

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



**FY 2020
Budget Workshop**

**Tuesday,
April 23, 2019
9:00 a.m. – 3:00 p.m.**

**Leon County Board of County Commissioners
Leon County Courthouse, 5th Floor**

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

**Fiscal Year 2020 Budget Workshop
April 23, 2019**

Item Number	Workshop Item Title
1	Fiscal Year 2020 Preliminary Budget Overview
2	Multi-Year (FY2019 – FY2021) Fiscal Plan
3	Proposed Resolution Amending the Leon County Health Department Fee Schedule
4	Integrated Sustainability Action Plan (ISAP)
5	Contract Amendment with Marpan to Maintain the County's Recycling Program
6	Consideration to Discontinue Construction of a Additional Ballfield at Daniel B. Chaires Park and Reallocate Funds for Other Park Improvements
7	Pretrial Release Program Fees
8	Archaeological Preservation
9	Land Use Element Update Consulting Services
10	Retiree Post-Employment Health Care Benefit
11	Revisions to Leon County's Pay Plan to Update Compensation Ranges and Employee Classifications

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #1**

Leon County Board of County Commissioners

Budget Workshop Item #1

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2020 Preliminary Budget Overview

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Wanda Hunter, Assistant County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship Tim Barden, Budget Manager

Statement of Issue:

This agenda item seeks Board guidance on the development of the FY 2020 Preliminary Budget for presentation at the June 18, 2019 Budget Workshop.

Fiscal Impact:

This item has a fiscal impact and establishes Board direction in developing the FY 2020 Preliminary Budget.

Staff Recommendation:

Option #1: Accept staff's report on the preliminary budget.

Report and Discussion

Background:

The development of the FY 2020 budget reflects a continued focus on annual budget constraint and the continuous year-round internal efforts that drive innovation, produce efficiencies and realize cost savings and cost avoidances. Leon County recognizes that budgeting is not only a year-round process, but an ongoing multi-year process that reflects the Board's longer term fiscal policies and priorities for the community, and requires necessary decision making through the annual budget adoption process. Each budget is interdependent on prior actions and influences the future financial condition of the County.

Budgeting in an environment where seemingly unlimited demands compete for very limited resources is never easy. However, Leon County's budget process and the clear and consistent direction provided by the Board has served the County well and has been key in the ability to continue to serve and shape the community even through the most challenging times.

It is important to remember that over the last ten years the County/Nation experienced the worst recession since the Great Depression, followed by a slow economic recovery. The slow economic recovery caused continuous reductions in property and sales tax revenues for five consecutive years, and property tax collections only returned to pre-recession levels in FY 2017.

Coming out of the recession, the County implemented several fiscal strategies to strengthen the County's financial position: a reduced use of fund balance to support the operating budget, an increase in the annual recurring transfer for capital projects and refinancing debt to leverage a low interest rate environment.

Through a continual deliberate budget process adopted in the post-recession, the County annually reviews services to ensure they align with the County's strategic planning process. In recognition of the continued emphasis the County places on fiscal stewardship and transparency, the FY2017-2021 Strategic Plan Governance Priority includes:

(G5) "Exercise responsible stewardship of County resources, sound financial management, and ensure the provision of community services and community enhancements are done in a fair and equitable manner."

The Board's actions have provided the necessary resources to continue maintaining the County as a financially viable organization as has been recognized by financial rating agencies such as Moody's and Fitch. While other governments' bond ratings were moving down, Leon County's remained stable during the recession and was increased afterwards. These positive ratings allowed the County to refinance its outstanding bonds with low interest bank loans saving \$1.8 million over the life of the borrowing.

In addition to the bond rating agencies recognition, the County's fiscal policies and strong financial condition were also tested during Hurricanes Hermine, Irma and Michael during the past three hurricane seasons. By establishing a Catastrophe Reserve account, the County had the financial capacity on hand to readily address the impacts these storms had on the community.

Over the past three hurricane seasons, Leon County has paid a total of \$35 million in storm recovery costs. Hermine costs totaled \$11.3 million; Irma costs totaled \$1.3 million; and Michael costs totaled \$22.6 million. Costs related to Hermine and Irma have been determined eligible for reimbursement and are obligated by FEMA. To date, Leon County has received \$9.8 million in reimbursement from Hurricane Hermine, and none from Irma or Michael. Most of the Irma reimbursements (\$1.2 million) are anticipated by the end of this fiscal year, and at least \$7.5 million in expedited reimbursement grant funding related to Michael. Without the Catastrophe Fund and healthy reserves, alternative resources would have been necessary; such as, bank loans, reductions in existing services and/or the elimination of capital projects.

The County also prepared for the possible passage of the November 2018 property tax referendum, which would have increased the current \$50,000 homestead exemption to \$75,000. This would have removed \$1.0 billion in taxable value from the tax roll and reduced County ad valorem revenue by \$7.2 million. Preparations involved establishing a homestead loss prevention reserve of \$2,093,426 comprised of a \$1.0 million savings by a renegotiated CRA agreement, which provided millage parity in the Frenchtown CRA, and adding \$1,093,426 from FY 2019 property tax revenues. Since the referendum did not pass, this additional resource is now available to assist in supporting the FY 2020 budget. The failure of the referendum also allows for a revised multi-year fiscal plan. As presented in the Multi-year Fiscal Planning workshop item, these resources are available to ensure taxpayer sensitivity while supporting Emergency Medical Services, Solid Waste and addressing critical infrastructure needs.

Initial FY 2020 Policy Guidance

To ensure the budget is developed in a deliberate and transparent manner, the Board adopted the annual Budget Calendar at the January 23, 2019 meeting. After the adoption of the Budget Calendar, the Board provided initial policy direction by establishing maximum discretionary funding levels at the March 12, 2019 meeting, including:

- Maintaining Community Human Service Partnership (CHSP) funding at \$1.3 million.
- Contingent on the City of Tallahassee providing the same, funding an additional \$100,000 per year over a five-year period to assist the Kearney Center with paying for the capital construction cost of the facility.
- \$27,000 in Special Event Funding.

According to the adopted budget calendar, this budget workshop is the next scheduled milestone. While still early in the budget process, this workshop allows the Board time to discuss policy items and provide preliminary guidance to staff for the development and preparation of the FY 2020 budget. Policy items for Board consideration include:

- Consideration of a Multi-Year (FY2019 – FY2021) Fiscal Plan
- Pre-trial release program fees consideration
- Consideration to Discontinue Construction of a New Ballfield at Daniel B. Chaires Park and Reallocate Funds for Other Park Improvements
- Integrated Sustainability Action Plan
- Contract amendment with Marpan Recycling to maintain the County's recycling program
- Archaeological Preservation Program
- Consultant services to assist in the Land Use Element Update of the Comprehensive Plan
- Retiree post-employment health care benefit consideration
- Update to the County pay plan's compensation ranges and employee classifications

While the April 23, 2019 workshop is conducted early in the budget process, revenue projections and expenditure details are still being developed and reviewed by staff. Several additional key budget elements will occur prior to the Board's June 18, 2019 budget workshop:

- May 1, 2019 Constitutional Officer budget submissions
- June 1, 2019 Property Appraiser provides preliminary property values.
- County departments have submitted initial operating and capital budget requests to the Office of Management (OMB) for review. OMB is analyzing preliminary budget requests for final review by the County Administrator prior to presentation at the June workshop.

In addition, the Board may wish to provide additional policy guidance at the workshop for use in preparing the FY 2020 Preliminary Budget.

Cost Avoidance, Savings and Fee Reductions

Since the recession, the County has been deliberate in continuing to evaluate all expenditures with the same disciplined approach as when revenues were declining. This deliberate approach occurs throughout the year, not only during the formal budget process. Through specific and targeted practices, such as LEADs listening sessions, the Employee Innovation Awards Program - I² (squared), and the recently created SMARTIES (Specific Measurable, Attainable, Realistic, Timely, Innovative, Employee Solutions) Team, employees are continuously empowered to seek and implement cost saving measures throughout the organization.

The County's Employee Awards program - I² (squared), which commenced in FY 2015, has saved the County \$6.3 million to date (\$1.49 million in recurring costs and \$4.8 million in one-time costs (Attachment #1). Current year examples of employee savings as well as tax and fee avoidances include:

- **Alternative to the Library Card Digitization Project (\$27,800):** After receiving bids that were above the projected project budget, a team reviewed the needs of the project, and developed a process where library card digitization can be done within the current library software. This analysis saved \$27,800 in implementation costs.
- **Updated Campground Reservation System (\$85,379) –** The previous campground reservation system was replaced with an in-house solution designed by MIS. This saved \$50,000 in software replacement costs and allowed reservations to be made on-line and paid by credit card. A recent review of the system has shown that campground fees have increased by \$35,700 annually since the implementation of the system.

In addition to the employee savings, the following are two significant opportunities for additional cost savings and tax/fee avoidances:

- **Multi-Year Fiscal Plan Tax and Fee Avoidance (\$4.6 million):** The Multi-Year Fiscal Plan item includes recommendations to avoid possible increases in the EMS MSTU (\$2.0 million), Fire Services Fee (\$1.6 million) and Solid Waste Non-Ad Valorem Assessment saving (\$1.0 million). Cumulatively, the tax and fee avoidances are \$4.6 million annually.
- **Discontinue the Chaires baseball construction (\$1.5 million):** Due to price escalation exceeding budgeted funds and the County's existing ballfield inventory meeting current demand, a separate discussion item presents options for discontinuing the additional ballfield construction and reallocating the currently budgeted funds for other park improvements.

Finally, many cost savings and avoidances presented as part of last year's budget process continue to have a significant financial benefit to the County. Some of these recent examples include:

- **Ambulance Refurbishment Project (\$135,000):** This project allows for old ambulance module/box to be reused by remounting it on a new ambulance chassis. This results in a savings of \$45,000 per ambulance, of which \$135,000 will be saved during FY 2019. If four ambulances are refitted each year, as is projected in the current CIP, this will save the EMS fund \$900,000 over five years.
- **Reduction in Ambulance Fees (\$800,000):** During the FY 2019 budget process, the Board reduced ambulance fees 24% effective June 1, 2018. This reduction saves EMS customers \$800,000 annually.

These cost saving efforts occur prior to any new taxes, fees, positions, equipment, etc. being brought to the Board for consideration.

Analysis:

Early in the budget process, with the best information available, staff begins forecasting budget revenue scenarios while Departments and Constitutional Officers prepare their budget requests. Possible changes in personnel, operating, and capital expenses are initially modeled, and County departments prepare budget proposals for consideration. Table #1 details the preliminary forecasts for major revenue and expenditure changes from FY 2019 to FY 2020.

Table #1: Preliminary FY 2020 Estimated Change in Revenues and Expenditures

Preliminary Estimated Changes in Revenues	Change from Last Fiscal Year (in Millions)
Property Taxes with current millage rate (8.3144)	\$7.22
Major General Revenues (Public Services Tax, 1/2 Cent Sales, State Revenue Sharing)	0.71
Gas Taxes	0.22
Other General Revenue	0.32
Revenue Change Subtotal	\$8.47
Preliminary Estimated Changes in Expenses	
Sheriff Personnel and Operating Expenses	\$4.50
County Government Personnel Costs	1.50
General Revenue Transfer to Capital	1.00
Contractual Obligations & Interlocal Agreements (e.g. City and CRA)	0.70
Other Constitutional Offices	0.31
800 MHz Radio Communications	0.13
Fuel and Utility	0.05
Repair and Maintenance	0.05
Multi-Year Fiscal Plan Budget Workshop Item	
Homestead Reserve Reduction	(2.09)
SOE Presidential Preference Cycle (<i>Reserve Reallocation</i>)	1.50
Increase General Revenue Solid Waste Transfer (<i>Reserve Reallocation</i>)	0.36
General Revenue Transfer to EMS (<i>Reserve Reallocation</i>)	0.23
Budget Workshop Items	
Land Use Consulting	0.15
Sustainability	0.05
Retiree Healthcare Contribution	0.03
Total Estimated Change in Expenses	\$8.47

For the third consecutive year, early budget estimates indicate that the County will be able to balance its budget within the existing resources provided by normal growth in the economy to cover the inflationary costs of government, the anticipated budget requests of the Constitutional Offices, and the funding of Board priorities, without the need to increase the millage rate or cut essential services. However, these forecasts are being made while Constitutional Officers are finalizing their budget submissions for May 1. OMB continues to review departmental operating and capital budget submissions and the Property Appraiser is preparing actual property values for June 1. Dependent upon the finalization of the expenditure requests and analysis, and property

value change, a budget shortfall could develop. Alternatively, to continue further strengthening the long-term financial position of the County, if property values increase greater than expected and/or expenditures are further reduced, it is recommended that the capital projects transfer be increased, and/or the use of these additional funds be contemplated as part of the multi-year fiscal plan.

Following is an analysis of the revenues and expenditures outlined in Table #1, that will be reviewed and refined between now and the June 18, 2019, FY 2020 Budget Workshop.

Preliminary Estimated Changes in Revenues

Property Taxes: During the “Great Recession”, with declining property values the Board maintained the millage rate resulting in less property tax collections and correspondingly passing on property tax savings to the community. Coming out of the recession, and as part of the County’s deliberate and reasoned multi-year fiscal planning, the budget continues to maintain a constant millage rate to mitigate inflationary pressures and to support necessary and critical costs increase.

Post-recession Leon County did not experience any growth until a modest 3.0% increase occurred in FY 2015 and FY 2016 followed by 4% in FY 2017 and 5% in FY 2018. Last year, property values increased by 6.6%, which provided funds that covered the inflationary costs of basic government service levels, allowed for an increase in the recurring transfer to fund the capital program, and reduced the use of fund balance by \$500,000 to \$2.0 million.

Based on the current local economy, and the Save-Our-Homes taxable value cap being reduced slightly from 2.1% to 1.9% property values are projected to increase at least 5.5% given the robust growth in new construction that occurred during 2018. At this preliminary stage of the budget process, the analysis maintains the current millage rate (8.3144) with a projected property value growth of 5.5%. This would result in \$7.2 million in increased property tax collections. While the millage rate remains constant, under the definitions in Florida Statutes, this would still be considered a property tax increase.

Gas Taxes: Gasoline taxes are preliminary estimated to increase a modest 1.8% or \$220,000. As gas taxes are consumption based (taxes are per gallon, not a percentage of cost) and with the continued increase in fuel efficiency and the market increases for electric cars, future revenue increases are projected to grow modestly, or even decline over time. Current oil prices are below \$65/barrel. Historically, if oil prices stay at \$75/barrel or below, consumers do not change driving habits and gas consumption does not decline.

Major General Revenues: Increases in State Shared, ½ Cent Sales Tax and Public Services Tax revenues are estimated to generate additional revenue in the range of \$710,000. Public Services Tax revenues are projected to increase a modest 1% due a mild winter resulting and lower than normal consumption of electricity, natural gas and propane. Current fiscal year sales tax related revenues are meeting projections, and the FY 2020 forecast are estimated to continue to grow at a moderate 3% – 3.5%.

Other General Revenues: Other general revenues are expected to increase by a modest \$320,000. Court facility fees associated with traffic tickets continue to decline (\$203,000), and probation and pre-trial fees (\$168,000) off-set any increases to other revenues related to alcoholic licensing, parking fees, surplus auctions, camping fees, and other miscellaneous revenues.

Preliminary Estimated Changes in Expenses

Sheriff Personnel and Operating Expenses: As stated previously, in accordance with Florida Statutes, most of the Constitutional Officers submit their budget requests on May 1st. Historically, the Sheriff's budget has trended consistent with property tax growth. Using this benchmark, the Sheriff's budget would increase by an estimated \$4.5 million. County staff continues to work closely with the Sheriff's Office on developing their budget request and scenarios to mitigate overall cost increases.

To address the Sheriff's request to increase the number of patrol officers and increase staffing ratios at the jail, during the FY2018 budget development process, County staff and the Sheriff's Office presented a multi-year phasing plan. Based on preliminary discussions, the Sheriff's Office intends to again request patrol deputies, but in place of corrections officers, is seeking additional staffing for the Real Time Crime Center. FY 2020 is the final year of the three year phase in plan.

Leon County Employee General Revenue Related Expenses: The largest operating expense in the budget is associated with personnel costs. In total, projected increases are in the range of \$1.5 million. This total also included \$15,453 in Human Resources recommended position reclasses as detailed later in this item. Pay for performance, workers' compensation, F.I.C.A. and overtime are projected to increase \$700,000. The budget contemplates continuing to support the County's pay for performance structure with an increase of 0 - 5%, with a targeted average of 3%. Health care costs are estimated to increase 7.0% or \$630,000. Final health insurance rates will not be available until early July.

Again, in its effort to fully fund the actuarial liability (estimated shortfall) in the State of Florida Retirement System (FRS), during this year's early session, the Legislature increased the cost to participate in the system by raising contribution rates. This year the regular retirement rate increased by 2.5% and the special risk category increased by 3.6% for a total increase of \$210,000.

General Revenue Transfer to Capital: Building on last year's budget, the preliminary budget continues to incrementally increase the recurring transfer to the County's capital program (\$1.0 million for next fiscal year). During the recession, the County suspended the transfer of recurring dollars to the capital program, and instead relied on accumulated fund balances to fund capital projects. Based on current projections and infrastructure maintenance needs, ideally at least \$8.0 to \$10.0 million in recurring funds should be transferred annually in support of the capital improvement program (CIP). The FY 2019 budget included a \$5.0 million transfer, and in FY 2020 a \$6 million transfer is tentatively programmed. Details regarding the proposed FY 2020 capital improvement budget will be presented at the June Workshop; however, the multi-year fiscal plan workshop item addresses additional funding for the capital program to address transportation flooding.

Supervisor of Elections (SOE) Presidential Preference Election Cycle: A presidential preference primary will be held during FY 2020. During these election cycles, the SOE's budget increases due to the additional effort necessary to conduct this primary. The anticipated increase in the election budget for FY 2020 is \$1.5 million. The SOE budget is due to the County by May 1st. Funding for this increase is discussed in the multi-year fiscal plan workshop item.

Contractual Obligations and Interlocal Agreements: Total increases in this category are estimated at \$700,000 and include: increases in the Frenchtown and Downtown CRA payments (\$320,000) and Parks and Recreation agreement with the City of Tallahassee (\$58,000); the County share of the Planning Department and Animal Control (\$60,000); increased Medical Examiner fees related to autopsy services (\$55,000); the County share for maintenance to the Public Safety Complex (\$80,000); increased cost for Pretrial GPS contractual services (\$251,000), final cost estimates will be provide at the June workshop. The pretrial fee workshop item provides a more detailed analysis regarding this projected increase. These increases are off-set by a reduction in the County payment to the Office of Economic Development (OEV) by \$223,000. The Blueprint 2020 sales tax will fund OEV starting in January 2020. The County will only need to budget OEV funding for the first quarter of the FY 2020 fiscal year.

To comply with Americans with Disability Act (ADA) internet compliance, \$25,000 has been included in the budget. Other items being reviewed include an increase to the Real Estate Management budget of \$75,000. This consists of \$50,000 for nuisance abatement on properties that escheat to the County with dilapidated structures, and \$25,000 to market these properties for sale as affordable housing to return them to the tax roll.

Other Constitutional Officers: The Clerk of Courts & Comptroller, Property Appraiser and Tax Collector budget are estimated to have a combined increase estimated at \$310,000. The Tax Collector's budget will increase an estimated \$120,000 based on the increased commissions associated with the projected increases in property taxes. The Clerk and Property Appraiser budgets increase primarily because of employee benefits and are projected to increase a combined \$190,000. The Clerk must submit their budget to the Board by May 1st and state statute requires the Property Appraiser submit their budget by June 1st each year.

Repair and Maintenance: This majority of this category accounts for County software maintenance licensing agreements, which are estimated to increase \$50,000. Some of the agreements include: the addition of the Public Defender's office to Microsoft Office 365; the County's Financial Management System (Banner) used by the Board, Clerk of Courts and the Sheriff's office; Adobe; and the Public Defender and State Attorney's case management systems.

800 MHz Radio Communications: Radio Communications will increase \$130,000 due to increased repair system costs and the second-year of funding for the five-year plan microwave replacement plan. This amount represents the County's portion of the jointly funded program with the City of Tallahassee. A portion of traffic ticket revenue is dedicated to support the 800 MHz Radio system; however, traffic ticket revenue continues to decline. Less traffic ticket revenue results in the need for an increase in general revenue.

Fuel and Utilities Costs: Fuel costs are projected to increase \$100,000 and are offset by a reduction in utilities by \$50,000. Utility savings are being realized as a direct result of the centralized utility billings and energy savings efforts.

Homestead Reserve Reduction (-\$2.9 million): In FY 2019, the County budgeted this reserve in anticipation of the additional homestead exemption referendum passing in November. The referendum failed, and as recommended in the multi-year fiscal plan is recommended to:

- Provide \$1.5 million in funding to pay the increased cost associated with the 2020 presidential preference primary
- Increase the general revenue transfer to the solid waste fund by \$360,000 to pay the increased cost in the recycling contract and the additional waste hauling and disposal costs and correspondingly, avoid increasing the non-ad valorem assessment
- Providing a \$230,000 general revenue transfer to the Emergency Medical Services fund to keep the fund balance within reserve minimums and avoid having to increase the EMS MSTU.

Other Budget Discussion Item Increases

Other recommended increases are presented as separate budget discussion items:

- Land Use Consulting: As directed at the February 26, 2019 Joint Comprehensive Plan Workshop, the Board requested a budget discussion item that evaluated procuring consulting services to assist with revisions to the Land Use Element of the Comprehensive Plan. For planning purposes \$150,000 has been included in the budget to cover the County share of these services.
- Sustainability Action Plan Solar Initiative: The Sustainability workshop item recommends a \$50,000 appropriation each year to establish a capital budget to expand solar arrays on County buildings.
- Retiree Healthcare Contribution: To assist employees who have retired from the County prior to reaching Medicare eligibility and to provide a benefit to assist with the long-term retention of employees a workshop item discusses adding \$27,250 to the budget.

Preliminary Staffing Discussion

Although the national, state and local economies continue to improve, Leon County government continues to approach the annual budget process by identifying opportunities to constrain budgetary growth and to ensure the limited resources of the County continue to be aligned with the highest priorities of the Board. In developing the preliminary FY 2020 Budget, staff continues to build upon this effort by annually reviewing positions to ensure the organization is optimizing the use of all resources.

As part of the FY 2018 budget process, to address the Board's Strategic Priority of Governance, the Board adopted a Living Wage based on the following:

- (G4) Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.

The supporting adopted Strategic Initiative is:

- Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions. (2016-44)

Rather than adopting the 2018 Massachusetts Institute of Technology (MIT) living wage of \$11.15/hour, the Board opted to establish the living wage at \$12.00/hour. In the absence of neither a state or federal government living wage, the use of the MIT calculator is considered an industry best practice to determine a living wage. As part of the budget process, Leon County reviews the MIT living wage to determine if it is still lagging Leon County's living wage of \$12.00. MIT's current living wage for Leon County is \$11.91. Based on current economic growth, within the next year, the wage will exceed the current \$12.00/hour Leon County Living Wage. Staff will provide an update as part of next year's budget process.

Table #2 shows the current position changes that are under consideration. As reflected in the table there are *no new positions funded through general revenue* currently being requested.

Table #2: Preliminary Position Changes

Division	Change	(Savings)/Increase
Emergency Medical Services	4 part-time paramedics converted to 2 fulltime Charge Paramedics	(\$20,124)
Emergency Medical Total		(\$20,124)
Animal Control	Reclassify Administrative Associate to Animal Control Officer	\$3,591
Development Support and Environmental Management	Reclassify Planner I to Planner II	\$10,292
Parks and Recreation	Reclassify Park Attendant to Heavy Equipment Operator	\$1,570
General Revenue Total		\$15,453

As reflected in Table 2, changing four part time paramedics to two full time paramedics saves \$20,124. This change also allows more flexibility in scheduling personnel. The remaining reclasses, funded with general revenue, have an additive cost of \$15,453.

Fund Balances

Since property tax reform in 2007 and the great recession, the County has used some level of fund balance to assist in balancing the annual budget. Over the last several years, a concerted effort has been made to reduce the reliance on budgeting fund balance and increasing the recurring general revenue transfer to the capital program. Since FY 2013 the use of general fund balance has declined from \$5.0 million to \$2.0, a reduction of 60%.

General Fund

The preliminary budget continues using \$2.0 million in general revenue fund balance. This is the same amount of fund balance used to balance the FY 2019 budget. Depending on final revenue and expenditure estimates, the amount of recommended fund balance could be reduced further to balance the budget.

Fund balance is typically accumulated to support cash flow, emergency needs, unforeseen revenue downturns and one-time capital projects. The County's general revenue fund balances have historically grown at a rate of \$4 to \$5 million a year. This is due to State budget requirements that counties budget 95% of expected revenues, and the nominal under expenditure of Board and Constitutional Officer's budgets. Hence, \$4 to \$5 million has not been an unreasonable amount to budget given the constraints placed on County resources; however, through this use, the historic accumulation of balances for significant one-time capital project (i.e. Consolidated Dispatch Center and Branch Libraries) has been reduced. Alternatively, without general fund balance accumulation, the County would need to consider issuing debt to support future capital project needs.

Increasing the use of the general fund balance annually is an unsustainable practice. If the use of fund balance grew by only \$2 million each year (e.g. \$4.0 million FY 2019, \$6.0 million FY 2020, etc.), it would only take four or five years to deplete the entire fund balance. This occurs because the use rate would be much higher than the replenishment rate. This practice would further diminish the County's ability to provide fund balances for future capital projects or to maintain the catastrophe reserves, which were used the past three consecutive years to fund the cleanup of Hurricanes Hermine, Irma and Michael.

Other Fund Balance Use

For the June budget workshop, depending upon final revenue and expenditure forecasts, the budget may include additional recommendations for fund balance usage in special revenue funds that receive general revenue support. These funds include the Probation/Pre-Trial, and Development Support and Environmental Services as examples. Also, an analysis of available general revenue above policy minimums will also be conducted to determine if funds are available to support the capital program. However; given the outlay of reserves used to cash flow the restorations efforts related to Hurricane Michael and the wait for FEMA grant reimbursements, moving fund balances to the capital fund this year is unlikely.

In addition, funds that are entirely supported by fee revenue, and do not receive general revenue support, use accumulated fund balances to support special projects or continued operations from balances accumulated in previous years. These fund types include court related functions, Building Inspection and Emergency Medical Services. Final details regarding the use of all fund balances will be included as part of the June 18, 2019 Budget Workshop.

Other Budget Issues

Social Impact Bonds

At the December 10, 2018 Annual Retreat, the Board requested information concerning "social impact bonds". Social impact bonds are also known as pay for success financing. They are non-

tradable bonds that amount to a contract with a private investment firm and a government. Funds are provided by private investors through an investment fund to address social problems where new strategies may have a societal impact that reduces government expenditures. These reduced expenditures are then shared with the private investors. For example, an investment fund and government target a new recidivism program and have an agreed upon measurable outcome. If the outcome is met, the investors are paid their costs plus interest. If recidivism is great enough, then the government could eventually reduce the cost of operating its prisons since there would be less crime through recidivism. In some scenarios, the savings from the reduced costs would then also be shared with the investment fund.

This type of investment fund is new, and the original social impact bond was issued by a United Kingdom company in 2010. These types of funds are marketed to governments who may have restricted revenue resources to fund social programs such as early childhood intervention. Funding does not come on a reimbursement bases like a grant but is provided upfront to implement the program. Successfully implemented programs, measured though agreed upon outcome monitoring, pay-back the bonds at an agreed upon amount if the social investment works. An unsuccessful program does not pay back the funds. While investors indicate that these funds are available to implement innovative approaches to addressing social programs, investors do expect a return on investment, and this funding approach is risk adverse.

According to information provided by the *Community Outcomes Fund*, 18 “social impact bond” projects have been launched in the United States (Attachment 2.) Discussions with representatives of this fund, indicated that while private funds are available for social programs, the funding is risk adverse, and focuses primarily on programs that are proven to show positive outcomes through identified metrics. Primary examples of funding opportunities for these type of private investment bonds relate to early childhood education, where established metrics in achievement goals can be readily measured, especially through testing.

For Leon County, contribution to the Community Human Service Partnership (CHSP) provides for most of the social services funding outside of primary health care funding. Emergency needs-based services is the largest funding category in CHSP. The structure and risk adverse nature of the social impact bond investment do not lend themselves to finance programs whose outcomes are highly uncertain. Additionally, the County annually budgets \$1.3 million for CHSP through the general fund; the use of a social impact bond funding would require an increase in cost to the County by having to repay bond holders interest.

While the use of social impact bond financing does not align with the County’s current social service programs, this type of financing may be very appropriate for the Children’s Services Council to consider. Early childhood intervention social programs with proven effectiveness seem best suited to take advantage of this type of financing. Often the social impact investors are interested in funding innovative programs where the outcomes will be easily measurable and attainable. In addition, the funds are provided upfront to help start programs. The November 2020 general election ballot will include the option to establish a Children’s Service Council (CSC) in Leon County. If approved, the CSC has the ability to levy an annual millage of up to 0.5 mills, generating at least \$7.2 million annually. The CSC could explore the use of social impact bonds

to provide initial funding to support innovative and new programs in the community that have measurable outcomes.

Capital Program

Departments have recently submitted their capital projects to OMB for review. A complete capital program review will be presented at the June 18, 2019 Budget Workshop. In FY 2017 and FY 2018, the budget included funding from capital reserves to match state funding received for water quality sewer projects. These matching funds will start to be paid back from Blueprint 2020 beginning in FY 2020. To provide adequate cash flow for grant matches, the budget also included a general fund sweep of \$8.0 million to fund capital projects as part of the FY 2019 budget process. Moreover, during the FY 2019 budget process \$2.0 million in available gas tax funds was appropriated to support transportation capital projects. As planned, the FY 2020 capital program contemplates using these reserves.

Apalachee Regional Park

For FY 2020, previous plans for Apalachee Regional Park contemplated an additional \$350,000 from the Tourist Development Fund balance. These funds will be used to support the cross-country course and the construction of the related pavilion, changing rooms and finish line.

Sustainability and Energy Savings

The Sustainability Action Plan workshop item includes a detailed analysis and recommendation to consider replacing outdated and energy inefficient equipment at various County facilities, including the detention facility, Courthouse, libraries, and community centers. Through an energy savings contract (ESCO), a competitively selected contractor guarantees that the energy savings will pay for the cost of the equipment over a 10 to 15-year period. Through this process, the County can mitigate the need for funding this equipment in the five-year CIP.

Sheriff Helicopter

As part of the capital budget process, the Sheriff has requested funding for the replacement of one of three fleet helicopters due to its 50 years of age. This is considered a capital funding request and is not included in the Sheriff's regular operating budget. Currently, the Sheriff has requested the City of Tallahassee to participate in the purchase of the replacement, as TPD and City utilities benefit from the Sheriff's helicopter assistance. According to the Sheriff's Office, the usage is approximately 50/50 between the Sheriff and City. Rather than directly funding the \$1.6 million purchase, if the City agrees, the Sheriff's Office has evaluated a five-year lease to purchase agreement. The estimated annual cost is \$350,000 per year for five years to split \$175,000 each for the County a City.

Sidewalks

As referenced in the multi-year funding plan, since a surplus exists in the sidewalk construction account, and additional funding is available from the Blueprint 2020 sales tax, it is recommended that \$1.0 million in the gas tax sidewalk funding be reallocated to other transportation projects such as fixing the flooding problem on Maylor/Taylor roads, and Raymond Tucker Road. The June 18, 2019 Budget Workshop will include the annual sidewalk update.

Immediate FY 2019 Additional Capital Funding

As discussed in the multi-year fiscal plan item, two capital projects are recommended for immediate funding using the Homestead Reserve. The first is to cap and fill a sink hole that recently opened in a County stormwater facility on Faulk Drive. The least expensive and efficient method to cap the sinkhole is \$500,000. The second project involves replacing the electronic locking mechanisms in the Detention Center. Replacement of the locks is estimated to cost \$630,000.

Outside Agency Funding

During the FY 2018 budget process, the Board reviewed agencies that provided contracted services to the County to ensure that the services provided aligned with County priorities and initiatives. To confirm outside agency contracts, receive continuous oversight, Fiscal Policy No. 93-44 requires that as part of the annual budget process, the presentation of a midyear performance report of these contracts (Attachment #3). Table 3 shows the outside agency funding recommendation for the FY 2020 preliminary budget.

Table #3: FY 2019 Adopted Outside Agency Funding

Outside Agency	FY19 Funding	FY20 Recommendation
Legal Services of North Florida	\$257,500	\$257,500
DISC Village	\$222,759	\$222,759
Tallahassee Senior Citizens Foundation	\$179,000	\$179,000
St. Francis Wildlife Association	\$71,250	\$71,250
Tallahassee Trust for Historic Preservation	\$63,175	\$63,175
Whole Child Leon	\$38,000	\$38,000
Domestic Violence Coordinating Council	\$25,000	\$25,000
United Partners for Human Services	\$23,750	\$23,750
Oasis Center in support of the Commission on the Status Women & Girls	\$20,000	\$20,000
Sharing Tree	\$10,000	\$0
Sustainable Tallahassee	\$8,800	\$8,800
Total	\$919,234	\$909,234

As part of a planned phasing out of funding, the only agency not recommended for funding in FY 2020 is the Sharing Tree. The Sharing Tree contact was reduced from \$20,000 to \$10,000 in FY 2019 with no funding programmed for FY 2020.

Conclusion

Leon County Government continues to approach its annual budget process by identifying opportunities to constrain budgetary growth, while ensuring the County's limited resources continue to be aligned with the highest priorities of the Board. In developing the FY 2020 preliminary budget, staff will continue to build upon these efforts by reviewing service delivery

levels and positions to ensure the organization is optimizing the use of all available resources. As part of this review, staff will also continue to seek opportunities to reduce or constrain costs in providing the highest quality services our community expects and deserves.

Over the past several budget cycles, budget discipline, sound financial planning and an organization-wide focus on innovation, cost avoidance and efficiency has positioned the County for long-term fiscal stability. During tough economic times, the County maintained fees and passed on significant property tax savings. Coming out of the recession, the significant long-term fiscal issues were addressed. It bears repeating that these actions have provided the necessary resources to continue maintaining the County as a financially viable organization.

With the continued leadership of the Board, the dedication of our talented employees and the active engagement of citizens and partners, Leon County government is as well positioned as any organization to continue to meet the current and foreseeable challenges and opportunities facing our organization and community.

In this context, policy guidance is sought during this workshop. The County is in the very early stages of the budget development process. The Constitutional Officers have not formally submitted their budgets, and preliminary property values will not be provided by the Property Appraiser until June 1. In addition, budget staff is still reviewing the Departmental operating and capital budget submissions.

To prepare the FY 2020 Preliminary Budget to be presented at June 18, 2019 budget workshop, a series of policy discussion items have been prepared for Board consideration today. These include:

- Multi-Year (FY2019 – FY2021) Fiscal Plan
- Proposed Resolution Amending the Leon County Health Department Fee Schedule
- Integrated Sustainability Action Plan (ISAP)
- Contract Amendment with Marpan to Maintain the County's Recycling Program
- Consideration to Discontinue Construction of an Additional Ballfield at Daniel B. Chaires Park and Reallocate Funds for Other Park Improvements
- Pretrial Release Program Fees
- Archaeological Preservation Program
- Land Use Element Update Consulting Services
- Retiree Post-Employment Health Care Benefit
- Revisions to Leon County's Pay Plan to Update Compensation Ranges and Employee Classifications

The remainder of this workshop presents the discussion items. In addition to consideration of these items, staff is seeking any other policy guidance from the Board in preparation of the June 18, Budget Workshop.

Options:

1. Accept staff's report on the preliminary budget overview.
2. Do not accept staff's report on the preliminary budget overview.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. I² Summary
2. Social Impact Bond Community Outcome Fund Information
3. Outside Agency Midyear Performance Review and Reports

I² Award - Cost Savings Breakdown (Since Inception)

Fiscal Year	Project Title	Annual Cost Savings*	One Time Cost Savings
FY19	Campground Reservation System	\$ 35,379	\$ 50,000
FY19	Developing an Alternative for the Library Card Digitization Project	\$ -	\$ 27,800
FY19	Permit Routing Consistency Manual	\$ -	\$ -
FY19	Sidewalk Inventory & ADA Compliance Reporting	\$ -	\$ -
FY19	#WOWWednesday	\$ -	\$ -
FY19	Disaster Technology	\$ -	\$ -
FY19	Souper Bowl	\$ -	\$ -
FY18	Ambulance Refurbishment Project	\$ 135,000	\$ -
FY18	Class 3 East and Class 3 West Closure Project	\$ -	\$ 176,969
FY18	Bike Month 2018	\$ -	\$ -
FY18	Record Household Hazardous Waste Collection Season	\$ -	\$ -
FY18	Created Equal	\$ -	\$ -
FY18	Emergency Mapping of Northeast Multi-Use Trail	\$ -	\$ -
FY18	Initial Damage Assessment Tools	\$ -	\$ -
FY18	IV vs. IO Research Project by EMS	\$ -	\$ -
FY18	Leon County LINK Contract with Democrat	\$ 53,763	\$ -
FY18	Oracle Licensing Savings	\$ -	\$ 282,150
FY18	Partnership w/ CareerSource for Summer Youth Training Program	\$ 40,000	\$ -
FY18	ReNew Latex Paint Program	\$ 3,200	\$ -
FY18	Separating the Landfill Closure contract	\$ -	\$ 3,600,000
FY18	Solid Waste Stormwater Pond Construction (Landfill Closure)	\$ -	\$ 313,000
FY18	Developing Apalachee Regional Park Signage In-House	\$ -	\$ 10,000
FY18	IDA Employment and Community Resource Fair	\$ -	\$ -
FY18	Renovation of Reguge House	\$ -	\$ 133,349
FY18	Local Updade of Census Addresses	\$ -	\$ -
FY18	Bluecat DNS Server	\$ 2,500	\$ 14,937
FY18	Leon Learns Training Portal	\$ -	\$ -
FY17	Citizen Rescue at Miles Johnson Road	\$ -	\$ -
FY17	Leon County Kickball	\$ -	\$ -
FY17	EMS Safety Fair	\$ -	\$ -
FY17	Reducing Costs for Public Notifications	\$ 13,200	\$ -
FY17	2017 Leon County Disaster Survival Guide	\$ -	\$ -
FY17	Enhanced Citizens Connect App - Emergency Info Push Notifications	\$ -	\$ -
FY17	EOC Mini-Video Wall	\$ -	\$ 12,500
FY17	Creative Space Utilization - Sheriff's Office	\$ 19,200	\$ 75,000
FY17	DSEM Digital Signage	\$ -	\$ 10,000
FY17	Development Proposal Notification Sign Purchases	\$ 1,200	\$ -
FY17	Clerk Phone System Upgrade	\$ -	\$ -
FY17	Library Telescope Lending Program	\$ -	\$ -
FY16	Wakulla Bus Crash	\$ -	\$ -
FY16	Orchard Pond Parkway	\$ -	\$ -
FY16	Natural Bridge Replacement	\$ -	\$ -
FY16	Library Tree	\$ -	\$ -
FY16	Intervention and Detention Alternatives Point of Sale Solution	\$ -	\$ -
FY16	Intersection Safety Improvement	\$ -	\$ -
FY16	Leachate Treatment and Disposal Overbilling Correction	\$ 432,000	\$ -
FY16	Hazardous Waste Program	\$ -	\$ -
FY16	Leon Trees Cost Avoidance	\$ 46,000	\$ -
FY16	Green Infrastructure	\$ -	\$ -
FY16	Animal Control Schedule Modifications Cost Savings	\$ 108,706	\$ -
FY16	Water Consumption Analysis - Overbilling Correction	\$ 6,120	\$ 21,528
FY16	Operation Save - Overbilling Correction	\$ -	\$ 6,700
FY16	Special Event Grant Online Application Staff Time Savings	\$ 11,000	\$ -
FY16	Kinhega Roundabout - Signal Maintenance Cost Avoidance	\$ 6,000	\$ -
FY16	9/11 Day of Remembrance	\$ -	\$ -
FY15	Bucket List Book Club	\$ -	\$ -
FY15	Library Public PC Refresh Project Cost Avoidance	\$ 277,605	\$ -
FY15	Printer Consolidation and Copier Management	\$ 195,879	\$ -
FY15	Waste Stream Tire Elimination	\$ 108,000	\$ -
FY15	DV,SV,Stalking Workplace Training	\$ -	\$ -
FY15	Chaires Park Drainage Project - Schedule Cost Savings	\$ -	\$ 36,573
FY15	William Campground Renovations	\$ -	\$ -
FY15	Killearn Lakes-Pitter Partnership Mobilization Cost Avoidance	\$ -	\$ 10,000
	Subtotal	\$ 1,494,752	\$ 4,780,506
	Total Cost Savings	\$ 6,275,258	

*Note: Annual Cost savings is adjusted to reflect total annual cost savings since the date it was awarded.

DRAFT



Outcomes Financing for Human Services

Leveraging private capital to achieve impact

CONFIDENTIAL | NOT FOR GENERAL DISTRIBUTION

DRAFT



DISCLAIMER

This presentation is furnished on a confidential basis exclusively to you, the Recipient, and is not for redistribution or public use. The data and information presented are for informational purposes only. The information contained herein should be treated in a confidential manner and may not be transmitted, reproduced or used in whole or in part for any other purpose, nor may it be disclosed without the prior written consent of Andrea Phillips or Maycomb Capital LP (the "Maycomb"). By accepting this material, the Recipient agrees not to distribute or provide this information to any other person. The information contained herein will be qualified in its entirety by reference to the offering documents, the limited partnership agreement and subscription agreement of Community Outcomes Fund LP (the "Fund"), each as amended and/or restated from time to time (the "Fund Documents"). If the descriptions or terms in this presentation are inconsistent with or contrary to the descriptions in or terms of the Fund Documents or any other constituent or organizational documents of the Fund, the Fund Documents and such other documents shall control. The information contained herein does not constitute any representation or warranty with respect to the Fund or the offering of interests in the Fund, and no person has been authorized to make any such representation or warranty other than the representations or warranties contained in the Fund Documents.

Past performance does not guarantee future results. There is no assurance that the Fund will necessarily achieve its investment objectives or that it will or is likely to achieve results comparable to those, if any, shown herein, or will make any profit, or will be able to avoid incurring losses. Investments in the Fund are subject to a variety of risks (which are described in the Fund Documents). Investments in the Fund are suitable only for qualified investors that fully understand the risks of such investments. The information contained herein does not take into account the particular investment objectives or financial circumstances of any specific person who may receive it. In making an investment decision, potential investors are urged to consult a professional advisor regarding the possible economic, tax, legal or other consequences of entering into any investments or transactions described herein. An investor should review thoroughly with his or her advisors the Fund Documents before making an investment determination. Neither Maycomb nor any of its affiliates is acting as an investment advisor or otherwise making any recommendation as to an investor's decision to invest in the Fund.

This presentation shall not constitute an offer to sell or the solicitation of any offer to buy interests in the Fund, which may only be made at the time a qualified offeree receives the Fund's offering documents describing the offering and related subscription agreement. Nothing contained herein constitutes investment, legal, tax or other advice, nor is it to be relied on in making an investment or other decision.

The information in this presentation may contain projections or other forward-looking statements regarding future events, targets or expectations regarding the Fund or the strategies described herein, and is only current as of the date indicated. There is no assurance that such events or targets will be achieved, and any results may be significantly different from that shown here. The information in this presentation, including statements concerning financial market trends, is based on current market conditions, which will fluctuate and may be superseded by subsequent market events or for other reasons.

DRAFT



TABLE OF CONTENTS

1. Outcomes Financing
2. Mechanics of a Project
3. Appendix: Frequently asked questions

DRAFT

OUTCOMES FINANCING Market and impact opportunity

\$800 billion

in annual federal, state and local government spending on human services programs
is estimated by the White House Office of Social Innovation¹

**“Less than one dollar out of every \$100 the federal government spends is backed
by even the most basic evidence that money is being spent wisely”**

– Peter Orszag, former Director of the U.S. Office of Management and Budget (2009-10) &
Jim Nussle, former Director of the U.S. Office of Management and Budget (2007-09) and
former Congressman, Co-authors of *Moneyball for Government*

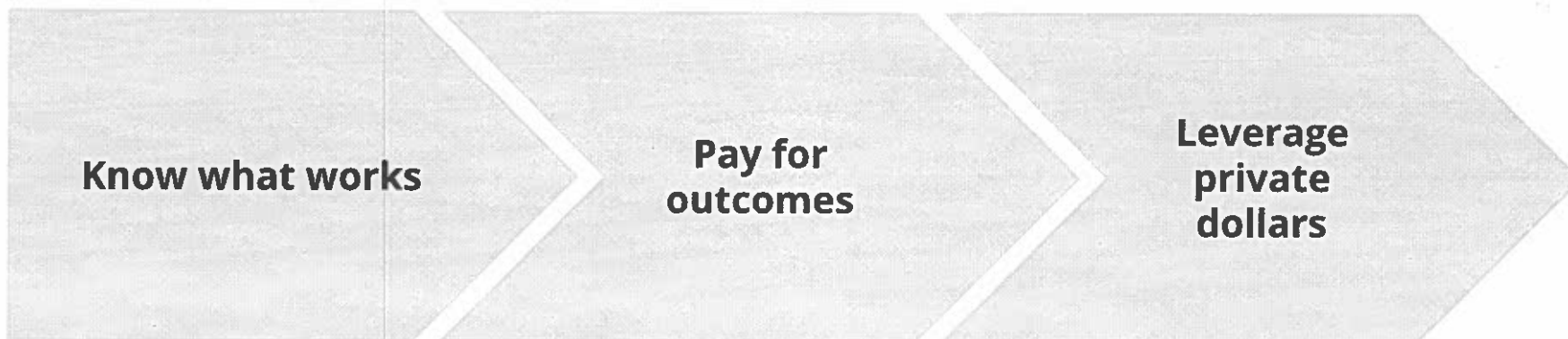


¹ This includes federal, state and local government annual spending.

DRAFT

OUTCOMES FINANCING

Financing enables government to align resources with impact



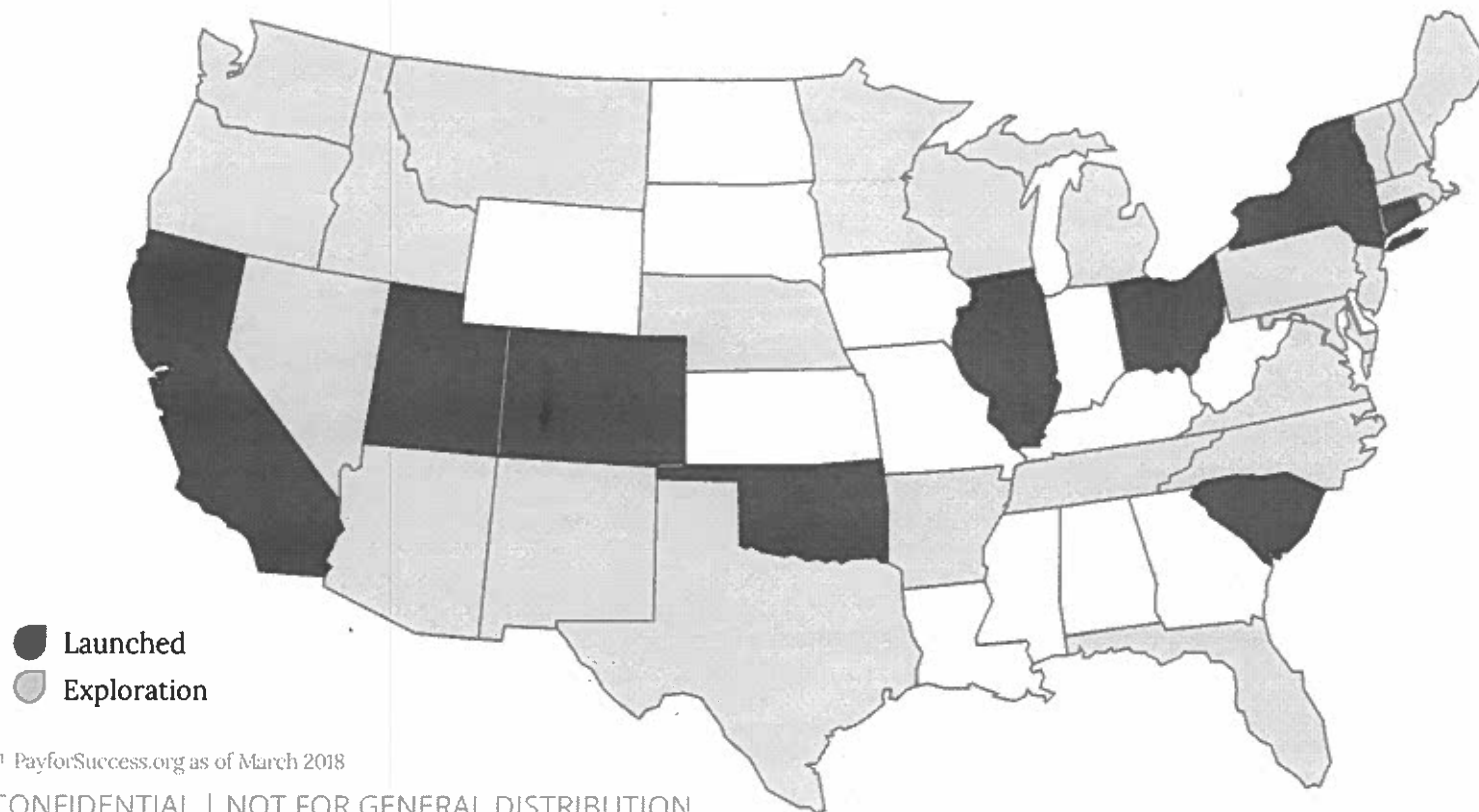
- Identify interventions that have strong evidence of positive outcomes
- Seek out service providers that deliver high-quality, evidence-based programs
- Identify organizations that collect and analyze data linked to outcomes
- Transition away from contracts focused on cost-reimbursement
- Tie contract payments directly to outcomes achieved
- Build in benefits to the service provider(s) for overachievement
- Use private capital to fund the full cost of services upfront
- Shift the risk to private investors; public funds are only used if and when outcomes are achieved
- Benefit from the transparency and accountability required by the public-private partnership

DRAFT

OUTCOMES FINANCING

Strong bipartisan interest by local and state government

- 18 projects have launched in the U.S. along with 90 projects in 21 other countries
- 55 projects are in development across the U.S.¹
- **\$100 million** in new federal funds for outcome payments through the Social Impact Partnerships to Pay for Results Act (SIPRA) and to help state and local governments implement Pay for Success (RFP expected in February 2019)
- **Significant existing federal funding**, including: \$656 million from WIOA expressly permitted for pay-for-performance contracts, \$90 million from SNAP eligible for pay-for-performance; and billions of dollars from TANF eligible for pay-for-success.

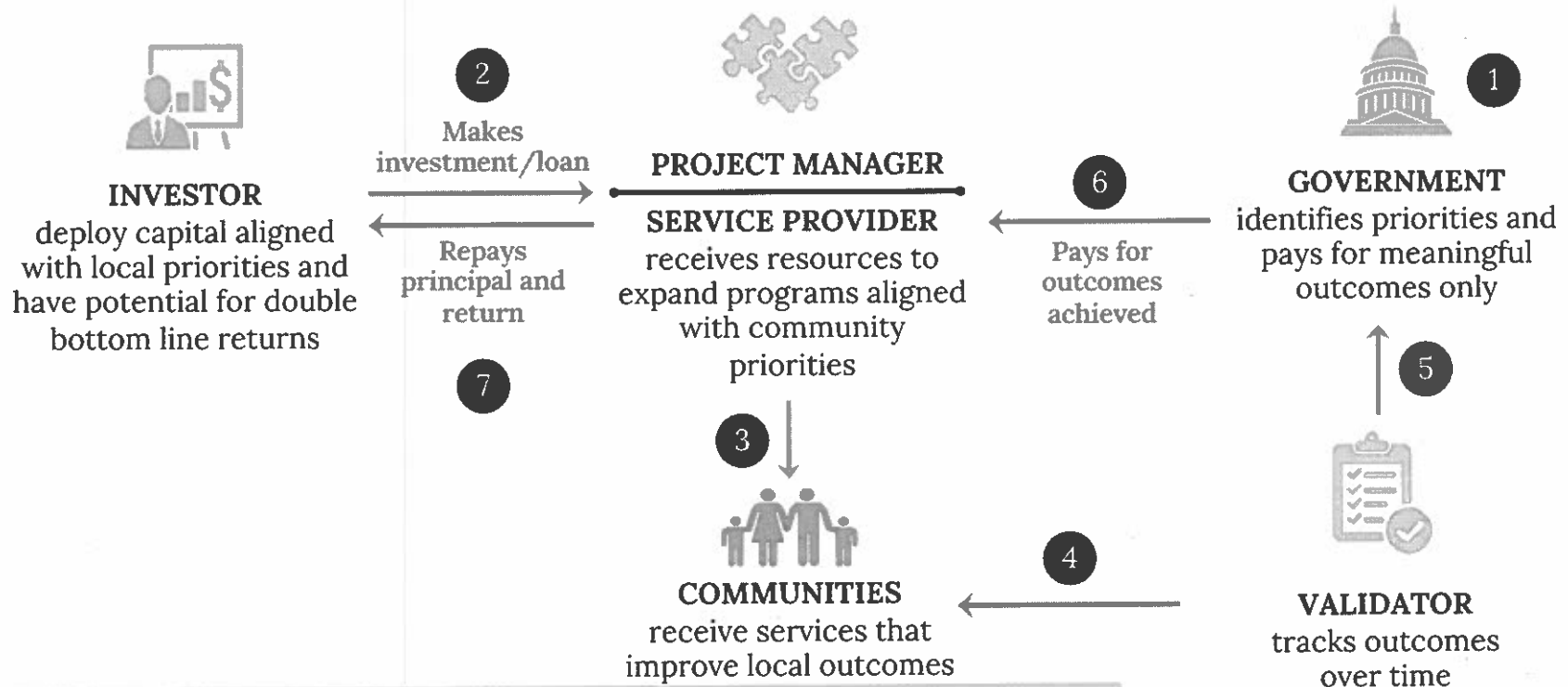


¹ PayforSuccess.org as of March 2018

DRAFT

MECHANICS OF A PROJECT

This approach is a partnership between private, public, and nonprofit sectors



- 1 Government identifies a policy priority and critical need in their community.
- 2 Investors provide working capital loan to service provider(s), often through project manager, to expand programs
- 3 Service provider(s) uses funds to deliver evidence-based intervention.
- 4 Validator collects and verifies data on agreed-upon outcome metrics.
- 5 Validator calculates outcome payments based on project performance.
- 6 Government provides payment for outcomes achieved.
- 7 Payments flow back to investor as distributions and repay investor loan/investment.

CONFIDENTIAL | NOT FOR GENERAL DISTRIBUTION

DRAFT

MECHANICS OF A PROJECT

Key steps and estimated timeline for an outcomes financing project

Early diligence and program review

- Determine target population and scale of unmet need
- Identify high-quality service provider(s) and their evidence-based practices
- Review existing data and performance management systems
- Determine process required to shift procurement and contracting to paying for outcomes instead of cost-reimbursement
- Create a preliminary budget
- Identify potential sources of public funding for outcome payments and the approval process for these funds

Structuring

- Finalize outcome metrics and payment amounts
- Finalize program budget and term sheet
- Determine the entity that will serve as the project manager
- Initiate the procurement process, as necessary
- Identify third-party validator
- Secure government funding source for outcome payments
- Identify and secure local co-investor(s)
- Establish oversight and reporting practices



Project
launch

Implementation

- Conclude procurement and budget approval processes
- Finalize and sign key legal documents, including the loan agreement and outcomes-based contracts
- Establish and commence data collection routines
- Hire and train service provider staff, as appropriate
- Recruit program participants

Month 1

Month 2

Month 3

Month 4

Month 5

Month 6

DRAFT



MECHANICS OF A PROJECT

Case study: Workforce development program expansion

The Challenge

230,000

Individuals in Greater Boston whose limited English proficiency creates a fundamental barrier to employment and high quality jobs

As a result, this population suffers from:

\$24,000 lower average annual earnings

>40% unemployment

>50% rely on cash assistance programs

Those who are employed are often stuck in low-wage positions with no benefits and little room for advancement.

Project Overview

The project provides a tiered offering of English for Speakers of Other Languages (ESOL) classes contextualized for employment paired with job training and job placement services, an evidence-based intervention

Investment Overview

- Targeted outcomes:
 - Increased annual earnings of ~**\$11,500 – \$13,250**
 - Successful transition to and completion of college
 - Increased soft and hard skill development
- **\$12.43 million** total to serve approximately **2,000** low-income adult English learners

Investment & Impact Thesis

- Jewish Vocational Services, the service provider, has a proven track record in helping un- and under-employed people with limited English to get jobs, keep them and advance
 - Strong management team and an organization with the flexibility and capacity to scale
 - Culture of data-driven excellence – JVS is experienced in implementing real-time data for continuous improvement
- JVS' program is built on strong relationships with regional employers in sectors where there is an ongoing need for labor – an evidence-based model for successfully matching educational and skills training to regional workforce demand
 - Focus on quality jobs, with predictable schedules, potential for career advancement and access to benefits; represents the highest quality standard in the industry
- Financial projections based on historical performance support the expected return
 - Financing structure aligns incentives by providing upside for JVS and Social Finance
- As the first workforce development pay for success project, project replicability and learnings are catalytic
 - A key strength is the project's access to wage reporting data through the databases of the Commonwealth - now demonstrated, this approach can be replicated in other jurisdictions

DRAFT

APPENDIX

Frequently asked questions

1 Does the government partner take on new debt?

The government entity does not take on debt to fund this project. The government enters into an outcomes-based contract with a service provider and pays the contract if and when outcomes are achieved and validated by the independent validator. The source of funds for the contract is determined by the government partner and can be anything from local discretionary funding to federal grants or pass through funding.

2 What happens if we do not achieve the outcomes?

In the real world of social services, sometimes your goals elude you. If all of the partners have made a good faith effort to deliver high-quality services yet the established outcome thresholds are not met, the government only pays for the outcomes that are achieved and investors are not fully repaid. In other words, if the total combined outcomes payments are less than the outstanding balance of the loan, the investors will forgive the remainder of the loan.

If the project severely underperforms, investors have the option to stop funding the project. In the event of early termination, investors would work with the service providers to determine a timeline that takes into account the needs of service recipients and staff. For example, if the program is intended to last for the full school year, funding would continue through the school year.

3 Who owns the data used to evaluate the program?

The government entity that collects and holds administrative data continues to own it throughout the process (e.g., wage data, school attendance data, standardized test scores). Through a data-sharing agreement, the independent validator gains access to data, anonymized if necessary, only for purposes of validating the outcomes.

DRAFT

APPENDIX

Frequently asked questions (continued)

4 How do providers typically react to the proposition of outcomes-based contracts?

Outcomes-based contracts has several benefits for service providers:

- The outcomes-based contracts are multi-year with a clear charge, metrics, and outcomes that remain consistent over the course of the project throughout the contract period;
- While fee for service contracts often provide funding (explicitly or inexplicitly) for approximately 85% of program costs, outcomes-based contracts provide 100% of the funding to position service providers to succeed in meeting outcomes; and
- The emphasis on measurable results can build an organization's performance management capacity and enhance their ability to concretely report on their impact.

The risk for service providers is that a contract may be terminated if the program does not achieve the intended outcomes.

5 Why does Maycomb seek out local co-investment?

Maycomb Capital's intent is to collaborate with a local investor or lender(s) to cultivate more local support for the project. The local co-investor brings knowledge of the community and their needs. Typically, the local co-investor provides a smaller portion of the funding.

6 Why should investors earn a return?

By design, the investor(s) take on the risk of outcome achievement, as described above. As such, the government entity only spends taxpayer dollars if and when service recipients reach specific thresholds and impact indeed occurs. The potential for a return on the investment compensates for the risk investors assume.

7 Who are Maycomb's investors?

The Maycomb Community Outcomes Fund seeks to match private capital with local priorities and partner with public-sector entities to invest in services that produce measurable outcomes. Our investors are institutions, foundations, and family offices. The Ballmer Group, The Prudential Insurance Company of America, and the Kresge Foundation are three of the anchor investors.

Table of Contents

Leon County Government
Mid-Year Report: Outside Agency Contract Funding..... 2

FY 2019 Outside Agency Mid-Year Reports

Legal Services of North Florida.....8
DISC Village 16
Tallahassee Senior Citizens Foundation.....20
St. Francis Wildlife Association.....35
Tallahassee Trust for Historic Preservation61
Whole Child Leon70
Domestic Violence Coordinating Council 118
United Partners for Human Services 126
Oasis Center 135
Sustainable Tallahassee 141

Leon County Government Mid-Year Report: Outside Agency Contract Funding

Background:

As part of the FY 2017 Budget process, outside agencies funding was categorized into one of the following three categories:

- Community Human Services Partnership (CHSP)
- A special event agency sponsorship
- A contractual relationship to provide a specific service to the County with measurable reporting requirements

Providing funding in these three categories ensures that County funds are expended and aligned with County ordinances, policies and Board priorities. This approach is consistent with the County Discretionary Funding Ordinance which excludes agencies applying for direct County funding if the agencies program is eligible for CHSP funding. Not-for-profit, humans service organizations providing services for groups such as emergency and basic needs (homelessness, hunger, and emergency care, e.g., children, and persons with disabilities, can apply for funding through the CHSP process. This ensures that funding requests are reviewed as part of a holistic community-based process in an equitable and competitive manner with proper oversight.

For one-time payments for unique events such as Celebrate America (4th of July), or the Dr. Martin Luther King Celebration, the Board has determined that these events are beneficial to the community and warrant County sponsorship. The funds assist in promoting and running these events. Alternatively, events that qualify for Tourist Development funding, such as the New Year's Eve Celebration, annually apply through a competitive process with the Tourist Development Council.

The users of the specific agency services may vary, but the agencies provide an overall community benefit. For many of the entities, the level of service would not exist without local government support. To confirm outside agency contracts receive oversight, Fiscal Policy No. 93-44 requires that as part of the annual budget process, staff prepare a budget discussion item providing a midyear performance report.

Title: Mid-Year Report on Outside Agency Contract Funding
 April 23, 2019
 Page 2

Analysis:

Table #1 lists the outside agencies and funding levels for the current fiscal year. As required by their contract, each agency is required to submit a midyear report. These reports are included as an appendix to this report.

Table #1: FY 2019 Adopted Outside Agency Funding		
Outside Agency	FY19 Funding	FY20 Recommendation
Legal Services of North Florida	\$257,500	\$257,500
DISC Village	\$222,759	\$222,759
Tallahassee Senior Citizens Foundation	\$179,000	\$179,000
St. Francis Wildlife Association	\$71,250	\$71,250
Tallahassee Trust for Historic Preservation	\$63,175	\$63,175
Whole Child Leon	\$38,000	\$38,000
Domestic Violence Coordinating Council	\$25,000	\$25,000
United Partners for Human Services	\$23,750	\$23,750
Oasis Center in support of the Commission on the Status Women & Girls	\$20,000	\$20,000
Sharing Tree	\$10,000	\$0
Sustainable Tallahassee	\$8,800	\$8,800
Total	\$919,234	\$909,234

FY 2019 Agency Midyear Report Highlights and Funding Recommendations

Of the 12 contracted agencies, this item recommends that 11 receive level funding and one agency (Sharing Tree) not receive funding. All mid-year performance summaries and metrics listed below represent activities performed during the reporting period of October 1, 2018 through March 31, 2019.

