legislative Priorities. As the proposal was not amended into an existing bill during the legislative session, it was again included in the Board's 2018 Legislative Priorities.*
- *2018: The proposal was not amended into an existing bill for the second year in a row. The Board adopted the proposal as part of the 2019 State and Federal Legislative Priorities program.*
- *2019: The proposal was not amended into an existing bill for the third year in a row. The Board adopted the proposal as part of the 2020 State and Federal Legislative Priorities program.*
- *2020: Leon County's legislative team worked closely with Capitol Alliance Group, our local legislative delegation, as well as Florida State University throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the fourth year in a row. However, on October 27th, the Board adopted the proposal as a 2021 Legislative Priority.*

(2016-4) Continue to pursue opportunities for workforce development including:

(A) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Jr. Apprenticeship Program.

- *2017: The third annual Leon Works Expo was held on October 20, 2017 at the FSU Civic Center and, in December 2017, the second class of high school students successfully completed the Junior Apprenticeship Program.*
- *2018: Due to the impacts of Hurricane Michael, the fourth annual Leon Works Expo was rescheduled to March 8, 2019 at the FSU Civic Center. In December 2018, the fourth class of high school students will successfully complete the Junior Apprenticeship Program. The Program was recognized this year by the National Association of Counties (NACo) for exceptional county programs and services.*
- *2019: The Leon Works Expo was held on March 8th with 130 exhibitors and nearly 500 students from Leon, Gadsden and Wakulla County. In December 2019, the sixth class of high school students successfully completed the Junior Apprenticeship Program.*

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- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo and Junior Apprenticeship Program were cancelled. County staff are coordinating with Leon County Schools to determine if these programs can safely resume in 2021 or transition to a virtual format.*

(B) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.

- *2017: In FY 2017, the County partnered with CareerSource to fund Junior Apprenticeship positions for low-income students with barriers to employment. During this time, County staff in skilled career fields also began participating in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.*
- *2018: OEV established the Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program. This grant provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives that strengthen our local workforce.*
- *2019: County staff met with a Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources. As a result, the Library has implemented the following changes:*
 - *Literacy Services staff are participating in Big Bend Continuum of Care meetings to ensure service providers are aware that the Library offers free adult literacy tutoring.*
 - *The Big Bend Continuum of Care's Homeless Resource Guide is available at all County Libraries.*
 - *A link to Big Bend 211 has been added to all Library computers.*
- *2020: Through the Tallahassee-Leon County COVID-19 Economic Recovery Stakeholder Group, the Office of Economic Vitality is supporting Tallahassee Community College and Library Technical College in their efforts to match employees who have been laid off as a result of COVID-19 with in-demand skills and trades around which training programs can be developed.*

(2016-5) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).

- *2017: In April 2017, the NCAA announced that the ARP venue will host the 2018 and 2020 South Regional as well as the 2021 D1 Cross Country Championships.*
- *2018: In partnership with Florida State University, Leon County submitted a bid and was selected to host the 2019 NCAA South Regionals at Apalachee Regional Park.*
- *2019: Leon County Tourism and Parks & Recreation staff continue to work with FSU to prepare for these events. In August 2019, Tourism staff traveled to the NCAA annual conference to learn more about future bid process to host cross country championships for the 2022-2026 Championship bid cycle.*
- *2020: Tourism staff, in coordination with FSU Athletics, submitted several bids to the NCAA in February 2020. Bids were submitted for the 2022, 2023, and 2024 NCAA Cross Country South Regional Championships as well as the 2025 NCAA Cross Country National Championships, the*

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2025 NCAA Men's Golf Regional Championship, and the 2026 NCAA Women's Golf Regional Championship.

(2016-6) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency.

- 2017: On February 20, 2017, the Blueprint Intergovernmental Agency Board adopted the Economic Development Strategic Plan with an associated timeline and metrics for evaluation.
- 2018: On September 20, 2018, OEV presented a two-year report on the Economic Development Strategic Plan and reported that 19 actions had been completed and will begin another 41 actions in FY 2019.
- 2019: An end-of-year report was presented at the IA Board meeting in September 2019 and included an update on 90 ongoing Strategic Plan actions.
- 2020: Currently, OEV provides quarterly updates to the Board on activities and programs. Additionally, a Strategic Planning Workshop was held in March 2020 during which the OEV Strategic Planning Goals and Objective were presented and approved by IA Board.

(2016-7, rev. 2020) Complete and implement the joint County/City disparity study and enhancements to the MWSBE program.

- 2019: On June 27, 2019, the Blueprint Intergovernmental Agency Board was presented with the 2019 Disparity Study. The IA Board accepted the study and directed staff to work with Industry Stakeholders, City Procurement, and County Purchasing to develop uniform policies and procedures and review the 2019 Disparity Study recommendations. Staff were also directed to bring back apprenticeship and mentor/protégé programs for consideration by the IA Board.
- 2020: At the January 30th IA Board meeting, the Office of Economic Vitality and the Disparity Study consultant, MGT of America, presented a Consolidated MWSBE Policy. On February 25th the County Commission approved the new joint policy and revised County Policy No. 96-1, "Purchasing Policy" to reflect this change. The MWSBE Division has developed online materials to help project managers and vendors become familiar with the new policy and associated forms.

(2016-8) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.

- 2017: Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange Tour held from December 3-9, 2017.
- 2018: The OEV Director, Cristina Paredes, was selected as an ACE Ambassador for the 10th ACE Tour in Northern California. o 2019: The Director of PLACE, Ben Pingree, was selected as an ACE Ambassador for the 11th ACE Tour in Puerto Rico.

(2016-9) Evaluate sunsetting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.

- At the May 8, 2018 meeting, the Board voted to approve amendments to the Interlocal Agreement with the City of Tallahassee and the Community Redevelopment Agency to restructure the County's participation in the Downtown District and Frenchtown/Southside

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District. In addition, the Board voted to accept the Finding of Necessity for the Expansion of the Frenchtown/Southside Community Redevelopment Area CRA District to include the South City, Orange Avenue and Springhill Road areas.

(2016-10) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.

- *2017: Through the Tourism Development Council, Leon County assisted FSU funding the first Doak After Dark Concert in Doak Campbell Stadium. The Concert featured performances by Blake Shelton and Jake Owen. Additionally, in the fall of 2017, County staff held a conference call with FSU Athletics to present the benefits of hosting a preseason NFL game.*
- *2018: Leon County continued to work with FSU to fund and promote two Doak After Dark concerts. The first concert was held in April after the Spring Game and featured artists Vanilla Ice, Salt-N-Pepa and Rob Base. The second concert was held in October and featured Big Boi and T-Pain. In October 2018, Tourism staff met with the Senior Partnership Director for the Jacksonville Jaguars about future collaboration including a potential preseason game at FSU.*
- *2019: Tourism staff worked with FSU to help fund and promote a Doak After Dark concert after the spring game in Doak Campbell Stadium. The concert was held on April 6, 2019 and featured artists MC Hammer, Tone Loc, and Color Me Badd.*
- *2020: Due to the COVID-19 pandemic, both the 2020 spring football game and Doak After Dark concert were cancelled. The Division of Tourism has continued to work with FSU to schedule concerts and other events at Doak Campbell Stadium including the 2020 Class 1A - 8A Florida High School Athletic Association (FHSAA) Football State Championships held on December 16 – 19, 2020. Additionally, County staff also continue to meet with FSU Athletics to discuss the possibility of hosting an NFL game; however, a final determination has yet to be made and FSU has not yet identified an NFL team to participate.*

(2016-11) To address issues of economic segregation and diversity, evaluate establishing a microlending program for small, minority and women-owned businesses.

- *2018: OEV staff developed a Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund with federal Economic Development Administration (EDA) dollars. The capital pool would be deployed to create and retain jobs at MWSBEs in Leon County and the region, with further emphasis on business resilience to hurricanes.*
- *2019: OEV submitted the application for EDA funding following IA Board Approval in September 2019.*
- *2020: In June 2020, EDA awarded funding for the Revolving Loan Fund. The fund - called "REVIVE!" in marketing efforts - is active and managed by a Loan Administrator housed under Apalachee Regional Planning Council. Performance Indicators for the fund include minority and women-owned businesses receiving loans, as well as job creation.*

Also in FY 2020, following revised guidance from the us Treasury, the Board voted to allocate \$1 million from CARES Act Funding for a revolving loan program to be administered by the FAMU Federal Credit Union. The Florida Division of Emergency Management is now encouraging

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counties to use this strategy, and the Florida Association of Counties has shared and recommended it to counties throughout the state.

(2016-12) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).

- *2017: On October 24th, staff recommended, and the Board approved the Apalachee Regional Park Master Plan, which includes several enhancements to the cross country area. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes. Enhancements to the cross country area include restrooms and operations facility with outdoor seating; events and awards stage; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.*
- *2018: As part of the ARP Master Plan, Tourism, Parks, and CMR staff worked to design a park logo and signage. Additionally, Tourism and Parks staff continued to meet with the cross country and community partners to discuss the design and enhancement of the cross country area.*
- *2019: The engineering design phase of the project was completed, and the construction phase was put out for bid.*
- *2020: On January 28th, the Board approved the bid award to Mejia International Group Corporation for construction of ARP facility improvements. This project includes the ARP operations building, an awards stage, as well as a finish line structure for the cross-country course. Construction is currently underway and is scheduled for completion in early 2021.*

(2017-1) Evaluate expanding Leon Works as a regional event and to different segments of the community.

- *2019: By partnering with the Gadsden and Wakulla County school districts and chambers of commerce, the 2019 Leon Works Expo was expanded as a regional event with participation from a broader range of regional businesses and schools. Participation by schools in Leon County was expanded with the attendance of students from both FAMUDRS and Florida High.*
- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo was cancelled. However, prior to its cancellation, schools in the following surrounding counties had committed to attend: Calhoun, Gadsden, Gulf, Jefferson, Liberty, Madison, Putnam, Taylor, and Wakulla. Staff will coordinate will reach out to these schools once the next Expo has been scheduled.*

(2017-2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.

- *2018: On December 5, 2017, the Blueprint Intergovernmental Agency approved a proposal for the Urban Vitality Job Creation Pilot Program which is aimed at creating jobs in economically distressed areas of Leon County. The Program specifically offers targeted assistance to Southside businesses to help generate more employment opportunities. Employers that are currently located or intend to relocate to the Southside community are eligible to participate. These employers must pay an average annual wage at or above 75% of Leon County's average annual wage.*

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- *2019: To market the Pilot Program, staff completed a direct mail campaign to all the businesses in the area, however the incentive met with minimal applicants. During a performance review and update, three key updates were enacted: geographic limitations were removed, making the incentive available county-wide; industry limitations were removed, making the incentive available to all business types; and eligibility became open to businesses hiring recent completers of Bethel, CareerSource, TEMPO, and CESC training programs at ALICE or better wages (11.00/hr). Additionally, a new awareness and promotion effort was mounted that included social media, email, and physical materials sent to OEV's extensive list-host and obtaining thousands of views via Facebook. The program was promoted by MWSBE and Business Development staff through business consultations and other radio and television appearances.*
- *2020: Despite the 2019 updates to the program and increased promotional efforts, business interest in the program remained insufficient to warrant a second round of updates. With low barriers to entry, the program appeared not to carry a high enough financial incentive, and to raise the incentive would have made the social return on investment difficult to justify. Furthermore, a collaboration between the MIT Sloan School of Management and Leon County found that the funds could have greater impact if directed toward ecosystem training partners directly – that is, to assist in expanded trainings offered by entities such as ReFire Culinary and the DISC Village LIFT program. Thus, the Urban Vitality Jobs Pilot sunset at the end of FY 2020 and further workforce development support for ecosystem partners will be utilized. For example, to address the impacts of COVID-19 on local businesses, OEV implemented the COVID-19 Economic Disaster Relief (CEDR) Grant for business, the Local Emergency Assistance for Nonprofits (LEAN) Grant for nonprofits, and the Leon CARES Small Business Assistance Program. Staff will continue to review the findings of the MIT study recommendation and explore opportunities and partnerships to address this workforce need.*

(2017-3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local.

- *2018: Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.*
- *2019: The organization Shop Local 850 has since become inactive; however, OEV continued to promote shopping local through an annual Small Business Saturday campaign. To support this campaign, staff produced three videos highlighting the broad range of local businesses that call Tallahassee-Leon County home. The videos were released in conjunction with the week of Thanksgiving, leading up to Small Business Saturday on November 30th. Following authorization by the IA Board at the September 5, 2019 meeting, OEV also contracted with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses. The platform provides detailed consumer segment data within custom drive times that inform buying power, socio-economics, and psychographic profiles around a given business. It also can analyze customer profiles for visitors to a specific business over a given timeframe.*
- *2020: OEV implemented several new strategies to support shopping local during the COVID-19 pandemic. This includes sponsoring the "For the Love of Tally" campaign led by local startup*

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Swellcoin as well as establishing the “Open 4 Takeout” map. In addition, OEV continued it’s annual Small Business Saturday campaign for the second year in a row.

(2017-4) Explore ways to expand how local businesses can do business outside of the community.

- *2017: Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange (ACE) Tour held from December 3-9, 2017. The purpose of the ACE tours is to build cooperation networks throughout the Americas and beyond to create better innovation and entrepreneurship ecosystems that promote sustainable and inclusive economic development and increased trade*
- *2018: Since FY 2018, OEV has partnered with the International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. A federal expert on global trade now regularly provides free help and resources to local businesses seeking to become export ready for the global economy. Additionally, subsequent to the completion of the Targeted Industry Study, a marketing and communications plan was developed to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. The plan includes marketing tactics on a local, regional, national, and international basis.*
- *2019: In 2019, OEV partnered with the MagLab to promote the “Magnetic Capital of the World” campaign to support project recruitment. The campaign launched in March and included billboard ads on I-10 and Capital Circle, as well as promotions through digital platforms, trade shows, and industry events.*
- *2020: In 2020, the Big Bend Manufacturers Association (BBMA) was created with the signing of a MOU between OEV and Florida Makes and the development of a 501c6 non-profit organization. Organizational by-laws and articles have been written, and the next step is to recruit organizations to join and assign a board to run and manage the BBMA.*

(2017-5) Raise awareness of County trails through the Division of Tourism Strategic Plan.

- *2018: In May 2018, Leon County launched Trailahassee.com 2.0 and initiated targeted outreach to prominent outdoor media outlets. Site traffic and engagement increased 33% as a result. The County also participated in an International Mountain Biking Association (IMBA) Trail Lab to learn from industry experts about how to build and promote a model community trail system.*
- *2019: In partnership with the Tallahassee Mountain Bike Association, Leon County was awarded the bid to host the Southern Off-Road Biking Association (SORBA) Summit in March of 2020. Additional efforts included, on a monthly basis, featuring trails throughout the community on Trailahassee.com, VisitTallahassee.com, and Tourism’s bi-weekly publication titled “What’s Happening in Tallahassee.”*
- *2020: Due to the COVID-19 pandemic, the 2020 SOBRA Summit was cancelled. This event would have brought over 150 top bikers from their designated associations across the southeast to see the County’s trails. In November 2020, the County submitted an RFP to host the US Trail Running Association Conference in the Spring of 2021. This event is estimated to attract 300 of the country's top trail running race directors to Tallahassee.*

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(2018-1) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.

- *2018: The Tourism Sports Council formed an IMBA work group to pursue the designation. Leon County Parks and Recreation also began working to design and construct single track trails at Alford Greenway and Apalachee Regional Park, which will increase the community's inventory and assist with receiving the IMBA designation.*
- *2019: Tourism and Parks and Recreation completed and submitted the required IMBA Self-Assessment.*
- *2020: In March 2020, IMBA staff were scheduled to visit Leon County to conduct a final trail assessment before determining whether the designation would be awarded. However, due to the COVID-19 pandemic, IMBA site visits were postponed and conducted in November 2020. Depending on the outcome of the site visits, Leon County could be awarded the Bronze IMBA Ride Center Designation in either Spring or Summer 2021.*

(2020-2) Work with the City of Tallahassee to develop a branding strategy for the community's trail system.

- *During the May 26, 2020 IA Board meeting, staff presented the results of the rebranding survey for the Capital City to the Sea regional trail network. The IA Board directed Blueprint to share the top 3 recommendations from the rebranding survey with the Capital Regional Transportation Planning Agency (CRTPA) for further consideration.*

Economy – In Progress

- (EC1, EC2) Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification. (2020-1)

Environment – Completed

(2016-13) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.

- *To date, a total of \$62.3 million is committed by the State and County in support of Leon County's Tentative Water Quality and Springs Protection Infrastructure Improvement Plan. This includes \$3 million for the Woodville Sewer design and an additional \$34.4 million for construction. At the June 19, 2018 meeting, the Board authorized staff to contract for design and engineering services with Infrastructure Solution Services (ISS). Based on the engineer's current construction cost estimates, the County is able to address 1,000 septic tanks.*

As part of the seven-year Tentative Leon County Water Quality and Springs Protection Infrastructure Improvement Plan, FDEP has committed to providing approximately \$31.9 million in grants through FY 2024 for wastewater projects in Leon County. This includes \$4.6 million from the Springs Restoration Grant Program for the Northeast Lake Munson project and \$1.75 million for the Belair/Annawood Sewer System Project. In addition, the County was awarded a four-year Federal Section 319(h) Educational Grant totaling \$60,000 with a \$40,000 match requirement. As part of this grant, Leon County will educate citizens on proper operation and maintenance of septic tanks and impacts to groundwater if not properly maintained.

In addition, Leon County staff participated in the FDEP Onsite Sewage Treatment and Disposal Systems (OSTDS) Committee and as a result, in January 2019, FDEP adopted an updated BMAP for Wakulla Springs, which includes an OSTDS Implementation Plan. (2016-14) Develop strategies to increase recycling and reuse rates.

(2016-14) Develop strategies to increase recycling and reuse rates.

- *2018: Leon County reached a recycling rate of 66%, an 11% increase over the previous year. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.*
- *2019: To continue to increase the County's recycling rates, staff worked with Sustainable Tallahassee to develop educational materials for commercial properties in the unincorporated area which do not currently have a recycling account. Sustainability and DSEM staff began evaluating strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site. Additionally, a recycling bin and dumpster inventory is was conducted to ensure proper recycling at all County facilities and parks.*
- *2020: In recent years, the global market for recyclable materials has declined significantly, largely due to policy changes enacted in China, India, and other countries that have historically served as the end-market for recyclables generated by the United States. Commodity prices have dropped significantly as a result as countries attempt to find other markets for recyclables. The U.S. market has been dramatically affected, with recycling companies reporting significant losses in revenues and cities and counties facing difficult decisions about the future of their recycling programs.*

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Marpan Recycling, the single-stream recycling provider for both Leon County and the City of Tallahassee, indicated that the continued decline in the global recyclables market has rendered its single-stream recycling operation financially unsustainable. In response, on February 11th, the Board authorized the County Administrator to execute an amendment to the contract with Marpan Recycling for single-stream recycling services. Additionally, the Board approved jointly hiring a consultant with the City to analyze options and long-term strategies.

The consultant's final report and recommendations were presented to the Board on November 17th. The study concluded that negotiating a new agreement with Marpan is the most financially advantageous and best value option among all of the potential alternatives reviewed. As a result, the Board voted to authorize the County Administrator to renegotiate a contract with Marpan Recycling for single-stream recycling services and to present a draft agreement to the Board for approval in early 2021

(2016-15) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.

- *2017: Public Works worked to identify projects that could be performed internally to eliminate over \$4.5 million in expenses associated with closure construction.*
- *2018: On October 10, 2017 and April 10, 2018, the Board awarded Phase I and Phase II of the Landfill Closure Capital Improvement Project respectively. Additionally, during FY 2018, Public Works completed hauling of 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site.*
- *2019: As part of the preliminary phases of the closure process, staff and the project vendor identified hazardous site conditions and determined that design modifications were necessary to ensure the landfill is closed in the most environmentally sensitive manner. At the request of the vendor, the Board amicably terminated the agreement for the Landfill Closure Construction Project, which allowed the vendor to pursue other work opportunities while the design modifications are ongoing.*
- *2020: In September, the County submitted the Florida Department of Environmental Protection (FDEP) permit with 90% design plans. The County subsequently received and responded to a request for additional information from FDEP in October and is currently awaiting permit approval. Pending the approval of all required permits, it is anticipated that the County will begin soliciting new competitive bids in Spring 2021. Once the closure resumes, preliminary estimates call for closure operations to last approximately 18 months and be completed by Summer 2022.*

(2016-16) Convene the Leon County Sustainable Communities summit on a bi-annual basis.

- *2017: The 2017 Summit, "Exploring Our Backyard," included two different events. On February 8, 2017, an industry workshop was held for approximately 50 businesses and stakeholder groups. The community conference was held on February 18, 2017 with over 220 participants.*
- *2019: The 2019 Summit was held on March 23, 2019 at the J.R. Alford Greenway. The event featured hands-on activities, workshops, tours, and an opportunity to provide input on the County's Sustainability Action Plan.*

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- *2020: Staff conducted stakeholder meetings to discuss possible themes and event formats (in-person or virtual) for the 2021 Summit.*

(2016-17, rev. 2020) In partnership with the Canopy Roads Committee, update and implement the long-term management plan for the Canopy Roads including an active tree planting program.

- *2017: During the April 25, 2017 Budget Workshop, the Board approved including \$75,000 in the FY 2018 budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.*
- *2018: Public Works and the Canopy Road Citizen Committee worked collaboratively to establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.*
- *2019: In March 2019, the Board and the City Commission approved the updated Canopy Roads Management Plan.*
- *2020: To date, Leon County Public Works has planted over 1,100 trees in support of the active tree planting program on Canopy Roads.*

(2016-19) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.

- *2017: On August 8, 2017, Leon County announced the launch of the residential PACE.*
- *2018: In August 2018, Leon County launched the commercial PACE program with Greenworks Lending and the Florida Development Finance Corporation (FDfC). Training on the PACE program was incorporated into the 2018 Leon County Spring Home Expo held on April 28, 2018. Staff also worked with the Office of Economic Vitality to continue promoting the commercial and residential PACE program and exploring diverse strategies to reach new audiences.*
- *2019: To promote the PACE program, a press release and article in the Democrat were published announcing the expansion of the PACE program to include commercial properties. Presentations were provided to the Tallahassee Builders Association and the Tallahassee Board of Realtors. Additionally, the County's vendor for the PACE program participated in the 2019 Sustainability Summit.*
- *2020: The County's first two commercial PACE (C-PACE) projects are currently underway. Both projects are local hotels and have a total project value of \$2,349,808. Additionally, since the launch of residential PACE program, 134 homes have been improved with a total project value of \$1,774,888.*

(2016-20) Add environmental education kiosks, trail markings/mapping at Greenways and Parks.

- *2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.*
- *2018: Kiosks were installed at both Lake Henrietta Park and St. Marks Greenway. Installations of trail markings/mappings were completed for Northeast Park Trail and a trail assessment for the J.R. Alford Greenway was completed in April 2018 to determine locations of trail markings, related signage, and mapping.*

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- *2019: New trail markings and signage were included in J.R. Alford Greenway trail construction project, which was awarded in August 2019 and scheduled for completion in spring 2020. At Fred George Greenway, mapping of the routes was also completed in preparation for the installation of markers in spring 2021.*
- *2020: Installation of trail markers at J.R. Alford Greenway was completed in December 2020. Construction of an additional kiosk at the Greenway is scheduled for early 2021.*

(2016-21) Explore new opportunities for solar on County facilities.

- *2017: The Office of Resource Stewardship's building (South Monroe) was identified as the initial location for a solar array installation. A budget of \$50,000 was set for the project.*
- *2018: At the April Budget Workshop, the Board voted to approve using the \$190,000 from the BP Oil Spill settlement to pay for the installation of demonstration solar energy improvements on the following County buildings: Leon County Courthouse, the Transfer Station, the Northeast Branch Library and the planned restroom facility at the Apalachee Regional Park. In August 2018, installation of a 19kW solar array on the Office of Resource Stewardship was completed.*
- *2019: Installation of two solar arrays on the Northeast Branch Library and the Transfer Station were completed in October 2019. Solar panels were also integrated into the construction plans for the new restroom facilities at Apalachee Regional Park. Additionally, as part of the April 2019 Budget Workshop, the Board approved \$50,000 in solar funding for FY 2020.*
- *2020: The County has established a partnership with the with the FSU-FAMU College of Engineering to analyze new opportunities for innovative solar arrays at County facilities. As part of this partnership, which began in the fall 2020 semester, students will also design a solar array for installation at a County facility or park. Depending on the outcome of the engineering students' project, the funds in FY2021 could be used to install their designed solar array.*

(2016-22) Support the protection of Lake Talquin.

- *On November 17, 2020, the County Attorney presented a memorandum to the Board providing an update on the County's efforts to address the impaired status of Lake Talquin. The memo also requested Board authorization for the Chair to send a letter to the U.S. Environmental Protection Agency supporting a direct water quality based effluent limitation (WQBEL) process on the BASF plant in Attapulgus, Decatur County, Georgia, which is largest single source contributor of Lake Talquin pollutants. The Board voted to provide authorization to the Chair and a letter was sent on November 20, 2020. In addition, the County solicited and received letters of support from both U.S. Representative Al Lawson and State Representative Ramon Alexander. As of the writing of the Retreat materials, the County has not yet received a response from the EPA.*

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(2016-23) Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:

(A) Develop a septic tank replacement program.

- *2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.*
- *2020: Approximately 125 applications for the program have been received and seven (7) septic tanks using advanced treatment were installed. Permitting and installation began in Summer 2020 as applications continue to be accepted pending additional state grant funds for program expansion. (2017-6) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.*

(2017-6) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.

- *2018: On May 22, 2018, as recommended by staff, the Board authorized the County to participate in the Capital Area Sustainability Compact (CASC). The Board also authorized staff to participate on the CASC Executive Committee and approved proceeding with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations. On December 11, 2018, the Board was presented with an update on the proposed compact and authorized the County Administrator to sign the finalized compact document. Other members of the compact include the City of Tallahassee, Tallahassee Memorial Healthcare, Capital Regional Medical Center, Florida State University, Florida A&M University, Tallahassee Community College, and Leon County Schools.*
- *2019: As part of the April 2019 Budget Workshop, the Board received an update on the Compact including the progress being made by the CASC Executive Committee to establish general direction for CASC, as well as working groups focused on specific topic areas. The Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group continue to meet every six weeks.*
- *2020: On November 17, 2020 the Board was presented with a status update on the Capital Area Sustainability Compact Administrator Role. At this time, the Board voted to ratify the recommendation of the Compact members to approve the Apalachee Regional Planning Council as the Compact Administrator and allocate \$4,970 for the role. Additionally, the Board directed \$3,830 to Sustainable Tallahassee in one-time support to assist the organization through the transition of the administrator role and a new strategic planning process.*

(2017-7) Continue to work with the State as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.

- *2017: On October 24, 2017, the Board accepted a grant of \$750,000 from FDEP's Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP.*

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- 2018: On September 4, 2018, the Board accepted an additional FDEP matching grant of \$750,000 for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1 in the southeast region of the county.
- 2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.
- 2020: In April, the Board awarded the bid for Septic Services, Continuing Supply to Brian's Septic Service, and Apalachee Backhoe and Septic Tank LLC. These contracts will primarily be used to repair or replace on-site septic systems associated with the Advanced Septic System Pilot Project. The first seven (7) installations of advanced wastewater treatment septic tanks were completed in Spring 2020.

(2017-8) Continue to work with the State to seek matching grants to convert septic to sewer systems.

- 2017: In FY 2017, Leon County was awarded a matching grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design.
- 2018: In FY 2018, Leon County was awarded three additional matching grants from the Springs Restoration Grant Program: (1) \$17 million for the Woodville Sewer construction; (2) \$4.5 million for the Northeast Lake Munson and Belair/Annawood Sewer System Projects; and (3) an additional \$350,000 for the Woodside Heights Wastewater Retrofit Project.
- 2020: In FY 2020, Leon County was awarded two additional matching grants from the Springs Restoration Grant Program: (1) \$3.75 million for Phase 1A of the Woodville Sewer System Project and (2) \$1.85 million for the Northeast Lake Munson Sewer System Project. To date, a total of \$62.3 million is committed by the State and County in support of septic projects. The County has committed \$2.0 million in existing sales tax funding and \$28.4 million from the Blueprint 2020 sales tax for a total of \$30.4 million. The State has committed \$31.9 million in grant funding.

(2018-2, rev. 2020) Develop and enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint.

- 2019: During the April 2019 Budget Workshop, the Board approved the proposed Integrated Sustainability Action Plan (ISAP), a sustainability strategic plan that contains specific goals and strategies for a variety of topics, including energy, water, waste, and transportation. In preparation for the development of an updated Integrated Sustainability Action Plan) staff conducted a greenhouse gas inventory of county operations; reviewed action plans from numerous other municipalities; and engaged the community to seek their feedback on individual action items. This cumulative effort resulted in an Action Plan that contains 18 goals and 94 action items. Collectively these action items are intended to foster a more sustainable future in areas such as waste reduction, fleet operation and energy reduction as well as reduce the County's GHG emissions 30% by the year 2030.
- 2020: As part of the Annual Sustainability Program Status Report presented to the Board each December, staff provided an update on ISAP initiatives in the areas of Resource Conservation,

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Policy and Program Administration, Civic Engagement and Community Partnerships. To date, the County has completed 3 of the 18 goals and 36 of the 94 action items outlined in the ISAP.

(2018-3) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings.