The following Agency is not Recommended for Funding:

Sharing Tree

With an overall community goal of waste diversion through reuse and recycling, there were benefits to the County's Solid Waste and Recycling programs in having the Sharing Tree as a community partner. Leon County initially funded the Sharing Tree in the amount of \$20,000. During the FY 2019 budget process an agreement was reached with the Sharing Tree to reduce funding by \$10,000 in FY 2019 and provide no funding beginning in FY 2020. The total funding reduction for FY 2020 was agreed upon since services provided by both entities are duplicative. Leon County actively promotes waste diversion, reuse, recycling and recycling education through the Office of Sustainability, diminishing the original partnership benefits.

Title: Mid-Year Report on Outside Agency Contract Funding
April 23, 2019
Page 3

The following Agencies are Recommended at the Current Contract Funding Level:

Legal Services of North Florida (\$257,500)

Service Provided: Legal Service of North Florida provides legal assistance to low income individuals to ensure equal access to the court system.

Midyear Report Analysis:

- Obtained 76 Protective Orders between October 1, 2018 and March 28, 2019
- Successfully defended 32 evictions
- Obtained dissolution of 13 domestic violence-related marriages

Note: During FY 2016 budget process, the Board approved an additional \$125,000 in one-time limited funding to support the cost of an attorney and support staff for a maximum of four years. This increase in funding is scheduled to end in FY 2021.

DISC Village (\$222,759)

Service Provided: DISC Village maintains the operations of the Juvenile Assessment and Receiving Center (JARC) by providing the mandatory onsite security and supervision of arrested youth.

Midyear Report Analysis:

- Served 69 participants in the Civil Citation Program
- Ages of participants in civil citation program: Under 12= 2%; 12 to 15= 47%; and 16 to 18 = 51%
- Served 521 participants in the Juvenile Assessment Center

Tallahassee Senior Citizens Foundation (\$179,000)

Service Provided: The Tallahassee Senior Citizen Foundation hosts a variety of classes, workshops and support groups for senior citizens in the rural, unincorporated communities of Leon County at the County's six community centers (Ft. Braden, Miccosukee, Lake Jackson, Woodville, Chaires, and Bradfordville Community Center/NE Library).

Midyear Report Analysis:

- Number of Participants in the Leon County Senior Outreach Program: 894
- Held monthly Lunch & Learn events that feature speakers, exhibitors, health screenings and a variety of community resources (408 health screenings were held)
- Hosted 9 different classes per week (including art, fitness, canasta, bridge, computer and lifelong learning courses)
- Held Holiday Luncheon for Grandparents
- Held 5 support group luncheons and a luncheon for grandparents

Title: Mid-Year Report on Outside Agency Contract Funding
April 23, 2019
Page 4

St. Francis Wildlife Association (\$71,250)

Service Provided: St. Francis responds to calls regarding injured or nuisance wildlife in the unincorporated area of Leon County.

Midyear Report Analysis:

- Logged over 270 animal intakes and attempted rescues and included in that number, 17 were Rabies Vector Species of raccoons, foxes, and bats
- Maintains a 24/7 rescue staff that responds to calls for animal assistance and a facility that can accommodate a maximum of about 200 animals

Tallahassee Trust for Historic Preservation (TTHP) (\$63,175)

Service Provided: Pursuant to Policy 1.1.1 of the Comprehensive Plan, the trust provides technical support for the identification, documentation, evaluation, preservation and protection of historic resources. Provides staffing for the Architectural Review Board and performs the required reviews in support of the County's Historic Preservation Ordinance.

Midyear Report Analysis:

- The TTHP is in the preparation stages for an architectural survey of Mid-Century Modern architecture, 1945-1970, in Tallahassee/Leon County. Many of these properties have become eligible for listing in the National register of Historic Places in recent years. Many Florida communities have recently completed surveys of Mid-Century resources. The scope of work includes a reconnaissance level survey and an intensive level survey to evaluate significance.
- TTHP recently hosted a successful event in partnership with Goodwood Museum and Gardens. The event was held at Goodwood and featured examples of preservation activities such as rehabilitation and adaptive reuse of historic buildings, stabilization and maintenance challenges related to the preservation of historic buildings.
- Continued to staff, provide application reviews, record meeting minutes, and maintain historic property records for the City of Tallahassee - Leon County Architectural Review Board.
- Created a list serve to provide a forum and informational service for historic property owners.
- Maintained a historic preservation resource library for use by the community, local government, and local educational facilities
-

Whole Child Leon (\$38,000)

Service Provided: Whole Child Leon provides referrals to human service agencies for children with special needs.

Midyear Report Analysis:

- Provided referral services to 2,592 persons
- Held monthly Professional Networking Meetings with an average attendance of 60+ members
- The Fall (October 2018) Community Developmental Screening on 35 children, resulting in 27 referrals for partner agencies to provide needed services

Title: Mid-Year Report on Outside Agency Contract Funding
April 23, 2019
Page 5

- Prepared and Scheduled the 5th Annual Community Summit on Children Planning for May 10, 2019 at the Turnbull Conference Center
- Completed the Community Self-Assessment to *Educare* for the South City Apalachee Ridge Early Education Project

Domestic Violence Coordinating Council (\$25,000)

Service Provided: The Domestic Violence Coordinating Council is the area's task force on domestic violence and provides a coordinated community response to domestic violence, as well as, public awareness and education events.

Midyear Report Analysis:

- Conducted monthly coordinating meetings (agencies, advocates and other community partners) to constantly review protocols, procedures and closing any gaps in services to protect past/present/future victims of domestic violence. A total of 331 participants have attended events/meetings over the past 6 months
- Held a Teen Rally with 142 in attendance
- 191 people attended the Awareness March, and 22 seniors have attended the Senior Lunch and Learn presentations.

United Partners for Human Services (\$23,750)

Service Provided: United Partners for Human Services is a coalition of human service providers and supporting partners working together to improve the delivery of human services in the Big Bend.

Midyear Report Analysis:

- Has held 13 training sessions with an average of 45 attendees at each session
- Hosted Human Service Day in partnership with Leadership Tallahassee
- UPHS works specifically with human service nonprofit organizations that serve people all throughout Leon County and the City of Tallahassee. Those served represent a myriad of socio-economic backgrounds, skillsets and accessibility of resources. UPHS membership is comprised of 95 human service nonprofit organizations and allies. Programs are open to the public and serve a total number of 500 unduplicated individuals annually.
- Planning for the Excellence in Nonprofit Management and Leadership annual conference
- Drafted by-laws for the Housing Leadership Council
- Hosted forums for the Housing Leadership Council, the Thought Leadership Forum, Housing Leadership Steering Committee Meeting

Oasis Center for Women & Girls –Commission on Status of Women and Girls (\$20,000)

Service Provided: Oasis Center serves as the agency staffing the Tallahassee-Leon County Commission on the Status of Women and Girls (CSWG). The Commission provides policy recommendations to the County and the City on issues that impact women and girls in the community. Annually, at the end of the fiscal year, CSWG/Oasis provides an update to the Board during a regularly scheduled Commission meeting. In addition to outreach and awareness events activities planned by Oasis on behalf of the CSWG for FY 2019 include:

- Health & Development: Promotional partnerships to raise awareness of two critical issues: the high rate of sexually-transmitted infections and disparities in maternal/child health. and

identifying research to determine best practices for successfully addressing these issues to improve health outcomes for women and girls.

- Violence & Safety: Convening service providers to discuss pressing issues among women and girls pertaining to safety at school, work, and home; identifying gaps in care or resources; determining trends for violence against women and girls to inform best practices for addressing issues and improving safety.
- Education & Economic Security: Planning for a broad-spectrum summit highlighting issues, strategies, and partnerships for improving the economic security and opportunity for women and girls.
- Organization & Bylaws: Development of a multi-year strategic plan and communications plan to support continuity, relevance, response, and impact on behalf of women and girls in Tallahassee-Leon County

Sustainable Tallahassee (\$8,800)

Service Provided: Sustainable Tallahassee increases public awareness of: local food initiatives; individual, civic, and community involvement in the growing, selling, buying, and consumption of local foods; and increasing home gardening in the City and County.

Midyear Report Analysis:

- Identified the latest national best practices for food banking and waste recovery
- With the start of the 2019 school year, Sustainable Tallahassee began composting food waste from the Roberts Elementary School cafeteria and kitchen. Four existing compost bins on campus were used, and an additional compost pile added by Sustainable Tallahassee.
- Produced and distributed educational pamphlets promulgating local and statewide statistics pertaining to rates of food insecurity and its health effects, barriers for and root causes of food insecurity and demographics
- Developed individualized tracking tools and plans of action to assist schools, restaurants and food trucks during food audit and pilot program

Legal Services of North Florida

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: Legal Services of North Florida, Inc.

Reporting Period: October 1, 2018 – March 31, 2019

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. Program Name: Legal Services of North Florida, Inc.
2. Program Objective: To provide free legal representation to individuals and families primarily with incomes under 125% of the federal poverty guidelines.
3. Services provided: Legal representation with priority emphasis on preservation of the home and promotion of home ownership; support for families and improved outcomes for children; promotion of employment, economic security, and health; promotion of safety and stability; and protection of vulnerable populations.
4. Services Delivery Strategy: To work collectively through partnering with community-based organizations and social service agencies. LSNF provides public education and outreach regarding legal issues in a variety of substantive areas, as well as sponsor regular clinics to enable the working poor to have access to attorneys. We also provide direct legal assistance to individuals who apply through our various intake or referral processes.
5. Target Population: Leon County residents whose income does not exceed 125% of the federal poverty guidelines who are experiencing a variety of civil legal problems.
6. Method used to effectively reach target population: LSNF regularly visits the Refuge House, senior citizen centers, and the Kearney Center/Hope Community. We hold low-income tax workshops and distribute brochures describing our services to many social and community service agency offices, as well as at community events. We also provide information on our website: www.LSNF.org.
7. Program Resources: **Attachment A**
(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)
8. Program Capacity: The program provides hope and justice for all through a multilingual, multicultural, dedicated staff including 5 attorneys; 3 paralegals, secretarial staff, and a pro bono panel of over 300 active members. Oversight of the project is provided by the Executive Director (24 yrs. of experience); Director of Litigation (44 yrs. of experience); and Managing Attorney (25 yrs. of experience).
9. Number of Participants: 1,346 Cost per Participant: \$320.31
10. Program Goals:

- a. Short-term: Provide 1,600 Leon County residents with legal advice, referrals or brief legal services only. To date, LSNF has completed service, through advice, referral, and brief services to 301 households, with ongoing services to 750 residents.
- b. Intermediate: Deliver 216 extended representation services to Leon County residents within one year after case acceptance. To date, LSNF has completed extended representation to 90 residents. We determine level of service at time of closure and ongoing services continue for 750 residents.
- c. Long-term: Deliver 184 extended representation services to Leon County residents after one year from the date of case acceptance. To date, LSNF has completed extended services beyond a year to 103 residents. We determine level of service at time of closure and ongoing services continue for 750 residents

11. Objectives (Intended impact/outcome results)

- a. Activities—Provided civil legal representation to 1,346 Leon County residents
- b. Time Frame: October 1, 2018-March 15, 2019
- c. Key Performance Indicators (Quantifiable)—Statistically driven Measurables
- d. Outcome Measures: **Attachment B**
(Benefits or changes for participants during and after their involvement with the program)

12. Data Collection Method: Case Management System

13. Number of Participants that left or were dropped from the program: N/A

14. Provide Participants demographic data:

RACE	Veterans 64
Asian: 22 Black: 677 Group: 7 Hispanic: 62 Multi-Race: 24 Native: 3 White: 496 Other: 55	Limited English Speaking: 81
	Male: 336
	Female: 1,003
	Group: 7
	Disabled: 408
	Homeless: 67

15. If possible, please provide participant program satisfaction data: We provide survey upon completion of cases. Since October 1, 2018, we have averaged a 93% satisfaction rating in Leon County. Survey Tools attached as **Attachment C**.

16. List any agency partnerships and collaborations related to this program. **Attachment D**

Attachment A

7. Program Resources:

Actual Expenditure Detail	Leon County Funding	Other Revenue Sources	Total
Compensation and Benefits	\$105,238	\$238,355	\$343,593
Professional Fees	\$1,949	\$4,407	\$6,356
Occupancy/Utilites/Network	\$4,504	\$10,201	\$14,705
Supplies/Postage	\$1,969	\$4,455	\$6,424
Equipment Rental, Maint, Purch	\$6,105	\$13,825	\$19,930
Meeting Costs/Travel/Transpor	\$1,308	\$2,964	\$4,272
Staff/Bd Development/Recruit	\$2,680	\$6,069	\$8,749
Awards/Grants/Direct Aid	\$0	\$0	\$0
Bad Debts/Uncollectible	\$0	\$0	\$0
Bonding/Liability/Directors Ins	\$2,540	\$5,754	\$8,294
Other Expenses			
Library	\$1,239	\$2,806	\$4,045
Bar Dues / Membership Dues	\$343	\$778	\$1,121
Lititgation	\$875	\$1,983	\$2,858
Bank Fees; Credit Card Fees	\$0	\$748	\$748
Fundraising Expenses	\$0	\$10,040	\$10,040
Total	\$128,750	\$302,385	\$431,135

October 1, 2018-March 15, 2019 LSNF OUTCOME MEASURES			
Source for Information	Outcomes	Totals	Notes
Main Benefits Accomplished	Obtained Protective Orders	76	
	Obtained dissolution of marriages that were domestic violence related	13	
	Avoided foreclosure through filing of Chapter 13 Bankruptcy; mortgage modifications; and court defenses.	9	
	Obtain/Maintain Custody of Children	16	
	Defended evictions	32	
FINANCIAL IMPACT			
Financial Outcome and Recovery	Annualized Child Support	\$27,648	
	Lump Sum Alimony	\$20,000	
	Debt Reduction	\$828,845	
	Reduced Tax Liability	\$72,750	
	Tax Refunds	\$4,300	
	Housing	\$42,160	Foreclosure avoidance; title clearing; removal of liens; etc.
	Federal Benefits (SS/SSI/Medicare)	\$27,624	Annualized Benefits

Dear Client:

This questionnaire is a tool to help us serve you better. Please circle, on a scale of one to ten, how you feel about each question asked. Please return this questionnaire in the enclosed envelope within the next two weeks.

1. Were you given adequate notice of your court hearing? Circle the appropriate response.

1	2	3	4	5	6	7	8	9	10
Not at all								Very Good	

2. How well did your attorney/legal assistant explain to you what you could expect from Legal Services of North Florida?

1	2	3	4	5	6	7	8	9	10
Not well at all								Very Well	

3. Do you feel your attorney/legal assistant moved your case along adequately?

1	2	3	4	5	6	7	8	9	10
Too Slow								Very Fast	

4. Did your attorney/legal assistant return your phone calls?

1	2	3	4	5	6	7	8	9	10
Never								Always	

5. Upon contacting Legal Services, did your problem receive prompt attention?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Prompt	

6. Was the staff at Legal Services courteous and friendly?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Much	

7. Was/were the problem(s) you came in for solved to your liking?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Good	

8. If you had a legal problem in the future, would you come back to Legal Services for help?

1	2	3	4	5	6	7	8	9	10
Never								Yes	

9. Did you feel the office was run like other private law offices?

1	2	3	4	5	6	7	8	9	10
Not at all								Better Than	

10. How well do you rate our intake procedure? Please comment on back of survey.

1	2	3	4	5	6	7	8	9	10
Not Good								Very Good	

Thank you for taking the time to fill out this questionnaire.

LEON COUNTY OUTREACHES—WORKSHOPS/CLINICS AND COLLABORATIONS October 1, 2018-March 2019		
WORKSHOPS/CLINICS		
Advanced Directives Clinic		6
Family Law Clinic		2
Night Clinic		8
Senior Centers Clinic		23
Small Claims Clinic		2
COLLABORATIONS/OUTREACH		
Kearney Center	Refuge House	Leon County Sheriff Department
Early Childhood Group	Children’s Home Society	Grandparents as Parents (GAP)
Big Bend Homeless Coalition	CCYS (Capital City Youth Services)	FSU Intra-Agency Advisory Board on Sexual Violence
FAMU Small Business Center	Legal Aid Foundation of Tallahassee	Tallahassee Bar Association
Clerk of the Circuit Court	Leon County DRC	Orange Avenue United Tenants Association
Tallahassee Women Lawyers	United Partners for Human Services	FSU Externship Program
Foster Parent Association	Leadership Tallahassee	Tallahassee Police Dept.
Southside Town Hall Meeting	FSU Victims Services	FSU Student Organizations
Big Bend Hospice	Area Agency on Aging	Frenchtown Market Place
Sexual Assault Response Team (SART)	Elder Care Services	Guardian Ad Litem
North Florida Center for Equal Justice	Downtown Improvement Authority	United Way of Big Bend
Florida Medical Legal Partnership Collaborative	My Fest Tallahassee	Sexual Violence Court Advisory Committee
FEMA	Tallahassee Senior Center	Lincoln Neighborhood Center
Providence Center	Community Action Agency	Community Organizations Active in Disasters (COAD)
Leon Adult and Community Education Center	Leon County Promise Zone Network	Leon County Sheriff Department’s Hispanic Resources
Living Stones International	Farmshare	Neighborhood Medical Center

DISC Village

Attachment 1

Line Item Agency Performance Report

Fiscal Mid-Year October 1, 2018 to February 28, 2019

Agency Name: DISC Village, Inc.

1. Program Name: Juvenile Assessment Center(JAC)/Civil Citation Program
2. Program Objective: To provide assessments, screenings and various other services to juveniles that have been referred by local law enforcement agencies.
3. Services Provided: Assessments, screenings, case management, case staffing, referrals, counseling, groups, urinalysis screens, community service projects and community outreach. One of the important functions of the JAC is the booking component, which is conducted by JAC Correctional Officers. By having Correctional Officers at the facility they are able to book youth that have committed crimes so that they can be fingerprinted in Live Scan and photographed in the Leon County Jail's photo imaging system. The Correctional Officers also provide the security for the facility.
4. Service Delivery Strategy: Providing assessments using the Global Appraisal of Individual Needs (GAIN), which is evidence based tool to assist in determining the risks and needs of the client. Also, having staff with training, experience and education in working with a juvenile population. The programs work with community stakeholders to determine what services to provide and how best to implement the services.
5. Target Population: At-risk juveniles
6. Method Used to Effectively Reach Target Population: The agency operates a twenty-four (24) hour a day facility, seven (7) days a week and three hundred and sixty-five (365) days a year, which provides law enforcement officers the ability to bring a youth in custody to a secure facility. The officers are able to complete their paperwork quickly and return to the streets to perform their main function of public safety. Also, meeting with our stakeholders on at least a quarterly basis so they are aware of the services being provided and to ensure open lines of communication regarding program goals and trends within the community.
7. Program Resources: The JAC operates with approximately 20 employees consisting of one Director, one Coordinator, one Lead Screener, four full time and one part-time screener, six technicians and six full time and two part-time Correctional Officers. The Civil Citation program has 2 employees consisting of two Case Managers as well as university student interns.

8. Program Capacity: The programs can serve as many juveniles that are referred by law enforcement officers.
9. Number of Participants: Civil Citation= 69, Cost per Participant: \$701.54 Total Cost \$48,406
JAC= 521 Cost per Participant \$672.28 (Includes all cost associated with operating the Juvenile Assessment Center, not just the Correctional Officers.) Total Cost \$350,260
10. Program Goals: For the 2018-2019 Fiscal Year Short-Term Goals- To ensure that youth coming through the programs receive an assessment to determine their risk factors and needs. Intermediate Goals- To ensure through case staffing that youth are receiving the appropriate recommendations for services, sanctions, diversion programs and referrals. Long-Term Goals- for the JAC to enhance public safety and improve service delivery for youth and their families. The Civil Citation program will divert first time offending misdemeanor youth from the overburdened juvenile justice system.
11. Objectives: For the 2018-2019 2nd Quarter Fiscal Year: The JAC's objectives are that 45% or more of youth screened at the JAC on new charges will not be re-arrested for 12 months following the date screened. The data reflects that this goal was met by showing that 21% of the youth re-offended up to 12 months after being screened at the JAC. The objective of 85% or more of youth presented to the JAC will be released from the center within six hours or arriving. The data reflects that this goal was met by showing that 86% of the youth were released within six hours of arriving at the facility. The Civil Citation program objectives are that 85% or more of program participants will be assessed and engaged in program sanctions within the first month of being referred. The data reflects that this goal was met by showing that 91% of the youth were assessed and engaged in program sanctions within the first month of being referred. The objective of 85% or more of the clients that complete satisfaction surveys will report satisfaction with program services. The data indicates that the goal was met by 89% of program participants that completed surveys were satisfied with services provided. The objective of 85% or more of program participants that successfully complete the program will not re-offend for at least 12 months following program discharge. The data reflects that this goal was met by showing that 100% of the youth successfully discharged from the program did not re-offend 12 months from program closure.
12. Data Collection Method: Utilization of program logs, surveys, monthly and quarterly reports and the Juvenile Justice Information System (JJIS).
13. Number of Participants that Left or Were Dropped from the Program: This is not applicable for the JAC. For the Civil Citation program 13% of the youth were closed unsuccessfully from the program, 81% were closed successfully, 6% were ineligible and 0% were withdrawn from the program.

14. Provide Participants Demographic Data: The data for the JAC 2018-2019 2nd Quarter report is as follows:

Age: under 12= 2%, 12-15= 47% and 16-18= 51%

Gender: male= 77% and female=23%

Race: Black= 77%, White= 21% and Hispanic= 2%

Marital Status: single

The data for the Civil Citation during the same reporting time frame is as follows:

Age: under 12= 3%, 12-15=49% and 16-18=48%

Gender: male= 55% and female= 45%

Race: Black= 41%, White= 52% and Hispanic= 7%

Marital Status: single

15. The Civil Citation program does collect data on zip codes to determine areas for at-risk youth and conducts surveys from clients and parents at the initial intake and at the completion of the program (please see the survey information attached). The JAC tracks a variety of demographic data on the program participants and inputs this data into the Juvenile Justice Information System (JJIS). Varied data sets can be obtained with a request from the department regarding the youth.

16. DISC Village has partnerships with the Department of Juvenile Justice, The Department of Children and Families and the City of Tallahassee. Each agency funds part of the cost to operate the Juvenile Assessment Center 24 hours a day 365 days a year.

The Department of Juvenile Justice supplies funds for the operations of the building and staff to process youth. The Department of Children and Families provides funds for operations and staff to process substance abuse assessments. The City of Tallahassee provides funds to help pay the cost of the Correctional Officers who are necessary to receive youth for law enforcement and to provide onsite security.

The JAC and Civil Citation programs have partnerships with local law enforcement agencies, the Department of Juvenile Justice, the Leon County School system, the juvenile court system, local diversion programs and a variety of community based referral sources including but not limited to the Capital City Youth Services (CCYS), PACE School for Girls and the Palmer Munroe Teen Center.

Tallahassee Senior Citizen's Foundation

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: Tallahassee Senior Citizen's Foundation, Inc.

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. Program Name: **Leon County Senior Outreach**
2. Program Objective: To provide access to services, resources and recreational opportunities for seniors age 50+ who reside in the unincorporated areas of Leon County to encourage active living, optimal aging, and social fitness. Similar program activities are provided for grandparents living throughout Leon County who are raising their grandchildren.

3. Services provided:

Monthly Lunch & Learn events featuring information, services and resources provided over 100 community partners during October 2018 thru February 2018. This includes representatives from six Leon County programs. These events offer fellowship opportunities for seniors who live alone, or who may be physically or socially isolated in rural pockets of the County. Some examples of services offered:

- Health screenings including blood pressure, blood glucose, memory, depression, balance, BMI, strength and range of motion.
- Nutrition education provided on an ongoing basis at L&L sites by Leon County Extension Services.
- The Leon County Sheriff's Department attends all Lunch & Learn events and can address individual participant's concerns, as well as provide current information on scams, identity theft and safety tips.
- Canned goods were collected at all Lunch & Learn events for the food pantry at Elder Care Services.
- A 15th Anniversary Celebration of the Lunch and Learn events took place at Chaires in October, 2018.
- Lunch and Learn participants in three communities were taken on field trips. Lake Jackson participants went to the Florida State Archives, Miccosukee participants went to the Riley House Museum, and Chaires participants went to the FL Museum of History.
- Capital Regional Medical Center hosted Health Fairs at the Lake Jackson, Woodville and Bradfordville Lunch & Learn events, and provided speakers, exhibitors and health screenings.
- In partnership with StarMetro, a monthly para-transit service is provided for Miccosukee participants to a Super Wal-Mart. Program volunteers assist in registration and accompany riders on these trips.

Ongoing classes are offered at all the County community centers and the NE Branch Library:

- Fitness classes taught by certified senior fitness instructors are provided in all locations, with some locations offering multiple classes due to demand. An additional Yoga class began at the N.E. Branch Library in March.
- Bradfordville, Chaires, Fort Braden and Lake Jackson offer art classes. These instructors are talented artists in their own right and offer professional caliber instruction at a nominal cost to participants.
- Canasta is offered in Lake Jackson.
- Successive Bradfordville Lifelong Learning classes were offered at the N.E. Branch Library on a range of topics throughout the year.
- U.P.S.L.I.D.E. (Utilizing and Promoting Social Engagement for Loneliness, Isolation & Depression in the Elderly) program (funded by a Florida Blue Foundation grant) was introduced in Chaires, Fort Braden, and Miccosukee. Informal chat groups called Friend Connections were hosted, but only the one in Miccosukee garnered enough participation to continue. It meets monthly.

LifeLong Outdoor Pursuits, features monthly workshops, outdoor activities and field trips for Tallahassee/Leon County participants 50+ years old. The 2nd Annual Outdoor Expo was held at Goodwood Museum and Gardens in October. Fourteen outdoor-oriented exhibitors participated and presentations on Outdoor Cooking, and Hiking were offered. Additional program activities included:

- November, Camping Workshop at Goodwood Museum and Gardens
- December, Kayak Fishing Workshop at Tallahassee Senior Center
- January, Hiking Workshop at Eastside Branch Library and J.R. Alford R. Greenway
- February and March, guided hikes at Miccosukee Greenway, Leon Sinks and Lake Talquin State Forest
- February, Geocaching Workshop at Dorothy B. Owen Park
- March, Outdoor Clinic at Ochlockonee River State Park

The **Leon County Senior Outreach Advisory Council** meets bi-monthly to advocate for Leon County seniors, address the needs and issues they may have and provide program feedback and suggestions. Membership is comprised of representatives from each Lunch and Learn community and interested senior focused organizations.

The **Leon County Senior Outreach Calendar** is a bi-monthly publication distributed to approximately 3,100 households living in or near each County service area and to 6,419 households via e-mail. Information is provided on Leon County Senior Outreach, Grandparents as Parents, LifeLong Outdoor Pursuits and Tallahassee Senior Center activities.

The **Grandparents as Parents (GaP)** program serves grandparents and other relative caregivers who have custodial responsibilities for raising another family member's child or children. Activities are available to all City-County residents. The GaP program brings social support, education and resource information to seniors thrust unexpectedly into the parenting role again. Program highlights for October 1, 2018 thru March 31, 2019 included:

- 140 unduplicated participants are registered in GaP.
- Five monthly luncheon support groups were held at the Leon County Public Library. Legal assistance, health screenings, nutrition and wellness education, custody and benefits counseling and literacy resources were provided at these meetings. Throughout the year a variety of exhibitors and speakers brought pertinent information and resources to assist the grand-families (see attachment). An average of 32 participants attend the luncheon each month.
- Two meetings of a new evening support group in collaboration with the Circle of Parents program were held at Sue McCollum Community Center in Lafayette Park.
- One grand-family field trip was taken to the Joe Budd Youth Conservation Center for fishing, nature hike and picnic.
- One grand-family weekend picnic was held at a local park.
- GaP partnered with Catholic Charities Christmas Connection to provide food, clothing and gifts to ten families during the holidays and one local church to provide gifts for additional GaP families.
- GaP grandparents were treated to a holiday luncheon at a local restaurant in December, 2018.

The nationally accredited **Tallahassee Senior Center** is host to a variety of special events and the Leon County Senior Outreach program assists with these and collaborates on signature efforts such as Capital City Senior Games, L3X Lifelong Learning Extravaganza, Active Living Senior Expo, Deck the Halls, Silver Stars Gala and Tallahassee LifeLong Leaders (T.A.L.L.).

4. Services Delivery Strategy:

- The monthly Lunch & Learn format has been in existence for 15+ years and maintains steady participation. Many participants have attended from the beginning of the program. The events are successful due to the multitude of community partners who bring information, services and resources. Accessing multiple organizations at one time (usually 8-12) makes it productive for participants, plus they enjoy the fellowship of other community residents. The GaP support luncheons are modeled after this same format.
- Bringing activities, services and information to the unincorporated areas where seniors live gives many the lifeline that keeps them healthier, connects them with valuable resources, and prevents them from becoming socially isolated.

5. Target Population: 72,866 (26.5%) Age 50+

- Primarily seniors age 50+ living in the unincorporated communities of Leon County (Bradfordville, Chaires, Fort Braden, Lake Jackson, Miccosukee and Woodville).
- Grandparents who live throughout the Tallahassee/Leon County area who are the primary custodians of their grandchildren.
- Residents living in the whole of Tallahassee/Leon County who benefit from the collaboration between Leon County Senior Outreach and Tallahassee Senior Services.

6. Method used to effectively reach target population:

- The Leon County Senior Outreach Calendar is mailed or e-mailed to residents in or near each of the unincorporated areas we serve (9,500+ households). It is also distributed at outreach events like expos, wellness fairs and other community functions.
- All Leon County Senior Outreach information is printed in the Active Living magazine, a bi-monthly publication of the Tallahassee Democrat.
- Program information is available on the Tallahassee Senior Center and Foundation web sites.
- Monthly Constant Contact e-mail updates are sent to all LifeLong Outdoor Pursuits participants.
- Staff attends numerous outreach events throughout the year like health fairs, community festivals, church functions and neighborhood association meetings to disseminate program information.
- Ongoing program announcements are made on social media outlets like Facebook.
- Participants recruit other participants through word of mouth, with new participants often invited by current ones.
- Talquin Electric publishes the Lunch and Learn schedule in their monthly magazine that goes out to all their customers.

7. Program Resources: *(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

Funding to date (October 1, 2018 – February 28, 2019)

County funding	\$ 89,500
Activity & Sponsor Donations	15,708
Older Americans Act Grant for GaP	<u>5,205</u>
Total	\$110,413

Space & In-Kind

City of Tallahassee Office Space & Infrastructure
TSC Foundation Support, i.e. Community Relations, Fundraising, Administrative Support
6 County Community Centers
Wildwood Presbyterian Church
Leon County Public Library and Northeast Branch
City, County and State Parks

Goodwood Museum and Gardens

Staff & Volunteers

3.3 FTEs

9 Contract Staff: Fitness, Art, & Gazette Editor

Other Program Needs

Program/Office Supplies, Printing, Postage, Lunch & Learns

Local Travel & Training

GaP Programming

8. Program Capacity:

Capacity varies by community. In most locations there is room to accommodate additional participants at the monthly Lunch & Learn events. However, at the smaller Community Centers of Chaires and Lake Jackson, it is often standing-room-only. In Bradfordville, there is no Community Center large enough to host this event so it is held at Wildwood Presbyterian Church who has donated space to the program for nine years.

On-going activities such as Fitness, Art, and Lifelong Learning classes typically fill to capacity, and additional classes may not be added in certain areas due to staffing capacity. County facility staff work closely with our activities and are very accommodating. However, some set up of chairs and tables is required for these classes, and County staff simply cannot be in multiple places at the same time on the same day. Contract instructors are only paid for the time of the class. Requiring them to also set up for the class would require additional program dollars. Also, many volunteers are unable to lift the tables and move chairs for class. This also presents a liability issue. Thus, the number of activities is limited due to not enough staff to handle set-ups.

Currently there are six Fitness classes offered in Bradfordville due to demand. All classes are frequently full and require a wait list.

The Supervisor of Elections uses the community centers and libraries for voting/early voting. This prohibited program activities in those spaces for several weeks. This required cancellation or relocation of over 120 individual classes. This seriously curtails what program activities are offered.

9. Number of Participants: 894 Cost per Participant: \$ 123.50

10. Program Goals:

a. Short-term: Maintain current high quality, easily accessible programming.

b. Intermediate:

- Take four field trips per fiscal year.
- Increase the number and variety of health screenings offered.
- Increase the variety of community partners who bring services and resources to Lunch & Learn events and GaP support luncheons.
- Increase the number of Lifelong Learning programs offered in Bradfordville and other communities.
- Increase the number and variety of fitness opportunities offered.
- Grow the LifeLong Outdoor Pursuits program by featuring workshops, hands-on adventures and field trips related to a new outdoor activity each month.

c. Long-term:

- Offer program participants tools they may use to enhance independence and live a healthier lifestyle in the communities and neighborhoods they love – with dignity, security and purpose.
- Provide recreational, educational and wellness opportunities that make the Leon county-Tallahassee area an inviting retirement destination.

- Offer social fitness activities that may help decrease loneliness and isolation among participants by providing them opportunities to remain connected to other people.
- Provide preventative health screenings and education to help participants avoid more costly health interventions and nursing home placement in the future.
- Give at-risk grandfamilies social support, information and resources they may need to thrive.

Objectives (Intended impact/outcome results)

Activities	Time Frame	Key Performance Indicators	Outcome Measures
Offer monthly Lunch & Learn events that feature speakers, exhibitors, health screenings and a variety of community resources.	Oct – Dec, 2018 Feb – June, 2019 Aug – Sep, 2019	Held 4-5 Lunch & Learn events in each of six County service areas (26 events total). Three were cancelled due to Hurricane Michael and one due to Early Voting.	Access to services, resources, information and health screenings that enable seniors living in the unincorporated areas to live independent, healthy and engaged lives.
Offer a variety of fitness classes specifically designed for the older adult.	Ongoing throughout the 2016-17 fiscal year.	2-10 Fitness classes per week in each of six County service areas (23 classes per week). New Yoga class started in Bradfordville, March, 2019	Maintain physical fitness that maintains strength needed for daily activity, combats chronic disease and prevents falls.
Offer ongoing recreational and educational activities.	Ongoing throughout the 2018-19 fiscal year.	9 different classes per week (including art, canasta and Lifelong Learning) on an ongoing basis Oct, 2018-March, 2019.	Provide fellowship, educational and engagement opportunities to enhance quality of life.
Provide instructional workshops and hands-on outdoor activities through the LifeLong Outdoor Pursuits program.	Outdoor Expo hosted annually. New outdoor pursuit featured monthly throughout the 2018-19 fiscal year.	Outdoor Expo held in Oct, 2018. Camping, hiking, kayak fishing, and geocaching workshops/trips held Oct, 2018-Feb, 2019. Outdoor clinic scheduled for March, 2019 at Ochlockonee River State Park.	Provide participants the opportunity to experience nature and outdoor activities in a safe, supportive environment – thus keeping them physically and socially active.
Provide a variety of health screenings.	Ongoing throughout the 2018-19 fiscal year.	408 units of health screenings were offered at Lunch & Learn and GaP support luncheons Oct-March.	Keep seniors healthy and empower them by educating them on their own health status.
Offer GaP grandparents monthly support luncheons and special events they can share with the grandchildren in their care. Host monthly support groups at Jake Gaither Community Center.	Ongoing throughout the 2018-19 fiscal year.	Five monthly support group luncheons and a holiday luncheon for the grandparents were held. One field trip was held for the grandfamilies. Two grandparent evening support groups that included childcare were held at a local community center.	Provide social and emotional support participants need to better handle their responsibilities, as well as give them access to needed services and resources.

11. Data Collection Method: Sign-in sheets for participants, exhibitors/speakers and health screenings. Participant registration forms are required from all regularly attending participants.
12. Number of Participants that left or were dropped from the program: No one is ever dropped from the program but attendance fluctuates due to factors like participant relocation, illness or death. However, there is a constant influx of new participants who balance out the attendance numbers.

13. Provide Participants demographic data:

<u>Age 50+:</u> 92%	<u>Race</u>	
	Black: 20%	White: 76%
<u>Gender</u>	Hispanic: 2%	Other: 2%
Male: 18% Female: 8%		

14. If possible, please provide participant program satisfaction data: (surveys, etc.) **See attachment**
15. List any agency partnerships and collaborations related to this program. **See attachments**

How would you rate the food?

1	0
2	2
3	13
4	8
5	0
No response	8

What menu suggestions do you have?

- Optional salad bar if you don't want the meal
- Sweet potatoes
- Meat
- Lots of fruit and vegies
- 6 people do not eat pork

What topics do you like for L&L presentations:

- History
- Health
- Current Events
- Safety/ID theft
- Nature
- Helpful Resources

What are some other classes you would you like offered?

- Bingo
- Computer

Field trip suggestions:

- Thomasville Market Diner
- FAMU Museum
- A trip to the movies
- Mission San Luis
- Myers Park
- Opera House in Monticello
- Shopping Spree
- Eat lunch at Banjo's

Group Survey

Date: March 13, 2019

Location: Bradfordville

of Participants: 32

of Male: 2

of Female: 30

Ages:

- 90+ 4
- 80-89 7
- 75-79 8
- 70-74 3
- 65-69 1
- 60-64 1
- 55-59 0
- Under 55 0
- No response 8

of Years in Attendance:

- 10+ 2
- 5-9 7
- 0-4 0
- No response 23

What do you like best about the Lunch and Learns?

- 1) Fellowship
- 2) Speakers/Exhibitors
- 3) Lunch
- 4) Field trips

How would you rate the food (1-5)?

- 1)1 2)12 3)13 4)0 5)0

What menu suggestions do you have?

Healthy food, Sony's BBQ, Taste Buds, Wharf (fried fish), Honey Baked Ham, Heavenly Catering

What topic suggestions do you have for the L&L presentations? Personal safety, local history

What are some ongoing classes/activities would you like? N/A

Field trip suggestions: FAMU History Museum, Riley House, Florida Caverns Marianna

Group Survey

Date: March 14, 2019

Location: Woodville

of Participants: 29

of Male: 6

of Female: 23

Ages:

- 90+ 1
- 80-89 6
- 75-79 7
- 70-74 5
- 65-69 4
- 60-64 3
- 55-59 0
- Under 55 0
- No response 3

of Years in Attendance:

- 10+ 5
- 5-9 4
- 0-4 5
- No response 15

What do you like best about the Lunch and Learns?

- 5) Fellowship – 16
- 6) Speakers/Exhibitors - 13
- 7) Lunch - 0
- 8) Field trips - 0

How would you rate the food (1-5)?

1)1 2)1 3)3 4)4 5)2 No response)18

What menu suggestions do you have?

Fried chicken, more veggies, salads, Italian food

What topic suggestions do you have for the L&L presentations? Forgot to ask

What are some ongoing classes/activities would you like? Bingo (19 people!), Bag Toss, Art, Crafts, Meditation/Tai Chi, Martial Arts/Self-defense

Field trip suggestions: Local farms, local theater, local museums, wildlife tour, plantations

Group Survey

Date: March 19, 2019

Location: Fort Braden

of Participants: 28

of Male: 9

of Female: 19

Ages:

- 90+ 0
- 80-89 8
- 75-79 8
- 70-74 4
- 65-69 2
- 60-64 4
- 55-59 0
- Under 55 1
- No response 1

of Years in Attendance:

- 10+ 14
- 5-9 1
- 0-4 11
- No response 2

What do you like best about the Lunch and Learns?

- 9) Fellowship – 21
- 10) Speakers/Exhibitors - 3
- 11) Lunch - 1
- 12) Field trips - 0

How would you rate the food (1-5)?

- 1)4 2)5 3)10 4)5 5)0 No response)4

What menu suggestions do you have?

Salads, fruit, variety, fried pork chops, corn bread, lima beans, BBQ

What topic suggestions do you have for the L&L presentations? Variety, entertainment

What are some ongoing classes/activities would you like? Bingo, Zumba, Line dancing, Ageless Grace

Field trip suggestions: Lake Talquin Park, Bear Creek, The Grove, The Capitol, Tallahassee Museum, Florida History Museum, Wakulla Springs

Grandparents as Parents (GaP) Speakers, Exhibitors and Partners

October 1, 2018 – March 31, 2019

Area Agency on Aging of North Florida
Brookestone Senior Residences
Catholic Charities Christmas Connection
Census 2020
Circle of Parents program at Prevent Child Abuse Florida
Circle K International at FSU volunteers
Community Christian School
FEMA
Florida Department of Children and Families
Florida Legal Services
Florida Baptist Children's Home – One More Child
Florida Healthy Kids Corp.
Florida State University, College of Nursing
Hang Tough Foundation
Home Instead Senior Care
Joe Budd Youth Conservation Center
Legal Services of North Florida
Leon County Extension Service, IFAS
Leon County Public Library
Leon County Property Appraiser
Leverne Payne Community Center – Soul Santa
Linda Schuyler Ford, storyteller
MADD
Medicare/Medicaid Prescription Helpline
Molar Express
NAMI
NHC Homecare
PACT – Parents, Providers and Community Advocating for Children Together
Tallahassee Parks & Recreation Department
Tallahassee Community College,
Early Childhood Education Dept
Tallahassee Pediatric Behavioral Health Center,
Behavioral Navigator
Tallahassee Memorial Healthcare,
Baby & Family Fair
Tallahassee Senior Center,
Lifelong Learning program
Trinity United Methodist Church, Chime choir
Whole Child Leon

Leon County Senior Outreach Community Partners
October 1, 2018 thru March 31, 2019

2020 Census	Heavenly Chimes Bell Choir
AAA	Home Instead
AARP	Leon County Extension, UF-IFAS
Accessibility Solutions	Leon County Health Department
Alfred B Maclay Gardens State Park	Leon County Office of Sustainability
Allegro Senior Living	Leon County Sheriff's Office
Alzheimer's Project	Leon County Supervisor of Elections
Area Agency on Aging (S.H.I.N.E.)	Leon County Tax Collector
BathFitters	Magnolia Place
Big Bend Cares	Magnolia Wellness
Big Bend Hospice	MASA, Medical Transport Solutions
Big Bend National Ovarian Cancer Coalition	Matthew Woody, Pilot
Bill Jones, Musician	Mission San Luis
Capital Health Plan	Neptune Society
Capital Regional Medical Center	NHC Homecare
Care Point Health & Wellness Center	Quality Living Medical Alert
Caring Connections	Right at Home
Costco	Riley House Museum
Culley's MeadowWood Memorial Park	Seven Hills Health & Rehabilitation Center
Dr. Harruna, Cardiologist	Surterra
Elder Care Services	Tallahassee Irish Step Dancers
Eye Associates of Tallahassee	Tallahassee Newcomers Club
FL Atty General, Consumer Protection	Talquin Electric
FL Dept of Agriculture & Consumer Services	Tapestry Senior Living
FL Dept of Business & Professional Regulation	The Grove Museum
FL Highway Safety & Motor Vehicles	TMH Lifeline Systems
FL Legal Services	TMH Memory Disorder Clinic
FL Museum of History	Tom Friedman, Historian
FL Public Archeology Network	TSC LifeLong Learning
FL Public Service Commission	U.P.S.L.I.D.E.
FL State Archives	University of West Florida
FL Wild Mammal Association	Walgreens
Fresh from Florida	

LifeLong Outdoor Pursuits Community Partners
October 1, 2018 thru March 31, 2019

Apalachee Trail Association, Tallahassee Chapter	Leon County Extension, UF-IFIS
Big Adventures Outfitters	Leon County Parks and Recreation
Bird Legs Bicycles	Ochlockonee River State Park
Florida Fish and Wildlife	Sharon Rigsby, Culinary Writer
FSU Outdoor Pursuits	Tallahassee Astronomical Society
Goodwood Museum and Gardens	Tallahassee Geocaching
Harry Smith Outdoors	The Grove Museum
Jason Flom, Camping Expert	VISIT Tallahassee

St. Francis Wildlife Association

EXHIBIT B

March 22, 2019

Agency Performance Report Format & Instructions

Agency Name: St. Francis of Assisi Wildlife Association, Inc.

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. Program Name:

St. Francis of Assisi Wildlife Association, Inc. (SFW)

2. Program Objective:

Agency Mission Statement

The St. Francis Wildlife Association is a non-profit organization dedicated to the conservation of native wildlife in north Florida through the rescue and rehabilitation of sick, injured and orphaned wildlife and through public education.

3. Services provided:

Wildlife Rehabilitation

Rehabilitate sick, injured, and orphaned native wildlife for eventual return to their natural habitats. SFW also takes in animals displaced from natural disasters.

Environmental Education

- Instill an appreciation and a respect for all living creatures and the natural environments we share
- Promote a life-long stewardship ethic that empower citizens to preserve what remains of natural Florida through action-based programs
- Increase students' basic competencies in science and other disciplines and provide an educational resource to the community

4. Services Delivery Strategy:

Services are provided the moment a person either contacts SFW or leaves an animal at one of our drop off locations. These locations are: SFW on Salem Road in Gadsden County, Northwood Animal Hospital, North Florida Animal Hospital, and Allied Emergency Animal Hospital all in Tallahassee. SFW maintains a 24/7 rescue staff that responds to calls for assistance including an afterhours on-call volunteer or staff person. Animals are triaged cared for at the facility. The only animals that are "fostered" for care by trained volunteers who raise animals in their homes, as established by the Florida Fish and Wildlife Commission, are squirrels. Every attempt is made to release animals at or near the location where they were found; if this is not possible, release locations are obtained with permission from municipalities or land owners.

All intakes are documented on a form and given a unique ID number that follows it through the care and release process. Forms are entered into a database that generates additional ID numbers and reports. Experienced staff or vet clinics triage each intake. SFW receives rabies vector species (raccoons, foxes, skunks, bobcats, bats) into care. Only staff and volunteers who have provided proof of vaccination against rabies are allowed to care for animals regarded as rabies vectors. Non-vaccinated rescue staff are not allowed to capture, care for or transport any RVS.

Education programs are conducted with the assistance of The Wild Classroom, a for-profit private business. SFW volunteers and interns who wish to do outreach, public speaking, public relations, and classroom instruction work directly with the SFW Education Director who is the owner of The Wild Classroom. The Wild Classroom charges for most presentations and, in turn, gives a portion or all of the proceeds to SFW to help with specific budget items such as the purchase of formula. In return, twice a year, SFW provides The Wild Classroom with food for the permanently disabled birds of prey and reptiles licensed by the Federal and State government used for SFW presentations, outreach, events, classroom instruction, and public relations.

5. Target Population:

All of Leon County's corporate and unincorporated areas. Additional areas served by SFW include the Florida counties of Gadsden, Franklin, Taylor, Madison, and Georgia counties of Grady and Thomas.

6. Method used to effectively reach target population:

SFW has long utilized the media (print, television and radio interviews) and publishes a monthly blog in the Tallahassee Democrat newspaper. In addition, articles are published in the Gadsden Times and in the newsletters of Tallahassee Neighborhood Associations. SFW publishes a quarterly print and on-line newsletter and an electronic Newsletter. SFW maintains an on-line social media presence and website via Face Book, Twitter, Snapchat, and Instagram and is a part of on-line shopping and giving sites such as Amazon Smile, Good Shops, and Tech Soup. SFW has an account with Network For Good (NFG) and Go Fund Me (GFM).

SFW began a new educational message, "Please, Do Not Kidnap Baby Wild Animals" to teach the general public to not touch or move young animals that appear to have been orphaned or abandoned. SFW encourages the public to call SFW for advice before touching any wild animal. This message has been emulated by other wildlife rehab agencies in the states of Florida and Georgia.

7. Program Resources:

SFW maintains a full time staff of 1 licensed Rehabilitator/Director and 2 Wildlife Care Technicians; and, a part time staff that fluctuates according to the hospital census. Part-time staff may include 1 Office Manager, 3 Wildlife Rescuers, 1 Maintenance Manager, 2 to 4 seasonal Wildlife Care Technicians, and 3 college or university level interns. Seasonal staff is hired as the census in the facility increases and as the budget can sustain. During the spring through summer months, SFW may be caring for several hundred animals at any given time many of which need around the clock care.

Volunteers and interns come from the surrounding communities, and community service is sent to SFW from the Leon County and Gadsden County Probation Offices. Volunteers and interns assist with the daily operation of the hospital, animal care, off-site educational programs and fundraising events, and respond to wildlife rescue calls. Calls for rescue assistance are received from the public, law enforcement, and animal control. The Director oversees the recruitment of volunteers and interns and remains in communication with internship sponsors.

Medical, hospital, animal care, and maintenance supplies are purchased on-line, at local stores, or from local veterinary clinics. SFW maintains an exceptional relationship with several local veterinarian clinics that donate thousands of dollars in triage, medical supplies, medications and surgeries. SFW maintains a relationship with local businesses and franchises such as Stones Hardware, Lowes, Costco, Native Nurseries, Wild Birds Unlimited, Spears Seafood, and Walmart; and with national suppliers such as Chris' Squirrels and More, Fox Valley Foods, The Gourmet Rat, and Amazon.

8. Program Capacity:

The SFW facility can accommodate a max of about 200 animals at any given moment. State and Federal regulations allow for the off-site fostering or care of some species. The number of foster families fluctuates according to need. SFW is not an animal adoption agency and does not sell animals to any individual or entity.

9. Number of Participants: _____ Cost per Participant: \$ _____

2018 Program Goals:

a. **Short-term:** To provide excellent animal care; achieve a combined transfer and release rate 60%; provide full time and seasonal staff, maintain programs; and, upgrade hospital facilities.

b. **Intermediate:** To increase community partnerships; work with other related agencies

c. **Long-term:** To contribute to wildlife scientific research; seek grants; hire a part-time rehabilitator; improve the volunteer program; expand internship program

10. **Objectives** (Intended impact/outcome results)

Agency objectives are: Wildlife rehabilitation; Education for the general public; Public Service; Research. Quantifiable performance indicators are shown in data provided by the wildlife intake and disposition reports. (See attachments 1 and 2)

- a. Activities
- b. Time Frame
- c. Key Performance Indicators (Quantifiable)
- d. Outcome Measures

(Benefits or changes for participants during and after their involvement with the program)

11. Data Collection Method:

Animal intake and disposition data is kept in an on-line database called WildCare and in a Beta version Excel database. Reports are generated through MS Excel.

12. Number of Participants that left or were dropped from the program:

N/A

13. Provide Participants demographic data:

N/A

14. If possible, please provide participant program satisfaction data: (surveys, etc.)

N/A

15. List any agency partnerships and collaborations related to this program.

SFW has built strong alliances with local agencies, businesses, and donors. These include Leon County Board of Commission, The City of Tallahassee Commissioners, The Wild Classroom, Capital City Bank, Leon County Division of Animal Control, TLCAS Animal Control, Costco, Quincy Walmart, Havana Stones, Havana Merchants Association, the Community Thrift Market and Grants, the Florida Department of Health Environmental Health, The Florida Fish and Wildlife Commission, Florida Wildlife Rehabilitator Association, National Wildlife Rehabilitator Association, Goodwill of the Big Bend, The Bobby Bacon Insurance Company, Leon County Schools, Leon County Probation Office, Havana Garden Club, Native Nurseries, Kool Beanz Café, Trail and Ski, and The Quincy Area Boy and Girl Scouts.

Veterinarian clinics that offer services pro-bono or at a reduced cost include North Florida, Northwood, Allied, Bradfordville, North Hampton, and Alternative Veterinarian Medicine. Other agencies include Black Thumb Animal Removal Services, The Tallahassee Museum, Goose Creek Wildlife Rehabilitation, Florida Wild Mammal Association, The Audubon Center in Maitland, and the Homosassa Springs Wildlife Rehabilitation Center.

November 1, 2018 was the 40th year celebration of SFW as an incorporated agency at Goodwood Gardens.

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
10/2/2018	Mourning Dove	Dropoff	3737 N Meridian Rd, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/2/2018	Mourning Dove	Dropoff	1771 Dax Ct, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
10/3/2018	Eastern Cottontail	Dropoff	4912 Vernon Rd, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
10/6/2018	eastern gray squirrel	Dropoff	1859 Newman Ln, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
10/6/2018	Northern Cardinal	Dropoff	1138 Green Hill Trce, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
10/7/2018	Eastern Cottontail	Dropoff	5848 Flintlock Loop, Tallahassee, FL 32311, USA	Orphan, true / Parents not available
10/7/2018	Eastern Cottontail	Dropoff	1843 Chardonnay Pl, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
10/8/2018	Common Ground Dove	Dropoff	3250 Point View Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
10/9/2018	Mourning Dove	Dropoff	2710 Pine Ridge Rd, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
10/10/2018	eastern gray squirrel	Dropoff	2356 Arendell Way, Tallahassee, FL 32308, USA	Environment / Weather / Wind
10/11/2018	eastern gray squirrel	Dropoff	9014 Glen Eagle Way, Tallahassee, FL 32312, USA	Environment / Weather / Wind
10/11/2018	eastern gray squirrel	Dropoff	9014 Glen Eagle Way, Tallahassee, FL 32312, USA	Environment / Weather / Wind
10/11/2018	eastern gray squirrel	Dropoff	7036 Spencer Rd, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/12/2018	eastern gray squirrel	Dropoff	Tall Pine Dr, Florida 32303, USA	Environment / Weather / Wind
10/13/2018	eastern gray squirrel	Dropoff	22537 Frances Way, Tallahassee, FL 32310, USA	Nest/Habitat Disturbance/Destruction
10/13/2018	eastern gray squirrel	Dropoff	22537 Frances Way, Tallahassee, FL 32310, USA	Nest/Habitat Disturbance/Destruction
10/14/2018	Mourning Dove	Dropoff	2120 Ruth Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
10/14/2018	southern flying squirrel	Dropoff	10971 Telford Chase, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
10/15/2018	white-tailed deer	Rescue	5057 Tram Ct, Tallahassee, FL 32305, USA	Injury
10/16/2018	eastern gray squirrel	Dropoff	106 Ridgeland Rd, Tallahassee, FL 32312, USA	Environment / Weather / Wind
10/17/2018	American Crow	Dropoff	6885 Glenmeadow Ln, Tallahassee, FL 32317, USA	Orphan, true / Parents not available
10/17/2018	common raccoon	Dropoff	9301 Rose Rd, Tallahassee, FL 32311, USA	Orphan, true / Parents not available
10/17/2018	common raccoon	Dropoff	9301 Rose Rd, Tallahassee, FL 32311, USA	Orphan, true / Parents not available
10/17/2018	White-eyed Vireo	Dropoff	2435 Manzanita Ct, Tallahassee, FL 32303, USA	Injury
10/18/2018	eastern gray squirrel	Dropoff	6643 Tim Tam Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
10/18/2018	eastern gray squirrel	Dropoff	1921 Longview Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
10/18/2018	eastern gray squirrel	Dropoff	1921 Longview Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
10/18/2018	eastern gray squirrel	Dropoff	1921 Longview Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
10/18/2018	eastern gray squirrel	Dropoff	2029 Faulk Dr, Tallahassee, FL 32303, USA	Environment / Weather / Wind
10/18/2018	eastern gray squirrel	Dropoff	6643 Tim Tam Trail, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/18/2018	white-tailed deer	Dropoff	3553 Jefferson Rd, Tallahassee, FL 32317, USA	Collision / Moving object / Car/truck/motorcycle
10/20/2018	Virginia Opossum	Dropoff	6606 Man O War Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Dog
10/23/2018	common box turtle	Dropoff	3256 Geddie Rd, Tallahassee, FL 32304, USA	Collision / Moving object / Car/truck/motorcycle
10/23/2018	Northern Cardinal	Dropoff	4541 Andrew Jackson Way, Tallahassee, FL 32303	Animal interaction / Domestic animal / Dog

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
10/23/2018	southern flying squirrel	Dropoff	3435 Treaty Oak Trail, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/24/2018	eastern gray squirrel	Dropoff	2853 Lucille Loop, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Dog
10/25/2018	Gray Ratsnake	Rescue	1618 Quazar Rd, Tallahassee, FL 32311, USA	Entrapment / Spaces / Building
10/25/2018	house mouse	Dropoff	3229 Constellation Ct, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/25/2018	house mouse	Dropoff	3229 Constellation Ct, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/25/2018	Swainson's Thrush	Dropoff	8782 Nwk Way, Tallahassee, FL 32309, USA	Collision / Stationary object / Walls/windows
10/27/2018	Red-shouldered Hawk	Dropoff	10408 Roger Hamlin Rd, Tallahassee, FL 32311	Injury
10/28/2018	Barred Owl	Rescue	2724 Williams Rd, Tallahassee, FL 32311, USA	Injury
10/28/2018	eastern gray squirrel	Dropoff	7902 Christy Cary Ln, Tallahassee, FL 32304, USA	Animal interaction / Domestic animal / Dog
10/29/2018	Barred Owl	Dropoff	3601 Flat Rd, Tallahassee, FL 32303, USA	Undetermined
10/29/2018	eastern gray squirrel	Dropoff	3429 Chaires Cross Rd, Tallahassee, FL 32317, USA	Collision / Moving object / Car/truck/motorcycle
11/1/2018	Barred Owl	Dropoff	1621 Chadwick Way, Tallahassee, FL 32312, USA	Undetermined
11/1/2018	oldfield mouse	Dropoff	5140 Centennial Oak Cir, Tallahassee, FL 32308	Orphan, true / Parents not available
11/1/2018	oldfield mouse	Dropoff	5140 Centennial Oak Cir, Tallahassee, FL 32308	Orphan, true / Parents not available
11/1/2018	oldfield mouse	Dropoff	9745 Faraway Farm Rd, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Dog
11/2/2018	Common Ground-Dove	Dropoff	9581 Rose Rd, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Cat
11/2/2018	common raccoon	Dropoff	4123 Maxwell Blvd S, Tallahassee, FL 32305, USA	Orphan, true / Parents not available
11/2/2018	eastern gray squirrel	Dropoff	4506 Hickory Forest Cir, Tallahassee, FL 32303	Entrapment / Spaces / Building
11/3/2018	Virginia Opossum	Rescue	5500 Black Bass Pass, Tallahassee, FL 32303, USA	Undetermined
11/6/2018	Barred Owl	Dropoff	9353 Buck Haven Trail, Tallahassee, FL 32312, USA	Undetermined
11/6/2018	Northern Cardinal	Dropoff	1930 Farms Rd, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
11/6/2018	oldfield mouse	Dropoff	3700 Bradfordville Rd, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
11/7/2018	common box turtle	Dropoff	852 Fairbanks Ferry Rd, Tallahassee, FL 32312	Collision / Moving object / Car/truck/motorcycle
11/7/2018	Florida cooter	Dropoff	4589 Old Bainbridge Rd, Tallahassee, FL 32303	Collision / Moving object / Car/truck/motorcycle
11/8/2018	Yellow-bellied Slider	Dropoff	8364 Springhill Rd, Tallahassee, FL 32305, USA	Injury
11/9/2018	eastern gray squirrel	Dropoff	329 Mark Ave, Tallahassee, FL 32304, USA	Undetermined
11/10/2018	Barred Owl	Dropoff	1762 Lafayette Cove Rd, Tallahassee, FL 32317	Injury
11/10/2018	Undetermined Bird	Dropoff	1305 Walden Rd, Tallahassee, FL 32317, USA	Undetermined
11/11/2018	eastern gray squirrel	Dropoff	4774 Highgrove Rd, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
11/11/2018	Red-tailed Hawk	Rescue	8312 Mattie Ct, Tallahassee, FL 32311, USA	Undetermined
11/12/2018	eastern gray squirrel	Dropoff	2017 Faulk Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
11/12/2018	southern flying squirrel	Dropoff	3540 Thomasville Rd, Tallahassee, FL 32309, USA	Undetermined
11/13/2018	Barred Owl	Dropoff	7570 Skipper Ln, Tallahassee, FL 32317, USA	Injury
11/14/2018	Northern Bobwhite	Dropoff	3214 Apollo Trail, Tallahassee, FL 32309, USA	Undetermined

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
11/16/2018	eastern gray squirrel	Dropoff	1844 Talpeco Rd, Tallahassee, FL 32303, USA	Undetermined
11/17/2018	white-tailed deer	Rescue	7712 Meridale Dr, Tallahassee, FL 32305, USA	Entrapment / Spaces / Building
11/19/2018	Gray Fox	Rescue	451 Geddie Rd, Tallahassee, FL 32304, USA	Injury
11/21/2018	Rock Pigeon	Dropoff	3540 Thomasville Rd, Tallahassee, FL 32309, USA	Undetermined
11/22/2018	Hermit Thrush	Dropoff	278 Rosehill Dr E, Tallahassee, FL 32312, USA	Collision / Stationary object / Walls/windows
11/23/2018	Common Garter Snake	Dropoff	1219 Fuller Rd, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
11/24/2018	Barred Owl	Dropoff	10598 Lake Iamonia Dr, Tallahassee, FL 32312	Collision / Moving object / Car/truck/motorcycle
11/24/2018	Virginia Opossum	Dropoff	11061 Pennewaw Trce, Tallahassee, FL 32317	Undetermined
11/25/2018	Bald Eagle	Dropoff	7019 Sunny Hill Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
11/27/2018	Eastern Phoebe	Dropoff	9775 John Franklin Rd, Tallahassee, FL 32305, USA	Animal interaction / Domestic animal / Cat
11/28/2018	Eastern Mole	Dropoff	1440 N Meridian Rd 2, FL, Tallahassee, FL 32303	Animal interaction / Domestic animal / Cat
11/29/2018	southern flying squirrel	Dropoff	6509 Iron Liege Trail, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
11/30/2018	eastern gray squirrel	Dropoff	1330 Avondale Way, Tallahassee, FL 32317, USA	Undetermined
11/30/2018	Northern Flicker	Dropoff	13081 Old Settlement Rd, Tallahassee, FL 32309	Injury
12/2/2018	Red-tailed Hawk	Rescue	5711 Mahan Dr B, Tallahassee, FL 32308, USA	Injury
12/3/2018	Yellow-bellied Slider	Dropoff	3989 Chaires Cross Rd, Tallahassee, FL 32317, USA	Collision / Moving object / Car/truck/motorcycle
12/4/2018	oldfield mouse	Dropoff	5740 Etowah Ct, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
12/6/2018	Northern Cardinal	Dropoff	817 Annawood Dr, Tallahassee, FL 32305, USA	Undetermined
12/11/2018	American Coot	Rescue	2289 Tuscavilla Rd, Tallahassee, FL 32312, USA	Undetermined
12/11/2018	Carolina Wren	Dropoff	3118 Middlebrooks Cir, Tallahassee, FL 32312	Animal interaction / Domestic animal / Cat
12/12/2018	Mourning Dove	Dropoff	850 Capital Walk Dr, Tallahassee, FL 32303, USA	Collision / Stationary object / Walls/windows
2/13/2019	Northern Cardinal	Dropoff	11866 Steeds Run, Tallahassee, FL 32317, USA	Undetermined
12/13/2018	southern flying squirrel	Dropoff	4307 Jackson View Dr, Tallahassee, FL 32303, USA	Undetermined
12/13/2018	southern flying squirrel	Dropoff	4307 Jackson View Dr, Tallahassee, FL 32303, USA	Undetermined
12/15/2018	American Goldfinch	Dropoff	7582 Bowling Green Dr, Tallahassee, FL 32309	Infection
12/15/2018	Chipping Sparrow	Dropoff	1536 Sandtrail Ln, Tallahassee, FL 32305, USA	Injury
12/15/2018	Virginia Opossum	Rescue	7808 Nilo Ln, Tallahassee, FL 32317, USA	Entrapment / Trap / Humane/Cage Trap
12/16/2018	oldfield mouse	Dropoff	6719 Lodi Ct, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Dog
12/17/2018	Brown Thrasher	Dropoff	6500 Miccosukee Rd, Tallahassee, FL 32309, USA	Collision / Moving object / Car/truck/motorcycle
12/18/2018	southern flying squirrel	Dropoff	2016 Hill N Dale Dr North, Tallahassee, FL 32317	Orphan, true / Parents not available
12/19/2018	eastern gray squirrel	Rescue	9496 Liska Dr, Tallahassee, FL 32305, USA	Entrapment / Spaces / Chimney
12/19/2018	evening bat	Dropoff	5826 Tower Rd, Tallahassee, FL 32303, USA	Injury
12/20/2018	eastern gray squirrel	Dropoff	10525 F A Ash Way, Tallahassee, FL 32311, USA	Confiscation / Good Samaritan confiscation / Illegal
12/22/2018	white-tailed deer	Rescue	6914 N Meridian Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
12/23/2018	Northern Cardinal	Dropoff	Chaires Cross Rd & Buck Lake Rd, Florida 32317	Collision / Moving object / Car/truck/motorcycle
12/23/2018	oldfield mouse	Dropoff	Miccosukee, FL 32309, USA	Undetermined
12/23/2018	Virginia Opossum	Rescue	299 Gardner Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
12/24/2018	Virginia Opossum	Dropoff	1729 Broken Bow Trail, Tallahassee, FL 32312	Injury
12/25/2018	southern flying squirrel	Dropoff	5028 Mahan Dr, Tallahassee, FL 32308, USA	Head Trauma
12/27/2018	American Goldfinch	Dropoff	1138 Green Hill Trce, Tallahassee, FL 32317, USA	Disease
12/30/2018	Barred Owl	Dropoff	Miller Landing Rd & N Meridian Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
12/30/2018	Bufflehead	Dropoff	5471 Jackson Bluff Rd, Tallahassee, FL, USA	Animal interaction / Non-domestic animal / Different species
1/1/2019	Barn Owl	Dropoff	6494 Natural Bridge Rd, Tallahassee, FL 32305, USA	Undetermined
1/4/2019	Eastern Box Turtle	Dropoff	882 Blountstown Hwy, Tallahassee, FL 32304, USA	Collision / Moving object / Car/truck/motorcycle
1/5/2019	Northern Cardinal	Dropoff	16055 Sunray Rd, Tallahassee, FL 32309, USA	Undetermined
1/7/2019	Northern Cardinal	Dropoff	3001 Golden Eagle Dr E, Tallahassee, FL 32312, USA	Undetermined
1/8/2019	eastern gray squirrel	Dropoff	4202 Mahan Dr., Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
1/8/2019	oldfield mouse	Dropoff	5031 Box Wood Ct, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/8/2019	oldfield mouse	Dropoff	5031 Box Wood Ct, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/8/2019	oldfield mouse	Dropoff	5031 Box Wood Ct, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/8/2019	oldfield mouse	Dropoff	5031 Box Wood Ct, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/8/2019	oldfield mouse	Dropoff	RES LOC: 5031 Box Wood Ct Tallahassee, FL 32303	Orphan, true / Parents not available
1/9/2019	Brazilian free-tailed bat	Rescue	RES LOC: 5310 WATER VALLEY DR TALLAHASSEE, FL 32303	Entrapment / Spaces / Building
1/10/2019	southern flying squirrel	Dropoff	2723 Lucerne Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
1/10/2019	Turkey Vulture	Dropoff	1017 Winfield Forest Dr, Tallahassee, FL 32317, USA	Undetermined
1/11/2019	Florida cooter	Dropoff	RES LOC: 5702 CHARLES SAMUEL DR TALLAHASSEE, FL 32309	Collision / Moving object / Car/truck/motorcycle
1/12/2019	American Goldfinch	Dropoff	RES LOC: 5437 GROVE VALLEY RD TALLAHASSEE FL 32303	Collision / Stationary object / Walls/windows

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
1/12/2019	eastern gray squirrel	Dropoff	RES LOC:2083 OSCAR HARVEY RD TALLAHASSEE, FL 32310	Orphan, true / Parents not available
1/12/2019	Virginia Opossum	Rescue	RES LOC: 3608 MONMOUTH CT TALLAHASSEE, FL 32308	Undetermined
1/13/2019	eastern gray squirrel	Dropoff	2612 Sadie Ln, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
1/13/2019	oldfield mouse	Dropoff	RES LOC:4067 LAGNIAPPE WAY, TALLAHASSEE, FL 32317	Orphan, true / Parents not available
1/16/2019	American Goldfinch	Dropoff	RES LOC: 5051 QUAIL VALLEY RD TALLAHASSEE, FL 32309	Collision / Stationary object / Walls/windows
1/17/2019	southern flying squirrel	Dropoff	6421 Kingman Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
1/20/2019	eastern red bat	Dropoff	RES LOC:3412 DERBYSHIRE CT, TALLAHASSE, FL 32312	Undetermined
1/20/2019	Red-winged Blackbird	Dropoff	RES LOC: 1801 SAGEWAY DR, TALLAHASSEE, FL 32303	Animal interaction / Domestic animal / Cat
1/20/2019	southern flying squirrel	Dropoff	3328 North Shore Cir, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
1/24/2019	common raccoon	Dropoff	RES LOC: 1580 BANNERMAN RD #5 TALLAHASSEE, FL 32312	Collision / Moving object / Car/truck/motorcycle
1/24/2019	Virginia Opossum	Rescue	10029 Tram Rd, Tallahassee, FL 32311, USA	Collision / Moving object / Car/truck/motorcycle
1/26/2019	eastern gray squirrel	Dropoff	RES LOC: 1971 QUEENSWOOD DR, TALLAHASSEE FL 32303	Collision / Moving object / Car/truck/motorcycle
1/27/2019	Red-tailed Hawk	Dropoff	RES LOC:2904 KERRY FOREST PKWY, TALLAHASSEE, FL 32309	Collision / Moving object / Car/truck/motorcycle
1/28/2019	common raccoon	Dropoff	4867 Chaires Cross Rd, Tallahassee, FL 32317, USA	Collision / Moving object / Car/truck/motorcycle
1/29/2019	eastern gray squirrel	Dropoff	2619 Lucerne Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
1/29/2019	eastern gray squirrel	Dropoff	2619 Lucerne Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
1/29/2019	Pine Warbler	Dropoff	5521 Black Bass Pass, Tallahassee, FL 32303, USA	Undetermined
1/30/2019	Red-shouldered Hawk	Dropoff	RES LOC:9998 BEAVER RIDGE TRAIL TALLAHASSEE FL 32312	Undetermined
1/31/2019	common raccoon	Dropoff	7784 McClure Dr, Tallahassee, FL 32312, USA	Undetermined
1/31/2019	eastern gray squirrel	Rescue	3054 Luther Hall Rd, Tallahassee, FL 32310, USA	Animal interaction / Non-domestic animal / Different species

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
2/2/2019	Brazilian free-tailed bat	Dropoff	3380 Fred George Rd, Tallahassee, FL 32303, USA	Undetermined
2/2/2019	Eastern Cottontail	Rescue	3509 Turkey Run Ln, Tallahassee, FL 32312, USA	Undetermined
2/3/2019	American Goldfinch	Dropoff	768 Litchfield Rd, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
2/3/2019	common raccoon	Dropoff	9957 Mrs Myrt Way, Tallahassee, FL 32305, USA	Animal interaction / Domestic animal / Dog
2/4/2019	eastern gray squirrel	Dropoff	4951 Woodlane Cir, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/4/2019	eastern gray squirrel	Dropoff	4951 Woodlane Cir, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/5/2019	Lesser Scaup	Dropoff	4800 Jackson Cove Rd, Tallahassee, FL 32303, USA	Undetermined
2/6/2019	eastern gray squirrel	Dropoff	2017 Faulk Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/6/2019	eastern gray squirrel	Dropoff	2017 Faulk Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/6/2019	eastern gray squirrel	Dropoff	2017 Faulk Dr, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/6/2019	evening bat	Dropoff	3230 Constellation Ct, Tallahassee, FL 32312, USA	Undetermined
2/8/2019	house mouse	Dropoff	4307 Jacksonview Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/8/2019	Red-shouldered Hawk	Rescue	9837 Dulce Maria Dr, Tallahassee, FL 32317, USA	Undetermined
2/8/2019	Turkey Vulture	Dropoff	9200 Smith Creek Rd, Tallahassee, FL 32310, USA	Undetermined
2/8/2019	Virginia Opossum	Rescue	5317 W Tennessee St, Tallahassee, FL 32304, USA	Undetermined
2/12/2019	Eastern Cottontail	Dropoff	5207 Touraine Dr, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
2/13/2019	Barred Owl	Rescue	9902 Deerlake W, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
2/13/2019	Eastern Box Turtle	Dropoff	4394 Blountstown Hwy, Tallahassee, FL 32304, USA	Undetermined
2/13/2019	Eastern Cottontail	Dropoff	3773 Sally Ln, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
2/13/2019	Virginia Opossum	Dropoff	3669 Dwight Davis Dr, Tallahassee, FL 32312, USA	Undetermined
2/14/2019	Eastern Box Turtle	Dropoff	2021 Register Rd, Tallahassee, FL 32305, USA	Collision / Moving object / Car/truck/motorcycle
2/15/2019	eastern gray squirrel	Dropoff	3806 Rolf Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/15/2019	eastern gray squirrel	Dropoff	3806 Rolf Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/16/2019	Barred Owl	Dropoff	6034 Wayne's Ln, Tallahassee, FL 32310, USA	Undetermined

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
2/16/2019	eastern gray squirrel	Dropoff	8433 Lula Ln, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
2/17/2019	eastern gray squirrel	Dropoff	7582 Bowling Green Dr, Tallahassee, FL 32309, USA	Undetermined
2/18/2019	Northern Cardinal	Dropoff	1138 Green Hill Trce, Tallahassee, FL 32317, USA	Undetermined
2/19/2019	Red-winged Blackbird	Dropoff	3724 Pine Tip Rd, Tallahassee, FL 32312, USA	Collision / Stationary object / Walls/windows
2/20/2019	Brown-headed Cowbird	Rescue	2274 Clara Kee Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
2/21/2019	Eastern Cottontail	Dropoff	6060 Williams Rd, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Dog
2/21/2019	Virginia Opossum	Dropoff	6511 Kingman Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Dog
2/23/2019	eastern gray squirrel	Dropoff	7122 Blueberry Hill Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/23/2019	eastern gray squirrel	Dropoff	7122 Blueberry Hill Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/24/2019	eastern gray squirrel	Dropoff	Tall Pine Dr, Florida 32303, USA	Nest/Habitat Disturbance/Destruction
2/24/2019	eastern gray squirrel	Dropoff	Tall Pine Dr, Florida 32303, USA	Nest/Habitat Disturbance/Destruction
2/24/2019	eastern gray squirrel	Dropoff	Tall Pine Dr, Florida 32303, USA	Nest/Habitat Disturbance/Destruction
2/24/2019	Mourning Dove	Dropoff	6825 Seabiscuit Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Dog
2/25/2019	Virginia Opossum	Rescue	10777 Wadesboro Rd, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Dog
2/27/2019	eastern gray squirrel	Rescue	9373 Woodville Hwy, Tallahassee, FL 32305, USA	Orphan, true / Parents not available
2/27/2019	Northern Cardinal	Dropoff	1138 Green Hill Trce, Tallahassee, FL 32317, USA	Undetermined
2/28/2019	Eastern Cottontail	Dropoff	3683 Crump Rd, Tallahassee, FL 32309, USA	Undetermined
2/28/2019	Yellow-rumped Warbler	Dropoff	9809 Waters Meet Dr, Tallahassee, FL 32312, USA	Collision / Stationary object / Walls/windows
3/1/2019	Virginia Opossum	Dropoff	117 Ridgeland Rd, Tallahassee, FL 32312, USA	Undetermined
3/2/2019	Carolina Wren	Dropoff	1536 Sandtrail Ln, Tallahassee, FL 32305, USA	Animal interaction / Domestic animal / Cat
3/3/2019	eastern gray squirrel	Dropoff	8129 Ida Rd, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/3/2019	eastern gray squirrel	Dropoff	8129 Ida Rd, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/3/2019	Great Blue Heron	Rescue	3777 Bobbin Mill Rd, Tallahassee, FL 32312, USA	Undetermined
3/4/2019	eastern gray squirrel	Dropoff	4175 Miccosukee Rd, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
3/4/2019	eastern gray squirrel	Dropoff	4175 Miccosukee Rd, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
3/4/2019	eastern gray squirrel	Dropoff	2599 Baum Rd, Tallahassee, FL 32317, USA	Environment / Weather / Wind

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/5/2019	Barred Owl	Dropoff	900 Groveland Hills Dr, Tallahassee, FL 32317, USA	Undetermined
3/5/2019	Barred Owl	Rescue	6412 Jet Pilot Trail, Tallahassee, FL 32309, USA	Undetermined
3/5/2019	Cedar Waxwing	Dropoff	6691 Thomasville Rd, Tallahassee, FL 32312, USA	Undetermined
3/5/2019	Eastern Cottontail	Dropoff	7906 Lonesome Dove Ln, Tallahassee, FL 32311, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	Eastern Cottontail	Dropoff	7906 Lonesome Dove Ln, Tallahassee, FL 32311, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	Eastern Cottontail	Dropoff	7906 Lonesome Dove Ln, Tallahassee, FL 32311, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	eastern gray squirrel	Dropoff	6700 Visalia Pl, Tallahassee, FL 32317, USA	Orphan, true / Parents not available
3/7/2019	Eastern Cottontail	Dropoff	3135 Swaps Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Dog
3/7/2019	eastern gray squirrel	Dropoff	10408 Roger Hamlin Rd, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Cat
3/7/2019	eastern gray squirrel	Dropoff	10408 Roger Hamlin Rd, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Cat
3/7/2019	Northern Cardinal	Dropoff	6974 Tower Rd, Tallahassee, FL 32303, USA	Undetermined
3/9/2019	Cedar Waxwing	Dropoff	4455 Kensington Rd, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
3/9/2019	Yellow-bellied Sapsucker	Dropoff	6137 Williams Rd, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Cat
3/10/2019	Barred Owl	Rescue	2308 Tour Eiffel Dr, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
3/11/2019	Eastern Box Turtle	Dropoff	3290 Sharer Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/11/2019	eastern gray squirrel	Dropoff	1853 Vineyard Way, Tallahassee, FL 32317, USA	Orphan, true / Parents not available
3/11/2019	eastern gray squirrel	Dropoff	5186 Woodlane Cir, Tallahassee, FL 32303, USA	Entrapment / Spaces / Building
3/11/2019	Great Horned Owl	Dropoff	4541 Andrew Jackson Way, Tallahassee, FL 32303, USA	Entrapment / Trap / Fishing Gear / Line
3/12/2019	Carolina Wren	Dropoff	7769 Briarcreek Rd N, Tallahassee, FL 32312, USA	Undetermined
3/12/2019	Eastern Cottontail	Dropoff	2005 Dyrehaven Dr, Tallahassee, FL 32317, USA	Orphan, true / Parents not available
3/12/2019	Mourning Dove	Dropoff	2308 Arendell Way, Tallahassee, FL 32308, USA	Undetermined
3/13/2019	eastern gray squirrel	Dropoff	5779 Cypress Cir, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/13/2019	eastern gray squirrel	Dropoff	5779 Cypress Cir, Tallahassee, FL 32303, USA	Orphan, true / Parents not available

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/14/2019	Canada Goose	Dropoff	1560 Pedrick Rd, Tallahassee, FL 32317, USA	Collision / Moving object / Car/truck/motorcycle
3/14/2019	Eastern Cottontail	Dropoff	2672 Cherith Ct, Tallahassee, FL 32308, USA	Collision / Moving object / Motorized Farm Equipment
3/14/2019	Eastern Cottontail	Dropoff	2200 Natural Wells Dr, Tallahassee, FL 32305, USA	Nest/Habitat Disturbance/Destruction
3/14/2019	Eastern Cottontail	Dropoff	2200 Natural Wells Dr, Tallahassee, FL 32305, USA	Nest/Habitat Disturbance/Destruction
3/14/2019	Eastern Cottontail	Dropoff	2200 Natural Wells Dr, Tallahassee, FL 32305, USA	Nest/Habitat Disturbance/Destruction
3/14/2019	eastern gray squirrel	Dropoff	4865 Jackson Cove Rd, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Dog
3/14/2019	eastern gray squirrel	Dropoff	5621 Crawfordville Rd, Tallahassee, FL 32305, USA	Orphan, true / Parents not available
3/14/2019	Virginia Opossum	Dropoff	3739 Bobbin Brook Way, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/14/2019	Virginia Opossum	Dropoff	3739 Bobbin Brook Way, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/14/2019	Virginia Opossum	Dropoff	3739 Bobbin Brook Way, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/14/2019	Virginia Opossum	Dropoff	3739 Bobbin Brook Way, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/14/2019	Virginia Opossum	Dropoff	3739 Bobbin Brook Way, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
3/15/2019	Eastern Cottontail	Dropoff	3464 Cedarwood Trail, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/15/2019	Undetermined Bird	Dropoff	401 Maige Rd, Tallahassee, FL 32310, USA	Entrapment / Trap / Glue Trap
3/16/2019	Northern Cardinal	Dropoff	3512 Trillium Ct, Tallahassee, FL 32312, USA	Undetermined
3/16/2019	Northern Parula	Dropoff	10039 Green Fountain Rd, Tallahassee, FL 32305, USA	Undetermined
3/16/2019	Ruby-throated Hummingbird	Dropoff	3850 Imaginary Rd, Tallahassee, FL 32309, USA	Collision / Stationary object / Walls/windows
3/16/2019	Turkey Vulture	Rescue	4752 Crooked Rd, Tallahassee, FL 32310, USA	Undetermined
3/17/2019	Brown-headed Cowbird	Dropoff	1138 Green Hill Trce, Tallahassee, FL 32317, USA	Undetermined

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/17/2019	Eastern Cottontail	Dropoff	6709 Tim Tam Trail, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Dog
3/17/2019	Eastern Cottontail	Dropoff	8074 Tennyson Dr, Tallahassee, FL 32309, USA	Undetermined
3/17/2019	eastern gray squirrel	Dropoff	3409 Native Dancer Trail, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/18/2019	American Goldfinch	Dropoff	9111 Foxwood Dr S, Tallahassee, FL 32309, USA	Undetermined
3/18/2019	eastern gray squirrel	Dropoff	3206 Lakeshore Dr, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
3/19/2019	Eastern Cottontail	Dropoff	9683 Pebble Beach Way, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/19/2019	eastern gray squirrel	Dropoff	3105 Lookout Trail, Tallahassee, FL 32309, USA	Nest/Habitat Disturbance/Destruction
3/19/2019	eastern gray squirrel	Dropoff	3105 Lookout Trail, Tallahassee, FL 32309, USA	Nest/Habitat Disturbance/Destruction
3/19/2019	eastern gray squirrel	Dropoff	4826 Jackson Cove Rd, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/19/2019	Northern Cardinal	Dropoff	1611 Misty Garden Way, Tallahassee, FL 32303, USA	Undetermined
3/20/2019	Eastern Cottontail	Dropoff	13118 Laurel Hill Dr, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/20/2019	Eastern Cottontail	Dropoff	S Horseshoe Rd, Chaires, FL 32317, USA	Animal interaction / Domestic animal / Cat
3/20/2019	Eastern Cottontail	Dropoff	S Horseshoe Rd, Chaires, FL 32317, USA	Animal interaction / Domestic animal / Cat
3/21/2019	common raccoon	Dropoff	13020 Gopher Wood Trail, Tallahassee, FL 32312, USA	Undetermined
3/23/2019	Eastern Cottontail	Dropoff	3417 Remington Run, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/23/2019	Eastern Cottontail	Dropoff	2904 Kerry Forest Pkwy, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/23/2019	Eastern Cottontail	Dropoff	2904 Kerry Forest Pkwy, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/23/2019	eastern gray squirrel	Dropoff	3206 Capital Cir NW, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/24/2019	American Goldfinch	Dropoff	7832 MacLean Rd, Tallahassee, FL 32312, USA	Undetermined
3/25/2019	Common Ground Dove	Dropoff	5610 Hampton Hill Cir, Tallahassee, FL 32311, USA	Undetermined
3/25/2019	oldfield mouse	Dropoff	6715 Landover Cir, Tallahassee, FL 32317, USA	Undetermined
3/26/2019	Eastern Cottontail	Dropoff	4512 Amber Valley Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/27/2019	common raccoon	Dropoff	4352 Charles Samuel Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available

St. Francis Wildlife Association, Inc.
Leon County Intake Report
1st Quarter FY
October 1 - December 31, 2018

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/27/2019	Red-shouldered Hawk	Rescue	1760 Bannerman Rd, Tallahassee, FL 32312, USA	Undetermined
3/28/2019	Cooper's Hawk	Rescue	7200 Thomasville Rd, Tallahassee, FL 32312, USA	Undetermined
3/28/2019	Mourning Dove	Dropoff	4113 Kimmer Rowe Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/29/2019	Barred Owl	Dropoff	5498 Tallapoosa Rd, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/29/2019	Eastern Cottontail	Dropoff	3240 Almanac Rd, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/30/2019	Eastern Cottontail	Dropoff	2714 Sandalwood Dr N, Tallahassee, FL 32305, USA	Animal interaction / Domestic animal / Cat
3/30/2019	eastern gray squirrel	Dropoff	1923 Faulk Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
1/6/2019	common raccoon	S/Rescue	5121 Buck Lake Rd., Tallahassee, FL	
2/8/2019	Fox	S/Rescue	2775 Cathedral Dr., Tallahassee, FL	
			* Leon worksheet = 17 RVS	
			* COT worksheet = 30 RVS	

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
10/1/2018	common box turtle	Dropoff	2449 Roberts Ave, Tallahassee, FL 32310, USA	Collision / Moving object / Car/truck/motorcycle
10/1/2018	common box turtle	Dropoff	2005 Atapha Nene, Tallahassee, FL 32301, USA	Collision / Moving object / Car/truck/motorcycle
10/1/2018	eastern gray squirrel	Dropoff	1307 Raa Ave, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
10/1/2018	Northern Cardinal	Dropoff	2117 Great Oak Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
10/1/2018	Swainson's Thrush	Dropoff	1505 Wekewa Nene, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
10/2/2018	Eastern Cottontail	Dropoff	1041 Cherokee Dr, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
10/4/2018	eastern gray squirrel	Dropoff	3506 Crosshaven Ln, Tallahassee, FL 32309, USA	Undetermined
10/4/2018	Gopher Tortoise	Dropoff	Arthurs Ct Ln, Tallahassee, FL 32301, USA	Confiscation
10/5/2018	Northern Cardinal	Dropoff	3900 Commonwealth Blvd, Tallahassee, FL 32399, USA	Collision / Stationary object / Walls/windows
10/5/2018	Red-tailed Hawk	Dropoff	2475 Sunburst Pl, Tallahassee, FL 32301, USA	Undetermined
10/5/2018	Undetermined Bird	Dropoff	5353 Tewkesbury Trce, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
10/5/2018	White-eyed Vireo	Dropoff	1803 Doomar Dr, Tallahassee, FL 32308, USA	Undetermined
10/6/2018	Red-tailed Hawk	Rescue	2140 Centerville Pl, Tallahassee, FL 32308, USA	Undetermined
10/7/2018	Eastern Cottontail	Dropoff	1843 Chardonnay Pl, Tallahassee, FL 32317, USA	Animal interaction / Domestic animal / Cat
10/7/2018	eastern gray squirrel	Dropoff	1521 Mayhew St, Tallahassee, FL 32304, USA	Animal interaction / Domestic animal / Dog
10/8/2018	Undetermined Bird	Dropoff	1971 Mallory Square, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
10/9/2018	Undetermined Bird	Dropoff	3212 Baldwin Dr W, Tallahassee, FL 32309, USA	Collision / Moving object / Motorized Farm Equipment
10/10/2018	American Crow	Dropoff	3712 Trevor Ct, Tallahassee, FL 32303, USA	Undetermined
10/11/2018	eastern gray squirrel	Dropoff	1951 N Meridian Rd, Tallahassee, FL 32303, USA	Environment / Weather / Wind
10/12/2018	Eastern Bluebird	Dropoff	7505 Preservation Rd, Tallahassee, FL 32312, USA	Environment / Weather / Wind
10/12/2018	eastern gray squirrel	Dropoff	3729 Swallowtail Trce, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/12/2018	eastern gray squirrel	Rescue	3521 Clifden Dr, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/12/2018	eastern gray squirrel	Dropoff	924 Marys Dr B, Tallahassee, FL 32308, USA	Environment / Weather / Wind
10/12/2018	Mourning Dove	Dropoff	6069 Observation Cir, Tallahassee, FL 32317, USA	Orphan, true / Parents not available
10/15/2018	eastern gray squirrel	Dropoff	3564 Stowe Trce, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/15/2018	eastern gray squirrel	Dropoff	3564 Stowe Trce, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/15/2018	eastern gray squirrel	Dropoff	3564 Stowe Trce, Tallahassee, FL 32309, USA	Environment / Weather / Wind
10/15/2018	eastern gray squirrel	Dropoff	2912 Pound Dr, Tallahassee, FL 32312, USA	Nest/Habitat Disturbance/Destruction
10/15/2018	eastern gray squirrel	Dropoff	2912 Pound Dr, Tallahassee, FL 32312, USA	Nest/Habitat Disturbance/Destruction
10/15/2018	eastern gray squirrel	Dropoff	2021 Quinn Ct, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
10/16/2018	American Crow	Dropoff	1221 Stony Creek Way, Tallahassee, FL 32317, USA	Undetermined
10/16/2018	common snapping turtle	Dropoff	1900 Botany Dr, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
10/16/2018	oldfield mouse	Dropoff	1001 S Gadsden St, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
10/16/2018	Yellow-billed Cuckoo	Dropoff	1139 E Tennessee St #3, Tallahassee, FL 32308, USA	Collision / Stationary object / Walls/windows
10/17/2018	eastern gray squirrel	Dropoff	2402 Hendrix Rd, Tallahassee, FL 32301, USA	Undetermined
10/17/2018	Northern Cardinal	Dropoff	930 St Augustine St, Tallahassee, FL 32304, USA	Undetermined
10/18/2018	eastern gray squirrel	Dropoff	3856 Moriarity Ct, Tallahassee, FL 32309, USA	Nest/Habitat Disturbance/Destruction
10/18/2018	Eastern Mole	Dropoff	1125 Mosswood Chase, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Dog
10/19/2018	common raccoon	Dropoff	1115 W Call St, Tallahassee, FL 32304, USA	Undetermined

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
10/19/2018	eastern gray squirrel	Dropoff	1323 Nylic St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
10/19/2018	eastern gray squirrel	Dropoff	1323 Nylic St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
10/20/2018	common raccoon	Dropoff	1608 W Orange Ave, Tallahassee, FL 32310, USA	Undetermined
10/20/2018	Mourning Dove	Dropoff	75 N Woodward Ave, Tallahassee, FL 32313, USA	Undetermined
10/20/2018	Virginia Opossum	Dropoff	3501 Maclay Blvd S, Tallahassee, FL 32312, USA	Undetermined
10/21/2018	eastern gray squirrel	Dropoff	802 W Georgia St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
10/22/2018	eastern gray squirrel	Dropoff	5424 Appledore Ln, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
10/22/2018	eastern gray squirrel	Dropoff	5424 Appledore Ln, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
10/23/2018	Gray Catbird	Dropoff	1217 Stony Creek Way, Tallahassee, FL 32317, USA	Undetermined
10/24/2018	Canada Goose	Rescue	2550 Pottsdamer St, Tallahassee, FL 32310, USA	Undetermined
10/24/2018	Carolina Wren	Dropoff	2615 Centennial Pl #101, Tallahassee, FL 32308, USA	Collision / Stationary object / Walls/windows
10/24/2018	Cooper's Hawk	Dropoff	Pinder St, Tallahassee, FL, USA	Collision / Stationary object / Walls/windows
10/24/2018	eastern gray squirrel	Dropoff	2324 Centerville Rd, Tallahassee, FL 32308, USA	Nest/Habitat Disturbance/Destruction
10/24/2018	eastern gray squirrel	Dropoff	2324 Centerville Rd, Tallahassee, FL 32308, USA	Nest/Habitat Disturbance/Destruction
10/24/2018	eastern gray squirrel	Dropoff	2324 Centerville Rd, Tallahassee, FL 32308, USA	Nest/Habitat Disturbance/Destruction
10/24/2018	eastern gray squirrel	Dropoff	2324 Centerville Rd, Tallahassee, FL 32308, USA	Nest/Habitat Disturbance/Destruction
10/24/2018	Great Egret	Dropoff	994 Parkview Dr, Tallahassee, FL 32311, USA	Entrapment / Trap / Fishing Gear
10/25/2018	Black-and-white Warbler	Dropoff	921 Briarcliff Rd, Tallahassee, FL 32308, USA	Undetermined
10/25/2018	Cattle Egret	Dropoff	3300 Capital Cir SW, Tallahassee, FL 32310, USA	Undetermined
10/25/2018	common raccoon	Rescue	1521 Hernando Dr, Tallahassee, FL 32304, USA	Undetermined
10/25/2018	eastern gray squirrel	Dropoff	404 Talaflo St, Tallahassee, FL 32308, USA	Undetermined
10/25/2018	oldfield mouse	Dropoff	3334 Capital Medical Blvd #400, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
10/25/2018	Undetermined Bird	Dropoff	201 W Park Ave, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
10/26/2018	eastern gray squirrel	Dropoff	426 W 5th Ave, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
10/27/2018	eastern gray squirrel	Dropoff	3305 Clifden Dr, Tallahassee, FL 32309, USA	Undetermined
10/27/2018	Northern Cardinal	Dropoff	2935 Royal Oaks Dr, Tallahassee, FL 32309, USA	Undetermined
10/28/2018	eastern gray squirrel	Dropoff	3155 Ferns Glen Dr, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
10/28/2018	eastern gray squirrel	Dropoff	3155 Ferns Glen Dr, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
10/28/2018	eastern gray squirrel	Dropoff	3509 Colonnade Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
10/28/2018	Mourning Dove	Dropoff	1767 Hermitage Blvd #3205, Tallahassee, FL 32308, USA	Undetermined
10/28/2018	Undetermined Bird	Dropoff	2222 Monaghan Dr, Tallahassee, FL 32309, USA	Collision / Stationary object / Walls/windows
10/28/2018	Undetermined Mammal	Dropoff	1320 W Indianhead Dr, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
10/29/2018	eastern gray squirrel	Dropoff	1205 Waverly Rd, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
10/29/2018	southern flying squirrel	Dropoff	2808 Tartary Dr, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
10/29/2018	White Ibis	Rescue	2063 Centre Pointe Blvd, Tallahassee, FL 32308, USA	Undetermined
10/29/2018	Yellow-bellied Slider	Dropoff	1313 San Luis Rd, Tallahassee, FL 32304, USA	Entrapment / Trap / Fishing Gear
10/30/2018	common raccoon	Dropoff	2825 Municipal Way, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
10/30/2018	eastern gray squirrel	Dropoff	2436 Diehl Dr, Tallahassee, FL 32308, USA	Collision / Moving object / Car/truck/motorcycle
10/30/2018	eastern gray squirrel	Rescue	2016 Apalachee Pkwy, Tallahassee, FL 32301, USA	Orphan, true / Parents not available

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
10/30/2018	eastern gray squirrel	Dropoff	444 Appleyard Dr, Tallahassee, FL 32304, USA	Collision / Moving object / Motorized Yard Equipment
10/31/2018	common raccoon	Rescue	2945 Velda Dairy Rd, Tallahassee, FL 32309, USA	Undetermined
11/1/2018	common raccoon	Dropoff	1313 San Luis Rd, Tallahassee, FL 32304, USA	Undetermined
11/2/2018	eastern gray squirrel	Dropoff	1916 Sharon Rd, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Dog
11/2/2018	eastern gray squirrel	Dropoff	143 Progress Dr, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
11/3/2018	common raccoon	Dropoff	524 N Martin Luther King Jr Blvd, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
11/4/2018	eastern gray squirrel	Dropoff	1833 Halstead Blvd #807, Tallahassee, FL 32309, USA	Undetermined
11/5/2018	Canada Goose	Dropoff	2913 Mahan Dr, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
11/5/2018	Rock Pigeon	Dropoff	2540 Executive Center Cir W, Tallahassee, FL 32301, USA	Undetermined
11/6/2018	Undetermined Bird	Dropoff	282 Champions Way, Tallahassee, FL 32304, USA	Collision / Stationary object / Walls/windows
11/8/2018	eastern gray squirrel	Dropoff	1252 Halifax Ct, Tallahassee, FL 32308, USA	Environment / Weather / Wind
11/8/2018	eastern gray squirrel	Dropoff	1252 Halifax Ct, Tallahassee, FL 32308, USA	Environment / Weather / Wind
11/8/2018	eastern gray squirrel	Dropoff	1252 Halifax Ct, Tallahassee, FL 32308, USA	Environment / Weather / Wind
11/9/2018	eastern gray squirrel	Dropoff	2778 Saw Palmetto Ln, Tallahassee, FL 32309, USA	Environment / Weather / Wind
11/11/2018	southern flying squirrel	Dropoff	5408 Ashton Ct, Tallahassee, FL 32317, USA	Environment / Weather / Wind
11/12/2018	eastern gray squirrel	Dropoff	1398 Ramsey Dr, Tallahassee, FL 32312, USA	Undetermined
11/12/2018	Virginia Opossum	Dropoff	910 Brookwood Dr, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
11/12/2018	Yellow-bellied Sapsucker	Dropoff	3700 Wicklow Cir, Tallahassee, FL 32309, USA	Collision / Stationary object / Walls/windows
11/13/2018	eastern gray squirrel	Dropoff	403 S Ride, Tallahassee, FL 32303, USA	Undetermined
11/13/2018	Nine-banded Armadillo	Dropoff	215 E Tharpe St, Tallahassee, FL 32303, USA	Undetermined
11/13/2018	Virginia Opossum	Dropoff	411 Winn Cay Dr, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
11/15/2018	eastern gray squirrel	Dropoff	2118 Lake Bradford Rd, Tallahassee, FL 32310, USA	Orphan, true / Parents not available
11/15/2018	eastern gray squirrel	Dropoff	2118 Lake Bradford Rd, Tallahassee, FL 32310, USA	Orphan, true / Parents not available
11/15/2018	eastern gray squirrel	Dropoff	2118 Lake Bradford Rd, Tallahassee, FL 32310, USA	Orphan, true / Parents not available
11/15/2018	eastern gray squirrel	Dropoff	2118 Lake Bradford Rd, Tallahassee, FL 32310, USA	Orphan, true / Parents not available
11/15/2018	Red-bellied Woodpecker	Dropoff	415 Lewis St, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
11/18/2018	common raccoon	Dropoff	2306 Hartsfield Ct, Tallahassee, FL 32303, USA	None of the Above
11/18/2018	Eastern Bluebird	Dropoff	2212 Pontiac Dr, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
11/19/2018	Carolina Wren	Dropoff	2756 Whitney Dr N, Tallahassee, FL 32309, USA	Entrapment / Trap / Glue Trap
11/19/2018	eastern gray squirrel	Rescue	1107 W Call St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
11/20/2018	common raccoon	Dropoff	1105 Bonnie Dr, Tallahassee, FL 32304, USA	Undetermined
11/20/2018	Northern Cardinal	Dropoff	2072 Watson Way B FL, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
11/21/2018	eastern gray squirrel	Dropoff	205 N Magnolia Dr, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
11/21/2018	Yellow-rumped Warbler	Dropoff	1415 Piedmont Dr E, Tallahassee, FL 32308, USA	Undetermined
11/22/2018	eastern gray squirrel	Dropoff	124 Reece Park Ln, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Dog
11/22/2018	Northern Cardinal	Dropoff	2729 Bedford Way, Tallahassee, FL 32308, USA	Undetermined
11/23/2018	eastern gray squirrel	Dropoff	2309 Kilkenny Dr W, FL, FL, Tallahassee, FL 32309	Orphan, true / Parents not available
11/24/2018	House Finch	Dropoff	1118 Linwood Dr, Tallahassee, FL 32304, USA	Collision / Stationary object / Walls/windows
11/25/2018	Barred Owl	Dropoff	2407 Roberts Ave, Tallahassee, FL 32310, USA	Undetermined

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
11/27/2018	common raccoon	Rescue	3131 Lonnbladh Rd, Tallahassee, FL 32308, USA	Undetermined
11/27/2018	Double-crested Cormorant	Dropoff	3123 Eliza Rd, Tallahassee, FL 32308, USA	Undetermined
11/28/2018	eastern gray squirrel	Dropoff	1600 Branch St, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
11/28/2018	eastern gray squirrel	Dropoff	2214 Amelia Cir, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
11/28/2018	Yellow-bellied Sapsucker	Dropoff	3006 Grove St, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
11/29/2018	little brown bat	Dropoff	1967 Lawson Rd, Tallahassee, FL 32308, USA	Undetermined
11/30/2018	little brown bat	Dropoff	1891 Capital Cir NE #2, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Other
12/1/2018	black rat	Dropoff	1030 W Tennessee St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/1/2018	black rat	Dropoff	1030 W Tennessee St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/1/2018	black rat	Dropoff	1030 W Tennessee St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/1/2018	black rat	Dropoff	1030 W Tennessee St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/1/2018	eastern gray squirrel	Dropoff	206 Juniper Dr, Tallahassee, FL 32304, USA	Animal interaction / Domestic animal / Dog
12/4/2018	Undetermined Mammal	Dropoff	2727 Mahan Dr, Tallahassee, FL 32308, USA	Undetermined
12/5/2018	Carolina Chickadee	Dropoff	2040 Dellwood Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
12/5/2018	common raccoon	Dropoff	3601 Conner Blvd, Tallahassee, FL 32311, USA	Collision / Moving object / Car/truck/motorcycle
12/6/2018	Red-tailed Hawk	Rescue	3355 Charleston Rd, Tallahassee, FL 32309, USA	Undetermined
12/7/2018	Barred Owl	Dropoff	2660 Old Bainbridge Rd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
12/7/2018	eastern gray squirrel	Dropoff	235 S Ocala Rd, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/9/2018	Northern Cardinal	Dropoff	2101 E Randolph Cir, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
12/10/2018	eastern gray squirrel	Dropoff	1000 Hays St, Tallahassee, FL 32301, USA	Undetermined
12/10/2018	southern flying squirrel	Dropoff	1123 Ocala Rd, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
12/11/2018	Carolina Wren	Dropoff	449 Teal Ln, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
12/12/2018	Undetermined Bird	Dropoff	1767 Hermitage Blvd, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
12/13/2018	Common Starling	Dropoff	3000 Schoolhouse Rd, Tallahassee, FL 32311, USA	Undetermined
12/13/2018	Limpkin	Dropoff	1237 Sumerlin Dr, Tallahassee, FL 32317, USA	Undetermined
12/16/2018	Gray Catbird	Dropoff	1505 Wekewa Nene, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
12/17/2018	Yellow-bellied Slider	Dropoff	3436 Thomasville Rd, Tallahassee, FL 32309, USA	Undetermined
12/18/2018	eastern gray squirrel	Dropoff	1771 Woodgate Way, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Cat
12/18/2018	Virginia Opossum	Dropoff	213 W 9th Ave, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
12/19/2018	Virginia Opossum	Dropoff	1500 Oldfield Dr, Tallahassee, FL 32308, USA	Collision / Moving object / Car/truck/motorcycle
12/21/2018	common raccoon	Rescue	2304 Don Andres Ave, Tallahassee, FL 32304, USA	Collision / Moving object / Car/truck/motorcycle
12/24/2018	House Finch	Dropoff	Desiree Ct, Tallahassee, FL 32304, USA	Collision / Stationary object / Walls/windows
12/25/2018	common raccoon	Rescue	1771 Woodgate Way, Tallahassee, FL 32308, USA	Undetermined
12/25/2018	common raccoon	Dropoff	2428 Rosemary Terrace, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Dog
12/25/2018	Red-shouldered Hawk	Dropoff	1126 Lothian Dr, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
12/26/2018	Muscovy Duck	Rescue	2305 Killearn Center Blvd, Tallahassee, FL 32309, USA	Projectile / Weapon / Bow/arrow
12/26/2018	Virginia Opossum	Rescue	2305 Limerick Dr, Tallahassee, FL 32309, USA	Undetermined
12/27/2018	Barred Owl	Dropoff	1109 FL-373, Tallahassee, FL 32310, USA	Undetermined
12/28/2018	Virginia Opossum	Dropoff	2015 Forest Glen Ct, Tallahassee, FL 32303, USA	Undetermined

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
12/31/2018	common raccoon	Rescue	1218 Waverly Rd, Tallahassee, FL 32312, USA	Undetermined
12/31/2018	common raccoon	Rescue	Myers Park, Tallahassee, FL 32301, USA	Undetermined
1/3/2019	Barred Owl	Rescue	2977 Foxcroft Dr, Tallahassee, FL 32309, USA	Undetermined
1/3/2019	Carolina Chickadee	Dropoff	RES LOC: 1600 W CALL ST TALLAHASSEE FL 32304	Collision / Stationary object / Walls/windows
1/3/2019	Mourning Dove	Dropoff	1788 Thomasville Rd, Tallahassee, FL 32303, USA	Undetermined
1/3/2019	Northern Cardinal	Dropoff	3240 Updike Ave, Tallahassee, FL 32311, USA	Undetermined
1/3/2019	Virginia Opossum	Rescue	RES LOC: 522 WILLIAMS ST, TALLAHASSE FL 32303	Undetermined
1/3/2019	Yellow-rumped Warbler	Dropoff	100 Ox Bottom Rd, Tallahassee, FL 32312, USA	Undetermined
1/7/2019	Bufflehead Duck	Dropoff	2405 Willamette Rd, Tallahassee, FL 32303, USA	Inappropriate human possession / Abduction with intent of rescue
1/7/2019	eastern gray squirrel	Dropoff	808 W Tennessee St, Tallahassee, FL 32304, USA	Undetermined
1/7/2019	eastern gray squirrel	Dropoff	820 Watt Dr, Tallahassee, FL 32303, USA	Undetermined
1/8/2019	Red-tailed Hawk	Rescue	517 Cherry St, Tallahassee, FL 32303, USA	Undetermined
1/10/2019	southern flying squirrel	Dropoff	1406 Green St, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/10/2019	southern flying squirrel	Dropoff	1406 Green St, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
1/11/2019	Barred Owl	Dropoff	RES LOC: 309 Macon Rd Tallahassee, FL 32312	Undetermined
1/12/2019	eastern gray squirrel	Dropoff	RES LOC: 579 E CALL ST, TALLAHASSEE, FL 32301	Collision / Moving object / Car/truck/motorcycle
1/12/2019	Red-shouldered Hawk	Dropoff	RES LOC: 1131-1155 Pedrick Rd Tallahassee, FL 32317	Undetermined
1/13/2019	American Goldfinch	Dropoff	RES LOC: 444 HIGH POINT LANE TALLAHASSEE FL 32301	Animal interaction / Domestic animal / Cat
1/14/2019	Canada Goose	Rescue	288 Lake Ella Dr, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
1/14/2019	eastern gray squirrel	Dropoff	RES LOC: 1211 AZALEA DR, TALLAHASSEE, FL 32301	Animal interaction / Domestic animal / Cat
1/16/2019	eastern gray squirrel	Dropoff	RES LOC:1009 WAVERLY RD, TALLAHASSEE, FL 32312	Undetermined
1/16/2019	Red-tailed Hawk	Dropoff	1209 Waverly Rd, Tallahassee, FL 32312, USA	Undetermined
1/18/2019	black rat	Dropoff	RES LOC: 618 W TENNESSEE ST TALLAHASSEE FL 32304	Undetermined
1/18/2019	Cedar Waxwing	Dropoff	RES LOC: 425 GLENVIEW DR TALLAHASSEE FL 32308	Animal interaction / Domestic animal / Cat
1/18/2019	Muscovy Duck	Dropoff	228 Lake Ella Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents rejected
1/18/2019	Orange-crowned Warbler	Dropoff	RES LOC: 3179 NATHANIEL TRACE TALLAHASSEE,FL32311	Undetermined
1/20/2019	evening bat	Dropoff	RES LOC: 1717 DORA AVE TALLAHASSEE, FL 32308	Undetermined
1/21/2019	American Goldfinch	Dropoff	RES LOC: 1920 NANETTE ST TALLAHASSEE FL 32303	Animal interaction / Domestic animal / Cat
1/21/2019	Virginia Opossum	Rescue	RES LOC: 1911 Centerville Rd Tallahassee, FL 32308	Collision / Moving object / Car/truck/motorcycle
1/22/2019	Bufflehead	Rescue	RES LOC: 1338 Lake Bradford Rd Tallahassee, FL 32304	Entrapment / Trap / Fishing Gear / Line
1/22/2019	eastern gray squirrel	Dropoff	3700 Capital Cir SE, Tallahassee, FL 32311, USA	Nest/Habitat Disturbance/Destruction
1/24/2019	common raccoon	Dropoff	RES LOC: 2956 E PARK AVE, TALLAHASSEE, FL 32301	Collision / Moving object / Car/truck/motorcycle
1/24/2019	Virginia Opossum	Dropoff	1189 Greensward Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Dog
1/25/2019	Virginia Opossum	Dropoff	RES LOC:1700 RIGGINS RD, TALLAHASSEE, FL 32308	Collision / Moving object / Car/truck/motorcycle
1/26/2019	common raccoon	Dropoff	2343 Amelia Cir, Tallahassee, FL 32304, USA	Undetermined
1/27/2019	Undetermined Bird	Dropoff	RES LOC:2111 Capital Cir NE, Tallahassee, FL 32308	Undetermined
1/28/2019	Carolina Wren	Dropoff	RES LOC: 3050 DICKINSON DR TALLAHASSEE, FL 32311	Entrapment / Trap / Glue Trap
1/30/2019	Barred Owl	Dropoff	1030 W Tennessee St, Tallahassee, FL 32304, USA	Undetermined
1/30/2019	Cedar Waxwing	Dropoff	1909 Thomasville Rd, Tallahassee, FL 32303, USA	Collision / Stationary object / Walls/windows

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
1/30/2019	Cedar Waxwing	Dropoff	1909 Thomasville Rd, Tallahassee, FL 32303, USA	Collision / Stationary object / Walls/windows
1/30/2019	Mourning Dove	Dropoff	2218 Thomasville Rd, Tallahassee, FL 32308, USA	Undetermined
1/30/2019	Undetermined Bird	Dropoff	317 E Call St, Tallahassee, FL 32301, USA	Collision / Stationary object / Walls/windows
2/2/2019	common raccoon	Rescue	541 Beverly Ct, Tallahassee, FL 32301, USA	Undetermined
2/2/2019	eastern gray squirrel	Dropoff	1520 E Park Ave, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
2/2/2019	Orange-crowned Warbler	Dropoff	Alpha Phi, 123 N Copeland St, Tallahassee, FL 32304, USA	Undetermined
2/3/2019	eastern gray squirrel	Dropoff	2477 Elfinwing Ln, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
2/3/2019	eastern gray squirrel	Dropoff	2477 Elfinwing Ln, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
2/3/2019	Virginia Opossum	Dropoff	1500 S Magnolia Dr, Tallahassee, FL 32301, USA	Collision / Moving object / Car/truck/motorcycle
2/4/2019	Anhinga	Rescue	1008 Kenilworth Rd, Tallahassee, FL 32312, USA	Entrapment / Non-trap / Litter/garbage
2/4/2019	eastern gray squirrel	Dropoff	4951 Woodlane Cir, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/4/2019	Virginia Opossum	Rescue	2300 Old Bainbridge Rd, Tallahassee, FL 32303, USA	Undetermined
2/6/2019	Brown Pelican	Rescue	1162 Sandler Ridge Rd, Tallahassee, FL 32317, USA	Undetermined
2/7/2019	Brazilian free-tailed bat	Dropoff	3013 Jim Lee Rd, Tallahassee, FL 32301, USA	Nest/Habitat Disturbance/Destruction
2/7/2019	Canada Goose	Dropoff	1008 Kenilworth Rd, Tallahassee, FL 32312, USA	Collision / Moving object / Car/truck/motorcycle
2/7/2019	eastern gray squirrel	Dropoff	1810 Carol Pl, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
2/7/2019	eastern gray squirrel	Dropoff	1810 Carol Pl, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
2/7/2019	Virginia Opossum	Rescue	183 Whetherbine Way E, Tallahassee, FL 32301, USA	Collision / Moving object / Car/truck/motorcycle
2/7/2019	Virginia Opossum	Rescue	1881 Professional Park Cir, Tallahassee, FL 32308, USA	Undetermined
2/8/2019	Rock Pigeon	Dropoff	3838 Trojan Trail, Tallahassee, FL 32311, USA	Undetermined
2/9/2019	Virginia Opossum	Dropoff	156 Love Ridge Ct, Tallahassee, FL 32312, USA	Undetermined
2/10/2019	Turkey Vulture	Rescue	2043 Quinn Ct, Tallahassee, FL 32309, USA	Undetermined
2/11/2019	eastern gray squirrel	Dropoff	2011 Scenic Rd, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/11/2019	eastern gray squirrel	Dropoff	2011 Scenic Rd, Tallahassee, FL 32303, USA	Nest/Habitat Disturbance/Destruction
2/12/2019	American Goldfinch	Rescue	1920 Wahalaw Ct, Tallahassee, FL 32301, USA	Collision / Stationary object / Walls/windows
2/12/2019	Carolina Wren	Rescue	2010 Apalachee Pkwy, Tallahassee, FL 32301, USA	Entrapment / Spaces / Building
2/15/2019	eastern gray squirrel	Dropoff	640 W Tennessee St, Tallahassee, FL 32304, USA	Undetermined
2/15/2019	Red-tailed Hawk	Dropoff	1109 Mimosa Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
2/15/2019	Virginia Opossum	Rescue	4489 Foxcroft Dr, Tallahassee, FL 32309, USA	Undetermined
2/15/2019	Virginia Opossum	Dropoff	424 E Call St, Tallahassee, FL 32301, USA	Collision / Moving object / Car/truck/motorcycle
2/16/2019	Great Blue Heron	Rescue	1313 San Luis Rd, Tallahassee, FL 32304, USA	Entrapment / Trap / Fishing Gear / Line
2/17/2019	American Robin	Rescue	3216 Nekoma Ln, Tallahassee, FL 32304, USA	Animal interaction / Domestic animal / Cat
2/17/2019	Eastern Box Turtle	Dropoff	2910 Cross Creek Cir, Tallahassee, FL 32301, USA	Collision / Moving object / Human propelled object
2/18/2019	black rat	Dropoff	1233 N Monroe St, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/18/2019	Virginia Opossum	Dropoff	615 Myers Park Dr, Tallahassee, FL 32301, USA	Undetermined
2/19/2019	eastern gray squirrel	Dropoff	1601 Golf Terrace Dr, Tallahassee, FL 32301, USA	Undetermined
2/19/2019	house mouse	Dropoff	1508 Maude St, Tallahassee, FL 32310, USA	Orphan, true / Parents not available
2/20/2019	Mourning Dove	Dropoff	212 Winn Cay Dr, Tallahassee, FL 32312, USA	Undetermined
2/21/2019	eastern gray squirrel	Dropoff	2074 Dellwood Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/22/2019	Brown-headed Cowbird	Dropoff	1043 Park View Dr, Tallahassee, FL 32311, USA	Undetermined
2/22/2019	eastern gray squirrel	Dropoff	328 Whetherbine Way E, Tallahassee, FL 32301, USA	Animal interaction / Domestic animal / Cat
2/22/2019	eastern gray squirrel	Dropoff	510 W 8th Ave, Tallahassee, FL 32303, USA	Orphan, true / Parents not available

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
2/22/2019	Virginia Opossum	Dropoff	1400 Branch St, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
2/23/2019	Brazilian free-tailed bat	Rescue	1978 Portland Ave, Tallahassee, FL 32303, USA	None of the Above
2/23/2019	eastern gray squirrel	Dropoff	1559 Marcia Ave, Tallahassee, FL 32310, USA	Animal interaction / Domestic animal / Cat
2/23/2019	Red-shouldered Hawk	Rescue	3116 Briarwood Dr, Tallahassee, FL 32308, USA	Animal interaction / Non-domestic animal / Same species
2/24/2019	Common Snapping Turtle	Dropoff	1830 E Park Ave, Tallahassee, FL 32301, USA	Undetermined
2/25/2019	eastern gray squirrel	Dropoff	6156 Greenon Ln, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
2/25/2019	eastern gray squirrel	Dropoff	1807 Raa Ave, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
2/25/2019	Mediterranean House Gecko	Dropoff	1698 Summit Lake Dr, Tallahassee, FL 32317, USA	Undetermined
2/27/2019	eastern gray squirrel	Dropoff	6982 Standing Pines Ln, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
2/27/2019	eastern gray squirrel	Dropoff	6982 Standing Pines Ln, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
2/27/2019	Rock Pigeon	Dropoff	1300 Miccosukee Rd, Tallahassee, FL 32308, USA	Undetermined
2/27/2019	Wood Duck	Dropoff	1619 Lake Ella Dr, Tallahassee, FL 32303, USA	Undetermined
3/2/2019	eastern gray squirrel	Dropoff	Ragans Hall 3 (C), 930 W Jefferson St, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/2/2019	eastern gray squirrel	Dropoff	Ragans Hall 3 (C), 930 W Jefferson St, Tallahassee, FL	Orphan, true / Parents not available
3/3/2019	common raccoon	Dropoff	1129 Carriage Rd, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
3/3/2019	Eastern Box Turtle	Dropoff	2001 Atapha Nene, Tallahassee, FL 32301, USA	Undetermined
3/3/2019	eastern gray squirrel	Dropoff	413 Collinsford Rd, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
3/3/2019	eastern gray squirrel	Dropoff	704 Red Fern Rd, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
3/3/2019	eastern gray squirrel	Dropoff	704 Red Fern Rd, Tallahassee, FL 32308, USA	Orphan, true / Parents not available
3/3/2019	eastern gray squirrel	Dropoff	1807 Meriadoc Rd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/3/2019	eastern gray squirrel	Dropoff	926 Lothian Rd, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/4/2019	Pied-billed Grebe	Dropoff	500 N Copeland St, Tallahassee, FL 32304, USA	Undetermined
3/4/2019	Virginia Opossum	Rescue	3101 Ginger Dr, Tallahassee, FL 32308, USA	Undetermined
3/4/2019	Yellow-bellied Slider	Dropoff	2801 Bundoran Way, Tallahassee, FL 32309, USA	Entrapment / Spaces / Pool
3/5/2019	Brazilian free-tailed bat	Dropoff	2006 Jackson Bluff Rd, Tallahassee, FL 32304, USA	Entrapment / Spaces / Building
3/5/2019	Cedar Waxwing	Dropoff	2737 Centerview Dr, Tallahassee, FL 32399, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	Cedar Waxwing	Dropoff	2737 Centerview Dr, Tallahassee, FL 32399, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	Cedar Waxwing	Dropoff	2737 Centerview Dr, Tallahassee, FL 32399, USA	Animal interaction / Non-domestic animal / Different species
3/5/2019	Mourning Dove	Dropoff	2948 Compton Way, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/5/2019	Mourning Dove	Dropoff	2948 Compton Way, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/6/2019	Virginia Opossum	Rescue	3114 Pontiac Dr, Tallahassee, FL 32301, USA	Undetermined
3/7/2019	Eastern Box Turtle	Dropoff	2660 Old Bainbridge Rd, Tallahassee, FL 32303, USA	Inappropriate human possession / Abduction with intent of rescue
3/7/2019	eastern gray squirrel	Dropoff	2907 Coldstream Dr, Tallahassee, FL 32312, USA	Orphan, true / Parents not available
3/7/2019	eastern gray squirrel	Dropoff	2337 Limerick Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/8/2019	American Goldfinch	Rescue	232 Chapel Dr, Tallahassee, FL 32304, USA	Entrapment / Spaces / Window Well/Outdoor Stairwell
3/9/2019	eastern gray squirrel	Dropoff	4480 Bay Shore Cir, Tallahassee, FL 32309, USA	Undetermined
3/9/2019	eastern gray squirrel	Dropoff	2920 Ivanhoe Rd, Tallahassee, FL 32312, USA	Undetermined
3/10/2019	common raccoon	Dropoff	227 Chapel Dr, Tallahassee, FL 32304, USA	Animal interaction / Non-domestic animal / Different species
3/10/2019	eastern gray squirrel	Dropoff	3908 Shamrock St N W, FL, FL, Tallahassee, FL 32309, USA	Orphan, true / Parents not available

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/16/2019	Virginia Opossum	Rescue	1398 Melvin St, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Rescue	1398 Melvin St, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Rescue	1398 Melvin St, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Rescue	1398 Melvin St, Tallahassee, FL 32301, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/16/2019	Virginia Opossum	Dropoff	800 W 6th Ave, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/17/2019	eastern gray squirrel	Dropoff	2435 Oakdale St, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
3/17/2019	eastern gray squirrel	Dropoff	2435 Oakdale St, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
3/17/2019	eastern gray squirrel	Dropoff	2435 Oakdale St, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
3/17/2019	eastern gray squirrel	Dropoff	2435 Oakdale St, Tallahassee, FL 32308, USA	Animal interaction / Domestic animal / Dog
3/18/2019	Eastern Cottontail	Dropoff	3025 Dickinson Dr, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Dog
3/18/2019	eastern gray squirrel	Dropoff	6352 Mallard Trace Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Dog
3/18/2019	Undetermined Bird	Dropoff	1404 Golf Terrace Dr, Tallahassee, FL 32301, USA	Undetermined
3/20/2019	Eastern Cottontail	Dropoff	5424 Paces Mill Rd, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/20/2019	Mourning Dove	Dropoff	5224 Greystoke Ln, Tallahassee, FL 32309, USA	Animal interaction / Domestic animal / Cat
3/22/2019	Barred Owl	Dropoff	302 Lang Ct APT 16, Tallahassee, FL 32301, USA	Animal interaction / Non-domestic animal / Same species
3/22/2019	Northern Cardinal	Dropoff	3170 Baringer Hill Dr, Tallahassee, FL 32311, USA	Undetermined
3/23/2019	Eastern Cottontail	Dropoff	503 Vinnedge Ride, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Dog
3/23/2019	eastern gray squirrel	Dropoff	1276 Metropolitan Blvd #102, Tallahassee, FL 32312, USA	Undetermined
3/23/2019	eastern gray squirrel	Dropoff	214 W 4th Ave, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
3/23/2019	House Finch	Dropoff	2615 Tupelo Terrace, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
3/23/2019	Virginia Opossum	Rescue	1959 Lawson Rd, Tallahassee, FL 32308, USA	Entrapment / Non-trap / Litter/garbage
3/24/2019	Cedar Waxwing	Dropoff	302 Inglewood Dr, Tallahassee, FL 32301, USA	Dead on Arrival
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/24/2019	Virginia Opossum	Dropoff	2270 Boone Blvd, Tallahassee, FL 32303, USA	Collision / Moving object / Car/truck/motorcycle
3/25/2019	Black Vulture	Rescue	2221 Orange Ave, Tallahassee, FL 32311, USA	Undetermined
3/25/2019	Eastern Mole	Dropoff	1601 Mitchell Ave, Tallahassee, FL 32303, USA	Undetermined
3/25/2019	House Finch	Dropoff	3041 Corrib Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/25/2019	House Finch	Dropoff	3041 Corrib Dr, Tallahassee, FL 32309, USA	Orphan, true / Parents not available
3/25/2019	Northern Cardinal	Dropoff	3025 Stillwood Ct, Tallahassee, FL 32308, USA	Undetermined
3/25/2019	oldfield mouse	Dropoff	4807 Heath Dr, Tallahassee, FL 32309, USA	Undetermined
3/25/2019	Peking Duck	Dropoff	2421 Jackson Bluff Rd, Tallahassee, FL 32304, USA	Orphan, true / Parents not available
3/25/2019	Virginia Opossum	Rescue	1670 Silverwood Dr, Tallahassee, FL 32301, USA	Undetermined
3/26/2019	Carolina Chickadee	Dropoff	403 Stadium Dr, Tallahassee, FL 32304, USA	Collision / Moving object / Car/truck/motorcycle

Date Admitted	Common Species Name	Method	Rescue Location	Circumstances of Rescue
3/26/2019	oldfield mouse	Dropoff	1881 N Martin Luther King Jr Blvd B, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/27/2019	Chipping Sparrow	Dropoff	2204 Saxon St, Tallahassee, FL 32310, USA	Undetermined
3/27/2019	eastern gray squirrel	Dropoff	1824 Aaron Rd, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
3/27/2019	eastern gray squirrel	Dropoff	6205 Ox Bottom Manor Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Dog
3/27/2019	Virginia Opossum	Dropoff	3400 Longchamp Cir, Tallahassee, FL 32309, USA	Undetermined
3/28/2019	Eastern Cottontail	Dropoff	2496 Lantana Ln, Tallahassee, FL 32311, USA	Animal interaction / Domestic animal / Cat
3/28/2019	eastern gray squirrel	Dropoff	926 Lothian Dr, Tallahassee, FL 32312, USA	Animal interaction / Domestic animal / Cat
3/29/2019	Eastern Cottontail	Dropoff	546 Meadow Ridge Dr, Tallahassee, FL 32312, USA	Inappropriate human possession / Abduction with intent of rescue
3/29/2019	eastern gray squirrel	Dropoff	4847 Heathe Dr, Tallahassee, FL 32309, USA	Collision / Moving object / Car/truck/motorcycle
3/30/2019	Mourning Dove	Dropoff	2457 Laurelwood Ct, Tallahassee, FL 32308, USA	Undetermined
3/30/2019	Mourning Dove	Dropoff	200 S Duval St, Tallahassee, FL 32301, USA	Undetermined
3/30/2019	Muscovy Duck	Dropoff	241 Lake Ella Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents rejected
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/30/2019	Virginia Opossum	Dropoff	1926 Mary Ellen Dr, Tallahassee, FL 32303, USA	Orphan, true / Parents not available
3/31/2019	eastern gray squirrel	Dropoff	2004 Monticello Dr, Tallahassee, FL 32303, USA	Animal interaction / Domestic animal / Cat
3/31/2019	eastern gray squirrel	Dropoff	Traditions Hall, 945 Learning Way, Tallahassee, FL 32304	Undetermined

Tallahassee Trust for Historic Preservation

Mid-Year Agency Performance Report
Tallahassee Trust for Historic Preservation

Date submitted: March 21, 2019

FY 2018/2019 October 1, 2018 – March 21, 2019

- 1. Program Name: Certified Local Government Program/ Tallahassee-Leon County** – The Tallahassee Trust for Historic Preservation contracts with Leon County and the City of Tallahassee to provide historic preservation services and to comply with all requirements of the Certified Local Government program. Tallahassee-Leon County is a Certified Local Government. Communities are designated Certified Local Governments (CLGs) by the National Park Service (NPS). CLG programs are administered jointly by the NPS and the State Historic Preservation Offices (SHPOs). Once certified, CLGs become active partners in the Federal Historic Preservation Program. Each community gains access to benefits of the program, including annual appropriations from the Federal Historic Preservation Fund of which states are required to give at least 10% of their funding to CLGs, and agrees to follow required Federal and State requirements. Historic preservation has proven economic, environmental, and social benefits. Studies show that historic districts maintain higher property values, less population decline, more walkability and greater sense of community. CLGs must meet minimum goals including establishment of a qualified historic preservation commission, enforcement of appropriate State or local legislation for the designation and protection of historic properties, maintain a system for the survey and inventory of local historic resources, facilitate public participation in local preservation, including participation in the National Register listing process, and follow all additional requirements outlined in the State’s CLG procedures.
- 2. Program Objective:** To fulfill all of the requirements of the Certified Local Government program for Tallahassee-Leon County. To provide ongoing preservation services to the residents of Tallahassee and Leon County. To ensure the preservation and conservation of our historic and cultural resources.
- 3. Services Provided:** The Tallahassee Trust for Historic Preservation staffs and maintains records of the Tallahassee-Leon County Architectural Review Board, meets all requirements of the Federal Certified Local Government Program including preparation and submission of the required Annual CLG Report to the Bureau of Historic Preservation, Florida Department of State, Division of Historical Resources, ensures appropriate enforcement of state and local legislation for designation and protection of historic properties, provides staff, technical support, and record keeping for the historic preservation review commission, maintains a system for survey and inventory of historic properties, and reviews the appropriateness of

nominations to the National Register of Historic Places. Provides comprehensive historic preservation services to the local government and the citizens of Tallahassee-Leon County. Services include education and outreach, planning and technical assistance as it pertains to the preservation of the community's historic resources, assist the City of Tallahassee and Leon County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the Tallahassee-Leon County Comprehensive Plan and in accordance with the Leon County Historic Preservation Ordinance, staffs the Tallahassee-Leon County Architectural Review Board, processes all correspondence, preparation of the required legal notifications, maintenance of meeting minutes and archives of properties listed in the Tallahassee-Leon County Local Register of Historic places, provides the technical information necessary for the Architectural Review Board to reach informed decisions, and coordinates with other governmental local agencies involved in the regulatory process.