- *2019: The Office of Resource Stewardship conducted a kiosk inventory to determine the quality of existing kiosks, identify additional kiosk locations, and prioritize installation of new kiosks. CMR and Public Works worked in collaboration to develop content and design the kiosks, the first of which were installed at the Lake Jackson landings. Kiosks were then placed at 15 County boat landings.*
- *2020: By the end of January 2020, an additional 17 kiosks were placed at County boat landings and other passive park facilities.*

(2018-4) Pursue NACo's SolSmart designation.

- *2019: County staff contacted a SolSmart representative in December 2018 to obtain feedback on the SolSmart application. It was determined an Ordinance addressing solar energy systems would satisfy a number of criteria needed for SolSmart designation.*
- *2020: In June, Leon County was awarded the SolSmart Gold Community Designation, the program's highest honor recognizing how local governments find innovative ways to make going solar faster, easier and more affordable. Leon County is only the third county in Florida to be recognized as a SolSmart Gold community.*

(2020-4) To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers.

- *As part of the June 2019 Budget Workshop, the Board voted to eliminate fees at the Rural Waste Service Centers and fund the centers entirely with general revenue beginning in FY 2020. This action was taken to incentivize households to use the County's waste disposal sites and reduce illegal dumping and roadside litter. To ensure the public was aware of this change, Community & Media Relations launched a public awareness campaign including a press release, social media posts, and updating the Rural Waste Service Centers' printed information rack card to highlight that services are now free of charge.*

To further encourage use of the County's Rural Waste Service Centers as a means to reduce littering and illegal dumping in the Apalachicola National Forrest, additional strategies were implemented in January 2021. These strategies were all targeted to households bordering the Forest and included designing and mailing an informational postcard, social media posts using the Nextdoor app, and printed materials placed at branch libraries.

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(2018-5) 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.

- *2019: In October, the Board was presented a comprehensive report on the County's holistic approach to protect watersheds through land use planning, regulatory measures, water quality monitoring, and capital improvements for needed infrastructure. The report also provided an overview of all the County's programs and initiatives related to water preservation and described the continuity of the policy-making process to identify environmentally sensitive areas, enforce regulatory requirements, test and measure water quality, and invest in infrastructure for the protection of local water bodies to ensure that these resources can be enjoyed by future generations.*
- *2020: In December, the Board was presented with two reports on water quality including the Review of Leon County Stormwater Management Facilities and the Annual Leon County Water Quality Monitoring Program Status Report. At this time, the Board directed staff to prepare two agenda items for consideration. The first item will include a review of other counties' maintenance schedules, testing, metrics for commercial and residential stormwater ponds, including their intergovernmental coordination with cities, and seek input from the Water Resources Committee to identify innovative strategies for stormwater management. The second requested item will explore options for a comprehensive watershed management plan that addresses both quality and quantity, in collaboration the City and counties in the region, to include an analysis of the ponds in historically minority neighborhoods.*

(2018-6) Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water.

- *Following the adoption of this Strategic Initiative at the 2018 Annual Board Retreat, staff began developing communication strategies to better inform citizens of the emergent issues impacting individual water bodies and ground water. At the October 15, 2019 meeting, the Board was presented with an update on these communication tools which included the installation of new educational kiosks at County boat landings, annual On-The-Water Clean Up events, and the Clean Water and You School. At this time, the County also launched LeonCountyWater.org, a one-stop water resources website with all the environmental, recreational, and instructional information related to water bodies in Leon County. The website identifies the various laws, regulations, and jurisdictions responsible for area water bodies, safe drinking water, stormwater, wastewater, and flood prevention. The "Leon County Water" website is designed with an emphasis on the user experience which encourages the exploration of the County's rivers, lakes and campsites, as well as providing convenient access to water quality reports across multiple agencies and interactive water maps that demonstrate how personal pollution carried by a single drop of water impacts water quality.*

(2020-3) Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community.

- *On January 28, 2020, the Board adopted an Ordinance Amending Section 10-1.101 of the Land Development Code, Entitled “Definitions” and Creating a New Section 10-6.820, Entitled “Solar Energy Systems.” The amended Ordinance provides specific standards within the Leon County Land Development Code (LDC) for proposed solar energy systems. Following the first public hearing for the Ordinance, the Board directed staff to meet with solar industry stakeholders who expressed concerns over some of the proposed setback requirements. Staff met with interested parties and a consensus was reached by the group to recommend utilization of a tiered system for requiring setbacks for utility-scale systems and revisions to the accessory ground-mounted provisions to require additional standards and limitations.*

Environment – In Progress

- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
 - (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)

Quality of Life - Completed

(2016-24) Continue to expand recreational amenities to include:

(A) Develop and implement a master plan for the Apalachee Regional Park.

- 2018: At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes.
- 2019: In accordance with ARP master plan, the FY 2019 adopted budget and carryforward included an additional \$991,627 in funding for the implementation of the master plan. During this time, the engineering design phase of the project was also completed. The scope of work and proposed improvements include a multipurpose building/restroom facility, stage, finish line structure, sidewalk, landscaping, signage, and three wildlife viewing platforms located throughout the Apalachee Regional Park.
- 2020: On January 28, 2020, the Board awarded the construction contract for the Apalachee Regional Park Cross Country Facility improvements to Mejia International Group Corporation. Construction began in March 2020 and is scheduled for completion in early 2021.

(B) Develop a program to establish a signature landscaping feature with a regular blooming season.

- 2017: At the April 2017 Budget Workshop, the Board approved staff's proposed planting program of the native Southern Crab Apple at Pedrick Pond Park and \$35,000 was included in the FY 2018 capital budget.
- 2018: Sample plantings of the Southern Crab Apple and two (2) hybrid varieties were completed off-site to evaluate growth patterns and assist staff in developing maintenance procedures.
- 2019: Planting of 125 Southern Crab Apple trees was completed at Pedrick Pond Park. Additional plantings are planned for Martha Wellman Park and Brent Dr. Park in 2020.
- 2020: As part of the 2020 Arbor Day tree planting, Southern Crab Apple trees were planted at Martha Wellman Park. Four additional signature trees were planted at the entrance to the Canopy Oaks Park tennis courts as part of the court renovation project.

(C) Implement the Tallahassee-Leon County Greenways Master Plan.

- 2017: At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five greenways projects included in the Greenways Master Plan. During the June 2017 Budget Workshop, the Board also approved funding to open additional greenway acreage at St Marks Park and Fred George Park.
- 2018: The "Capital City to Coast" greenway and trail network was completed with the opening of the 0.4-mile segment of Capital Cascades trail in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail. Additionally, Blueprint secured design services for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.

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- *2019: On February 28, 2019 the IA Board authorized Blueprint to proceed with procurement of planning and design services for the Lake Jackson and Lake Jackson South Greenways project. Once completed, this project will create a 3.3-mile connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The design is anticipated to be completed by the end of 2022 with construction beginning in 2024. In addition, the CRTPA approved a Bike-Ped Masterplan for Leon County which will be used to develop an implementation plan for funding and constructing additional Greenways projects.*
- *2020: An agenda item providing a status update on the implementation of the Tallahassee-Leon County Greenways Masterplan (GWMP) and criteria for prioritizing projects included in the GWMP was considered by the IA Board at their May 26, 2020 meeting. At this meeting, the IA Board approved the proposed prioritization criteria and directed Blueprint to develop a draft prioritized greenways project list for IA Board consideration at a future meeting.*

(D) Evaluate additional trail expansion opportunities.

- *2017: In partnership with the Florida Greenways & Trails Foundation, Leon County convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail. On July 11th, the Board adopted a resolution supporting the development of the Nature Coast Regional Connector Trail from Tallahassee to Dunnellon including support for the allocation of state funds to assist in designing, building, and maintaining the trail system.*
- *2018: Supporting the SunTrail Network including the Nature Coast Regional Connector was included in the Board's 2018 State Legislative Priorities. The Nature Coast Regional Connector is currently included as a "priority" trail segment in the most recent FDEP trail plan. Leon County staff continues working with the Florida Greenways and Trails Foundation to support funding for the SunTrail Network and future opportunities to connect Leon County to the statewide trail network.*
- *2019: Parks hosted public meetings to refine the scope and award bid for Phase II of the St. Marks Headwaters Greenway, which includes the design of a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two boardwalks and a pedestrian bridge; and approximately 4 miles of trails. Additionally, the design of approximately five miles of single-track trail at the Alford Greenway was completed.*
- *2020: Construction of the single-track trail at the Alford Greenway was completed in August. The design of a 1.1 mile trail segment connecting the Southwood Trail to the County's Tram Road project was initiated this year, and construction is scheduled for 2021. Construction of this trail is funded through a cost-sharing agreement with the City of Tallahassee. During FY 2020, the County also entered design and permitting phase of the St. Marks Headwaters Greenway project which includes four (4) miles of trail. In February 2021, staff will hold public education meetings to garner citizen feedback regarding the design plans*

(F) Identify opportunities to create dog parks in the unincorporated area.

- *2017: On October 24, 2017, the Board approved Phase I of the Apalachee Regional Park Master Plan, which includes a large and small breed dog park.*

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- *2018: As part of the FY 2019 Capital Improvement Program (CIP) budget, the Board approved \$30,000 to construct a new dog park at J. Lee Vause Park. The CIP included out year funding to complete an additional two dog parks in the unincorporated area.*
- *2019: In November 2019, the County opened its first dog park in the open space adjacent to the Bradfordville Community Center. Improvements to the space were made through the realignment of existing funding. The CIP includes annual funding of \$30,000 to construct two additional dog parks in the unincorporated area of the County.*
- *2020: In February 2020, Leon County opened the J. Lee Vause Dog Park. The new dog park is located inside the existing J. Lee Vause Park and provides 1.5 acres of space within the park's wooded area. Amenities include a drinking fountain with a dog water bowl attachment, a log tunnel, jumping hoops and benches. Robinson Road Park has been identified as the third site for a dog park with construction planned for FY 2021.*

(2016-26) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.

- *2017: EMS continued to evaluate new emergency medical response strategies through ongoing efforts including participation in the Tallahassee Care Consortium and multidisciplinary quality meetings with local hospitals.*
- *2018: In addition to all ongoing efforts, EMS partnered with the FSU College of Medicine to study outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal. Leon County was also awarded \$52,053 in Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services. EMS used the funds to purchase of 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.*
- *2019: In addition to all ongoing efforts, EMS began a comprehensive medical protocol update which was completed in December 2020.*
- *2020: In partnership with the FSU College of Medicine, EMS staff studied outcomes for cardiac arrest patients treated with a supraglottic airway device or an endotracheal tube. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly. During FY 2020, EMS was also awarded two program grants from the Florida Department of Health. The first project is to implement operations monitoring software that will assist in the management of the EMS system and provide additional quality assurance. The second project is to implement an intersection traffic light pre-emption system that allows ambulances to obtain green lights in their path of travel thereby improving response and transport times and decreasing the risk of an intersection accident.*

(2016-27) Work with the City of Tallahassee to develop a new CHSP process in light of the United Way's decision to conduct a separate funds distribution process.

- *On December 12, 2017, the Board approved a revised Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership (CHSP). The new MOU*

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

(2016-28, rev. 2017) Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multifamily affordable housing project and identification of additional transitional housing opportunities through community partnerships.

- *2017: On October 26th, the County and City held a Joint Workshop on the Affordable Housing Workgroup Final Report. The meeting included a presentation of the Workgroup's recommendations, staff's analysis, and opportunities for greater collaboration among County and City governments and affordable housing stakeholders. Both the County and City Commissions accepted the final report and approved 13 staff recommendation to support the recommendations of the Workgroup.*
- *2018: On June 19th, the Board was presented with a status report on the Workgroup's recommendations. In support of several of the Workgroup's recommendation, the Board also voted to take the following actions:*
 - *Approve a budget amendment allocating one-time funding of \$5,000 for United Human Services Partnership to provide administrative support to the Tallahassee-Leon County Housing Leadership Council.*
 - *Authorize the County Administrator to issue a request for qualification in conjunction with the City of Tallahassee and the Housing Finance Authority of Leon County to identify an organization that may serve as a community land trust*
- *2019: On July 9th, the Board the voted to authorize the County Administrator to negotiate an agreement with the Tallahassee Lender's Consortium to serve as the Community Land Trust for Leon County and bring back a proposed agreement to the Board for final consideration and approval.*
- *2020: On March 10th, the Board approved the agreement with Tallahassee Lenders' Consortium to serve as the Community Land Trust. As part of the agreement, the Tallahassee Lenders' Consortium will be required to submit an annual report to the County by October 1 of each year.*

(2016-29) Continue to serve our seniors through programs and partnerships, including:

(A) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.

- *2017: In support of this Strategic Initiative, the Department of Elder Affairs, Leon County and the City of Tallahassee jointly established the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council. The Council was responsible for developing best practices, training programs and materials that other communities could use. As a result, Leon County launched a*

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public education campaign to increase awareness of dementia and the available services and provided ongoing dementia sensitivity training for EMS staff.

- *2018: On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.*

(B) Exploring opportunities to address fraud/scams targeted towards seniors.

- *2017: Staff arranged for shredding services to be available twice a year at each community center and will continue to work with the Senior Outreach Program to co-promote the opportunity to shred sensitive documents free of charge.*
- *2018: The Senior Outreach Program hosted several Lunch & Learns focusing on identify theft and other fraud/scams targeted towards seniors. These events were hosted with partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services.*
- *2019: To provide timely presentations to Leon County seniors on current fraud attempts and scams, the County continues to partner with the Leon County Sheriff's Office, the Florida Attorney General's Office (Consumer Protection Division), the Florida Department of Business and Professional Regulation, the Florida Public Service Commission, the Florida Department of Agriculture and Consumer Services, as well as AARP.*
- *2020: During the COVID-19 pandemic, the Senior Outreach Program's Lunch & Learn series has been temporarily suspended. However, Community & Media Relations and Emergency Management have compiled several online resources for detecting and reporting scams related to pandemic and other disasters.*

(C) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.

- *2017: Per the Joint Project Services Agreement (JPSA) with Choose Tallahassee, Tourism Development provided administrative support to the organization including marketing expertise and guidance to support their marketing efforts.*
- *2018: In December 2017, the Board approved a revised JPSA with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives and Tourism staff serves on their Executive Committee, but no longer provides administrative staff support.*
- *2019: Tourism staff continued to provide Choose Tallahassee with technical support to develop their annual marketing plan and attended the organization's Executive Team meetings. The County provided \$10,000 to support the organization's annual marketing plan.*

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- *2020: Tourism staff continue to serve on Choose Tallahassee's marketing committee and as ex officio members of the Board of Directors providing marketing insight and technical support. The County has again allocated \$10,000 to support the organization's annual marketing plan. Additionally, as directed by the Board in March, the County is coordinating with the City to pursue designation as an AARP Age-Friendly Community.*

(2016-30) Identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.

- *2017: Leon County took part in several ongoing initiatives, such as participation in NACo's biweekly Data Driven Justice conference call; collaboration with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders; training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness; and collaboration with 2-1-1 Big Bend to provide staff training on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.*

In partnership with the State Attorney's Office (SAO), Leon County facilitated modifications to the adult civil citation program by working with local law enforcement agencies and other agencies throughout the 2nd judicial circuit to support a uniform circuit-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017, and a Status Report on the Adult Civil Citation Program in Leon County was presented to the Board at the November 28, 2018 meeting.

- *2018: Efforts in support of this Strategic Initiative include Intervention and Detention Alternatives staff completing the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. Leon County also partnered with the Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair on April 18, 2018. The goal of this event is to help connect offenders with local employers and other resources to develop a foundation for their success.*

Additionally, in April 2018, representatives from IDA, Leon County Sheriff's Office, 2nd Judicial Court Administration, and the local behavioral health service provider attended the Best Practices Implementation Academy sponsored by SAMHSA to learn about efforts throughout the nation to reduce the number of individuals with behavioral health issues in the criminal justice. Through continued collaboration of this team, the local behavioral health service provider is pursuing legislative funding for a Mobile Crisis Unit to partner with local law enforcement in the community for on-scene assessments and identification of alternatives to arrest.

- *2019: The FY 2019 budget included the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding was used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program. IDA also coordinated with criminal justice stakeholders to assist Apalachee Center's Inc. in their*

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submission for and award of \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant. Additionally, County staff were accepted into FUSE (Frequent Users System Engagement), a pilot learning community, sponsored by the Corporation for Supportive Housing (CSH). Through participation in FUSE, Leon County may become eligible to receive grant funds to pilot a supportive housing program using the FUSE model.

- *2020: IDA staff participated in Refuge House's "We Know Prostitution Hurts" Community Conversation and Training, which helped to advance staff's understanding of the connection between prostitution, mental health, substance abuse, and other criminal offenses. In addition, the training identified resource and services necessary to stopping the cycle of prostitution. During FY 2020, the County was also selected to participate in MIT's Sloan School of Management's USA Action Learning Lab for the purpose of exploring opportunities to further enhance re-entry efforts. Additional details about the USA Action Learning Lab is provided under a separate Strategic Initiative (2017-2).*

(2016-31) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.

- *2017: In partnership with Honor Flight Tallahassee, an Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day was held on Thursday, December 7, 2017.*
- *2018: The second annual Honor Flight Reunion Dinner was held on December 7, 2018 at the Florida National Guard Armory.*
- *2019: The third annual Honor Flight Reunion Dinner was held on December 5, 2019 at the Florida National Guard Armory.*
- *2020: In compliance with CDC guidelines and the County's COVID-19 Response and Re-opening Plan, the 2020 Honor Flight Reunion was cancelled.*

(2016-32) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.

- *2017: On February 7, 2017, staff recommended, and the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation" and, as part of the FY 2018 budget process, \$125,000 was included annually in the five-year capital improvement plan to support the street lighting program.*
- *2018: In FY 2018, streetlight installations were completed at seven (7) intersections.*
- *2019: In FY 2019, streetlight installations were completed at nine (9) intersections and along one (1) road segment.*
- *2020: In FY 2020, streetlight installations were completed at nine (9) intersections.*

(2016-33) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.

- *2017: In April 2017, Leon County conducted the first neighborhood sweep to provide education and voucher disbursements. Staff continues to work with community partners to schedule regular sweeps in the unincorporated areas.*
- *2018: During the June 2018 Budget Workshop, the Board approved a funding request from Be the Solution, Inc. (BTS) for \$16,626 to pay for an increased number of spay and neuter*

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community vouchers. Additionally, in FY 2018, Leon County assisted community partners in developing a spay and neuter transport program which provides rides for pet owners who could not otherwise transport their animals to a clinic.

- *2019: During the April 23, 2019 meeting, the Board was presented with a report on the Tallahassee Animal Services Shelter Operational Assessment conducted by the University of Florida Maddie's Shelter Medicine Program and Team Shelter USA.*
- *2020: Leon County Animal Control continues to work with community partners to assist with the distribution of low/no cost spay and neutering vouchers.*

(2016-34) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.

- *2017: The adopted FY 2017/2018 budget included \$1.7 million to support the primary healthcare program. In addition, at the April 2017 Budget Workshop, staff presented a status update on the Healthcare Competitive Provider Reimbursement Pool including several recommendations to enhance the efficiencies and effectiveness of the Carenet Program; all of which were adopted by the Board.*
- *2018: In accordance with the approved recommendations, healthcare providers were provided with revised contract agreements including definitions for the types of patient visits eligible for reimbursement and provisions in which repayment to the County would be required. County funds were being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government. The FY 2019 budget also included \$1.7 million to support the primary healthcare program.*
- *2019: County funds were utilized to draw down an additional \$696,341 in Low Income Pool funding from the federal government. The FY 2020 budget also included \$1.7 million to support the primary healthcare program.*
- *2020: County funds were utilized to draw down an additional \$1.3 million in Low Income Pool funding from the federal government. The FY 2021 budget also includes \$1.7 million to support the primary healthcare program.*

(2016-35) Explore opportunities to increase to high-speed internet access through a "mobile hot spot" library lending program.

- *2018: The FY 2018 budget included \$13,250 to support a "mobile hot spot" pilot project. In June 2018, Leon County launched its mobile hot spot library lending program. At any of the Library's locations, one of the 24 new mobile hot spot devices with a limit of 2.5 GB may be reserved and checked out for two weeks. Continued funding of the program was included in the FY 2019 budget.*
- *2019: Continued funding of the program was included in the FY 2020 budget and allowed for the purchase of 11 additional devices to meet demand.*
- *2020: During FY 2020, mobile hot spots were checked out almost 400 times. The Library continues to monitor circulation of hot spots to determine if additional devices are needed.*

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(2017-9) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.

- *2017: Leon County began coordinating with the Florida Department of Transportation (FDOT) to add streetlights at intersections included in the Street Lighting Project List. In addition, Leon County coordinated with FDOT to complete safety enhancements on several roads including Lafayette Street, Old Bainbridge Road and Knots Lane, and Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line.*
- *2018: Leon County coordinated with FDOT to implement safety enhancements on Smith Creek Road from South of the Fire Department to State Road 20 and on Woodville Highway from Old Woodville Highway to the Wakulla County line. Additional enhancements are in progress on Oak Ridge Road and Wakulla Springs Road and North Monroe from Harriet Drive to Clara Kee Boulevard. Leon County also continues to seek funding through FDOT's Safe Routes to School Grant to complete the Safe Routes to School sidewalk list.*
- *2019: Leon County coordinated with FDOT to implement safety enhancements on Woodville Highway from Old Woodville Highway to the Wakulla County line, Oak Ridge Road and Wakulla Springs Road, and on North Monroe from Harriet Drive to Clara Kee Boulevard.*
- *2020: Staff continues to explore grant opportunities for the FDOT's Safe Routes to School Program to complete the Safe Routes to School sidewalk list. In January 2020, Public Works began the required survey and data collection process in anticipation of the grant cycle opening from September – December. On November 17th, the approval of a Resolution in support of a FDOT grant application to construct Safe Route to School Sidewalk projects on Woodville Highway, Canyon Creek Road, Shumard Road, Westway Road and Sherborne Road.*

(2017-10) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.

- *2018: At the April 2018 Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, including objectives such as consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site and centralizing the available public services in the area by incorporating the community center function into the Concord School. In addition, the Board adopted a funding strategy to support renovation of the Old Concord School.*
- *2019: Staff continued to support and assist the Miccosukee Working Group in identifying the needs of its community and evaluating the future of the community center. In support of several other goals of the Miccosukee Sense of Place Plan, the Department of State and Florida State University engaged the Miccosukee Working Group to archive and conduct oral histories. Initial discussions about Future Land Use, Zoning, and the Residential Preservation Overlay were led by staff, as well as a public open house held on the Future Land Use Element Update of the Comprehensive Plan.*
- *2020: An update on the Miccosukee Rural Community Sense of Place Plan and Old Concord school will be presented to the Board at the January 26, 2021 meeting.*

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(2018-7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.

- *Since the December 2018 Board Retreat, staff from various departments including Human Services and Community Partnerships, Human Resources, Library Services, Office of Economic Vitality (OEV), and the Office of Intervention and Detention Alternatives (OIDA) have been collaborating with CareerSource Capital Region (CSCR) to enhance the County's partnership in support of the newly adopted Strategic Initiative. The County and CSCR are continuing several on-going efforts in this area such as OEV's discussions of opportunities that exist for talent development for local veterans during business consultations; bi-monthly Career Coaching and Resume Review sessions available throughout the library branches to reach all areas of the community; partnership with Veterans Treatment Court in collaboration with the 2nd Judicial Circuit; and the multitude of services and referrals provided by the Veteran Services Division.*

The County's partnership with Career Source Capital Region has also been strengthened through the implementation of new programs or services designed to increase job and economic opportunities for local veterans. In April 2019, Human Resources began sending welcome letters to veterans applying for employment with the County to first, thank them for their service to their country and community and secondly, to provide information on programs and services available to them at the local, state, and federal levels. To effectively measure the impact of these initiatives, CSCR has developed a local code in the state's Employ Florida database that will identify individuals served, provided services, and participant outcomes for veterans referred from Leon County Government to CSCR for assistance.

As the County continues enhancing this partnership, staff have collaborated with CareerSource to highlight national events for veterans such as "National Hire A Veterans Day" as well as local events such as CSCR's "Veterans Connect Sessions" providing an environment for veterans to network, talk, and learn about benefits.

(2018-8) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension).

- *2019: During the June 2019 Budget Workshop, the Board approved a proposed L.I.F.E. Rural Road Safety Stabilization Program Policy and an associated Resolution establishing the Program as a paramount public purpose. The Policy established uniform procedures to ensure proper accountability and legal consistency in administering and managing the roadway improvements associated with this program. The application cycle was subsequently opened to the public in August 2019.*

Given the significant limited financial ability of some neighborhoods to properly maintain their roads, the Policy and the associated Resolution established the paramount public purpose to dedicate a portion of L.I.F.E. funding for the repair and improvement of private dirt roads in which property owners are deemed low-income without sufficient financial means to properly maintain their roads to a safe minimum standard.

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- *2020: Public Works and CMR implemented several promotion and outreach strategies for the Rural Road Stabilization program including, news advisories, targeted Facebook and Nextdoor ads, printed door hangers, and rural County library displays. Public Works staff continues to provide information on the program with citizens who currently utilize the County's private road repair program. However, the COVID-19 pandemic halted a door-to-door outreach campaign this Spring which would have targeted neighborhoods that could potentially be eligible for the program. Public Works will continue current efforts and work with CMR to develop additional strategies to market the program in the future.*

Despite these barriers, the County has received almost 20 applications for the program, of which three (3) projects have been completed and one (1) is currently in progress:

- *Mamie Lane (.138 miles; Total Project Costs: \$18,092.05);*
- *Daniel Lee Trail (.091 miles; Total Project Costs: \$9,724.16);*
- *Johnherb Lane (.092 miles; Total Project Costs: \$3,872.50); and*
- *Willie Frances Trail (.135 miles; In Progress).*

(2018-11) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote.

- *To support this Initiative, IDA provides the Public Safety Coordinating Council (PSCC) with quarterly reports from programs receiving funding through the Board approved diversionary account. The updates ensure services and outcomes align with the County's goal to reduce recidivism and the inmate population. In addition to these ongoing efforts, IDA has implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS), coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Pretrial Officers, and participated in monthly Big Bend After Reentry Coalition (BBARC) meetings to stay informed on services and events available through community partners. At the April 2019 Budget Workshop, the Board was also provided with a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.*

To support the Supervisor of Elections' efforts to assist former offender with voter registration, Supervisor Early was invited to present at the Board's February 12, 2019 meeting. During the presentation, Supervisor Early advised the Board that no additional guidance from the Legislature was needed for his office to proceed with voter registration; however, his office will continue to work with the Legislature and the State in providing data. IDA has also collaborated with the Supervisor of Elections Office to distribute information regarding voter rights restoration in the IDA office and website.

(2018-9) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.

- *On January 28, 2020, the Board was presented the CHSP Needs Assessment Report that was conducted by the Center for Health Equity (CHE), along with several options prepared by County staff to improve the CHSP process and to optimize our limited human services funding to address*

the greatest human services needs of the community. The item also included a peer review of the needs assessment conducted by Dr. Gary VanLandingham, Professor at the Askew School to provide an additional independent evaluation of the needs assessment's methodology and findings. According to the Peer Review, the needs assessment utilized a reasonable approach and methodology for collecting data. However, the peer review found insufficiencies with the methodology utilized for developing the funding allocations and ultimately recommended additional analysis should be conducted to determine the highest human service needs in the community and offered technical assistance that could be provided by the Askew School to perform the additional analysis. At that time the Board did not move forward with the recommendation of the Peer Review to engage the Askew School and instead approved the following options:

- Create a new CHSP Promise Zone category funded by both the County and City by expanding the Promise Zone area to include additional high poverty census tracts (generally found in the 32304 area), and direct staff to provide options for the level of County funding for CHSP and the Promise Zone to be considered as part of the upcoming budget process.*
- Refine the outcome measures presented in the Needs Assessment with human service stakeholders to be implemented in the second year of the upcoming cycle.*

It is important to note that with the exception of the Promise Zone category, the Board's action maintained the existing CHSP human service categories and current funding allocations assigned to each category.

Subsequently, on January 29, 2020, the City Commission was presented the CHSP Needs Assessment Report and provided similar options by City staff as presented in the agenda item. The City Commission approved the following options:

- Direct the City Manager that the current CHSP human service categories and funding formulas for those categories be maintained for the upcoming CHSP funding cycle. O*
- Approve the proposed expansion of the Promise Zone boundaries to include additional low-income census tracts with the condition that the County provides additional funding to support Promise Zone funding category.*
- Direct the City Manager to coordinate with the County to review the proposal from the Askew School of Public Policy to develop additional analysis and recommendations regarding the Needs Assessment and provide the City Commission with any recommendations for further action.*

On February 11, 2020, the Board requested a status report on the options approved by the Board and the City Commission. On February 25, 2020 following several requests from UPHS, the Board directed staff to draft an agenda item for consideration of coordinating with the City to engage the FSU Askew School of Public Policy to provide technical assistance and support a workgroup of community stakeholders in order to develop additional analysis and recommendations regarding the Needs Assessment for the funding cycle beginning in FY 2023.

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On March 19, 2020, the Askew School submitted its proposal. On April 17, 2020, UPHS provided County and City staff correspondence recommending that the County and City of Tallahassee postpone engaging the Askew School indefinitely due to the uncertainty of the long-term effects of COVID-19 to human services in the community. At the May 12, 2020 meeting, the Board voted to direct staff to postpone indefinitely engaging the Askew School in conducting additional analysis of the CHSP Needs Assessment Report.

(2018-10) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding.