- 4. Services Delivery Strategy:** Provide qualified staff who meet the National Park Service Professional Qualification Standards in History, Archaeology, and Architectural History, provide knowledge, skills and experience necessary to fulfill the requirements of the Federal Certified Local Government Program, enforce and provide guidance regarding existing national, state, and local historic preservation ordinances, regulations and programs, and provide/disseminate historic preservation information through public outreach and education programs.
- 5. Target Population:** Residents of Tallahassee-Leon County.
- 6. Method(s) used to effectively reach target population:** The Tallahassee Trust for Historic Preservation reaches the target population by providing all of the services required under the Federal Certified Local Government Program (as outlined above), provides education and outreach regarding the importance of historic preservation to the community's economic, environmental, and social wellbeing through educational events, printed materials, website, social media outreach, internship programs, and partnerships with other local organizations, provides technical services to historic property owners, and guidance regarding preservation ordinances, regulations, and programs.
- 7. Program Resources:** Current funding provided for Certified Local Government/preservation services by Leon County \$63,175. Professional staff who meet federal qualification standards in History, Architectural History, and Archaeology. Education and outreach programming provided through educational events, printed materials, web-based materials, and social media. Archives, research library, and recordkeeping (Local Register of Historic Places/Architectural

Review Board). Active partnerships with local government, state government, and other non-profit organizations.

8. Program Capacity: N/A

9. Number of Participants/Cost per participant: N/A

10. Program Goals: The long term goal of the Certified Local Government program is the preservation of Leon County's historic resources. This is accomplished by the daily and ongoing goals to: Fulfill all requirements of the Federal Certified Local Government Program, provide preservation and technical services to the residents of Tallahassee-Leon County, partner with local government and community organizations to provide preservation services and outreach, continue to educate the community about the value of preserving the buildings, structures, objects, sites, and districts that represent our community's past, enforce existing federal, state, local ordinances and regulations to protect our replaceable resources, continue to employ qualified staff who have the necessary knowledge, education, skills, and experience to provide best practices in historic preservation, continue to staff the Tallahassee-Leon County Architectural Review Board, increase social media based public outreach in order to make historic preservation education and information accessible and entertaining and to promote community use and support for our local historic resources/districts, increase participation in sustainability initiatives and education by seeking partnerships and developing programming relative to sustainable practices and preservation, continue to recognize excellence in a variety of historic preservation projects through the Tallahassee-Leon County Historic Preservation Awards, increase education and outreach efforts by applying for grants to support development of materials across media formats and to support an internship program to help students interested in preservation to gain experience.

11. Objectives (intended impact/outcome results): Activities: Fully meet the requirements of the Federal Certified Local Government Program, serve historic property owners by continuing to staff the Tallahassee-Leon County Architectural Review Board, and to provide comprehensive historic preservation services to the local government and the citizens of Tallahassee-Leon County, including education and outreach, planning and technical assistance as it pertains to preserving the community's historic and cultural resources. **Time Frame:** The TTHP consistently provides services throughout the year, all year long, including qualified staff who meet the National Park Service Professional Qualification Standards in History, Archaeology, and Architectural History, provide the knowledge, skills and experience necessary to fulfill the requirements of the Federal Certified Local Government Program, enforce and provide guidance regarding existing national, state, and local historic preservation ordinances, regulations and programs, and

provide/disseminate historic preservation information through public outreach and education programs.

Key Performance Indicators:

Reporting: The TTHP has submitted three performance/activity reports on the city, county, and state level so far for FY2018/2019. These include one quarterly report to the City of Tallahassee and one mid-year report to Leon County, and two agenda and minutes summaries regarding Architectural Review Board activities to the Florida Department of State, Division of Historical Resources.

Activities/Community Awareness, Assistance, and Education

- ✓ The TTHP is in the preparation stages for an architectural survey of Mid-Century Modern architecture, 1945-1970, in Tallahassee/Leon County. Many of these properties have become eligible for listing in the National Register of Historic Places in recent years. Many Florida communities have recently completed surveys of Mid-Century resources. The scope of work includes a reconnaissance level survey and an intensive level survey to evaluate significance.
- ✓ TTHP also recently hosted (March 12) a successful event in partnership with Goodwood Museum and Gardens. The event was held at Goodwood and featured examples of preservation activities such as rehabilitation and adaptive reuse of historic buildings, stabilization, and maintenance challenges related to the preservation of historic buildings. The event was very well attended.
- ✓ TTHP staff continue to work closely with the joint City of Tallahassee-Leon County planning department and developer on the preservation and interpretation of historic resources at the Cascades redevelopment site. TTHP staff have consulted on the rehabilitation and adaptive reuse of the former Leon County Health Unit building and working with the developer to provide social media updates of ongoing preservation efforts.
- ✓ Last year TTHP staff worked to have the historic Waterworks building listed on the local register of historic places. Sale of the Waterworks to the developer of the Cascades project increases the role of the TTHP and the Tallahassee-Leon County Architectural Review board in the preservation of this resource. TTHP staff are working with North American Properties Project Managers on the rehabilitation of the Waterworks and we have an event planned at the site for Historic Preservation Month in May of 2019.
- ✓ Staffing, providing application reviews, recording of meeting minutes, and maintaining historic property records for the City of Tallahassee-Leon County Architectural Review Board
- ✓ Serving on the Tallahassee Historic Property Grant and Loan Program Finance Committee.
- ✓ Coordinating with the State Bureau of Historic Preservation National Historic Preservation Act's Section 106 reviews and the Local Natural Features Inventory review

- ✓ TTHP has participated in and consulted with the City of Tallahassee, Leon County, and Florida Department of State on local projects with historic preservation component and National Register Nominations.
- ✓ TTHP has continued to serve on the Historical User's Group created by the CRA and North American Properties for redevelopment of Cascades Park
- ✓ TTHP presented two lectures on historic preservation at the local level to an FSU Historic Preservation class in September 2018
- ✓ Provided historic preservation activity updates via social media outlets such as Facebook and Instagram
- ✓ Maintains a list serve to provide a forum and informational service for historic property owners
- ✓ Maintained a historic preservation resource library for use by the community, local government, and local educational facilities
- ✓ Last year the Panhandle Archaeological Society spearheaded an effort to evaluate the potential need for a staff archaeologist for Leon County. TTHP staff participated in the working group to review the evaluation process regarding new development and the Natural Features Inventory process. An agenda item was reviewed by the county commission at which time the commission requested further review. TTHP staff organized a meeting of the working group on March 14, 2019 along with joint Leon County/City of Tallahassee planner Susan Denny to provide feedback regarding this agenda item.
- ✓ Worked to increase social media outreach to help create more awareness of preservation and preservation related activities in Leon County
- ✓ The Florida Department of State, Division of Historical Resources conducted a performance review of all Florida Certified Local Governments. The Tallahassee-Leon County CLG was found to have an excellent performance and reporting record and is in full compliance with the federal CLG program. Letters to this effect were sent to both Leon County and the City of Tallahassee.
- ✓ TTHP has two more education and outreach events in the planning stages for spring and early summer including the Waterworks for historic preservation month and an urban farming and sustainability event in late June/early July.

Research Requests:

1. Federal Government inquiry: Historical Commission information
2. Non-local visitor inquiry: Calhoun Special Character District
3. Non-Local Government inquiry: Preservation ordinance guidance
4. Non-local author inquiry: Myers park walking tour
5. Local business owner inquiry: Preservation books and resources
6. Local citizen inquiry: historic property rentals in Tallahassee
7. Non-local university professor inquiry: local history information and resources
8. Local property owner inquiry: building plans and local register information
9. Non-local CRM inquiry: historic resources search
10. FSU professor inquiry: local register listing information
11. Local contractor inquiry: EC Allen house file

12. Local programs instructor: information on mid-century architecture
13. Local contractor inquiry: Lewis House Park Ave district files
14. Local business owner inquiry: Park Avenue historic district files
15. FSU student inquiry: FAMU area local register listings
16. FSU student inquiry: Tallahassee preservation architect files
17. Non-local business owner inquiry: paintings of historic properties
18. Non-local student inquiry: preservation education and resources
19. Non-local CRM inquiry: historic properties search
20. Local CRM inquiry: Bannerman historic property files
21. Local non-profit inquiry: Southwood house plantation files
22. Non-local citizen inquiry: historic Tallahassee photographic files
23. Local architect inquiry: historic property images/plans
24. Local non-profit inquiry: local listing benefits and regulations
25. Local business owner inquiry: preservation meetings in town
26. Local citizen inquiry: ARB meeting process
27. Local citizen inquiry: books on Tallahassee historic preservation
28. Local citizen inquiry: Old City Cemetery files
29. Non-local citizen inquiry: historic preservation disaster preparedness
30. Non-local citizen inquiry: Munroe House files
31. State government inquiry: FAMU survey information
32. Local citizen inquiry: search for historic photo of Bowen House
33. Local property owner inquiry: ARB process and regulated work items
34. Local non-profit inquiry: sale of the Walker Library and listing status
35. State government inquiry: Old FAMU High files
36. Non-local citizen inquiry: Park Avenue historic district files
37. Non-local citizen inquiry: Park Avenue historic district walking tour
38. State government inquiry: historic districts walking tours
39. State government inquiry: National Register files for Tallahassee
40. Local non-profit inquiry: property files for Leon County listed homes
41. FSU student inquiry: FAMU historic property files
42. Local citizen inquiry: ARB process information
43. State government inquiry: Downtown NR district files
44. FSU professor inquiry: window repair resources
45. State museum inquiry: locally listed historic sites files
46. Local citizen inquiry: historic preservation resources and ARB process
47. Local citizen inquiry: Myers Park property files

Certificates of Appropriateness/Non-contributing property alteration reviews/Determinations of non-visibility and Certificates of Completion issued:

November 2018

1. 519/521 Hart Street, Myers Park Historic District, COA, foundation stabilization and masonry repairs, new roof, window replacement, safety railing installation
2. Parcel ID3106710000020 Country Club Drive, Myers Park Historic District, COA, new construction of single family home
3. 316 E Park Avenue, Park Avenue Special Character District, COA, window replacement
4. 115 E Park Avenue, Park Avenue Special Character District, COA installation of new business sign
5. 507 N Calhoun Street, Calhoun Special Character District, COA, new roof
6. 115 E Park Avenue, Park Avenue Special Character District, COA, installation of new exterior light fixtures

December 2018

7. 864 E Park Avenue, Individually listed property, COA, roof structure repair
8. 400 N Meridian Street, Calhoun Special Character District, COA, repairs to front porch, wood rot, new privacy fence
9. 314 E Palmer Avenue, Myers Park Historic District, COA, privacy fence

January 2019

10. 469 St Francis Street, Individually listed property, Determination of work visibility, interior renovations
11. 403 N Calhoun Street, Calhoun Special Character District, COA, new HVAC unit

February 2019

12. 1918 Golf Terrace Drive, Myers Park Historic District, COA, new construction of single family residence
13. 1405 Broome Street, Myers Park Historic District, COA, roof replacement

March 2019

14. 512 N Calhoun Street, Calhoun Street Special Character District, COA, new rear addition
15. 1801 Country Club Drive, Myers Park Historic District, Non-contributing property alteration review, new screened in porch

Staff Pre-application consultations:

1. Parcel ID3106710000020 –staff met with property owner to discuss appropriateness of design features and materials regarding construction of new single family home within the Myers Park Historic District
2. 519/521 Hart Street – staff met with property owner to discuss extensive exterior rehabilitation of the property and preparation of historic property grant and loan application

3. 512 N Calhoun Street – staff met with contractor to discuss plans and materials for new addition

Historic Resources Placed on Local and National Register:

1. 100 W First Avenue, The Grove, amended National Register listing

12. Data Collection Method: N/A

13. Number of Participants that left or were dropped from the program: N/A

14. Provide Participants Demographic Data: N/A

15. Provide Participant Program Satisfaction data: N/A

16. List any agency partnerships and collaborations related to this program: The TTHP has partnered/collaborated with the City of Tallahassee-Leon County Planning Department, Economic and Community Development, and Blueprint2000 on the local level and the Florida Department of State, Division of Historical Resources on the State level. The TTHP also has active partnerships with the John G. Riley House, Goodwood Museum and Gardens, and the Florida Trust for Historic Preservation, as well as other local organizations and businesses when the opportunity arises.

Whole Child Leon

EXHIBIT B
Agency Annual Performance Report

FY 2018/2019

Agency Name: Whole Child Leon, Inc.

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

- 1. Program Name:** Whole Child Leon, Inc
- 2. Program Objective:** Whole Child identifies and addresses critical community issues affecting children 0-5 and is catalyst to create partnerships that solve problems. Since January 2004, Whole Child Leon has worked to bring together public, private and nonprofit partners – child advocates, business leaders, government officials, educators, parents and caregivers to form a solid foundation needed to create systemic change. We set out to build community commitment to children 0–5, improve access to and utilization of services, improve health of children 0-5, develop safe and nurturing environments, foster economic stability for families with small children, provide quality early education, encourage social interaction and competence, and provide spiritual foundation and strength. Driven by our mission of building a community where everyone works together to make sure children thrive, Whole Child Leon is focused on the following:

Community Participation and Ownership in Early Childhood Success

Children Are Healthy at age 1; All Children Are Making Appropriate Progress

Children Enter Kindergarten Ready to Succeed

Families are empowered to raise children that are resilient and to promote their social-emotional developmental, behavioral, and physical well-being.

The primary focus of Whole Child Leon is 0-5, but the philosophy addresses needs of children and youth of all ages and their families. Whole Child assists families in identifying the needs of their young children and helps to: **Connect families with appropriate service providers; Enable communities to identify gaps in service and assess their progress in ensuring that all children thrive, Empower families to raise children that are resilient and to promote their social- emotional, developmental, behavioral, and physical well-being;**

Whole Child Leon engages businesses, civic groups, education, provider agencies, government and faith- based organizations to work together to achieve its mission. Each segment has unique opportunities for contribution. WCL staff facilitates community leaders and partner agencies to focus on programs, activities, and support services families need to nurture the "Six Dimensions of a Whole Child." (Physical and Mental Health, Quality Early Education and Development, Social-Emotional Development, Spiritual Foundation and Strength, Safe and Nurturing Environment, Economic Stability)

- 3. Services provided:** Engaging the entire community around issues of children and families, focusing on children 0-5. Working with parents and providers to identify gaps in services and to address those gaps and needs through advocacy and collaboration.
- 4. Services Delivery Strategy:** Collaborative relationships are at the core of the Whole Child philosophy. Whole Child Leon is not a direct service provider and relationships with and among these organizations is essential to ensuring that providers work collectively to address gaps and needs to improve our system care for children and families. To increase collaboration with providers, WCL facilitates the monthly professional Network Community Conversation and the acts as the lead agency of the PACT - Early Childhood System of Care. This meeting is key in assisting human services agencies in getting essential information out to other agencies and the families in which they serve. The WCL exec director

serves on the following boards – Chairs of the CHIP Early Childhood Education, TLH Affordable Housing Commissioner, Grandparents as Parents, School Health Advisory Committee, South City Foundation, Maternal Mental Health Advisory Board, Maternal Child Health Collaborative, Early Childhood Obesity Prevention and is an active member of UPHS. Whole Child Leon Board members and staff facilitate various workgroups focused on issues related to child well-being, including: The Family First Initiative’s Summit on Children and Family Engagement Task Force.

- 5. Target Population:** Families with children 0 to 5 years of age residing within Tallahassee and Leon County Agencies and organizations within Tallahassee and Leon County providing services to families with children 0 to 5 years of age.

Secondary Target Population: Families with children 0 to 5 years of age living in our seven neighboring counties who may receive services in Tallahassee or from Tallahassee-based providers
Unduplicated Persons: 5000 Kindergarten students/parents (Kindergarten Readiness Survey), 150 Children receiving developmental screenings per year, 15 South Multi-sports Club members

- 6. Method used to effectively reach target population:** WCL works to improve the well-being of young children by identifying gaps in services and creating collaborative relationships to improve our community’s system of care. WCL’s target population includes providers, parents and the community at large. WCL reaches this target audience by engaging in advocacy efforts, serving on boards and convening and collaborating with partners agencies

- 7. Program Resources:** \$231,800 see Attachment program budget and expenditures

- 8. Program Capacity:** n/a

- 9. Number of Participants:** n/a **Cost per Participant:** n/a

10. Program Goals:

- a. **Short-term /on-going** -To continue raise awareness of the importance of the early years of a child’s life by leading advocacy efforts by way of provider and parent engagement, local newspaper /media, and through interfacing at community outreach events and by acting as a key partner in planning the following: 2019 Summit on Children, Maternal Child Health Equity Community Dialogs and Conference, Chair and fiscal agent for the South City Revitalization Council, Free Developmental Screening Days for young children, PACT Early Childhood System of Care and by hosting a monthly professional network community conversation meeting with more than 60 agency and organizations represented. .
- b. **Pediatric Behavioral Navigator Program-** This program is currently at capacity -working to identify resources that will enable WCL to grow the program to meet the need of the community.
- c. **Intermediate** – Continue to facilitate and grow the activities in the South City neighborhood including: Purpose Built Communities, begin development of an Educare Early Learning Center, Neighborhood Assoc, developmental screening for children 6 months-5 years of age, multi-sport club and implement a behavioral health navigator program in partnership with the Tallahassee Pediatric Foundation.
- d. **Long-term** - To continue to work to change the culture of Leon County whereby services are provided to children 0 to 5 years of age (and their families) in a comprehensive, seamless, collaborated manner to ensure a child receives all needed services.

11. Objectives (Intended impact/outcome results) -Activities

- A. Whole Child Leon Professional Network/PACT Community Conversation Meeting-** Whole Child Leon facilitates a monthly lunch meeting of 60+ agency, healthcare, faith-based and parent representatives and coordinates the program speakers and networking activities. The meeting provides a forum for professionals from agencies and organizations providing services to children and families to make contacts and exchange ideas. Issues concerning child and family well-being are presented, followed by a facilitated discussion around service delivery challenges affecting children and families. Because family engagement is important to this process, parents and caregivers of children with social-emotional, behavioral, developmental, or physical health challenges are invited to share their story explaining how they meet the challenges of raising their child.

This allows members to identify areas in the system of care where strategies/solutions are needed and helps to inform the work of Whole Child Leon and our many community partners.

Professional Network/PACT Community Conversation:

Q1 and Q2 update:

Q1 meeting:

October 22nd Professional Network Meeting: Presentation: *"Sabal Palm: A Community Partnership School"* Anna Kay Hutchison, Community Partnership School Director, Summer Pfeiffer, VP of Governmental Affairs, Children's Home Society of Florida, Sherri Swilley, FSU College of Medicine, *"SWAT in the Community"* Crystall Robinson, CHES, MPH, Health Educator/SWAT Coordinator, Florida Department of Health in Leon County **(45 attendees)**

November 26th Professional Network Meeting: Presentation: *"Tobacco Use and How to Quit in Florida"* Emily Kohler, RDH, CTTS, Tobacco Program Co-Manager, Big Bend Area Health Education Center, Inc., *"Update on Developmental Screening"* Staci Jagoe, MSW, Title V Social Work Consultant, Big Bend Region, Office of the Children's Medical Services Managed Care Plan, Florida Department of Health **(32 attendees)**

December – no meeting

Q2 meeting:

January 28th Professional Network Meeting: Presentation: *"Achieve Escambia: How Dialogue, Data and Action are Meeting the Needs of Children, Students and Families"* Kimberly Krupa, Director, Achieve Escambia **(81 attendees)**

February 25th Professional Network Meeting: Presentation: *"Big Bend Hospice Bereavement Services, A Community Resource for All"*, Caitlin Burns, LCSW, Bereavement Services Manager Big Bend Hospice, Inc. **(42 attendees)**

B. Family Engagement and Empowerment Task Force- Part of the Family First Initiative, Whole Child Leon's executive director co-chairs this task force that helps define how to best address the needs of parents and families, while developing programs and events that connect them to the resources, they need to ensure the best future for their children. The taskforce helped to create a Parents and Families Expo that allowed parents in the community to interact with childhood development experts, public and non-profit support programs, and a supporting network of community leaders that provided information and strategies for positive parenting. In 2017 and 2018 the task force organized and facilitated the Provider to Provider Expo that brought 200 plus frontline staff together for a full day of professional development, networking and panel discussions. The task force meets monthly and is focused on:

1. Empowering local parents to advocate for the resources and the information their families need
2. Connecting social service providers
3. Engaging families and providers within our community

Q1 and Q2 update:

Q1 FEE meeting: November 23rd & December 6th

Empower and engage families to educate, navigate, and advocate for their children

- Health services
- Early Learning Gap

- Continuing education opportunities for parents with child care
- Access to specialized medical care (svc: testing and assessments)
- Lack of personal connections with service providers, medical services, services for special needs children
- Need warm hands
- a home “visitor” or nurse to help new parent once a week (at least) to learn parenting
- Restorative justice within family context
- Immersion training
- Real time peer collaborations and coaching
- Parent leadership academy
- Leadership opportunities
- Access to affordable
 - Childcare
 - Housing

Q2 FEE/Community Summit on Children Planning meeting February 14th & 28th

Summit on Children Meeting Notes- 2/14/19

- Tentative Date: Thursday, May 9th
 - First event will be on Monday, May 6th
- Task Forces
 - Family Friendly Employers
 - Launch the survey during Families First week
 - Shift to a year-long recognition of businesses who are family friendly
 - Family Engagement and Empowerment
 - Including the Tally Mom’s Stay Connected Blog- ask them “What do you want to know?”
 - Providing some initiative for Fathers
 - Celebrating certain programs such as the Pediatric Behavioral Health Program
- “What is the Goal?”
 - Keep the education going
 - Focus on children ages 0-5years OR expand to 0-8years
 - Determine our “clear ask”
 - Connect with commissioners to push and support this event
- Homework for next meeting
 - Come up with 3 goals
 - Can be short-term and long-term
 - Who we want to focus on: ages 0-5years OR 0-8years?
 - What is our ask?

5th Annual Summit on Children Planning Committee Meeting Notes- 2/28/19

- Final Confirmed Date- May 10th, 8:30am-1:30pm
 - FSU Turnbull Conference Center
- Goal/Purpose of the 2019 Summit
 - Collective Impact
 - Not being talked at, but rather engage and take action

- “Care Enough to Come”
- Keynotes- “Rapid Fire Speakers”
 - Chamber- All
 - Kathy- LCAN (Courtney)
 - Marcus (Kim)
 - Katrina (Monique)
 - CSC- Alisa
 - BHN
 - Poverty- Monique
 - FIT Program
- Committees (TBD)
 - Program- Courtney
 - Sponsorship- Jamie
 - Communications- Jamie
 - Logistics- Monique
- Announcements
 - Tentative Program Schedule

8:30am-9:00am – Intro

9:00am-10:00am – Keynotes: Community Indicators/Impact of Early Childhood

10:00am-12:00pm – Open Forum / Idea Generation

12:00pm-12:30pm – Lunch

12:30-1:30 – What works?

Next Meeting: Thursday, March 7th

C. Status of Our Young Children Report - Central to the Whole Child philosophy is our work to engage the entire community in issues related to infant mortality and low birth-weight, access to healthcare, family stability, school readiness and the overall health and well-being of children. In May of 2016, WCL published this report and unveiled it at the Summit on Children on June 9th to provide our community with an overview of the status of the young child in Leon County. WCL will provide an update to the report in June of 2018. WCL staff performed an assessment of existing community indicator reports from communities around the nation on the health and welfare of children and with input from Leon community agencies and stakeholders, we developed a proposed set of indicators to include in the Status of Our Young Children report. We then performed an assessment of existing local data availability for those proposed community indicators and developed a data collection plan that included identification, collection and analysis of the existing data sets. The report contains recommendations for future data collection needs for which no current data collection and analysis exists.

Q1 and Q2 update:

Q1: Annual Report Committee meeting: October 22nd, November 21st, December 13th

To determine structure and format for 2019 Annual report for recommendation to the WCL Board.

Selecting indicators for the report and data gathering has been focus-
Report will be published and released to public in March 2019

SEE ATTACHED DRAFT OUTLINE with data Indicator FOR 2019WCL ANNUAL REPORT (12-11-18)

Q2: Annual Report Committee meeting: January 17th & 28th, February 6th & 28th

SEE ATTACHED DRAFT ANNUAL DATA REPORT POINTS

D. Developmental Screening-WCL has coordinated and facilitated twice annual Developmental Screening Days for children ages 0 – 5 beginning in October 2009. Children receive hearing, vision, dental, fine motor, gross motor, and speech screenings. Children leave the Developmental Screenings with referrals to agencies that can provide those services and information for their pediatrician or family physician. Through a partnership with FSU College of Medicine’s Department of Behavioral Sciences and Social Medicine, we are now providing depression screening and follow-up care for parents/ caregivers. This workgroup facilitated by WCL meets monthly and brings together over 25 partner agencies and more than 100 volunteers to help in the twice-yearly screening days. To date, more than 850 children have been screened through this process and even more have been connected to partner agencies that can provide the needed services. An average of 60% of those screened have one or more developmental issues of concern detected. Prior to this WCL initiative, free comprehensive screenings for infants, toddlers and pre-school students have never been available to children in Leon and surrounding counties before.

Q1 and Q2 Update:

Q1 Screening Team planning meetings:

Screening team planning meeting October 12th

Volunteer trainings held October 17 and 25th

Fall Screening was held on October 26th -

33 children screened

78 volunteers

(SEE ATTACHED ARTICLE)

Volunteer Appreciation and Recognition Breakfast held on December 14th- Dr Judy St Petery, Dr Mary Beth Seay and Cindy Evers, LCSW were recognized

SEE ATTACHED DEVELOPMENTAL SCREENING DAY VOLUNTEER APPRECIATION BREAKFAST

November 14th & December 14th to debrief October screening data and begin plan for April

SEE ATTACHED DEVELOPMENTAL SCREENING UPDATE

Q2 Screening Team planning meetings: January 11th & February 8th

SEE ATTACHED DEVELOPMENTAL SCREENING HISTORY REPORT

E. Annual Maternal Child Health Equity Collaborative-Whole Child Leon is a partner in the Maternal Child Health Equity Collaborative (MCHE) which includes FSU College of Medicine, FAMU College of Pharmacy, Leon County Health Department, Greater Frenchtown Revitalization, Front Porch Florida and the Capital Area Healthy Start Coalition. MCHE organizes and implements the Annual Community Health Equity Forum, the Maternal Child Health Conference and other group dialogs to engage our community around issues affecting maternal child health. The MCHE Collaborative vision is to achieve maternal and child health equity by eliminating the disparity in black infant mortality. Learn more: <http://mchecollaborative.com>

WCL, FSU College of Medicine, FAMU College of Pharmaceutical Sciences, FL DOH Leon and Capital Area Healthy Start Coalition organizes an Annual Community Health Forum and Maternal Child Health Conference which bring together community residents, physicians, community leaders,

researchers, undergraduate and graduate health profession students to increase education and engagement in issues related to achieving maternal child health equity in our area. Our goal is to increase education and engage community residents across the life course, as well as providers, and others who are interested in factors that can positively impact maternal child health equity in our community and across the state. The WCL executive director serves on the planning committee. Forum objectives are to: Discuss advocacy, education, and policy strategies to address the inequity in maternal child health for the black community through the integration of diverse community and professional; Identify priorities for the elimination of maternal child health disparities and the promotion of health equity using a life course; Describe culturally responsive mechanisms useful for providers to address maternal child health

Q1 and Q2:

Q1 Maternal Child Health Equity Collaborative meetings: October 19th, November 16th and December 6th

Focused of meetings:

1. Review Steering Committee membership: nominations for new membership
2. Ambassador Project- create ambassador type program that allows the mission of advocacy, education, outreach, and engagement to decrease the disparities in black infant mortality to be realized. Building on community-driven data and priorities. Data inputs- AWWP study, FIMR, Healthy Start Data, Community organization/leader data via organizations including grassroots, and neighborhoods and leaders. Additionally, building on conference work, naming and addressing racism and the truth in healing framework and, organizing as a leadership practice).

Other Ideas:

- Write a Bill
- Work with the City
- Discover alignment with agency priorities including DOH

Senate line items in DOH-

Seed money, scale impact, resourced and legitimize, impact and collaborate to legitimize.

Different incentives- think through and craft outcomes around what's important to:

1. Ministry
2. Business women Promotion
3. Money to expand impact

Hot topic issue:

Maternal Mortality is on the rise in the U.S. while globally, there has been a 45% decrease. This burden unequally impacts African American women at a rate 3-4 times that of non-black women. The risks are multifold/factorial and most deaths are preventable – some related to hemorrhage. The racial inequities are also preventable.

Q2 Maternal Child Health Equity Collaborative meetings: January 4th & February 15th

- F. Maternal Mental Health Community Advisory Board (MMHCAB)-WCL** is a partner of the *Maternal Mental Health Advisory Board (MMHAB)*, founded by Dr. Heather Flynn at the FSU College of Medicine. The MMHAB includes representatives from NAMI Tallahassee, North Florida Women's Care, Apalachee Center and other community partners. The MMHAB is affiliated with the Leon County Maternal Mental Health Coalition which is focused on improving the integration of mental health care for women around the time of pregnancy in the areas of education/training, research, clinical and service delivery, and health policy. Over the past two years, this group formed the Tallahassee chapter of Postpartum Support International (PSI) and created a mental health referral and

resource list for the community.

Q1 and Q2 Update

Q1 meeting (quarterly): November 5th

agenda item: the launch of the new FLDOH / FSU HRSA grant aimed to improve screening and treatment for perinatal mental health.

Leon and surrounding counties are one of three major sites for implementation of this program

Board discussion on how each provider member can be involved. The health care sites, Healthy Start and Apalachee Center are named in the grant as partners

Dr Flynn recommended this advisory body for local implementation.

Q2 Maternal Mental Health Community Advisory Board (MMHCAB)

G. Breastfeeding Policy Workgroup-WCL co-facilitates the Breastfeeding Policy Workgroup who meets regularly to strategize how to increase the number and duration of women breastfeeding in our community. Pediatricians, nurses, lactation specialists and community advocates serve on this work group and meet monthly.

Q1 and Q2 Update

Q1 Breastfeeding Coalition meeting: October 8th, November 6th & December 4th

Focus of meetings this quarter was to establish an MOU with Capital Area Breastfeeding Coalition

(SEE ATTACHED MOU)

Plan outreach strategy (i.e. Baby Fair and TLH Democrat articles)

Created BF Educational /Informational Palm Card for outreach

Shared BF Policy Workgroup accomplishments and Success stories:

1. Assisted grandparent in accessing breast milk for his grand child who he has custody of. His incarcerated daughter was not being allowed to pump in jail.
2. Facilitated TLH Airport getting MAMAVA breast feeding/pumping pod on site.
3. Facilitated breast feeding and pumping policy change at Leon County Civic Center

Q2 Breastfeeding Coalition meeting: January 8th & February 12th

(SEE ATTACHED BREASTFEEDING PALM CARD)

H. Early Childhood Obesity Prevention Education (ECOP)- Whole Child Leon is a founding partner of ECOP and the WCL Executive Director, Courtney Atkins serves in the Leadership Team. This workgroup addresses issues related to childhood nutrition and includes physicians, parents and community organizations and is focused on intervention initiatives to target young children at risk for obesity. Through community engagement, community education and community empowerment, Whole Child Leon aims to shift behavior and motivate families to make improved choices about nutrition and physical activity.

In 2018, the Leadership Team secured funding from the Foundation Leon County Schools to pilot a Healthy School Challenge Project at Bond and Oak Ridge Elementary schools. The overall goal/purpose of the project is to implement a three-year program to reduce the number of overweight and obese children in Leon County's Title 1 schools where overweight, and obesity rates are significantly above the county-wide rates. The program includes policy education, nutrition education (smart snacking), movement in the classroom exercise components, and family specific intervention planning. For the first year of the program, a school will be selected to serve as a pilot for the project.

The program will be amended based on results from the pilot school and expanded to other schools that are interested in participating.

The program has 4 major objectives with subtasks for each objective:

Objective 1: Identify a School for a pilot Program

Objective 2: Implement a smart snack program throughout the school to help reduce the intake of empty calorie foods before, during, and afterschool

Objective 3: Implement a movement in the classroom program to increase exercise during the school day (first in pilot school and then expansion in years 2 and 3).

Task 4: Engage ECOP volunteers, pair specific volunteers with each grade level to encourage participation and to provide monitoring and oversight

Task 5: Incentivize and reward activity by creating a contest between classrooms for most movement minutes.

The Leadership Team oversees all aspects of this project

Q1 and Q2

Q1 ECOP meeting dates:

Q1 ECOP Leadership Team meeting dates: October 16th & November 13th December 10th

SEE ATTACHED HEALTHY SCHOOL CHALLENGE MONTHLY UPDATES

Q2 ECOP meeting dates: January 22th & February

SEE ATTACHED HEALTHY SCHOOL CHALLENGE MONTHLY UPDATES

I. Food on the Move-Food on the Move is a retrofitted school bus that operates as a summer break spot feeding program and offers community nutrition education and support in 10 low-income Tallahassee neighborhoods. Whole Child Leon and Second Harvest of the Big Bend partner to support community health by providing meals to food insecure children and promoting nutrition education. Whole Child Leon staff share age appropriate nutrition and healthy lifestyle information and resources to participating children that includes best practice information related to nutrition, physical activity, screen time, sleep, sugary beverages and tobacco exposure. WCL looks forward to the continued partnership this summer and planning meetings will begin in Q3.

K. Kindergarten Readiness/ICS-Pay for Success

“Kindergarten Parent Input Survey” -a blue-ribbon panel of teachers, principals, and early learning educators created a community-wide definition of Kindergarten readiness. Whole Child Leon partnered with Leon County Schools and the Early Learning Coalition to distribute the Kindergarten Readiness Expectation to childcare centers and schools throughout Leon County. The “Kindergarten Parent Input Survey” was created to help improve the transition from Pre-K to Kindergarten and is distributed to Parents at LCS Kindergarten Registration every year.

Surveys are collected by principals and used to place students with the most appropriate teacher. WCL Kindergarten Parent Survey will be included in the LCS 2018-19 Kindergarten registration packet to help schools ensure students have a smoother transition into kindergarten

The WCL executive director participates on the Family First Initiative task force to provide information and expertise on quality early learning centers, early childhood investment and a rating system for early

learning /childcare centers to enhance early childhood experiences in the Tallahassee/Leon County community. Whole Child Leon is working with other community partners to leverage resources and to ensure that these efforts are coordinated. WCL is focused on the Educare Early Education Community Self-Assessment to explore the feasibility of an early education pilot program to serve the South City and Apalachee Ridge neighborhoods. While plans are still in formulation, the current concept includes a high-quality early education center with strong school-family partnerships - much like the community school model that is contemplated for elementary students. Leon County Schools, through Superintendent Hanna, has agreed to explore the use of the Wesson School property for these purposes. Any program would build on existing programming at Wesson currently offered through Head Start and Leon County Schools and would help lay the groundwork for the “cradle to college” efforts currently under consideration with Purpose Built Communities.

Q1 and Q2 Update

Q1 South City Apalachee Ridge Early Education Project

WCL is exploring the feasibility of an early education pilot program to serve the South City and Apalachee Ridge neighborhoods. While plans are still in formulation, the current concept includes a high-quality early education center with strong school-family partnerships - much like the community school model that is contemplated for elementary students. Leon County Schools, through Superintendent Hanna, has agreed to explore the use of the Wesson School property for these purposes. Any program would build on existing programming at Wesson currently offered through Head Start and Leon County Schools and would help lay the groundwork for the “cradle to college” efforts currently under consideration with Purpose Built Communities

Q2 South City Apalachee Ridge Early Education Project

Whole Child Leon has been working with Educare a national expert on Early Childhood Education (ECE), and a large group of local stakeholders to explore avenues for increasing quality early learning opportunities for Southside residents, including a possible new facility on site of the former Wesson School. This process includes a Community Self-Assessment to identify the specific ECE needs through interviews with parents, providers, academicians and other stakeholders. WCL and is seeking to identify the feasibility of implementing the Educare model in the city of Tallahassee. Educare has developed a community readiness self-assessment of its model to determine feasibility of implementation and community needs. This work has included:

1. Identify and document community goals
2. Gather information about all models under consideration including Educare
3. Identify and establish a community-level partnership team
4. Convene community partnership leaders to complete assessment
5. Share the results of the community readiness self-assessment
6. Share the results with the Educare Learning Networks

Q1 October- December activities

Educare Stakeholder’s Meetings

Attended Sheltering Arms Educare Implementation Conference (2-day Atlanta, GA)

Completed Community Self -Assessment

Hosted community stakeholder’s meeting to share completed report (Guests: Blythe Robinson, Educare Atlanta and Keith Leiderman, Educare New Orleans)

Completed and Submitted Community Self -Assessment to Educare

(SEE ATTACHED- Community Self -Assessment - Educare)

Q2 January 7th & 30th Conference Call & February 27th CRSA/Conference Call & Educare Conference activities

L. Tallahassee Pediatric Foundation-In July of 2016 WCL began discussions with the Tallahassee Pediatric Foundation to collaborate with the pediatrician and family practice physician members to create a program or project to improve the health and well-being of children and families in our community. A strategic planning process began in November 2016 to determine and implement a program to address children's behavioral health needs in the community. One year of funding for the salary for the Behavioral Health Navigator was secured from the Early Learning Coalition of the Big Bend. In June 2017 the Pediatric Behavioral Health Navigator Program was implemented. Tallahassee Pediatric Foundation providers and the Early Learning Coalition refer patients and clients to the program.

Q1 and Q2 Update

Q1 TPF membership & TPBHA meeting dates:

WCL facilitated the monthly membership meeting of the Tallahassee Pediatric Foundation– October 8th, November 12th & December 10th

WCL facilitates the Tallahassee Pediatric Behavioral Center Alliance (TPBHA) meetings – October 23th, November 14th & December 11th

SEE ATTACHED REPORT OF program measures and newsletter

Q2 TPF membership & TPBHA meeting dates:

WCL facilitated the monthly membership meeting of the Tallahassee Pediatric Foundation– January 14th & February 11th

WCL facilitates the Tallahassee Pediatric Behavioral Center Alliance (TPBHA) meetings – January 16th & February 6th

L. South City Revitalization Neighborhood Equity Project - WCL founded the South City Revitalization Council (SCRC) in November of 2014 and WCL executive director chairs the Council. and coordinates the SCRC meetings and activities and is responsible for maintaining all bookkeeping records, processing purchase order requests, maintaining D&O insurance, land taxes for the garden site and annual filing for Division of Corporation, that are associated with this organization.

The SCRC role is to: Serve as a change agent to improve the mental, physical, social, spiritual, and emotional health of South City; Engage community residents to have a voice in efforts to improve conditions in South City; Engage community residents to support a neighborhood association; Facilitate organizational development and capacity; Facilitate the aggregation of data to support decision making by conducting a South City Neighborhood Health Assessment; The South City community faces disproportionate health risks. WCL Executive Director coordinates the SCRC meetings and activities and is responsible for the fiscal management of the SCRC.

The group's focus has continued to work towards increasing engagement in programs and activities for the residents of South City, including the **PromiseLand Urban Youth Farm, a community garden, the SC Multi-Sport Club, the SC Neighborhood Assoc and the Learning Tree Children's Library** in the Oliver Hill Community Center.

WCL executive director Courtney Atkins and Marie Bryant facilitate monthly meetings of the South

City Revitalization Council (SCRC) and Neighborhood Assoc.

Q1 South City Revitalization Neighborhood meetings:

Courtney Atkins guest speaker on Purpose Built Communities and South City Redevelopment
Hartsfield Elementary Hosts
Town Hall SAC meeting
Hartsfield Media Center
Thursday November 29th – 5:30 pm

Topic of Discussion

South City Revitalization Project
(SEE ATTACHED flyer)

Courtney and Marie cooked and served meals for children and residents at the Christmas Party at the Oliver Hill Community Center. Toys provided by Darryl Jones and Mayor Andrew Gillum's Holiday Toy Drive.

Attended the meeting on December 19th: Neighborhood Public Safety Initiative (NPSI) in South City. Meeting location at Smith William at Neighborhood Affairs. As a team member, individuals will be responsible for working with City staff to develop and implement various components of the initiative for the South City community. We hope to be able to launch the effort in South City in March 2019. In the meantime, we will be meeting with the Community Action Team to strategize on many of the proposed activities of the initiative.

Q1 Purpose Built Steering Committee Meetings

October 5 -We are making progress and moving forward on our path to network membership

October 24–26 Attended Purpose Built 2018 Conference

Q2 South City Revitalization Neighborhood meetings:

January 10th & February 18th -Tallahassee Senior Center/COT Public meeting
February 19th -Walker Community Center/COT Publix meeting

M. South City Multi Sport Club: the SCRC is the fiscal agent for this program and is responsible for maintaining all bookkeeping records, purchase order requests and maintain the insurances for the club. South City Multi Sport Club (SCMC), a USA Triathlon recognized club, to provide low-income children the opportunity to participate and be successful in sports. This program introduces these children to a new array of community people, endurance sports, water safety and leadership skills that the children may not have otherwise known. Participation in the South City Multi-Sport Club provides children with enhanced self-confidence, access to college scholarships and other community opportunities. The program focuses on the following activities: swimming (100% of members learned to swim), biking and long-distance running. All activities, training and mentoring conducted on behalf of the South City Multi-Sport Club are preparing the children to participate in a Youth Triathlon at the end of each summer.

Courtney Atkins schedules SCMC Advisory Board meetings and facilitated the first meeting on Feb. 26th to begin planning for 2018 and 4th season of the program that begins in April (recruiting) and runs thru Sept.

Q1 and Q2 Update

Q1: This project is May- Sept -no activity at this time

Q2: This project is May-Sept-no activity at this time

N. PromiseLand Urban Youth Farm in South City: 2nd Award of the Healthy Cities Challenge \$25,000 Grant—the SCRC acts as the fiscal agent and partner in this grant administered by CEOs for Cities and sponsored by the Aetna Foundation, American Public Health Association and National Association of Counties. The SCRC is partnering with FL-DOH Leon and PromiseLand Urban Youth Farm on this project aimed at increasing food security through urban agriculture and entrepreneurship training for individuals in South City who are at risk of being food insecure. Additionally, the project connects trained individuals with community projects to further efforts our efforts to build social capital, civic engagement and community development. Ultimately, children and families will receive information, skills and resources to produce their own fresh food for consumption and economic opportunity.

Q1 and Q2 Update

Q1 Healthy Cities Challenge Team meetings and Activities:

October 4th, Preparing for Youth Extension Day
October 5th, Meeting with Pastor Johnson
October 17th Preparing for Youth Extension Day
October 19th, 20th, 21st, 22nd Preparing for Outreach
October 24th Meeting with Leigh at DOH. Targeted Outreach at Orange Ave Housing Authority property
October 25th Targeted Outreach in Magnolia Terrace
October 26th Targeted Outreach in Sunrise Place
October 27th Youth Extension Day (see attached flyer)
October 29 Follow-ups with partners

Youth Workshop meeting:

October 2nd,
November 28th

University Fraternity meeting
November 8th, 11th, 15th, 19th & 30th

Curriculum Training (preparing)
November 17th, 18th
December 21st, 22nd

See attached -Preparing for Youth Extension Day

See Attached Youth Empowerment and Entrepreneurship Training

Q2 Healthy Cities Challenge Team meeting and Activities:

February 19th, Healthy Wellness Event-Oak Ridge Elementary Cafeteria

O. United HealthCare Grant-Whole Child Leon was awarded a \$30,000 UHC grant to address issues related to childhood nutrition. Partners include: UF IFAS Leon County Extension, iGrow South City Community and Frenchtown Heritage Hub. The objective of these grant is to fight hunger and help reduce food insecurity among Florida families. WCL is using grant funds to provide 100 low-income, food-insecure families living in Leon County with healthy eating, meal budgeting, cooking and gardening workshops. In addition, a portion of the grant is allocated to help facilitate access to a Supplemental Nutrition Assistance Program (SNAP)-accessible farmers market in one of Tallahassee's food deserts.

Q1 and Q2 Update

Q1 United Health Care meeting dates:

Bond Elementary Extended Parent Conference Night, which will be held October 23, 2018 from 3:30-7:30pm.

see attached (HCC Extended Parent Conference Night presentation)

- P. Children Services Council** – WCL’s executive director, Courtney Atkins was a member of the CSC Steering Committee that led the effort to get a CSC referendum on the 2018 primary ballot through the Board of County Commissioners. The steering committee members were Jon Moyle, Courtney Atkins, Monesia Brown and Jessica Lowe-Minor. The group created the Our Kid’s First PAC. Atkins leads the CSC Provider Advocacy Committee and will continue to work with the CSC Planning Council and providers to support their work in 2018-19.

Q1 and Q2 Update

Q1 CSC Planning Committee meeting: November 16th

Q2 CSC Planning Committee meeting: meeting will be March 8th

N. Hurricane Michael Relief:

Q1 -WCL spearheaded a donation drive in the aftermath of Hurricane Michael with FL Healthy Start Coalition. WCL facilitated all deliveries and pick-ups and stored all items at WCL offices, except for one semi-truck of supplies which we arranged to be stored at the TLH Democrat building. We collected thousands of pounds of supplies for children and families.

(SEE ATTACHED FLYER)

11. **a. Frame** –on-going

b. Key Performance Indicators (Quantifiable)

Whole Child Leon sees the following as a result of our work:

- Provides critical information to the community related to status of maternal and child health in Leon
- Families have one-stop access to a wide range of service providers
- More families receive services they need
- Community needs, and service gaps are identified, allowing us to seek resources and providers to satisfy those needs
- Increased communication and collaboration among agencies providing services to families
- Makes it easier for families to gain access to the information and services they need
- Empowers families to address their needs proactively, not only when faced with a crisis

- a. **Outcome Measures** - (*Benefits or changes for participants during and after their involvement with the program*) see attached data reports

12. Data Collection Method: from partners for the status of the child report and from providers and parents through community outreach. Surveys and assessments through activities and programs.

13. Number of Participants that left or were dropped from the program: N/A

14. Provide Participants demographic data: See attached

15. If possible, please provide participant program satisfaction data: (surveys, etc.) see developmental screening parent survey

16. List any agency partnerships and collaborations related to this program.

Leon County, City of Tallahassee, Dept. of Children and Families, Capital Area Community Action Agency, FL-DOH Leon County, FSU College of Medicine, FAMU, Tallahassee Food Network, Children’s Medical Services, Early Learning Coalition of the Big Bend and the Florida Agency for

Workforce Innovation, Titus Sports, Gulf Winds Track Club, Greater Love Church In Christ, Livingstone's International, Frenchtown Revitalization Council, Foundation Leon County Schools, Leon County Schools, Lawton Chiles Foundation and Whole Child Florida, Office of the Mayor, COPE Coalition, Big Bend Community Based Care, Envision Credit Union, Tallahassee Memorial Healthcare Women's & Children's Services, The Oasis Center for Women & Girls, Capital Area Healthy Start Coalition, Inc., Florida Diagnostic & Learning Resource System, Tallahassee Pediatric Foundation, Bond Community Health Center, Neighborhood Medical, Grandparent as Parents, UF-IFIS Extension, Frenchtown Neighborhood Improvement Board, Purpose Built Communities

2018/19 QUARTERLY REPORT

Agency: **Whole Child Leon, Inc.** Program: _____ Category: _____

Reporting Period (Check One):: 1st Quarter 2nd Quarter 3rd Quarter Year-End

Contract Type/Funding Source (Check One):

<input type="checkbox"/> CDBG (Community Development Block Grant)	Number of Unduplicated Clients to be served per 2017/18 Contract, Attachment A:	
<input type="checkbox"/> Change for Change		
<input checked="" type="checkbox"/> General Revenue		
<input type="checkbox"/> GR Special Project		
<input type="checkbox"/> Promise Zone		

Section 1: Unduplicated Persons Served

PERSONS SERVED, RACE:	Black/ African American	White	Asian	American Indian or Alaskan Native	Native Hawaiian/ Other Pacific Islander	American Indian/Alaskan Native & White	Asian & White	Black/African American & White	American Indian/Alaskan Native & Black/African American	Other Multi-Racial	TOTALS
Male	526	538	52							69	1185
Female	542	729	61							75	1407
Other											0
TOTALS	1068	1267	113	0	0	0	0	0	0	144	2592

ETHNICITY:

Hispanic	59	72									131
----------	----	----	--	--	--	--	--	--	--	--	-----

AGE CATEGORIES:

Birth - 5	65	86	29							35	215
6-12	82	135	11							33	261
13-18	46	69	1							9	125
19-25	223	192	15							18	448
26-39	229	206	13							22	470
40-54	174	256	12							16	458
55 & above	249	323	32							11	615
TOTALS	1068	1267	113	0	0	0	0	0	0	144	2592

INCOME LEVELS: * AMI = Area Median Income

LOW (51-80% of *AMI)											0
VERY LOW (31-50% of *AMI)											0
EXTREMELY LOW (30% & below *AMI)											0
Other											0
TOTALS	0	0	0	0	0	0	0	0	0	0	0

HOUSEHOLDS:

Total Female-Headed Households Served:	
Total Household Served:	

\$231,800 see Attachment A program budget and expenditures

Revenue Sources	2018-19
Leon County (not CHSP)	\$38,000
City of Tallahassee (not CHSP)	\$63,800
Early Learning Coalition for Pediatric Behavioral Health Navigator Program	<u>\$50,000</u>
United Healthcare for Grow, Shop, Cook, Eat project	<u>\$21,225</u>
Educare Project	<u>\$12,800</u>
TPF Management Fee	<u>\$4200</u>
Lawton Chiles Foundation	<u>\$23,000</u>
Contributions/Special Events	<u>\$28,000</u>
Total	\$241,025

Expenses	2018-19
Compensation and Benefits	\$93,160
Pediatric BH Consultant	\$50,000
Professional Fees	\$32,136
Grow, Shop, Cook, Eat, project	<u>\$30,000</u>
Supplies/Postage	\$475
Equipment Rental, Maintenance, Purchase	\$2300
Meeting Costs/Travel/Transportation	\$4500
Staff/Board Development/Recruitment	\$600
Promotional Marketing	\$6100
Accounting and Auditing	\$7500
Travel and Conference fees	\$2500
Bonding/Liability/Directors Insurance	\$1600
Other Expenses (please itemize)	
cell phones, wireless internet	\$1590
-marketing and promotion	\$2100
-web-based technology	\$2000
Total	\$236,561

Draft Outline for 2018 WCL Annual Report (12-11-18)

Whole Child Mission:

To be a catalyst to engage the entire community in providing comprehensive services that support families to enable all children 0-5 to enter kindergarten able (ready) to learn.

Why Focus on Early Childhood:

The first five years of life are the most formative years in the development of the brain, including cognitive, emotional, social and physical competence. Young children who do not experience love, support, encouragement, engagement with the natural world, and positive interaction with peers and adults will have a much more difficult time participating successfully in school and becoming positive contributors to their community and society at large. (maybe add at the end some citations from supporting research)

Required Elements for Early Childhood Success and Services Necessary for Success:

The successful development of a child (or all children) is perhaps the most important endeavor a community can pursue. All dimensions required for successful development must be addressed. This requires a partnership between parents, educators, health care providers, social service providers, policy makers, and each and every one of us. It also requires substantial investment in the essential services related to each dimension of growth and development. These dimensions and related services are as follows:

Healthy Birth and Early Childhood:

- Preparation of young people to face the challenges and requirements of being parents
- Adequate prenatal care and post-partum care, including encouraging breastfeeding
- Connection to a medical home after birth
- Availability of healthy food

Quality Early Childhood Education and Development:

- Early and periodic screening for growth and developmental issues
- Quality early childhood experiences
- Parents engaged in child's education and development from day one

Safe and Nurturing Environment:

- Safe neighborhoods
- Safe homes
- Family support for children at risk of abuse or neglect
- Availability of healthy food

Economic Stability:

- Adequate family income (meets the standard established in the ALICE report)
- Affordable housing

Anticipated Long Range Outcomes:

- Reduction in low birth weight births and infant mortality
- Significant reduction in adverse childhood experiences
 - Abuse and neglect
 - List others
- All children able to read by 3rd grade
- Reduction in school suspensions and dismissals
- Increased high school graduation rates
- Reduction in crime
- Reduction in obesity and other childhood illnesses
- others

Activities Conducted by WCL to Support Community Engagement in Supporting Early Childhood:

Data: (rates and numbers where appropriate and by race/ethnicity)

1. Poverty
2. Child Maltreatment
3. Obesity / Nutrition
4. Kindergarten Readiness
5. Breastfeeding Rates
6. Pediatric Behavioral Health
7. (maybe some others that –need to think about best way to present

Create “brief” report that highlights key indicators related to child well-being in Leon County

Brief should:

- Be highly graphic
- Not be complicated (limit number of indicators) – drive back to the website for more details if warranted
- Connect to CSC indicators
- Be informative
- Maintain policy recommendations
- Provide a basic understanding of ACE
- Provide a basic knowledge of WCL

Draft Indicators (based on discussion with Meade & Courtney):

Suggested Data Points for WCL Annual Report: 1/29/19 - Draft

Data Suggestion	Rate Type	Time Frame (year(s))	County Number	County Rate	Sector Rate	Cf. State
Total population ages 1-5			x			
Mothers with adequate prenatal care			x	x		x
Low birth weight			X	X		X
Infant mortality			x	x		x
Pediatric medical home			x	x		
Screening for developmental delays			x	x		
Births to teen mothers			x	x		
Births to unwed teen mothers			x	x		
Births to obese mothers at time pregnancy occurred			x	x		
Births to mothers who report smoking during pregnancy			x	x		
Children in Pre-K Eligible for free/reduced lunch			x	x		x
Kindergarten children eligible for free/reduced lunch			x	x		x
Children in subsidized school readiness programs (child care)			x	x		X
Children in quality subsidized school readiness programs (child care)			x	x		
Children ages 3-5 with disabilities receiving pre-K services			x	x		
Number of High Schools with a Course on			x			

Prenatal Care and Early Childhood Development						
Families with children 0-5 with incomes below ALICE satisfactory level			x	x		
Families with children 0-5 with incomes below the poverty level.			x	x		
Children 0-5 with 3 or more Adverse Childhood Experiences			x	x		
Number of children 0-5 (or 0-4) abused or neglected			x	x		
Children ready for first grade or kindergarten?			x	x		

- Data should be by race, ethnicity and income level, if possible.
- Under time frame, indicate the number of years and the latest year (eg. 3 years, 2018).
- The problem with multi-year numbers is that it is very easy to get confused when comparing data points (eg. Eligible for free/reduced lunch cf. to participant in subsidized child care.)
-
- I organized these items by dimension. We need to discuss the order in which we present dimensions and data for emphasis. (eg. Should poverty or health care come first or does it matter?)
- Data for items in red probably do not exist, but we may want to address them in the narrative in some fashion.
- ?? can we pin point number by section of county
-

Developmental Screening Update

The Fall Community Child Screening was held on Friday, October 26, 2018 from 8:30 am to 12:30 pm at Children's Medical Services on Phillips Road. These screening days are held twice a year in the spring and fall for children from six months old up to five years old. They are staffed by professionals who donate their time. There is no cost to families or health insurance providers for the screening.

Each child receives a complete "check-up" that includes seven developmental and health domains: speech, vision, hearing, dental, growth and nutrition, social-emotional, and overall development. The results of the child's screen is discussed with parents as each specific area is examined. If a professional finds questionable results in any area, the family is given referral information to obtain additional testing and/or possible therapies for their child. After the screening day, every child's doctor is sent a report of their results and if any referrals were made to the child's family.

The American Academy of Pediatrics (AAP) recommends that young children be screened between 18 months and 24 months of age, to ensure they are meeting the developmental milestones expected by age two. These milestones include:

- Recognizes their name, names of familiar people, and objects
- Points to objects or pictures when asked, or to show what they want
- Says several single words (by 15 to 18 months)
- Uses simple phrases (by 18 to 24 months)
- Follows simple instructions
- Walks across the room carrying an object

The AAP organization recommends screening before age two, because delays or differences at this age can be addressed more effectively than when they are identified later. Developmental delays can make problems for the child when he or she enters preschool, VPK, or kindergarten. When a child's development seems slow, or different than other children, acting early is the best way to help them "catch up" and move forward in all areas of their skills and behaviors. Parents who have concerns about their young child's development and want them screened should talk with their child's doctor, or contact the Child Find specialist in their local school district for more information.

Subject **Developmental Screening Day Volunteer Appreciation Breakfast**
From Whole Child Leon <wholechildleon@gmail.com>
To <courtney@wholechildleon.org>
Reply-To <wholechildleon@gmail.com>
Date 2018-11-16 9:41 am



YOU'RE INVITED

Developmental Screening Day Volunteer Appreciation Breakfast

Friday, December 14th

**Whole Child Leon
1126 Lee Ave
9:00 a.m.-10:15 a.m.**

Community Developmental Screening History Report		
Screening	Number of Children Screened	Number of Children Referred
Spring 2009	na	na
Fall 2009	38	23
Spring 2010	39	25
Fall 2010	47	31
Spring 2011	47	19
Fall 2011	62	32
Spring 2012	47	26
Fall 2012	28	16
Spring 2013	76	36
Fall 2013	53	46
Spring 2014	50	40
Fall 2014	43	24
Spring 2015	43	22
Fall 2015	36	20
Spring 2016	51	36
Fall 2016	49	34
Spring 2017	36	20
Fall 2017	38	24
Spring 2018	52	39
Fall 2018	35	27
Spring 2019		
Totals	870	540

Number of Children Screened: 870

Number of Children Referred: 540

Number of Volunteers: 159

Number of Agencies (pre-event): 35

Fall 2018 Community Screening Report- October 26, 2018

35 Total Children Screened (27 referrals- 77 %)

- 5 No Shows
- 3 Last Minute Cancellations

19 Total Children Under 3 (17- Leon, 2- Wakulla)

- 10 Referral to Early Steps
- 6 No Referrals
- 1 Vision Concerns
- 2 Hearing Concerns
- 8 Overall Development Concerns
- 3 Social-Emotional Concerns
- 10 Language Concerns
- 7 Articulation Concerns
- 3 Dental Concerns

16 Total Children Over 3 (16- Leon)

- 17 Referral to Leon County Schools (2 children about to turn 3 years old)
- 1 No Referrals
- 3 Vision Concerns
- 5 Hearing Concerns
- 11 Overall Development Concerns
- 7 Social-Emotional Concerns
- 3 Language Concerns
- 7 Articulation Concerns
- 1 Dental Concerns

Overall Results

- 10 Referral to Early Steps
- 17 Referral to Leon County Schools
- 7 No Referrals
- 4 Vision Concerns
- 7 Hearing Concerns
- 19 Overall Development Concerns
- 10 Social-Emotional Concerns
- 13 Language Concerns
- 14 Articulation Concerns
- 4 Dental Concerns

Family Evaluation Form Results

Date of Screening: October 26, 2018

Using the key for 1-6, please check the box that best indicates your rating of today's services.

	1 – Not at all	2	3	4	5	6 – Greatly	N/A
1. Are you satisfied with the service you received today?				1	1	32	
2. Were your needs met by this service?				1	1	32	
	1 – Never	2	3	4	5	6 – Always	N/A
3. Would you recommend the service to others?				1		33	
4. Will you seek the service again?			1	1	3	25	
	1 – Strongly Disagree	2	3	4	5	6 – Strongly Agree	N/A
5. A facilitator walked me through the process and treated me courteously.						34	
6. The screeners interacted appropriately with me and my child.					1	33	
7. My questions and concerns were addressed.			1		4	29	
8. The results and referrals were explained to me.				2	1	31	
9. The screening helped me understand my child's development.				1	1	32	

Comments:

- Unable to get hearing screening.
- We had to wait around a lot; we might have been able to fill out forms ahead of time-it is hard to remember things "on the spot".
- The screening was very interesting.
- Fantastic experience!
- Thanks you were so helpful!
- All staff were very courteous, respectful and helpful.
- Thank you for providing this service and the professional and caring approach.
- Very helpful, thanks!
- We'll be back!
- Great service. Thank you!

- **Great!**
- **Thanks for all your help!**
- **Amazing service, thank you so much!**
- **Thanks for doing this. Everyone was extremely helpful.**
- **Everyone was so helpful. I'm very grateful for your services, thank you!**
- **Wonderful service, thank you!**
- **Great experience all around!**

Thank you for your participation!

Volunteer Feedback Form Results

Date of Screening: October 26, 2018

Your Agency/Program: 2-1-1 Big Bend Help Me Grow, FAMU Son, FAMU Nursing, Saetillo, FDLRS, Community Volunteer, FSU, PPTS, CMS, ELC, Early Steps, First Words, LCS, FCRR- FSU, DCF, DOH Dental, TPBHC, Gadsden County Child Find, TPF/CMS/Peds, Whole Child Leon, TCC, CHS, Progressive Pediatrics, FND/Popin

Your role today was: Family Facilitator: 17
Screener: 7
Resource Room: 3

Total Evals: 27

1. Were you able to provide adequate time and attention to each child and family you served?

Yes: 27

No: 0

If not, what should be done differently?

2. Did you feel adequately prepared to fulfil your role in the screening?

Yes: 25

No: 2

If not, what would help you feel more comfortable or what information was needed?

- Maybe more emphasis on the checklist/forms that need to be filled out.
- Written explanation for each room.

3. In your experience, did the family or families that you encountered get their questions and concerns about their child's development addressed?

Yes: 27

No: 0

If not, what should be done differently?

4. What were the strengths of this screening event?

- The screeners were very professional and informative.
- Individual attention given to each family. The family did not have to worry about where to go since each had a family facilitator.
- The interactions between the screener and the families.
- Children were able to get the help they needed based off evaluations.
- One on one time with families.
- Organized well and moved quickly.
- It was very organized; we might need one more speech and dental stop.
- Comprehensive and well organized.
- Many prepared volunteers, organized folders and screening rooms.

- Organization was impeccable, everyone know their role and were open to assisting others if needed.
- Families enjoyed having all screening components in one location.
- One on one personal time with each parent and child.
- Helpful information for the kids.
- It was very organized and well put together. I enjoyed getting the time to get to know the parents and child.
- Great training.
- My nursing background helped me understand the terminology from the screening when my parents asked questions.
- The one on one with each screening and the family friendliness.
- They touched every topic about a growing child that parents should be concerned about. A great event put resources in every place for families to have access.
- It was very organized and was great.
- It offered a lot of resources and help for children who may not get it any other way.
- Well run and organized; very helpful volunteers.
- Successful; great job!
- Screeners were thorough.
- Very informative, attentive to parent's needs.
- Full assessment of the child.

5. What ideas do you have to improve the screening experience for the children and families and/or the volunteers?

- Complete all paperwork prior to entering the rooms.
- Maybe provide conversation topics for family facilitators. I did not know what to say to each family to spark conversation.
- Provide more toys to keep the children entertained.
- I believe we could help a lot more if we reached out to the south side more. I feel that they could greatly benefit from it. Maybe contacting the nearby churches.
- No specific improvements, the screening process was smooth.
- Had a great experience.
- It was great.
- Maybe more dental screening rooms.
- I don't know any ideas that needed improvements because everything was great.
- No.
- I would suggest having at least two of each screening rooms available.
- More rooms for screening.
- None. The screening was great!
- Maybe more of a staggered time system, such as hour blocks for a certain number of families.
- More families.
- More paperwork done prior to coming.

6. If you have additional thoughts, comments, or questions, please let us know!

- Great job!
- I enjoyed this experience, thank you for letting me be a part of it!
- Thank you.
- No thanks.
- Great event.
- At training, we were informed that First Words was the screening process in lieu of speech for those under 24 months. However, the screeners said we should still go to speech. After waiting and short period we were informed they did not as long as there were no concerns. To avoid confusion, screeners and facilitators should receive the same information.

Breastfeeding Policy Workgroup



Increasing the Initiation and Duration of Breastfeeding in the Community by Focusing on Policy and Practice

COMMUNITY MEMBERS

Courtney Atkins
Executive Director, Whole Child Leon

Ed Feaver
Child and Outdoors
Advocate

Dykibra Gaskin, MS, RD, LD/N
Director, Leon County WIC and
Nutrition Program, DOH-Leon

Angela Goodson, RN, IBCLC
Tallahassee Memorial HealthCare
Capital Area Breastfeeding Coalition

Sarah Jean Jacques
Healthy Start, DOH-Leon

Laura McGorty, MSW
Healthy Start Program
Director, DOH-Leon

Joan Meek, MD, MS
Chair, AAP Section on
Breastfeeding
Professor of Clinical Sciences
FSU College of Medicine

Julia Revell St. Petery, MD, FAAP
Pediatrician

Jacquelyn Steele
Whole Child Leon

Libbie Stroud
North Florida Women's Care

Connie Styons, RN, MSN
Women's & Children's Service Line
Admin.
Tallahassee Memorial HealthCare

Susan Taylor, RN, IBCLC
Capital Area Breastfeeding Coalition

Betsy Wood, BSN, MPH

Memorandum of Understanding Between Leon County Breastfeeding Policy Work Group and Capital Area Breastfeeding Coalition

This Memorandum of Understanding (MOU) reflects the mutual desire of the Capital Area Breastfeeding Coalition and the Leon County Breastfeeding Policy Work Group to work together to increase the breastfeeding initiation and duration rates in the Leon County area. Maximum collaboration with a minimum of duplication and recognition of the strengths of each organization is a goal of this MOA.

The Capital Area Breastfeeding Coalition is an Affiliate of the Capital Area Healthy Start Coalition with a mission to promote, support and protect breastfeeding as the standard for the physical and emotional nourishment of babies and young children and for the well-being of families. A main focus of this coalition is **outreach** to the community through:

- attending health fairs;
- providing networking opportunities among health care providers, students, lactation consultants and other breastfeeding advocates,
- maintaining a Facebook page and
- creating a webpage, both of which educate and support the wider community regarding breastfeeding.

The Leon County Breastfeeding Policy Work Group is associated with Whole Child Leon and the FL Department of Health Leon with the mission to increase the initiation and duration of breastfeeding in the community by focusing on policy and practice and a vision of leading and empowering the community to protect, promote and support breastfeeding mothers for a healthier future. A major focus of this work group is promoting policy change in businesses to support breastfeeding mothers in the work force through

- assisting businesses with policy implementation;
- advocating for evidence-based strategies with policy makers; and
- marketing policy successes to the business community.

There are several goals shared by both organizations, including:

- healthcare provider education
 - evidence-based prenatal breastfeeding education (coalition)
 - evidence-based lactation care for all moms who breastfeed (both)
 - policy support for breastfeeding (work force)
- increasing local lactation support



Can Breastfeeding Work if I Work?

YES! You can most certainly be a breastfeeding mom **AND** a working mom.

BE PROACTIVE: Make a plan to express milk at work.

DO YOUR HOMEWORK:

- ★ Know the law related to breaks for pumping
- ★ Know your employer's policy related to pumping
- ★ Talk with coworkers who have breastfed
- ★ Think through solutions for issues that might come up with your particular job
- ★ Talk with your supervisor before your baby is born about your intent to pump at work

The Fair Labor Standards Act was amended in 2011 to include the following language:

An employer shall provide:

- a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child's birth each time such employee has need to express the milk; and
- a place, other than a bathroom, that is shielded from view and free from intrusion from co-workers and the public, which may be used by an employee to express breast milk.

Breastfeeding
Policy Workgroup





Why Breastfeed?

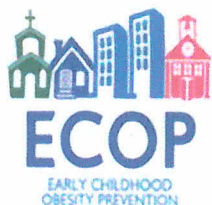
FOR BABY:

- ★ Provides the best nutrition possible
- ★ Always available; no mixing or heating necessary
- ★ Protection from many illnesses, such as ear infections, vomiting, diarrhea, serious colds, stomach and throat infections, pneumonia
- ★ Reduces risk of necrotizing enterocolitis, a dangerous intestinal infection, in premature babies
- ★ Reduces risk of sudden infant death syndrome (SIDS)
- ★ Reduces risk of asthma, diabetes, and obesity

FOR MOM:

- ★ Helps uterus contract and can reduce postpartum bleeding
- ★ Lower risk of developing breast and ovarian cancer later in life
- ★ May lower risk of developing type 2 diabetes, rheumatoid arthritis and cardiovascular disease
- ★ Aids in postpartum weight loss – producing human milk expends 400-500 calories daily
- ★ Cheaper and easier than formula

For more information, please send inquiries to:
capitalareabreastfeeding@gmail.com



October 22-26th

Oak Ridge Elementary

At Oak Ridge, the students went over the grain group from the *MyPlate* nutritional guide in the health class last week. Mrs. Fisher talked about the importance of eating a healthy serving of fruits, vegetables and whole grain foods every day to the students. The children also had the opportunity to do different exercises disguised as a game for the remainder of the class, when time permitted.

Mrs. Gennie informed me of a grant opportunity that she was made aware of and will be doing for the school surrounding school wellness initiatives. She requested my input with this potential opportunity, which I'll be assisting her in completing the application by November 14th.

Bond Elementary

On Tuesday, Bond Elementary held their Extended Parent Conference Night from 3:30-7:30pm. Heidi and Courtney did a cooking demonstration for the parents and students that stopped by the science room that afternoon. Preparing a combination of chicken, brown rice and vegetables, the parents, teachers and students enjoyed the healthy meal which was relatively inexpensive to make. Pictures from the event will be included in the email.

During the week at Bond Elementary, the students received nutritional lessons from the FAMU EFNEP program along with physical activity during the Physical Education class. The students competed and interacted with one another using games that included running relays, throwing soft balls and mimicking the movement of the teacher.

Additional Notes

A list of different physical activities were completed last week that has 35 different exercises that the students can do to get moving during the morning announcements in the weeks to come.

Mrs. Gennie informed Felicia from TMH that following dates for the Happy Hydrators program would be included in her schedule:

****Friday-January 11th - Happy Hydrators kickoff with ALL 3rd graders**

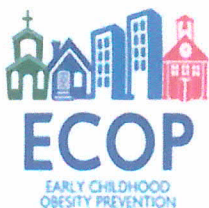
****The week of January 14th- Happy Hydrators Campaign Week**

****The week of January 21st-Happy Hydrators Water Challenge**

During the cooking demonstration, I was able to pass out and collect parent surveys from the Extended Parent Conference Night on October 23rd. I've also talked with Mrs. Rhynes to figure other ways we could collect more surveys as well.

Goals for October 29- November 2

1. Follow-up with Dr. Smith about the date to pass out, discuss and decorate water bottles from Healthy Hydrators
2. Follow-up with Mr. Wright about HSC Corner content and approval
3. Work with Mrs. Gennie to set up a Parent HSC meeting, using HSC Parent List and Date & Content/What we'll discuss
4. Create a script for different exercises in the morning and give to school administrators for approval



October 29th -November 2nd

Oak Ridge Elementary

At Oak Ridge, the students went over several discussions, videos, and interactive lessons surrounding being drug free and drug prevention for Red Ribbon Week. Having these important discussions from educators like Mrs. Gennie and Crystall Robinson, the students were able to grasp the importance of not using drugs and all of the negative effects they can have on the body. The students left feeling empowered, eager, and educated to not want to use drugs according to their responses and attitude.

In addition to the drug free lessons, the students received nutrition education from Floya and physical activity from myself throughout the week as well. The students were able to incorporate physical activity through dance by mimicking different “GoNoodle” videos. Throughout the week, Mrs. Gennie gave all of her classes Gooseberries for them to try and eat. There was a mixture of responses after eating this fruit given to them.

Bond Elementary

On Tuesday around 8 staff members from Bond Elementary walked around the community to promote health and wellness in and around school. Several individuals spoke and inquired about what we were doing, as we walked as a group in the neighborhood. One of the teachers inquired later on in the week if it were possible to have a designated area where the teachers could receive clean drinking water (i.e. filter, water bottles). I informed her that I would bring this to the attention to the appropriate people.

Mr. Simmons informed me that FAMU’s Extension program has already planted the seeds in the previously existing garden beds and now plan on creating and putting together the new garden beds in the upcoming weeks to plant and grow crop.

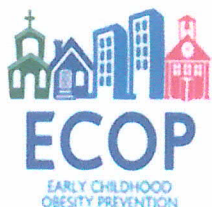
Principal Wright finally gave Mrs. Brooks permission to upload the content for the Healthy School Challenge. I’m waiting on her to do so for Bond’s website, which would provide helpful health information the visitors who view the content.

Additional Notes

-A script for the different exercises in the morning was given to the school administrators for approval

Goals for November 5-9

- 1. Follow-up with Dr. Smith about the date to pass out, discuss and decorate water bottles from Healthy Hydrators**
- 2. Work with Mrs. Gennie to set up a Parent HSC meeting, using HSC Parent List and Date & Content/What we’ll discuss**
- 3. Work on the Health and Wellness Grant with Mrs. Gennie (Oak Ridge Health & Wellness Coordinator) and Mrs. Lewis (Bond Health & Wellness Coordinator)**



November 5th- 9nd

Oak Ridge Elementary

At Oak Ridge, most of the week was dedicated towards the grant between Mrs. Gennie and myself. Working on completing the different requirements needed for the Wellness grant took up a considerable amount of time. Ms. Fisher went over nutrition education with the different students this week. She discussed MyPlate and the different food groups they should be eating in order to be healthy.

After being asked about signage, Mrs. Gennie stated that it would be a good idea if we had more signs promoting healthy choices and behaviors throughout the school that the student could see every day.

Dr. Smith and Mrs. Green from TMH discussed a potential time to distribute the bottles at Oak Ridge Elementary. Another discussion maybe needed to ensure that a time, date and place are okay for both organizations to have this happen.

Bond Elementary

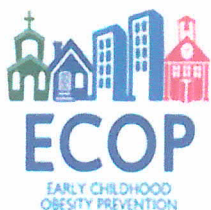
Bond Elementary included some classes engaging in different exercises during their Physical Education class time and other classes going to the media center to learn about different nutrition concepts from FAMU Cooperative Extension program.

The HSC Logo is up on Bond's website but there is an error page when click on the apple. I am working with Mrs. Brooks to correct this issue so that the proper page comes up when the logo is clicked upon.

Additional Notes

Goals for November 13-16

- 1. Follow-up with Dr. Smith about the date to pass out, discuss and decorate water bottles from Healthy Hydrators**
- 2. Work with Mrs. Gennie to set up a Parent HSC meeting, using HSC Parent List and Date & Content/What we'll discuss**
- 3. Help out with the Garden at Oak Ridge**
- 4. Attend PTO Meeting at Oak Ridge on Thursday**
- 5. Have HSC Logo fixed for Bond Website**



December 3rd- 7th

Oak Ridge Elementary

At Oak Ridge Elementary this week, the students continued to work on their winter showcase for next week Wednesday, December 12th. During this time, Francesca and I worked on the flyer and sponsorship letters to be distributed for the Wellness Coordinator Grant. The students were attentive and engaged with the music, singing and dancing portion of the practice sessions. Every day the students rehearsed and continued to work on the performance for the Winter Concert with Mrs. Weber, the music teacher.

On Tuesday, Melissa, Felicia, Mrs. Gennie and myself met up at Oak Ridge Elementary to discuss the Happy Hydrators schedule and made sure that everything was in place by the beginning of the year. The meeting was productive and we were able to work out all the dates and times of when everything would take place at Oak Ridge.

Bond Elementary

The students at Bond Elementary were given the movement of the week over the speakers, which were jumping jacks and high knees. Principal Wright and the students presented the rest of the morning announcements to the school that Monday. The students worked with Coach Brown this week on different movements and exercises during their Physical Education time.

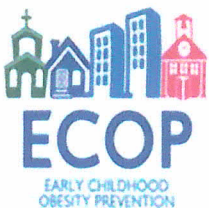
The teachers had a meeting afterschool at Bond on Wednesday at 3:30pm. During this time, the afterschool staff and I worked with the 21st century program students with their homework and then allowed them to socialize and play outside afterwards.

On Thursday, Mr. Simmons and I discussed the nature and impact that the gardens would have on the students. He expressed to me the many “hands-on” activities that can stem from the garden beds, in which could spark the minds of the students. He had many valid points in how these garden beds could improve the school’s overall grade. By helping the students become curious about the world around them, that provides a solid foundation to build upon for the 5th grade science test. It was an insightful discussion that revealed the importance of pushing the students to their maximum capacity in creative and different ways.

Additional Notes

Goals for December 10th-14th

- 1. Contact different media outlets to receive coverage of health initiatives done at the schools.**
- 2. Look for signs and posters to purchase and post up throughout the school**
- 3. Help out with the Garden at Oak Ridge and Bond when needed**



December 10th - 14th

Oak Ridge Elementary

At Oak Ridge Elementary this week, the students helped with the Healthy School Challenge Morning Movements which were high knees and running in place. The teachers were also encouraged to have the students drink more water with these exercises as well. The students went to the cafeteria to rehearse this week for their Winter Showcase presentation held on Wednesday. They did an amazing job and everyone in attendance enjoyed the work that these young individuals put into making this event a success.

On Thursday, the Healthy School Challenge parent meeting was planned to take place but there was another event held at the school during this time. Mrs. Gennie and I decided to have the parents come out to the Wellness Grant Kick-Off event in January as opportunity to get them more engaged with the initiatives at the school.

Bond Elementary

The students at Bond Elementary this week practiced for their Winter Showcase presentation this week at the school. The event took place Thursday at Bond Elementary with the parents and teachers in attendance.

The Healthy School Challenge parent meeting on Tuesday, December 11th was not well attended by the parents but the school administration, teachers and Mrs. Richardson were in attendance that evening. There was a vibrant discussion that took place during this time and many ideas were transferred during this time.

The teachers received water bottles from Melissa, TMH representative, on Wednesday and they decorated their bottles with various creative designs.

Additional Notes

The ECOP Leadership Committee Meeting was held on Monday and this was an opportunity for everyone to be updated on what has happened thus far at the schools within the Healthy School Challenge. In addition, the future plans of the program were discussed for the next half of the school year. The committee members gave valuable insight and input on how to gain exposure for the program and to increase parent involvement. The feedback from this meeting will help shape and mold the way the Healthy School Challenge will continue and influence the students at these schools. A lot of meaningful ideas were talked about and addressed during this time.

Goals for December 17th-21st

- 1. Contact different media outlets to receive coverage of health initiatives done at the schools.**
- 2. Look for signs and posters to purchase and post up throughout the school**
- 3. Help out with the Garden at Oak Ridge and Bond when needed**



January 14th - 18th

Oak Ridge Elementary

This week at Oak Ridge kicked off the Happy Hydrators program with Melissa and Felicia educating the third graders on water consumption. The students learned about remaining properly hydrated, sugary beverages, and how dehydration can influence the color of their urine. The students then watched a music video about water and hydration, which furthered their introduction about water consumption. The following days while Melissa and Felicia discussed water consumption to the third graders, I went to the art class to assist the students with decorating the water bottles and going over concepts they learned the previous day.

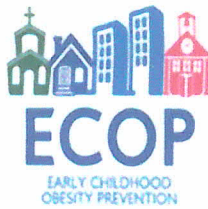
Bond Elementary

On Monday, the students heard through the overhead speakers the morning movements during their morning announcements. The students were challenged to run/jog in place and hop on one foot for the two weeks. In addition to the morning announcements, we were able to facilitate the students during the afterschool program with their homework and with movement. The students continued to do various exercises in the P.E. class with Coach Brown this week.

Additional Notes

Goals for January 21st-25th

- 1. Work with 3rd graders with Happy Hydrators tracking sheet**
- 2. Have a date for the garden options at Bond Elementary**
- 3. Attend the Health and Wellness Grant Kickoff at Oak Ridge**
- 4. Complete tasks given at the ECOP Mid-Year meeting**



January 21st- 25th

Oak Ridge Elementary

At Oak Ridge this week, the 3rd graders were tracking their water consumption with the material given from Melissa and Felicia for the Happy Hydrators program. The students recorded how much water they were drinking and were encouraged to use their bottles to drink plenty of water. In addition to the continuation of the Happy Hydrators program, Morgan reached out to Mr. Stuart, media tech specialist, to coordinate our FB page on the website. As of now, none of the FB information has been put up on the site.

On Thursday night, the Health and Wellness grant kicked off in Mrs. Gennie's classroom with help of FSU's nursing students. There a considerable turnout with participants having their height, weight, BMI, blood pressure, A1C levels checked. Several families came out and were appreciative of the services rendered this evening. There was a taste test of veggie chips, veggie straws and other small items for them to enjoy. The event went over well and will be followed up with upcoming events next month.

Bond Elementary

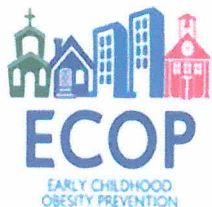
This week at Bond Elementary, the students had their height, weight, waist and hips sizes checked with the Champions program. We assisted in collecting this information and worked with the students on different physical activity games this week. When asked about the due date for construction outside, Principal Wright wasn't able to give a specific date but did encourage the use of the earth boxes to educate and empower his students as a temporary solution.

Additional Notes

The ECOP Mid-year Committee meeting occurred on Tuesday with many of the committee in attendance. There were several ideas being discussed during this time and further action was given in moving the program along. I sent out notes that Allison took from the meeting and am working on the tasks given for me to do with ECOP. Overall, it was a productive meeting and helped focus our efforts in bringing about change for the students at these two schools.

Goals for January 28th - February 1st

- 1. Complete tasks given at the ECOP Mid-Year meeting**
- 2. Work on updates for ECOP presentations in the upcoming months**



January 28th – February 1st

Oak Ridge Elementary

At Oak Ridge this week, the 3rd grade students participated in the Happy Hydrators challenge. This week they were encouraged to drink a lot of water and limit their sugary beverage consumption. The students recorded their water bottle drinking with stickers which were placed on a board for their class along with the sugar drinks. On Friday, Melissa and Felicia had a Happy Hydrators Celebration for the students in those participating classes. The students were rapping, telling about their experience drinking water and tried naturally flavored water (watermelon, lemon, cucumber and strawberry). Overall, the week went well and the students enjoyed the Happy Hydrators challenge.

Bond Elementary

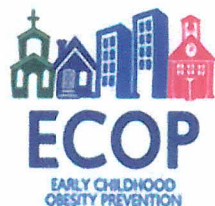
This week at Bond Elementary, the 3rd grade students were introduced to the Happy Hydrators challenge. They all met under the pavilion area at Bond Elementary and were encouraged to drink a lot of water and minimize their sugary beverage intake. Outside of the Happy Hydrators program, the students continued on with their normal day-to-day activities at the school. Also, Morgan gave the morning movements during the announcements Monday morning.

Additional Notes

On January 28th, there was a Professional Network PACT Partnership Community Conversation going on hosted by Whole Child Leon. The presentation was by Kimberly Krupa, director of Achieve Escambia, and on How Dialogue, Data and Action are meeting the needs of children, students and families.

Goals for February 4th- 8th

- 1. Complete tasks given at the ECOP Mid-Year meeting**
- 2. Work on updates for ECOP presentations in the upcoming months**



February 4th – 8th

Oak Ridge Elementary

At Oak Ridge, the students, parents and teachers came out to the health and wellness event at the school on Tuesday night. The event held on February 5th was a 2-mile walk held outdoors at Oak Ridge, in which Mrs. Gennie participated in. The walk was between 5pm to 6:30pm, which was a part of the health and wellness grant.

The students did the morning announcements on Monday which included the Healthy School Challenge morning movements. The students were encouraged to do push-ups and planks for the next two weeks, along with eating healthy and drinking water.

Bond Elementary

Bond Elementary 3rd graders participated in the Happy Hydrators program this week and promoted the use of drinking water. The students decorated their water bottles given to them by Tallahassee Memorial Healthcare, which they enjoyed. The students placed stickers on the board to show when they drank a bottle of water and a sugary drink as well. Outside of this, the students participated in various physical games that forced them to become active and get moving.

Additional Notes

Goals for February 11th- 15th

1. Complete tasks given at the ECOP Mid-Year meeting
2. Work on updates for ECOP presentations in the upcoming months



February 11th – 15th

Oak Ridge Elementary

At Oak Ridge this week, the students learned about the body and how the different organs play an important role our daily activity. The students watched educational videos on the musculoskeletal and digestive system. They also had the opportunity to play a fun game of Jingo, where they were quizzed on different health-related topics and had to get the 5 boxes on their cards filled. The game was an interesting introduction to teaching them about brushing their teeth, eating healthy and going to the doctor.

Bond Elementary

Bond Elementary 3rd graders enjoyed the Happy Hydrators celebration this week on Monday where Melissa encouraged them to continue to drink water. The students tried the water infused with strawberry and gave their opinion on whether they liked or disliked this combination. The students also expressed to us the importance of drinking water and the positive effects it has on the body.

The students within the different grades were able to dance at the “Glow in the Dark” party held on Thursday. The students broke a sweat dancing and singing along to the techno, hip-hop and pop music. Overall, the students engaged in different initiatives to promote physical activity, water consumption and healthy eating.

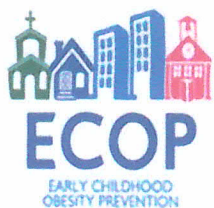
Additional Notes

FAMU has been more proactive towards the garden and interacting with the students these past couple of weeks. Also, it seems as the construction on the playground at Bond Elementary is progressing quickly. The work may be completed by this month possibly but if not FAMU will provide the temporary boxes for the students to work out of until the construction is complete.

Morgan has been working on the HSC Facebook page and making sure that the appropriate material is showcased from the work done at the two schools. She has reached out to the personnel of Bond and Oak Ridge’s Facebook and will continue to add material as the program carries on.

Goals for February 18th- 22nd

- 1. Work on Heart Failure Presentation for the Health and Wellness Grant**
- 2. Complete tasks given at the ECOP Mid-Year meeting**
- 3. Work on updates for ECOP presentations in the upcoming months**



February 18th – 22nd

Oak Ridge Elementary

Oak Ridge was filled with different activities that surrounded the students to incorporate movement and health. Three families came out to the Health and Wellness event on Tuesday where they experienced a Chicken Fried Rice cooking demonstration by Heidi Copeland and a Heart Failure presentation from myself. They participants enjoyed what we had to offer them and left feeling more empowered about bettering their health.

The students practiced for their Black History Month performance next week for the school in the music classroom. They were filled with plenty of energy and enthusiastic that filled the room. They are slated to perform on February 28th in Oak Ridge's cafeteria at 1:30 pm. The 3rd grade students were also encouraged to complete the Happy Hydrators post-consumption survey by the end of next week.

Bond Elementary

At Bond this week, the students worked on different exercises that worked on their flexibility, muscle strength, and body mechanics. The physical activities that the students did were tumbling, cart-wheels, and pencil rolls which worked on different parts of the body. The students enjoyed the time they spent during the Physical Education class and tried different activities that they would not have normally done. In addition, the 3rd grade students have to complete the post-consumption for the Happy Hydrators program by next week as well.

Additional Notes

Goals for February 25th- March 1st

- 1. Complete tasks given at the ECOP Mid-Year meeting**
- 2. Work on updates for ECOP presentations in the upcoming months**



February 25th – March 1st

Oak Ridge Elementary

The students prepared for the Black History Program held on Thursday at the school. They worked on their respective songs and dances which would be showcased at the time of the event. On Thursday, the students did a phenomenal job going through Black history recreating the times of the past up until the present.

Bond Elementary

The students at Bond Elementary also had a Black History event in the media center this week. There were several different stations that the students had the opportunity to do different activities. From coloring pictures, to creating mini-fans, beating on drums, and playing Black History BINGO, the children enjoyed the various activities they participated in.

In addition to the Black History event at the school, the students worked on physical activity by doing several exercises and playing games during the Physical Education class.

Additional Notes

On Monday, there was a Whole Child Leon Professional Network Event at the Wesson Center. Morgan and I attended the session on bereavement services offered by Big Bend Hospice. The presenter gave different resources and coping methods to deal with the loss of a loved one, which was very impactful. The participants left learning about invaluable tools in the event that someone close to them or others passes away.

Goals for March 4th- 8th

- 1. Conduct fitness class at the Health and Wellness Event on Tuesday (Oak Ridge)**
- 2. Complete tasks given at the ECOP Mid-Year meeting**
- 3. Work on updates for ECOP presentations in the upcoming months**

\$231,800 see Attachment A program budget and expenditures

Revenue Sources	2018-19
Leon County (not CHSP)	\$38,000
City of Tallahassee (not CHSP)	\$63,800
Early Learning Coalition for Pediatric Behavioral Health Navigator Program	<u>\$50,000</u>
United Healthcare for Grow, Shop, Cook, Eat project	<u>\$21,225</u>
Educare Project	<u>\$12,800</u>
TPF Management Fee	<u>\$4200</u>
Lawton Chiles Foundation	<u>\$23,000</u>
Contributions/Special Events	<u>\$28,000</u>
Total	<u>\$241,025</u>

Expenses	2018-19
Compensation and Benefits	\$93,160
Pediatric BH Consultant	\$50,000
Professional Fees	\$32,136
Grow, Shop, Cook, Eat, project	<u>\$30,000</u>
Supplies/Postage	\$475
Equipment Rental, Maintenance, Purchase	\$2300
Meeting Costs/Travel/Transportation	\$4500
Staff/Board Development/Recruitment	\$600
Promotional Marketing	\$6100
Accounting and Auditing	\$7500
Travel and Conference fees	\$2500
Bonding/Liability/Directors Insurance	\$1600
Other Expenses (please itemize)	
cell phones, wireless internet	\$1590
-marketing and promotion	\$2100
-web-based technology	\$2000
Total	<u>\$236,561</u>

Domestic Violence Coordinating Council (DVCC)

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: **Domestic Violence Coordinating Council**

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. **Program Name:** Domestic Violence Coordinating Council (DVCC)
2. **Program Objective:** National Coalition Against Domestic Violence (NCADV) and Federal VAWA research consistently show that the communities most successful in reducing domestic violence (DV) all have two things in common - a well-coordinated community response (CCR) and a large amount of public awareness. As such, the main purpose of the DVCC is to encourage a well-coordinated community response to domestic violence, and provide public awareness/prevention of DV.
3. **Services provided:** The DVCC consists of agencies working with victims and perpetrators of DV including Refuge House, the State Attorney's Office, University Victim Advocacy units, TCC, TPD, LSCO, Batterer's Intervention Programs, Probation, Oasis Center, PACE, Elder Care programs, among others. Striving to reduce DV in the Tallahassee area, the DVCC holds the area's only monthly meetings where all players may gather to ensure a well-coordinated community response to DV. The meetings serve to encourage better coordination of services between agencies, ensure that there are no gaps in services, and to resolve any issues that arise in service delivery between agencies. In addition, public awareness and education events/workshops are provided around the community with a current specialization in prevention education for teens. The goal of the awareness events is to help citizens and potential victims identify the red flags associated with domestic violence as well as how to identify and assist victims who might otherwise go unnoticed.
4. **Services Delivery Strategy:** The DVCC members meet monthly at Leon Human Services to discuss any issues regarding smooth service delivery or problems. Being in regular contact with one another allows the various agencies and advocates fighting domestic abuse to communicate more effectively, to address problems as they arise, and to maintain a more friendly interaction between those working in tandem on cases. Awareness and training events are held at key locations around town including community and teen centers, or where requested. These events target specific populations who often come into contact with victims of domestic abuse, and are open to the public. The DVCC seeks to work with populations that are not currently being served or are underserved by other agencies. By having all involved agencies meet monthly to coordinate and communicate, and by bringing a wider understanding of the issue to the public, the DVCC aims to mitigate domestic abuse in our community.
5. **Target Population:** The DVCC seeks to educate the community as a whole and make citizens more aware of the dangers of domestic abuse. We also seek to educate potential victims and perpetrators

of domestic violence with a current focus on prevention through education of area teens. Each year during our planning meeting, members discuss what areas or populations they feel need more attention (based on their current work and experiences.) Based on these discussions special target populations for each new year are identified. In the past, they have included medical personnel, university athletes, college campuses, churches, child care staff, the elderly, and teens. Over the last three years, special attention has been paid to prevention efforts with teens and seniors.

6. **Method used to effectively reach target population:** While the DVCC strives to bring awareness to domestic violence in a number of ways, our current most pressing focus is on **prevention**. NCADV reports show that while the number and effectiveness of services for victims has increased dramatically, the actual number of incidents of domestic violence continues to rise. In essence, perpetrators move on to new victims, and/or new perpetrators surface every day.

Teen Rallies - To combat this problem on the front end, the DVCC has focused on prevention via education and awareness efforts with teens in the Tallahassee area. We begin by hosting a number of Teen Rallies on Healthy Relationships at community and teen centers around town. These are large (100-150 kids), fun pep-rallies with music, food, prizes, games, and even a basketball shootout. Local celebrities and athletes often appear and our hostess is Shonda Knight formerly of WCTV, who conducts a jeopardy style quiz game to get the kids thinking about dating abuse and violence. The goal is to start the conversation and make them aware of the differences between healthy and unhealthy or even dangerous relationships.

Teen Peer Advisors Certification - Past conversations with area teens have taught us that teens tend to discuss relationship issues mainly with other teens. At the same time, few teens know what to say or how to help friends in abusive situations. So, the DVCC began a program to give teens more intensive education they can in turn share with other teens, launching the Certified Teen Peer Advisor program. In the weeks following the Rallies, we return to the center to provide more in-depth training to groups of teen leaders, endowing them with certification as Peer Advisors. This training includes important knowledge on healthy vs. unhealthy relationships but more importantly, it provides teens with new communication skills and techniques they can use to prevent angry outbursts and violence. These are tools and skills teens can use throughout their lives to improve *any* relationship. Once a teen has become a Certified Peer Advisor, their school guidance counselor and principal are notified that they are equipped to help others in need. Due to the popularity of the program, the DVCC has also provided Certified Peer Advisor workshops at area schools including Godby, Rickards, and Ghazvini Learning Center. In addition, the PACE School for Girls, Tallahassee Youth Leadership representatives, Omega Lamplighters, distinguished Young Gentlemen, Delta Gems, Sisters in Service, the National Hook-Up of Black Women, and the Tallahassee Housing Authority have

requested and received Teen Peer Adviser workshops on several occasions. We also provided Peer Adviser workshops for college fraternities including the FAMU Omega Psi Phi chapter. In addition to these workshops, the DVCC participated in the MHBW Teen Summit for the third year in a row this February. Eight different workshops were provided for groups of teens in a rotation from 8am – 2pm.

At this time, there are approximately to be 675+ teens trained as Certified Peer Advisors in our area. The DVCC attempts to remain in contact with all of these teens through various social media avenues. Through these social media sites we send information to the teens on an ongoing basis.

Senior Peer Advisors - Our success with the teen model has sparked the Senior Peer Advisor program. Like the teen workshops, trainings held for senior citizens at various Senior Lunch and Learn sprints around Leon County are designed to help seniors identify and assist their peers who may be suffering from elder abuse.

March to End the Silence on Domestic Violence - The March is a community wide event consisting of three groups marching from the Capitol, FSU, and FAMU to convene at the TCC Capital Center for a buffet dinner and an evening of survivor speakers as well as a brief workshop on how individual community members can do safe bystander interventions. The event is hosted by local news anchors and is widely covered by media. It is open to the public with attendance normally between 140-190 people.

7. **Program Resources:** The DVCC is an incredibly resourceful group, operating from donated space and office equipment, and **one part-time staff person**. In addition, the DVCC obtains many in-kind donations of goods, event space, and volunteer services. All of the DVCC's events are coordinated and provided by DVCC members as volunteers. Through this cooperation, we are able to accomplish more than other groups with far more staff. The DVCC total budget is \$49,400 with a large portion of funds going directly to services.
8. **Program Capacity:** Open ended – larger events see 150 - 200 participants, individual workshops normally have 10 - 30 participants.
9. **Number of Participants:** 331 (past 6 months) Cost per Participant: \$8
10. **Program Goals:**
 - Short-term – monthly meetings for agency coordination, public awareness and teen education.
 - Intermediate - improved inter-agency coordination and effective resolution of service delivery issues; teens and adults using education and awareness of domestic violence to identify and assist victims of abuse (including themselves) who might otherwise go unnoticed; prevention of some cases of domestic abuse due to advanced awareness of the

issue; teens using healthy communication skills to mitigate anger and avoid violence in relationships.

- Long-term – reduced rates of domestic abuse in our community.

11. **Objectives** (Intended impact/outcome results)

Goal One: Well-Coordinated Community Response

- Activities – Monthly meeting of agencies working with DV victims or perpetrators.
- Time Frame – Third Wednesday of every month (except December)
- Key Performance Indicators (Quantifiable) – 16 Member agencies with quorum reached regularly. Each meeting concludes with an Open Discussion of any new issues members wish to discuss or resolve.
- Outcome Measures – There exists a working list of agencies and reps who any member may contact to follow up on a case, client, or service quickly and efficiently. There also exists a friendly connection between agencies and their staff allowing for better communication than in the past. As a result, there is less aversion, rivalry, and opposition to the needs of other agencies as has been seen in the past.

Goal Two: Public Awareness and Education

- a. Activities – Teen Rallies, Certified Peer Advisor Trainings, Senior Lunch and Learn Presentations, Awareness march and Dinner
- b. Time Frame – October, 2017 – March, 2018
- c. Key Performance Indicators (Quantifiable) – In the past 6 months, 142 teens attended the Teen Rally, 246 teens have participated in the Certified Peer Advisor training, 191 people attended the Awareness March, and 22 seniors have attended the Senior Lunch and Learn presentations. At each event we provide participants with an Evaluation Sheet which allows for comments and suggestions as well as ratings of the event. The evaluations were overwhelmingly positive and are in attachment A.
- d. Outcome Measures – As a result of the Teen Rally, 18 teens asked to participate in the Certified Peer Advisor training. These teens expressed a desire not only to learn more themselves, but to be able to help friends in need. As we move through spring, the DVCC will be conducting follow-up surveys to gauge how effective this approach is in getting information out amongst other teens. Six months and then one year after their certification, we continue to poll the teens as well as their counselors/principal to see if they were able to use the information to help others or themselves. In addition, we have begun offering follow-up sessions to keep their skills intact. These sessions involve advanced information, role-play opportunities and other interactive learning tools.

Peer Advisors are given a special t-shirt as well as a certificate, and their principals and guidance counselors are notified that they are available to help others. Thus far, several guidance professionals have reported (unsolicited) that teens are wearing their shirts to advertise the concept of Love is Respect (on the shirt front) and the fact that they are Peer Advisors. These guidance counselors have reported referring teens to a peer advisors successfully. Some reported a noticeable sense of pride the students who completed the certification felt in their new status. They often wear their Peer Advisor t-shirts and are eager to help others. During group discussions and follow-up sessions the students have

said that they are much more active in “calling out” others for abusive behavior and try to be role models for the communication skills they learned.

After our most recent Awareness March, the DVCC was contacted by 6 different people who wanted to share their stories of abuse and get involved as advocates with DVCC events. Each time we hold an event, invariably someone will approach us afterward to tell his/her story and express relief and comfort in knowing they are not alone.

12. **Data Collection Method:** Anonymous evaluations/surveys
13. **Number of Participants that left or were dropped from the program:** 0
14. **Provide Participants demographic data:**
County-wide, with a large number of lower socio-economic citizens. (Adult events tend to be an even mix.)
15. **If possible, please provide participant program satisfaction data: (surveys, etc.)** See A
16. **List any agency partnerships and collaborations related to this program.** Aside from the 16 collaborating agencies that make up the DVCC, in the past six months we have worked in conjunction with all agencies in Attachment B.

ATTACHMENT A

Evaluations Summary

Teen Rally on Healthy Relationships – (110 participants):

- I learned something new -98% Agree/Strongly Agree
- I learned something I will be able to use – 96% Agree/Strongly Agree
- I enjoyed the Teen Rally – 100% Agree/Strongly Agree
- Number signed up for Certified Peer Advisor training – 12
- Number attending Certified Peer Advisor training - 19

Certified Peer Advisor Workshops (221 total participants):

- I learned something new -99% Agree/Strongly Agree
- I learned something I will be able to use – 98% Agree/Strongly Agree
- I am confident that I can now help others – 92% Agree/Strongly Agree
- The training was worth my time – 99% Agree/Strongly Agree
- I will be able to use these skills in the next 6 months – 72% Agree/Strongly Agree
- Overall I am satisfied with this training – 99% Agree/Strongly Agree
- Comments – students overwhelmingly found the **In Their Shoes** game a favorite part of the workshops. This game involves the teens walking in the shoes of different teen victims by following their stories and interactively choosing different actions for the teens, leading to various outcomes. This is done by moving from station to station reading cards that describe the abused teen's thoughts and actions as well as those of the abuser. This game, which is based on real teens and their experiences, brings the issue of dating abuse home for teens with scenarios and voices they can relate to. There have been only 3 negative comments on the anonymous evaluation sheets: two wishing there were different flavors of pizza offered and on one occasion, that it was shorter.

In addition, there are very enthusiastic comments and discussions regarding the information provided on communication skills. Students often say they have never been taught these simple and easy-to-learn active listening and positive communication techniques and are very excited to put them to use. We explain that these communication skills are helpful in all relationships including those with family, teachers, and friends. In recent follow-up sessions, students say these are the skills they have been able to use the most.

Adults most appreciated the direct resource information and contact numbers. They also liked the scripted suggestions on how to start a conversation about abuse with friends and relatives. Many said they wished the workshops were longer to continue the group discussions. (The adult workshops are approximately one hour in length.)

March to End the Silence on Domestic Violence – September, 2019

ATTACHMENT B

Collaborative Partners

- Arise Defined Basketball Program
- Omega Lamplighters Teen Boys Service Fraternity
- Omega Psi Phi Fraternity - FAMU
- Leon County Senior Lunch and Learn
- National Hook-Up of Black Women
- NHBW Teen Strength Program
- Godby High School
- Rickards High School
- Tallahassee Youth Leadership, Chamber of Commerce
- First Commerce Credit Union
- Publix
- Tallahassee Housing Authority
- The National Football League
- Hungry Howie's Pizza
- WCTV, WTXL
- Enterprise Rentals
- Fed Ex Office
- Joyful Expressions of Tallahassee
- Seminole Productions
- FSU Institute for Family Violence Studies
- FAMU Counseling Center
- TCC Athletics
- B&B Sporting Goods
- St. Paul's United Methodist Church

United Partners for Human Services (UPHS)

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: **United Partners for Human Services, Inc.**

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

Program Name: United Partners for Human Services, Inc.

- 1. Program Objective:** UPHS exists to strengthen and increase the capacity of the human service nonprofit sector in partnership with the County. We accomplish this by providing training, mentoring and thought-leading intelligence on issues each human service nonprofit faces: fiscal management, governance, fund development, program evaluation, cultural competence, etc. Our programs are established to ensure human service nonprofit organizations are equipped to be more effective to serve those in need, coordinate services when necessary, as well as, demonstrate fiscal responsibility of the public resources they're able to leverage to better serve our community.
- 2. Services provided:** UPHS is focused within four specific areas to best accomplish this work in building capacity and strengthening the human service nonprofit sector.

PRIORITY AREA #1: *Strengthen the ability of human service nonprofit organizations to document and demonstrate what their programs are accomplishing in terms of outcomes, return on investment and economic impact.*

Objective 1.1: Lead continuous dialogue with focus on moving to collective impact models and building internal frameworks to measure program effectiveness.

Tactic 1.1.1: Host trainings focused on program evaluation and logic models;

Tactic 1.1.2: Work with City, County and independent consultant on CHSP Needs Assessment to establish uniform outcome measures when evaluating program effectiveness.

PRIORITY AREA #2: *Enhance and build knowledge-base in the effective operation and delivery of programs by human service nonprofit organizations.*

Objective 2.1: Remain on the cutting edge of identifying sector trends, issues and training needs for human service nonprofit employees and board of directors.

Tactic 2.1.1: Host monthly trainings and workshops specific to items identified and/or recommended by Citizen Review Teams as part of the CHSP process. Topics to include, but not limited to: Communication, Marketing and Public Relations, Cultural Competency, Diversity and Inclusion, Capacity Building, Financial Resource Development and Management, Governance, Leadership and Advocacy, Social Impact, Program Development and Evaluation, Volunteer and Human Resource Development and Future of the Nonprofit Sector.

Tactic 2.1.2: Maintain clearinghouse of relevant information and best practices to support human service nonprofit organizations.

Tactic 2.1.3: Collaborate with community partners (as necessary) to bring best-in-class information to the human services nonprofit sector.

PRIORITY AREA #3: *Facilitate and foster synergistic opportunities to streamline and enhance the delivery of human services within Tallahassee-Leon County.*

Objective 3.1: Coordinate and encourage dialogue on issues facing our community that is focused on ensuring equitable access for all residents specific to: Affordable Housing, Public Health, Transportation, Economic Well-Being and Self-Sufficiency and Social Justice.

Tactic 3.1.1: Serve as administrative and fiscal agent for Tallahassee-Leon County Housing Leadership Council focused on developing a clearinghouse of affordable housing programs/services available and stakeholders engaged in the process/issue.

Tactic 3.1.2: Coordinate at least four (4) networking and coalition building meetings among human service nonprofit management staff.

PRIORITY AREA #4: *Advocate on behalf of the human service nonprofit sector to elevate the perception of their work based on the impact and value their programs/services provide to the community.*

Objective 4.1: Serve as the resource for human service nonprofit sector news, information, position statements, impact measures within Tallahassee-Leon County to validate the economic importance of the sector when measuring social indicators and quality of life.

Tactic 4.1.1: Establish, distribute and maintain up-to-date information on community issues and how human service nonprofits are working to mitigate them through their programs/services.

Tactic 4.1.2: Maintain high visibility with elected officials, community stakeholders and partners by actively promoting the work of the human service nonprofit sector.

- 4. Services Delivery Strategy:** Through the objectives and goals of our program funding listed above, UPHS members will be able to enhance their operations, increase supports locally and leverage resources among like-organizations which in turn leads to more people served and less duplication of services. As a collaborative coalition, the County (and City) will continue to have one single entity that can relay pertinent information and gain information in a reciprocal nature among agencies that participate in the CHSP process.

Because of the partnership we have with the County (and City), UPHS will continue to serve as a resource for Commissioners and staff on a multitude of issues impacting the human services sector and serve as a brain trust to better recommend supports, infrastructure or policy revisions as needed. Further, UPHS objectives as part of our contractual agreement are geared to support and enhance the Leon County's Strategic Priorities specific to:

- **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.

- **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.

5. **Target Population:** UPHS serves the human service nonprofit sector which is comprised of 2,000 employees. UPHS members and their employees touch the lives of every Tallahassee resident and our primary work is to help them be the best they can be; through communication, cultural competence, building and scaling capacity, as well as, advocacy when building awareness and an understanding of how their work improves the quality of life for our community.

6. **Method used to effectively reach target population:** UPHS works specifically with human service nonprofit organizations that serve people all throughout the City of Tallahassee and Leon County. Those served represent a myriad of socio-economic backgrounds, skillsets and accessibility of resources. UPHS membership is comprised of 95 human service nonprofit organizations and allies. Our programs are open to the public as well. We serve a total number of approximately 500 unduplicated individuals annually.

7. **Program Resources:** UPHS Staff, Collaborative Partners, Facility Rentals, Knowledgebase, Technology, Training and Materials.

(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)

8. **Program Capacity:** Currently at capacity with 1FTE. With additional revenue to serve as administrative and fiscal agent for the Housing Leadership Council of Tallahassee-Leon County, UPHS was able to hire a part-time staff to increase capacity and support it's growing development and initiatives.

9. **Number of Participants:** 500 **Cost per Participant:** \$262.00 (reimbursable costs) vs. \$1000 actual costs per participant.

10. Program Goals:

- a. **Short-term:** UPHS short-term goals are to increase awareness, knowledge and understanding of human service issues, as well as, enhance local coordination and integration of human service delivery channels.
- b. **Intermediate:** The intermediate goals are to develop successful community-based strategies, tested to address gaps and barriers and influence needed policy changes impacting human service programs and delivery channels. In addition, establishing a

shared community of understanding of the benefits of human service agencies and mission-focused programs in supporting our community.

- c. Long-term:** The long-term goals are for intentional coordination among human service providers to streamline delivery thus eliminating duplication, inefficiencies, etc. As well as, plan and support UPHS Member capacity building and sustainability efforts.

11. Objectives (Intended impact/outcome results)

<i>Activities</i>	<i>Timeframe</i>	<i>Key Performance Indicators</i>	<i>Outcome Measures</i>
Conduct workshops/trainings	October 1, 2018 – September 30, 2019	Human service agencies are able to build upon their strengths and assets.	In Q1 & Q2 of FY 2018-2019, UPHS hosted the following workshops and trainings: <ol style="list-style-type: none"> 1. Building Better Boards in partnership with Leadership Tallahassee (October 10, 2018) rescheduled due to storm; 2. Talent Innovation Summit in partnership with CareerSource Capital Region (October 17, 2018); 3. Community-Wide Disaster Relief Drive with Commissioner Dozier (October 17, 2018); 4. Fundraising Strategies for #GivingTuesday Success & UNSelfie Contest Kick-Off (November 15, 2018); 5. Assessing & Addressing the Hidden Crime of Stalking in partnership with the FSU College of Medicine (November 28, 2018). 6. Racism Awareness and Health Equity in partnership with FSU College of Medicine (January 17, 2019). 7. Human Trafficking Community Training Program in partnership with STAC (January 18, 2019). 8. Conversation focused on Long-Term Funding Implications by Local Funders with City and County CHSP Partners (January 22, 2019). 9. Economic Security of Women Workgroup in partnership with the Commission on the Status of Women & Girls (January 23, 2019). 10. A Community Conversation with UPHS and the Tallahassee-Leon

			<p>County CSWG for service providers working with women and girls (February 22, 2019).</p> <ol style="list-style-type: none"> 11. Public Meeting on Housing and Community Development Needs, Performance Reports, Strategies, and Programs (February 26, 2019). 12. Navigating the Political Process through Advocacy (February 4, 2019). 13. Continuity of Operations Planning Workshop (March 14, 2019).
Database of best practices, policies, procedures, etc.	October 1, 2018 – September 30, 2019	Human service agencies are able to build upon their strengths and assets.	Live on Website and updated frequently to enhance human service nonprofit efficiency and practices.
Organize tour of human service agencies for young and seasoned leaders in our community	November 2018	More community members become aware of the social impact of human service agencies and local community landscape.	<p>On November 1, 2018, UPHS in partnership with Leadership Tallahassee and Youth Leadership Tallahassee hosted 70 participants at 17 various agencies for Human Services Day. Participants were given different scenarios to play out during their visits to gain a better understanding and perspective of those that agency served. Each group was also required to maneuver the public bus system to get to their agency like so many of those these agencies served. Upon completion, UPHS walked the participants through a number of exercises to understand the holistic value the nonprofit sector provides our community and to think about their responsibility in elevating access for services to meet demand. Human Service Agencies included in the visits were:</p> <ol style="list-style-type: none"> 1. 2-1-1 Big Bend; 2. Big Bend Cares; 3. Big Bend Homeless Coalition; 4. Brehon Family Services; 5. CareerSource Capital Region; 6. CCYS; 7. Lee’s Place; 8. Palmer Munroe Teen Center; 9. Kids, Incorporated; 10. Elder Care Services; 11. Goodwill Industries; 12. Neighborhood Medical Center; 13. PACE Center for Girls; 14. Refuge House; 15. CESC, Inc.;

			<p>16. Ability 1st ; 17. Capital Area Community Action Agency.</p>
Host Annual Conference for Excellence in Nonprofit Management and Leadership	May 2019	Human service agencies are able to build upon their strengths and assets as well as learn ways for better connection, collaboration and innovation.	Annual conference is scheduled for May 15, 2019 at TCC with Roger Egger as our Keynote Speaker. Will feature track series based on various attendees that attend (Leadership, Culture, Diversity & Inclusion, Fund Development, Technology, Operations & Capacity Building, Health and Community Building). 21 total session, 7 table talks focused for roundtable discussion and 2 keynote.
Host Forums on Broad Community-wide issues to encourage networking, thought leadership, and coalition building toward solutions	October 1, 2018 – September 30, 2019	Low-income populations who experience inequality have opportunity to influence decisions that effect their lives and the community.	<p>In Q1 & Q2 of FY 2018-2019, UPHS hosted the following dialogues and forums:</p> <ol style="list-style-type: none"> 1. UPHS Thought Leader Forum: Reshaping the Future of Human Services (December 11, 2018); 2. Housing Leadership Council Steering Committee Meeting (December 18, 2018). 3. Community-wide Housing Informational Meeting (January 23, 2019). 4. Thought Leader Forum: Authentic Communication & Leadership (March 12, 2019).
Administer and manage the Housing Leadership Council of Tallahassee-Leon County.	October 1, 2018 – September 30, 2019	More affordable housing options and database of community resources.	<p>In Q1 & Q2 of FY 2018-2019, UPHS completed the following for the Housing Leadership Council of Tallahassee-Leon County:</p> <ol style="list-style-type: none"> 1. Drafted bylaws for review and approval (December 18, 2018); 2. Organized meeting of steering committee to define scope and purpose (December 18, 2018); 3. Created logo (December 2018); 4. Purchased domains for council (December 2018); 5. Hired contracted staff to manage Council (December 2018); 6. Began pulling resources together for the clearinghouse (December 2018); 7. Hosted community-wide informational meeting (January 23, 2019); 8. Organized the Executive Committee and working toward setting mission and vision and strategic goals of Council (February 2019); 9. Participate in stakeholder meetings to seek interest, data

			and resources pertaining to housing in our community (Ongoing); 10. Prepare membership materials and case statement of need (February and March 2019).
Establish, distribute and maintain up-to-date information on community issues and how human service nonprofits are working to mitigate them through their programs/services.	October 1, 2018 – September 30, 2019	Improved quality of life while addressing effects of low-income wages in disadvantaged pockets of our community.	Compiled information from Thought Leader Forum (December 18, 2018) and distributed to members. Contribute articles to the Tallahassee Democrat on the status of human services in our community.
Distribute Annual Report	June 2019	Local elected officials have increased commitment and understanding of policy to eliminate barriers for low-income populations.	No activity this quarter and moved timeline back a bit to coincide with the data we anticipate getting back from the evaluators currently reviewing the CHSP process.

12. Data Collection Method: UPHS utilizes surveys, CHSP reporting Data, Census Data, Forums, Dialogues and Workshops, and asset growth for data collection and analyzation.

13. Number of Participants that left or were dropped from the program: 0

14. Provide Participants demographic data: Human Service nonprofit staffs, executive leaders and board members.

15. If possible, please provide participant program satisfaction data: According to the 2017-2018 Annual Membership Survey:

- 100% of UPHS members saw impact in advocacy work on behalf of the human services community;
- 94% are satisfied with the value they receive with their UPHS membership;
- 94% would refer UPHS to a colleague and/or eligible participating organization for membership;
- 88% saw impact in UPHS positioned and promoted as the voice for human services.

16. List any agency partnerships and collaborations related to this program.

Collaborative Partners/Resources	Description of Collaborative Partnerships
City of Tallahassee	UPHS works collaboratively with COT to provide training, technical assistance to human service nonprofits as well as serves as the administrative and fiscal agent for the Tallahassee-Leon County Housing Leadership Council.

Leon County	UPHS works collaboratively with LC to provide training, technical assistance to human service nonprofits as well as serves as the administrative and fiscal agent for the Tallahassee-Leon County Housing Leadership Council.
Leadership Tallahassee	UPHS works collaboratively with LT to provide training to human service nonprofit board of directors.
Institute for Nonprofit Innovation and Excellence	UPHS works collaboratively with INIE to discuss common training goals for the nonprofit sector.
Tallahassee Community College	TCC serves as host for the UPHS Annual Conference.
Jim Moran Institute	UPHS works collaboratively with JMI to provide cutting-edge training opportunities and supports for human service nonprofits.
Small Business Development Center	UPHS works collaboratively with SBDC to assist human service nonprofits grow and compete in today's global economy. The improvements that result from our direct support of their client's activities lead to job creation, investments, and economic growth for communities throughout northwest Florida.
CareerSource	UPHS works collaboratively with CareerSource in identifying job trends, gaps and needs of the human service nonprofit sector.
Council on Culture & Arts	UPHS works collaboratively with COCA to provide training to human service nonprofits.
Community Foundation of North Florida	UPHS works collaboratively with CFNF to provide training to human service nonprofits.
Florida State University College of Social Work	UPHS works collaboratively with FSU College of Social Work to provide cutting-edge training opportunities and supports for human service nonprofits.
Florida State University College of Medicine	UPHS works collaboratively with FSU College of Medicine to provide cutting-edge training opportunities and supports for human service nonprofits.

Oasis Center

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: The Oasis Center for Women & Girls

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. Program Name: Tallahassee-Leon County Commission on the Status of Women & Girls
2. Program Objective: Advisory body to Board of Leon County Commissioners and City of Tallahassee Commission that makes recommendations to municipal government entities regarding matters that impact women and girls
3. Services provided: Staff support to advisory board including but not limited to administrative support (scheduling, noticing, minutes), communication (internal and external), executive support (partnership development, strategic planning and facilitation), event planning, research, reporting, budgeting and bookkeeping
4. Services Delivery Strategy: N/A
5. Target Population: N/A
6. Method used to effectively reach target population: N/A
7. Program Resources:

(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)

Staffing resources include contract funds in the amount of \$20,000.00 from Leon County and \$20,000.00 from the City of Tallahassee. In addition to paid staff, Oasis provides volunteer resources to support staffing and research, as well as cross promotional opportunities that increase the reach of CSWG messaging, community connections, and data collection. Staff support includes one dedicated staff person (part-time / 20hrs per week), one executive staff member at 300 hours, communications staff at 175 hours for support in developing a communications plan and maintaining social media presence, and administrative staff at 100 hours to support billing, payroll, and general office functions related to staffing the advisory board. Expenditures are made in accordance with the program budget approved by the CSWG and guiding policy. See attached financial report.

8. Program Capacity: N/A
9. Number of Participants: Oasis supports 21 appointed volunteers who serve on the CSWG. Events that provide a forum for communicating with community members, raising issue awareness, and collecting data usually reach 30-40 people. The summit planned for October 2019 is expected to attract 300 attendees.

Cost per Participant: \$ N/A

10. Program Activities:

- a. Health & Development: Promotional partnerships to raise awareness of two critical issues – the high rate of sexually-transmitted infections and disparities in maternal/child health. Research to identify best practices for successfully addressing these issues to improve health outcomes for women and girls.
- b. Violence & Safety: Convening service providers to discuss pressing issues among women and girls pertaining to safety at school, work, and home; identifying gaps in care or resources; determining trends for violence against women and girls to inform best practices for addressing issues and improving safety.
- c. Education & Economic Security: Planning for a broad-spectrum summit highlighting issues, strategies, and partnerships for improving the economic security and opportunity for women and girls.
- d. Organization & Bylaws: Development of a multi-year strategic plan and communications plan to support continuity, relevance, response, and impact on behalf of women and girls in Tallahassee-Leon County

11. Objectives (Intended impact/outcome results)

Objectives are being developed as components of the strategic plan. The working document will be shared with commission liaisons, City Commissioner Curtis Richardson and County Commissioner Kristin Dozier, to collect their feedback before finalizing the draft and submitting to the respective commissions. Those feedback meetings are being scheduled.

12. Data Collection Method: The CSWG collects data through primary and secondary research. Primary collection methods include interviews and surveys. Secondary methods include literature review and subject matter expert interviews.

13. Number of Participants that left or were dropped from the program: N/A

14. Provide Participants demographic data: N/A

15. If possible, please provide participant program satisfaction data: (surveys, etc.) N/A

16. List any agency partnerships and collaborations related to this program.

Survive and Thrive Advocacy Center

Community Human Services Partnership

Tallahassee-Leon County GIS

Florida Department of Health, Leon County

Leon County Schools

Bond Community Health Center

The Village Square

Stomp Out Syphilis Coalition

American Council of Education

United Partners for Human Services
Florida State University
Florida A&M University
Tallahassee Community College
Greater Tallahassee Chamber of Commerce
Tallahassee Vet Center
Good Samaritan Network
PACE-Leon Center for Girls
Greater Bond Neighborhood Association
United States of Women – Tallahassee Ambassador
Big Bend Minority Chamber of Commerce
Tallahassee Housing Authority
Leon County Office of Economic Vitality
Legal Services of North Florida
Jim Moran Center for Global Entrepreneurship
Elder Care Services
Capital City Bank Group
Bank of America
CareerSource Capital Region
Tallahassee Senior Center
Florida Commission on the Status of Women
Capital Area Community Action Agency
FAMU Small Business Development Program
Florida Chamber Foundation

4:10 PM

The Oasis Center for Women & Girls

Profit & Loss by Job

04/08/19

October 2018 through March 2019

Accrual Basis

	CSWG City of Tallahassee	CSWG Leon County
Ordinary Income/Expense		
Income		
Grants	10,000.02	10,000.02
Total Income	10,000.02	10,000.02
Gross Profit	10,000.02	10,000.02
Expense		
Appreciation/Community Relation	58.35	37.85
Communications	37.80	262.50
Dues and Subscriptions	20.00	0.00
Equipment Rental	0.00	60.00
Food	106.16	99.40
Gas/Mileage/Transportation	0.00	19.13
Insurance		
General Package Liability	0.00	750.00
Medical Insurance	280.49	140.27
Workers Compensation	94.72	118.40
Total Insurance	375.21	1,008.67
Maintenance	175.00	175.00
Occupancy	300.00	300.00
Payroll Expenses	7,114.52	6,763.06
Payroll Taxes	537.86	507.26
Printing	0.00	56.67
Professional Fees	187.50	187.50
Special Event Expense	395.94	0.00
Staff Training	0.00	200.00
Utilities	154.50	309.01
Total Expense	9,462.84	9,986.05
Net Ordinary Income	537.18	13.97
Net Income	537.18	13.97

4:10 PM

The Oasis Center for Women & Girls

Profit & Loss by Job

04/08/19

October 2018 through March 2019

Accrual Basis

	<u>TOTAL</u>
Ordinary Income/Expense	
Income	
Grants	20,000.04
Total Income	<u>20,000.04</u>
Gross Profit	20,000.04
Expense	
Appreciation/Community Relation	96.20
Communications	300.30
Dues and Subscriptions	20.00
Equipment Rental	60.00
Food	205.56
Gas/Mileage/Transportation	19.13
Insurance	
General Package Liability	750.00
Medical Insurance	420.76
Workers Compensation	213.12
Total Insurance	1,383.88
Maintenance	350.00
Occupancy	600.00
Payroll Expenses	13,877.58
Payroll Taxes	1,045.12
Printing	56.67
Professional Fees	375.00
Special Event Expense	395.94
Staff Training	200.00
Utilities	463.51
Total Expense	<u>19,448.89</u>
Net Ordinary Income	<u>551.15</u>
Net Income	<u><u>551.15</u></u>

Sustainable Tallahassee

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: Sustainable Tallahassee, Inc.

Please provide the following information and please keep the report to a maximum of five pages. (Not including attachments)

1. Program Name: Food Waste Reduction Opportunities
2. Program Objective: Study options related to reducing food waste
3. Services provided: Please see attached quarterly reports.
4. Services Delivery Strategy: Please see attached quarterly reports
5. Target Population: Residents of Leon County
6. Method used to effectively reach target population: Please see attached quarterly reports
7. Program Resources: Minimum of \$8,800. Please see attached quarterly reports.

(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)

8. Program Capacity: N/A
9. Number of Participants: N/A Cost per Participant:
\$ N/A

10. Program Goals:

- a. Short-term: Identify food waste situations.
- b. Intermediate: Collaborate with local providers to reduce food waste.
- c. Long-term: Set up a Food Recovery system to distribute food waste to organizations serving those in need.