- *2018: At the February 27, 2018 meeting, the Board accepted a \$15,000 grant from the Big Bend Health Care Coalition equipment and supplies which assist EMS in providing medical response in the event of a mass causality incident. At this time, Leon County EMS also incorporated Stop the Bleed training in community CPR trainings, where appropriate. Information about the Stop the Bleed campaign and training were incorporated into the County's social media messages.*
- *2019: Stop the Bleed Kits were placed at AED sites throughout County facilities and, in November 2019, the County's Leadership Team participated in Stop the Bleed training.*
- *2020: In partnership with the Big Bend Healthcare Coalition and Leon County Schools, additional Stop the Bleed kits have deployed to all K-12 schools. EMS has implemented changes to standard operating guidelines and continues to work with first response agencies in the development of a hostile event response strategy as well as joint training exercises.*

(2020-7) Coordinate with community partners to implement training for parents and students on the safe use of online applications.

- *To support Leon County youth and adults in starting a conversation and practicing safe online behavior, the Library has developed a list of resources on the "Parent's Page" of its website. These resources are grouped according to their intended age range (elementary or middle & high school) and include links to websites like NetSmartz, a project of the National Center for Missing & Exploited Children which aims to help children to become more aware of potential online risks and empowering them to making safer choices on- and offline. In addition, in December 2020, the Library and Community & Media Relations launched a public information and awareness campaign stressing online and digital safety in advance of the holidays when a large number of youth and teens receive new devices. To continue building upon these efforts, the Library is exploring possible partnerships with local law enforcement agencies that typically offer in-person training on this topic but have temporarily suspended these programs due to the pandemic.*

Quality of Life – In Progress

- Continue to expand recreational amenities to include:
 - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
- (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)
- (Q3) Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers. (2020-5)
- (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2020-5)

Governance – Completed

(2016-36) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.

- *2017: Events occurring during FY 2017: CES Let's Balance, CES Disaster Preparedness, Longest Table, three (3) Library Lecture Series, FSU's the Big Event, Created Equal and a number of Village Square events.*
- *2018: Events occurring during FY 2018: Created Equal, The Big Event, Longest Table, four (4) Library Lecture Series, CES Disaster Preparedness, two (2) Village Square events, and the Let's Balance Budget Game as part of Leadership Tallahassee's program.*
- *2019: Events occurring during FY 2019: Created Equal "Ode to Understanding," three (3) Library Lecture Series events, Eric Klinenberg: Palaces for the People event, Let's Balance Budget Game as part of Leadership Tallahassee's program, "How Do We Grow from Here" event with Village Square, CES Disaster Preparedness, and The Big Event.*
- *2020: Events occurring during FY 2020: Created Equal "60th Anniversary of Tallahassee Lunch Counter Sit-ins," two (2) in-person Library Lecture Series events featuring local musician Royce Lovett and the other award-winning science fiction author Jeff VanderMeer, and one (1) virtual Library Lecture Series event "The Great Spaces Summit with Suzanne Nienaber" held in partnership with the Center for Active Design, the Knight Creative Communities Institute (KCCI) and the Knight Foundation.*

(2016-37) Continue to Support Commissioner Desloge during his term as NACo President.

- *Staff continued to assist Commissioner Desloge as needed until his term ended on July 24, 2017. Staff provided assistance with large events including NACo's 2017 Legislative Conference and 2017 Annual Conference in addition to hosting the 2016 NACo Fall Board meeting.*

(2016-38) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.

- *The 2017/2018 Leon County Citizen Charter Review Committee conducted six (6) meetings and three (3) public hearings between November 9, 2017 and February 8, 2018. The Committee's Final Report and recommendations were presented to the Board on February 27, 2018. The Board voted to place on the 2018 General Election ballot one charter amendment requiring the adoption of a Code of Ethics by Ordinance. On November 6, 2018, the charter amendment passed with support from approximately 77% of voters.*

(2016-39) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.

- *2018: During the April 2018 Budget Workshop, the Board approved the proposal for migration to Microsoft Outlook. To determine the requirements for configuration planning, MIS met with*

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Technical Liaisons for all County Agencies and Departments. The migration was completed in December 2018.

- *2019: MIS continues to provide training and assistance to employees including Lunch and Learn events as well as extensive reference guides and information videos available through the County's Intranet site. In addition, MIS has begun to replace other paid software with available Outlook software products. For example, Survey Monkey has been replaced with Outlook Forms and Dropbox has been replaced with Outlook One Drive. The transition to the latter will provided a cost savings of approximately \$16,000 - \$30,000.*
- *2020: MIS launched and provided staff training for Microsoft Teams, a unified communication and collaboration platform that allows for video meetings, file storage, and application integration.*

(2016-40) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.

- *2017: In January, DSEM implemented the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff and for public use. In addition, all inspectors were outfitted with smartphones and tablet devices to utilize the software in the field.*
- *2018: In FY 2018, code compliance was integrated into the ACA software.*
- *2019: DSEM and MIS worked to complete several additional enhancements to the permitting system intended to further improve customer service and reduce plan review times. These include:*
 - *Contracting with private sector plans reviewers to expedite the permit approval process.*
 - *Modifications to allow for online submission of commercial as well as residential permits*
 - *A flat fee methodology for residential building permits and an online building fee estimator (developed with stakeholders in FY 2018 and approved by the Board in early FY 2019).*
 - *A Permits Issued Report and a Days to Approval Report which allow tracking of permit turnaround times.*
 - *A "Waived Fee" payment type for Veterans Preference permits as well as permits related to Hurricane Michael and Baum Road Tornado damage.*
 - *Launch of ProjectDox, an online plan review software.*
 - *Automated scheduling of inspections when a permit application is submitted.*
 - *Automated email notifications to environmental inspectors when an electrical release is requested.*
 - *Automated email notifications for expiring permits.*
- *2020: DSEM and MIS continued to implement enhancements to the system including GIS mapping of Leon County permits over the last 10 years and automated generation and emailing of the Certificate of Completion and Certificate of Occupancy to the applicant.*

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(2016-41) Continue County sponsorship of employees' participation in the Certified Public Manager (CPM) training.

- 2017: Four (4) Leon County employees graduated from FSU's CPM Program in 2017.
- 2018: Four (4) new employees began participating in the CPM program.
- 2019: Three (3) Leon County employees graduated from FSU's CPM Program in 2019.
- 2020: A new class of five (5) employees began the two-year program. Human Resource's recruitment for eligible participants is ongoing

(2016-42) Seek opportunities for partnerships through NACo and FAC's enterprise programs.

- *Leon County continues to participate in several NACo and FAC enterprise programs including:*
 - *NACo's Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee;*
 - *NACo and FAC's joint Deferred Compensation Program with Nationwide Retirement Solutions;*
 - *NACo and FAC's Life Insurance Program with Boston Mutual;*
 - *NACo's U.S. Communities Government Purchasing Alliance; and*
 - *The Florida Municipal Insurance Trust Property and Workers Compensation Program, a partnership with FAC and the Florida League of Cities.*

Leon County Administration also continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.

(2016-43) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.

- *2017: In May 2017, staff pursued working with the City to evaluate the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings were conducted to discuss this matter; however, City staff indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further with the County. The County and City of Tallahassee have also collaborated on two new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.*
- *2018: During FY 2018, through the consolidated Minority, Women and Small Business Enterprise (MWSBE) office, the County and City of Tallahassee have implemented a joint disparity study. The County and City have also proceeded with establishing a new CHSP agreement in light of the United Way's decision to conduct a separate funds distribution process. In addition, both the City and County are currently collaborating on a Joint Alternative Mobility Funding Systems Study.*
- *2020: In FY 2020, as recommended by the joint disparity study, the Board approved a consolidated MWSBE policy with the City of Tallahassee. During this year, the County and City also jointly contracted with SCS Engineers to identify alternative long-term strategies for the future of the Single-Stream Recycling program in addition to implementing a cost sharing agreement to finance the purchase of a Bell 505 Ranger Helicopter for the Sheriff's Office Aviation Unit.*

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(2016-44) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions.

- *2017: As part of the FY 2018 budget process, the Board established a living wage of \$12.00/hour for our lowest paid employees.*
- *2018: Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. Human Resources is developing several professional development courses and launched two new trainings this year: New Supervisor Training (0-3 years) and “Dealing with Difficult People.”*
- *2019: As a part of the FY 2020 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. Additionally, at the April 23, 2019 Budget Workshop, the Board directed staff to review establishing a \$13 per hour living wage for County employees as part of the FY 2021 budget process.*
- *2020: During the November 2020 General Election, Florida voters approved Amendment #2, which gradually raises the Florida minimum wage to 15.00/hour by 2026. Since Leon County’s living wage is still above the published minimum wage for Leon County and in light of the State’s planned minimum wage increase, the Board kept the County’s living wage at \$12/hour.*

(2017-11) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation’s first #HurricaneStrong county.

- *2018: During the National Hurricane Conference on March 28, 2018, FLASH declared Leon County as Nation's first #HurricaneStrong Community. During the year, Leon County Emergency Management continued to partner with FLASH on the County’s annual hurricane preparedness activities including hosting a new Business Ready Workshop.*
- *2019: The 2019 Hurricane Season Kickoff press conference was held on May 31, 2019 and included participation from FLASH. Additionally, Assistant to the County Administrator Mathieu Cavell was selected to serve on the FLASH National Outreach Advisory Council.*
- *2020: Leon County staff coordinated with FLASH to present at both the National Hurricane Conference in April and the National Disaster Resilience Conference in November 2019.*

(2017-12) As part of Leon County’s Citizen Engagement Series, conduct an annual “Created Equal” event to strengthen the County’s commitment in tackling difficult subjects.

- *2017: On January 4, 2017, the County hosted the second Created Equal event with the Village Square at the Moon. Over 500 citizens attended the event.*
- *2018: On January 9, 2018, Leon County hosted the third annual Created Equal event with the Village Square at The Moon. Over 630 people registered to attend the event. Per the Board's direction, on February 13, 2018, staff presented, and the Board approved, a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and approved an additional \$10,000 be included in the FY 2019 budget. The FY 2019 budget included a total of \$20,000 for Leon County to be the title sponsor of the event.*

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- *2019: On March 31, 2019, Leon County hosted “Ode to Understanding” in partnership with the Tallahassee Symphony Orchestra and the Village Square. The event was held at the Ruby Diamond Concert Hall and sold out with 1,200 attendees. The 2020 Created Equal event is scheduled for February 13, 2020 at The Moon and will center around the 60th anniversary of the Tallahassee lunch counter sit-in.*
- *2020: On February 13, 2020, Leon County hosted the fifth annual Crated Equal event, which focused on the 60th Anniversary of Tallahassee Lunch Counter Sit-in. More than 1,000 people registered for the event, which was held at the Moon. Leon County and The Village Square plan to host the next Created Equal event on May 20, 2021 to honor and commemorate the 156th anniversary of Emancipation Day in Florida. Held digitally, the event will engage a broad array of local organizations and other featured speakers from across the state of Florida, including historians and community leaders in a conversation on the significance of Emancipation Day to Florida citizens.*

(2017-13) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.

- *In support of Commissioner Maddox, staff provided assistance at the FAC conferences leading up to his swearing in at the 2019 Annual Conference on June 11-14, 2019 in Orlando. In addition, staff also worked with Commissioner Maddox’s office to coordinate the presentation of the FAC Presidential Scholarship to the child of a Leon County Government employee. Staff continued to assist Commissioner Maddox as needed until his term ended in June 2020.*

(2017-14) Implement the recommendations of the Hurricane Irma After-Action Report.

- *During the May 22, 2018 Board meeting, a status update on the implementation of Hurricane Irma After-Action Report was presented. The status update announced that all 65 recommendations have been completed.*

(2018-13) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam.

- *2018: Leon County Emergency Management performed a site visit with City of Tallahassee at the C.H. Corn Hydroelectric dam to discuss emergency notifications of area residents during rain events, as well as any recorded emergency procedures for high water and water release.*
- *2019: In March 2019, the City of Tallahassee decommissioned the dam and returned day-to-day operation to the State of Florida. In preparation for this transition, Emergency Management staff met with the Florida Department of Environmental Protection and the Leon County Sheriff's Office to draft a plan and develop procedures. At the June 18, 2019 Board meeting, staff presented an emergency management plan that outlined actions specific to the height of water at the C.H. Corn Hydroelectric dam, including the pre-deployment of barricades, notification of nearby residents who could be affected by a controlled water release, and a public safety response plan.*
- *2020: A table top exercise to test the public safety response plan was conducted in March.*

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(2018-14) Implement the recommendations of the Hurricane Michael After-Action Report.

- *During the May 28, 2019 Board meeting, a status update on the implementation of Hurricane Michael After-Action Report was presented. The status update announced that all 68 recommendations have been completed. When including the Hurricane Hermine and Hurricane Irma After-Action Reports, the County has implemented a total of 213 recommendations.*

(2018-15) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.

- *On June 18, 2019, the Board adopted the proposed Ethics Ordinance and directed staff and directed staff to review several recommendations from the organization Common Cause Florida. A revised Ethics Ordinance was presented to and adopted by the Board on December 10, 2019.*

(2018-16) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities.

- *During the March 12, 2019 meeting, the Board was presented with and approved the County's action plan to implement this Initiative. The plan included the Club of Honest Citizens event in May 2019 "How Do We Grow from Here" as well as hosting sit-downs on social media with various County staff. As part of the plan, the County began connecting with Leon County neighborhoods through the NextDoor app and customer service feedback surveys were added to the County's Citizen Connect portal as well as DSEM's permitting system. To reach "cord cutters" a Roku channel was launched to stream Leon County television programming. The County also plans to engage a consulting firm to develop a community-wide survey that would be conducted in 2021 to assist with developing the next five-year Strategic Plan. In response to the COVID-19 pandemic, the County also significantly expanded the available opportunities for citizen input both during and outside of Board meetings. During regular meetings, citizens can provide comment in person or by phone, and video conferencing via Zoom. Citizen comments can also be submitted to the Board through a new online form.*

(2020-11) Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts.

- *In 2020, Leon County was selected to participate in the MIT Sloan School of Management USA Lab. As part of the program, a team of four MIT graduate students worked with Leon County staff to evaluate reentry programs for people transitioning from incarceration as well as identifying best practices and innovative models for the reentry process. The team planned initially on spending two weeks working on-site; due to the COVID-19 pandemic, the four students pivoted to virtual meetings. Leon County staff coordinated virtual meetings with more than 50 community stakeholders over a three-week period.*

The program concluded on in May with County staff attending a final virtual discussion with the students, faculty, and other community hosts on the long-lasting impacts of Coronavirus on America both socially and economically. The student teams also presented their final reports detailing their findings and recommendations on best practices and improvements to local

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reentry efforts. Intervention & Detention Alternatives (IDA) staff are currently presenting the final report to stakeholder groups to assist in implementing strategies to improve local reentry efforts such as more actively working with employers to hire returning citizens. Additionally, as recommended in the report, IDA is coordinating with the Big Bend AFTER Reentry Coalition (BBARC) and the Leon County Detention Facility's Reentry and Inmate Programs for the planning and implementation of the Sheriff's Reentry Innovative Services & Empowerment (RISE) Center. The RISE Center will provide a centralized location for returning citizens to receive case management services and provide direct connections with community organizations for services such as housing, transportation, and employment assistance.

(2020-12) In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event.

- *In January 2020, Community & Media Relations launched a social media campaign to celebrate the centennial anniversary of women's suffrage. Beginning in March, during Women's History Month, posting frequency was increased. Additionally, the County coordinated with the League of Women Voters and the Supervisor of Elections to support their ongoing voting awareness campaign. Staff also began working with Village Square to plan a community event celebrating the anniversary; however, the event was cancelled due to the COVID-19 pandemic.*

(2020-13) Support the Complete Count Committee in educating the community and promoting the 2020 Census.

- *As part of the June 2019 Budget Workshop, the Board adopted a resolution establishing a 27-member Complete Count Committee (CCC) to increase awareness of and participation in the 2020 Census. The Committee consists of 12 citizens appointed by each of the County and City Commissioners as well as 10 representatives from historically hard to enumerate communities. To lead the 2020 CCC in fulfilling their charge, five (5) staff from the County, City, as well as the joint offices of Planning and Economic Vitality were also identified to serve on the Committee. Staff convened the Committee four times beginning with a first meeting in October 2019 to discuss outreach strategies. Staff continued to support Committee members with their efforts as the deadline to complete the Census was extended to October due to the COVID-19 pandemic. As a result of the Committee's work, Leon County achieved a census self-response rate of 63.5%. The U.S. Census Bureau is currently conducting follow-ups to nonresponsive households and anticipates publishing the National Summary File of Redistricting Data in April 2021.*

Governance – In Progress

- (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)
- (G5) Complete an updated Building Permit fee study. (2020-8)
- (G2, G3) Implement the Leon County Essential Libraries Initiative. (2020-9)

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- (G3) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens. (2020-10)

Options:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2017-2021 Strategic Plan)

Recommendation:

Option #1

Attachments:

1. Baseline Data for Bold Goals and Targets
2. List of Implemented Citizen Ideas, Improvements, and Solutions

Baseline Data for FY 2017 – FY 2021 Bold Goals and Targets

ECONOMY

Grow the Five-Year Tourism Economy to \$5 Billion

In FY2012 - FY2016, the economic impact of tourism in Leon County totaled \$3.8 billion. The 32% increase by FY2021 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

Attract 80 State, Regional, or National Championships across All Sports

In FY2012 - FY2016, a total of 64 state, regional and national championships were hosted in Leon County. The 25% increase by FY2021 was projected based on trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

The Target for co-creation of entrepreneur ventures, new jobs overall, and new jobs in the high-tech industry, was developed through analysis of like-sized communities conducted as part of the Tallahassee – Leon County Economic Development Strategic Plan as well as staff analysis of 2017-2021 employment growth projections from EMSI (labor force analytics modeling software).

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

In FY 2016, over 500 students and citizens were connected to middle skilled job career opportunities. From FY 2017 to FY 2021, the County will work to connect 1,000 students and citizens annually for a total of 5,000 in five years.

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

In FY 2014 – FY 2016, the Amphitheater hosted 18 concerts with a combined total attendance of over 30,000 residents and visitors. By the end of FY2021, the County projected that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

ENVIRONMENT

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

In FY 2012 – FY 2016, there were no upgraded or eliminated septic tanks in the Primary Springs Protection Zone (PSPZ). Through planned sewer connection projects, state grants, future sales tax funding, and possible Ordinance revisions requiring passive advanced wastewater treatment systems for new construction, the County is targeting the upgrade or elimination of 500 septic tanks in the PSPZ by FY 2021.

Plant 15,000 Trees Including 1,000 in Canopy Roads

From FY 2012 – FY 2016, an annual average of approximately 1,800 trees were planted. In FY 2017 – FY 2021, over 10,000 trees are slated for planting as part of planned reforestation efforts, Arbor Day plantings and other park landscaping. An additional 5,000 trees will be planted through the Adopt-A-

Tree program, other landscaping initiatives, and partnerships with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

By 2021, the County will implement new policies and procedures for utilizing sustainable design in all new construction, renovation, and repair.

75% Community Recycling Rate

In FY 2016, the County reported that 54% of solid waste had been diverted from the landfills for other uses. To increase diversion rates, additional programs related to increased commercial recycling, cardboard diversion, composting and elimination of mixed loads at the transfer station will be evaluated and implemented.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2012 – FY 2016, the County constructed 14.1 miles of sidewalk and 7.7 miles of greenways and trails for a total of 21.8 miles. By 2021, the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

QUALITY OF LIFE

Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families

In FY2012 – FY2016, Veteran Services helped Leon County veteran's secure \$82 million in benefits. By 2021, the target will be accomplished through the leveraging of partnerships with local Veteran's Administration Clinic, local veteran's agencies/groups, and new targeted marketing and outreach.

Construct 100 Fire Hydrants

Following the Board adopted the policy "Criteria for the Placement of Fire Hydrants on Current Water Systems" in FY 2014 to the end of FY 2016, 21 new hydrants were installed in the unincorporated areas of the County. Beginning in FY 2017, through dedicated Fire Assessment Fee funding and future LIFE allocations, the County will work with local utility companies to increase the number of hydrant placements to approximately 20 per year.

Train 8,500 Citizens in CPR/AEDs

In FY2012 –FY2016, Leon County EMS trained 7,500 citizens in cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) use. The 2021 target is based on recent trend data indicating a continued increase in utilization of training opportunities, identification of additional targeted outreach for specific users (i.e. pregnant, new parents and senior citizens) and the ability to further increase attendees at training events through enhanced public outreach.

Open 1,000 New Acres of Park Land to the Public

Including both passive park and facility acreage, 216 new acres of County park land were opened to the public in FY 2012 – FY 2016. As part of the next five-year capital improvement program, additional acreage is anticipated to open to the public as part of the St. Marks Greenway, the Northeast Park and the Apalachee Regional Park.

Double the Number of Downloadable Books at the Library

At the end of FY 2016, Leon County Libraries offered 13,500 downloadable books. By 2021, through partnerships with other libraries and agencies, such as the Panhandle Library Access Network (PLAN) the number of downloadable books available at the Libraries will be doubled and will include more diverse content such as audiobooks, graphic novels, and magazines.

GOVERNANCE**Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation**

In FY 2012 – FY 2016, Leon County documented the implementation of over 175 citizen ideas through internal listening sessions. In FY 2017, the County developed a cross-departmental reporting system to record and track the implementation of citizen ideas and recommended improvements from all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization.

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

In FY 2016, the average time to approve a single family building permit was 11 business days. To reach this Target, the average time will be reduced to eight (8) days.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

In FY 2016, employee participation in the County's "My Rewards" Well Being Program was at 82.4%. To achieve the target, focused outreach explaining both the health and financial benefits of the program will be further communicated to individual employees not currently participating in the program.

Reduce By 60% the Outstanding Debt of the County

At the end of FY 2016, the County's outstanding debt, including principal and interest, totaled \$48,633,089. By 2021, without the issuance of any new debt, the County will reduce its outstanding debt by at least 60%; additional refinancing will provide the opportunity to exceed this target.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

At the close of FY 2016, 90% of all current Leon County employees had received at least two of the required trainings. By 2021, all employees will be trained or retrained in all three subject areas.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2017	Leon Works Expo Workgroup	In order to teach students how to dress for an interview, the workgroup recommended including a work attire fashion show as part of the 2016 Leon Works Expo.	Administration	County staff worked with Leon County Schools to recruit volunteers to participate in a fashion show at the start of the Expo. Volunteers demonstrated appropriate vs. inappropriate interview outfits.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.
FY 2017	Hurricane Hermine Community Listening Sessions	During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to prospective registrants was identified.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.
FY 2017	Citizen Information Line Callers	During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line were requesting information about the locations at which utility personnel were working. The City and Talquin made this information available on September 6th.	Administration	As part of the Hurricane Hermine After Action Report, the Board approved staff's recommendation to work with City of Tallahassee Utilities and Talquin Electric during a major weather event to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.
FY 2017	Hurricane Hermine Community Listening Sessions	During the community listening sessions, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to include additional traffic safety information in pre- and post-disaster emergency communication efforts.
FY 2017	Hurricane Hermine Community Listening Sessions	Representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.
FY 2017	Hurricane Hermine Community Listening Sessions	During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to identify all Leon County Libraries as potential comfort stations and deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.
FY 2017	Leon Works Expo Workgroup Member	A member of the Leon Works Workgroup was attending the 2016 Expo and noticed that students were often losing their group or had to stop to ask where their group was. She recommended that at next year's Expo the students in each group be given a different colored lanyard with a schedule on the back of their name tag.	Administration	Staff researched local vendors and prices and purchased the lanyards for the 2017 Leon Works.
FY 2017	Local Food Vendor	Food vendor requested Public Safety Complex map for where to deliver event catering.	Administration	An aerial view map for the Public Safety Complex was created to assist any current and future food vendors for event deliveries. The map has been sent and given to several food vendors thus far to ensure proper location delivery.
FY 2017	Leon Works Expo Workgroup	After receiving feedback from vendors following the 2016 Leon Works Expo, the workgroup and County staff decided to use the Donald L. Tucker Civic Center as the expo site. The larger space will provide better flow, more visibility, and a central location for attendees.	Administration	An agenda item was brought to the Board on June 20, 2017 with the recommendation.
FY 2017	Leon Works Expo Workgroup	One hurdle for youth employment is state-issued identification. In lower income families, a driver's license is not often prioritized because the household has no vehicle and/or the high school does not have the income to purchase a car. As part of the Leon Works Expo, Leon County Schools recommended having the Department of Motor Vehicles onsite to discuss other state-issued identification so as to secure and retain employment. At this time, students simply use their student ID, which is not recognized as official identification.	Administration	Leon County Administration and the Leon Works Workgroup will reach out to the Department of Motor Vehicles or another registration agency to host an exhibit table so as to educate students on the importance of identification.

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FY 2017	Leon Works Expo Workgroup	The Workgroup expressed an interest in having greater representation of the military branches at the 2017 Leon Works Expo.	Administration	Staff reached out to military recruiters to invite them to participate. The U.S. Army, Florida Army National Guard, and FAMU ROTC participated in the 2017 Leon Works Expo as exhibitors.
FY 2017	Leon Works Expo Workgroup	The workgroup expressed an interest in having middle-skilled agricultural jobs represented at the Expo and recommended inviting the IFAS Extension Office to exhibit.	Administration	Staff reached out the IFAS Extension Office to exhibit during the 2017 Leon Works Expo and provide information about agricultural opportunities such as 4H.
FY 2017	Paul Watts	Paul Watts, a local small business owner, met with staff from Administration, Public Works, and the County Attorney's Office to provide recommendations and revisions to the County's draft cell tower ordinance. One of his recommendations was to provide a tiered payment amount of the performance bond to prevent the County's ordinance from becoming cost-prohibitive to local businesses.	Administration	The County Attorney's Office implemented the recommendation for the tiered payment amount of the performance bond into the draft ordinance to be reviewed and considered by the Board of County Commissioners. This recommendation is among several submitted by stakeholders in the Cell Tower Workgroup that have been considered and incorporated into the County's draft ordinance.
FY 2017	Taskforce to combat animal cruelty	The City created a Task Force comprised of representatives from City and County Animal Control, the State Attorney's Office, Tallahassee Police Department, Leon County Sheriff's Office, Leon County Health Department, City Attorney's Office, City Parks and Recreation Department and other relevant agencies to assist in designing the registry. The Task Force identified several focus areas they believed would serve to curtail animal abuse within the City and the County including an animal abuse registry.	Animal Control	On July 11, 2011, the Board directed staff to draft an ordinance for the creation and use of a County-wide Animal Abuser Registry jointly with the City.
FY 2017	Judi Davidson	Judi Davidson asked the question; "Who do you call when someone in need of emergency care has a dog in their home that will require temporary care when the owner is hospitalized?"	Animal Control	After discussing possible solutions within the Department of Public Safety a "Help my Pet!" note pad was created by Animal Control. The note pad allows for owner's to list contact information for the person who has agreed to look after their pet. The note pad also has Animal Control contact information for those times when the pet caretaker cannot be reached.
FY 2017	Angie Wyche	Angie Wyche stated at a BOCC meeting that she would be meeting with all commissioners to discuss changing the Animal Ordinance to require no unattended tethering.	Animal Control	Commissioner Lindley, backed by all other commissioners requested an agenda item to be brought before the Board in regards to stricter tethering ordinances. At the July BOCC meeting Commissioners moved to approve drafting an amendment to the current animal ordinance to require attended tethering. The final Ordinance was approved on November 14, 2017.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions were hosted following Hurricane Hermine and provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.	Community & Media Relations	The Leon County Comprehensive Emergency Plan was updated to provide for community listening sessions to be held following major emergency events, and to encourage the City's joint participation in these sessions.
FY 2017	Hurricane Hermine Community Listening Sessions	Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the owner free of charge.	Community & Media Relations	The Board accepted the recommendations provided in the Hurricane Hermine After Action Report which included a recommendation to work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.
FY 2017	Hurricane Hermine Community Listening Sessions	During the Hurricane Hermine Community Listening Sessions, it was noted that closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.	Community & Media Relations	Following the community listening sessions, the Board accepted the recommendation for Leon County to work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with local radio partners to increase awareness of the availability of emergency public information.

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FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with WFSU to evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.
FY 2017	Dan Keefe	When inquiring about mental health referral services seen in the July 2017 edition of the Leon County LINK, Mr. Keefe suggested that Leon County specifically target recovering alcoholics as a group who could benefit from mental health referral services.	Community & Media Relations	Leon County Community & Media Relations worked with Mr. Keefe to provide the Clubhouse Association for Sober Alcoholics (CASA) with mental health referral information digitally and through 150 rack card handouts delivered by mail.
FY 2017	Cari Roth	Citizen sent email stating that she consistently receives alerts late.	Community & Media Relations	The citizen had subscribed to daily digest instead of send immediately. Therefore, alerts were always received the next day. All subscribers will now receive alerts immediately.
FY 2017	Nancy Nix O'Farrell	Ms. O'Farrell replied to a Facebook posting about Mental Health Referral Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).	Community & Media Relations	Over five weeks, Leon County will feature each of the service organizations listed. Staff will include information for the NAMI Tallahassee chapter when highlighting the organization as a whole.
FY 2017	Citizen (Unnamed)	Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they arrive with material that cannot be accepted or that needs to be taken elsewhere.	Community & Media Relations	Developed a FAQ for the Solid Waste web page explaining for City of Tallahassee residents and unincorporated Leon County residents what can be accepted at Leon County Solid Waste Facilities and what should be taken to other locations, such as Marpan Recycling.
FY 2017	DSEM Customers	Staff encountered a number of development proposals where the requirement for a certain type of parking surface came into question. The Leon County Land Development Code (LDC) did not clearly provide criteria for required parking surfaces for parcels inside the USA versus those parcels located outside the Urban Service Area (USA).	DSEM	Only July 11, 2017, the Board adopted an Ordinance amending Chapter 10 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).
FY 2017	DSEM Citizen's User Group	As is standard procedure for all proposed changes to the Land Development Code, prior to requesting Public Hearings, staff presented a proposed Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regards to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition.	DSEM	All of the recommended revisions from the User Group were incorporated into a proposed Ordinance. At the Board's January 24, 2017 meeting, the Board voted to conduct the first and only Public Hearing and adopt the Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies.
FY 2017	Former DSEM Citizen's User Group member Pam Hall	Ms. Hall suggested that the definition of "community services" in the Land Development Code needed to be revised to provide further clarification reflecting a community service as a "significant public service to the general public" rather than just a "service to the general public," in order to ensure the appropriate siting of bona-fide community services.	DSEM	Ryan Culpepper, Development Services Director, revised the proposed scrivener's error ordinance to incorporate Ms. Hall's recommendation to further clarify community services.
FY 2017	Former DSEM Citizen's User Group member Cliff Lamb	Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUV) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.	DSEM	Ryan Culpepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Icerman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.
FY 2017	Candace Lolley of The Blueprint Shop	As the Project Dox permit uploading agent for many contractors/consultants, Ms. Candace Lolley suggested that staff add several documents with naming conventions to the DSEM "Request an Online Building Permit" web page to facilitate the electronic permitting process.	DSEM	Cathy Dunklin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.

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FY 2017	LEADS Listening Session participants and members of the Tallahassee Builders Association	Both 2016 LEADS Listening Session participants and members of the Tallahassee Builders Association recommended renovations to the DSEM suite at the Renaissance Center in order to enhance customers' experience.	DSEM	<p>In 2017, renovations to the DSEM Office and Welcome Center were completed to offer a refreshing physical space that conveys the County's commitment to customer service, efficiency, clarity, and providing technical resources throughout the development process. On April 4, 2017, the Board also approved several upgrades to the facility including the following:</p> <p>* Signage to better welcome customers, reinforce the emphasis on customer service, and encourage feedback to thereby enhance the customer experience.</p> <p>* A television monitor to display service information, tutorials, testimonials and infographics relevant to the development industry including market trend data compiled by DSEM and the Office of Economic Vitality. For example, many customers are unaware that DSEM's webpage includes average timelines based on the permit type, an uncommon practice among local government permitting agencies.</p>
FY 2017	Leon County Schools High Schools	Policy No. 05-2, "Leon County Ride-Share Program" previously limited Emergency Medical Services (EMS) ride-share participation to those individuals who are no less than 18 years of age. To increase eligibility for Junior Apprenticeship positions with Leon County EMS, several LCS high schools participating in the Leon program recommended revising the Policy to include those 17 years of age with parental consent.	EMS	On February 9, 2017, the Board adopted a revised Leon County Ride-Share Program Policy that amended participant criteria to include those 17 years of age with parental consent and accordingly provided for all necessary revisions to the forms required for participation in the Program.
FY 2017	Investment Oversight Committee (IOC)	<p>The IOC met on September 28, 2016, February 23, 2017, and June 7, 2017 to thoroughly examine the current Investment Policy. The IOC approved recommending to the Board the proposed revisions to the Policy that are consistent with the investment objectives. The following is a summary of the substantive changes to the policy:</p> <ul style="list-style-type: none"> • To facilitate compliance with Section 218.415 Florida Statutes, we deleted all or portions of several Policy sections which are no longer applicable or are covered in other Policy sections or Exhibit A. • Changes to limits on Policy Exhibit A: the limit for investing in the State Treasury Special Purpose Investment Account (SPIA) was increased from 50% to 100% of the combined portfolio. This is a pool managed by the State Treasury where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the state has closed the pool to new members. • Reduced the limit on Exhibit A for Local Government Surplus Funds Trust Fund (Florida Prime) because these returns are lower than many other options. • Added citations of statutes to Section I Scope, Section VI Authority, and the new Section XI Audits. 	Financial Stewardship	On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.
FY 2017	Job Applicant	<ul style="list-style-type: none"> • Several sections were renumbered or were retitled and renumbered <p>An applicant asked if the County would consider extending the job advertisement closing time past 5 p.m. on Fridays to allow time on Friday evenings to apply for jobs after work.</p>	Human Resources	HR has extended the application deadline closing time to 11:59 p.m. on Fridays which will allow applicants time apply for jobs after work.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2017	National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee	Honor Flight Tallahassee has expressed interest to partner with the County to enhance the programming and coordination of the Reunion in order to raise community awareness of the importance of National Pearl Harbor Remembrance Day and recognize the Honor Flight participants.	Human Services & Community Partnerships	<p>On June 20, 2017, the Board Accepted staff's proposal to partner with Honor Flight Tallahassee on the Honor Flight Annual Reunion to recognize National Pearl Harbor Remembrance Day including the approval of \$5,000 as part of the FY 2018 Budget and provide budget guidance to include this line item in the Veteran's Services budget in future years.</p> <p>The County's role would include assisting with planning and coordination of the Reunion event and a media campaign that encourages the community to recognize and remember Pearl Harbor Day. As part of the Reunion, the Board Chairman would provide remarks expressing appreciation for our local veterans and present a resolution recognizing December 7th as National Pearl Harbor Remembrance Day. Additionally, the County would participate in the dinner with the Honor Flight veterans. The County contribution to this effort would be approximately \$5,000.</p>
FY 2017	Tallahassee-Leon County Affordable Housing Workgroup	On May 8, 2017 the Workgroup voted unanimously to recommend that the County and City Commissions invite Purpose Built Communities to assist New Columbia Residential in the master planning process.	Human Services & Community Partnerships	On May 23, 2017, the Board voted to invite Purpose Built Communities to assess the feasibility of applying its model to the Orange Avenue Apartments project and authorize staff, in partnership with the City, to assist.
FY 2017	Funeral Service Providers	Several local funeral service providers indicated to staff that the current compensation schedule for the disposition of unclaimed and indigent bodies is not adequate to support their services.	Human Services & Community Partnerships	Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees were in line with the costs associated with these services. On April 25, 2017, staff presented the Board a comparative analysis and recommended increases to the fee schedule. The Board then voted to adopt the proposed Fee Schedule and the associated Resolution
FY 2017	Local Contractor	<p>Create a listserv to notify local contractors of housing rehabilitation and home replacement projects.</p> <p>The Purchasing Office regularly post RFPs for housing rehabilitation and home replacement projects on procurement websites and the newspaper, however smaller local contractors do not have the means to access the procurement website and sometime miss the newspaper ads. It was suggested that the Housing Office maintain a listserv of local contractors to notify them when the Purchasing Office posts RFPs for housing projects.</p>	Human Services & Community Partnerships	The Housing Division reached out to small and large contractors to generate listserv that is now maintained by the office. Each time a RFP is posted by the Purchasing Office, the Housing Division sends link of the RFP post to the contractors on the listserv. The listserv is updated quarterly.
FY 2017	2017 Volunteer Management Class	Each year, Volunteer Services offers a 3 day Volunteer Management Certificate Program that takes place in January for non profit and government volunteer coordinators. Part of the value of the training is the networking and learning best practices from each other. There was a desire for the class to meet again to hear from one another on the changes that they made as result of the training and share challenges they may have encountered.	Human Services & Community Partnerships	In March, Volunteer Services hosted a lunch and learn for the 2017 Volunteer Management Class. Feedback was very positive and this idea will become part of the program going forward.
FY 2017	Hurricane Hermine Community Listening Sessions	Many citizens relied on mobile devices for emergency communications during Hurricane Hermine. The community listening sessions identified opportunities to strengthen the County's ability to communicate with the public via mobile devices.	Information & Technology	The Board accepted a recommendation from the Hurricane Hermine After Action Report to evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.
FY 2017	Citizen (Unnamed)	During a support call, a job applicant requested an enhancement to Human Resource's Online Jobs System: The ability to apply for jobs online from any internet browser. Note: HR Online Jobs is a legacy application (10+ years old) and there were no plans to update this system because it was going to be replaced with a new application.	Information & Technology	As an interim solution, the technology for the current online job application was updated to work with multiple web browsers. The application now works with Internet Explorer, Google Chrome and Firefox browsers.
FY 2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website	Information & Technology	Configured the permitting system to receive and process requests from the Property Appraiser's application and worked with Property Appraiser's office to configure their web application to point to our system.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested a Joint City/County Permit Portal - Ability to access City and/or County permit data from a single platform	Information & Technology	Created a web portal that consumes and displays data from the City and County permitting systems.
FY 2017	Citizen (Unnamed)	While DSEM staff was providing an on-site service, a citizen requested a permitting process enhancement: the ability for Contractor Licensing info and updates to be automatically pushed to/from the City and County permitting svstems.	Information & Technology	Developed a shared database that reads and updates the City and County permitting systems.
FY 2017	Citizen Connect Mobile App User	A citizen requested for emergency information to be translated into multiple languages for refugees.	Information & Technology	The idea was implemented by adding a plug-in called Google Translate to the footer of the emergency information website. By adding the plug-in to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.
FY 2017	Darla McCray	Drug and Alcohol Testing Division (DATD) staff were originally responsible for notifying randomly selected individuals with ETG court-ordered tests of the daily requirement for testing. This process required one DATD staff member to complete the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process thus freeing DATD staff to continue the testing process.	Intervention and Detention Alternatives	The IDA team improved the process by cross-training administrative support staff to contact individuals calendared for ETG testing daily. This new process allowed DATD staff to focus on substance abuse testing without interruption and for individuals to be notified earlier in the day of testing requirements.
FY 2017	Court-Ordered Service Providers	During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for job assistance and training programs to IDA clients.	Intervention and Detention Alternatives	In April 2017, IDA staff met with Capital Career Source to discuss employability training specifically designed for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IDA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.
FY 2017	Approved Community Agencies	During last year's application and Request for Qualifications application process for court ordered service providers, our community partners requested that IDA staff schedule group meetings with them more frequently than once per year. It was the consensus that this would allow both the agencies and IDA to be informed of any changes to process and/ or needs with each other.	Intervention and Detention Alternatives	Preceding the Request for Qualifications application periods for court-ordered service providers, regular meetings will be held in the months of March and September to discuss process changes and/or issues of concern. In addition, IDA has provided direct point of contact for assistance needed outside of the established calendar meetings.
FY 2017	IDA Clients	On multiple occasions, IDA clients have inquired of our department's ability to accept credit/debit card payments for court-ordered services and administrative fees. At present, the department only accepts cash and money orders. This process often adds an impediment to completing the payment process.	Intervention and Detention Alternatives	IDA is currently working with Management Information Services (MIS) and the Clerk of Court, Finance Division to implement the capability of accepting credit/debit card payments for court-ordered services. This will provide individuals with multiple and convenient payment options. The anticipated start date for this new service is October 2017.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	356 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Library user requested that the Library add a foreign film DVD, "Oddball", to the Library Services collection.	Library Services	Requests for books and other items are received daily, but this was an unusual situation. "Oddball" was originally produced in 2015 in Australia. It was released in PAL format, which is incompatible with DVD players in the U.S. The suggestion was not forgotten. In late March 2017, Library staff learned that the award-winning DVD had been released in the U.S. "Oddball" was added to the collections and a hold was placed in the library management system so the request originator could be first to borrow the movie.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	283 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	134 items, both print and media, purchased as a result of patron requests.

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FY 2017	Library Patrons	A library patron learned about the Traveling Book Club and was interested in seeing if her book club would like to use it. She contacted the library and asked about adding the book Small Great Things by Jodi Picoult, to the Traveling Book Club list, since that was the next book the group wanted to read. The Library Budget & Collection Development Manager decided that this was an good choice for the Traveling Book Club, since the author is very popular and we anticipate more checkouts of this Traveling Book Club title. The Library rented 10 copies of this book through the lease program and created a new Traveling Book Club kit. The library patron happily checked it out for her book club on 7/11/17	Library Services	The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to reach 9 other library users in time for the book club meeting and discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	169 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A library user at the Eastside Branch asked the Branch Manager if the Library could have a stand-up station for laptop users, so that he could work standing up. The Branch Manager purchased an extension cord, cable ties and and adapter to place on a stand-up height table near the computer area.	Library Services	A space for stand-up laptop users was created very quickly using furnishings already in place and the inexpensive solution of providing power for users to plug in.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	151 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A user of library downloadable media services emailed regarding some difficulty he had in using the webpage for the downloadable media, including confusion about where to find the link, and had a question about records and vendor FAQs.	Library Services	The Information Professional responsible for content on the Library webpage made adjustments on the library website based on the patron comments, responded to his query about records and forwarded one comment to the vendor. Here is her response to the library user: On the Downloadable Media page the title of each service is hyperlinked to go directly to the service. Based on your input, I have expanded that to include the entire blue box around the words. Currently, we are not provided with MARC records for ArtistWorks videos but we will work on creating a record for the ArtistWorks service itself that will be searchable in the catalog. We will also forward your input on the FAQ and User Guide pages to ArtistWorks. We appreciate your feedback and please do not hesitate to contact me with any concerns/questions/suggestions you may have!
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	168 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	248 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A library patron expressed concern with the tone of an the email notice that the library sends when a patron card needs to be renewed. Cards are renewed every two years to ensure that patron contact information is correct.	Library Services	Library staff reviewed the notice and rewrote it in a friendly and more informative tone that emphasizes the continued use of the user's library card. The library patron was sent an email regarding the changed wording with thanks for the comments and the opportunity to improve.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	270 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	When we rearranged materials in the public circulation area at the main library to facilitate self-service for reserved items, new media was shifted from an open area to a space that was closer to the regular media shelves. Patrons wanted the new materials displayed separately and in an open area, as before.	Library Services	An extra table was added to the circulation area for the new media display.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	231 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	207 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Library users at the Eastside Branch were concerned about the Spanish Bayonet plants so close to the sidewalks and entrance of the branch, since the leaves of the plant are long and have sharp, hard points on them.	Library Services	The branch manager contacted Facilities, and the plants were removed by mid-September. Thanks to Facilities for the positive response.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	243 items, both print and media, purchased as a result of patron requests.

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FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	33 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Although the library catalog is searchable by Accelerated Reader (AR) levels, parents and children at every library asked for an area where they could quickly pick up AR books arranged by level. (Library practice is to arrange fiction by authors' names and non-fiction by Dewey decimal numbers.)	Library Services	In May 2017, a special cart with multiple sections per shelf was purchased for each library location. Each section was labeled for a range of AR levels. Library users can quickly browse the preselected items in the AR level(s) of interest at every location they visit. Library staff restock the sections as items check out.
FY 2017	Library Patrons	A library patron who uses the Kurzweil reader, equipment for the visually impaired, at the Main Library prefers to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.	Library Services	The library studied the use of reading equipment for the visually impaired at the Main Library and decided to move the Kurzweil reader to the Dr. B.L. Perry, Jr. Branch. We waited until the new carpet installation was complete and then moved the equipment and table to the branch library. Facilities and MIS cooperated in moving the equipment and table. We then notified the library patron.
FY 2017	Literacy Tutor at the Main Library	A Literacy Tutor suggested that the Literacy Program have a program about the solar eclipse for the program's ESOL students. We contacted the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the society will be a guest presenter for ESOL students on Tuesday, August 15th, from 1:30 - 2:30.	Library Services	The Tallahassee Astronomical Society and the library have an ongoing relationship for education the public about astronomy and star-gazing. Bill Skelley responded positively to a request to come and speak with ESOL students about the solar eclipse. This will introduce English vocabulary, interesting information and a community leader to the ESOL students.
FY 2017	Library Patrons	A Library user was moving to a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.	Library Services	Library staff visited the facility, met with staff and spoke with some residents. It was determined that the facility met the Library's established criteria for outreach service and is compatible with the Library's book hauler. Arrangements are in place to begin serving Kenwood Place residents on August 15, 2017.
FY 2017	Library Patrons	For years, each library location had coin-op photocopiers for public use. The equipment, placed and maintained by local office supply vendors, was capable of simple black and white copying only. The libraries received numerous requests on a regular basis for color photocopying as well as the ability to scan and e-mail documents.	Library Services	A local vendor was able to meet the Library's specifications. After a successful trial at the Main Library, coin-operated copier/scanner equipment for public use was installed at the 6 branch libraries in March 2017.
FY 2017	Smokey Hollow Citizen's Committee	In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community by members of the Citizen's Committee. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The idea was to restore and return the barbershop to the Smokey Hollow Commemoration.	PLACE (Blueprint)	Blueprint was able to secure the building and moved forward with the restoration of the Smokey Hollow Barbershop. Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and rehabilitate the building to its original aesthetic. In February 2017, the Intergovernmental Agency Board approved funding for the site improvements at the Smokey Hollow Commemoration and work is expected to begin summer 2017. Blueprint is anticipating bringing an update to the IA Board which includes a proposed Grand Opening date at their September 2017 meeting. At this point, the building will be returned to the site of the former Smokey Hollow Community.
FY 2017	Big Bend Cares	Big Bend Cares is building a new \$11 million medical facility intended to function as a one-stop medical home for patients in the area. In 2016, Blueprint and Big Bend Cares saw an opportunity to align the construction of their new facility and planned Blueprint improvements. The construction of the Magnolia Drive multiuse trail is a vital improvement in Southeast Tallahassee to improve safety, accessibility, and provide new bicycle and pedestrian facilities. A partnership was formed and the design and construction for the Magnolia Multiuse Trail from South Monroe to South Adams has been incorporated into construction project for the new Big Bend Cares facility.	PLACE (Blueprint)	Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility. Big Bend Cares will construct the 10-foot multiuse trail on the south side of the roadway as well as additional improvements including streetscaping on the north side. This partnership will reduce traffic impacts for area residents and businesses by only closing the street one time for construction and improve the operation of the new medical facility. The Magnolia Drive Multiuse Trail project was approved by the Blueprint Intergovernmental Agency Board at their April 2015 meeting.
FY 2017	MWSBE Programs Evaluation Committee	The MWSBE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.	PLACE (OEV)	On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.

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FY 2017	MWSBE Programs Evaluation Committee	As part of their Final Report to the Board, the MWSBE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.	PLACE (OEV)	Recognizing the importance of eliminating barriers to opportunity, the Minority, Women, and Small Business Development division within OEV consolidated its operation into a single unit. The consolidation included one - not two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also created programmatic efficiency within the division.
FY 2017	Various MWSBEs	Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.	PLACE (OEV)	The Minority, Women, and Small Business Enterprise division within OEV has partnered with the FAMU SBDC, the Big Bend Minority Chamber of Commerce, and CareerSource to provide educational opportunities designed specifically for certified MWSBEs.
FY 2017	Various MWSBEs	Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals	PLACE (OEV)	During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWSBE) participation goal. The MWSBE Division within OEV provided greater flexibility to this process by allowing subcontracted MWSBEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWSBEs greater access to procurement opportunities offered by the City and County.
FY 2017	Domi Station and the Jim Moran School of Entrepreneurship	Align Entrepreneurship Month with Startup Week model, which takes place during Global Entrepreneurship Week, to leverage a global network to highlight local entrepreneur activities.	PLACE (OEV)	Domi Station and the Jim Moran School of Entrepreneurship have teamed up to lead the Startup Week effort, which takes place November 13-17, 2017. They are collaborating with approximately 20 co-creators in the entrepreneurial ecosystem to provide quality events that fall within focused tracks to provide meaningful and educational experiences for those at all stages in the business formation stage.
FY 2017	Economic Vitality Leadership Council	Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory	PLACE (OEV)	The Economic Vitality Leadership Council, which serves as an advisory council to the Tallahassee-Leon County Office of Economic Vitality, has created the Magnetic Technologies Task Force and elected a chair to oversee its actions. The Task Force will work with FSU and OEV to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries as well as refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to the lab.
FY 2017	Friends of Lake Jackson	Several members of the Friends of Lake Jackson attended the Board's May 9, 2017 to express concerns and suggested holding an information about the Fords Arm South Water Quality Improvement Project.	Public Works	Only June 8, 2017, staff partnered with Friends of Lake Jackson to host an informational meeting regarding the Fords Arm South Water Quality Improvement Project. At the Board's June 20, 2017 meeting, the President of the Friends of Lake Jackson commended County staff for efforts to educate members about the development agreements and answer questions. He also expressed that he looks forward to continuing to work with the County on a management plan.
FY 2017	Citizen (Unnamed)	A citizen called the Office of Sustainability to ask specific recycling questions that covered materials beyond the existing recycling graphic. The citizen mentioned that if there were a list that outlined more detailed materials and indicated which could and couldn't be recycled, it would be very helpful.	Public Works	The Office of Sustainability, with the help of Community Media Relations, created a "What Can Be Recycled" comprehensive list and posted it to www.GrowingGreen.org.

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FY 2017	Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway	At the end of 2013, Leon County Parks and Recreation Division received a request from The Space at Feather Oaks for a trail crossing on Miccosukee Road for a safe access to the Miccosukee Greenway on the north side of Miccosukee Road. Engineering Services staff completed an Engineering Evaluation and Feasibility Analysis for the access point in front of The Space at Feather Oaks in January 2014, and Parks staff presented the request and analysis to the Friends of the Miccosukee Greenway for review and discussion. Following an endorsement by the Friends of the Miccosukee Greenway, a cost estimate was then developed for the proposed trail crossing in February 2014. In February 2014, Public Works staff met with Mr. Scott Carruthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carruthers agreed to participate in cost sharing for a portion of the construction and to be responsible for engineering design and permitting. Mr. Carruthers' engineering consultant received assistance from County Engineering Services staff to develop a design in 2014, but did not finalize the design or initiate the permitting process.	Resource Stewardship	<p>In October 2016, Mr. Carruthers contacted Leon County Parks and Recreation Division and expressed interest in continuing the work on the trail crossing. In order to expedite the process, Public Works staff assumed the engineering design responsibility and resumed the work on survey, design, and permitting. The project was reviewed by the Canopy Roads Citizen Advisory Committee in January 2017, with an environmental permit issued in April 2017. This trail crossing request was reviewed and evaluated in accordance with County Policy No. 10-1, Access Policy for Parks and Recreation Facilities, and with the support of the adjacent neighborhood community, Arvah Branch Homeowners Association, and the Friends of the Miccosukee Greenway.</p> <p>On June 20, 2017, the Board approved the Joint Project Agreement with The Space at Feather Oaks for the installation of a trail crossing on Miccosukee Road, and approved the Resolution and associated Budget Amendment appropriating \$16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.</p>
FY 2017	Annual Program to Provide Amnesty Days at Leon County Rural Waste Service Centers	At Village's Square "Speed Date Your Local Officials", a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.	Resource Stewardship	<p>Staff researched the possibility of creating an amnesty program and recommended hosting two Amnesty Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences.</p> <p>On June 20, 2017, the Board approved staff to to host Amnesty Days for Leon County Rural Waste Service Centers.</p>
FY 2017	Child attending Family Time at the Jane G. Sauls Ft. Braden Branch Library	A small child who was attending the Family Time had been directed to the "children's restroom" but she returned to the branch manager and said that she couldn't reach the toilet; it should be smaller. The branch manager helped her in the restroom and later measured the toilet, which was 18" high (taller than most toilets and meant for accessible restrooms).	Resource Stewardship	The library contacted Facilities about the problem, and on 1/24/17, a new low toilet was installed in the children's restroom by Facilities. The installation of a low toilet in the children's restroom means that young children are now able to use the restroom by themselves.
FY 2017	Goose Creek Homeowners Association - William Lieblick	GCHOA was experiencing vehicular traffic traversing the natural gas easement/HOA property to drive onto the Goose Creek Greenway (an extension of Alford Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach would be to begin with signage.	Resource Stewardship	Interagency coordination and external authorizations were required to place the signs in the FGT easement as well as on private (HOA) property. Signs indicating "no vehicles beyond this point" were produced by the sign shop and installed on 3/15/17.
FY 2017	Sustainable Communities Summit Planning Committee	As part of the biennial Sustainable Communities Summit, Leon County hosted a Hospitality Industry Workshop to engage hospitality professionals and businesses in ways to drive sustainable tourism forward. In the planning meetings prior to the workshop, the committee discussed creating a Green Business Guide to give hospitality businesses an all-in-one resource for finding easy ways to "go green."	Resource Stewardship	With the help of Community Media Relations, the Office of Sustainability created the Green Business Guide, and the resource was given to each workshop attendee, and is available on www.GrowingGreen.org.
FY 2017	Citizen (Unnamed)	Two citizens called asking the County to create a shredding program to allow citizens to discard sensitive documents.	Resource Stewardship	Parks & Rec together with Sustainability implemented two shredding events within the Senior Outreach Program to occur at all six sites.
FY 2017	Southern Trail Riders Association	Suggested adding signs at the Greenways indicating appropriate yielding etiquette for equestrians, hikers and bikers.	Resource Stewardship	The standard etiquette signs were produced by the County's sign shop. Greenway staff then installed them at Alford and Miccosukee Greenways.
FY 2017	Forrest Watson	Citizen who is member of the Canopy Roads Committee and a Master Gardener (MG) proposed the development of a task group within the MG program to help educate property owners on canopy road of proper tree canopy maintenance.	Resource Stewardship	The MG program will seek interest within MG membership to form a task group. If enough interest exists, Forester will provide training to MG volunteers. MG Coordinator will develop protocols for MGs to follow, and MGs will pursue property owners and HOA's to assist.
FY 2017	Citizen (Unnamed)	Citizen requested a bench to be positioned at the newly installed Chaires playground.	Resource Stewardship	Staff was able to accommodate the request within the week.

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FY 2017	Illegal Dumping Stakeholder group	After meeting with staff from FWC, the Forest Service, the Sheriff's Office, the Solid Waste Department, the Sustainability Office, and an active Leon County citizen, the group concluded that the best first step to reduce illegal dumping was to create a GIS map in which all the illegal dumping could be mapped and analyzed.	Resource Stewardship	Resource Stewardship and the GIS team took the lead on this project, with Sustainability staff coordinating cross-departmental communication and GIS creating the map, mobile platform, and the website. The map allows certain people to report incidents of illegal dumping, including adding photos and descriptions of the incident. The reports can then be analyzed to see the areas with most frequent incidents, and types of materials most often being dumped. This map creation is the first step in reducing illegal dumping incidents, and is the collaborative effort of multiple state agencies and departments.
FY 2017	Sustainable Communities Summit Attendees	Following the Sustainable Communities Summit: Exploring Our Backyard in February of 2017, Sustainability staff sent out a survey to Summit attendees to receive feedback on the event. Over 60 people responded, and multiple citizens expressed that they enjoyed the opportunity to explore some of Leon County's natural spaces in the post-Summit adventures, and would love future opportunities to do something similar again.	Resource Stewardship	In alignment with Leon County's initiatives to reduce litter and beautify the County's natural areas, staff in the Office of Sustainability, Public Works, and Parks and Recreation, along with community partners, hosted a litter clean-up of Lake Jackson on September 30, 2017. In an effort to provide citizens with further opportunities to recreate and enjoy the outdoors as well as give back to their community, the County provided free canoes and kayaks for citizens to use if they volunteer to help collect litter.
FY 2017	Kelly Otte and Southern Trail Riders	Ms. Otte was concerned about safety for equestrians crossing Miccosukee Rd. along the Greenway route. She suggested what was needed was some kind of solar powered flashing light system that a rider can turn on by pushing a button (at rider friendly height). The lights should be down the road a little bit in both directions and be bright and flashing telling drivers the crosswalk(s) are being used. It would increase safety for the hundreds of people who bike, walk, run and ride across the roads.	Resource Stewardship	Parks worked with the Division of Engineering, the Southern Trail Riders representative, Friends of Miccosukee Greenway and the City of Tallahassee to determine which Rapid Flashing Beacon might be the best in trail crossing locations. Of particular concern was not installing something that might spook horses when activated (blinking lights or chirping). A design was selected with input from STRA and completed in September 2017.
FY 2017	Stan Derzypolski	Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.	Resource Stewardship	Parks & Rec staff worked with Public Works (Division of Engineering and Division of Operations) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all landings (Crowder and Faulk) were re-evaluated and made consistent.
FY 2017	Keith Loewen and Stan Derzypolski	Mr. Loewen and Mr. Derzypolski expressed their desire for shade to be incorporated at Jackson View Landing.	Resource Stewardship	A variety of alternatives for shade were explored. The most cost efficient and easiest to implement was adding a elevated sail to the area for some cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.
FY 2017	Jason Ritchie (and others)	Baseball coaches and users of Fred George Park suggested an additional segment of sidewalk extending behind the baseball field and connecting to the piece that runs parallel to Capital Circle.	Resource Stewardship	Division of Engineering already had plans to add a portion of sidewalk near the multi-purpose field to connect to the piece that parallels Fred George Rd. Since mobilization was already going to occur, Parks used that opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-August.
FY 2017	Tallahassee Rocks (grassroots initiative)	Tallahassee Rocks! is a community-building group meant to inspire creativity in all ages and energize people to explore the beautiful area we live in. They invite citizens to paint and "hide" rocks around the community to encourage folks and families to explore our local parks and public areas.	Resource Stewardship	Another way to bring "arts to parks", Parks & Rec. staff incorporated a rock painting station into the festivities of Greenway Day that was held on 3/29/17. The activity was a huge success with over 100 people painting rocks at the event.
FY 2017	The Chance Family	The Chance Family contacted the Eastside Library staff to ask if the County would allow the installation of a stone bench at the library in the memory of their son, Peter. The family would provide the bench, which is a large limestone stone that the family had polished and prepared.	Resource Stewardship	After the inquiry by the Chance family was made, library staff put the family in contact with Facilities Management to complete the installation of the bench and platform. Facilities Management made the decision to go above and beyond the original request for a standard platform, and made a custom platform that was in the exact shape of the stone bench.
FY 2017	Citizen (Unnamed)	Use of the name "Swap Shop" for the reuse center at the household hazardous waste facility has caused confusion, resulting in citizens that think they have to put items in to take them out. This results sometimes in inappropriate items in the shop.	Resource Stewardship	Contacted CMR for assistance in rebranding the reuse center to tie in with the current "ReNew Paint" branding for our rebledend paint.
FY 2017	Citizen (Unnamed)	A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets.	Resource Stewardship	Parks staff completed installation of the fixtures in August 2017.