11. Objectives (Intended impact/outcome results) – Please see attached quarterly reports.

- a. Activities
- b. Time Frame
- c. Key Performance Indicators (Quantifiable)
- d. Outcome Measures

(Benefits or changes for participants during and after their involvement with the program)

12. Data Collection Method: Please see attached quarterly reports.

13. Number of Participants that left or were dropped from the program: N/A

14. Provide Participants demographic data: N/A

15. If possible, please provide participant program satisfaction data: (surveys, etc.)

16. List any agency partnerships and collaborations related to this program. Please see attached Quarterly reports.

Sustainable Tallahassee

Food Waste Reduction Strategies Report: Quarter One

Per the agreement created between Sustainable Tallahassee and Leon County, progress made during the First Quarter (October - December 2017) consisted of research and program development. Sustainable Tallahassee identified successful program initiatives that have been previously implemented elsewhere in the nation to use as a guide, and also identified current partners within Tallahassee that donate, organize, or receive food for those in need. Marin County, California has an extremely successful countywide recovery program that is based online and can be found [here](#). [Santa Clara County](#) and [Pittsburgh](#) - Pittsburgh's program is extremely interactive and app based - are also good examples of recovery initiatives. The following are examples of waste/recovery programs in restaurants: [Brazilian restaurant incentivizing smaller meal sizes](#) and [restaurant tracking pre-consumer food waste](#), schools: [in Hawaii](#) and [in Virginia](#) involving students, and food trucks: [in Durham, North Carolina](#) and [tracking guidelines](#). Sustainable Tallahassee also researched best management practices for 'industrial' composting and food recovery as well as incentives for being a community partner. Local and statewide [statistics](#) pertaining to rates of food insecurity and its health effects, [barriers](#) for and root causes of food insecurity, and [demographics](#) were condensed into a pamphlet to use for educational purposes. Additionally, tracking tools, primarily created through Excel, were made for the food audit and pilot program documentation. Each tool is tailored to the specific needs of the school, restaurant, or food truck. Individualized plans of action were designed to

assist the school, restaurant, and food truck step-by-step through both the food audit and following pilot program.

Sustainable Tallahassee

Food Waste Reduction Strategies Report: Quarter Two

Progress made during the Second Quarter (January - March 2018) which primarily focused on planning and data collection with the food services entities partaking in the pilot programs.

Gaines Street Pies was chosen to be the restaurant for the pilot program, working with Jeremy Matlow and Mike McKinnon. Gaines Street Pies has 2 current locations with another location opening in May. Our expectation is to analyze all 3 locations, but with an emphasis on the Midtown location. Gaines Street Pies was the initial member of Sustainable Tallahassee's Green4Tally green business recognition program and understand green issues. The major analysis of food waste and possible recovery efforts for Gaines Street Pies will be in the third quarter, as the management of Gaines Street Pies were involved in the opening of their new location during the second quarter.

We worked to identify the best school in which to implement the pilot program. An elementary school will most likely have the most volume of food waste and the highest amount of students eating cafeteria lunch. With the assistance of Allie Baker and James Howcroft, Leon County School Dietician and Director of Nutrition and Food Services, respectively, Roberts Elementary was chosen as the pilot school. With the assistance of Baker and Howcroft, we have met with the school's Food Service Director and reviewed procedures and observed lunches. Additionally, we have received food usage and waste reports from the School District Office. Schools do have Share Tables that seem to be sustainable and waste was lower than expected;

however, we will continue to monitor during the next quarter. We have discussed with the Food Service Director, the possibility of having a composting plan ready for implementation when school resumes in August.

The Tallahassee Food Truck Association was contacted to give recommendations on which food trucks might be the best fit for the pilot program. These food trucks were contacted via Facebook or email, and will be given interest flyers at the LeMoyne Chain of Parks Festival. We have not had success in securing a food truck for the pilot program, but have received agreement from New Leaf Market for their in the pilot program. We are currently working on the program to analyze both the grocery store and deli.

In terms of recovery, Sustainable Tallahassee believes the best way to streamline communication between donors, recipients, and volunteers will be to place it in online, specifically in the form of an app. Several apps have been examined and we expect to partner with other nonprofits that have developed such a process. We also have the assistance of the FSU Food Recovery Network and will rely heavily on their expertise

Finally, we have made significant strides in analyzing the food waste issue at specific entities in our community. Research has been extensive for both food waste and food recovery issues. The third quarter is projected to be extremely productive in producing data, formulating suggested efforts in reducing food waste and the use of this waste, either recovery or composting.

Sustainable Tallahassee

Mid-year Report

Per the agreement created between Sustainable Tallahassee and Leon County, progress made during the First Quarter (October - December 2017) consisted of research and program development. Sustainable Tallahassee identified successful program initiatives that have been previously implemented elsewhere in the nation to use as a guide, and also identified current partners within Tallahassee that donate, organize, or receive food for those in need. Sustainable Tallahassee also researched best management practices for 'industrial' composting and food recovery as well as incentives for being a community partner. Local and statewide statistics pertaining to rates of food insecurity and its health effects, barriers for and root causes of food insecurity, and demographics were condensed into a pamphlet to use for educational purposes. Additionally, tracking tools, primarily created through Excel, were made for the food audit and pilot program documentation. Each tool is tailored to the specific needs of the school, restaurant, or food truck. Individualized plans of action were designed to assist the school, restaurant, and food truck step-by-step through both the food audit and following pilot program.

The Second Quarter (January - March 2018) primarily focused on the identification of the three organizations partaking in the pilot programs. Looking forward, Sustainable Tallahassee will assist with the implementation of the initial food audit, providing guidance, facilitation, and supplies, as well as continue to monitor food waste reduction, composting, and recovery efforts at each of the aforementioned organizations.

Sustainable Tallahassee

Food Waste Reduction Strategies Report: Quarter Three

Progress made during the Third Quarter (April - June 2018) was driven by looking at the actual implementation of pilot programs into and the needs of our chosen three organizations.

Sustainable Tallahassee met with Gaines Street Pies to evaluate how they handle food waste, both in the kitchen, post-consumer, and excess. Gaines Street Pies was found to be extremely efficient in their food waste process and could be used as an example moving forward. Because there was no need to change how they handled food, Gaines Street Pies, although a participating restaurant for Green4Tally, may not be the best restaurant to choose for a pilot composting or recovery program. Instead, Uptown Cafe was contacted, and discussions centered around composting post-consumer waste as well as recovering excess food have been initiated and will be followed up further in July. Uptown Cafe currently composts pre-consumer waste and, following discussion with us, is interested in composting post-consumer, but has cited lack of space as a barrier.

Chris Hirst, the cafeteria manager at Roberts Elementary, has been our primary point of contact for beginning the composting program in August. We met with her to discuss logistics and plan on preparing more so during the month of July, which includes securing tools and volunteers. Chris ideally sees the program occurring twice weekly initially on Wednesdays and Fridays, and the compost will be used to nurture the community garden that is already established at Roberts. A powerpoint was created for teachers to explain to students what is

happening in the cafeteria and materials will be prepped to table at orientation. Gabby, the outgoing Food Recovery Network Director at FSU, has been assisting in the development of the program as well and may be able to lend volunteers. An [analysis](#) of food exchange for the month of April was conducted to examine food waste and we are confident composting will be a viable option in its reduction, as the analysis indicated that much of the lost food could not be recovered and was actually reused.

We met with New Leaf Market to start the initial audit of their grocery/deli, and are waiting for responses to a general survey sent a few weeks ago. Reception has been very enthusiastic.

Sustainable Tallahassee has licensed with Food Rescue U.S., an app designed to function as a connection between food rescuers, donors, and recipients. Sustainable Tallahassee will serve as the Tallahassee Site Director and may use the app to facilitate recovery within the pilot organizations until eventual expansion to include every agency in the county that would like to be involved. Looking forward, we have a meeting with our liaison next week to discuss our next steps, and will be working with Gabby again to ensure a smooth transition into the use of the app.

Sustainable Tallahassee

Food Waste Reduction Strategies Report: Final Report

Our progress on the program made during the last quarter of the initiative (March - September 2018) was focused on realizing the programs that had been developed over the previous three quarters.

With the start of the 2018/2019 school year in August, we began composting food waste from the Roberts Elementary School cafeteria and kitchen. There were already four compost bins on the RES campus that we were able to make use of, and we built an additional composting pile on-site. Volunteers worked at the school on Tuesdays and Fridays.

The first two weeks spent at the school were used to do an audit of the trash generated by the students. During the audit, we found that the school produced an average of 222.625 pounds of waste every day. After talking to Chris Hurst, the kitchen manager at RES, we decided to change our composting days to Tuesdays and Fridays to take advantage of the paper trays that the cafeteria uses on Tuesdays. The trays were collected for the first half of the lunch period, shredded, and added to the compost pile along with the food waste as a source of carbon.

Once we began composting, we collected an average of 61.78 pounds of food waste every trip. We also continued to weigh the trash bags that were being sent to the landfill every time we went out to the school. The average weight of the bags was reduced from 222.625 pounds to 172.25 pounds.

Our method of food waste collection was to collect food individually from students in Kindergarten and First Grade, and to have all students from Second to Fifth Grade bring up their trays individually. This meant that the older students were able to learn what foods we needed

for the composting pile, and what items should be sent to the landfill. After about a month, most students began recognizing what can and cannot be composted, and would clear their trays accordingly.

At the beginning of the school year, we accepted all food waste, but after six visits to the school, it was decided that we would try to limit the amount of dairy and meat we were adding to the pile. This was mostly to minimize fly and ant populations that appeared near the compost bins. However if those items were accidentally included in the buckets, it was not a major concern. After eliminating these items from the pile and increasing the amount of carbon in the system in the form of the paper trays, the pest problem was no longer an issue.

Some variables that might have affected our data include not having all students present for lunch times, not being able to collect food waste from every student present at lunch, and Hurricane Michael affecting the number of days that we could be present at the school. A trend noticed by volunteers was that while younger students had more food waste due to becoming full quickly, older students had more food waste because they were excited to compost their scraps. Lunch aides were asked to impress upon students the importance of finishing meals and taking home uneaten food or saving it for a snack later in the day. While we had a few volunteers from Sustainable Tallahassee, it was difficult to find volunteers from the school itself. We reached out to the Parent Teacher Organization and the school Administration, but received very little correspondence or interest from either group. In future iterations of this program, we believe that buy-in from all areas of the school is the most important factor. If the program is to have any longevity within the school, it cannot be reliant on an outside organization to run the entire project. It will need dedicated actors from within the school or from the parents of the children

attending the school. It is better for an organization like Sustainable Tallahassee to have a role in consultation and not complete project management.

After initially reaching out to New Leaf, we received no further correspondence from their management. We sent them a general survey regarding their food waste and did not receive the results. We have tapered off on our communication with Uptown Cafe, but are planning to reach out again in January of 2019 to try to re-establish a dialogue about improving their composting situation. We will try to connect them with the private composting business, [Compost Community](#), as well as discuss methods for eliminating food waste from their kitchen.

Sustainable Tallahassee hired two interns to assist with the Food Recovery aspect of the agreement. They were asked to coordinate with Food Rescue U.S., using their app designed to function as a connection between food rescuers, donors, and recipients. The pilot of the app did not get as far as we were hoping. In the future we are planning to hire one dedicated intern to work exclusively on expanding the reach of the Food Rescue US App within the greater Leon County area. We have reached out to the Food Recovery Network's FSU branch, and have been unable to schedule a meeting with them to discuss how we can make the app a resource for their organization.

We have met with the Presidential Scholars Cohort Tree to discuss their website, <http://tallyfoodweb.com/>, and are planning on helping them with advertising their program and offering assistance in any way we can. Their initiative seeks to connect people in the Leon County are experiencing food insecurity with food, as well as offering a resource to those who are looking to donate either food or their time.

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #2**

Leon County Board of County Commissioners

Budget Workshop Item #2

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Multi-Year (FY2019-FY2021) Fiscal Plan

Review and Approval:	Vincent S. Long, County Administrator
Lead Staff/ Project Team:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship

Statement of Issue:

Consideration of a multi-year fiscal plan to address anticipated expenditures and avoid anticipated tax and fee increases.

Fiscal Impact:

This item has a fiscal impact. The multi-year plan provides funding for anticipated expenditures while avoiding projected tax and fee increases.

Staff Recommendation:

Option #1: Approve the Multi-Year (FY2019-FY2021) Fiscal Plan.

Report and Discussion

Background:

Effective budgeting is not done each fiscal year in isolation. Rather, it is a continuous process of planning and making strategic adjustments as conditions change along the long-term path of ensuring the fiscal viability of the County. It is one which understands that the decisions made in one fiscal year impact the available options in the next and greatly influence the trajectory of future budgets. This approach, combined with a budget philosophy of eliminating debt, maintaining appropriate reserves, anticipating (and properly budget for) expected expenditures, and managing existing resources to avoid tax or fee increases, has served Leon County well.

The multi-year fiscal plan presented here builds upon strategic decisions approved by the Board in recent years. As this item will outline in detail, these decisions, guided by the County's budget philosophy, have created further opportunities to address anticipated expenditures and avoid anticipated tax and fee increases in the near term. The Board's approval of this plan and any additional direction will provide budget certainty in the short-term and continued fiscal viability in the long term.

Over the past ten years, budget discipline, sound financial planning and an organization-wide focus on innovation, cost avoidance and efficiency has positioned the County for long-term fiscal stability. This fiscal strategy demonstrated sensitivity of taxpayers. During tough economic times, the County maintained fees and passed on significant property tax savings. Coming out of the recession, several long-term fiscal issues were addressed. As part of the FY 2014 budget process, prior to property taxes and sales taxes rebounding, the County deliberately focused on aligning fees with services, with focus on reducing or eliminating general revenue subsidies for transportation, stormwater maintenance and solid waste.

More recently, the County has deliberately focused on reducing the use of one-time fund balances to support the recurring budget while increasing funding for capital projects. At the peak of the recession, the County budgeted \$5.0 million in fund balance and reduced this amount by 60% to \$2.0 million in FY 2019. While at the same time, increasing the annual recurring transfer to capital from a low of \$0 at the peak of the recession to \$5.0 million in FY 2019. Over the past several years, bond rating agencies have recognized these efforts by bestowing the County with coveted upgraded bond ratings.

Explained in greater detail in the analysis section, the multi-year fiscal plan presented here builds upon and in some cases makes necessary adjustments to the previous and ongoing fiscal planning efforts which have positively positioned Leon County and provide the availability of options discussed later in this item, including:

- The adopted FY 2017 – FY 2021 Strategic Plan includes a 5-year target to reduce the County's outstanding debt by 60%. The County is on pace to achieve this target. The fiscal plan presents approaches to utilize the reduced debt service payments beginning in FY2021.

- In developing the FY 2018 budget, staff provided the Board several financial strategies to address the long-term fiscal impacts if the additional homestead exemption if the referendum passed in November 2018. Part of the Board approved strategy included budgeting a \$2.1 million reserve in the FY 2019 budget, a portion of which has been used to pay for Hurricane Michael expenditures. With the referendum failing, the fiscal plan provides recommendations for the reallocation of the reserve.
- In FY 2014, the Board implemented the 5-cent gas tax. Based on direction received at that time, the County annually budgets half (\$1.5 million) for sidewalk construction. Since that time, the Blueprint extension was approved which also includes an annual allocation of \$1.25 million for sidewalk construction. Collection begins in FY2020. The fiscal plan presents options on the possible reallocation of a portion of the existing gas tax funding for the next two fiscal years to fund other critical transportation needs.
- As part of the FY 2015 budget process, staff recommended, and the Board approved implementing a long-term plan to drawdown EMS fund balances prior to considering any EMS MSTU millage increase. As originally planned, the fund balance drawdown is projected to bring EMS reserves within policy limits in FY 2021. The fiscal plan presents a recommendation to maintain the EMS millage rate while providing EMS the necessary funds to replace the use of fund balance.
- At the December 11, 2018 meeting, staff recommended, and the Board approved a budget discussion item to consider an increase to the solid waste non-ad valorem assessment to pay for the increased cost associated with amending the disposal and hauling contract, and to reduce or eliminate the current general revenue transfer to the Solid Waste Fund. The fiscal plan presents a recommendation to maintain the Solid Waste non-ad valorem assessment while providing the funds necessary for Solid Waste to operate.
- The County currently levies a fire services fee in the unincorporated area to pay the City for the provision of fire services. The fire service fee rates were initially established for a five-year period ending FY 2020. Though no discussions with the City have occurred, the interlocal agreement provides for the possibility of an inflationary increase for FY 2021 through FY 2025, subject to agreement of both the County and City. The fiscal plan presents options to mitigate a possible increase in the fire services rate while providing the funds necessary to pay for fire services.

Analysis:

As shown in Table #1, through the reallocation of existing resources, the fiscal plan recommends budgeting the \$2.093 million homestead exemption reserve, the \$4.3 million in reduced debt and a reallocation of \$1.0 million in gas taxes to support EMS, Solid Waste, and critical infrastructure improvements. The fiscal plan correspondingly mitigates future anticipated increases to the EMS MSTU, Solid Waste non-ad valorem assessment and the fire services fee. Planning for the use of these available resources during the FY2020 and FY2021 budget processes, will eliminate the need for future tax and assessments increases. In addition, the fiscal plan invests significant funds to

support critical infrastructure needs within existing resources, while continuing to ensure the County’s long-term financial viability.

Table #1: Recommended Multi-Year (FY2019-FY2021) Fiscal Plan

Resources	FY2019	FY 2020	FY 2021
Homestead Reserve	\$1,123,000	\$2,093,000	\$2,093,000
Gas Tax Reallocation		\$1,000,000	\$1,000,000
Debt Service Reduction			\$4,301,000
Total Resources	\$1,123,000	\$3,093,000	\$7,394,000

Appropriations	FY2019	FY2020	FY 2021
<i>Taxpayer Cost Avoidances:</i>			
EMS (Avoid Millage Increase)		\$238,000	\$2,000,000
Solid Waste (Avoid non-ad valorem increase)		\$355,000	\$380,000
Fire Services (Avoid possible Fire Services Fee increase)			\$1,600,000
<i>Capital Project Funding:</i>			
Faulk Drive Sink Hole	\$500,000		
Detention Facility Cell Locks	\$623,000		
Transportation Flood Relief Projects		\$1,000,000	\$3,414,000
Supervisor of Elections (Presidential Election Year)		\$1,500,000	
Total Appropriations	\$1,123,000	\$3,093,000	\$7,394,000

The following sections describe in detail each of the specific aspects of the fiscal plan depicted in Table #1.

Resource: Reallocation of the Homestead Reserve

In FY 2018, the Board adopted a fiscal plan to address the possible passage of the additional \$25,000 Homestead Exemption. Part of the fiscal plan included setting aside recurring funding to mitigate the projected \$7.2 million loss in revenue the County would have experienced if the referendum was approved. As part of the FY 2019 budget, the County established a \$2.093 million reserve. With the referendum failing, this recurring revenue is available for allocation as part of the proposed fiscal plan. During the current fiscal year, a portion of the reserve was reallocated to pay for Hurricane Michael expenditures, leaving a current balance of \$1,123,000. The entire recurring revenue is available for allocation beginning next fiscal year.

Resource: Debt Service Reduction

As part of the Strategic Plan, one of the five-year targets is to reduce the outstanding debt of the County by 60%. Coming out of the recession, Leon County was able to take advantage of low interest bank loans to refinance outstanding debt. Through these efforts a savings of \$1.8 million will be realized over the life of the loans. Since FY 2015 the County has also reduced its annual debt payment from \$9.0 million to \$7.6 million. As debt has been retired and correspondingly

new debt not issued, the annual transfer to the capital program has increased providing funding to maintain critical infrastructure, primarily buildings, stormwater and parks. In FY 2020, an additional \$4.3 million in debt service will be retired, reducing the annual debt service payment to \$3.3 million in FY 2021 and reaching the County's target of a 60% reduction in debt service. The \$4.3 million reduction is therefore available for allocation beginning in FY 2021 as part of the fiscal plan.

Resource: Gas Tax Reallocation

As part of a deliberate approach to financial stability, in FY 2014 the Board voted to levy the 5th cent gas tax, which the County splits equally with the City. Based on previous Board direction, the County's \$3.0 million share has been split equally between sidewalk construction (\$1.5 million) and general transportation maintenance (\$1.5 million).

Beginning in FY 2020, \$920,000 from the Blueprint 2020 sale tax will be provided to the County for sidewalk construction. This amount will increase to \$1.25 million per year beginning in FY 2021 when the new sales tax is in effect for a full year. In addition, given an existing surplus in the sidewalk account do to the lag time between the budgeting of funds and final construction, it is recommended that \$1.0 million of the gas tax funding be reallocated to fix chronic flooding problems on County Roads exposed during storms. If approved, the total sidewalk construction funding for FY 2020 would be \$1.420 million and \$1.725 million in FY2021.

Taxpayer Cost Avoidance: Emergency Medical Services MSTU

Emergency Medical Services (EMS) are funded through both the EMS Municipal Services Taxing Unit (MSTU) and ambulance service fees. The MSTU has remained at 0.5 mills since the inception of the program in 2005. The program is currently funded by 52% fees, 39% MSTU, 8% fund balance with the remaining 2% derived from the \$200,000 redirected during FY 2019 from the Tallahassee Memorial Healthcare Trauma Center to EMS, and interest earnings on the fund.

At the June 10, 2014 FY2015 Budget Workshop, the Board approved a long-term financial plan for EMS to drawdown available dedicated EMS fund balance until such time that the fund balances approached a level consistent with County policy. Since that time, fund balance has been budgeted annually to support EMS. With the approval to drawdown the fund balance, the Board understood that an increase in the EMS MSTU would be needed in FY2020 or FY2021. Instead, by implementing the recommended multi-year fiscal plan, the EMS MSTU millage rate can be maintained at its current level. Beginning in FY2020, an initial \$233,000 from the homestead reserve would be transferred to the EMS fund. Then in FY2021, the total transfer would increase to \$2.0 million.

By implementing the fiscal plan, the County can avoid raising the EMS MSTU by 0.12 mills in FY 2021. Under the current ordinance, the millage rate is capped at 0.5 mills. If increased, a public hearing would be required to raise the millage cap. Under Florida Statutes, Countywide MSTUs also require the approval of the City. Pursuant to the interlocal agreement for Fire and Advanced Life Support which expires in FY 2025, the City is required to allow the increase if requested by the County. While this multi-year fiscal plan provides fiscal stability for the next several years, if increases in demand for EMS service continue to grow, additional funding needs would be addressed as part of future budget processes.

Taxpayer Cost Avoidance: Solid Waste Non-Ad Valorem Assessment

At the December 11, 2018 meeting, staff recommended, and the Board directed a budget discussion item to consider an increase to the solid waste non-ad valorem assessment to pay for the increased cost associated with amending the disposal and hauling contract, and to reduce or eliminate the current general revenue transfer to the Solid Waste Fund. The County currently pays for the disposal of waste and recycling services by levying an annual \$40 non-ad valorem assessment on the tax bill for properties in the unincorporated and a general revenue transfer. The assessment was originally established in 1994. The County subsidizes the solid waste fund with general revenues as the non-ad valorem assessment does not cover these costs.

In addition to the increased cost for hauling and disposal, a separate budget discussion item also recommends an increase in funding in support of the recycling contract. If the recycling contract amendment is approved, without an increase in the non-ad valorem assessment, the general revenue transfer would increase by \$355,000 for FY2020. The total general revenue transfer for FY 2020 would be \$990,680. To eliminate this general revenue transfer would require an increase in the solid waste non-ad valorem assessment. Instead, by implementing the recommended multi-year fiscal plan, the assessment can be maintained at its current level.

By implementing the fiscal plan, the County can avoid raising the non-ad valorem assessment by 70% from \$40 to \$68 annually. To raise the non-ad valorem assessment, a first-class letter is required to be sent to all 39,338 unincorporated residential households as well as conducting a public hearing. As part of the fee increase, the County would correspondingly eliminate the fees charged at the rural waste collection centers.

Taxpayer Cost Avoidance: Fire Services Fee

This analysis is intended to provide a summary of the fire services fee. A more detailed analysis would be provided as part of any future workshops or agenda items if any change in the fire services fee is being considered.

At the April 28, 2015 FY 2016 Budget Workshop, the Board approved an interlocal agreement with the City to provide fire protection for the unincorporated area. The County pays for these services by levying a fire services fee on property in the unincorporated area. As part of the agreement, in 2015 the County and City conducted a rate study to establish the fire services fee. The initial fee was increased by 15% and established for a period of five years (FY2015 through FY 2020). To provide for taxpayer sensitivity, the County delayed the rate increase for two fiscal years, and instead used one-time fund balances to pay the increase in costs to the City. The full fee took effect in FY 2018.

Though no discussions have occurred with the City, the interlocal agreement provides that beginning in FY 2021 and continuing for five years, the fire fee rates would be developed utilizing an inflationary index. The fire study projected this increase could be between 4% and 5% per year. Any increase in the fee requires the agreement of the County and City. Instead, by implementing the recommended multi-year fiscal plan, the projected fire fee can be maintained at its current level by setting aside \$1.6 million in recurring revenue beginning in FY 2021. Any funds not used for fire services would be available to reduce recurring fund balance usage in the annual budget.

By implementing the multi-year fiscal plan, the County can avoid raising the fire services fee. Single-family residential homes in the unincorporated area currently pay either \$185 or \$201 annually for fire services based on proximity to fire stations, with the majority paying \$185. Assuming a total five-year inflationary increase of 20% would result in a \$37 increase per year through FY 2025.

Taxpayer Cost Avoidance Summary

Table #2: Fiscal Plan - Average Annual Taxpayer Costs Avoided Unincorporated Area

	Taxable Value – Residential Home				
	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000
EMS MSTU	\$12	\$18	\$24	\$30	\$36
Solid Waste Non-Ad Valorem	\$28	\$28	\$28	\$28	\$28
Fire Services Fee (estimated)	\$37	\$37	\$37	\$37	\$37
Total	\$77	\$83	\$89	\$95	\$101

Table #2 provides a summary of the proposed taxes and fees being avoided through the implementation of the long-term fiscal plan. While individual home and business owner’s savings will vary, for a home with a taxable value of \$150,000, an owner in the unincorporated area would annually save \$83. As the EMS MSTU is levied Countywide, all property owners benefit from this millage avoidance.

Table #3: Total Estimated Annual Taxes and Fees Avoided

	Annual Taxes and Fees Avoided
EMS MSTU	\$2,000,000
Solid Waste Non-Ad Valorem	\$1,000,000
Fire Services Fee (estimated)	\$1,600,000
Total	\$4,600,000

Table #3 summarizes the total tax and fees avoided by implementing the multi-year fiscal plan.

Appropriations

Through the annual budget process, the County has developed a five-year capital program to plan for and fund the County’s capital infrastructure needs. Annually, the five-year planning horizon is evaluated to ensure the program is financially feasible and the most critical capital needs are being addressed. Through this process the County can properly plan and execute project implementation. Yet, some projects are not anticipated through this planning process, but, can be addressed through this multi-year plan.

Faulk Drive Sink Hole

The first unanticipated project to be addressed through the multi-year plan is a sink hole on Faulk Drive. In December of 2018 a sink hole opened in a County stormwater facility on Faulk Drive. Since that time, the County took immediate steps to ensure the safety of the road by engaging a consulting firm to perform geotechnical analysis. The consulting firm has stated that there is no

threat to the integrity of the road. However, the sinkhole must be isolated to prevent stormwater meant to be contained in the pond from discharging directly to the aquifer. A preliminary engineering analysis estimates a cost of \$500,000 to cap the sinkhole. Given the nature of sink holes, this funding was not previously identified in the capital budget. It is recommended that a portion of the current year homestead reserve be allocated to expedite this project.

Detention Facility Cell Locks

Like the Faulk Drive sink hole, the Detention Facility is in immediate need to have the cell locks replaced, though it is also not included in the current five-year capital program. As part of the current year budget process, the Sheriff's Office has identified that the locking system on the cell sliders doors is failing. The cell slider doors at the Detention Facility are equipped with an electronic control and locking system. The current electronic locks are over 20 years old and are experiencing sporadic systemic functional failures due to degradation, principally due to age. When a lock fails, the central control system is not able to remotely control or monitor the status of a cell door to determine if it is open (not secure) or closed (secure). This requires a Corrections Officer to manually open the door with a key. In the event a critical emergency occurs requiring evacuation, a non-functioning door will prevent or impede inmates from being able to depart without a Corrections Officer to physically open the cell. Replacement of the locks will cost approximately \$623,000. Given the critical nature of this infrastructure, it is recommended that funding for the project be allocated from the current year homestead reserve.

Transportation Flood Relief Projects

Additional critical infrastructure needs continue to present themselves after recent storm events. In addition to the County's regular five-year stormwater capital program, the County created a dedicated capital project line-item in the budget to alleviate flooding from major storm events following Tropical Storm Faye in 2009. To date, the County has spent over \$10 million completing approximately 2/3's of the 30 road/stormwater projects identified with most of the remaining projects in design or ready for construction. However, based on current engineering estimates, several of these projects (Raymond Tucker Road and Centerville Trace) require an additional \$500,000 in appropriation in FY 2020. Additional projects are undergoing final design and it is anticipated that increased construction funding will be required in the out years of the CIP. In addition, Maylor/Taylor Roads is one of the 30 road/stormwater projects included in this Capital Improvement Program that has not yet been funded. The initial plan to address Maylor/Taylor Roads involved partnering with a private residential development that was not constructed. Had the development gone forward, it would have accelerated the project timeline for improvements to Maylor/Taylor Roads. The area is in a closed basin and may require significant right-of-way acquisition costs which could have been mitigated by the residential development. Pending a complete engineering analysis, the Maylor/Taylor Roads project cost could exceed \$3.2 million. In FY 2020, the County will perform additional engineering analysis of the Maylor/Taylor Roads to develop cost estimates. The fiscal plan recommends \$1.0 million in FY 2020 and \$3.414 million in FY 2021 for transportation flood relief projects.

The additional appropriation for the transportation flooding relief projects increases the overall recurring general revenue support of the capital program. Without the fiscal plan, these critical transportation flood relief projects would require other general revenue funding, or the construction would be delayed. During the recession, the recurring general revenue transfer to the

capital program was reduced to \$0. However, through the annual budget processes, the transfer has gradually increased to \$5.0 million in FY 2019. A recurring transfer of \$8.0 to \$10.0 million is necessary to maintain the County's significant investment in public infrastructure such as roads, stormwater, parks, libraries and court facilities.

Supervisor of Elections – Presidential Preference Primary

The Supervisor of Elections budget is projected to increase significantly next to support the presidential election cycle. The annual change in the elections budget varies significantly year to year depending on the election cycle, with increases experienced during Presidential Primary and general election cycles. In FY 2020, the Supervisor of Elections will be conducting the Presidential Preference Primary and preparing for the November 2020 general election. The Supervisor of Elections budget request is due to the County May 1. However, in preliminary discussions the Supervisor's office indicates a \$1.5 million increase for next fiscal year. The Supervisor's current year budget of \$4.15 million is projected to increase next year to at least \$5.6 million. The elections budget is then projected to return to a non-election year spending level the following year. To mitigate the impact of the presidential election cycle, the fiscal plan recommends funding the increase with the Homestead Reserve funds. By utilizing the Homestead Reserve, this avoids using recurring property tax revenues or one-time fund balances for the increased election costs.

Conclusion

Effective budgeting is a continuous process of planning and making strategic adjustments to ensure the long-term fiscal viability of the County. It is a process which understands that the decisions made in one fiscal year greatly influence the budget options available in the future. The multi-year fiscal plan presented builds upon strategic decisions approved by the Board in recent years. Several of these decisions include establishing a catastrophe fund, refinancing long term debt, decreasing the use of recurring fund balance, establishing reserves to address the homestead referendum, implementing the gas tax, and constraining budgetary growth. These previous actions have positioned the County to implement the proposed multi-year fiscal plan. The Board's approval of this multi-year plan, and any additional direction, will address anticipated expenditures and avoid anticipated tax and fee increases in the near term while providing budget certainty in the short-term and continued fiscal viability in the long term.

Options:

1. Approve the Multi-Year (FY2019-FY2021) Fiscal Plan.
2. Do not approve the Multi-Year (FY2019-FY2021) Fiscal Plan.
3. Board direction.

Recommendation:

Option #1

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #3**

Leon County Board of County Commissioners

Budget Workshop Item #3

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Proposed Resolution Amending the Leon County Health Department Fee Schedule

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Shington Lamy, Director, Office of Human Services and Community Partnerships Timothy Barden, Budget Manager

Statement of Issue:

As requested by the Leon County Health Department, this budget discussion item seeks Board approval of increases to the Health Department Fee Schedule to fund additional Health Department employees to address the increase in STDs in the community. Florida Statutes require Board approval of Health Department Fees.

Fiscal Impact:

This item has no fiscal impact to the County. However, the proposed amendments to the Health Department Fee Schedule are expected to generate \$122,293 in additional revenue for the Health Department. The additional revenue will assist the Health Department in funding two Disease Intervention Specialist positions in the Sexually Transmitted Disease (STD) program.

Staff Recommendation:

Option #1: Adopt the Resolution amending the Florida Department of Health in Leon County Fee Schedule (Attachment #1).

Report and Discussion

Background:

On March 1, 2019, the Health Department requested the Board amend the current Leon County Health Department Fee Schedule (Attachment #2). Leon County has seen a dramatic increase in STDs in the community. To address this increase, the Health Department wants increase fees to support existing Health Department services. The increase in fee revenue will allow existing Health Department general revenue to fund a two new Disease Prevention Specialist in the STD program. Section 154.06, Florida Statutes authorizes that each county health department may collect fees provided that a schedule of such fees is established by resolution of the Board. Florida Statutes require fees collected remain with the Health Department for health department services. Additionally, Chapter 8, Section 8-1 of the County Ordinance authorizes the Board to prescribe a schedule for health department fees by resolution (Attachment #3). The Board previously amended the Health Department Fee Schedule on January 27, 2015.

Analysis:

The proposed amendments to the Health Department Fee Schedule would establish a local application fee for Onsite Sewage Treatment and Disposal Systems (OSTDS) permits, increase the birth certificate fee, and charge clinical services fees at the Medicare reimbursement rate instead of twice the Medicaid reimbursement rate. According to the Health Department the purpose of the fee increases is to support ongoing essential public health services that have experienced a combination of revenue reductions and increase operational costs. Historically, the Health Department's Dental Program has generated a sufficient level of revenue to support the Environmental Health, Vital Statistics, and Clinic programs. However, in the past two fiscal years the dental program has experienced a deficit due to Medicaid reimbursement rate reductions (\$195,492 in FY 17 and \$82,934 in FY 18). This reduction has made it necessary to use more general revenue to support these programs, particularly the Environmental Health Unit. Increasing these fees will allow these program areas to become more self-supporting and allow Health Department general revenue resource to be reallocated to STD disease prevention. Leon County leads the state in certain types of STDs and is also seeing a dramatic increase in syphilis cases.

Currently the STD program has five staff, including the program manager and field supervisor, that cover 14 counties for STD/HIV disease intervention. To stem the rising tide of STDs in Leon County, the Health Department is recommending adding two Disease Intervention Specialists. These positions will provide contact investigation, testing, treatment, partner notification, referral, outreach and education, which is anticipated to lead to an eventual decline in STDs in the community.

Onsite Sewage Treatment and Disposal Systems Local Application Fee

As reflected in the memorandum, the Health Department is recommending the establishment of a local application fee for OSTDS permits. Currently, Leon County residents that apply for an OSTDS permit are charged state mandated fees but not a local application fee. The state fees range between \$50 and \$125. The program is funded through Health Department general revenue and these state fees. As shown in Table 1 and provided by the Health Department, Leon County is the only county in the region that does not have a local application fee for OSTDS permits. The Health

Department is proposing the establishment of a local application fee of \$75 for OSTDS permits which is expected to generate approximately \$57,825 annually. The local fee would apply to all new, repair, abandonment, and existing modification OSTDS permits.

Table 1. Onsite Sewage Treatment and Disposal Systems Local Application Permit Fees

County	Local Application Fee
Leon*	\$0
Taylor	\$10
Jefferson	\$50
Madison	\$50
Wakulla	\$100
Gadsden	\$125

**Health Dept. proposing \$75 fee*

Implementing a local OSTD fee will allow a reduction in general revenue to support this program, which then can be used to support adding Disease Intervention Specialist in the STD program.

Birth Certificate Fee Increase

The proposed amendments also include an increase of the birth certificate fee from \$12 to \$15. Revenues generated by vital statistics activities such as birth certificate fees supports several Health Department programs including clinical services. The Health Department indicates that the cost of the programs continues to rise and that there are a limited number of revenue sources that can be adjusted to respond to the increase. As reflected in Table 2, the increase to \$15 would be consistent with the fee charged in Gadsden County and Jefferson County. Wakulla County charges \$12 however it does not provide same day print of birth certificates. Leon County Health Department provides same day print and would continue this practice at the \$15 rate. The increase is expected to generate approximately \$27,468 in additional revenue to the Health Department.

Table 2. Birth Certificate Fees

County	Birth Certificate Fee
Leon*	\$12
Wakulla	\$12
Gadsden	\$15
Jefferson	\$15

**Health Dept. proposing fee increase to \$15*

Medicare Reimbursement Rate

The proposed amendment to the Health Department Fee Schedule would charge clinical services fees at the Medicare reimbursement rate instead of twice the Medicaid reimbursement rate. The Medicare reimbursement rate is higher than the Medicaid rate. The Health Department expects the change to generate approximately \$37,000 in additional revenue. The Health Department shared that these fees are primarily charged to insurance companies. This would not impact patients with income that fall between 100% and 200% of the Federal Poverty Line; these patients are not charged for clinical services by the Health Department.

Should the Board approve the resolution amending the Health Department Fee Schedule, the new fees would take effect immediately. The Health Department states it would not be able to expand the STD disease prevention program by adding two Disease Intervention Specialist without the proposed fee increases.

Options:

1. Adopt the Resolution amending the Florida Department of Health in Leon County Fee Schedule (Attachment #1).
2. Do not adopt the Resolution amending the Florida Department of Health in Leon County Fee Schedule.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Resolution Amending the Florida Department of Health in Leon County Fee Schedule
2. Leon County Health Department Memorandum
3. Chapter 8, Section 8-1 of the County Ordinance

RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, REVISING THE HEALTH DEPARTMENT FEE SCHEDULE TO INCLUDE ESTABLISHMENT OF A LOCAL APPLICATION FEE FOR ONSITE SEWER TREATMENT AND DISPOSAL SYSTEM PERMITS; AN INCREASE BIRTH CERTIFICATE FEE; AND REVISED LANGUAGE REGARDING THE CLINICAL FEE SERVICES AS INDICATED ON THE ATTACHED DOCUMENT ENTITLED "REVISED FLORIDA DEPARTMENT OF HEALTH IN LEON COUNTY FEE SCHEDULE".

WHEREAS, Leon County Ordinance No. 07-50 provides in Section 8-1 that fees for the Leon County Health Department will be periodically established by Resolution of the Board of County Commissioners; and

WHEREAS, the Board of County Commissioners is hereby authorized to prescribe a schedule of services rendered by the County health unit for which fees and charges should be made and to prescribe the fees and charges to be made for such services by the adoption of a resolution.

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

1. The fees set forth in the "Revised Florida Department of Health in Leon County Fee Schedule" attached and incorporated herein as Attachment A, are hereby adopted.
2. The fees set forth in approved resolution R15-03 are hereby repealed and replaced in its entirety by the fees adopted in this Resolution.
3. This Resolution shall be effective upon being signed.

DONE AND ADOPTED by the Board of County Commissioners of Leon County,
Florida, on this the 23rd day of April 2019.

LEON COUNTY, FLORIDA

BY: _____
Jimbo Jackson, Chairman
Board of County Commissioners

ATTEST:

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

By: _____

APPROVED AS TO FORM:

Office of the County Attorney
Leon County, Florida

By: _____
Herbert W. A. Thiele
County Attorney

Revised Florida Department of Health in Leon County Fee Schedule
(Effective Date: April 23, 2019)

<i>Return check charge:</i>	\$15.00 or 5% of the value of the check whichever is greater
<i>Vital statistics:</i>	
Birth records: Certified Birth Certificate	\$12.00 <u>15.00</u>
Death records: Certified Death Certificate	\$10.00

Clinic Fees:

1. Fees for all clinic services shall be equivalent to ~~twice~~ the ~~current Medicaid~~ current published Medicare reimbursement rate.
2. Fees equivalent to actual cost of service plus the applicable visit fee will be charged for nonmedicaid reimbursable services.
3. Clinic services are provided at no charge to those individuals and families below the poverty level. Clinic services will be discounted and charged on a "sliding fee" scale for individuals and families between 100% and 200% of the poverty level. The Department of Health and Human Services current official Poverty Income Guidelines shall be used for this purpose.

Environmental Health Services:

The following fees shall be charged for environmental health services and shall be in effect until such time as a state fee is established and charged for these services:

Group care facilities:

Assisted living facilities:

1-10 beds	\$50.00
Greater than 10 beds	\$100.00
Adult family care home	\$50.00
Adult Day Care	\$50.00
Crisis Stabilization unit:	
1-10 beds	\$50.00
Greater than 10 beds	\$100.00
Hospice	\$50.00
Intermediate care facility for the Developmentally Disabled:	\$70.00
Prescribed pediatric extended care center:	
1-10 beds	\$50.00
Greater than 10 beds	\$100.00
Residential treatment facility:	
1-10 beds	\$50.00
Greater than 10 beds	\$100.00

Short term residential
center:

1-10 beds	\$50.00
Greater than 10 beds	\$100.00

School facilities:

1-100 students	\$70.00
Greater than 100 students	\$100.00

Late fees:

A \$25.00 late fee shall be assessed to all applications for renewal of the annual operating permit received after the expiration date. Where a state fee has been established by rule or statute for this purpose, the state fee shall be assessed.

Onsite Sewage Treatment and Disposal Systems:

A local application fee of \$ 75 shall be assessed to all onsite sewage treatment and disposal system construction applications to include; new, repair, existing system approval, modification, abandonment and holding tank.

Mission:

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



Vision: To be the **Healthiest State** in the Nation

Date: April 5, 2019

To: Shington Lamy
Director, Leon County Office of Human Services & Community Partnerships

From: Claudia Blackburn
Health Officer

Subject: Proposed Local Service Fee Increases

The following information is provided in support of increasing existing Department of Health in Leon County (DOH-Leon) fees to support ongoing essential public health services. There are three program areas where fee increases are being proposed: Environmental Health, Vital Statistics and Clinic programs.

Increasing fees, as proposed, will allow these program areas to become more self-supporting and allow Health Department general revenue resources to be reallocated to Sexually Transmitted Disease (STD) prevention. Leon County leads the state in certain types of STDs and is also seeing a significant increase in syphilis cases.

Currently the STD program has five staff, including the program manager and field supervisor, that cover 14 counties for STD/HIV disease intervention. To stem the rising tide of STDs in the County, the Health Department is recommending adding two Disease Intervention Specialists. These positions will provide contact investigation, testing, treatment, partner notification, referral, outreach and education, which is anticipated to lead to an eventual decline in STDs in the community.

Historically, the Dental program has supplemented the Clinic services with surplus revenue. Approximately two years ago one of the Managed Care companies contracting with the Dental program reduced their Medicaid reimbursement rate from 140% to 130% of the Medicaid rate. Subsequently, the remaining Managed Care company also reduced its reimbursement rate to 130% effective January 2018. The projected loss of revenue due to the reduction in the Medicaid reimbursement rate from 140% to 130% has and will continue to impact the ability of the Dental program to substantially assist with supporting services provided in the Clinic.

Environmental Health

DOH-Leon is the only county in the region (Wakulla, Taylor, Madison, Jefferson, Gadsden) that has not established local fees for onsite sewage treatment and disposal systems (OSTDS) permitting. Currently both Jefferson and Madison counties have created a \$50.00 local application fee for all permit applications. Taylor County has created a \$10.00 local application fee. Wakulla County has established a \$100.00 local fee for New, Performance Based, and Repair applications and Gadsden County currently charges a \$125.00 local application fee for New and Modification OSTDS permits.

Additional revenue is necessary to offset the increasing costs of the OSTDS program. Over the past five years, program costs have exceeded revenue in the OSTDS program by an average of 49.8

percent. The remaining costs are covered by General Revenue funds which have not increased to match the demand.

DOH-Leon is proposing the establishment of a local application fee of \$75.00 for OSTDS permits. Based on the 5-year average of OSTDS permits submitted from FY 13-14 through FY 17-18, the fee is expected to generate \$57,825.00 annually.

Vital Statistics

The surplus revenue Vital Statistics generates is currently used to support several programs at DOH-Leon which includes clinic services. The rising cost of those services and the projected loss of Dental revenue which also supports the clinic, make it necessary to increase the revenue contribution of Vital Statistics. Currently DOH-Leon charges \$12.00 per birth certificate and the customer receives their certificate the same day. Two dollars of that fee are transferred to the State Vital Statistics Office in Jacksonville. In comparison, Gadsden and Jefferson Counties charge \$15.00 per birth certificate while Wakulla County also charges \$12.00 per certificate but does not provide same day service.

DOH-Leon is proposing an increase to the current Birth Certificate fee from \$12.00 to \$15.00. Based on a three-year average of certificates issued, revenue projections will increase from \$91,560.00 to \$119,028.00 per year with the proposed increase.

Clinic Services

Currently Clinic fees are based on the Department of Health and Human Services, Federal Poverty Income Guidelines. Clients, depending on income, pay no fee or a sliding scale if income falls between 100% and 200% of the federal poverty level. Service fees are established at twice the Medicaid rate for the service. Clients that do not fall within the guidelines pay the full fee for the service.

Many of the clinic services provided also have an associated Medicare rate for the service. This rate is often more than the current Medicaid rate being charged in the clinic. This proposal will include language to allow the DOH-Leon to establish a service fee at the current published Medicare reimbursement rate. This will enable us to fully recover our costs from insurance companies.

Chapter 8 - HEALTH AND HUMAN SERVICES

ARTICLE I. - IN GENERAL

Sec. 8-1. - Health department fees.

The board of county commissioners is hereby authorized to prescribe a schedule of services rendered by the county health unit for which fees and charges should be made and to prescribe the fees and charges to be made for such services by the adoption of a resolution by the board of county commissioners.

(Ord. No. 91-12, § 1(10-1), 8-13-91; Ord. No. 07-22, §§ 1, 2, 9-11-07)

State Law reference— Fees for public health services rendered by public health units, F.S. § 154.06.

Sec. 8-2. - Biohazardous, medical or pathological waste incinerators or crematoriums.

- (a) For a period of 180 calendar days from March 29, 1992, no biohazardous, medical, or pathological waste incinerator facility or crematorium shall be constructed within the county, and no new license shall be issued for any such facilities.
- (b) This section shall not be applied so as to prevent the continued operation of biohazardous, medical, and pathological waste incinerators and facilities which were operating and appropriately licensed to operate within the county on or before September 24, 1992.

(Ord. No. 92-13, §§ 1, 2, 3-24-92)

Secs. 8-3—8-25. - Reserved.

ARTICLE II. - RESERVED

Secs. 8-26—8-55. - Reserved.

ARTICLE III. - EMERGENCY MEDICAL TRANSPORTATION SERVICES

Sec. 8-56. - Purpose and scope.

This article is enacted pursuant to F.S. § 401.25(6), for the purpose of providing standards and necessary regulations for the issuance of certificates of public convenience and necessity for basic and advanced life support services. This article shall apply and be in force within the incorporated and unincorporated areas of Leon County. To the extent this article is more restrictive than the requirements of Chapter 401, Florida Statutes, or Rule 64E-2, Florida Administrative Code, the provisions of this article shall prevail.

(Ord. No. 04-09, § 1, 4-13-04)

Sec. 8-57. - Definitions.

The definitions set forth in F.S. § 401.23, are incorporated herein by reference and are not generally repeated. When used in this article, the following terms shall have the meanings ascribed to them by this section:

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #4**

Leon County Board of County Commissioners

Budget Workshop Item #4

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Integrated Sustainability Action Plan (ISAP)

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Maggie Theriot, Office of Resource stewardship
Lead Staff/ Project Team:	Tessa Schreiner, Recycling and Sustainability Manager

Statement of Issue:

This budget discussion item seeks Board approval of the Integrated Sustainability Action Plan and initial action steps to begin implementation.

Fiscal Impact:

This item has a fiscal impact. To support the implementation of the ISAP, the tentative budget includes \$50,000 annually in the CIP to fund additional solar at County facilities.

Staff Recommendation:

- Option #1: Approve the Integrated Sustainability Action Plan.
- Option #2: Authorize staff to proceed with the release of a Request for Qualifications for an updated Energy Services Contract.
- Option #3: Approve the resolution (Attachment #4) supporting the City's 100% Renewable Energy Goal.

Report and Discussion

Background:

At the May 22, 2018 Board meeting, staff recommended, and the Board approved proceeding with a new Greenhouse Gas inventory of County operations and to update the Sustainability Action Plan. Staff has completed the process of conducting a Greenhouse Gas inventory and has used the results of the inventory to inform a significant portion of the Sustainability Action Plan's objectives and goals. Additionally, the Board authorized the County Administrator to sign the Capital Area Sustainability Compact (CASC) joining the community's largest organizations to collaborate on projects, share resources, and set initiatives to drive sustainable progress throughout the county. This agenda item includes:

- consideration of the final draft of the Integrated Sustainability Action Plan;
- recommendations to reduce energy consumption through an Energy Services Contract;
- a summary of the Greenhouse Gas inventory;
- an update on the Compact and its accomplishments;
- a draft resolution supporting the City's 100% renewable energy goal.

In addition, a separate budget discussion item discusses a contract amendment with Marpan to maintain a viable recycling program which is necessary to support the County's efforts to reach a community wide recycling goal of 75%.

This agenda item is essential to the following FY2017-FY2021 Strategic Initiatives and 5-Year Targets:

- Develop strategies to increase recycling and reuse rates. (2016-14)
- Convene the Leon County Sustainable Community Summit on a bi-annual basis (2016-16)
- Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Expo, to train industry professionals on sustainable building practices for participation in the PACE program. (2016-19)
- Explore new opportunities for solar on County facilities. (2016-21)
- Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan. (2017-6)
- Develop an action plan to further reduce the County Government's carbon footprint. (2018-2)
- Pursue NACo's SolSmart designation (2018-4)
- Ensure 100% of new County building construction, renovation and repair utilize sustainable design. (T6)
- 75% community recycling rate. (T7)

These particular Strategic Initiatives and 5-Year Targets align with the Board's Environment Strategic Priorities:

- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

This agenda item contributes to Leon County's efforts to build social infrastructure by enhancing public spaces, promoting civic engagement, engaging local schools, and supporting local arts. This agenda item includes information on numerous topics, including the Integrated Sustainability Action Plan, reduction of greenhouse gases, and progress of the Capital Area Sustainability Compact; each of these items directly contribute to the continued mission of building social infrastructure in the community.

In 2008, staff conducted a Greenhouse Gas (GHG) inventory and the Board of County Commissioners adopted a Climate Action Plan (CAP) which outlined actions to reduce such emissions within County operations 20% by 2017. In December 2017, staff reported to the Board that the County had not only reached but exceeded the reduction goal by reducing GHG emissions by 4%. The Sustainability Action Plan contained within this budget workshop item provides the next steps to continue such progress over the next ten years.

The 2008 action plan included 77 initiatives, including the installation of solar panels on County buildings, increasing the fuel efficiency of fleet vehicles, expanding availability of recycling at County facilities, and raising community awareness of sustainability best practices. Although the Action Plan concluded in 2017, efforts to conserve energy and reduce GHG emissions associated with County operations have and will continue.

One of the primary contributing factors to achieving the prior 20% reduction goal was the implementation of an Energy Services Contract (ESCO) which provided a financing mechanism to make a large investment in aging building infrastructure which resulted in corresponding energy savings. These savings were used to repay the infrastructure financing. In 2005, Leon County entered into an ESCO with Energy Savings Group (ESG). The agreement included 13 Energy Conservation Measures (ECMs) with a total cost of \$5.8 million. Many of the County's largest buildings were targeted for these energy conservation measures: the Leon County Courthouse, Government Annex (Bank of America building), Leroy Collins Library, and the Sheriff's Complex. These buildings received various retrofits for air cooling and ventilation systems, water saving devices, and improvements to lighting and lighting controls. The scale of this investment in the County's largest buildings substantially contributed to the goal of reducing GHG emissions. To date, more than \$8 million in savings has been realized from the ESCO investment of \$5.8 million. Reflective of the effectiveness of the prior ESCO, this agenda item includes analysis of pursuing another phase of ESCO.

Despite Leon County making great strides in reducing GHG emissions and developing a plan to continue such progress, it is recognized that Leon County cannot singularly shape the community's future. A collaborative effort will be necessary, and creation of the Capital Area Sustainability

Compact will be the foundation of communitywide change. At the May 22, 2018 meeting, the Board authorized the County Administrator to sign the Capital Area Sustainability Compact (CASC). The Compact, includes many of the community's largest organizations and aims to provide a platform by which the organizations can collaborate on projects, share resources, and set initiatives to drive sustainable progress in Leon County. This agenda item provides an update on the Compact and its accomplishments since its inception.

Analysis:

An Integrated Sustainability Action Plan (ISAP) is a sustainability strategic plan that contains specific goals and strategies for a variety of topics, including energy, water, waste, and transportation. An ISAP is created to institutionalize sustainability action into operations, protocol, and policy. For organizations that have an advanced sustainability programs, it is customary to adopt an ISAP. Leon County first adopted an Action Plan in 2008, which identified 77 action items and set a greenhouse gas reduction goal of 20% by 2017. Leon County completed the action items and achieved the goal set forth in the 2008 Plan, thus setting a foundation and standard on which to build the new ISAP. The ISAP applies primarily to County operations, but also contains multiple community-facing actions.

The following sections outline the steps taken to develop the Integrated Sustainability Action Plan; identify the goals within the Plan and provides recommendations to begin plan implementation by considering a new Energy Savings Contract to further reduce the County's energy consumption. Staff has completed the process of conducting a Greenhouse Gas inventory (Attachment #1) and has used the results of the inventory, in part, to provide direction and priority to the Sustainability Action Plan objectives and goals.

Integrated Sustainability Action Plan

In preparation for the development of an updated Integrated Sustainability Action Plan (ISAP) 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.

To identify best practices staff extensively researched sustainability and climate action plan examples from counties and cities across the nation. More than 100 plans focused on municipal or county operations were analyzed and various sustainability staff in other cities and counties were engaged to get feedback on best practices for an action plan. The surveying showed that the most successful plans had specific, achievable action items, had buy-in and contribution from stakeholders, and are working documents that do not become plans on a shelf. These best practices with community feedback were integrated to create a first draft of Leon County's ISAP, which includes specific action items, ensuring the draft plan is to the point and easy to follow.

Staff ensured multiple opportunities for community feedback, including two, well-attended public input sessions at the Main Library, as well as an online input survey was provided for those who

were unable to attend the sessions in person. The objective for these sessions was to identify specific ideas from citizens about what should be included in the action plan. The public input sessions also helped identify the topic areas and sustainability actions that are most important to Leon County citizens. In addition to providing input, these sessions served as an opportunity to educate citizens about the many accomplishments that the County has already made in driving sustainability (Attachment #3). In addition to the public input sessions, staff created a new forum to regularly engage expert sustainability stakeholders. The monthly meetings, titled “*Insights & Input*,” were created to provide frequent opportunities for staff and stakeholders with an advanced knowledge of sustainability to discuss the County’s ongoing sustainability efforts, hear new ideas, and talk through challenges and future opportunities. Staff invites any interested stakeholders to attend the meetings, and specifically engaged individuals who were known advocates of sustainability. Attendance varies, with regular attendees from Sustainable Tallahassee, Rethink Energy Florida, the Big Bend Sierra Club, and engaged citizens. Insights & Input meetings have strengthened the trust, added transparency, and enhanced engagement between the community and Leon County. The group also provided meaningful input on the ISAP and was actively engaged in the formation of the plan.

At the 2019 Sustainable Community Summit on March 23, attendees were also given an opportunity to give feedback on priority action items for the ISAP. The Summit featured various topic tents that corresponded to the topics in the ISAP, such as waste reduction, energy, water, and transportation. As attendees rotated through the tents, they “sticker voted” on feedback boards in each tent. In total, input on the plan was received from more than 200 citizens, and staff integrated 96% of actionable citizen suggestions into the draft plan.

Using best practices from other cities and counties around the nation and with the help of citizen feedback and ideas informed the final version of the ISAP (Attachment #2). Should the Board approve this final draft, staff will prepare the document for formatting, production, and distribution. The action plan is sectioned into the following categories:

- Energy and Green Buildings
- Water
- Waste Reduction
- Transportation
- Internal Protocol and Employee Engagement
- Sustainable Food Systems
- Community

The action plan provides actionable, measurable goals for each category, paired with a series of actions. Each item indicates whether the item is county operations-focused and/or community-facing, and the relative greenhouse gas reduction potential of that item. The proposed goals for each category are outlined in the following table; specific actions to achieve each goal are contained within the attached plan.

Table #2: Draft Goals

Category	Goal to achieve by 2030
Energy and Green Buildings	Reduce overall annual Kwh by 2% a year; 30% reduction by 2030
	Increase renewable energy capacity by 30% by 2030
	Convert 75% of all lights at County facilities to LED
	Ensure sustainable design in 100% of repairs, renovations, and new construction of County buildings (by 2021)
Water	All County facilities integrate Florida Friendly Landscaping practices
	Reduce number of gallons consumed in County facilities 30% by 2030
Waste Reduction	Achieve a 75% recycling goal by 2020
	Increase number of commercial recycling accounts in unincorporated Leon County by 30% by 2030
	Reduce paper consumption in County operations by 30% by 2030
	Ensure all County employees have access to recycling in their work area
Transportation	Reduce total fuel consumption by County fleet 30% by 2030
	Convert 30% of light-duty vehicles in County fleet to fully electric by 2030
	Ensure that all employees driving County vehicles receive "Green Driving Training"
Internal Protocol and Employee Education	Ensure that 50% of purchased items meet environmentally preferential purchasing (EPP) and disposal standards by 2030
	Ensure that all Leon County employees are educated on County sustainability initiatives and best practices in the workplace
Sustainable Food Systems	Source 80% of food for County events and meetings from local vendors and restaurants
Community	Educate 150 citizens through a Sustainability Ambassadors program
	Support 20 community-led sustainability projects

The ISAP goals were set to be ambitious yet achievable. As a collective package, the goals are a vital component in the County’s effort to continue driving sustainability forward within the organization and the community at large. Some action items and goals have a heavier impact on reducing the County’s carbon footprint than others. For example, reducing fuel use from County Fleet and employee commute and energy consumption from County facilities are two actions that will result in substantial greenhouse gas reductions. One major strategy for reducing the energy consumption from County facilities is through an Energy Services Contract, detailed later in this agenda item.

As reflected in the proposed plan, many the action items are programmatic in nature and will be implemented through the County’s existing sustainability staff and other County departments. The majority of action items that do require funding are anticipated to be paid for through the proposed

ESCO project or existing operating and capital budgets. A small number of action items may require a limited amount of funding in to implement, however, several of these items are scaleable and the costs can be mitigated. For example, this budget discussion item recommends budgeting \$50,000 a year in the CIP to increase the County's use of renewable energy by expanding solar on County buildings (Goal G2 of the ISAP and Action Item 1B). As part of future budget processes, prior to seeking any additional funding to support additional action items, County staff will evaluate grant opportunities, partnerships and existing budgets.

A comprehensive sustainability plan covers a broad array of action items including but not limited to curbing of greenhouse gases (GHG) as identified through the GHG inventory. Some items make substantial, direct contribution to GHG emissions reductions, and others are focused on education and behavior change. A new action plan provides the County an opportunity to build on previous accomplishments and continue driving sustainability forward. The plan ensures that the County's future operations do not cancel out past emissions reduction efforts. Additionally, a new plan represents an opportunity to capitalize on innovative technologies and best practices that support sustainability in operations, as well as the potential to realize cost-savings in County operations.

Staff has conducted an updated greenhouse gas inventory (Attachment #1) for consideration in proposing a new greenhouse gas reduction goal. The results of the inventory bring useful insight to areas which the County can make the most progress in continuing to reduce emissions which significantly shapes the Sustainability Action Plan. After conducting the greenhouse gas inventory, staff is confident that the County is well-poised to reduce greenhouse gas emissions even further from its operations and suggest a new goal to strive towards in the coming decade. As displayed in Table #2, staff proposes a GHG reduction goal of 30% by 2030. In order for the reduction goal to be met, specific actionable and measurable activities are included within the Action Plan such as pursuit of an Energy Services Contract.

Energy Services Contract

One of the key action items to reduce energy consumption in County facilities will be an Energy Services Contract (ESCO). An ESCO project uses the reduced cost annual utilities to pay for the capital improvements over a period of ten to fifteen years. As with any ESCO, energy savings would be guaranteed by the contractor, thereby leaving the County with no financial exposure. The County's 2005 Energy Services Contract supported 37 energy conservation measures at five of the largest County buildings. This investment significantly contributed to achieving the 20% GHG emissions reduction goal outlined in the 2008 Climate Action Plan and has yielded more than \$8 million in cost savings.

A preliminary study has been conducted to evaluate whether pursuing a new ESCO could result in similar, significant energy and cost savings for the County. Results of the study reveal that pursuing a new ESCO has a large savings potential for energy and energy costs. As buildings and facilities represent the largest proportion of the County's greenhouse gas emissions, pursuing a new ESCO has the additional benefit of contributing greatly to the 30% reduction goal by 2030. The preliminary study's conservative estimate shows that the County could realize at least a 25% reduction in energy by 2030. Additional energy and fuel efficiency measures included in the ISAP provide strategies for the County to achieve the full 30% reduction goal.

Another advantage of pursuing a new ESCO is that it supports the bundling of multiple projects that have additive savings potential. The type of simultaneous investment in complementary projects available through an ESCO support greater energy and cost savings than the County would realize through traditional retrofits over time.

Currently, the County has multiple capital improvement projects (CIPs) scheduled over the next several years that could be included in a new ESCO, such as replacing key mechanical systems which have reached end of life. Projects include roof, HVAC, and chiller upgrades as well as lighting and water efficiency retrofits at buildings such as the Leon County Detention Center, the Concord School, the Courthouse, and various libraries. Should the Board authorize pursuit of a new ESCO, the associated CIP funds could be utilized for other needs.

With Board approval, staff will move forward with the release of a Request for Qualifications (RFQ) for an Energy Services Contract in a form approved by the County Attorney. It is anticipated the solicitation process could be completed in the fall at which time staff will seek Board approval of the recommended contractor. It is anticipated detailed project development will be conducted by the contractor in early winter and implementation of related energy reduction projects beginning in early 2020. As with any ESCO, energy savings would be guaranteed by the contractor and require no upfront capital investment by the County. The projects selected for inclusion in an ESCO must result in savings equal to or greater than the cost of equipment.

Capital Area Sustainability Compact (CASC)

In fall of 2017, staff approached leadership of Sustainable Tallahassee on a collaborative idea to further promote sustainability in the community. The idea evolved into the Capital Area Sustainability Compact (CASC), with the hope that the largest local organizations in the community would join on and work together to tackle sustainability challenges and identify shared opportunities. The organizations include Leon County, 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. Talquin Electric was invited to participate but declined to join. Over the course of 2018, Sustainable Tallahassee worked with the CASC members to create the structure of the Compact, including bylaws, working groups, and the final Compact document language for member organizations to sign. At the December 11, 2018 meeting, staff recommended, and the Board approved authorizing the County Administrator to execute the Capital Area Sustainability Compact (CASC) in final form.