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FY 2017	Tourist Development Council (TDC)	<p>At the June 22, 2017 TDC meeting, Knight Creative Communities Institute (KCCI) made a presentation requesting \$35,000 in support for a #iHeartTally campaign which includes a large permanent public art installation along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events.</p> <p>Following the presentation by KCCI, the TDC unanimously supported this #iHeartTally campaign and the reallocation of \$35,000 from the marketing budget which had previously been designated to incentivize JetBlue air service.</p>	Tourism Development	On July 11, 2017, the Board accept the status report on marketing initiatives from the Division of Tourism Development. The County will own the smaller structure and will contribute to the larger permanent installation which will be owned and maintained by the City of Tallahassee given its location at the foot of the Cascades Park pedestrian bridge. Upon completion of the 'iHeartTally' mobile structure, the Division of Tourism Development will be responsible for storing, coordinating transportation to/from various events and/or businesses and managing the booking calendar for where the structure will be displayed.
FY 2017	Tourist Development Council	Create a grant distinction for emerging "Signature" events that would support these events in their efforts to grow.	Tourism Development	Based on the request, staff proposed options to the TDC at its March 2, 2017 meeting. At this meeting TDC members discussed scenarios to accomplish the request to support events on the verge of becoming Signature Events. The TDC created an "Emerging Signature Event" distinction for events that meet the definition of a Signature Event, however the event estimates only generating between 1,250 – 1,499 room nights, and historically generates close to that amount. The Board then approved this program at its April 4, 2017 meeting.
FY 2017	Citizen (Unnamed)	The citizen contacted Leigh Davis, Parks and Rec, in regard to his frustration with numerous owner's allowing their dogs to remain off leash in our Greenways where we have leash law signs posted.	Animal Control Parks & Recreation	Animal Control and Parks and Rec worked together to identify those areas at the Greenways in need of more signage. Parks and Rec distributed Animal Control Officers maps of the Greenways and trained Animal Control Officers on ATV usage to allow the Animal Control Officers to get deeper into the Greenway trails where the incidents were occurring in order to educate offenders. Greenway Day was also implemented and Animal Control was present to educate and hand out leashes to pet owners.
FY 2018	Murell Dawson	Murell Dawson, a Research Associate for Meek-Eaton Black Archives at the Florida Agricultural and Mechanical University requested Leon County's support to install a historical marker at the Fairgrounds to honor the 1963 Civil Rights Protest Jail Overflow Site.	Administration	County staff worked with Ms. Dawson, the Fairgrounds, and the Department of State to coordinate the application, explore cost-share opportunities, and plan for installation of the marker. On November 14, 20-17, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.
FY 2018	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board rename the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. On November 14, 2017, the Board directed staff to prepare an agenda item regarding the renaming of the building.	Administration	On December 12, 2017, the Board approved the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis. The Board also approved a Budget Amendment realigning \$9,000 from the general fund contingency account for related signage.
FY 2018	Junior Apprenticeship Applicants	Previously students were limited to applying for one position at a time; however, several students requested the ability to apply for multiple positions at once.	Administration	Staff evaluated the application process and determined that students could be allowed to apply for up to two positions at a time. The application forms were updated and distributed to schools for the Fall 2018 semester.
FY 2018	2016 LEADS Listening Session	Evaluate the consolidation of City and County Animal Control services.	Animal Control	County staff approached the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.
FY 2018	2016 LEADS Listening Session	Provide staff with additional training to enhance customer service related to Animal Control.	Animal Control	Additional customer service training has been incorporated into the employee training program.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding Animal Control services.	Animal Control	Animal Control has participated in additional community education programs and conducted neighborhood sweeps and community education programs. These efforts have been incorporated into the Division's work plan to be on-going efforts.
FY 2018	2016 LEADS Listening Session	Install informational videos about Leon County services in high-traffic areas.	Community & Media Relations	Videos are shown in the lobby of Leon County Tourism. DSEM and the Libraries also have the capability to show videos.

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FY 2018	2016 LEADS Listening Session	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.	Community & Media Relations	CMR has developed a stronger relationship with Chris Petley, Leon County Schools Communications Manager. Worked together to promote events such as Leon Works. Sustainability has also worked with Leon County Schools to incorporate sustainability into lesson plans
FY 2018	2016 LEADS Listening Session	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.	Community & Media Relations	CMR has increased the number of videos produced and shared on social media sites, including Facebook, Instagram and YouTube. Channel 16 has been updated to display the same videos shared on social media
FY 2018	Hurricane Irma Listening Sessions	During the Hurricane Irma Listening Sessions, citizens requested public information for all electric utilities operating in Leon County as well as utility restoration efforts updates to the small number of Duke Energy customers in eastern Leon County.	Community & Media Relations	Irma After Action Report was accepted by the BOCC on December 12, 2017 and included the recommendation to Include links to Duke Energy information regarding power restoration on the EIP during future disasters.
FY 2018	Hurricane Irma Listening Session	Citizens expressed appreciation that the County improved communications and provided greater availability of emergency public information. Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident. They recommended that County continue to provide this level of communication	Community & Media Relations	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included several recommendations related to Leon County's communication strategies during a disaster.
FY 2018	Shop Local 850	Joe Berg, Director of Shop Local 850, requested that the County participate in the the organization's Shop Local Holiday Weekend in December.	Community & Media Relations	Community & Media Relations Staff worked with Shop Local 850 to promote their Shop Local Holiday Weekend held December 8th-10th.
FY 2018	Matthew Latch	Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Foreclosure Sale sites. Maintained by the Leon County Clerk of Courts, Matthew wanted more up-front resources on the County's website directing visitors to these processes. Staff added links under Business Resources, therefore improving exposure.	Community & Media Relations	Community and Media Relations provided direction to the Office of Information Technology to add the following two links: Leon County Tax Deeds https://cvweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp Leon County Official Foreclosure Sale https://www.leon.realforeclose.com/index.cfm
FY 2018	2016 LEADS Listening Session	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.	DSEM	Staff worked to ensure that more than one person receives electronic record requests in the event the Records Manager is out of the office. The majority of public records requests are received from the County Attorney's Office, and they have been advised to include Pam Scott, David McDevitt and Katrina Huffmaster on all records request emails to ensure they are received in a timely manner
FY 2018	2016 LEADS Listening Session	Evaluate the current pre-submittal application process to potentially provide more information to applicants.	DSEM	After evaluating the pre-submittal application process, it was determined that more robust staff reports will be required for review at the pre-submittal meeting with the applicant.
FY 2018	2016 LEADS Listening Session	Develop informational materials to help promote existing Low Impact Development (LID) incentives.	DSEM	Development Services Staff Reports have been updated to include reference and information about LID where appropriate, along with coordinating LID efforts with Environmental Services.
FY 2018	2016 LEADS Listening Session	Consider renaming the "Concept Plan" approval process to provide more clarity to citizens.	DSEM	Staff determined that more effort to educate the development community on the differences/benefits of the two-track options was necessary. PUVs and pre-submittal staff reports now include information about the two-track process.
FY 2018	2016 LEADS Listening Session	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.	DSEM	Dependent upon site conditions and on a case-by-case basis, more detailed conditional approvals are being provided.
FY 2018	2016 LEADS Listening Session	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.	DSEM	The EMP checklist was reviewed and fine-tuned to provide a detailed "road map" for correctly and comprehensively complete the permit application. This tool also serves as a guide for consultants in preparing their responses to Requests for Proposals. A simplified permit and associated checklist was also formulated for projects associated with exempt site plan reviews.

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FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.	DSEM	The DSEM Chief Development Resources Officer attends the monthly Tallahassee Builder's Association meetings, where he can provide any necessary updates, and the DSEM website is regularly updated with any pertinent information.
FY 2018	2016 LEADS Listening Session	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.	DSEM	A Service Advisor (SA) checklist was updated and is being utilized every day by each Division's assigned SA to ensure all requirements are addressed prior to application submittal.
FY 2018	2016 LEADS Listening Session	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.	DSEM	Staff periodically review the topics discussed during the fiscal year to identify areas that may need to be re-addressed.
FY 2018	2016 LEADS Listening Session	Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.	DSEM	Topics and updates are provided monthly under staff briefing and announcements.
FY 2018	2016 LEADS Listening Session	Provide intake staff with additional training to enhance customer service related to code enforcement.	DSEM	As part of the DSEM "Upgrade, intake staff is now under the newly created Customer Engagement Services Division, and cross training between the intake staff and Support Services Division staff has been implemented to help facilitate enhanced customer service.
FY 2018	Hurricane Irma Listening Session	County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees which was noted by citizens during the Hurricane Irma Listening Session. Citizens requested this continued coordination to ensure the quality of response in future disasters.	Emergency Management	The Board accepted the Hurricane Irma After Action Report on December 12, 2017; which included a recommendation to continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
FY 2018	Hurricane Irma Listening Session	Some County residents expressed frustration with the process for restoring power to their homes because they have a Talquin meter box that receives power through the City's utility lines and vice-versa.	Emergency Management	The City anticipates full acquisition of these Talquin utility lines and meters into the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
FY 2018	Hurricane Irma Listening Sessions	Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies	Emergency Management	Include acknowledgement of resources and capabilities of the Kearney Center and Hope Community within the Comprehensive Emergency Management Plan.
FY 2018	2016 LEADS Listening Session	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.	EMS	Staff has updated the forms that are submitted by the medical facilities when requesting that EMS conduct a transport. Additionally, staff has been meeting regularly with medical facility staff to ensure open dialogue and continuous process improvement.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.	EMS	This information was incorporated into appropriate community education programs and will continue to be included in future opportunities.
FY 2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.	EMS	EMS has increased the number of paramedics that are certified critical care paramedics and instituted an on-call schedule to ensure availability of personnel. EMS is continuing to research establishing a dedicated unit to utilize to provide critical care services.
FY 2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
FY 2018	2016 LEADS Listening Session	Evaluate the establishment of a 2-year CHSP funding cycle.	Human Services & Community Partnerships	The two-year CHSP funding cycle was adopted by the BOCC in December 2017
FY 2018	2016 LEADS Listening Session	Develop a comprehensive informational guide for veterans to find and connect with services available locally.	Human Services & Community Partnerships	A brochure was developed that lists the programs and benefits available to veterans and their dependents. The brochures are available at the Veterans' Office, local veteran service organizations, and selected local businesses

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FY 2018	2016 LEADS Listening Session	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.	Human Services & Community Partnerships	Veteran Services Division coordinates with Human Services Division and the Tallahassee National VA Cemetery regularly to ensure that deceased veterans declared indigent are buried in the National Cemetery.
FY 2018	2016 LEADS Listening Session	Evaluate offering more "mini" workshops for individuals interested in volunteer management.	Human Services & Community Partnerships	Conducted workshops at UPHS Annual Conference on Emergency Management and Volunteer Management; Conducted UPHS Lunch and Learn Workshop on Continuity of Operations Planning, Presented workshop on Get Connected at Department of Elder Affairs, Special Event Management for FAMU Community Ambassador Program, Florida Commission on Human Relations, Tallahassee Senior Center Leadership Class, conducted Volunteer Reception Center training in Jacksonville, EOC Civic Engagement Series & Summer Youth Training Program.
FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.	Human Services & Community Partnerships	Staff continue to participate in community outreach events to promote the health and human programs and services provided by CHSP and healthcare partners.
FY 2018	2016 LEADS Listening Session	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.	Human Services & Community Partnerships	Get Connected now tracks volunteer data that highlights number of users, interest areas & number of opportunities on site.
FY 2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was automated quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.	Human Services & Community Partnerships	Beginning in FY 18 agencies began submitting an on-line quarterly report. Quarterly reporting of demographic and performance data is created and saved in the CHSP Portal. Data to be collected includes the number of clients served in each funding category by race, gender, age, disability (if applicable) and zip code. Collecting and analyzing this data in a consistent and uniform format serves as the first step in developing measures for improving program effectiveness, identifying community impact and assisting the CRT's in future funding recommendations.
FY 2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was a multi-year funding cycle to provide the opportunity for long term planning and program assessment.	Human Services & Community Partnerships	Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the MOU.
FY 2018	2016 LEADS Listening Session	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.	Intervention and Detention Alternatives	Staff in conjunction with MIS modified the automated test schedule to balance the number of offenders called within a day. The process maintains the random selection of offenders to test as required by the court.
FY 2018	2016 LEADS Listening Session	Expand network with criminal justice and community service agencies to provide more information on job training and employment opportunities.	Intervention and Detention Alternatives	Staff is coordinating with the State Attorney's office to host orientation sessions for newly hired Assistant State Attorneys. In upcoming months, staff will explore options to expand orientations to the Public Defender's Office and Court Administration.
FY 2018	2016 LEADS Listening Session	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.	Intervention and Detention Alternatives	The requirements for vehicle immobilization are outlined in Florida statute. Probation staff assists offenders with pro-se motions to advise the court of obstacles related to compliance with this condition.
FY 2018	Clerk of the Circuit Court and Comptroller for Leon County	The Clerk of Court's staff requested that the Probation Division generate the court orders when a defendant is sentenced to county probation to align the processes with sentences to circuit probation.	Intervention and Detention Alternatives	IDA and MIS staff worked to develop and implement an automated process to meet the Clerk's request with minimal impact to staff's existing workload.
FY 2018	Kent Spriggs, Chair of Sheriff McNeil's Pretrial Committee	The Intervention and Detention Alternatives Director received a request from the Chair of the Sheriff's Pretrial Committee to provide a presentation of the services available to the courts through the Supervised Pretrial Release Division for defendants pending trial in Leon County.	Intervention and Detention Alternatives	Ms. Broxton attended the meeting to educate the committee on programs and services of the Supervised Pretrial Release Division for monitoring of pre-sentenced defendants in the community while enhancing public safety.

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FY 2018	Court-Ordered Services Providers Meeting	During a bi-annual meeting with the court-ordered services, representatives from North Florida Safety Council commented on the additional work load necessary of their staff to obtain arrest reports required to complete initial assessments for defendants court-ordered to attend DUI School.	Intervention and Detention Alternatives	Staff developed a process to streamline requests from court-ordered service providers for documents through the creation of a general e-mail account for electronic submissions. This account is accessible and monitored by the administrative support staff to provide timely responses to all requests throughout the business day.
FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding library services that are available in-person and online.	Library Services	Through Facebook and web design groups, the Library practices continual evaluation of social media strategies. Digital signage to be developed in FY17-18 will contribute to effective outreach.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the Library community room reservation system.	Library Services	Online reservations in place for all library meeting rooms; reservations held to 90 days to allow more groups to use; however, the number of reservations allowed in 90 days increased from 3 to 4.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance in-person assistance at Library facilities.	Library Services	We have had staff training and reminders to greet and assist users throughout the buildings; we continue to evaluate and test the use of mobile devices to offer reference and/or circulation assistance.
FY 2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	238 items, both print and media, purchased as a result of patron requests.
FY 2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	117 items, both print and media, were purchased in response to patron requests.
FY 2018	Library Patrons	Purchase requests made via our ILLiad system, email or in person.	Library Services	123 items, a combination of print and media, were purchased during the month of December in response to Library patron requests.
FY 2018	Library users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	202 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
FY 2018	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email	Library Services	148 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	134 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.
FY 2018	Library user, Main Library	A Library user at the Main Library, who had booked a program room for a meeting, requested a wireless presenter (wireless clicker) to use with the PowerPoint presentation he planned to give.	Library Services	Library staff decided to purchase wireless presenters with laser pointers for each program room projector. Program rooms at the Main Library, Dr.. BL Perry, Jr. Branch and Northeast Branch now have the devices available for those using the meeting rooms, and there is one at the Lake Jackson Branch.
FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	112 items, a combination of print and media, were purchased during the month of April in response to Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	213 items, a combination of print, media and digital, were purchased during the month of May in response to the Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and by email.	Library Services	136 items, a combination of print and media, were purchased during the month of June in response to Library patron requests.
FY 2018	Library user, Lake Jackson Branch	A library user commented that there were not enough kick stools at the Lake Jackson Branch, saying that he liked to use them to sit on while he browses through materials.	Library Services	Staff determined that there were only two kick stools in the library. Four more were delivered to the Lake Jackson Branch on Friday, July 6 and two additional kick stools have been ordered.
FY 2018	Library user, Northeast Branchy	Library user suggested that a large print version of the library card registration form would be helpful for those with low vision.	Library Services	After consulting Large Print guidelines, library administration developed a Large Print version of the library card application and distributed copies to all branches and the Main Library for use by those with low vision.
FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	146 items, a combination of print, media and digital, were purchased during the month of July in response to Library patron requests.

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FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	238 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
FY 2018	Lake Jackson Branch Library patron	A library patron at the Lake Jackson Branch suggested that the lowest shelves of the DVD display unit were too low for "older adults."	Library Services	Library staff evaluated the display units and reconfigured the shelving so that the lower shelf is easier for "older adults" to use, and were careful to make sure that the highest shelf is still easily accessible. Work completed in February 2018
FY 2018	Library patron at the Northeast Branch	Library patron suggested that a dry-erase board would be useful in the Northeast Branch conference room.	Library Services	The Library purchased and hung a dry-erase board in the conference room for anyone using the conference room to use. The conference room is for public use according to the Library Meeting Room policy and may be reserved through the online meeting room reservation system.
FY 2018	Library patron at the Woodville Branch Library	A library patron commented that the "new DVD" display table at the Woodville Branch looks "just like a garage sale."	Library Services	The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.
FY 2018	Magnolia Drive Area Residents	After the first phase of the Magnolia Drive Multi-use Trail was constructed in 2017, Blueprint and Leon County received feedback from citizens with suggestions on how to improve the design of the trail. The majority of comments focused on creating a more comfortable trail by adding a planted buffer space separating people on the trail from the vehicle traffic on Magnolia Drive.	PLACE (Blueprint)	In response to community suggestions, Blueprint developed design alternatives for the trail that included buffer options. Design options were presented at a community meeting on November 13, 2017, and community members expressed consensus around a design modification to reduce the trail to 8 feet and add a 4 foot buffer between the back of curb and the trail. Community member feedback and the recommendation for a design modification, consistent with the preferred alternative expressed by the community at the November 13, 2017 meeting, was shared with the IA Board at their December 1, 2017 meeting. The IA Board voted to approve the design change, and the redesign of the Magnolia Drive Trail is currently underway.
FY 2018	Magnolia Drive Area Residents	At a November 13, 2017 community meeting to discuss design changes for the Magnolia Drive Multi-use Trail project, community members suggested using the opportunity presented by the significant construction activity associated with the trail to underground utilities along the corridor. This idea was in response to the significant power outages experienced in the neighborhoods surrounding the Magnolia Drive corridor during the 2016 and 2017 hurricane events.	PLACE (Blueprint)	Blueprint staff worked with County staff to determine opportunities to underground utilities in coordination with the construction, including potential cost saving, benefits to residents, and benefits to the City utility. An analysis of the opportunity was presented to the IA Board at their December 1, 2017 meeting, and staff were directed to further refine the analysis and cost estimates and provide an update at the next IA Board meeting. At the March 1, 2018 meeting, Blueprint staff presented their analysis and the IA Board authorized Blueprint staff to proceed with undergrounding utilities throughout the Magnolia Drive corridor, in coordination with the trail project. Design is currently underway and construction on the next phase of the Magnolia Drive Trail, which will include undergrounding utilities, is expected to begin later this year.
FY 2018	Capital Cascades Trail Patrons and Railroad Square Business Owners	Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in the area around the playground and water play areas near Railroad Square along Capital Cascades Trail. Staff reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away. Based on community suggestions and discussion with Railroad Square business owners, who bore the burden of providing restroom facilities to the public, Blueprint developed construction and funding options for providing a public restroom at this location.	PLACE (Blueprint)	Blueprint presented the proposal to construct a public restroom near the playground at the September 19, 2018 Intergovernmental Agency Board meeting. The IA Board approved the concept and funding to construct a restroom along Capital Cascades Trail Segment 3. It is anticipated that the restroom will move into design in early 2019 with construction to follow.
FY 2018	Knight Creative Communities Institute	This summer, the Knight Creative Communities Institute (KCCI) expressed a desire to work with the Blueprint Intergovernmental Agency as part of their 2019 class project (Red Hills Rhythm), which may include an artistic installation(s) or other placemaking projects along Segment 3 of the Capital Cascades Trail (Adams Street to Gamble Street). Blueprint has targeted this section of the Cascades Trail for the incorporation of artistic and historical components as part of the 'History and Culture Trail,' and will work with the Council on Culture and Arts (COCA) to solicit artists. The 2017 TLH installation has positively resonated with the community, and this collaboration is intended to have the same beneficial community outcomes.	PLACE (Blueprint)	This idea for collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting as part of an update on the Cascades Trail Segment 3 project. Blueprint will continue to work with KCCI and the future class through the remainder of 2018 and throughout 2019 to define the parameters for this placemaking project.

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FY 2018	Tameka Francis	Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming Blueprint 2020 Orange Avenue/Meridian Road Placemaking project, specifically the public space components of this Blueprint project (conversion of the stormwater pond in to a park and community areas). At the meeting, Ms. Francis mentioned that she had some ideas for additional community engagement opportunities. In a follow-up discussion later that week with Blueprint staff, Ms. Francis noted many obstacles for attending evening public meetings for Southside residents . Primarily, the buses stop running the regular schedule at 7 PM, meaning the last stop on many routes is between 6 - 7 PM. This means transit dependent residents could not attend the meeting. Also, many Southside residents work in the evening, have childcare issues, or have other issues preventing them from attending meetings. In order to engage a broad range of Southside residents, Ms. Francis suggested Blueprint take the outreach to where the people are already gathering.	PLACE (Blueprint)	Through late October and early November 2018, Blueprint will focus remaining community engagement activities on bringing outreach activities to the people in Southside Tallahassee. Project information and feedback tables will be set up at the Piggly Wiggly, the nearby grocery store, to engage residents in a quick and easy manner with the project and get their ideas for the public space projects. Public engagement regarding the development of temporary uses on the future Starmetro Superstop location will also occur on-site. Blueprint will also coordinate with other community centers, such as the B.L. Perry Library and the JAck McClean Community Center, to co-locate outreach activities with planned community events.
FY 2018	2016 LEADS Listening Session	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.	PLACE (Planning)	Improved consistency in the permitting process has been achieved through increased interdepartmental communication between DesignWorks and Development Services and Environmental Management (DSEM) staff. Interdepartmental review has been largely enhanced by the inclusion of DesignWorks staff attendance at DSEM development pre-application and application meetings from the start of the permitting process. As a result, DSEM staff and applicants have become more knowledgeable on pertinent site plan analysis considerations, and this continues to yield benefits to citizens by streamlining the development application process.
FY 2018	2016 LEADS Listening Session	Create new opportunities within DesignWorks for customer feedback and information sharing.	PLACE (Planning)	Customer service has been improved with the addition of a Special Projects and Outreach division of the Planning Department in early 2018. This division works to share information with, and obtain feedback from, citizens, neighborhood associations, and other stakeholders in the community. In addition, DesignWorks has initiated the creating of a geo-spatial "hot spot" map, depicting the intensity of interest in development and redevelopment of parcels throughout the County that DesignWorks has provided public and private site assistance services on.
FY 2018	2016 LEADS Listening Session	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.	PLACE (Planning)	DesignWorks has been successful at providing on-site services such as public and private project consultations and presentations with citizen stakeholders following the purchase of new equipment, such as a tablet computer and projector. DesignWorks has also coupled this effort with the need to create new opportunities for feedback and information sharing (recommendation 2) by conducting post-application site visits and construction walk-throughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services provided.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.	Public Works	Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New & active County CIP lists and schedules are provided to COT Water & Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.	Public Works	The Leon County website for Public Works Operations Division has been updated and reflects the program services provided to citizens. In addition, program services are listed on the door handers mentioned in item 8 below.

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FY 2018	2016 LEADS Listening Session	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.	Public Works	While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted new Policy No. 17-1 "Public Notification of Road Closing and Road Closure Request Procedure." This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangers.
FY 2018	Lively Technical Center	Lively staff contacted the Director of Fleet Management to discuss and request the transfer of out-of-service County vehicles to be used for training in the recently established Diesel Truck Maintenance Program.	Public Works	On October 23, 2018, the Board authorized staff to transfer a surplus Leon County Emergency Medical Services Ambulance to Lively Technical Center.
FY 2018	Robert Deyle	Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan	Public Works	20-year planning horizon established in RFP
FY 2018	Wakulla Springs Alliance & Friends of Lake Jackson	Wakulla Springs Alliance, Friends of Lake Jackson, and other citizens requested that the County bid out the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan to achieve wider participation in the planning process	Public Works	RFP for bidding was presented to the Board on December 12 (continued until January 23).
FY 2018	Wakulla Springs Alliance	Various citizens and the Wakulla Springs Alliance each proposed the suggestion to have the Comprehensive Wastewater Treatment Facilities Plan include an evaluation of onsite wastewater treatment and disposal methods beyond the "passive system" initially described in the Plan Scope of Services.	Public Works	Reference to "passive systems" were removed from the draft RFP presented to the Board for discussion at the December 12, 2017 meeting. Advanced treatment onsite wastewater treatment and disposal systems will be evaluated, but will not be limited to passive treatment.
FY 2018	Opal Howell	Ms. Howell contacted Parks and Recreation about two pine trees on County property (Flagg St. lot), immediately adjacent to her property that she had storm concerns over. The County actually had a construction project occurring on the property, so Ms. Howell thought it might be a good time to evaluate those two trees to see if they could be removed.	Public Works	County staff evaluated the trees and the plans of the construction project. It was ultimately determined that the trees could be removed. The removal was scheduled for June 29.
FY 2018	2016 LEADS Listening Session	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.	Resource Stewardship	The County provided an open workspace environment for employees and a more efficient intake area for citizens.
FY 2018	2016 LEADS Listening Session	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.	Resource Stewardship	Facilities Management added additional gravel parallel parking along the fence line at IDA, this added approximately 10 spaces.
FY 2018	2016 LEADS Listening Session	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.	Resource Stewardship	This process improvement was implemented immediately after the 2016 listening sessions; as a result of this improvement the Parks & Recreation Division has received fewer complaints.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts to expand recycling education to more varied audiences.	Resource Stewardship	Office of Sustainability developed a joint recycling graphic with the City of Tallahassee in order to streamline recycling education in the community. The office also created a Spanish-language version of the graphic in order to reach more citizens. Outreach efforts were also expanded with the creation of the Recycling Video and an increase in social media activity.
FY 2018	The Garden Club	Garden Club members requested a lily flower bed at the NE Branch Library be reinvigorated.	Resource Stewardship	Working with staff and garden members, the bed was revitalized by the members and now maintained by Leon staff.
FY 2018	Citizen (Unnamed)	Citizen suggested American flags be placed at a key community gathering room	Resource Stewardship	Staff conducted an inventory of all public meeting spaces and purchased necessary flags and stands to ensure a flag is available for the pledge of allegiance.
FY 2018	Sustainable Tallahassee	Representatives from Sustainable Tallahassee suggested the County collaborate with other community partners on the development of a community-wide Climate Action Plan.	Resource Stewardship	At the December 12 Board Meeting, the Board authorized staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
FY 2018	Domi Station	Domi requested the opportunity to host a bike share hub at the Amtrak building for public use.	Resource Stewardship	Staff identified a solution, created an agreement with Zagster to piggy back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance building.
FY 2018	Citizen (Unnamed)	Citizen observed that not all community meeting spaces have American flags posted.	Resource Stewardship	Staff surveyed all community meeting spaces (community centers, branch Libraries, etc). In some cases flags existed but had been relocated elsewhere in the building, other sites flags were purchased and installed.

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FY 2018	Camper at Coe Landing	Installation of a flag pole at Coe Landing campground	Resource Stewardship	A camper who was also retired military suggested that a flag pole be installed at Coe Landing. Rick Lucero, the campground park attendant, initiated the response to the citizen and coordinated with his Supervisor and co-workers (Frank Hagood and Carlton Haney) to implement. Installation was completed at the beginning of May.
FY 2018	Carolos Monserrate	Mr. Monserrate identified a wheel-chair accessibility issue at Pedrick Pond Park and requested that staff place a picnic table at the back of the Eastside Library parking area to enhance park opportunities for less able-bodied persons.	Resource Stewardship	Parks staff is working with Facilities and Library staff to effectuate the new amenity. The new picnic pad and ADA parking space should be constructed by June 2018.
FY 2018	Sherry Carpenter	At Sunset Landing on Lake Jackson, there has historically been a large amount of cigarette butts littered on the ground. Sherry Carpenter asked if the County would consider installing cigarette butt disposal containers for citizens to dispose their cigarette butts in, and adding some educational material on why this is important for the health of the environment.	Resource Stewardship	Staff installed two cigarette butt disposal containers at Sunset Landing adjacent to each pavilion on site. Parks staff has noted that they have been frequently used ever since.
FY 2018	Anonymous	There are a very limited number of free-for-use electric vehicle charging stations in Leon County, and this lack of infrastructure can make it hard for people to make the switch from gas vehicles to electric vehicles. The citizen mentioned that these charging stations could be installed by the County at County facilities.	Resource Stewardship	Staff installed three electric vehicle charging stations at two public libraries (Main Library and Eastside Branch Library) and one at the Courthouse for employee parking.
FY 2018	Citizen	Citizen shared their frustration with retrieving information from the Solid Waste Website in regards to free mulch.	Resource Stewardship	Staff removed old PDF information and updated the Solid Waste webpage with the "ReNew" branding graphic, and highlighted important information in regards to free mulch, such as hours of operation.
FY 2018	Kip Dozier	Mr. Dozier called regarding the dilapidated fence by the community garden. He suggested the fence be repaired or torn down.	Resource Stewardship	It was determined that removal of the fence would be appropriate. The project occurred in a couple of steps. First the fence line had to be sprayed to kill back the weeds by Operations; the fence line was removed by Parks staff; Operations teams removed debris and limbs; Facilities staff coordinated the final mowing to complete the project.
FY 2018	2016 LEADS Listening Session	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.	Tourism Development	Tourism played a key role in the Amtrak promotion for passenger rail service and monitors federal and regional actions for restoring gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kerri Post also serves on the Airport Advisory Board.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the Visit Tallahassee industry newsletter.	Tourism Development	Tourism introduced a new template that improved the appearance of the newsletter and focused on more timely and relevant content in shorter stories. The open rate and click rate to external links both continue increasing.
FY 2018	2016 LEADS Listening Session	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.	Tourism Development	We maintain a year-round marketing agreement with both universities' athletic departments, distribute information at orientation sessions, provide information and other tourism-related collateral to university groups as part of our group service efforts, provide special events grants for concerts, homecoming, alumni functions and educational conferences.
FY 2019	2018 LEADS Listening Session	Explore opportunities to work in partnership with community organizations to address the feral cat population.	Animal Control	Staff continues to work with local community partners to help provide citizens with alternatives to bringing cats to the Animal Service Center and educate citizens about eliminating the resources that attract cats and their undesirable behaviors. Continued discussion within Tallahassee Animal Services Shelter Operational Assessment brought before the Board at the April 23, 2019 meeting.
FY 2019	2018 LEADS Listening Session	Explore ways to promote the various features of the Citizens Connect App, such as submitting a service request and looking up contact information for County Departments.	Community & Media Relations	As the team prepares for Hurricane Season, we will develop more promotions instructing citizens on how to use the app.
FY 2019	2018 LEADS Listening Session	Create a Leon County branding guide to be made available on the County website.	Community & Media Relations	A guide for Leon County's logos is now available at www.leoncountyfl.gov/logo.

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FY 2019	2018 LEADS Listening Session	Evaluate sending weekly outlooks to media of what events the County has coming up. Include title, location, and a 2-3 sentences description.	Community & Media Relations	Media suggested that a weekly email would be beneficial to know of the upcoming County events. Weekly emails have not been sent but we staff now send emails to remind media of upcoming events.
FY 2019	2018 LEADS Listening Session	Develop handout that describes how to properly deploy and dispose of sand bags.	Community & Media Relations	CMR created a flyer and Public Works distributed at Build Your Bucket 2018.
FY 2019	Paloma Rambana, Sydney Forslund and Meg Norvell, former summer youth interns	Create a volunteer page program for high school students in Leon County	Community & Media Relations	On December 10, 2019, the Paloma Rambana, Sydney Forslund and Meg Norvell, former summer youth interns, provided a presentation to propose a program for high school students to serve as volunteer pages during Leon County Commission meetings.
FY 2019	Perry Odom	Citizen suggested that we incorporate pictures into our email news releases.	Community & Media Relations	On January 28, 2020, the Board approved the proposed new Leon County Page Program Policy. CMR has begun incorporating pictures from events in our email correspondence/new releases.
FY 2019	2018 LEADS Listening Session	Revise staff reports provided at pre-submittal, application review meetings (ARM) and Development Review Committee (DRC) meetings to more clearly identify and summarize outstanding deficiencies/conditions	DSEM	Following the Listening Session, staff reports were revised to clearly identify and summarize deficiencies/conditions on the first and second pages of the report. Findings have been limited to those compliance issues that remain applicable to the project and are still outstanding.
FY 2019	2018 LEADS Listening Session	Address water quality degradation due to silviculture (tree harvesting) activities.	DSEM	This item has been fully implemented by revising the staff reports to clearly identify remaining deficiencies and conditions of approval on the first two pages of staff reports. There was discussion regarding water quality degradation due to silviculture (tree harvesting) activities on a parcel south of Bannerman Road near the Bull Headley intersection.
FY 2019	2018 LEADS Listening Session	Provide a list of recommendations to property owners following their appearance before the Code Enforcement Board (CEB), which outlines the specific recommendations approved and ordered by the Board.	DSEM	Staff reviewed the issued; however, the Legislature has exempted silviculture from local permitting regulations. The permitting for silviculture related activity is performed by the State's Northwest Florida Water Management District. Staff directs concerned citizens to the District when complaints are received.
FY 2019	2018 LEADS Listening Session	Expand cross-training to DSEM staff to enhance customer service related to inquiries regarding addressing and street name related matters.	DSEM	Following the Listening Session, staff determined that the Staff Recommendation Sheet from the Staff Report could be provided to each property owner immediately following their appearance before the CEB. The Sheet lists the final recommendations approved by the Code Enforcement Board at the time. The "official" Board's Order is mailed to the property owner once it is signed by the Board Chairperson.
FY 2019	2018 LEADS Listening Session	Coordinate with MIS to provide the ability to send data intensive files related to addressing and street name via email.	DSEM	Additional staff have been cross-trained to provide back-up assistance with addressing and street name related inquiries, in conjunction with updating the Addressing Unit Desk Manual to enhance customer service.
FY 2019	2018 LEADS Listening Session	Continue integration of Project Dux and Accela and offer training sessions for users.	DSEM	DSEM staff now uses Microsoft OneDrive for transferring data intensive files.
FY 2019	2018 LEADS Listening Session	Review the length of time for issuance of a Permitted Use Verification Certificate (PUVC), as well as the amount of detail included, to determine if either could be reduced.	DSEM	A Project Dux training was held for building contractors on April 12, 2018, to provide an overview of how to submit applications electronically and answer users' questions. This type training will be provided on an ongoing basis. Additional information has been provided in the PUV providing a more robust and comprehensive PUV certificate. Although Accela reporting functions have not been fully implemented to date, staff has continued to implement a 10 day turnaround goal, thus ensuring a timely review of PUV applications.

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FY 2019	2018 LEADS Listening Session	Ensure that all applicable departments/divisions are represented at presubmittal meetings to provide more project specific comments.	DSEM	More project specific information is being provided in the staff reports. Although it is often difficult to ensure attendance from all outside agencies, staff has been diligent in ensuring that the reports from these agencies have been provided and contact information is available.
FY 2019	2018 LEADS Listening Session	Evaluate opportunities to expedite the nuisance abatement process to specifically address burned, dilapidated and unsafe structures due to the potential threat to public safety.	DSEM	Staff will continue to identify burned, dilapidated or unsafe structure cases that pose a potential life/safety issue and utilize the Nuisance Abatement Ordinance to fast-track the cases through the abatement process.
FY 2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM encourage applicants to complete master building plans for single family development to decrease overall review and approval timeframes.	DSEM	Master plans are currently being utilized by the swimming pool contractors and accessory building distributors. Having a master plan on file eliminates the need for review of the plans/projects and assists with expediting the building permit issuance. The master plan concept could also be beneficial for the contractors who tend to construct homes with the same floor plans, thus eliminating the need to review each plan, and thereby reducing the time to obtain the single family home building permit.
FY 2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM work with the County Attorney's Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.	DSEM	Environmental staff continue to work with Development Services and applicants to resolve improper subdivisions and lots created by Judicial Orders. Staff provided the Clerk of Courts with a flyer noting requirements that must be satisfied with DSEM prior to recording land transactions. The Clerk has uploaded the flyer to their website. Staff also provided a letter to the Chief Judge to encourage a better understanding of the site and development plan process for their consideration during probate matters.
FY 2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff to share observations about the County's Building Division and recommended that staff communicate with sub-contractors directly.	DSEM	The Building Division instituted a new protocol. To avoid any miscommunication in the future, the Building Division will ensure the General Contractors will be copied on any communication with sub-contractors.
FY 2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff and recommended that the Committee's agenda's allow time to seek input on process improvements.	DSEM	The Committee's agenda was revised with a renewed emphasis on seeking input (i.e. process improvements, cost saving ideas, policy recommendations, etc.) from the committee members.
FY 2019	2018 LEADS Listening Session	Enhance EMS services by providing mental health and ethics training to staff members who respond to EMS calls.	EMS	Additional training related acute mental health issues has been conducted for field staff. Additional training focusing on crisis intervention is being planned at this time. Ethics training has been further incorporated into new member and on-going training.
FY 2019	2018 LEADS Listening Session	Explore opportunities to improve the recruitment and retention of EMS members.	EMS	As a whole, the EMS industry continues to struggle with recruiting and retaining paramedic candidates. As a part of the FY20 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. EMS staff continues to work with TCC and NFCC to assist with student recruitment and training efforts. EMS participates in numerous high school career fairs and at Leon Works. Staff is also focusing efforts on retaining members through scheduling enhancements and by conducting "retention interviews" to learn why long-term members choose to stay.
FY 2019	2018 LEADS Listening Session	Review current posting policies and procedures to ensure that ambulance posting is being done in an effective and efficient manner.	EMS	Staff completed a posting analysis and have adjusted post locations to maximize response capabilities. The Office of Resource Stewardship is providing additional locations where ambulances can be shut-off and plugged in and the crew can go inside of a facility. The County is currently purchasing two ambulances with an auxiliary battery system that will allow the ambulance's motor to be shut off while maintaining HVAC and charging systems on the ambulance.

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FY 2019	2018 LEADS Listening Session	Continue to explore the implementation of a Community Paramedic program.	EMS	Staff regularly participates in the Tallahassee Continuum of Care Consortium and regularly meets with stakeholders to work towards identifying solutions for patients with on-going healthcare needs. The County was also instrumental in the creation of a pilot program through the Center for Medicare and Medicaid which will be used as a proof of concept on the federal level to make payment reform to provide services that align with community paramedic concept.
FY 2019	2018 LEADS Listening Session	Coordinate with DSEM to enhance public awareness of family and non-family heir property issues.	Human Services & Community Partnerships	A session on heir property was incorporated into the 2019 Home Expo, hosted by DSEM
FY 2019	2018 LEADS Listening Session	Evaluate utilizing continuing service agreements to attract and increase the number of contractors that participate in the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing began utilizing continuing service agreements for rehabilitation and replacement projects in October 2018
FY 2019	2018 LEADS Listening Session	Explore opportunities to better educate contractors about the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing staff made presentations at several Tallahassee Builders Association meeting in fall 2018 and spring 2019 on the programs and services of the division
FY 2019	2018 LEADS Listening Session	Establish a client's satisfaction survey to be completed by Housing Rehabilitation clients	Human Services & Community Partnerships	A client satisfaction survey is included as part of each housing rehabilitation and replacement project
FY 2019	2018 LEADS Listening Session	For Housing Replacement projects, bid the entire work to be performed including septic tank and well replacement to ensure greater efficiency in the completion of the projects.	Human Services & Community Partnerships	Housing now bids the entire work for housing replacement projects
FY 2019	2018 LEADS Listening Session	Promote available support services for human service providers through UPHS and other community organizations	Human Services & Community Partnerships	CHSP agencies expressed a need for assistance with with graphics, advertising, grant writing, etc Staff reached out to UPHS to connect CHSP agencies with resources that build capacity and accomplish the goals of the agencies.
FY 2019	2018 LEADS Listening Session	Evaluate the utilization of Veteran Services counselors and collaborate with other organizations that support veterans to ensure maximum use of existing counseling resources.	Human Services & Community Partnerships	Attendees noted a need to increase the ability to service more veterans daily. Staff now attends the VSO monthly commanders meetings. There we share information, promote community engagement with the VA and give feedback and advise regarding Veterans issues.
FY 2019	2018 LEADS Listening Session	Coordinate with the VA to develop and make available a list of necessary documents for surviving family members.	Human Services & Community Partnerships	We now have Federal Benefits Guide for Veterans, Dependents and Survivors. Also our webpage has been updated with more community resources.
FY 2019	2018 LEADS Listening Session	Explore ways to expedite process for providing veterans with an annual bus pass.	Human Services & Community Partnerships	Attendees noted the length of time it takes for a veteran to receive an annual bus pass. If the process cannot be expedited, attendees recommended that daily or weekly bus passes be provided to hold the veteran over until the annual bus pass is ready for pick up. StarMetro now provides Veteran Services with single ride bus passes to give to Veterans until their permanent pass is ready for pick-up.
FY 2019	2018 LEADS Listening Session	Increase nonprofit, faith-based, and neighborhood participation in the Community Organizations Active in Disaster (COAD) group.	Human Services & Community Partnerships	25 additional faith based organizations that have various resources and services have joined COAD that assist citizens with clean up, chain saw cutting of trees, and installing tarps. Working with United Partners on Human Services, CONA and various networks regarding preparedness and how to get assistance following a disaster
FY 2019	2018 LEADS Listening Session	Continue to improve efficiencies of the CHSP online portal.	Human Services & Community Partnerships	In coordination with the City, five listening sessions were held in Spring 2019 with CHSP agencies and Citizen Review Team volunteers to discuss ways to improve the CHSP funding evaluation process.
FY 2019	ACE Transition Program Teachers	Teachers from the ACE Transition Program reached out to staff to see if their students could be placed in intern positions with the County.	Human Services & Community Partnerships	The first group of students with the ACE Transition Program began interning with the County on January 13. Students will intern at the Main Library, HSCP, Facilities Management (Courthouse), and Parks and Recreation (J. Lee Vause Park) during the school year for 1-2 hours per week

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FY 2019	2018 LEADS Listening Session	Evaluate implementing flex scheduling to eliminate the use of Probation/Pretrial staff to perform after-hours alcohol testing.	Intervention and Detention Alternatives	In April 2019, IDA staff restructured alcohol testing location and hours for clients. Through cross-training and flexing staff time, clients can report to the main office from 7AM to 7PM Monday through Friday for court-ordered alcohol tests. This change enhanced customer service through the expansion of testing hours and more convenient parking. Additionally, it eliminated this task from the Probation/Pretrial Officer on duty at the detention facility and providing more time for interviewing and releasing responsibilities.
FY 2019	2018 LEADS Listening Session	Explore automated process for distributing referral documentation directly to court-ordered service providers.	Intervention and Detention Alternatives	IDA staff implemented a direct e-mail account for court-ordered service providers to request forms or documentation necessary to complete enrollment processes for IDA clients. The e-mail account is monitored by IDA administrative staff and responses are provided within one business day.
FY 2019	2018 LEADS Listening Session	Tours of the Library including behind-the-scenes	Library Services	On-demand tours offered to new cardholders applying in person. "Behind-the-scenes" work area tours scheduled in tandem with other library programs.
FY 2019	2018 LEADS Listening Session	Coordinate with CMR to develop an information packet for new, returning and renewing cardholders	Library Services	Staff at all locations provide personal overview of library welcome brochure and current programs with new cardholders. As part of the new online registration process, the Library has also worked with CMR to develop a Welcome Letter with additional information about programs and services.
FY 2019	2018 LEADS Listening Session	Add Tech Help feature to Library website	Library Services	Tech help features posted on library web site, self check machines and digital picture frames, and featured in library's electronic newsletter. Will employ digital signage as well when available.
FY 2019	2018 LEADS Listening Session	Evaluate opportunities to connect Library patrons to human service providers.	Library Services	Shortcut to 2-1-1 Big Bend added to public computers. Updated homeless resource directory handouts available in all libraries.
FY 2019	2018 LEADS Listening Session	Develop Library "Superusers" as ambassadors for the library system	Library Services	Working with VolunteerLEON, the Library has developed a plan for enhancing the volunteer program to engage more people in work with the libraries, including superusers.
FY 2019	2018 LEADS Listening Session	Evaluate offering online library card registrations.	Library Services	Library Staff launched online card registration in December 2019.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	75 items, a combination of print, media and digital were purchased during the month of December in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	184 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	157 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	508 items, a combination of print, media and digital were purchased during the months of March, April, May and June in response to Library patron requests and informal suggestions.
FY 2019	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email.	Library Services	153 items, a combination of print and media, were purchased during the month of July in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	181 items were purchased in response to requests made by Library Patrons during the month of August.
FY 2019	Library Patrons	Library patron purchase requests submitted via our ILLiad system.	Library Services	77 items, a combination of print and media, were purchased during the month of November in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	171 items, a combination of print and media, were purchased during the month of XX in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	165 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.

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FY 2019	Ray Akbar	At the Public Spaces to Great Places event focused on the future park space on Orange Avenue, Mr. Akbar approached Blueprint staff with the idea for the construction of a stage as part of that project. The stage would provide the opportunity for impromptu performances, more formal acts, and also serve as a play feature for kids.	PLACE (Blueprint)	The Blueprint team met with Mr. Akbar several times to discuss integrating a stage into the temporary community pace at Orange and Meridian. Mr. Akbar met staff on-site to discuss the location and size of the stage. Ultimately, the stage was constructed as part of the new community space at Orange and Meridian.
FY 2019	Jeannette Johnson	Ms. Johnson suggested installing lights at Broadmoor Pond Park.	PLACE (Blueprint)	Broadmoor Pond Park will soon be transitioned to County ownership. In preparation for that, Blueprint implemented the lighting request. Parks and Recreation has been working on the park signage.
FY 2019	2018 LEADS Listening Session	Explore ways to enhance communication efforts to ensure the community is aware of major activities that OEV is involved in and what results are being achieved.	PLACE (OEV)	OEV regularly distributes monthly newsletters that highlight upcoming opportunities, as well as economic data and project announcements. The subscriber list is more than 1,300+ recipients. Additionally, OEV regularly posts to social media sites LinkedIn, Facebook and Twitter.
FY 2019	2018 LEADS Listening Session	Identify ways to enhance and streamline processes for the purpose of reducing the time needed to participate in the MWSBE Program.	PLACE (OEV)	OEV is currently in the process of finishing migration of the City into B2GNow software. Certification will also be addressed as part of the disparity study which is to be completed in June 2019.
FY 2019	2018 LEADS Listening Session	Identify ways to notify local businesses about procurement opportunities at other areas agencies, such as developing a resource page on the OEVforBusiness.org website.	PLACE (OEV)	As part of the website designed, OEV will develop an MWSBE microsite. In addition, OEV regularly communicates (via email through B2Gnow) with MWSBE on procurement opportunities. OEV also host industry academies in advance of large bid such as the Tourism marketing RFP.
FY 2019	2018 LEADS Listening Session	Explore ways to increase public engagement and information sharing, such as developing a public outreach plan.	PLACE (Planning)	Planning created an Outreach webpage with a calendar of events, links to common questions and resources, and helpful videos. Pop up outreach events are also held as possible in conjunction with other events, such as festivals and farmers markets.
FY 2019	2018 LEADS Listening Session	Enhance the Planning Department's website to make frequently used documents and forms more readily available to customers.	PLACE (Planning)	See above. The Comprehensive Plan was also reformatted to make it easier to read online and an index was added.
FY 2019	2018 LEADS Listening Session	Provide opportunities for utility services providers to give input during the survey data collection process to better coordinate the timing of construction projects.	Public Works	Although the active Capital Improvement Projects status summary is available to the utility services providers upon request, the representative from Talquin Electric requests a notice from the County after a project kicks-off and before the design survey starts so the utility service providers can provide input during the survey data collection process.
FY 2019	2018 LEADS Listening Session	Coordinate with the Sustainability Office and DSEM to ensure proper implementation of the Water Quality Education Program focusing on the impacts of urban fertilizer and septic tanks.	Public Works	Staff and design consultants have been reaching out to the utility service providers when a Capital Improvement Project commences. This will be an ongoing practice. CMR has completed the "branding" for the Water Resource Program. Staff from Public Works, the Office of Sustainability, DSEM, and CMR will now proceed with the development of the water quality education program, including a brochure for promotion. The grant for the Water Quality Education program will end in 2021.
FY 2019	2018 LEADS Listening Session	Work with Northwest Florida Water Management District, City of Tallahassee, and Leon County Office of Information Technology to restore the function and access of the Capital Area Flood Warning Network, a collection of stream and rainfall gages used to monitor conditions throughout the unincorporated area.	Public Works	The Northwest Florida Water Management District has arranged to place real-time Network data on a Cloud-based server for use by the local governments. Further coordination is being pursued with the Leon County OIT to create a visualization program which meets the needs of emergency management. OIT is working with the Northwest Florida Water Management District to access the cloud-based data being made available at this time. It is anticipated to have the access in summer 2020.
FY 2019	2018 LEADS Listening Session	Evaluate expanding utilization of community service workers and inmate labor to coordinate litter pick up the week before mowing route	Public Works	In addition to roadside litter pick up, inmate crews are now being utilized to cut ditches that machines can not access and remove beaver dams that create flooding problems. Staff will continue to expand utilization of community service workers where feasible.

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FY 2019	Delaitre Hollinger	Delaitre Hollinger requested a sign to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway.	Public Works	Delaitre Hollinger spoke during citizens to be heard at the Jan 22 2019 meeting. Commissioner Maddox made a motion to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway. An unveiling ceremony was held on January 31, 2019 and included Mr. Hollinger, the Steele family, and Commissioners.
FY 2019	2018 LEADS Listening Session	Work to increase engagement with HOAs for improved outreach regarding waste disposal.	Resource Stewardship	With creation of the HOA web page by CMR, solid waste content was included.
FY 2019	2018 LEADS Listening Session	Provide updated and comprehensive outreach documents regarding waste services and programs, such as a rack card like HHW currently uses.	Resource Stewardship	Rack cards, outreach, marketing items created by CMR.
FY 2019	2018 LEADS Listening Session	Help coordinate and organize tours of Marpan and Transfer Station for custodial managers and operations managers of large organizations and buildings in the County in an effort to increase recycling efficiency.	Resource Stewardship	Through the Capital Area Sustainability Compact waste work group, staff has spoken with representatives from various organizations that have expressed interest in touring the facilities. Staff plans to conduct tours for Compact work group members in late 2019 and early 2020.
FY 2019	Citizen attendees of Water School	A few attendees of the water school mentioned a greater need for education around single use plastics, perhaps a PSA, in order to reach more people and reduce the amount of plastics that end up in our waterways.	Resource Stewardship	A single use plastics campaign is beginning in January and will involve Sustainability compact members.
FY 2019	Citizen attendees of Water School	Citizen attendees at the Water School event mentioned a need for more clean-ups of our water ways.	Resource Stewardship	The sustainability office is currently working on using grant dollars to purchase and provide equipment to citizens who want to conduct their own clean up efforts.
FY 2019	Micosukee Sense of Place Working Group	Members of the working group indicated they felt "left out" of knowing activities going on in the County, particularly the seniors. The proposed solution was to distribute hard-copies of the County Link at the Senior Days/Lunch "N Learn.	Resource Stewardship	Parks and Recreation worked with CMR to have additional hard copies printed of the monthly County Link. Those will be provided to the Leon County Senior Outreach Program for distribution at Lunch "n Learns.
FY 2019	Brad Trotman	Mr. Trotman, as well as other volunteers, expressed concerns over having their social security numbers on the paper-copy of background check forms. Direct, electronic submittal of personal information to First Choice seemed to be the best solution.	Resource Stewardship	Parks and Recreation, along with Risk Management, worked with the background check vendor (First Choice) to set up Little League and Pop Warner so that prospective volunteers could enter their information directly into a secure/encrypted system for processing the necessary background checks. The transition to the electronic submittal was tested in August 2018 for Fall Ball and full implemented in January 2019 for the spring baseball season. A paper option still exists for those that do not have email or computer access.
FY 2019	Citizen through Comm. Minor	A citizen expressed concerns to Comm. Minor regarding how dark it was around the Fred George Park Museum when HOA meetings or the like concluded in the evenings.	Resource Stewardship	Parks and Recreation explored lighting options with Talquin Electric and County Facilities staff. It was determined that the best and most economical solution was to install LED light packs on the exterior of the building. The retrofit was completed on Feb. 14, 2019.
FY 2019	George Kaplan	The citizen requested sanitary disposal units be installed in the ladies restrooms at the Edenfield Rd trailhead on Micosukee Greenway.	Resource Stewardship	Greenway staff easily obtained the sanitary disposal units and installed them within the week. Staff will evaluate other facility restrooms for the same need and install if lacking.
FY 2019	Kyle Chapman	Suggested additional signage at St. Marks Greenway Baum Road trailhead advising users on keeping dogs on a leash.	Resource Stewardship	Parks and Recreation worked with the Division of Operations' sign shop to fabricate signs like those being used at other Greenway locations. Those signs were then installed by April 19, 2019.
FY 2019	Chritine	This citizen expressed concerns over safety at Fred George Park at the entrances. She indicated walkers and runners were not paying attention to cars entering the Park.	Resource Stewardship	Staff investigated the concerns and determined solutions were warranted. Utilizing the system successfully used along Mahan Dr, staff installed miniature stop signs in June for sidewalk-users at the park entrances to enhance safety.
FY 2019	Brian Wiebler	After two successful clean-ups on Lake Jackson, Brian suggested Leon County move the event to another water body in need of cleaning - Lake Iamonia.	Resource Stewardship	This year's event, to be hosted on November 2nd, 2019, will be hosted at Lake Iamonia.
FY 2019	Sustainability Stakeholders	As Leon County worked on developing a new Integrated Sustainability Action Plan, citizens came together for a feedback session to share their priorities for what the County should include in the plan.	Resource Stewardship	The Office of Sustainability was able to incorporate 96% of the citizens' ideas into the Integrated Sustainability Action Plan.
FY 2019	Sustainability Stakeholder	A citizen suggested to staff that the County should consider strategies to reduce the use of expanded polystyrene (Styrofoam) in County operations.	Resource Stewardship	In August 2019, the BOCC passed a policy banning expanded polystyrene in County operations and at County events.

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FY 2019	Woodville baseball parents/Woodville Little League Leadership	Parents raised concerns about foul balls coming over the fences and into the bleacher area at the Woodville Little League baseball fields.	Resource Stewardship	Funding was identified in remaining Parks Maintenance FY19 CIP funds. Netting was installed over the bleachers. Project was completed in September 2019.
FY 2019	Citizen attending Dog Park grand opening	Citizen pointed out that small dogs could actually "escape" the fenced area by going between the rungs of the black decorative fence.	Resource Stewardship	Parks and Recreation worked with the vendor to identify the most cost effective solution. Two alternatives were considered: 1. placing windscreen along the fencing or 2. installing a "chicken-wire" type product along the lower portion of the fencing. Ultimately, the chicken-wire solution was selected and installed within two weeks of the suggestion.
FY 2019	Dorian Mitchell	Wanted to see lights installed for Chaires basketball court.	Resource Stewardship	Parks and Recreation worked with OMB to identify funding for FY19 as part of the overall basketball court renovation project. Completion of the court renovation, along with the lighting installation, occurred in December 2019.
FY 2019	2018 LEADS Listening Session	The group asked for Parks to send updates to users on activities and projects. Most were also unaware of the Annual Report.	Resource Stewardship	In working with CMR, it was decided that staff will send an email to presidents of such groups notifying them that the Leon County Annual Report has been posted. Since Hurricane Michael hit around the time of the release of the Annual Report, the email was delayed. The first email was sent to Presidents and other users on 1/4/2019.
FY 2019	Woodville Little League Parents	Conduct a Little League coaches' training that helps coaches understand some basics of field maintenance and the rules and regulations of Little League. When we continued to work on the program of the training with the District 20 representative, EMS first aid and CPR training was added as an element, too.	Resource Stewardship	On Feb. 16, 2019, the training was conducted. The District 20 Administrator of Little League put together the agenda for the morning and Parks & Rec. staff, along with EMS staff participated. The training was held at Daniel B. Chaires Park. This was the first spring baseball season opportunity from the time of the suggestion.
FY 2019	Matthew Woody	Mr. Woody expressed safety concerns at Miccosukee Community Center due to lack of exterior lighting.	Resource Stewardship	At the request of Parks and Recreation, Facilities staff investigated the concerns. It was determined that, in fact, additional lighting could be installed on the building that would better illuminate the parking area. The solution was implemented.
FY 2019	2018 LEADS Listening Session	Evaluate further emergency management communication with visitors.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app
FY 2019	2018 LEADS Listening Session	Pursue improvement of Emergency Management communication with industry partners.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app
FY 2019	2018 LEADS Listening Session	Evaluate further options for a Tourism "training program".	Tourism Development	Provided social media training in December and at Industry Meetings; IDSS training offered in four (4) Hotel Industry Meetings; promoted to partners customer service training offered by Visit Florida.
FY 2019	2018 LEADS Listening Session	Pursue networking opportunities for tourism industry partners.	Tourism Development	Industry meetings have been held in December on Social Media Best Practices, February on 2020 Marketing Plan Input, and May highlighting National Tourism Week, all with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
FY 2019	2018 LEADS Listening Session	Host quarterly meetings with Tourism partners in addition to the annual Marketing Rollout to better coordinate marketing efforts throughout the year.	Tourism Development	Industry meetings have been held in December, February, and May with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
FY 2020	John Gilmore Riley Center & Museum for African American History & Culture	At the request of Riley Center leadership and local historians, Leon County officially recognized Florida's Emancipation Day (May 20) as a County holiday.	Administration	Initially the Board requested an agenda item to consider including Juneteenth (June 19) as a paid holiday for Leon County Government Employees. However, after receiving feedback from the Riley Center leadership and local historians, the Board voted to recognize Florida's Emancipation Day (May 20) as a County holiday.
FY 2020	League of Women Voters	Adoption of a Resolution of support for Medicaid expansion in Florida	Administration	At the request of the League of Women Voters of Florida and the League of Women Voters of Tallahassee, the Board adopted a Resolution of support for Medicaid expansion in Florida.