The creation of the Capital Area Sustainability Compact is a significant step forward in advancing sustainability in the community, as the member organizations have substantial collective impact on areas such as energy, transportation, food, and waste. The CASC Executive Committee has met three times to help establish general direction for CASC, as well as working groups focused on specific topic areas. So far, the Executive Committee has created three working groups on the topics of waste, transportation, and energy. The working groups are comprised of staff from member organizations who specialize in the topic area. The working groups have each met once and have already identified multiple sub-topics on which to focus, research, and collaborate. The meetings provided an opportunity for staff from different organizations to meet for the first time, and for organizations to share what sustainability initiatives they have accomplished and what

areas they hope to improve on. The Compact organizations are at various phases of sustainability, and the collaborative momentum will continue to build from these meetings as shared opportunities are discovered.

The Capital Area Sustainability Compact is intended to be a long-term initiative with a deliberate approach. A similar compact model that has been in existence for several years is the Cambridge Compact, with founding members of Harvard University, Massachusetts Institute of Technology (MIT), and the City of Cambridge. The Cambridge Compact took a couple of years to develop organizational structure and for members to identify opportunity areas for collaboration before diving into joint projects. The Capital Area Sustainability Compact is achieving these milestones at an excellent timeline, and it is hoped that the working group meetings will lead to initiatives such as joint projects, purchases, and educational efforts in the near future.

One of the biggest deliverables that each member organization agreed to by signing the Compact is to create an internal sustainability action plan for their organization or to integrate sustainability into their organization's strategic plan within two years of signing the Compact. Leon County is poised to be one of the first Compact members to achieve this with the creation of the Integrated Sustainability Action Plan. Sustainability action plans can vary widely from organization to organization, and Sustainable Tallahassee will help the organizations find the model that works best for them. Should the Board approve the County's ISAP, the County will thereby fulfill the Compact requirement.

Leon County's role in conceiving of and convening CASC has been recognized as a best practice by peers in the sustainability field. At the upcoming Southeast Sustainability Directors Network annual meeting in May, County staff will present a summary of the Capital Area Sustainability Compact structure and progress to sustainability managers and directors from southeastern cities and counties. Interest in local and regional sustainability and resiliency compacts is growing, and other communities have expressed an interest in replicating the CASC model, in which Leon County played a key role in creating.

City of Tallahassee's Renewable Energy Goal

In addition to launching the Compact, in 2017, the County was approached by members of the community to support a resolution setting a community goal of 100% renewable energy by 2035. At that time, neither the City or Talquin had taken a position on setting a renewable energy goal. As the County does not run the utility and therefore does not control the fuel mix, staff recommended and in 2017 Leon County became the first County in the Country to join more than 200 cities by adopting the Sierra Club's "Mayors for 100% Clean Energy Endorsement." While the Sierra Club endorsement does not include a date for the goal to be achieved, it expresses the Board's support for 100% clean renewable energy and our commitment to work with our community to realize this vision.

In February 2019, the City of Tallahassee Commission, a member of the Compact, demonstrated a commitment to renewable energy by voting to adopt a resolution supporting a renewable energy goal. The City's resolution sets a city-wide renewable energy goal of 100% by 2050 as well as several other organizational goals. The City of Tallahassee has also identified the Compact as a forum for input on the development of a Clean Energy Plan to meet their 2050 goal. This

resolution passed by the City demonstrates the kind of initiative called for by the Mayors for 100% Clean Energy Endorsement. As discussed by the Board the March 12, 2019 meeting, should the Board wish to formally endorse the City's 100% Renewable Energy Goal, a draft endorsement is provided (Attachment #4).

While approval of the resolution demonstrates the County's support for the City's proposed goal, approval of the ISAP provides actionable steps. By achieving the goals of the Action Plan, the County will significantly reduce energy consumption thereby reducing the demand on the City's power generation. In addition to the ISAP, the County can demonstrate and educate others on energy conservation best practices which impact the City's electricity users.

Conclusion

Through the update of the greenhouse gas inventory for County operations, the creation of the Integrated Sustainability Action Plan, and participation in the Capital Area Sustainability Compact, Leon County continues to demonstrate its commitment to sustainability progress. Pursuing impactful initiatives such as an Energy Services Contract, new Fleet technology, and further investment in renewable energy are meaningful steps towards achieving a second Leon County operations greenhouse gas reduction goal of 30% by 2030.

In February 2019, Leon County celebrated the 10-year anniversary of the Office of Sustainability, an achievement that marks the County's longstanding dedication to integrating sustainability practices into operations, programs, and projects. The Integrated Sustainability Action Plan will serve as the next chapter of sustainability actions and goals, in which the County can set an even higher bar.

Options:

1. Approve the Integrated Sustainability Action Plan.
2. Authorize staff to proceed with releasing a Request for Qualifications for an updated Energy Services Contract.
3. Approve the resolution supporting the City's 100% Renewable Energy Goal (Attachment #4).
4. Board direction.

Recommendations:

Options #1, #2, and #3 are included in the tentative budget.

Attachments:

1. Greenhouse Gas Inventory for County operations
2. Leon County Integrated Sustainability Action Plan
3. Leon County Sustainability Accomplishments
4. Draft Resolution Endorsing the City of Tallahassee 100% Renewable Energy Goal

Greenhouse Gas Inventory for Leon County Operations

Summary

Leon County's success in advancing sustainability has been guided by efforts to strategically reduce harmful greenhouse gas (GHG) emissions that contribute to the changing climate stemming from County operations. These emissions and their sources are recognized internationally, as described below, and can be calculated using County data that is already collected as part of 'business as usual'. A periodic inventory of GHG emissions resulting from County operations ensures that the County identifies ambitious but achievable reductions goals, and provides quantifiable evidence that the County reaches those goals.

Leon County joined the International Council for Local Environmental Initiatives (ICLEI) in 2007, and subsequently conducted its first inventory of greenhouse gas (GHG) emissions. The development of this inventory was supported by the ICLEI Local Government Operations Protocol and associated calculation tool. The calculation tool, an industry standard, provides a standardized set of guidelines to assist local governments in quantifying and reporting greenhouse gas (GHG) emissions associated with their operations. The 2019 GHG Inventory was developed using the same tool as the inventory from FY 2007, allowing for comparisons between years, and an analysis of Leon County's progress in emissions reduction. This inventory takes FY 2015 as its baseline, as the prior GHG reduction goal was achieved in 2015. This new baseline ensures that the County is well-positioned to achieve its new emissions reductions goal of 30% by 2030 through the new Integrated Sustainability Action Plan.

GHG emissions are reported as the number of tons of carbon dioxide equivalent (eCO₂) and are categorized by the following sources: buildings and facilities, street and traffic lights, vehicle fleet, employee commute, and solid waste. FY 2015 emissions from Leon County government operations totaled approximately 19,514 equivalent carbon dioxide tons (eCO₂). As in the baseline inventory, buildings and facilities contributed to the most to the County's carbon footprint (73% of the total eCO₂), followed by County vehicle fleet (18%), employee commute (8%), solid waste (1%), and traffic lights (1%). Reductions in eCO₂ were realized in all sectors under direct control of the Board (buildings and facilities, vehicle fleet, solid waste, and traffic lights), in spite of growth in the number of County buildings. The new inventory also provides evidence that the goal established in 2007 to reduce GHG emissions associated with County Operations by 20% in ten years was realized by the end of FY 2015, with a reduction of 4,649 tons of eCO₂ two years ahead of the targeted year. Finally, the inventory highlights the impact of the 2005 energy savings contract (ESCO) on the energy consumption and associated GHG emissions of the County's largest buildings. Altogether, the GHG inventory points to the success of the 2008 Climate Action Plan in realizing the County's first emissions reduction goal. Even as County operations continue to grow, the completion of 2008 Climate Action Plan and associated progress provide a launching pad from which the County is positioned to achieve even greater GHG emissions reduction in the coming years.

Introduction

Leon County joined the International Council for Local Environmental Initiatives (ICLEI) in July, 2007 and subsequently conducted its first inventory of greenhouse gas (GHG) emissions. The development of this inventory was supported by the ICLEI Local Government Operations Protocol and associated calculation tool. The calculation tool, an industry standard, provides a standardized set of guidelines to assist local governments in quantifying and reporting greenhouse gas (GHG) emissions associated with their operations. This inventory takes FY 2015 as its baseline, as the prior GHG reduction goal was achieved in 2015. This new baseline ensures that the County is well-positioned to achieve its new emissions reductions goal of 30% by 2030 through the new Integrated Sustainability Action Plan.

GHGs to be Assessed

This report, in accordance with industry-standard greenhouse gas emissions inventories for local government operations, assesses emissions of six internationally-recognized greenhouse gases regulated under the United Nations Kyoto Protocol:

- Carbon dioxide (CO₂);
- Methane (CH₄);
- Nitrous oxide (N₂O);
- Hydrofluorocarbons (HFCs);
- Perfluorocarbons (PFCs); and
- Sulfur hexafluoride (SF₆).

Emissions of each gas are calculated separately and reported in metric tons of CO₂ equivalent (eCO₂). Converting emissions of non-CO₂ gases to units of eCO₂ allows GHGs to be compared on a common basis (i.e. on the ability of each GHG to trap heat in the atmosphere). Non-CO₂ gases are converted to CO₂e using internationally recognized global warming potential (GWP) factors developed by the Intergovernmental Panel on Climate Change (IPCC). For example, the GWP of methane is 21 because one metric ton of methane has 21 times more ability to trap heat in the atmosphere than one metric ton of carbon dioxide. Tracking each of these gases allows analysis of the relative impact from different sources, may help prioritize the most efficient and effective way to reduce overall GHG emissions. It is important to note that the internationally recognized GWP values are expected to change over time as science improves.

Inventory Base Year

A meaningful and consistent comparison of emissions over time requires that local governments set a performance datum with which to compare current emissions. This performance datum is referred to as a base year. The local government's emissions inventory comprises all GHG emissions occurring in the selected base year. Since many local government initiatives occur on the basis of a fiscal year, the first Leon County GHG inventory was based on operations for the fiscal year beginning October 1, 2006 and concluding September 30, 2007 (FY 2007). The new inventory examines the emissions resulting from County operations from October 1, 2014 to September 30, 2015 (FY 2015). The new baseline of FY 2015 was selected because the prior GHG reduction goal of 20% was achieved in that year.

Organizational Boundaries

Since the Leon County GHG inventories are based on County operations, it is important to define organizational boundaries. Both the FY 2007 and FY 2015 inventories identified County facilities and activities to include on the basis of operational control. That is, emission sources that the Board can meaningfully influence. Staff identified two criteria to evaluate and establish a threshold for County operational control. The first is whole ownership of an operation, facility, or source by the County. The Leon County Courthouse is an example of this kind of operational control. The second criteria is full authority to introduce and implement operational health, safety, and environmental policies (including both GHG- and non-GHG- related policies). The Public Safety Complex, a facility operated in conjunction with the City of Tallahassee, and the County Detention Center, operated in conjunction with the Leon County Sheriff, meet the later criteria. In instances of shared ownership or operational control, this inventory includes total GHG emissions rather than emissions proportional to the County’s authority or ownership. On the one hand, this may result in an overestimation of the actual GHG emissions arising from County operations. On the other hand, the total inclusion of these emissions sources represents the County’s commitment to reducing emissions in all domains of its operations, including encouraging partner organizations to do the same.

Leon County Government Sectors

Along with scopes, emissions are also categorized into local government sectors. The local government sectors are:

- Buildings and other facilities
- Streetlights and traffic signals
- Vehicle fleet
- Employee commute
- Solid Waste

These local government sectors create a framework that is based on internationally recognized GHG accounting terms (e.g., Scope 1, Scope 2, stationary combustion, etc.). Analysis and reporting by sector rather than scope creates a more accessible framework to communicate to inventory results and identify operational opportunities for GHG reductions.

Emissions Reductions Progress: FY 2007 to FY 2015

In FY 2007, Leon County daily operations resulted in 22,549 eCO₂. That year, the Board established a goal of reducing GHG emissions resulting from operations by 20% (4,510 eCO₂) from its current level over ten years. Staff confirmed that County exceeded this goal in December 2017. The table below highlights the reductions by sector that contributed to this success between FY 2007 and FY 2015.

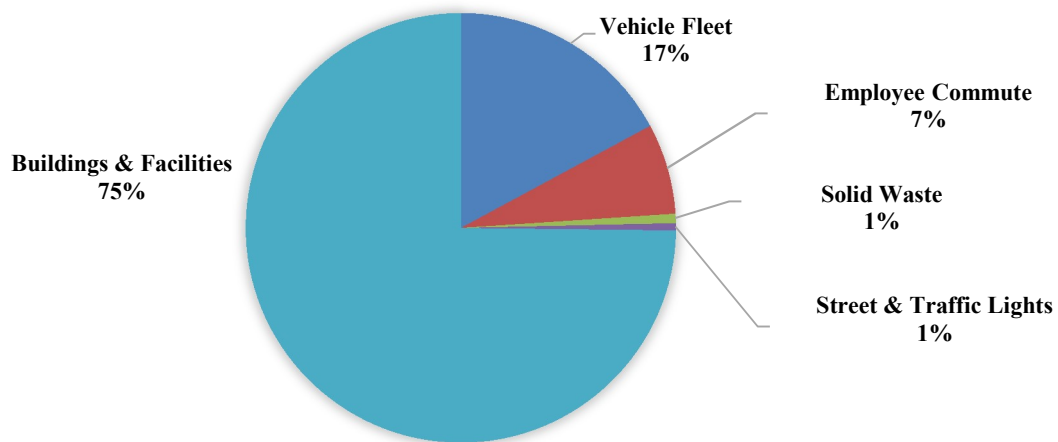
Source	FY 2007 eCO ₂	FY 2015 eCO ₂	eCO ₂ Reduction	Reduction (%)
Buildings & Facilities	17,205	12,942	4,264	24.7
Vehicle Fleet	4,114	3,341	684	16.6
Total	22,549	17,900	4,947	21.94

The 20% reduction goal established in 2007 was based on the scope of operations in that year. Concurrent to the realization of that goal, County operations experienced growth in scale and services. By 2015, the County occupied approximately 1,995,209 gross square feet (GSF) of building space, a 23% increase from FY 2007. Complete or partial operating control of the Public Safety Complex (100,000 sqft), Huntington Oaks (70,648 sqft), and Eastside Branch Library (13,419 sqft) represent the majority of new building and GSF growth between FY 2007 and FY 2015.

Summary of FY 2015 GHG Inventory

FY 2015 emissions from Leon County government operations totaled approximately 19,514 equivalent carbon dioxide tons (eCO2). This represents emissions from an additional 458,897 gross square feet over the FY 2007 inventory. The County’s emissions from all sources are summarized in the chart below. Additional details about emissions by sector follow.

Greenhouse Gas Emissions by Sector



Source	FY 2015 eCO2
Buildings & Facilities	14,598
Vehicle Fleet	3,341
Employee Commute	1,331
Solid Waste	138
Street & Traffic Lights	106
Total	19,514

Buildings & Facilities – 75% of Total GHG Emissions

Emissions from County buildings, the large emissions source from County operations, totaled 14,598 eCO2 in FY 2015. That year, the County occupied approximately 1,995,209 gross square feet (GSF) of building space, a 23% increase from FY 2007. Discounting the growth in buildings and gross square feet between FY 2007 and FY 2015, the County realized a 24.7% decrease in GHG emissions stemming from Buildings and Facilities. Accounting for the 23% growth in buildings and gross square feet, the County still realized a 15% reduction in GHG emissions stemming from Buildings and Facilities between FY 2007 and FY 2015.

In addition to eCO₂, it is useful to consider the electricity equivalent of County buildings, which accounts for the consumption of both natural gas (Scope 1) and electricity (Scope 2) in each building. This figure is calculated in millions British Thermal Units (MMBTU). In FY 2015, County building energy consumption totaled 88,709 mmbtu, a 20% reduction from FY 2007 (110,999 mmbtu). The table below highlights the County facilities that consumed the largest amount of energy in FY 2007 and FY 2015, and the energy reductions that occurred at each of them in the eight years since the initial and current GHG inventories. These three buildings accounted for 66% of the total County building mmbtu in FY 2007, and 54% of the total County building mmbtu in FY 2015. Put another way, the energy savings in mmbtu that occurred in these three buildings between FY 2007 and FY 2015 was enough to offset the mmbtu generated in FY 2015 from the entire Public Safety Complex (11,511 mmbtu), the County’s third-highest building in terms of energy consumption and fourth-largest in square feet.

Highest mmbtu Buildings	FY 2007 mmbtu	FY 2015 mmbtu	Reduction (mmbtu)	Reduction (%)
Detention Center	39,720	20,961	18,759	22.9
Courthouse	25,376	20,191	5,185	20.4
Main Library	7,748	6,517	1,231	15.8

Each of the three buildings in the table above was part of the Energy Savings Contract (ESCO) initiated in 2005. The ESCO-supported investments in retrofits for air cooling, heating, and ventilation systems and lighting and lighting controls contributed significantly to the observed energy reductions by mmbtu. Reductions in energy consumption and related GHG emissions at County facilities are also attributable to the incorporation of green building design and maintenance standards, the cultivation of more sustainable practices among employees, and other strategies outlined in the 2008 Climate Action Plan.

Vehicle Fleet – 17% of Total GHG Emissions

GHG emissions estimates for the County vehicle fleet were calculated based on each vehicle’s type, fuel type, and miles driven according to odometer readings. The records were obtained from Leon County’s Fleet Management division. The second largest source of GHG emissions in County operations stems from the County vehicle fleet. The 3,431 eCO₂ generated in FY 2015 represented a 17% reduction in emissions from this source over FY 2007 at 4,114 eCO₂. This reduction is attributable to the procurement of smaller vehicles where possible (i.e. “right-sizing”), the cultivation of sustainable driving practices among employees, and reduction of overall miles traveled in County vehicles.

Employee Commute – 7% of Total GHG Emissions

This section captures GHG emissions from Board employees’ commutes to and from work. Employee commute falls under the County operational boundaries described above because County operations are not possible in the absence of County employees. The emissions resulting from the commute of employees is thus attributable to County operations in this inventory, as in the FY 2007 inventory. Staff calculated miles traveled between home and work for each employee from data provided by the County Office of Information Technology. The employee estimate included regular, OPS, and grant-funded positions. This data was combined with U.S. Census Bureau “Journey to Work” estimates to approximate the various

means of employee commutes (e.g. driving alone, carpooling, public transit, biking, etc.) An estimated average of 226 workdays per employee per year were used to support this calculation. In FY 2015, the Board's 795 employees traveled an average of 11.7 miles per day in the course of commuting to and from County places of work. This commute resulted in the production of 1,331 eCO₂. This represents an increase since the FY 2007 inventory, largely accounted for by more accurate estimation techniques since the FY 2007 inventory, rather than an increase in employees or commute miles traveled.

Solid Waste – 1% of Total GHG Emissions

The Solid Waste sector includes emissions from employee-generated waste, including recycled refuse. The waste estimate was calculated at 226 work days per year per employee and 4.4lbs of waste per employee per day of work (Source: EPA Municipal Solid Waste). Using a national estimate as an approximation for waste is an industry standard, given the potential costs and practical barriers associated with physically weighing or otherwise appraising the waste produced by the County through routine operations. To make this estimate more particular to local conditions, the waste is estimated to correspond to the proportion of various kinds of waste generated by the community at large. Therefore, staff drew upon the County Recycling Report for the breakdown of waste by type. In FY 2015, employees produced approximately 138 eCO₂ through solid waste. Compared to the 224 eCO₂ generated in FY 2007, County employees realized a 38% reduction in emissions stemming from Solid Waste. The expansion of recycling available to employees at County facilities as well as the minimization of waste through changes to protocols (such as two-sided printing defaults) and employee behaviors help explain the reduction in this sector.

Street & Traffic Lights – 1% of Total GHG Emissions

Street Lights and Traffic Lights as a source of GHG emissions were not accounted for in the FY 2007 GHG inventory. The addition of this section demonstrates ongoing improvements in both the granularity of County data analysis and GHG calculation tool that supported this report. The inclusion of this government sector also brings this County GHG inventory in better alignment with industry standards for GHG inventories of local government operations. Calculating Street Lights and Traffic Lights separately from Buildings and Facilities enables a more useful comparison of a local government's emissions over time, and a more accurate comparison between local governments that do not provide the same services. For example, at this time, Leon County operations do not include street lights. The calculation of the emissions stemming from street and traffic lights included utility data for traditional traffic signals, crosswalk signals, amber flashers, and grade crossing signals at railroad intersections. The 106 eCO₂ from such lights represented less than 1% of the total County GHG emissions in FY 2015.

Leon County GHG Emissions Forecasting

The GHG emissions reduction that occurred between FY 2007 and FY 2015 was the result of a strategic Climate Action Plan that included an energy savings contract which successfully reduced energy consumption and associated GHG emissions at some the County's largest buildings. Other emissions-reducing action items in the 2008 CAP included the installation of solar panels on County buildings, increasing the fuel efficiency of fleet vehicles, and expanded availability of recycling at County facilities. Successful action in these and other areas contributed to the realization of the 2007 emissions reduction

goal in spite of County growth in buildings. Looking forward, a modest growth rate of 2.5% per year in County energy consumption for buildings and facilities alone would result in a 7% increase in GHG emissions by 2030 from the baseline of FY 2015. Applying the same growth rate to vehicle fleet, County operations would realize a 10% increase in GHG emissions between FY 2015 and 2030. By contrast, a reduction of 2% per year reduction from the 2015 baseline ensures that the County can achieve a 30% reduction in GHG emissions by 2030.

Leon County Integrated Sustainability Action Plan | Base Year to 2030

Energy and Green Buildings	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source <small>(abbreviation key below chart)</small>	Primary Work Area	Secondary Work Area
	G1	Reduce overall annual kWh by 2% a year (30% reduction by 2030)	x			●●●●●		Sustainability	Facilities
	G2	Increase renewable energy capacity on County facilities by 30% by 2030	x			●●●		Sustainability	Facilities
	G3	Convert 75% of all lights at County facilities to LED	x			●●●		Facilities	Sustainability
	G4	Ensure sustainable design in 100% of repairs, renovations, and new construction of County buildings (by 2021)	x	x	x	●●●		Sustainability	Facilities
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	1A	New Energy Savings Contract	x			●●●●●	1	Facilities	Sustainability
1B	Expand solar PV on County buildings	x	x		●●●●	1, 2, 3	Sustainability	Facilities	

Energy and Green Buildings	1C	Replace old HVAC systems in County facilities with energy efficient ones		x		••••	1	Facilities	Sustainability	
	1D	Transition County buildings to LED, install motion-sensored lights at wall and desk		x		•••	1	Sustainability	Facilities	
	1E	Install energy efficient lighting and controls for Parks			x		•••	1	Parks	Sustainability
	1F	Maintain a net-Zero building (since 2012)		x	x	x	•••	3	Facilities	Sustainability
	1G	Incorporate sustainability and resiliency principles into Capital Improvement Projects		x	x	x	••	2	Sustainability	Facilities / Public Works / Blueprint
	1H	Promote residential and commercial PACE			x	x	••	3	Sustainability	CMR
	1I	Pre-program and limit thermostats and water heaters at County facilities		x			••	3	Facilities	Sustainability
	1J	Explore ways to incentivize green building practices in the community			x		••	2	DSEM / Planning	Sustainability
	1K	Require home energy audits for funding recipients through HSCP; incorporate energy efficiency into home upgrades			x		••	3	HSCP	Sustainability

Energy and Green Buildings	1L	Contribute to shaping future energy codes through the International Code Council		x		••	3	DSEM	Sustainability
	1M	Explore opportunities to reduce heat island effects, including cool roofs or pavement	x	x		•	2	Sustainability	Facilities / Public Works
	1N	Explore opportunities to pilot green walls or roofs	x	x		•	2	Sustainability	Facilities
	1O	Explore opportunities to install solar PV benches in County parks		x		•	2, 3	Parks and Rec	Sustainability
	1P	Increase outreach and education efforts with local energy efficiency contractors, designers, home and business owners		x		•	3	Sustainability	DSEM / OEV
	1Q	Adopt Sustainabase utility management platform	x		x	•	3	Sustainability	OMB
	1R	Consolidate utility accounts	x		x	•	3	Sustainability	OMB
	1S	Conduct energy audits on lowest-performing County buildings, evaluate possibility of instituting sub-metering	x			•	1	Facilities	Sustainability

	1T	Conduct a solar PV survey for major County buildings	x		x	•	1, 3	Sustainability	Facilities
	1U	Evaluate a platform to publicly disclose energy consumption associated with County operations		x		•	3	Sustainability	OMB
Water	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	G5	All County facilities integrate Florida Friendly Landscaping practices	x	x		•		Facilities	Sustainability
	G6	Reduce number of gallons consumed in County facilities by 2% each year	x			•		Facilities	Sustainability
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	2A	Install efficient watering systems at parks, low flow fixtures at County facilities	x			•••	1, 2, 3	Parks	Sustainability
	2B	Incorporate low impact development at more County facilities and right-of-ways	x		x	••	2, 3	Public Works	Sustainability / Cooperative Ext.
	2C	Identify opportunities to pilot permeable pavement	x	x		••	2, 3	Sustainability	Public Works / Parks

Water	2D	Explore opportunities to pursue SITE Certification	x			••	2	Sustainability	
	2E	Explore use of rainwater, greywater, A/C condensate for irrigation	x			••	2	Facilities	Sustainability
	2F	Limit use of herbicides and pesticides in landscape management for County facilities and parks	x		x	•	3	Facilities / Public Works	Sustainability / Cooperative Ext.
	2G	Transition departments off 5-gallon water coolers, old water fountains to water bottle filling stations	x		x	•	3	Facilities	Sustainability
	2H	Identify any unused irrigation meters to turn off	x			•	3	Sustainability	Facilities
	2I	Expand Florida Friendly landscaping at parks, County facilities	x	x	x	•	3	Facilities / Parks	Sustainability
	2J	Identify opportunities to pilot stormwater demonstration projects	x	x		•	2, 3	Sustainability / Facilities	Public Works

Water	2K	Continue water quality testing	x		x	•	3	Public Works	
	2L	Explore opportunities to improve water efficient of washing employee uniforms in partnership with contractor	x			•	3	Purchasing	Sustainability
Waste Reduction	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	G7	75% recycling goal by 2020	x	x		••		Sustainability	
	G8	Increase number of commercial recycling accounts in unincorporated Leon County by 30% by 2030		x		•		Sustainability	Solid Waste
	G9	Reduce paper consumption in County operations by 30% by 2030	x			•		Sustainability	MIS
	G10	Ensure all County employees have access to recycling in their work area	x			•		Sustainability	Facilities

Waste Reduction	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	3A	Ensure recycling is available in all County facilities	x	x	x	••	3	Sustainability	Facilities
	3B	Require recycling at events hosted at Leon County facilities	x	x		••	3	Sustainability	Parks / CMR
	3C	Analyze a ban on polystyrene at County parks and property	x	x		••	3	Sustainability	Parks
	3D	Explore incentives for commercial recycling in 2020 waste collection bid	x	x		••	2	Solid Waste	Sustainability
	3E	Explore use of recycled asphalt and concrete in paving and road construction	x			••	2	Public Works	Sustainability
	3F	Require adequate space for recycling dumpsters for new commercial and multi-family construction	x	x		••	3	MIS	Sustainability
	3G	Require automatic double-sided printing setting where possible on printers at County facilities	x		x	••	3	DSEM	Sustainability
	3H	Implement Xerox PrintAwareness tool in all County computers	x			••	3	MIS	Sustainability

Waste Reduction	3I	Explore development of a user-friendly online portal to promote use of County surplus items	x			••	3	MIS	Facilities / Purchasing
	3J	Develop a "Master Recyclers" class or "Recycling 201" seminar for the public to access current, correct information on recycling in Leon County		x		••	2, 3	Sustainability	CMR
	3K	Ensure custodial managers are educated on proper recycling procedure and best practices	x		x	•	3	Sustainability	Facilities / Parks
	3L	Provide reusable water bottles and coffee tumblers for Leon County employees, order reusable water bottles for County events	x		x	•	3	Sustainability	
	3M	Expand cigarette-butt collection box provision at County boat landings and parks		x	x	•	3	Sustainability	Facilities
	3N	Help coordinate tours of Marpan, Transfer Station for building operators of large organizations	x	x		•	3	Sustainability	Solid Waste

Waste Reduction	3O	Install hand dryers where beneficial in bathrooms at County facilities in lieu of paper towels	x	x		•	2, 3	Facilities	Sustainability		
	3P	Evaluate opportunities to audit citizen recycling: tag high-contaminant bins, acknowledge knowledgeable recyclers		x		•	2, 3	Sustainability	CMR		
	3Q	Explore opportunities to expand composting practice in the community		x		•	2, 3	Sustainability	Cooperative Ext.		
Transportation	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area		
	G11	Reduce total fuel consumption by County fleet by 30% by 2030	x			●●●●●		Fleet	Sustainability		
	G12	Convert 30% of light-duty vehicles in County fleet to fully electric by 2030	x			●●●●●		Fleet	Sustainability		

Transportation	G13	Ensure that all employees driving County vehicles receive "Green Driving Training"	x		x	••		Fleet	Sustainability
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	4A	Pilot fuel saving technologies, including monitoring idle time	x			•••••	2	Fleet	Sustainability
	4B	Continue to follow the Leon County Green Fleet Policy, and consider future modifications to policy as appropriate	x		x	••••	3	Fleet	Sustainability
	4C	Expand procurement of electric vehicles and alternative or dual fuel vehicles	x		x	••••	2, 3	Fleet	Sustainability
	4D	Consider the adoption of a no-idling policy for County vehicles	x			••••	3	All Depts	Fleet
	4E	Install FuelMaster 2.0 in all County vehicles for more accurate monitoring	x			•••	3	Fleet	Sustainability
	4F	Offer County employees free bus passes				••	2	Sustainability	

Transportation	4G	Use "green chemicals" in County Fleet shop	x		x	••	3	Fleet	Sustainability
	4H	Analyze the potential for an "EV Ready Ordinance" for community development		x		••	3	Sustainability / DSEM	Admin
	4I	Expand the installation of EV charging stations at County facilities for use by employees and the public	x	x		•	2, 3	Sustainability	Facilities
	4J	Conduct an analysis of carpooling opportunities among employees who live near one another	x			•	3	Sustainability	HR
	4K	Educate the community on alternative transportation options and technology				•	3	Sustainability	
	4L	Ensure County facilities have a bike rack outside of the facility		x		•	2, 3	Sustainability	Facilities

Internal Protocol and Employee Engagement	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	G14	50% of purchased items meet environmentally preferential purchasing (EPP) and disposal standards by 2030	x			●●●		CMR / Purchasing	Sustainability
	G15	Ensure that all Leon County employees are educated on County sustainability initiatives and best practices in the workplace	x		x	●●		Sustainability	
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
5A	Explore adopting a Sustainable Purchasing Policy for County purchases	x			●●●	2, 3	Purchasing	Sustainability	

Internal Protocol and Employee Engagement	5B	Educate major office purchasers on Green Purchasing guidelines	x			●●●	3	Sustainability	Purchasing
	5C	Provide Workplace Sustainability Workshops to all departments and sustainability presentations at all New Employee Orientations	x		x	●●	3	Sustainability	HR
	5D	In RFPs, request minimum packaging and printing materials	x		x	●●	3	Purchasing	Sustainability
	5E	Establish a minimum recycled content standard for paper in offices and County collateral (for business cards, events, etc)	x			●●	2, 3	Sustainability	Purchasing / CMR
	5F	Work with MIS to identify opportunities to install meeting platform software, webcams and microphone software to enable virtual meetings in lieu of driving	x			●●	2, 3	MIS	Sustainability

Internal Protocol and Employee Engagement	5G	Explore opportunities and incentives to encourage County employees to utilize alternative transportation for their commute to and from work				••	2, 3	Sustainability	
	5H	Explore carbon offsetting for county employee travel	x		x	•	2	Sustainability	
	5I	Ensure that County custodial contractors comply with sustainability protocol in contracts	x		x	•	3	Facilities	Sustainability
	5J	Use low VOC paints in County buildings	x		x	•	3	Facilities	
	5K	Support and promote the Leon County Green Team	x		x	•	3	Sustainability	
	5L	Support and promote the Live Well Leon Program	x		x	•	3	HR	
	5M	Consider creating a "Green employee of the year" recognition for annual employee breakfast	x			•	2, 3	Sustainability	CMR
	5O	Host a Bike to Work event	x			•	3	Sustainability	HR

Sustainable Food Systems	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	G16	Source 80% of food for County events and meetings from local vendors and restaurants	x			•		Sustainability	Admin.
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	6A	Support and promote opportunities to expand food donations at County events and in the community		x		••	3	Sustainability	
	6B	Adopt an urban agriculture ordinance		x	x	•	3	DSEM / Planning	Sustainability
	6C	Explore opportunities to expand the County's Community Garden Program		x	x	•	2, 3	Sustainability	DSEM / County Attorney
	6D	Support and promote the Seed Library Program		x	x	•	3	Library	Sustainability / Cooperative Ext.
	6E	Explore opportunities to support composting and edible landscaping at County facilities	x		x	•	2, 3	Sustainability	
	6F	Prioritize purchasing food from local vendors for County meetings and events	x			•	2, 3	Sustainability	Admin. / CMR
	6G	Promote community-supported agriculture to County employees through Live Well	x			•	3	Sustainability	HR

Community / Other	#	Goals	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	G17	Train 150 citizens through a Sustainability Ambassadors program		x		•		Sustainability	
	G18	Support 20 community-led sustainability projects		x		•		Sustainability	
	#	Action Item	County Operations	Community-facing	Currently Underway	GHG Reduction Potential	Budget Source	Primary Work Area	Secondary Work Area
	7A	Continue actively participating in the Capital Area Sustainability Compact	x	x	x	••	3	Sustainability	Facilities / Fleet
	7B	Pursue the SolSmart designation		x	x		3	DSEM	Sustainability
	7C	Promote and expand the Annual Lake Clean-up event		x	x	•	3	Sustainability	Facilities / Parks
	7D	Promote and expand the Annual Buy-one-get-one free event Native Plant Sale event		x	x	•	3	Sustainability	

Community / Other	7E	Promote and expand the Leon County Greenmap		x	x	•	3	Sustainability	GIS
	7F	Engage the community in County sustainability initiatives through biannual Sustainability Summit, social media, website revamp, etc.		x	x	•	2, 3	Sustainability	
	7G	Develop a Sustainability Ambassadors program		x		•	2, 3	Sustainability	
	7H	Create an Energy Star Recognition Program for community organizations that achieve the certification		x		•	2, 3	Sustainability	
Abbreviation Key		In budget source column:							
		• 1 = ESCO funds							
		• 2 = Possible new funding							
		• 3 = Existing funds, or reallocation of existing funds							
		ESCO = Energy Services Contract							



Leon County Sustainability Accomplishments

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Energy & Green Buildings</p>	<ul style="list-style-type: none"> • Maintained the Cooperative Extension Building as a Net-Zero building since 2012 • Saved over \$8 million through major efficiency renovations on County buildings • Launched the Property Assessed Clean Energy (PACE) program in 2017 • Expanded scope of utility management through new tools • Exceeded the 2008 Climate Action Plan GHG Emissions goal of reducing 20% of CO2 emissions by 2017 from the 2007 baseline, which was accomplished by focusing on strategies to accelerate energy conservation, fuel efficiency, and waste diversion • Ongoing expansion of solar PV with four new arrays installed in FY19, in addition to the three arrays currently on County facilities • Ongoing internal Sustainability Action Plan development and greenhouse gas (GHG) inventory update for County operations
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Water</p>	<ul style="list-style-type: none"> • Saved 166,922 plastic water bottles through the installation of water bottle filling stations in various County buildings • Limited use of herbicides and pesticides through updating landscape management plans for County buildings in 2017 • Ongoing Florida Friendly Landscaping practices used at parks and County buildings • Ongoing water quality testing for lakes and other water bodies in Leon County
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Waste Reduction</p>	<ul style="list-style-type: none"> • Donated recycling education materials and over 80 recycling bins to local schools and nonprofits to help create or expand recycling programs since 2016 • Reached a 66% Recycling Rate for Leon County in 2017 • Collected 1,057.4 tons of hazardous waste in FY18 through the Household Hazardous Waste Program • Developed sustainable purchasing guidelines to be used at internal meetings and community events in 2018 • Made reusable dishware available for departments to borrow for meetings and events to help facilitate no-waste gatherings • Ongoing collaboration with schools to further integrate waste reduction and recycling lesson plans in curriculum
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Transportation</p>	<ul style="list-style-type: none"> • Adopted a Green Fleet Policy in 2012 in order to maintain a fleet that is as fuel-efficient, cost effective, and environmentally friendly as possible • Offset over 8,042 lbs. of CO2 and displaced 414 gallons of fuel since the 2018 installation of 3 electric vehicle charging stations to encourage Leon County employees and citizens to transition to electric vehicles • Ongoing expansion of alternative fuel vehicles in County Fleet which currently includes 48 vehicles: 16 dual fuel CNG (compressed natural gas), 18 hybrids, 7 electric, 6 propane, and one fully CNG

<p>Internal Protocol & Employee Engagement</p>	<ul style="list-style-type: none">• Created the Green Team, an interdepartmental sustainability task force comprised of representatives from each Leon County department• Ongoing training of all Leon County departments and employees in sustainable best practices through New Employee Orientations and Workplace Sustainability Workshops• Ongoing monthly sustainability tips to all employees to encourage behavior change
<p>Sustainable Food Systems</p>	<ul style="list-style-type: none">• Rewarded grants to start or expand 44 community gardens through the Community Garden Grant Program since its establishment in 2010• Launched a seed library program in 2015 in all seven Leon County Library locations, which gives citizens access to a variety of seeds that they can “check out” and plant at home• Started office composting programs in two County departments and continued composting education for the community• Ongoing partnership with Cooperative Extension for guidance in sustainable landscaping practices and connections with local farmers and community gardens
<p>Community Engagement</p>	<ul style="list-style-type: none">• Hosted Sustainable Community Summits: Climate Action (2008), Sustainable Communities (2010 & 2012), Sustainable Food (2015), Sustainable Hospitality Industry (2017), and Sustainable Tourism and Outdoor Recreation (2017), 10 Year Anniversary (March 2019)• Partnered with Tallahassee-Leon County GIS to create an online Green Map in 2015 which includes community gardens, farmers markets, regional farms, and public recycling bins• Ongoing support of Sustainable Tallahassee’s Community Carbon Fund, including offsetting the Office of Resource Stewardship’s FY2018 travel carbon footprint through a donation to the CCF, which will be used to invest in energy-efficiency and carbon-saving upgrades to local non-profits• Ongoing litter reduction and beautification initiatives through hosting local events such as The Big Clean with Capital Area Neighborhood Network (CANN), Buy-One-Get-One Free Deal at Native Nurseries, and the Lake Jackson On-the-Water Clean-Up

RESOLUTION NO. 19-_____

**RESOLUTION ENDORSING THE CITY OF TALLAHASSEE
100% RENEWABLE ENERGY GOAL**

WHEREAS, Leon County Government (“the County”) has been committed to driving sustainability progress in County operations and in the community for more than a decade; and

WHEREAS, the County has made significant strides in reducing greenhouse gas emissions from County operations through energy, fuel, and waste reduction strategies; and

WHEREAS, the County continues to expand its sustainability initiatives, goals, and partnerships every year; and

WHEREAS, Leon County Government joined the Capital Area Sustainability Compact alongside the largest local organizations in the community, thus committing to collaborative climate action; and

WHEREAS, the County became the first county in the nation to sign the Sierra Club’s “Mayors for 100% Clean Energy Endorsement,” which pledges the County to “work with our community to realize a vision of 100 percent renewable energy in Leon County, Florida”; and

WHEREAS, the City of Tallahassee adopted a Resolution Supporting 100% Clean Renewable Energy for the Community, which sets a community-wide renewable energy goal of 100% by 2050, a City facilities renewable energy goal of 100% by 2035, a City light duty vehicle goal of 100% electric vehicles by 2035, and a StarMetro goal of 100% electric fixed route buses by 2035.

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

1. The County fully endorses the City of Tallahassee’s 100% renewable energy goal and will continue to work alongside and support the City in the pursuit of this goal.

2. The County will continue to pursue greater energy efficiency in County facilities and identify opportunities for renewable energy expansion, thus reducing the energy demand on City Utilities.

DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida, on this the ____ day of _____ 2019.

LEON COUNTY, FLORIDA

BY: _____
Jimbo Jackson, Chairman
Board of County Commissioners

ATTEST:

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

By: _____

APPROVED AS TO FORM:

Office of the County Attorney
Leon County, Florida

By: _____
Herbert W. A. Thiele
County Attorney

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #5**

Leon County Board of County Commissioners

Budget Workshop Item #5

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Contract Amendment with Marpan to Maintain the County's Recycling Program

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:	Maggie Theriot, Office of Resource stewardship Tessa Schreiner, Recycling and Sustainability Manager

Statement of Issue:

To maintain the County's recycling program and address the significant decline in the market for recycled commodities, this item recommends a contract amendment increasing the County's contractual payments to Marpan.

Fiscal Impact:

For FY 2020, the *Multi-year Fiscal Plan* discussion item includes \$96,000 to pay for increased costs of single-stream recycling by reallocating a portion of the homestead reserve account. Existing appropriation in the solid waste fund and general fund contingency are recommended to pay the recommended current year increase.

Staff Recommendation:

Option #1: Authorize the County Administrator to execute an amendment to the Agreement for Processing of Single-Stream Recycling Service with Marpan Recycling, in a form approved by the County Attorney.

Report and Discussion

Background:

This agenda item is essential to the following FY2017-FY2021 Strategic Initiative and 5-Year Target:

- Develop strategies to increase recycling and reuse rates. (2016-14)
- 75% community recycling rate. (T7)

This particular Strategic Initiative and 5-Year Target aligns with the Board's Environment Strategic Priority:

- (EN4) Reduce our carbon footprint.

To maintain the viability of Leon County's recycling program, this budget discussion item recommends amending the existing agreement with Marpan Recycling. Leon County's long-standing partnership with Marpan is a key element in the success of the County's recycling efforts. However, recently, the market for recyclables has drastically declined causing Marpan to request an increase in the payment from Leon County for the processing of recyclable materials.

For more than two decades, China has been the world's principal buyer of internationally-generated recyclables, serving as the end-market for more than half of the recyclables generated by the United States. In January 2018, as part of a new anti-pollution program, China changed its policy regarding the types and quality of imported recyclables it would accept. This new policy imposes a ban on imported recyclables that do not meet a 99.5% purity standard, allowing for only a .5% margin for contamination, a benchmark that is unattainable for most countries. The policy change has turned the global recyclables market upside-down, causing commodity prices to drop significantly as countries attempt to find other markets for recyclables. The United States 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. However, large recycling companies like Waste Management and Republic Services often have an ownership stake in non-recyclable waste collection and landfill processing. They are thus somewhat insulated from the effects of China's policy shift, as cities and counties send more materials to landfills in lieu of paying more for recycling.

A recent New York Times article published on March 16, 2019 highlights the gravity of China's policy change, stating "amid the soaring costs, cities and towns are making hard choices about whether to raise taxes, cut other municipal services or abandon an effort that took hold during the environmental movement of the 1970s." The article also details how various cities around the country are responding. For example, Philadelphia is currently burning approximately half of its recycling in an incinerator that converts waste to energy. Memphis' international airport is sending all their recyclables to the landfill, despite still having recycling bins in the building.

Florida has been similarly affected by China's new policy, and many local governments in the state are facing and making changes to their recycling programs to adapt. Examples include the City of Sunrise, which has started sending all recyclables to a waste-to-energy facility. Deltona has suspended their curbside recycling program due to rising costs and uncertainty about where

the recycled materials will end up. Volusia County plans to eliminate plastics 3-7 from their recycling program.

Analysis:

Leon County has long maintained a successful recycling program that has evolved with the recycling industry. In an effort to enact an industry best practice and make recycling easier for citizens, the County shifted to single-stream recycling in September 2013 and entered into a 7-year agreement with Marpan Recycling to process the single-stream recycling from unincorporated Leon County. The move to single-stream resulted in an increase in recycling tonnage and participation, and the County recycling rate jumped from 45% in 2013 to 51% in 2014. The County's partnership with Marpan has proven valuable and successful, enabling the County to grow its recycling rate to 66% in 2017 in a continuous effort to reach the 75% recycling goal by 2020. The 2018 report was recently finalized by staff and submitted to DEP for review. Tentatively it appears the recycling rate will be 61%. The slight reduction is attributed to an increase in disposed construction and demolition debris, which are the heaviest materials included in the annual report.

In addition to shifting to single-stream recycling, the County continues to make efforts to make the recycling program robust and accessible for all. Examples of these efforts include the Household Hazardous Waste program and Renew Shop, creating recycling lesson plans for Leon County Schools, free recycling access at Rural Waste Service Centers, and presenting to thousands of citizens on recycling best practices. These combined efforts have contributed to the County's recycling program success.

In 2016, Marpan approached the County to request an amendment to the contract between Marpan and Leon County to help with the financial strain the company was experiencing due to dropping market prices. Staff recommended, and the Board approved the first amendment to the contract, which detailed new terms for when the Average Market Value (AMV) for recycled materials becomes less than Marpan's processing fee. The AMV is what Marpan is paid for selling the recyclables. The County pays Marpan on a per ton basis when the AMV is less than the cost to process. The contract has a cap of \$8,000 per month. Since the amendment was enacted, the County has paid Marpan the maximum monthly sum of \$8,000 nearly every month.

The recent policy changes with respect to China's import of recyclables has put new and even more severe pressures on the recycling markets, and thus Marpan's fiscal viability. These impacts are not unique to Marpan, as proven by a recent survey conducted by Leon County's Office of Management and Budget (Attachment #1). Following initial discussions with Marpan, staff conducted the survey of other Florida counties to better understand how Leon County's recycling program structure and costs compare around the state. Based the survey results, Leon County's program is similarly structured to other Florida Counties, however, almost all other recycling program costs exceed that of Leon County:

- Surveyed Florida Counties are paying an average of \$40.13 per ton to process recyclables; Leon County is currently paying a maximum of \$8,000 per month or on average \$12.75 per ton.

- Most surveyed Florida Counties use a private contractor to process recyclables.
- Many Florida Counties have seen a significant recent increase in the cost to recycle and private contractors throughout the state are seeking to adjust existing agreements.
- Many Florida Counties pay for recycling from a non-ad valorem assessment, and some utilize general revenues. Leon County currently uses general revenue.

Because of this downturn in the recycling market, in January 2019, Marpan approached the County to seek a second amendment to the contract to further aid the business until the value of recycled commodities increase. Marpan initially requested a contract amendment that would require the County to pay the difference between the revenue received per ton (AMV) and Marpan's cost per ton with no cap on the payment. Without any cap on the payment, this would have exposed the County to budget uncertainty and the possibility of excessive payments to Marpan. To ensure budget certainty and limit the County's exposure, the proposed amendment includes a cap of \$28 per ton of the difference between recycling revenue and expense. Per the existing contract, Marpan's cost to recycle is \$80.25 per ton and can increase no more than 2% annually.

Based on the proposed contract terms, the increased cost to the County is estimated at \$7,600 per month, or \$91,200 for the entire fiscal year. As discussed in the *Multi-year Fiscal Plan* discussion item, for next fiscal year, these increased costs can be paid with funds previously set aside for the Homestead Reserve. Alternatively, the Board may wish to further evaluate an increase to the solid waste non-ad valorem assessment. Given the significant rapid decline in the recycling revenue resulting in significant operating losses to Marpan, Marpan has requested the term of the contract amendment be effective at the beginning of the current fiscal year (October 1, 2018). This item recommends using existing Solid Waste appropriation and General Fund contingency to pay for the current year cost increase.

In addition, under the terms of the current contract, if the recycling revenue exceeds the processing cost, then the County is paid 80% of the difference and Marpan retains 20%. To further incentivize Marpan to increase recycling revenue, the contract amendment shifts the proposed revenue split to 60% County and 40% Marpan. As the cost to recycle currently far exceeds the revenue generated, there is no revenue loss to the County.

Marpan has requested the same contract modification with the City of Tallahassee. This item recommends that the amendment with Marpan be approved, subject to the City of Tallahassee also agreeing to similar terms and conditions.

Alternatively, to amending the contract, the Board may wish to maintain the current terms and conditions of the existing agreement. The contract does not require the County to amend the agreement and the existing terms are enforceable through September 2023. However, as is indicated throughout the analysis, the recommended amendment is a cost-effective solution for the County to maintain a viable financial partner in Marpan. If, however, Marpan requests any future amendments to the contract to increase payment the County may wish to pursue terminating the agreement and evaluating other possible partners. In addition, if the cost of recycling continues to

increase, like other communities, future policy options for the Board may include the long-term viability of recycling versus other disposal alternatives.

Conclusion

The proposed contract amendment with Marpan provides the County a cost-effective approach to maintaining a viable recycling program. Based on the County survey, the tentatively negotiated cost increase is well below the average of what other Florida Counties are paying. Through this amendment, the County's fiscal exposure is "capped" and it eliminates potential budget uncertainty for the duration of the contract which expires in September 2023. By approving the amendment, the County maintains a viable partner which is critical to pursuing the County's 75% recycling goal.

Options:

1. Authorize the County Administrator to execute an amendment to the Agreement for Processing of Single-Stream Recycling Service with Marpan Recycling, in a form approved by the County Attorney.
2. Do not authorize the County Administrator to execute an amendment to the Agreement for Processing of Single-Stream Recycling Service with Marpan Recycling, in a form approved by the County Attorney.
3. Board direction.

Recommendation:

Option #1 is included in the tentative budget.

Attachment:

1. County Recycling Survey

Florida County Recycling Survey

County	MRF ⁽¹⁾	Cost/Ton	Revenue Sharing	AMV ⁽²⁾	Net Cost
Alachua	County	\$100	NA	\$49	\$51.00
Bay	Private	\$42	None		\$42.00
Brevard	Private	\$50	40%	\$49	\$30.40
Broward	Private	\$50	None		\$95.00
Citrus	Private	\$95	100%	\$49	\$101.00
Duval	Private	\$46	50%	\$49	\$21.50
Escambia	Authority	\$20	NA		\$20.00
Hillsborough	Private	\$61	96.2%		
Indian	Private	\$88	75.1%	\$49	\$51.20
Lee	Private	\$83	75%	\$49	\$45.75
Miami-Dade ⁽³⁾	Private				
Okaloosa ⁽⁴⁾	Authority	\$20	None		\$20.00
Orange	Private	\$48	None		\$47.50
Palm Beach	Joint	\$75	Mkts. own materials	\$49	\$26.00
St. Lucie	Public	\$45	None		\$45.00
Volusia	Private	\$80	70%	\$49	\$45.70
Average					\$40.13

(1) Material Recovery Facility

(2) Average Market Value – To normalize calculations the current AMV for Marpan was used

(3) Miami-Dade: Contract through 2022, Waste Management pays Miami-Dade \$13.39 for 95% of materials. Waste Management seeking price increase after contract expires.

(4) Hillsborough: Currently not paying if AMV is below tipping fee; however, future payment will be \$95/ton.

As reflected in the table, Leon County surveyed a wide range of Counties, including like sized, regional and larger jurisdictions ensuring pricing from a diverse cross-section of the state was evaluated to confirm that pricing issues are not unique to any one area of the state. In addition to those included in the table, several other smaller counties were contacted that do not have recycling programs (Columbia, Dixie and Holmes). Other Counties were contacted for the survey, but information was not readily available.

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #6**

Leon County Board of County Commissioners

Budget Workshop Item #6

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration to Discontinue Construction of an Additional Ballfield at Daniel B. Chaires Park and Reallocate Funds for Other Park Improvements

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Maggie Theriot, Director, Office of Resource Stewardship Brent Pell, P.E., Director, Public Works
Lead Staff/ Project Team:	Leigh Davis, Director, Parks and Recreation Charles Wu, P.E., Director, Engineering Services

Statement of Issue:

Due to price escalation significantly exceeding budgeted funds to construct a new ballfield at Daniel B. Chaires Park and the County's existing ballfield inventory meeting current demand, this budget discussion provides the Board options to reallocate existing budgeted funds to make significant improvements to Chaires' existing baseball, tennis and basketball facilities, with additional proposed improvements to other baseball fields in the County's inventory. Subsequent to a recommended community meeting, staff would provide the Board final options and recommendations at the June 18, 2019 Budget workshop.

Fiscal Impact:

This item has a fiscal impact. Should the Board authorize the discontinuation of the new Chaires ballfield, the existing \$1.2 million would be reallocated to fund the improvements identified in this item. However, should the Board wish to continue with the construction of a 60/90 field at Chaires park, an additional \$1.5 million in funding would be required that is not currently included in the five year CIP.

Staff Recommendation:

- Option #1: Accept the update on the Daniel B. Chaires Park ballfield construction project.
- Option #2: Direct staff to conduct a community feedback meeting regarding improvements to the Daniel B. Chaires Park prior to the June 18, 2019 Budget Workshop.
- Option #3: Direct staff to provide options and recommendations for improvements to the Daniel B. Chaires Park and other possible park improvements for Board consideration at the June 18, 2019 Budget Workshop.

Report and Discussion

Background:

This item presents the Board options to discontinue the construction of a baseball field at Daniel B. Chaires Park and reallocate the existing \$1.2 million budgeted for the project to make significant improvements to Chaire's existing baseball, tennis, and basketball facilities as well as other improvements to enhance the usability and experience of existing County park assets. Despite Leon County's extensive efforts to constrain the cost of the Chaires Park ballfield project, the project cost has escalated significantly since the preliminary cost estimate was completed in 2017 due to the unique access, stormwater, and parking needs of the site. Revised cost estimates following the design phase of the project indicated that the ballfield will cost \$2.7 million, leaving a \$1.5 million shortfall needed to complete the project.

At the FY 2013 Budget Workshop, staff presented an analysis of active parks and recreation facilities and needs within the unincorporated area of Leon County. This analysis identified an opportunity to construct a new ballfield using existing County-owned property at Chaires Park. The Board programmed an initial \$510,000 in the five-year Capital Improvement Plan for FY17 with a project scope and detailed cost estimate developed following the project's design phase. In FY2018 additional funding was budgeted for the ballfield project, resulting in the current project funding of \$1.2M.

Staff worked closely with its contracted engineering consultant to develop a detailed project scope within budget. To do this, the scope did not include restrooms or concession stand features; landscaping and curbing were also reduced to mitigate costs. Further, a Cross Departmental Action Team convened in FY 2018 to identify alternative approaches to reduce costs and complete the project within budget. This team identified an opportunity to utilize Public Works operations crews to perform the grading and excavation prior to releasing the project for construction bid. Public Works staff performed the initial site clearing and earthwork, avoiding an estimated \$750,000 in cost. Despite these efforts, however, there is still a shortfall of \$1.5 million to complete construction resulting from the unique site constraints and required access, stormwater, and parking needs.

Rather than simply requesting additional funding, it is incumbent upon County staff given this significant escalation in project cost to re-evaluate the current utilization patterns of the County's ballfields and determine the most efficient use of assets to provide high-quality recreational amenities that best meet our citizens' preferences. As described in the Analysis section of this item, the County's total inventory of baseball fields is robust and currently accommodates program demand at all ages and skill levels. Accordingly, this item includes options for the discontinuance of the current Chaires Park baseball field project and reallocating existing budgeted funds for more immediate needs and enhancements. Staff has developed several alternatives for the Board's consideration should the ballfield project be discontinued. If approved, staff would host a community meeting to seek community input on the improvements for Daniel B. Chaires Park and provide final options and recommendations for the Board's consideration at the June 18, 2019 Budget Workshop.

Analysis:

Leon County constructs and maintains baseball and softball fields as part of its active parks program in the unincorporated area of the community. The County's Parks & Recreation Division currently maintains 19 fields serving baseball and softball. The County can further accommodate 6 additional t-ball fields by using backstop fencing on the corners of multi-use fields. These 25 fields vary in size to accommodate various skill levels, placing the bases and pitcher's mound at corresponding distances.

The County has established license agreements with Little League and Babe Ruth baseball leagues, rather than providing direct sports programming, to operate programs on County maintained fields. Little League teams utilize both field sizes in the County's inventory (46/60 and 60/90), while Babe Ruth only utilizes the regulation, full-size facilities (60/90 fields). A full-size 60/90 field accommodates more advanced and difficult play for teenage groups as well as adult play.

As a part of Leon County's continuous efforts to efficiently provide public services that meet our citizens' needs, Parks & Recreation staff continuously evaluates the usage of the County's parks facilities as well as citizens' preferences for recreational amenities throughout the community. Recreational preferences tend to change over time – for example, many tennis courts throughout the country have recently been converted to pickleball courts; traditional golf courses have become disc golf courses. Accordingly, given the significant escalation in the cost of the Chaires Park ballfield project, staff evaluated the current and projected use of ballfields throughout the County to determine whether the Chaires Park project remains the most efficient use of funds. Currently, all baseball needs are being met by the County's existing field inventory. The following sections summarize current 60/90 field utilization and field demand versus location.

60/90 Field Utilization:

A review of Little League program participation indicates that players 12 and under have the greatest participation rates; as such, the greatest demand is for the smaller 46/60 ballfields size. However, Little League recently re-established its recreational Senior Major division for both the spring and fall seasons. Senior Major requires a 60/90 like that of the competitive Babe Ruth program. Over the last four years, this division has fielded between four and seven teams per season. Conversely, Babe Ruth is considered a competitive baseball league for boys 13 and up. All Babe Ruth programming occurs on 60/90 fields. Currently, there are five Senior Major Little League teams and eight Babe Ruth teams who play on the County's two available 60/90 fields at Fred George Park and Woodville Park.

In addition to Little League and Babe Ruth, other groups make use of County-maintained 60/90 fields without a formalized agreement. The Tallahassee Adult Recreation Baseball League and for-profit youth travel ball teams use the 60/90 fields on a first-come, first-served basis or through a Special Event Reservation request. Babe Ruth predominately uses Fred George Park for practice and games, with a limited number of games occurring at the County's other 60/90 field at Woodville Park. Little League's Senior Major division primarily plays at Fred George as well. Fred George Park is able to accommodate current demand for these practices and games. The Woodville 60/90 is primarily utilized by the Adult League for games and travel ball teams for

practice. The Woodville field is not fully utilized and has spare capacity should Fred George not be able to meet demand.

As with most sports, attrition naturally occurs as age and competition increases. Ball players around the age of 13-16 often leave recreational play to pursue other interests or to play more competitive high school sports which make use of school fields. This results in less youth demand on the larger 60/90 fields.

The County's total inventory of baseball fields currently accommodates program demand at all ages and skill levels. Should the Chaires Park 60/90 field be constructed, staff anticipates that some teams would relocate from Fred George to Chaires due to geographic proximity, but that this would not result in a significant increase in 13-16 year old programming.

Staff also evaluated geographic location as a factor in considering the development or discontinuation of a 60/90 field at Chaires Park. In 2015, the County transitioned a 60/90 field to a smaller 46/60 field at Miccosukee Park. Since reducing the field size, there have been no requests to return to the 60/90 layout in Miccosukee. In fact, demand for the smaller 46/60 field has also waned in recent years. The Miccosukee community has not had enough players to field any teams since 2017. As a result, there is no Little League charter in Miccosukee, leaving players to participate as part of Chaires Little League, which also actively utilizes the Miccosukee field.

Finally, staff examined the feasibility to provide fields which can be adjusted to meet various levels of play by moving the pitcher's mound and base line distance. However, this flexible field model was determined not to be cost-feasible. Additionally, "flipping" fields results in a lower level of field quality which would not meet the level of service required for competitive play.

Continuation of Chaires Park Baseball Field Construction versus Alternative Uses:

As indicated in the Background section of this item, the current cost estimate to complete the Chaires baseball field is \$2.7 million. There is currently \$1.2 million budgeted for the completion project, leaving a shortfall of \$1.5 million that is not included in the adopted five-year capital improvement program. Should the Board wish to continue with the construction of the 60/90 field, an additional \$1.5 million would need to be identified as part of the current budget process.

Alternatively, based upon staff's recent evaluation of the County's current inventory of ballfields and existing demand, the existing \$1.2 million currently budgeted for the project could be reallocated to immediately address several needed capital improvements to Chaires' existing baseball, tennis, and basketball facilities as well as other improvements to enhance the usability and experience of existing County park assets. Importantly, this would not preclude the future development of another ballfield at Chaires Park should the demand warrant.

Should the Board approve discontinuing the Chaires Park ballfield project, staff recommends reallocating the existing budgeted funds for the following projects, reflecting community feedback received by Parks & Recreation staff in recent years:

- Chaires Park Enhancements (\$583,400):
 - Upgrade the tee-ball infield to synthetic turf (this existing area is partially shaded by trees making it difficult to maintain quality grass turf; this transition would also reduce future irrigation costs)
 - Install shade structures for the two 46/60 fields to cover the bleachers
 - Enhance the treadways of the coaches' boxes and dug outs
 - Provide two new scoreboards
 - Resurface and re-stripe existing tennis courts to include alternative use as pickleball courts
 - Renovate basketball court and install lighting
- Fred George Park Score Tower (\$15,000):
 - New score tower for the 60/90 field (requested in a past LEADS Listening Session and would facilitate in attracting larger tournaments to the park)
- Woodville Park 60/90 Field Enhancements (\$162,000):
 - Replace aged fencing, refresh the backstop, renovate the dugout, replace aged scoreboard, and regrade the clay infield
- Additional Shade Structures (\$168,000):
 - Shade structures at Woodville, Ft. Braden, Miccosukee and Fred George Parks

In addition to enhancing the existing inventory of park features, staff has identified an opportunity to re-purpose the footprint of the planned Chaires 60/90 field to create new park features that complement the existing amenities at Chaires Park. Based on the cost for the baseball improvements noted above, approximately \$275,000 would be available for these new park features. Through the in-house contributions of Public Works, the footprint of the baseball field has been cleared of vegetation and is relatively flat. This provides a convenient opportunity to leverage this existing site preparation and offer alternative low-cost, high-yield amenities.

Staff has identified potential amenities which could help to further develop a sense of place in Chaires without requiring costly electric or water infrastructure. These potential additions to the park could be selected in a manner that benefits community members of various ages and interests and could include amenities such as picnic shelters, dog parks, a youth-oriented ropes course, or sand volleyball, inclusive of additional parking. Prior to the June 18, 2019 Budget Workshop, this item recommends staff hosting a community meeting to share the status of Daniel B. Chaires Park and solicit input on alternative uses of the ballfield footprint. Based on the community input meeting, options and recommendations will be presented to the Board at the June Budget Workshop.

Title: Consideration to Discontinue Construction of an Additional Ballfield at Daniel B. Chaires Park and Reallocate Funds for Other Park Improvements

April 23, 2019

Page 6

Options:

1. Accept the update on the Daniel B. Chaires Park ballfield construction project.
2. Direct staff to conduct a community feedback meeting regarding the improvements to the Daniel B. Chaires Park prior to the June 18, 2019 Budget Workshop.
3. Direct staff to provide options and recommendations for improvements to the Daniel B. Chaires Park and other possible park improvements for Board consideration at the June 18, 2019 Budget Workshop.
4. Board direction.