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FY 2020	Our Kids First	Establishing a Children's Services Council Planning Committee	Administration	On July 10, 2018, the Board voted to support Our Kids First in establishing an independent Children's Services Council Planning Committee. In addition, \$75,000 was appropriated from the General Fund contingency account for the Committee to secure staffing services with a consultant and the County acting as the fiscal agent for the Agreement. Per the Agreement, the consultant facilitated the Committee's meetings between September 2018 and December 2019. During its final meeting on December 13, 2019, the Committee voted to approve a final report with recommendations for the operation of a CSC in Leon County. On December 23, 2019, the Committee's final report was transmitted to the Board.
FY 2020	Tallahassee-Leon County Commission on the Status of Women and Girls	Join the Florida Hate Crime Coalition	Administration	On February 25, 2020, at the request of the Commission on the Status of Women & Girls, the Board approved joining the Florida Hate Crime Coalition and adopted an associated Resolution.
FY 2020	Angelique Daniel	A citizen suggested having community outreach events with LCSO and Animal Control on Hwy 20.	Animal Control	We started this community initiative in December of 2019 and cancelled our remaining events in March of 2020 pending the resolution of COVID-19.
FY 2020	Concerned Citizen	Animal Control received an email at the end of 2017 regarding keeping horses on residential properties.	Animal Control	We worked closely with DSEM to implement complimentary changes to our ordinances. They were adopted by the Board on 4/28/2020.
FY 2020	Gene Loy	When the mask mandate was announced, there were several citizens that wanted more educational information on how to properly wear a face mask. Specifically to wear cloth face coverings over the mouth and nose, and not wearing cloth face coverings under their chin.	Community & Media Relations	Community and Media Relations posted several social media updates educating the public on the correct way to wear a masks. A Video PSA was also created and shared via television and social media to educate the public on the correct way to wear a cloth face covering.
FY 2020	DSEM Advisory Committee for Quality Growth	Adoption an Ordinance to amend the Lake Protection Node (LPN) zoning district DSEM which is intended to provide greater flexibility of development options within the nodes in order to more effectively encourage new development and redevelopment while still meeting the intent and goals of the Lake Protection (LP) Future Land Use (FLU) Category.		On May 12, 2020, as recommended DSEM Advisory Committee for Quality Growth, the Board adopted an Ordinance amending Section 10-6.660 of the Land Development Code, entitled "Lake Protection Node Zoning District."
FY 2020	Leon County Advisory Committee for Quality Growth and Tallahassee Builders Association	Proposed Ordinance amending Chapter 5 of the Leon County Code of Laws entitled "Building and Construction Regulations" to correct inconsistencies and update regulations to be consistent with current Florida Statutes, the Florida Building Code, and proposed revisions to Leon County's Floodplain Management Ordinance.	DSEM	On October 13, 2020, as recommended by the Leon County Advisory Committee for Quality Growth and Tallahassee Builders Association, the Board adopted an Ordinance amending Chapter 5 of the Leon County Code of Laws entitled "Building and Construction Regulations."
FY 2020	2018 LEADS Listening Session	Establish a public education campaign that focuses on the appropriate use of an EMS ambulance.		Throughout the COVID-19 pandemic, EMS and Community & Media Relations have worked to educate the public about the recommended guidelines for when to call 9-1-1 for ambulance services and other safety measures to prevent the spread of the virus between patients and paramedics/EMTs.. Additional social media posts have been developed to provide information to citizens on conditions such as heart attack and stroke. These posts are intended to help the public recognize the symptoms and know when to call 9-1-1 for an ambulance.
FY 2020	2018 LEADS Listening Session	Enhance health and human services program promotional efforts.	Human Services & Community Partnerships	Healthcare, Human Services and other HSCP division programs such as the Live Healthy Discount Card, were promoted on local television news outlets and at Community Health Fair for Neighborhood Associations and service clubs. Healthcare and Human Service programs were published on the HSCP department web pages to provide quick access to program information for residents. Staff also collaborated with Primary Healthcare and Human Services partners to actively post on and utilize the CHSP portal web news feed to communicate with agencies and volunteers about program details and changes.

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FY 2020	2018 LEADS Listening Session	Identify additional funding opportunities to support affordable housing and address the gap in funding created by the Legislature's annual sweeping of the Housing Trust Fund.	Human Services & Community Partnerships	Staff continues to evaluate potential funding sources in partnership with the City, Housing Finance Authority and Housing Leadership Council of Tallahassee-Leon County. Staff is also preparing to apply for a CDBG grant and is considering pursuing the 'Housing Rehabilitation' category. Additionally, Division of Housing Services staff partnered with the Florida Housing Coalition to survey local governments regarding local housing trust funds. The survey found that 21 of the 53 local governments contacted have established local housing trust funds or are exploring a trust fund as an option. Staff anticipates an agenda item on the possibility of a local housing trust fund will be brought for Board consideration early in 2021.
FY 2020	2018 LEADS Listening Session	Identify opportunities to encourage partnerships and collaboration among CHSP agencies to prevent duplication of services and facilitate sharing of resources and data.	Human Services & Community Partnerships	HSPC works with City staff to evaluate the collaborative efforts of organizations that receive CHSP funding and encourage partnerships with small grassroots organizations that are embedded in the community.
FY 2020	2018 LEADS Listening Session	Evaluate ways to improve the process for communicating expected deliverables and distributing information to CHSP agencies.	Human Services & Community Partnerships	A quarterly meeting of Healthcare Stakeholders was established to inform, coordinate, and maximize resources and services to efficiently provide healthcare to the Leon County indigent program. Informational meetings and Human Services work groups were formed to provide an avenue to include agencies in the improvements made to the Community Human Services Partnerships (CHSP) program.
FY 2020	Various Community Partners	Enhancements to the Leon CARES Expenditure Plan	Human Services & Community Partnerships	On September 29th, the Board approved several enhancements to the Leon CARES Expenditure Plan that were based upon feedback from several community partners.
FY 2020	Leon County Affordable Housing Advisory Committee	Updates to the 2021-2023 State Housing Initiatives Partnership Local Housing Assistance Plan	Human Services & Community Partnerships	On March 10, 2020, the Board approved the inclusion of Leon County Affordable Housing Advisory Committee's recommendations in the State Housing Initiatives Partnership Local Housing Assistance Plan.
FY 2020	Leon County Affordable Housing Advisory Committee	Establishment of a Community Land Trust for Leon County	Human Services & Community Partnerships	At the October 26, 2017 Joint Affordable Housing Workshop, the County and City Commissions accepted the Affordable Housing Workgroup's final report and approved 13 recommendations aimed at promoting the development and preservation of affordable housing in the community. One of the recommendations directed staff to explore the feasibility of establishing a community land trust.
FY 2020	Local Homeless COVID-19 Task Force	Emergency Sheltering Plan for the Homeless Population in Leon County	Human Services & Community Partnerships	On March 10, 2020, the Board approved an agreement with Tallahassee Lenders' Consortium to serve as the Community Land Trust for Leon County. On March 18, 2020, Leon County Emergency Management convened a Local Homeless COVID-19 Task Force to address planning and coordination needs related to implementing the U.S. Centers for Disease Control and Prevention (CDC) Interim Guidance for Homeless Shelters with respect to COVID-19. The Task Force also worked to develop an emergency homeless sheltering plan. On April 14, 2020, the Board authorized \$300,000 in funding from the Catastrophe Reserve Fund to support the emergency sheltering plan for the homeless population in Leon County.
FY 2020	United Partners for Human Services (UPHS) and local human service agencies	Allow Community Human Service Partnership (CHSP) agencies the ability to utilize current year County grant funding to address unanticipated COVID-19 related operational needs.	Human Services & Community Partnerships	Following feedback from United Partners for Human Services (UPHS) and local human service agencies, County staff recommended and the Board approved allowing CHSP agencies to utilize currently budgeted grant funds to support unanticipated COVID-19 related expenses and carryforward unspent FY 2020 funds to FY 2021.

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FY 2020	Various landlords	In the first phase of Leon CARES, landlords needed to email or fax a completed Proof of Past Due Rent Form for tenants. The W-9 form contains confidential information and therefore landlords would like it to be sent directly to Leon County for the Leon CARES Individual Assistance program.	Human Services & Community Partnerships	HSCP created a page for landlords and mortgage holders to securely upload the W-9 form. In the first phase of the CARES program, the form was needed from landlords and mortgage holders in order to process past-due rent and mortgage payments through the Leon CARES Individual Assistance program.
FY 2020	Gordon Lightfoot	Mr. Lightfoot asked Veterans Services to update the website to include more resources in an organized way so that Veterans wouldn't have to go to multiple places to find information.	Human Services & Community Partnerships	The website was updated and the front page includes a summary of services to increase ease of access.
FY 2020	Concerned Citizen	Citizen requested a better way to interact with commissioners during virtual meetings	Information & Technology	MIS responded by allowing live comments to be provided by citizens via Zoom.
FY 2020	Judiciary	The Circuit Administrative Judge requested a communication medium as a tool to introduce or refresh the judiciary on services available through the Office of Intervention and Detention Alternative services as well as a quick fact sheet to be posted on Court Administrations intranet.	Intervention and Detention Alternatives	IDA staff developed a detailed PowerPoint presentation and Word document to briefly but comprehensively described IDA's role in the Leon County criminal justice ecosystem and detail the services available through each of the divisions of IDA.
FY 2020	Leon County Clerk of Court	The Leon County Clerk of Court coordinated with the Office of Intervention and Detention Alternatives to complete the transition to electronic filing, or E-filing, of all court documents.	Intervention and Detention Alternatives	IDA had transitioned to E-filing of all court documents except those with specific signatory requirements due to restrictions of the E-filing system. Through collaboration with the Clerk of Court and 2nd Judicial Court Administration, a process was developed to electronically file the remaining documents assisting the Clerk's office with advancing their initiative for paperless filing of all court documents.
FY 2020	2018 LEADS Listening Session	Recognize long-term Library Card holders	Library Services	Recognition of longtime cardholders held at 25th anniversary of LeRoy Collins Leon County Main Library. May be repeated at future anniversary celebrations.
FY 2020	2018 LEADS Listening Session	Develop instructional materials for online tutorial(s) on how to use the Library website and catalog	Library Services	Working with CMR and OIT, the Library has developed several short video tutorials which have been published through the County's social media platforms and are available on the Library's website.
FY 2020	Leon County School media specialists	Make free library cards available to all students attending schools, colleges and universities in Leon County, regardless of residence	Library Services	On October 15, 2019 the Board effectuated these changes by adopting the proposed revised Policy "Eligibility for Library Cards"
FY 2020	Library Patrons	Purchase requests submitted by Library Patrons.	Library Services	36 items were ordered in response to purchase requests for Library Materials.
FY 2020	Library patron	Patron commented that "Businessweek magazine is not in RB digital so discontinuing that would be bad."	Library Services	The Library's digital magazine app, Flipster, has access to this title.
FY 2020	Library patron	Patron on Facebook asked "Any chance of curbside book pickup?"	Library Services	Implemented curbside pickup beginning in May (Made 17,358 curbside deliveries to date).
FY 2020	Library patrons	Several patrons asked for an extension for at-home access to AncestryLibrary.	Library Services	Asked vendor to extend at-home access; extended through end of year.
FY 2020	Library patrons	Multiple patrons found it hard to find Zoom links to story times; suggested they be listed more prominently on website to staff.	Library Services	Created banner on library website homepage and virtual catalog homepage for virtual events and pinned the story times links to the top of the Library's Facebook page.
FY 2020	Library patron	Patron asked, "I suggest that, in this time of quarantine, ALL PAST FEES BE WAIVED so that everyone can use the online library all Overdrive, which you are currently unable to utilize if there are FEES on your account."	Library Services	Made all digital services available to everyone who has a library card, regardless of blocks, fines, or fees while closed for the pandemic.
FY 2020	Library patron	Patron asked "Are you guys able to get us more credits for Kanopy during the quarantine?"	Library Services	Reached out to vendor and increased Kanopy credits from 4 to 8 per month.
FY 2020	Library patron	Patron suggested a featured kids section for e-books.	Library Services	Worked with Overdrive to create Kids and Teens e-Reading Rooms.
FY 2020	Library patrons	Several patrons requested tax forms as they had no way to print them at home and the library was restricting access due to quarantine	Library Services	The library took several boxes of tax forms to three post office locations and let patrons know via phone and email.
FY 2020	Library patron	Patron suggested the library do a program for autistic children.	Library Services	Library staff received autism training and presented several virtual programs, such as Sensory Storytime and Handling Holidays and Travel While on the Spectrum.
FY 2020	Library patron	Patron requested that we raise the hold limit due to the increased number of books needed for homeschooling.	Library Services	The library raised the hold limit from 25 to 35.
FY 2020	Library Patron	A citizen requested a virtual Q&A follow-up with Library Lecture Series speaker Jeff VanderMeer when the Library was closed due to COVID-19.	Library Services	The Library coordinated with Jeff VanderMeer to conduct a live Zoom Q&A event for citizens in the early days of the shutdown.

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FY 2020	Library Patron	A citizen requested that genealogy live events be recorded and posted on the Library's Youtube in a cumulative playlist as an opportunity to revisit the material and learn more.	Library Services	The Library created a genealogy playlist on their Youtube channel for people to revisit at their convenience.
FY 2020	Library Patron	When the library closed to the public, several citizens requested specific instructions on how to use online library services.	Library Services	Library staff created digital how-to guides and single-page handouts to include on the homepage and send via email. The library enhanced the how-to guides by creating short tutorial videos to send via email.
FY 2020	Blueprint Citizen Advisory Committee	At the recent Blueprint CAC Retreat, members of the CAC suggested the creation of a Blueprint Cheat Sheet, which summarizes key programmatic components utilizing visually appealing infographics. The intention of this fact sheet is to distill program information, including origin information and sales tax revenue breakdowns, into an easy to understand format. Though initially created for CAC members, this fact sheet was so helpful that CAC members suggested it be shared with the public via the new Blueprint website, and as appropriate the infographics incorporated into Blueprint public outreach materials and presentations.	PLACE (Blueprint)	The Blueprint Fact Sheet was shared with the CAC at their February 28, 2020 meeting. Based on CAC suggestions at that meeting, Blueprint is currently in the process of incorporating this data and information into future outreach materials. In addition, Blueprint is in the process of updating the Infrastructure Program website and this Fact Sheet will be shared with the public via that platform as soon as the website is launched in mid-2020.
FY 2020	Residents of neighborhoods located near Cascades Park	In response to concerns from the residents of neighborhoods located near Cascades Park concerning noise levels from the Capital Cascades Amphitheater, Blueprint hired the consultant Acoustics By Design (ABD) to complete a Community Noise Study, and several follow-up studies that produced a number of recommendations. In addition to the ABD recommendations already incorporated by Blueprint, one recommendation was to replace the amphitheater house sound speaker system and to hang the speakers as low as possible.	PLACE (Blueprint)	Blueprint purchased the new house sound speaker system, and on July 8, 2020 Blueprint completed improvements to the Capital Cascades Amphitheater which installed an eyelid at the top of the amphitheater canopy, protecting the stage against the elements, and allowing the new house sound speakers to be installed as low as possible. This, combined with previous noise mitigation measures to date, highlight the importance of citizen input into the continued success of the Capital Cascades Amphitheater.
FY 2020	Dr. JR Harding, Blueprint CAC member	The Debbie Lightsey Nature Park Concept Design, approved by the IA Board at its September 17, 2020 meeting, incorporates many citizen ideas. These ideas include rake and ride trails, a play area, and many features that provide access for our ADA community beyond the minimum ADA requirements. The DLNP project team met exclusively with Blueprint Advisory Committee member JR Harding on July 2, 2020. Mr. Harding provided many suggestions, including, ADA compliant multi-use trails, elevated boardwalks that provide sufficient passing space, lowered railings to improve visibility, exceeding minimum ADA parking stall requirements, tactile and audio components for informational kiosks and wayfinding, and signage delineating trail lengths and grades.	PLACE (Blueprint)	Many of these ADA supportive features are reflected in the concept plan approved by the IA Board at the September 17, 2020 IA Board meeting.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses in accessing personal protective equipment (PPE)	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that access to PPE was a significant concern. In response, OEV launched a site connecting businesses and people with local vendors and manufacturers of personal protective equipment (PPE). The companies listed on OEV's webpage source, manufacture, or distribute PPE including face masks, hand sanitizer, sneeze guards, clear partitions, gloves and other items.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses with accessing information regarding safety protocols and best practices and impacts to business supply chains	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that a prevalent concern for reopening is access to safety protocols, best practices and impacts to business supply chains. In response, OEV is working with Florida Makes to communicate industry best practices for local businesses. In addition, OEV continues to share CDC and other public guidance on appropriate protocols.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses with accessing information regarding childcare resources	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that a prevalent concern for reopening is access to information about childcare resources. In response, OEV shared with the local business community the status report on childcare in the community provided to the Board on May 12th.

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for the development of inclusionary and affordable housing within the Welaunee Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.8 and 13.2.9</p> <p>The Master Plan has always included a policy regarding the City's Inclusionary Housing Policy. This is currently Policy 13.2.8. Additionally, a policy on housing affordability (Policy 13.2.9) was added to the Master Plan to address the general affordability of housing through a variety of housing types allowed in the Arch. This policy also provides for opportunities (above and beyond the requirements of the inclusionary housing policy) for PUDs to include incentives for housing for low-income and very-low income families, seniors, and/or people with disabilities.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	A common topic of discussion between all charrettes included clarification of planning around the I-10 overpass and associated interchange. The crossing of I-10 is currently proposed to overpass the interstate, with development of an interchange possible further down the line pending coordination with state and federal agencies. The overpass is part of Blueprint Intergovernmental Agency's Northeast Gateway project. The project PD&E is currently underway with a final alignment undetermined at this time.	PLACE (Planning)	<p>Addressed in Policies 13.2.19 and 13.2.20</p> <p>This is consistent with Policy 13.2.19 regarding the Northeast Gateway and Welaunee Boulevard and Policy 13.2.20 regarding the I-10 Flyover or Interchange.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	During the charrette process, it was identified that roadway alignments shown on the Concept Map are purely conceptual, with alignments to be determined by developers closer to the time of development in accordance with City requirements and accepted standards.	PLACE (Planning)	<p>Addressed in Policy 13.2.17</p> <p>This is consistent with Policy 13.2.17 which states, "Major thoroughfares shall be generally located as depicted on Welaunee Arch Transportation Map, Figure 13-7, with the final location and design to be based upon site-specific environmental, engineering, and related considerations."</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Pre-development agreements have limited future development to three (3) roadway access points along Miccosukee Road for the Arch between the I-10 overpass and Crump Road, including a connection at Miles Johnson Road. Community input suggests that careful planning should be performed to reduce the impact that development may have on Miccosukee Road as to prevent widening and alteration to the current roadway cross-section.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.25</p> <p>This is consistent with Policy 13.2.25 regarding Canopy Roads. The Master Plan was also updated to include additional buffers for Canopy Road Protection Zones though open space requirements in Policy 13.2.4(5). Roadway cross-sections are constrained by engineering standards and requirements beyond the purview of the Comprehensive Plan. The amount of impervious area is also a tradeoff with other design features, such as bike lanes.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Within the Arch, charrette attendees urged future development to consider narrower roadway cross-sections as to reduce impervious area and reduce vehicular speeds.	PLACE (Planning)	<p>Addressed in Policy 13.2.17</p> <p>Roadway cross-sections are constrained by the Capital Improvements Element, the Utilities Element, engineering standards and other requirements beyond the purview of the Comprehensive Plan. The amount of impervious area is also a tradeoff with other design features, such as bike lanes. The Master Plan was updated to include Policy 13.2.17 which specifies that thoroughfares connection through the Arch to areas beyond the arch shall be arterials designed as boulevards for high vehicular capacity and moderate speeds. Thoroughfares connecting mixed use areas within the Arch shall be collectors designed as avenues with high vehicular capacity and low to moderate speeds.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	A common interest of charrette attendees was development provisions to ensure a highly connected roadway network, including a transportation master plan. Many would like to see provisions for transportation master plan to be in place pre-development, similar to the requirements for a stormwater master plan.	PLACE (Planning)	<p>Addressed in Policies 13.2.17, 13.2.18, 13.2.19, 13.2.20, 13.2.21, 13.2.22, 13.2.24, 13.2.25, 13.2.26, and 13.2.27</p> <p>The Master Plan was updated to include a Transportation Map. The Master Plan was also updated to include more detail about the transportation system, including Policies 13.2.17 through 13.2.27. These policies address roadways, bicycle facilities, pedestrian facilities, canopy roads, transit, internal capture of transportation trips, Welaunee Boulevards, the planned interchange with I-10, right of way reservation, parking, and electric, connected and automated vehicles.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed the value that transit systems could benefit future development in the Arch. Local circulators could reduce the need for local vehicular trips, while longer range transit options could reduce future impacts on Tallahassee's transportation system by reducing total vehicle trips.	PLACE (Planning)	Addressed in Policies 13.2.4, 13.2.18 and 13.2.26 The Master Plan was updated to more explicitly require coordination with Star Metro for future transit service. This requirement is included in Policies 13.2.4(1), 13.2.18, and 13.2.26
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Many charrette attendees urged for the consideration of electric vehicle charging stations to be provided in future developments in the Arch.	PLACE (Planning)	Addressed in Policy 13.2.27 The Master Plan was updated to include Policy 13.2.27 to require coordination with City staff during PUDs to address charging infrastructure for electric vehicles and connected and automated vehicles during the PUD stage. This policy also provides for incentives for development that is electric vehicle capable or electric vehicle ready.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees identified that existing land just south of Roberts Elementary and Montford Middle School may be suitable for recreation facilities such as ball fields with lower environmental impacts given the land is currently clear of tree cover.	PLACE (Planning)	Addressed in Policy 13.2.4 The Master Plan has been updated to identify a potential regional park in this location (Policy 13.2.4 (3)(e)). Because the implementation of a park would require additional actions by the Commissions and the landowner or a future developer, the Policy identifies this as "potential."
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees advocated for the widest possible swath of land for the perimeter greenway trail system, and expressed that stormwater facilities should be incentivized to be built as attractive passive recreation facilities (e.g. Lake Ella), rather than "holes in the ground."	PLACE (Planning)	Addressed in Policies 13.2.4 and 13.2.7 The width of the perimeter greenway system is defined in the Northeast Gateway project managed by Blueprint. The Master Plan was updated to require stormwater master plans that emphasize regional stormwater facilities. The design of the facilities will ultimately be determined through these plans. The design of the facilities will also be based on the need to protect conservation and preservation areas. Stormwater facilities are required to be located outside of the mixed-use centers. If this not feasible, facilities must be designed to integrate with pedestrian friendly environments per Policy 13.2.7 (3). Stormwater facilities in clustered residential development are intended to be designed as community amenities per Policy 13.2.4 (4)(a).
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees encouraged a continuation of coordination with Leon County School Board to ensure impacts of future development on school system are planned for.	PLACE (Planning)	Addressed in Policies 13.2.5, 13.2.11, and 13.2.34 Coordination with the Leon County School Board is addressed in the Public School Facilities Element of the Comprehensive Plan and is integrated into the development process. Florida Statute outlines the parameters for School Concurrency system. Additionally, the Master Plan was updated to address coordination with schools in several places. Policy 13.2.5 includes schools in the phasing of the Arch. Policy 13.2.11 addresses school locations and coordination with the School Board during the PUD process. Policy 13.2.34 addresses school siting and concurrency.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	The attendees also recommended developing a process to prevent "tipping-point" facility needs that could become a part of the PUD process.	PLACE (Planning)	Addressed in Policies 13.2.5 and 13.2.11 Determining facility needs is most appropriately coordinated at the PUD stage since that is the stage in which entitlements are determined. The Master Plan has been updated to address public facilities in several ways. Policy 13.2.5 includes consideration of public facilities in the phasing of the Arch. Policy 13.2.11 requires PUDs to include locations of essential services upon request by and though coordination with the City of Tallahassee and/or Leon County School Board.

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Fire stations were urged to be considered as a fore-thought prior to development of the Arch.	PLACE (Planning)	Addressed in Policies 13.2.5, 13.2.11, and 13.2.25 The master plan was updated to provide more detail on fire service. Policy 13.2.5 includes consideration of public facilities, including fire service, in the phasing of the Arch. Policy 13.2.11 and Policy 13.2.25 requires PUD concept plans to include sites dedicated for fire and/or emergency services when requested by the City.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	The attendees generally agreed that urban sprawl should be prevented in developing the Welaunee Arch. Prevention of sprawl was discussed in a multitude of aspects including planning, transportation, and development, among others.	PLACE (Planning)	Addressed in Policy 13.2.2 The Master Plan was updated to include edits to Policy 13.2.2: Discourage Urban Sprawl to include more detail about how the intent would be accomplished, including having integrated, mixed use centers, diverse housing types, and the internal capture of transportation trips.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for phasing of development within the Welaunee Arch.	PLACE (Planning)	Addressed in Policy 13.2.5 The Master Plan was updated to refine the phasing to address both development thresholds as well as the availability of infrastructure and public services per Policy 13.2.5. The phasing plan includes an additional phase as well.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for the development of inclusionary and affordable housing within the Arch. Provisions for inclusionary and affordable housing were widely supported by attendees of the virtual charrettes.	PLACE (Planning)	Addressed in Policies 13.2.8 and 13.2.9 The Master Plan has always included a policy regarding the City's Inclusionary Housing Policy. This is currently Policy 13.2.8. Additionally, a policy on housing affordability (Policy 13.2.9) was added to the Master Plan to address the general affordability of housing through a variety of housing types allowed in the Arch. This policy also provides for opportunities (above and beyond the requirements of the inclusionary housing policy) for PUDs to include incentives for housing for low-income and very-low income families, seniors, and/or people with disabilities.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	There is community support for requiring a diverse range of housing types.	PLACE (Planning)	Addressed in Policies 13.2.4 and 13.2.9 The Master Plan was updated with Policy 13.2.9 which provides for a range of housing types and prohibits any zone in the Arch from only allowing single-family detached homes. The range and diversity of housing types is also addressed in the various zones. The conservation design district shall not contain greater than 80% of any one housing type per Policy 13.2.4(4)(a).
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Cluster subdivisions were supported by attendees as a tool to provide housing development while also preserving natural features.	PLACE (Planning)	Addressed in Policy 13.2.4 The Master Plan was updated to replace the Residential Reserve areas with the Conservation Design District. This update removes ranchettes as a development pattern and replaces it with a village center, a mixed-use neighborhood zone, and cluster development intended to preserve natural features and set aside continuous and contiguous open space.

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Green building envelope requirements were requested to be considered for future development in the Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.30 and 13.2.31</p> <p>Building code and green building standards are continually evolving. There are also tradeoffs between developing at green standards and the affordability of housing. To account for this, green building requirements are not included in the Master Plan. However, the Master Plan sets parameters for more detailed PUDS that would occur closer to the time of development and sets standards and incentives for green development. The Master Plan was updated to include Policy 13.2.31 which allows PUD concepts plans to provide incentives for LEED standards and building-mounted solar. Policy 13.2.30 states that PUD concept plans will comply with applicable clean energy and renewable energy ordinances. These ordinances may address green</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed support for the requirement for an Arch-wide stormwater master plan, as is required in the current amendment language.	PLACE (Planning)	<p>Addressed in Policy 13.2.32</p> <p>The Master Plan was updated to include more details and parameters for the Stormwater Facilities Master Plan. Attendees of the charrette mentioned that the Stormwater Facilities Master Plan worked well for the Welaunee Toe. The existing Comprehensive Plan language for the Stormwater Facilities Master Plan for the toe was used as the basis for the Arch. This is included in Policy 13.2.32. Attendees also wanted more detailed phasing for the Arch, so the Stormwater Facilities Master Plan requirements were also updated to reflect these changes as</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed that stormwater facilities should be incentivized to be built as attractive passive recreation facilities (e.g. Lake Ella), rather than "holes in the ground."	PLACE (Planning)	<p>Addressed in Policy 13.2.4 and 13.2.7</p> <p>The Master Plan was updated to require stormwater master plans that emphasize regional stormwater facilities. The design of the facilities will ultimately be determined through these plans. The design of the facilities will also be based on the need to protect conservation and preservation areas. Stormwater facilities are required to be located outside of the mixed-use centers. If this not feasible, facilities must be designed to integrate with pedestrian friendly environments per Policy 13.2.7(3). Stormwater facilities in clustered residential development are intended to be designed as community amenities per Policy 13.2.4 (4)(a).</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Springs protection was identified by some attendees as an important factor to consider in pre-development stormwater planning.	PLACE (Planning)	<p>Addressed in Policy 13.2.33</p> <p>The Master Plan was updated to address Florida Springs and Aquifer Protection. This is included in Policy 13.2.33.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Canopy protection was identified as a priority in each of the eleven charrettes hosted. Citizens voiced their preference for preservation of existing trees to the planting of new trees to meet the goal of canopy preservation.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	It was noted that the plan should recognize the ecological value of preserving some lands in the highlands within the Welaunee Arch so that portions of these areas are included in conservation areas to support native wildlife and habitats.	PLACE (Planning)	Addressed in Policy 13.2.36 The Master Plan was updated to include a primary open space system with connected, continuous open space. This is outlined in Policy 13.2.36. Additionally, the cluster residential zone includes requirements that the reserve areas be contiguous.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees frequently expressed that wildlife corridors should be extensively planned with widest swath of preserved land feasible.	PLACE (Planning)	Addressed in Policies 13.2.4 and 13.2.36 The Master Plan was updated to include wildlife corridors. These corridors are shown in the Preliminary Environmental Features map and referenced in Policy 13.2.4(4)(c) and Policy 13.2.36.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	During the charrettes, staff heard concerns regarding nighttime light pollution and the preservation of "dark-skies" in the region.	PLACE (Planning)	Addressed in Policy 13.2.4 The Master Plan was updated to include Dark Sky Principles for the cluster residential zone and residential reserve zone in the Conservation Design district per Policies 13.2.4(4)(a) and 13.2.4(4)(d).
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed support to achieve the renewable energy goals of the City of Tallahassee 2050 pledge. A recommendation to limit natural gas transmission infrastructure to the Arch was provided to encourage cleaner forms of renewable energy in this area when it does develop.	PLACE (Planning)	Addressed in Policies 13.2.29 and 13.2.30 The Master Plan was updated to support the renewable energy pledge. Policy 13.2.30 encourages PUDs concept plans to incorporate strategies consistent with the City of Tallahassee's Clean Energy Resolution and requires them to comply with clean energy and renewable energy ordinances. Policy 13.2.29 was updated to remove references to natural gas.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	1.Requests for modifications to the Welaunee Arch Concept Map were expressed as follows: •Add scale for context. •Include neighborhood center at intersection of roads in east portion of the Arch. •Indicate conservation easement adjacent to schools. •Include natural features and environmentally sensitive layers.	PLACE (Planning)	Addressed in the Master Plan Maps. The Master Plan was updated to include a Land Use Map, a transportation map, and a Preliminary Environmental Features Map instead of the one map originally included.

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees noted that defining characteristics of the Tallahassee area include tree canopy cover and topography, and that these should be protected.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, 13.2.25, and 13.2.36</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p> <p>The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site. The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site-specific plans in accordance with the Comprehensive Plan and Chapter 5 – Environmental Management, Tallahassee Land Development Code."</p> <p>Addressed in Policy 13.2.36</p> <p>The Master Plan was updated to refine the phasing to address both development thresholds as well as the availability of infrastructure and public services per Policy 13.2.5. The phasing plan includes an additional phase as well.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees would like to see development built in harmony with topography, rather than large cuts made to slopes.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to include Dark Sky Principles for the cluster residential zone and residential reserve zone in the Conservation Design district per Policies 13.2.4(a) and 13.2.4(d)</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Greenways and parks for passive use, aka the Emerald Necklace, shall include a large conservation area to separate suburban development of the Arch from Rural lands, an area of buffers for existing development of lower density at the boundaries of the Arch (Buckhead), additional protection for the Canopy Roads, both Centerville and Miccosukee to preserve the natural canopy of these roads, and a system of linear parks to connect all of the above with the existing Miccosukee Greenway and other nearby parks outside of the Arch. These shall all be passive parks with public access to trails, bike, horse and pedestrian facilities.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.15, 13.2.23, 13.2.25, 13.2.32, 13.2.36, 13.2.37, and 13.2.42</p> <p>Welaunee Greenway The Master Plan has been updated to address land uses and various types of open space. Policy 13.2.42 specifies that "The Welaunee Greenway shall consist at a minimum of an 8.4-mile-long shared-use trail corridor along the northeast, north, and west perimeter of the Arch, and shall be developed consistent with adopted local government plans." The Greenway design will be consistent with the Northeast Gateway Project managed by Blueprint which is based on the Leon County Greenways Master Plan.</p> <p>Buffer Existing Development Policy 13.2.4 (1) provides additional language about a buffer and transition of densities and intensities in the Arch in relation to Buckhead. This policy states, "It is the intent of this district to provide higher intensity uses east of and adjacent to the interchange while transitioning to less intense uses west of the interchange."</p> <p>Policy 13.2.4 (1) (a) includes language developed in coordination with Buckhead representatives. This policy states, "The activity center zone shall be located no closer than 1,000 feet from the Buckhead subdivision."</p> <p>Policy 13.2.4 (1) (d) includes language developed in coordination with Buckhead representatives. This policy states, "an open space zone shall be located along the border with the established Buckhead Neighborhood serving as a buffer between the existing</p>
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Other areas of conservation and preservation land such as wetlands, floodplains and imperiled species habitat shall also be protected. Public use shall be limited in order to protect habitat and imperiled species populations within them.	PLACE (Planning)	<p>Addressed in Policies 13.2.27 and 13.2.36</p> <p>The Master Plan was updated to reflect the necessity of management plans and, where applicable, wildlife habitat management plans. Policy 13.2.36 specifies that the open space systems shall each have a management plan approved by the City in order to protect the values for which they were designated. The management plans may be adopted in phases so long as they are consistent with one another. The policy also specifies Wildlife management areas may be included in the primary open space systems protective measures addressed in the management plans, including a wildlife habitat management plan, in accordance with Chapter 5 – Environmental Management, Tallahassee Land Development Code. Policy 13.2.27 states, "Conservation and Preservation lands shall be subject to a management plan to be reviewed and approved concurrent with the PUD Concept Plan that includes the applicable Conservation and Preservation lands. Such management plan shall include measures to protect the values for which such lands were designated, including wildlife habitat and corridors, and may include conservation easements and other measures consistent with the Environmental Management Ordinance. Conservation and Preservation lands may be utilized for public access, including trails, subject to the Environmental Management Ordinance."</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: An active park of sufficient size to accommodate ball fields and other outdoor recreational facilities shall be located within the Arch immediately south of Roberts and Montford schools with easy access to the linear park system, roads and parking.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan has been updated to identify a potential regional park in this location (Policy 13.2.4 (3)(e)). Because the implementation of a park would require additional actions by the Commissions and the landowner or a future developer, the Policy identifies this as "potential." This policy also specifies that " , it shall be designed to include connectivity with the trail system around any high-quality native forests as described in the open space zone for this District "</p>
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Multi-use paths shall be built for the main roads including but not limited to Welaunee Boulevard and Shamrock Extension throughout the Arch. Other roadways including minor collectors shall have at a minimum sidewalks and bike lanes or separated bike paths. Sidewalks shall be separated from the road for safety and to encourage use.	PLACE (Planning)	<p>Addressed in Policies 13.2.18, 13.2.22 and 13.2.23</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p> <p>Policy 13.2.18 states, "Residential zones shall be connected to mixed use zones by a network of sidewalks, shared use paths, and bicycle facilities designed to provide safe, comfortable transportation options."</p>

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FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: We propose an "Emerald Necklace" around and within the Welaunee Arch, composed of a large Park in the northeast, expanded greenways around the periphery of the Arch expanding the canopy road protection and buffer for existing development on the borders of Welaunee and will include water bodies and portions of their wetlands and floodplains in the designated Open Space. An active park with ball fields and other appropriate facilities located near the schools is also proposed. These preservation, conservation and recreational areas will be connected by an "Emerald Necklace" systems of trails including the existing Welaunee Greenway Trail, an 8.4 mile trail along the periphery of the Arch, with the capacity to connect to existing and (hopefully) new greenways in the Toe, Heel and surrounding lands.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.36</p> <p>The Master Plan was updated to include a system of open spaces. This is outlined in Policy 13.2.36.</p> <p>Additionally, conservation and preservation lands are subject to management plans. As defined in the Conservation Element of the Comprehensive Plan, Preservation Areas include: a) Wetlands and waterbodies and water courses; b) Severe grades over 20% (only required outside of the Urban Service Area); c) Native forests; d) Undisturbed/undeveloped 100 year floodplain; e) Areas of environmental significance; and f) Habitats of endangered, threatened and species of special concern.</p> <p>Conservation Areas include: a) Altered floodplains and floodways, b) Altered watercourses and improved elements of the primary drainage system; c) Altered wetlands; d) Closed basins; e) Significant grade areas 10%–20% (only required outside the Urban Service Area); f) High quality successional forests; g) Areas exhibiting active karst features; h) Designated canopy road corridors.</p> <p>Keep It Rural requested a large park in the northeast. The Master Plan was updated to include the protection of a large area on the eastern portion of the Arch instead. This location was selected instead because it is a core canopy area that is part of a fragmentation class of Core Canopy (>500 acres) per the Urban Forest Master Plan. This site also connected to open space systems that allow for Wildlife Corridors as shown on the Preliminary Environmental Features Map and in Policies 13.2.4(1)(c), 13.2.4(5), and 13.2.36. The location proposed by Edits to the master plan provide mechanisms by which the Residential Reserve District in the Welaunee Arch can be established as a Welaunee Habitat Park.</p> <p>Edits include a 250' buffer along Roberts and Crump Roads. This buffer would include the Welaunee Greenway.</p> <p>The master plan was updated to define block lengths and block perimeters in the mixed use centers to support walkability.</p>
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	Provide an alternative development program to function similar to a transfer of development rights to set aside an area for a habitat park.	PLACE (Planning)	
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	Add buffers along Roberts and Crump Roads to screen development from more rural areas.	PLACE (Planning)	
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Representatives from the Alliance of Tallahassee Neighborhoods (ATN) requested additional language regarding open space in the Town Center and Village Center and providing for walkable, mixed-use centers. To this end, the proposed edits to the policies would define block lengths and block perimeters and include urban forest canopy areas as part of the community open space that would be planned as focal points	PLACE (Planning)	

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FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Protect natural resources, conserve wildlife populations, including but not limited to imperiled species, and provide recreational areas.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.36</p> <p>In addition to the Goals, Objectives, and Policies of the Conservation Element of the Comprehensive Plan, the Master Plan was updated to include additional information about protecting natural resources, conserving wildlife populations, and providing recreational areas. Many of these updates are included in Policy 13.2.36, which establishes the Primary Open Space System. This system addresses conservation and preservation lands, buffers for residential areas and canopy roads, environmentally sensitive areas, including wildlife corridors, aesthetic open space, active and passive recreation areas, and community gathering spaces.</p> <p>Additionally, conservation and preservation lands are subject to management plans. As defined in the Conservation Element of the Comprehensive Plan, Preservation Areas include: a) Wetlands and waterbodies and water courses; b) Severe grades over 20% (only required outside of the Urban Service Area); c) Native forests; d) Undisturbed/undeveloped 100 year floodplain; e) Areas of environmental significance; and f) Habitats of endangered, threatened and species of special concern.</p> <p>Conservation Areas include: a) Altered floodplains and floodways, b) Altered watercourses and improved elements of the primary drainage system; c) Altered wetlands; d) Closed basins; e) Significant grade areas 10%–20% (only required outside the Urban Service Area); f) High quality successional forests; g) Areas exhibiting active karst features; and h) Designated canopy road corridors</p>

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FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Provide mobility choices for residents and employees of all ages and abilities. Upon build out, the Welaunee Arch shall achieve at least a 20% internal capture rate for automobile trips.	PLACE (Planning)	<p>Addressed in Policies 13.2.12, 13.2.17, 13.2.18, 13.2.22, 13.2.23, 13.2.26, and 13.2.36</p> <p>Policy 13.2.17 was updated to include a greater emphasis on energy efficiency through transportation. Policy 13.2.8 was added to provide more specific information about how the goal of 20% internal capture could be attained. This policy along with Policy 13.2.26 requires coordination with Star Metro to support transit service that connects the Arch internally and to other areas of the community.</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p>
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Provide housing for diverse socio-economic groups within the Welaunee Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.9</p> <p>The Master Plan was updated with Policy 13.2.9 which provides for a range of housing types and prohibits any zone in the Arch from allowing single-family detached homes exclusively. The range and diversity of housing types is also addressed in the various zones. The conservation design district shall not contain greater than 80% of any one housing type, per Policy 13.2.4(A)(a).</p>

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FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Respect the character of Tallahassee by retaining mature, healthy forest and topography.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, 13.2.25 and 13.2.25</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p> <p>The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site. Addressed in Policies 13.2.30 and 13.2.31</p>
FY 2020	Tally 100	All development complies with requirements resulting from the city's clean energy plan. Each building has a certified HERS rating and meet the FGBC or LEED standards that reflect the homes efficiency is in the top 25% of Tallahassee homes completed the previous year.	PLACE (Planning)	<p>The Master Plan was updated to address the clean energy. Because development is not anticipated for several years while infrastructure is planned and constructed and because a formal clean energy plan has not yet been adopted, the proposed Clean Energy policy is flexible to encourage strategies based on the Clean Energy Resolution and require PUDs to comply with future Clean Energy Plans and/or Ordinances that may be adopted by the City that are in effect at the time of development. This is included in Policy 13.2.30.</p> <p>Policy 13.2.31 includes the provision for PUDs to incorporate incentives for developments that incorporate Leadership in Energy and Environmental Design (LEED) standards and/or provide building-mounted solar systems.</p>
FY 2020	Tally 100	Homes are solar PV ready, with roofs and electrical conduit and wiring designed for the later addition of solar PV and battery storage.	PLACE (Planning)	<p>Addressed in Policies 13.2.24 and 13.2.31</p> <p>The level of detail for individual homes is outside of the purview of Comprehensive Plans; however, the Master Plan was updated to include various incentives for building-mounted solar. These are found in Policy 13.2.24 for parking structures and Policy 13.2.31 for other buildings.</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea, Improvement, or Solution	Implementing Department	Description of Implementation
FY 2020	Tally 100	Homes are EV ready, with conduit and wiring designed for the later addition of EV charging stations.	PLACE (Planning)	<p>Addressed in Policies 13.2.27</p> <p>The level of detail for individual homes is outside of the purview of Comprehensive Plans; however the Master Plan was updated to require PUD development to coordinate with the Planning Department and City Public Infrastructure departments to ensure the plan accommodates necessary infrastructure to support charging infrastructure for electric vehicles and infrastructure to support Connected and Automated Vehicles (CAV). Additionally, the Master Plan allows PUDs to include incentives for development that is electric vehicle capable or electric vehicle ready by providing for the future installation and use of Electric Vehicle Supply Equipment (EVSE) in accordance with the National Electrical Code. Incentives will be greater for electric vehicle-ready than for electric vehicle-capable developments. These points are included in Policy 13.2.27.</p>
FY 2020	Tally 100	Design roads and orient building lots to facilitate south facing roofs for solar collection.	PLACE (Planning)	<p>Addressed in Policies 13.2.24 and 13.2.31</p> <p>The design of roads is constrained by engineering standards and requirements beyond the purview of the Comprehensive Plan; however, the Master Plan was updated to include various incentives for building-mounted solar. These are found in Policy 13.2.24 for parking structures and Policy 13.2.31 for other buildings.</p>
FY 2020	Tally 100	Put solar PV over parking lots.	PLACE (Planning)	<p>Addressed in Policies 13.2.30</p> <p>The Master Plan was updated to include edits to the parking policy to allow for incentives for building-mounted solar systems on parking structures. The proposed policy leverages incentives over requirements because the need for parking, the design details for parking structures, connected and automated vehicle technology, and the clean energy technologies available at the time of development could change between the adoption of the Master Plan and actual development in the Arch. However, if these standards are incorporated into future clean energy plans or ordinances adopted by the City, development in the Arch would be subject to this as a requirement as established in Policy 13.2.30.</p>

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FY 2020	Tally 100	Maintain 55% tree canopy coverage as called for in the Urban Forest Master Plan.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, and 13.2.25</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory (NFI) at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p>
FY 2020	Tally 100	All streets and equivalent roadways within the developed area will include bike paths and pedestrian sidewalks that are separated from the motor vehicle roadway.	PLACE (Planning)	<p>Addressed in Policies 13.2.12, 13.2.18, 13.2.22 and 13.2.23</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p> <p>Policy 13.2.18 states, "Residential zones shall be connected to mixed use zones by a network of sidewalks, shared use paths, and bicycle facilities designed to provide safe, comfortable transportation options."</p> <p>Policy 13.2.12 states, "Landscaping in mixed-use and neighborhood zones shall include shade trees planted as street trees." This policy also allows for incentives to landscape with</p>

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FY 2020	Tally 100	No extension of city gas lines.	PLACE (Planning)	Addressed in Policies 13.2.29 and 13.2.30 The Master Plan was updated to support the renewable energy pledge. Policy 13.2.30 encourages PUDs concept plans to incorporate strategies consistent with the City of Tallahassee's Clean Energy Resolution and requires them to comply with clean energy and renewable energy ordinances. Policy 13.2.29 was updated to remove references to natural gas.
FY 2020	Killearn Homes Association	Address how transportatn impacts are evaluated for development in the Welaunee Arch.	PLACE (Planning)	The master plan was updated remove the option to waive concurrency review until final development orders. This proposed policy would work in coordination with other policies, such as the Phasing policy, to ensure advanced planning ahead of development. Proposed edits also provide for the applicability of a Mobility Fee or alternative mobility funding system if adopted. Edits also include a system by which transportation needs identified by the I-10 Interchange PD&E Study and Regional Mobility Plans (Long Range Transportation Plans) would be incorporated into applicable Mobility Element policies and figures.
FY 2020	Dale Jackson	Mr. Jackson expressed concerns over fishing in stormwater ponds and suggested Catch and Release signs.	Public Works	An agenda item went before the Board July 14 to approve signing all stormwater ponds with Catch and Release signs. The item and the language for the sign was approved, and new signs have been installed.
FY 2020	Donna Willis	Three months into moving into her home on Buck Haven Trail Mrs. Willis noticed there were no speed limit signs or slow children at play signs anywhere on Buck Haven Trail. Due to the number of families with children that played outside and ride their bikes in the area, she felt it was imperative that these signs be installed for the safety of those in her neighborhood.	Public Works	After an inspection Public Works staff installed 25 MPH speed limit signs on Buck Haven Trail.
FY 2020	Stonegate HOA	Residents in the Stonegate neighborhood noticed that the hard right turn lane from Centerville southbound onto Stonegate was dangerous especially if a vehicle on Stonegate was waiting to enter Centerville. The residents suggested Public Works investigate if there needed to be additional signage warning drivers of the sharp right turn.	Public Works	Staff conducted an investigation for the intersection of Stonegate Drive and Centerville Road. Staff evaluated existing signage, roadway conditions, crash history and physical constraints. As a result, staff recommended installing two Double Side Road Signs east and west of the intersection to provide unfamiliar driver advanced warning of the side roads. The installation of these signs should reduce the turning speed of approaching vehicles.
FY 2020	Emergency Care Help Organization (ECHO)	ECHO requested Leon County donate a 2006 Ford F250 for its Furniture Bank program to transport donated furniture to the homes of low-income residents and disabled veterans. It's current pickup truck was inoperable.	Public Works	At the April 14, 2020 meeting the Board authorized the transfer of the vehicle to ECHO to continue its Furniture Bank program.
FY 2020	B.T. McClellan	Citizen requested a sidewalk be added on Gum Road from Aeon Church Road to Capital Circle SW.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the June 20, 2017 Budget Workshop, ratified at the July 11, 2017 meeting.
FY 2020	Don Poindexter	Citizen requested a sidewalk be added on Highland Drive from Buck Lake Road to Mahan Drive.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the June 19, 2018 Budget Workshop, ratified at the July 10, 2018 meeting.
FY 2020	Ms. Marks & Area Residents	Citizens requested the County make improvements at the Heathrow and Deer Lake to make the intersection more visible.	Public Works	Staff evaluated the intersection for potential safety improvements and recommended installing street signs in the median at Heathrow and Deer Lake.
FY 2020	Residents on Tuscavilla Road	Residents of 2354 and 2352 Tuscavilla Road requested staff explore improving drainage between their homes.	Public Works	After inspection, staff acquired drainage easements and designed a pipe system to address drainage. The project is moving forward, currently in permitting.

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FY 2020	Killearn Lakes HOA	The HOA requested permission to replace a sign within the right of way.	Public Works	County staff worked with the County Attorney on a License Agreement to allow the HOA to utilize County right of way to replace the damaged sign.
FY 2020	Killearn Lakes HOA	The HOA requested staff evaluate ways to improve drainage in the area of Lake Monkey Business Park.	Public Works	Staff worked with the HOA improvement committee and developed ways to improve drainage, in addition to repaving the road into the Lake Monkey Business Park.
FY 2020	Killearn Lakes HOA	The HOA requested cross walks along side streets off of Deer Lake be refreshed to improve visibility.	Public Works	Staff performed an inspection of the area and recommending the improvements to make the cross walks more visible.
FY 2020	Citizens on Horseshoe Trail (Mr. Verbois, Mr. Theobald, and Mr. Schroeder)	Citizens on Horseshoe Trail requested staff inspect their area for drainage improvements.	Public Works	Staff inspected the area and recommended improvements to improve the drainage in this area.
FY 2020	Citizen on Minnow Creek	Citizens at 8714 Minnow Creek requested staff inspect their area for potential drainage improvements.	Public Works	Staff inspected the area and recommended projects to improve the drainage.
FY 2020	Citizen on Ox Bow Road	Citizen at 7059 Ox Bow Road requested staff inspect their area for drainage improvements.	Public Works	Staff inspected the area and recommended projects to improve the drainage in this area.
FY 2020	Jeremy Matyjaszek	Citizen requested staff inspect Walden Road for traffic calming.	Public Works	After inspection, staff recommended traffic calming on Walden Road and assisted the citizen through the process to collect the required number of signatures.
FY 2020	David Ferry	Citizen requested staff inspect Charlais Street for traffic calming.	Public Works	After inspection, staff recommended traffic calming on Charlais Street and assisted the citizen through the process to collect the required number of signatures. Project currently in design.
FY 2020	Citizens on Tram Road	Citizens on Tram Road and the new Charter School requested staff evaluate options to reduce speeding on Tram Road.	Public Works	After conducting a traffic study, staff recommended reducing the speed limit on Tram Road.
FY 2020	Concerned Citizens	Citizens expressed the need for a traffic signal at the intersection of Talpeco Road and North Monroe Street.	Public Works	Public Works staff worked with FDOT to get the traffic signal installed in FY 2020.
FY 2020	Valerie Janard	Ms. Janard contacted Commissioner Minor's office with concerns about a broken culvert and standing water on Crowder Road.	Public Works	Staff inspected the area and recommended improvements. As a result, the culvert was repaired, the ditch was cleaned to allow for better water flow, the roadside shoulder adjacent to the center median was repaired to prevent water from standing, and sod was placed on all disturbed areas. In addition to the original work orders, the driveway aprons at Shangri La Lane were widened to prevent future damage from larger vehicles entering and exiting this neighborhood.
FY 2020	Capital Area Sustainability Compact members	Approve the Apalachee Regional Planning Council as the Capital Area Sustainability Compact Administrator	Resource Stewardship	On November 17th, the Board ratified the recommendation of the Capital Area Sustainability Compact members to approve the Apalachee Regional Planning Council as the Compact Administrator and allocate \$4.970 for the role.
FY 2020	Big Bend Sierra Club, Audubon Society and Buck Lake Alliance	Habitat Conservation Plan for the Upper Lake Lafayette	Resource Stewardship	Community groups such as Big Bend Sierra Club, Audubon Society and Buck Lake Alliance were engaged to review the Habitat Conservation Plan and provide feedback. That feedback was shared with FWC for consideration, and several modifications were made to incorporate the input. The final Plan was approved by the Board on 10/13/20.
FY 2020	Patty O	Question on Nextdoor: can something be done about the mud around the entrance to the bradfordville dog park?? Maybe a cement slab or moving the source of the water closer to the pond so it can flow away from the entrance path?	Resource Stewardship	Parks and Recreation staff added mulch to the area and will continue to monitor it.
FY 2020	Citizens utilizing new Bradfordville Dog Park	Pet owners requested a segregated small dog park area for the Bradfordville Dog Park	Resource Stewardship	Parks and Recreation worked with the fencing contractor to install additional fencing allowing for a separate small dog area. To save cost, the already constructed airlock/entrance was utilized and separate access was added from that point. New water lines also had to be run to insure both the small dog side and the large dog side had access to a water source. Facilities assisted with that portion of the project.
FY 2020	Phipps family	Concerns were raised regarding lack of signage along Orchard Pond Trail to ensure users were aware of the public vs private property boundaries.	Resource Stewardship	Parks and Recreation worked with Operations (Sign Shop) to develop new signage to be installed at the trailheads and along the trail. The new signs were installed by January 13, 2020.
FY 2020	Citizen	It was brought to our attention the parking lights at the NE Branch Library are being blocked by tree limbs. Although trimming the trees may seem like the best solution, it would entail scalping the trees 300 making them not very aesthetically pleasing to view.	Resource Stewardship	Facilities Management will be retrofitting the light fixtures to LED and updating the lamp poles with an extended arm, which will illuminate the light further out into the parking lot.

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FY 2020	Sara McCabe and Sue Noyes	Two citizens suggested that signage be added to specific park locations alerting users to the possibility of snakes and alligators. Upon further evaluation, it was determined that such signs would be valuable at all Parks locations built around stormwater ponds. As such, it was rolled out accordingly.	Resource Stewardship	Alligator and snake alert signs were installed at each Park facility around a stormwater pond and one was also installed at St. Marks Headwaters Greenway. Facilities receiving those signs were (Bradfordville Dog Park, Pedrick Pond Park, Martha Wellman Park, Broadmoor Pond Park, and Anita Davis Preserve)
FY 2020	Dale Jackson	Mr. Jackson noticed that geese continue to be a problem at Pedrick Pond Park and said "given that the Canada geese are becoming freeloaders that leave nasty goose droppings all over this place where many people like to walk as well as fish" we wish the property could be posted for "Do Not Feed Geese".	Resource Stewardship	Signs were designed by Community and Media Relations and installed at Pedrick Pond Park on July 15, 2020.
FY 2020	"Evening visitors" to Blount Landing	With the installation of the new kiosk (part of the Board's strategic initiatives), evening visitors expressed concerns that lighting was needed to be able to see the information.	Resource Stewardship	Facilities installed a solar-powered light on the Blount Landing kiosk and added lighting to a new by power pole.
FY 2020	Equestrian Community	Equestrian community suggested installing a gate at Alford Greenway restricting access to equestrian trailers only into the equestrian parking.	Resource Stewardship	A maintenance gate was installed to the parking area. Currently, the gate is "false locked" and the equestrian community is aware on how to access the parking.
FY 2020	Vicky Verano	Memorial Bench at Miccosukee Greenway	Resource Stewardship	A memorial bench was installed at Miccosukee Greenway the week of November 16 in honor of Judith Verano.
FY 2020	Barbara Brandt	Memorial Bench installation	Resource Stewardship	A memorial bench was installed the week of November 16, 2020 at Pedrick Pond Park in honor of Thomas B. Brandt.
FY 2020	David Mills	Memorial bench at Alford Greenway	Resource Stewardship	A memorial bench at Alford Greenway was installed in July of 2020 in honor of Zachary Mills.
FY 2020	Young Actors Theatre	Tree planting in honor of Lea Reeves.	Resource Stewardship	A tree was planted in honor of Hazel Walker at Pedrick Pond Park in February 2020.
FY 2020	Various park users	Several regular walkers at our passive park facilities requested mile markers around the ponds. All 5 stormwater pond parks (Okeeheepkee Prairie, Pedrick Pond, Anita Davis Preserve, Martha Wellman and Broadmoor Pond Parks) now have mile marker signage.	Resource Stewardship	As of November 6, 2020, all 5 stormwater pond parks (Okeeheepkee Prairie, Pedrick Pond, Anita Davis Preserve, Martha Wellman and Broadmoor Pond Parks) now have mile marker signage.
FY 2020	Steve Urse	Expanding composting opportunities in the community	Resource Stewardship	Board approved to be rolled out in 01/2021 a pilot composting drop off site at the solid waste facility a backyard composter giveaway
FY 2020	Leighanne Boone	Citizen suggested the County should start electrifying out fleet	Resource Stewardship	County purchased first electric vehicle a chevy bolt for county operations in July 2020
FY 2020	Hannah Crow	Citizen mentioned a need for cleaning and revitalization of the Fort Braden community garden.	Resource Stewardship	In August, Hannah Crow and other fort braden community members worked with Leon County Sustainability to clean up the community garden, took plots, and have begun gardening.
FY 2020	Concerned Citizen	Citizen requested that Leon County model more sustainable internal and external events	Resource Stewardship	Leon County sustainability developed a green event guide for internal and external use
FY 2020	Laurelin Haas	FSU Sustainable Campus suggested Leon county sustainability identify more ways to engage with students	Resource Stewardship	Leon County Sustainability worked with FSU Sustainable Campus to expand the Sustainability Fellows, taking on 5 student fellows since implementation. In addition to, Leon County sustainability worked with 5 additional students through a partnership with FSU-FAMU College of Engineering and the FSU Geography Department
FY 2020	Citizen	Community members requested that Leon County Tourism sell more local products in the Visitor Information Center Gift Shop.	Tourism Development	The tourism team partnered with additional local vendors to sell more locally produced items including Eds Red Hot Sauce and Forgotten Coast Items.
FY 2020	Citizen (Unnamed)	Revisions to the County's lobbying regulations	County Attorney	Following feedback from several citizens, the Board directed the County Attorney to explore several revisions to the County's lobbyist regulations including removal of the notary requirement on the lobbyist registration application form and working with the Clerk of Court to explore an online payment process. On 11/17/20, the Board adopted an Ordinance amending Chapter 2, Article XII of the Leon County Code of Laws relating to lobbying regulations which facilitated these changes.
FY 2020	Local business owners	Business owners requested instead of 100 masks per one location and 200 masks per two locations to instead work specifically with OEV to determine masks needed for each business on a case by case basis	PLACE (OEV)	OEV removed the 100 to 200 limit and worked with businesses on a case by case basis to accommodate mask needs.

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FY 2020	A group of citizens	Individuals emailed OEV to ask if there was a place where they could find local mask makers to purchase masks from and support local businesses.	PLACE (OEV)	OEV worked with Shop Tally and CMR to develop a comprehensive list on the COVID website of local mask makers to purchase from.
FY 2020	Alton Miller	Citizen requested for a place where he could fill out a small business and individual grant in person with assistance.	PLACE (OEV)	OEV set up a computer and print station at the office and allocated a staff person to be available to assist individuals in need of application help.