Recommendations:

Options #1 through #3

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #7**

Leon County Board of County Commissioners

Budget Workshop Item #7

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Pretrial Release Program Fees

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Teresa Broxton, Director, Office of Intervention and Detention Alternatives James B. Crum, Pretrial Release Supervisor Timothy Barden, Budget Manager

Statement of Issue:

This item, as directed by the Board, provides an analysis on the impacts of eliminating pretrial release program fees.

Fiscal Impact:

This item has no fiscal impact. However, if the Board approves the elimination of pretrial release fees an additional \$208,849 from the general fund would be required to support the program.

Staff Recommendation:

Option #1: Accept the status report on the Supervised Pretrial Release Program and take no further action.

Report and Discussion

Background:

At the January 22, 2019 meeting, the Board directed staff to prepare a budget discussion item to consider the elimination of supervised pretrial release fees. Currently, Leon County charges fees to offset the cost of administering the Supervised Pretrial Release Program. The Board discussed the elimination of fees as one possible approach to reduce the number of people detained in the Leon County Detention Facility prior to their trial. It is important to note that pretrial fees are only paid by people with the ability to pay. Individuals are not detained in custody due to their inability to pay fees associated with the Supervised Pretrial Release Program (SPTR) but are detained because they cannot afford to pay the monetary bond imposed by the courts as a condition of their release. SPTR Program fees are waived for those who have been determined by the Court to be indigent and cannot afford to pay.

To reduce the number of people who remain in custody due to their inability to post bond, the Chief Judge for the Second Judicial Circuit recently amended the guidelines set out in the Administrative Order governing pretrial release. A report generated from the criminal justice database identified a total of 215 pretrial inmates who are in custody and have not posted their bond. In considering the 215 defendants currently held in custody due to their inability to post bond, it is expected that at least half, approximately 108 of them are likely to be assigned to the SPTR Program with special conditions of release, including electronic monitoring. The analysis section of this item provides additional information and a review regarding the new Administrative Orders.

A national movement is underway by various advocates for criminal justice reform to reduce the criminal justice system's reliance on monetary bonds for the release of people from custody prior to sentencing. Proponents of bail reform argue that pretrial release based on bail bonds creates inequality in the criminal justice system because low income people who are poor are less able to post the monetary bond. As a result, they suffer greater economic repercussions and less favorable outcomes to their criminal case. People who are in custody for longer periods often lose their employment, housing and other benefits and are more likely to readily enter into a plea agreement to expedite their release from custody. Lawsuits advocating for bail reform have been filed in many jurisdictions and have resulted in legislation limiting or eliminating bail bonds. In 2016, Washington, DC passed legislation eliminating bail bonds. Counties in Alabama (Jefferson), Georgia (Fulton), Tennessee (Davidson), Texas (Harris) and entire states such as California, Louisiana, New Jersey, New Mexico, Kentucky and Maryland have undergone bail reform.

Recently, the American Civil Liberties Union (ACLU) filed lawsuits against several criminal justice entities in Florida, including the Leon County Sheriff, on behalf of indigent pretrial inmates contesting the unlawful detention of people based solely on their inability to afford the monetary bond set in their case. The case involving the Leon County Sheriff, *Knight v. Sheriff of Leon County*, was filed in the U.S District Court of the Northern District of Florida on October 13, 2017. On March 29, 2019 the federal court judge dismissed the case.

In preparation for this item, staff met with criminal justice stakeholders, including the Chief Judge, the Sheriff, the State Attorney and the Public Defender to discuss eliminating the pretrial fees;

federal litigation challenging the pretrial detention of people who do not have the ability to post bond; the new Administrative Orders from the Chief Judge of the Second Judicial Circuit which is intended to resolve the matter; and, the impact of these issues to the Supervised Pretrial Release Program's current resources.

As follows in the analysis, given the new Administrative Order increasing the number of possible individuals being placed on pre-trial and the anticipated increased costs of the electronic monitoring program, this item recommends maintaining the current pre-trial release fees.

Analysis:

Prior to discussing the possible elimination of pre-trial fees, the analysis provides a general overview of the rules governing how and when defendants are released from jail prior to trial, including an overview of New Administrative Orders Revising the Pretrial Release Guidelines for the Second Judicial Circuit.

The Florida Rules of Criminal Procedures provide that unless charged with a capital offense or an offense punishable by life imprisonment and the proof of guilt is evident or the presumption is great, every person charged with a crime or a violation of a municipal or county ordinance shall be entitled to pretrial release on reasonable conditions. Reasonable conditions include conditions such as a monetary bond, no contact or abstaining from the use of alcohol or illegal drugs. Further, section 907.041, *Florida Statutes*, states that it is the intent of the Legislature to create a presumption in favor of release on non-monetary conditions for any person who is granted pretrial release unless such person is charged with a dangerous crime. Dangerous crimes are described in section 907.041(4), *F.S.*, and include offenses such as arson, aggravated assault, aggravated battery, child abuse, abuse of an elderly person, or disabled adult, kidnapping, homicide, manslaughter, sexual battery and other offenses, robbery, carjacking, stalking and domestic battery.

The current Administrative Order, Administrative Order 2018-06, outlines the following options for an arrestee's immediate release from custody:

- **Release on their own Recognizance (ROR):** Subsequent to an arrest and booking into the Leon County Detention Facility, an arrestee may be granted release by the on-duty correctional officer without the requirement of posting a bond or appearing before a judge. The arrestee is released after promising, in writing, to appear in court for all upcoming proceedings.
- **Supervised Pretrial Release (SPTR):** provides an alternative to monetary bond for those who have been arrested and are likely to appear in court and unlikely to present a danger to the community. The person is interviewed and assessed for release by SPTR staff through a review and confirmation of their ties to the community, such as residency, employment or enrollment in school and prior criminal history. Those released under this provision are subject to specific court-ordered conditions and are monitored for compliance by SPTR staff.

- **Bail Bond (Bond):** Absent other specific provisions set out in the Administrative Order prohibiting release from custody, any person arrested is entitled to release after posting the specified monetary amounts outlined in the Administrative Order.
- **Bond with SPTR conditions (Bond plus SPTR):** Entitles a person to release upon posting a monetary bond and includes specific court-ordered conditions to be monitored by SPTR staff.

Leon County is one of 29 counties in Florida that operates a Supervised Pretrial Release Program. The remaining 38 counties utilize ROR and bond to comply with the law. Supervised Pretrial Release serves as an alternative to incarceration for defendants who are likely to appear in court and unlikely to present a danger to the community. Immediate release from incarceration into the Supervised Pretrial Release Program is non-monetary and is subject to the criteria set forth in the Administrative Order by the Chief Judge of the Second Judicial Circuit.

As previously referenced, 215 people are currently in the Leon County Detention Facility due to their inability to post the monetary bond imposed as a condition of release. In October 2017, the ACLU filed a lawsuit against the Leon County Sheriff on behalf of indigent pretrial inmates contesting the unlawful detention of people based solely on their inability to afford the monetary bond set in their case. On March 29, 2019 the federal court judge dismissed the case.

New Administrative Orders Revising the Pretrial Release Guidelines for the Second Judicial Circuit

Although the ACLU lawsuit has been dismissed, recently, the Chief Judge of the Second Judicial Circuit revised the Administrative Order (Uniform Bond Schedule and Pretrial Release Procedures) which governs the processes and procedures for pretrial release. The revised order and a new order are intended to reduce the number of people who are detained in custody because they cannot afford the monetary bond imposed as a condition of their release (Attachments #1 and #2). The Administrative Orders will be effective April 15, 2019. The Judge estimates that half (108) of the pretrial defendants currently held in custody are expected to be released and assigned to the Supervised Pretrial Release Program. These defendants are likely to be determined indigent and unable to pay pretrial release program fees, thereby increasing the cost of the Supervised Pretrial Release Program.

The revisions to Administrative Order 2019-05 (Uniform Bond Schedule and Pretrial Release Procedures) do not change the SPTR staff's current responsibility to collect and verify information prior to granting release to the arrestees who meet the defined criteria. However, the Chief Judge has indicated that other changes provide judges more discretion to assign defendants to the SPTR Program in lieu of monetary bond. Administrative Order 2019-06 (First Appearance and Pretrial Detention Procedures) requires SPTR staff to complete a risk assessment and verify the information provided for each arrestee who is required to appear before a judge. In consideration of the increased workload, the criminal justice stakeholders have agreed to change the First Appearance Hearing start time from 8:45 am to 11:00 am to allow SPTR staff more time to gather and verify the defendant's information. The change in start time should also allow defense counsel and the prosecutor more time to negotiate each defendant's terms of release before the hearing. The Chief Judge anticipates that significantly more people will be assigned to the SPTR Program

after a first appearance hearing. In consideration of this assessment and the report identifying the number of defendants who remain incarcerated with a bond, staff anticipates a minimum 18% increase in the current caseload.

Annually, during the development of the budget, staff evaluates the number of defendants/cases assigned to each Pretrial Officer. During the FY2019 Budget Workshop, staff noted that an unfilled Pretrial Officer position would be held vacant due to a reduction in the number people being assigned to the Supervised Release Program over the previous year. Staff will monitor the impact of the new Administrative Orders and fill the vacant position, if needed.

Although it is reasonable to expect that the cost of operating the Detention Facility will decrease with the increase in the number of people released into the Supervised Pretrial Release Program, the initial cost savings are likely to be reduced costs for food, medical, etc. For the current fiscal year, any funds the Sheriff does not spend would be returned to the County as excess revenue at the end of the fiscal year. Some of the pretrial detainees who currently remain incarcerated with a high bond are presumed more likely to pose a risk to public safety and less likely to return to court; There is a high probability that some of these defendants will violate the conditions of release and be remanded back to the Detention Facility by the Courts. Most defendants who violate the pretrial release conditions are rearrested and held in custody with no bond until their case is disposed.

For next fiscal year, the Sheriff's budget will be submitted to the County on May 1, 2019. The Sheriff's Office is evaluating the projected impact of the new Administrative Orders for consideration in their budget submission. In addition, over the next year, additional analysis will be conducted to determine the on-going impact of the Administrative Orders on the Sheriff's budget. Staff will work with the Sheriff's Office in monitoring the changes to the jail population and provide an update as part of the FY 2020/2021 budget development process.

As previously stated, efforts to reduce the criminal justice system's reliance on monetary bonds for the release of people from custody prior to sentencing is occurring across the nation. The Chief Judge of the Second Judicial Circuit has opined that if bail reform is implemented successfully the demand for pretrial release services will increase.

Elimination of Pretrial Release Fees

With the implementation of the new Administrative Orders, more individuals will be sentenced to pre-trial release; most are anticipated to be declared indigent by the Court and therefore not required to pay pretrial fees. However, people assigned to Leon County's SPTR Program are assessed fees to offset the cost of administering the program (Attachment #3). The fees are used strictly to relieve the administrative cost burden and are narrowly set to not exceed the actual cost of providing the service. If the court determines that a defendant does not have the ability to pay, the fees are waived or allowed to accrue. During 2018, 33% of the defendants assigned GPS monitoring were granted fee waivers or accruals. This would indicate that while no one is detained in the Detention Facility or remanded to the Detention Facility due to their inability to pay fees, it is important that those who have the financial ability to pay their fees contribute to their rehabilitation. The fees assist in offsetting the costs of the equipment and supplies the County is required to provide to monitor defendants while on pretrial release.

Pretrial Release Program are generally administered by County governments, Sheriff, or Court Administration. Some contract with a private vendor to provide services. Staff conducted a survey of the 29 Florida counties that provide pretrial release services. Responses were received from 17 programs some of which serve multiple counties. Of those that responded 15 indicated they either contract with a private vendor that collects fees directly from the participant or the agency collects fees. Attachment #4 provides the survey results and identifies the agency responsible for administering the pretrial release program and the services for which fees are collected.

The SPTR Program is funded through a combination of general revenue and fees collected from the program participants. The majority of the SPTR budget (91%) is supported by general revenues. The total amount of fees collected vary annually, based on the conditions imposed and participant payments. Staff is working with the Court to identify long term solutions to address fee collections. If the Board eliminates pretrial release fees, the loss of revenue will total approximately \$208,849.

A total of \$101,714 was collected in supervision fees and costs for 24/7 Global Positioning Satellite (GPS) monitoring and Secured Continuous Remote Alcohol Monitoring (SCRAM) equipment and services. The remaining \$107,135 was collected from defendants who were required by the courts to submit to random alcohol and urinalysis testing. Elimination of the fees will require an increase in general revenue to support these services.

Prior to the Board considering the elimination of pretrial fees, it is important to be aware that the cost of GPS services is also anticipated to increase by as much as \$251,000 next fiscal year as summarized in Table 1. Currently, Leon County utilizes a private contractor to provide GPS services. The current electronic monitoring services contract will expire in September 2019. Per the contract, the County pays the contractor \$123,000 annually for the costs associated with services for the defendants whose fees are waived. The contractor also collects fees directly from those defendants who have the financial ability to pay for the services. According to the vendor, the total cost of the program is estimated at \$387,447.

Table 1. FY 2020 Estimated Cost Increase for Pretrial GPS Services

Contractor cost to run GPS program* (365 days times \$9.65/day times 110 defendants)	\$387,447
Less: County contractual payment to vendor	(\$123,000)
Less: Defendant fees	(\$13,184)
Projected Shortfall	\$251,263

* County's current contract expires September 30, 2019.

Staff is also evaluating several alternative vendors through existing joint purchasing agreements, as well as providing the service with County staff. In addition, federal and state grants are being evaluated to pay for a portion of the anticipated cost increase. Currently, the tentative FY2020 budget contemplates the projected cost increase. Based on the out-come of the procurement process, a final funding request will be included at the June 2019 budget workshop.

Elimination of the pretrial release fees at this time would further increase the need for general revenue to maintain the services provided by the Supervised Pretrial Release Program. Should the Board wish to eliminate the fees, staff would develop recommendations on how to address the additional \$208,000 revenue reduction for the June 18, 2019 Budget Workshop.

Conclusion

In summary, Supervised Pretrial Release serves as an alternative to incarceration for defendants who are likely to appear in court and unlikely to present a danger to the community. No one is detained in or remanded to the Detention Facility because they cannot afford to pay pretrial release fees; but rather defendants are detained in custody if they fail to pay the court-imposed monetary bond required as a condition of release. To address this situation, the Chief Judge of the Second Judicial Circuit has introduced two Administrative Orders designed to reduce the number of people who remain in custody due to their inability to post bond. Upon effectuation of the new Orders, at least 100 individuals are expected to be released from the Leon County Detention Facility and assigned to the Supervised Pretrial Release Program. Staff will monitor the increased workload and proceed with filing an existing vacant position if necessary.

In considering the elimination of pretrial fees, an additional \$208,849 of general revenue would be required to continue operating the Supervised Pretrial Release Program. Finally, next fiscal year, the costs associated with the electronic monitoring program are expected to increase by as much as \$251,000.

This item recommends accepting the status report, maintaining the existing pretrial fees and taking no further action.

Options:

1. Accept the Status Report on the Supervised Pretrial Release Program and take no further action.
2. Direct staff to develop the preliminary budget by eliminating pretrial release fees effective October 1, 2019 and provide recommendations at the June 18, 2019 Budget Workshop to offset the \$208,000 reduction in revenue.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Administrative Order 2019-05
2. Administrative Order 2019-06
3. Supervised Pretrial Release and Probation Fee Schedule
4. Survey of Florida Pretrial Release Programs

**IN THE SECOND JUDICIAL CIRCUIT
OF FLORIDA**

OFFICE OF THE CHIEF JUDGE

ADMINISTRATIVE ORDER 2019-05

IN RE: UNIFORM BOND SCHEDULE AND PRETRIAL RELEASE PROCEDURES

WHEREAS, Rule 3.131 of the Florida Rules of Criminal Procedure, provides that unless charged with a capital offense or an offense punishable by life imprisonment and the proof of guilt is evident or the presumption is great, every person charged with a crime or a violation of a municipal or county ordinance shall be entitled to pretrial release on reasonable conditions. If no conditions of release can reasonably protect the community from risk of physical harm to persons, assure the presence of the accused at trial, or assure the integrity of the judicial process, the accused may be detained; and

WHEREAS, section 903.046, Florida Statutes, provides that the purpose of a bail determination in criminal proceedings is to ensure the appearance of the criminal defendant at subsequent proceedings and to protect the community against unreasonable danger from the criminal defendant; and

WHEREAS, section 903.046, Florida Statutes, also provides that in determining whether to release a defendant on bail or other conditions, and what that bail or those conditions may be, the court shall consider the nature and circumstances of the offense charged; the weight of the evidence against the defendant; the defendant's family ties, length of residence in the community, employment history, financial resources and mental conditions; the defendant's past and present conduct related to criminal history; probability of danger to the community; the source of funds to post bail; and the defendant's legal status; and

WHEREAS, section 903.047, Florida Statutes, also provides conditions of pretrial release; and

WHEREAS, there is a need for continued use of a uniform set of standards to ensure a consistent, objective basis for pretrial release and conditions of release prior to first appearance; it is therefore

ORDERED that:

I. Release by Booking Officer or by Pretrial Release Officer.

A. Definitions.

"Arrestee" means a person arrested by law-enforcement unless and until a charging document is filed.

“Booking Officer” means the employee of a Sheriff’s Office who receives the defendant from the arresting officer for processing after arrest.

“Pretrial Release Officer” (“PRO”) means an employee of the Leon County Supervised Pretrial Release Program to release eligible arrestees on Supervised Pretrial Release prior to first appearance before a judge. A PRO shall be on duty at the Leon County Detention Center every day, twenty-four hours per day unless excused by the chief judge. A PRO shall attend each first appearance hearing in Leon County.

The PRO is responsible to gather information, as reasonably practicable, necessary to determine whether an arrestee is eligible for release by the PRO without the delay of awaiting first appearance before a judge. The PRO is also responsible to provide information to the first appearance judge to assist in the first appearance judge’s decisions regarding release and conditions. The PRO is required to make reasonable efforts to gather the specified information and shall inform the first appearance judge if exigencies of time or resources prevented gathering of specified information.

“On view arrest” means an arrest for a crime, violation of probation, or violation of conditions of release based on a law enforcement officer’s observation of such conduct and without a warrant or summons issued by a judge.

“Assigned trial judge” or “presiding judge” means the judge of the division to which the arrestee’s case is assigned after arrest for all proceedings after first appearance.

“First appearance judge” means the judge conducting the initial hearing under Rule 3.131(b), Fla.R.Crim.P. for arrestees who are not released by the Booking Officer or PRO.

“Release on recognizance” (“ROR”) means that no conditions of release are imposed except mandatory conditions established by this administrative order or by law.

“Emergency” means circumstances presenting a significant and imminent risk of (1) personal injury to any person or the community, (2) absconding or failure of the arrestee to appear; or (3) compromise of the integrity of the judicial process such as by witness intimidation or threats, or failure or refusal to obey court orders.

B. Information for Pretrial Release and Detention.

1. Booking Officer Gathers Identity and Criminal Justice Information.

- a. The Booking Officer is responsible to gather identity and criminal justice information regarding each arrestee, to classify the arrestee and determine if the arrestee is eligible for release without referral for supervised pretrial release or first appearance before a judge.

- b. The Booking Officer shall provide the information gathered to the Clerk of Court for filing in the arrestee's court file and to the PRO if the arrestee is not released by the Booking Officer.
 - c. The Booking Officer shall gather information, if any and as reasonably available, as to the arrestee's:
 - (1) identity including legal name, date of birth, social security number, SPN number, mobile phone number for receipt of text messages, email address and residence address;
 - (2) prior criminal record including national, state, and local arrests, charges, convictions, imprisonment in the Department of Corrections and most recent release date;
 - (3) pending prosecutions and warrants;
 - (4) probation, community control or similar supervision status.
 - (5) pretrial release status at the time of the current alleged offense or arrest;
 - (6) status as a fugitive from another state, status as subject to a warrant from another county or of the parole commission or subject of a bondsman recommit;
 - (7) status as subject to an arrest order for civil contempt of court including for non-payment of child support or cash purge;
 - (8) status as subject to the Lunsford Act -- if the arrest is for violation of probation or community control, whether a "danger to the public" hearing is required by the Lunsford Act, section 984.06(4), Florida Statutes; and
 - (9) status as required to register as a sexual offender of sexual predator.
2. PRO Gathers Information Regarding Finances, Employment and Ties to the Community.
- a. The PRO is responsible to gather specified information for each arrestee, to the extent reasonably available, except arrestees released by the booking officer.
 - b. The PRO is responsible, as time and resources reasonably permit, to gather information regarding the arrestee's finances, employment and ties to the community to determine if the arrestee is eligible for pretrial release and appropriate conditions of release.
 - c. The PRO shall interview each arrestee, if reasonably practicable, to gather information to determine eligibility for release. If the arrestee is not released the information will be used to assist the first appearance judge in determining release and conditions.
 - d. The Booking Officer or other personnel at the detention facility shall make available to each arrestee a written document:

- (1) disclosing that the purpose of the information sought is to determine the arrestee's eligibility for release, and establish conditions of release including setting the amount of bond;
 - (2) describing the arrestee's right to counsel;
 - (3) describing the arrestee's right to appear before a judge for first appearance, talk to the first appearance judge about release, and be informed of the reasons for release decisions; and
 - (4) file a motion and have a hearing to address release, modification of conditions and to reduce or eliminate bond before the presiding trial judge.
- e. To the extent that time and resources permit, the PRO is responsible to inform each arrestee orally that the purpose of the information sought is to determine the arrestee's eligibility for release and establish conditions of release including setting the amount of bail.
- f. The PRO shall record information gathered from each arrestee on a pretrial release arrestee information form. The PRO shall make written notation if time and resources did not permit a particular inquiry, or if the arrestee refused to provide requested information.
- g. The PRO is responsible to gather information, if any, as to the arrestee's ties to the community and financial means including:
- (1) Residence address, stability and length of residence, including:
 - (a) home ownership;
 - (b) lease or rental agreement;
 - (c) living arrangement with family member or friend;
 - (c) transitional housing arrangement such as Hope House; and/or
 - (e) homeless shelter.
 - (2) Ties to the community, including:
 - (a) employment;
 - (b) enrollment in college, university or trade school;
 - (c) membership in local organizations;
 - (d) responsible adults willing to provide supervision; and/or
 - (e) trade or occupational licenses.
 - (3) Financial means including:
 - (a) salary or other income;
 - (b) ownership of real property;
 - (c) ownership of motor vehicles;
 - (d) ownership of securities;
 - (e) ownership of savings or checking accounts;

- (f) ownership of cash; and/or
- (g) other adults willing to post bail.

3. PRO Gathers Information Regarding Protective Injunctions. The PRO is responsible to gather civil court information relevant to the arrestee's dangerousness to persons or the community and threat to the integrity of the judicial process. The PRO is responsible to gather information as to the arrestee's status as a subject of active protective injunctions and history of being a party to protective injunction cases.
4. PRO Provides Information to Court for First Appearance.
 - a. The PRO shall provide criminal justice information gathered by the Booking Officer and the information gathered by the PRO to the first appearance judge together with the pertinent arrest documents, including the affidavit of probable cause and victim statement, if any.
 - b. The PRO shall inform the first appearance judge if the arrestee refused to provide information, or the PRO was unable to gather information.
 - c. The PRO shall inform the first appearance judge if the arrestee is eligible for bond schedule release by the Booking Officer but remains in custody for first appearance because the arrestee failed to post the applicable bond.

C. Classification and Bond Schedule Release by the Booking Officer.

1. The Booking Officer is responsible to classify each arrestee as eligible for:
 - a. immediate release on recognizance;
 - b. immediate release under the Bond Schedule; or
 - c. requiring further review.
2. The Booking Officer is hereby authorized to release arrestees eligible for release under the Bond Schedule without further referral to the PRO and before first appearance.
3. All arrestees classified "requiring further review" shall be referred to the PRO for consideration of eligibility for the Supervised Pretrial Release Program ("SPRP") before first appearance.

D. Other Counties. The Booking Officer is responsible to gather the above specified information in counties with no supervised pretrial release program authorized by administrative order.

E. First Appearance Required (FAR): Ineligible for Release Except by Judge.

1. FAR: Offenses. The following offenses require first appearance before a judge unless otherwise stated in a warrant issued by a judge. For purposes of eligibility for release by the Booking Officer or PRO, any attempt or conspiracy to commit a listed offense shall also be ineligible for release without a first appearance before a judge.
 - a. Capital, Life and PBL Felonies: All offenses punishable by life imprisonment including all capital felonies; life felonies and first degree felonies punishable by life.
 - b. Dangerous Crimes: All “dangerous crimes” as defined by the Legislature in section 907.041, Florida Statutes. The current list is as follows:
 - (1) Arson;
 - (2) Aggravated assault;
 - (3) Aggravated battery;
 - (4) Illegal use of explosives;
 - (5) Child abuse or aggravated child abuse;
 - (6) Abuse of an elderly person or disabled adult, or aggravated abuse of an elderly person or disabled adult;
 - (7) Aircraft piracy;
 - (8) Kidnapping;
 - (9) Homicide;
 - (10) Manslaughter;
 - (11) Sexual battery;
 - (12) Robbery;
 - (13) Carjacking;
 - (14) Lewd, lascivious, or indecent assault or act upon or in presence of a child under the age of 16 years;
 - (15) Sexual activity with a child, who is 12 years of age or older but less than 18 years of age, by or at solicitation of person in familial or custodial authority;
 - (16) Burglary of a dwelling;
 - (17) Stalking and aggravated stalking;
 - (18) Act of domestic violence as defined in section 741.28, Florida Statutes;
 - (19) Home invasion robbery;
 - (20) Act of terrorism as defined in section 775.30, Florida Statutes;
 - (21) Manufacturing any substances in violation of Chapter 893;
 - (22); Human trafficking, and
 - (23) Attempting or conspiring to commit any such crime.

c. Other Offenses Requiring First Appearance:

- (1) All driving under the influence charges except first offense with no death or personal injury.
- (2) Burglary of an occupied structure under section 810.02(3)(c), Florida Statutes.
- (3) Domestic battery under section 784.043, Florida Statutes.
- (4) Driving under the influence manslaughter and vehicular homicide.
- (5) Escape from adult or juvenile facility under section 944.40 or 985.721, Florida Statutes.
- (6) Failure to register as a sexual offender or predator under section 943.035, Florida Statutes.
- (7) Giving false name to law enforcement officer under section 837.05, Florida Statutes, if the arrestee's true identity is unknown or seriously questioned.
- (8) Possession of firearm by convicted felon under section 790.23, Florida Statutes.
- (9) Sexual performance by a child under section 827.071, Florida Statutes, and selling or buying of minors under section 847.0145, Florida Statutes.
- (10) Tampering with a witness under section 914.22, or retaliating against witness under section 914.23, Florida Statutes.
- (11) Trafficking in any controlled substance under section 893.135, Florida Statutes.
- (12) Violation of domestic violence pretrial release under section 741.29(6), Florida Statutes.
- (13) Violation of protective injunction under sections 741.31 and 784.047, Florida Statutes.

2. FAR: Specified Circumstances Even if Warrant Sets Bond. In the following specified circumstances, the arrestee shall be held for first appearance *even if* the warrant set a bond amount, unless the judge states in the warrant that the judge is aware of such circumstances:

- a. arrestee is on felony probation or community control supervision or pretrial release for any pending felony or violent misdemeanor and the current arrest is for any felony or misdemeanor involving actual or threatened violence;
- b. arrestee is on felony or misdemeanor probation or community control and meets Lunsford Act criteria under section 948.06(4), Florida Statutes, unless a judge issuing a warrant makes a specific written finding that the arrestee is not a danger to the public;
- c. arrestee is a danger to self or others because of mental illness; or
- d. PRO makes a request to the first appearance judge that the defendant be held for first appearance stating a specific reason regarding likelihood of appearance or safety of the community for denying bond under the bond schedule.

Under such circumstances, the first appearance judge may order the arrestee held for appearance before the presiding trial judge even if the warrant would otherwise permit release.

3. FAR: Unless Warrant Sets Conditions of Release. In the following specified circumstances, the arrestee shall be held for first appearance *unless* a warrant issued by a judge sets conditions of release:
 - a. arrested for felony and alleged to have actually possessed a firearm;
 - b. arrested for felony and released from prison within 3 years of offense date;
 - d. arrested on view for violation of probation; or
 - d. arresting officer requests first appearance in writing stating law enforcement reason.

If a warrant issued by a judge states “FAR” or “First Appearance Required” and includes specific release conditions, the arrestee shall be held for first appearance.

4. FAR: LEO Exception on Written Request. A law enforcement officer making an on view arrest may request in writing that the defendant be released. The PRO or Booking Officer may release such arrestee if:
 - a. the arrestee has no other pending charges; and
 - b. the arrestee has no convictions for any misdemeanors involving violence; and
 - c. the arrestee has never previously been adjudicated guilty of any felony.

F. Non-monetary Conditions of Release.

1. Mandatory Conditions for All Arrestees. All persons arrested and released (whether ROR, under the bond schedule, under the Supervised Pretrial Release Program, under the terms of a warrant or after first appearance) must comply with the following conditions unless excused by the first appearance or presiding judge:
 - a. The arrestee must appear in person and on time for the initial court date and all subsequent court dates unless excused by the court. The arrestee must sign written acknowledgment of the first court date and promise to appear on pain of arrest and detention for unexcused failure to appear.
 - b. The arrestee must refrain from any future criminal activity.

- c. The arrestee must have no contact with the property or premises where the crime is alleged to have occurred.
- d. The arrestee must have no contact (as defined by section 903.047, Florida Statutes) of any type with the victim of the alleged crime, if any. As required by section 903.047(2), Florida Statutes, the no contact provision may not be modified even by a judge unless the victim receives notice and a fair opportunity to be heard.
- e. The arrestee must notify the clerk of court in writing within 10 days of any change of permanent mailing address for the receipt of court notices to the arrestee.
- f. The arrestee must inform the clerk of court in writing within 10 days of any change to the arrestee's cell phone number for the receipt of text message court notifications.
- g. The arrestee must inform the clerk of court in writing within 10 days of any change to the arrestee's email address for the receipt of court notifications.

The Booking Officer shall inform each arrestee released prior to a first appearance hearing of these mandatory conditions. All arrestees must sign written acknowledgment and acceptance of these mandatory conditions to be eligible for release by the Booking Officer or PRO. If the arrestee fails or refuses to sign such written acknowledgment the arrestee shall be held for first appearance before a judge.

- 2. Additional Mandatory Conditions of Release for Specified Charges. All persons arrested for offenses specified below must comply with the following additional conditions of release.
 - a. Alcohol Offenses. The arrestee shall not possess or consume any alcoholic beverage if charged with an offense in which the use of alcohol is an element, including but not limited to, all forms of driving under the influence, disorderly intoxication and underage drinking.
 - b. Drug Offenses. Random urinalysis shall be required for any arrestee charged with a felony violation of Chapter 893 of the Florida Statutes and who has a prior misdemeanor or felony conviction for a drug offense under Chapter 893. In counties having a supervised pretrial release program, these persons will be subject to supervision of the SPRP even though a monetary bond may also be required. The arrestee shall be responsible for all fees associated with testing and supervision, absent court order to the contrary.

3. Additional Conditions May be Imposed by Judge.
 - a. The first appearance judge may impose additional, lawful conditions as necessary to ensure the appearance of the arrestee at subsequent proceedings, to protect the victim and community, and to ensure the integrity of the judicial process.
 - b. By notice and hearing, the assigned trial judge may impose additional conditions of release to protect the community from risk of physical harm, assure the presence of the accused at trial, or to assure the integrity of the judicial process.

II. Leon County SPRP and Bond Schedule.

- A. The Uniform Bond Schedule is intended to permit expedited release of eligible arrestees throughout the Second Judicial Circuit.
- B. The Leon County SPRP is intended to provide an alternative to monetary conditions of release for arrestees who are likely to appear in court, unlikely to present a danger to the community and likely to respect the integrity of the judicial process. The Leon County SPRP applies to arrestees in Leon County for Leon County cases only.
- C. The intent of the Leon County SPRP is to comply with the legislative mandate of section 907.041, Florida Statutes, for “a presumption in favor of release on nonmonetary conditions for any person who is granted pretrial release unless such person is charged with a dangerous crime ...”.
- D. Fees and costs associated with release may be imposed. However, no person otherwise eligible for release shall be denied release because of failure to pay such fees or costs in advance of release. Fees and costs may be permitted to accrue during the period of release and may be finally assessed if the arrestee is sentenced.
- E. The information gathered by the Booking Officer and the PRO, including the basis for a conclusion that the arrestee was ineligible for release by the Booking Officer and the PRO, shall be provided to the first appearance judge.
- F. The first appearance judge is not bound by the decisions of the Booking Officer or the PRO. The first appearance judge retains all lawful authority to release each arrestee and for the conditions of such release, to conduct an individualized hearing, and to determine conditions of release for each arrestee who is not released by the Booking Officer or PRO.
- G. Release prior to first appearance under the supervision of the SPRP is governed by the procedures set forth below.

1. Risk Assessment Instrument.
 - a. The Ohio Risk Assessment System (“ORAS”) is hereby specified as the risk assessment instrument adopted for use in Leon County for all eligible arrestees.
 - b. The Leon County PRO is responsible to complete an ORAS score for each arrestee who is not released by the Booking Officer, if time and resources permits. The ORAS score for each arrestee shall be provided by the PRO to the first appearance judge, unless the PRO informs the first appearance judge that time and resources did not permit the ORAS to be completed.
2. PRO Determines Eligibility for SPRP Before First Appearance.
 - a. The PRO is authorized to determine whether each arrestee who is not released under the bond schedule is eligible for pretrial release prior to first appearance before the first appearance judge.
 - b. The PRO is hereby authorized to release eligible arrestees, defined below, with such conditions as required or authorized but with no monetary security condition.
3. Arrestees Eligible for Supervised Pretrial Release by PRO. An arrestee shall be eligible for pretrial release by the PRO without monetary security if the PRO determines that the arrestee is not otherwise ineligible and satisfies each of the following conditions:
 - a. The current arrest is for an offense not deemed a dangerous crime or otherwise FAR as designated herein and the ORAS instrument indicates low risk.
 - b. The arrestee makes a written request for pretrial release, acknowledging and accepting mandatory and discretionary conditions; and
 - c. The arrestee has a verified address in the Second Judicial Circuit.
4. An arrestee is ineligible for pretrial release by the PRO and must be held for first appearance before a judge if any of the following apply:
 - a. The arrestee has a history of escape or an unexcused failure to appear.
 - b. The arrestee was taken into custody (1) on a warrant with specific monetary security, or (2) on a warrant specifying that the arrestee be held without bond, or (3) on a warrant specifying that the arrestee be held for first appearance.
 - c. The arrestee is charged with any offense designated as first appearance required by this administrative order.

5. PRO Authority to Impose Conditions of Supervised Pretrial Release. The PRO is hereby granted authority to require the arrestee to meet additional conditions of release under the SPRP appropriate to the arrestee and charges, including:
 - a. Maintain specified regular contact with PRO.
 - b. Abide by curfew.
 - c. Surrender passport.
 - d. Maintain a specified residence.
 - e. Abide by limitations on travel.
 - f. Submit to screening for mental illness.
 - g. Submit to screening for substance abuse.
 - h. Submit to random testing for substance abuse.
 - i. Maintain employment or attend school.
 - j. Conduct an employment search and provide proof.
 - k. Immediately notify PRO of changes to contact information.
 - l. The PRO may direct an arrestee to be held for first appearance to request that the first appearance judge consider imposition of another specific condition that the PRO believes may be reasonably necessary to assure the arrestee's appearance for subsequent court proceedings, community safety, and the integrity of the judicial process.
6. Violation of Conditions of Supervised Pretrial Release.
 - a. This administrative order does not change the authority of a law enforcement officer to make a warrantless arrest for violating a condition of release.
 - b. If an arrestee released on Supervised Pretrial Release violates any established condition of release, the PRO shall prepare an affidavit of violation describing the violation and a proposed order to show cause why pretrial release should not be revoked.
 - c. The affidavit of violation and proposed order shall be presented to the assigned trial judge except (1) for emergencies during non-business hours or (2) if the assigned trial judge is unavailable. In emergencies or if the assigned trial judge is unavailable, the affidavit and proposed order shall be presented to the

administrative judge of the division to which the case is assigned, the Chief Judge or if neither of them is available, any available judge.

- d. A person arrested for violating pretrial release must be brought before the first appearance judge within 24 hours of arrest and promptly brought before the assigned trial judge thereafter if not released by the assigned trial judge.

7. Bond Schedule for Release by Booking Officer.

- a. The purpose of this bond schedule is to minimize the time of detention after arrest so that eligible arrestees may be released without the additional delay of awaiting first appearance before a judge.
- b. Every booking officer in every county in the Second Circuit is hereby authorized to release eligible arrestees before first appearance upon posting of the monetary security amounts established in this administrative order if such arrestee also signs a written acknowledgment of mandatory conditions and promise to appear for all subsequent court dates.
- c. In Leon County, if a bond schedule eligible arrestee is unable or unwilling to post the scheduled security, such arrestee will be considered for Supervised Pretrial Release by the PRO.
- d. An arrestee not released by the Booking Officer under this bond schedule or by the PRO must be brought before a judge for the next day's first appearance.

8. Bond Schedule: Authority of Booking Officer to Release on Specified Security. The Booking Officer is hereby authorized to release any eligible arrestee as herein defined who posts bail in the stated amount for the applicable offense and who signs a promise to comply with all mandatory conditions of release and appear at all subsequent court hearings.

- a. Bond set at \$25,000 on the following charges:
 - All first degree felonies
- b. Bond set at \$10,000 on the following charges:
 - All second degree felony property crimes
 - Fleeing and Eluding Law Enforcement Officer (Section 316.1935)
 - All second degree felony drug charges
- c. Bond set at \$5,000 on the following charges:
 - Grand Theft Firearm (Section 812.014(2)(c)5.)
 - Grand Theft Motor Vehicle (Section 812.014(2)(c)6.)
 - Dealing In Stolen Property (Section 812.019)
 - Insurance Fraud (Section 817.234(11)(a))

- Driving While License Suspended or Revoked with Injury (Section 322.34(6)(b))
 - All third degree felony burglary charges
 - Criminal Use of Personal Identification (Section 817.568)
- d. Bond set at \$2,500 on the following charges:
- Grand Theft (not otherwise specified herein) (Section 812.014)
 - Credit Card Fraud (Section 817.481)
 - Forgery (Section 831.01)
 - Uttering (Section 831.02)
 - All third degree felony drug charges
 - Providing False Information to Officer with Adverse Effect (Section 901.36(2))
 - Unemployment Compensation Fraud (Section 443.071(1))
- e. Bond set at \$1,000 on the following charges:
- Felony Dumping
 - Defrauding a Pawnbroker
 - Public Assistance Fraud \$200 or more (Section 414.39(5)(b))
 - Felony Petit Theft (Section 812.014(3)(c))
 - Felony Driving While License Suspended or Revoked (Section 322.34(2)(c))
 - All other third degree felony crimes
 - Cruelty to Animals (Section 828.12)
- f. Bond set at \$500 on the following charges:
- All other first degree misdemeanors
 - All first offender misdemeanor Driving Under the Influence charges
- g. Bond set at \$250 on the following charges, if the defendant does not have a verifiable address in the Second Circuit, and release on recognizance (ROR), if the defendant does have a verifiable address in the Second Circuit:
- All other second degree misdemeanors
 - All county and city ordinance violations

II. TERMINATION OF OTHER ORDERS AND EFFECTIVE DATE. Administrative Orders 2003-8, 2003-10, 2006-02, 2018-06, and subsequent amendments to those orders are hereby terminated effective April 15, 2015. This order becomes effective April 15, 2015.

DONE AND ORDERED at Tallahassee, Leon County, Florida, this 22^d day of March, 2019.



JONATHAN SJOSTROM
Chief Judge

**IN THE SECOND JUDICIAL CIRCUIT
OF FLORIDA**

OFFICE OF THE CHIEF JUDGE

ADMINISTRATIVE ORDER 2019-06

IN RE: FIRST APPEARANCE AND PRETRIAL DETENTION PROCEDURES

I. FIRST APPEARANCE.

The purpose of this administrative order is to provide uniform procedures and ensure adequate resources to comply with the mandates of the constitutions of the United States and the State of Florida, the Florida Statutes and Rules of Criminal Procedure, and appellate authority for arrestees who are not released within 24 hours of arrest. Definitions provided in Administrative Order 2019-05, In Re: Uniform Bond Schedule and Pretrial Release Procedures, apply equally to this order.

A. Individualized Inquiry by Judge at First Appearance.

1. All persons brought before a judge for first appearance are entitled by law to an individualized inquiry, based on the specific circumstances of the arrestee and alleged, to determine whether the arrestee should be released and the conditions of release pending further proceedings and trial.
2. Section 907.041(1), Florida Statutes, provides for “a presumption in favor of release on nonmonetary conditions for any person who is granted pretrial release unless such person is charged with a dangerous crime” as defined in that section.
3. Administrative Order 2019-05, In Re: Uniform Bond Schedule and Pretrial Release Procedures, applies to the Booking Officer, not to the first appearance judge or any other judge. The Bond Schedule is not intended to bind any judge or guide any judge’s exercise of discretion in determining whether to require bail and the amount of any bail.

B. Record of First Appearance, Release Conditions, and Basis.

1. Effective April 15, 2019, first appearance in Leon County shall begin during the work week no earlier than 11:00 a.m. to permit time for the Pretrial Release Officer (“PRO”) and Office of the Public Defender gather information and communicate with the arrestee.
2. First appearance in Franklin, Gadsden, Jefferson, Liberty, and Wakulla Counties shall begin during the work week at a time set by the presiding judge.

3. First appearance during the weekend shall begin at the time designated by the assigned duty judge to permit adequate time to conduct first appearance, juvenile delinquency detention and juvenile dependency shelter hearings for the six counties of the circuit.
4. All first appearance hearings before a judge shall be digitally court reported and all rulings and decisions of the first appearance judge shall be of record, including the basis for such decisions.
5. The first appearance judge is required by law to conduct an individualized inquiry regarding each arrestee who is not released by the Booking Officer or PRO and determine:
 - a. Whether the arrestee has the ability to pay bail.
 - b. Whether money bail posted before release is necessary under the circumstances of the arrestee and alleged offense to secure the arrestee's appearance at trial, protect the public and assure the integrity of the judicial process.
 - c. Whether alternatives to monetary security, including conditions of release, would provide adequate assurance of the arrestee's appearance, the safety of the community and the integrity of the judicial process. The judge may consider:
 - (1) Release on personal recognizance of the arrestee.
 - (2) Unsecured bond per Rule 3.3131(b)(1)(B) of the Florida Rules of Criminal Procedure.
 - (3) Restrictions on travel, association or residence.
 - (4) Limitations on activities such as house arrest.
 - (5) Specific form and frequency of communication with the PRO – checking in as directed.
 - (6) Submission to a mental health screening and compliance with recommendations for treatment.
 - (7) Submission to a substance abuse screening and compliance with recommendations for treatment including substance abuse testing.
 - (8) Surrender of passport or other documents, and confinement to county of residence, counties of the Second Circuit or other specified geographic area.
 - (9) Availability and willingness to submit to alternative and specified supervision by a responsible adult, such as a family member, employer, clergy, or mentor.
 - (10) Limitations on access to means of electronic communication.
 - (11) Electronic monitoring if available.
 - (12) Willingness to comply with mandatory conditions of release on pain of rearrest and detention pending trial.

- (13) Any other conditions of release reasonably necessary to assure the arrestee's appearance for subsequent court dates, the safety of persons and the community and the integrity of the judicial process.
6. The first appearance judge is required by law to state the conditions of release and the basis for such conditions, including monetary conditions, on the record at the conclusion of each first appearance hearing. Such basis may include:
 - a. The facts of the alleged offense demonstrate a significant threat or risk of violence generally or to a specific person, victim or witness;
 - b. The facts of the offense demonstrate a significant threat or risk of substance abuse that threatens bodily injury to the public or to a specific person;
 - c. The facts of the alleged offense demonstrate a significant threat to the integrity of the judicial process such as a likelihood of failure or refusal to comply with conditions;
 - d. The facts of the alleged offense demonstrate a significant likelihood of commission of other offenses;
 - e. The arrestee's criminal history demonstrates a significant threat or risk of violence generally or to a specific person, victim or witness;
 - f. The arrestee's criminal history demonstrates a significant threat or risk of substance abuse that threatens bodily injury to the public or to a specific person;
 - g. The arrestee's criminal history demonstrates a significant threat or risk of commission of other offenses;
 - h. The arrestee's criminal history demonstrates a significant threat or risk to the integrity of the judicial process such as a likelihood of failure or refusal to comply with conditions;
 - i. The arrestee's financial resources;
 - j. The arrestee's connections to the community; and
 - k. Such other matters as may be demonstrated by the information gathered by the Booking Officer and Pretrial Release Officer or otherwise provided to the first appearance judge.

C. Courtroom and Schedule During the Business Week.

1. During ordinary business days, Leon County first appearance will be conducted by the Leon County Judges beginning at 11:00 a.m. in the Honorable Timothy D. Harley Video Conference Courtroom in the Leon County Courthouse. The administrative judge of county court is responsible to establish the judicial schedule for first appearance.
2. During ordinary business days, first appearance in Franklin, Gadsden, Jefferson, Liberty, and Wakulla Counties shall begin at a time and place set by the presiding judge.
3. The first appearance schedule shall be adequate to ensure sufficient time and resources so that every arrestee who is not released by the Booking Officer or the

PRO shall be afforded a first appearance hearing before a judge within one day of arrest.

D. Courtroom and Schedule During Weekends and Holidays.

1. During weekends and holidays, first appearance for the entire circuit will be conducted at the designated courtroom at the Leon County Detention Center beginning at the time designated by the assigned duty judge.
2. The chief judge will establish by separate memorandum an equitable schedule of responsibility for weekend and holiday duty for each county and circuit judge of the Second Circuit.

E. Pretrial Release Officer (PRO) to Attend and Provide Information.

1. A PRO shall attend each first appearance hearing conducted during the week in Leon County and at the Leon County Detention Center on weekends and holidays.
2. Attendees at first appearance in Franklin, Gadsden, Jefferson, Liberty, and Wakulla Counties shall be determined by the presiding judge.
3. The PRO is responsible to provide to the first appearance judge the specified information gathered by the Booking Officer and the PRO for each arrestee.
4. The PRO is responsible to inform the first appearance judge whether the arrestee was eligible for release by the Booking Officer or the PRO. If the arrestee was determined to be First Appearance Required (“FAR”), the PRO is responsible to inform the first appearance judge of the basis for that classification.
5. For arrestees eligible for release by the Booking Officer who remain in custody for first appearance, the PRO is responsible to summarize the arrestee’s ties to the community and financial means, to the extent practicable.
6. The PRO is responsible to provide the first appearance judge, to the extent practicable, alternatives to monetary security as a means for assuring appearance, safety and the integrity of the judicial process.

II. PRETRIAL DETENTION.

A. Order for Detention at First Appearance and Detention Hearing. Section 907.041(1), Florida Statutes, states:

LEGISLATIVE INTENT.—It is the policy of this state that persons committing serious criminal offenses, posing a threat to the safety of the community or the integrity of the judicial process, or failing to appear at trial be detained upon

arrest. However, persons found to meet specified criteria shall be released under certain conditions until proceedings are concluded and adjudication has been determined. The Legislature finds that this policy of pretrial detention and release will assure the detention of those persons posing a threat to society while reducing the costs for incarceration by releasing, until trial, those persons not considered a danger to the community who meet certain criteria. It is the intent of the Legislature that the primary consideration be the protection of the community from risk of physical harm to persons.

- B. Rule 3.132, Fla.R.Crim.P. establishes the procedure governing pretrial detention. The purpose of this administrative order is to establish processes to facilitate the procedure established by this Rule.
- C. The first appearance judge may conduct an initial pretrial detention hearing to consider whether, pursuant to section 907.041(4), Florida Statutes, and Rule 3.132, Fla.R.Crim.P. it appears that “a substantial probability, based on a defendant’s past and present behavior, the criteria in section 903.046, Florida Statutes, and any other relevant facts” that pretrial detention is appropriate to protect the community, assure the appearance of the accused at subsequent proceedings or ensure the integrity of the judicial process.
- D. Pretrial detention proceedings at first appearance may be commenced by motion or by inquiry of the judge. If, on inquiry the state represents that it intends to move for pretrial detention, the first appearance judge may grant the state up to three days to file a motion for pretrial detention and temporarily detain the arrestee.
- E. If the state files a facially sufficient motion for pretrial detention at first appearance and the first appearance judge determines there is probable cause that the person committed the offense, the person may be detained in custody pending a final hearing on pretrial detention pursuant to Rule 3.132, Fla.R.Crim.P. Requests for further relief shall be addressed to the assigned trial judge upon motion pursuant to Rule 3.132(c), Fla.R.Crim.P.

III. TERMINATION OF OTHER ORDERS AND EFFECTIVE DATE. Administrative Orders 2003-8, 2003-10, 2006-02, 2018-06, and subsequent amendments to those orders are terminated effective April 15, 2019. This order becomes effective April 15, 2019.

DONE AND ORDERED at Tallahassee, Leon County, Florida, this 22nd day of March, 2019.



JONATHAN SJOSTROM
Chief Judge



OFFICE OF INTERVENTION AND DETENTION ALTERNATIVES FEE AND PAYMENT ACKNOWLEDGEMENT

My signature below is my acknowledgment that the fees associated with my Probation and/or Supervised Pretrial Release have been explained to me. I understand that Table 1 summarizes all fees and applicable due dates, for ease of reference, and that all of these fees do not apply to all clients. I further understand that, if I have any questions as to which fees apply to me, when they are due, or any other questions related to my supervision, I should contact my officer.

Table 1 – Summary of Leon County’s Probation and SPTR Fees

Type of Services		Fees and Frequency	When Payment is Due and When it is Delinquent
1. Probation Supervision		\$55/month	Due 1 st of each month; delinquent on the 7 th day of the month
2. Community Service/Work Program	Participation	\$30 one time	State Probation and State Attorney’s Diversion Clients: Due prior to scheduling work day. County Probation Clients: Due prior to scheduling work day.
	Work Program No Show Fee	\$35 each occurrence	Payment is due before scheduling new work day. Fee is assessed for each scheduled work day the client fails to report or is unable to work due to not adhering to work rules.
3. Supervised Pretrial Release Supervision		\$40/month	Due 1 st of each month; delinquent on the 7 th day of the month
4. Electronic and Alcohol Monitoring	G.P.S.	Daily rate based upon fee assessment by vendor.	Due weekly, at the time of client’s regularly scheduled appointment with their Probation Officer or SPTR Specialist; delinquent when 7 days past due date. Payments are made directly to Sentinel Offender Services.
	SCRAM	\$12/day	
	BART	\$7.50/day (no sliding fee scale)	
	MEMS 3000	Sliding fee scale Landline: \$5.55-\$6.40/day Cellular: \$4.55-\$5.40/day	
5. ETG Urinalysis Tests, Drug Urinalysis Tests and Alcohol Breath Tests – <u>Testing Locations:</u> Leon County Drug and Alcohol Testing Program. Urinalysis tests are conducted from 8AM to 5PM; Alcohol Tests are conducted M-F 7AM to 7PM and Holidays/weekends only at the Leon County Detention Facility from 1PM to 5PM.		\$20/test for Drug Urinalysis \$20/test for ETG Urinalysis \$5/test for Alcohol Breathalyzer	Payment is due at the time of testing. (Note: Traveling does not excuse your testing, it is your responsibility to find a location to test. Please remember there is a \$5 administrative charge for every test; payable directly to the Probation Office).

Client’s Signature

Date

Probation/Pretrial Officer’s Signature

Date

3/26/19

Surveys of Florida Pretrial Release Programs

County	Administering Agency	Fees Assessed	Fees for Services
Alachua	County	Yes	GPS: \$5/day; Alcohol Electronic Monitoring: \$10/day
Bay	Board	Yes	Urinalysis (Alcohol and Drugs): \$45/test (\$20 for positive confirmation) through contracted vendor
Brevard	County (contracts with vendor for services)	Yes	GPS and Alcohol Electronic Monitoring: Private Vendor; Alco-Breathalyzer: \$10/test; Urinalysis: \$20/test
Charlotte	County Funded; Administered by Court Administration	Yes	Electronic Monitoring: Private Vendor; Alco-Breathalyzer: \$5/test; Urinalysis: \$5/test
Collier	Sheriff	Yes	GPS: \$4.10/day; Alcohol Electronic Monitoring: \$6.50/day; Urinalysis: \$7.90/test (\$20 for positive confirmation)
Duval	Sheriff	No	N/A
Escambia/ Santa Rosa	County	Yes	GPS: \$220 initial fee - \$15/day; Alcohol Breathalyzer: \$15/test; Urinalysis: \$25/test
Flagler	County Funded; Administered by Court Administration	Yes	Electronic Monitoring: Private Vendor
Highlands/Polk	Court Administration	Yes	Electronic Monitoring provided by Probation Division
Manatee	County	Yes	Electronic Monitoring: \$30 one-time fee to county – remainder offender pays to private vendor; Alco-Breathalyzer and/or Urinalysis: \$50 one-time fee
Miami-Dade	County	Yes	Alco-Breathalyzer and Urinalysis through private vendor or the courts; Electronic Monitoring provided by Corrections Department
Monroe	Court Administration	Yes	GPS: \$4.25/day; Alco-Breathalyzer: \$10/test; Urinalysis: \$10/test
Orange	County	Yes	Supervision: \$17 one-time fee; Alcohol Breathalyzer: \$17/test; Urinalysis: \$17/test
Palm Beach	Board	Yes	Supervision: \$10/weekly
Pinellas	Sheriff	Yes	GPS: \$7/day; Alcohol Electronic Monitoring: \$10/day
Sarasota	Court Administration	Yes	GPS and Alcohol Electronic Monitoring: Private Vendor
Volusia	County	No	N/A

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #8**

Leon County Board of County Commissioners

Budget Workshop Item #8

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Archaeological Preservation

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, Planning, Land Management, and Community Enhancement (PLACE) Cherie Bryant, Director, Tallahassee-Leon County Planning Department David McDevitt, Director, Development Support & Environmental Management
Lead Staff/ Project Team:	Susan Denny, Senior Planner, Land Use Division John Kraynak, Director, Environmental Services

Statement of Issue:

This budget discussion item seeks Board acceptance of a status report on the archaeological preservation elements associated with the land development process including plans to incorporate regular archaeological training opportunities for County employees in related fields and engage local builder associations for training in the preservation of archaeological resources. As directed by the Board on September 24, 2018, this item also provides an analysis on the need to employ a professional archaeologist and the development of a GIS-based predictive software model, contingent upon a cost-share with the City, to better identify potential locations of archaeological resources.

Fiscal Impact:

This item has no fiscal impact. Enhanced training of County staff and local builders through the Florida Bureau of Archaeological Resources will have no fiscal impact.

Staff Recommendation:

Option #1: Accept the status report on the archaeological preservation elements associated with the land development process.

Report and Discussion

Background:

At the March 27, 2018 meeting the Board requested an agenda item regarding how the County could be more helpful to developers in the archaeological assessment of downtown development projects as well as in the assessment of historical structures in the Frenchtown area. The Board requested information on exploring ways to provide information to developers to assess the archaeological and historical significance of urban development sites by surveying how other communities address the issue, including the use of a staff archaeologist.

On September 24, 2018, an agenda item was presented to the Board describing the requirements of the County's land development code and services provided by the Tallahassee-Leon County Division of Geographic Information Systems (TLC-GIS) database to assist developers in assessing and preserving archaeological and historical resources (Attachment #1). Further, the agenda item analysis provided an overview of services provided by other Florida jurisdictions relative to archaeological and historical findings at development sites. These practices include requiring a pre-development "sign-off" letter from the Florida Department of Historical Resources, employing a staff archaeologist (or contracting with an archaeological consulting firm) to assess development sites, and developing a GIS-based predictive model to identify the probability of archaeological artifacts on a site based on natural features such as vegetation and the proximity to water and/or the presence of archaeological resources in similar areas or nearby.

Following discussion of this item, the Board directed staff to engage the City of Tallahassee, the development industry, and historic preservation stakeholders to further evaluate the following issues to be brought back as a budget discussion item:

- The predictive software model needs of the community;
- Analysis on the possible joint hiring of an archaeologist or preservation specialist; and
- Additional training needs and opportunities available through the Florida Bureau of Archaeological Research.

Archaeological sites and artifacts are important non-renewable resources worthy of preservation much like wetlands or canopy roads. The Leon County Strategic Plan prioritizes the preservation of such resources as it promotes orderly growth and sustainable practices (EN2 and EN3). In addition, the identification and preservation of archaeological sites also promotes the quality of life in Leon County by providing recreational and educational opportunities (Q1).

Analysis:

Leon County, including the City of Tallahassee, has a rich history with significant archaeological sites such as the Lake Jackson Mounds, San Luis Mission, and the Desoto First Christmas Site. There are also historical structures from the time of antebellum plantations to landmarks from the mid twentieth century civil rights period. The Historic Preservation Element in the Tallahassee-Leon County Comprehensive Plan guides the preservation of architectural and historic resources for both public and private entities. Leon County and the City of Tallahassee each have land development regulations that identify and protect archaeological and historical resources found on new and redeveloped sites. In Leon County, the Land Development Code and TLC-GIS database

assist developers with identifying and protecting archaeological resources of historical significance.

The County and City have similar regulations governing the protection of archaeological resources discovered during the development process. The following three sections of the Leon County Land Development Code govern preservation of those resources within the unincorporated County and implement the historic preservation policies of the Comprehensive Plan.

Natural Features Inventory (NFI)

Section 10-4.202 requires that cultural and historic features be identified as a component of the Natural Features Inventory (NFI) application for development projects. Leon County requires archaeological surveys for all sites with probable artifacts. This identification process includes contacting the Florida Department of State to determine if there are any known or potential archaeological or historical resources identified in their "Master File" kept for this purpose. If the State Department of Historical Resources (DHR) identifies known or highly suspected archaeological resources, it may request that an archaeological survey by a certified archaeologist be performed prior to development activities. This cost is borne by the developer of the site.

Should the NFI or archaeological survey identify the potential for the site to contain significant cultural resources, the developer will need to prepare a cultural resource protection plan. Depending on the prospective archaeological findings, this plan may require detailed protective measures as described in the following section or as simple as a statement included with the Environmental Management Permit informing the developer what to look for and who to contact in the event something is discovered.

Identification and Protection of Cultural Resources

Section 10-4.329 offers further protections when unexpected artifacts or human bones are found on a development site. For instance, pottery shards were found at the Mounds site and remnants of Spanish chainmail was found at the First Christmas Site. The uncovering of archaeological artifacts and determination of their findings requires the cessation of development activities until a new or updated cultural resources protection plan is approved by the County Administrator or designee. If concentrations of artifacts such as chipped stone, pottery, ceramic fragments, animal bones, or structural remains are discovered during construction, the developer must halt activities and contact the DHR Compliance and Review Section to evaluate the significance of the find. If an unmarked human burial is discovered, the developer must halt activities and contact the Sheriff's Office and State Archaeologist.

The cultural resource protection plan in these circumstances might include documenting/mitigating the findings or recording a conservation easement over the area (typically only for cemeteries or unmarked human burials not involved in a legal investigation) with access easements to the site for relatives, descendants, etc. to visit. These plans are primarily developed by the applicant's archaeologist with guidance from DHR & DSEM. The Florida Bureau of Archaeological Research has also offered to provide assistance in this area where possible.

Under the Leon County Land Development Code, an on-site archaeological survey by a professional archaeologist is required where there are known or expected archaeological artifacts as identified by the Natural Features Inventory or by the State Department of Historic Resources during the permitting process. In addition, if possible artifacts are discovered during construction, the archaeologist must identify the value of the find and develop a mitigation plan.

Preservation of Historic Structures

Section 10-6.708 of the LDC relates to historic preservation, historic preservation districts and historic preservation overlays (HPO). It explains how a structure can be identified for protection and includes procedures for approving modifications to historic structures with HPO. The lead agency for identifying and enforcing policy for historic structures in both the City and County is the Trust for Historic Preservation. As previously stated, there is currently only one HPO property in Leon County (Munree Cemetery).

Community Engagement

Based on the Board's direction from the meeting on September 24, 2018, staff engaged stakeholder groups to obtain input on enhancing the identification of archaeological artifacts and other related features on development sites. Staff also contacted the City of Tallahassee to determine willingness to participate with the County on enhanced archaeological identification efforts and requested this item be included in the City's Budget Workshop scheduled for May 15, 2019.

Advisory Committee on Quality Growth

On January 31, 2019, the Advisory Committee on Quality Growth (ACQG) met to discuss the issues identified in the Board's motion. The ACQG is a standing committee of local citizens representing business associations or employed in the construction development planning, or environmental services fields. The role of the ACQG is to provide proactive input and feedback for development review and approval service enhancements and various County proposals and ordinances. Staff made a presentation to the ACQG outlining existing regulations in Leon County aimed at preserving archaeological resources on development sites, options for additional archaeological training for development review staff, the possible hiring of a staff archaeologist, and the development of a predictive archaeological model.

At this meeting, the ACQG expressed strong support of training appropriate County staff through the Bureau of Archaeology Research and other free educational resources. The specific course available to local government from the Bureau of Archaeological Resources is Archaeological Resources Management, or ARM training. It is important to note that senior staff with the Leon County Department of Development Support and Environmental Management (DSEM) recently welcomed the Bureau of Archaeological Resources for a brief training and received additional information on the multi-day ARM training. The ARM training course introduces participants to the nature of archaeological resources, Florida archaeology, and the role of the Division of Historical Resources (DHR) and Bureau of Archaeological Research. Participants will gain a better understanding of the requirements of State and Federal laws about protecting and managing archaeological sites. Those who take the training will receive a certificate recognizing their ability to conduct limited monitoring activities in accordance with review and compliance recommendations, and better understand how the State balances ground disturbances and

stewardship of historic sites. The ACQG attendees also expressed a desire to extend these training opportunities provided by staff to the local development industry including the various regulations related to archaeological resources.

The ACQG did not support hiring a staff archaeologist because they thought that the existing procedures were adequate and that additional personnel could slow down the permitting process. The hiring of an archaeologist would afford the County the ability to perform archaeological surveys of development sites in-house. For example, the City of St. Augustine gives builders the option to hire their own archaeologist to perform pre-development archaeological surveys or to use in-house staff for a fee. Based on the input from the ACQG, the development community prefers hiring their own professional archaeologist.

The ACQG did not support the development of a predictive model given the low number of probable archaeological sites currently identified in the state and local databases. Several Committee members also expressed concern that the predictive software's identification of sites as having a high probability of archaeological significance would adversely affect the values of the property without confirmation as to the actual presence of archaeological artifacts. Staff was unable to find any studies or data to support this assertion. However, even if archaeological artifacts are found on a site, resource mitigation plans seldom limit the ultimate development of the site like the presence of wetlands or floodplains often do.

The predictive model reviews would run concurrently with other reviews. In addition, state officials have indicated that communities with robust archaeological programs receive a quicker response to requests from DHS on proposed development projects. However, if archaeological resources are found on a development site, there will be minor delays to develop and implement a mitigation plan to protect this valuable resource.

Archaeological Workgroup

On March 14, 2019, staff met with a representative group of members of the local archaeological community to discuss issues identified by the Board's motion. The workgroup was assembled by the Historic Preservation Officer with the Tallahassee Trust for Historic Preservation who serves both the Leon County and the City of Tallahassee. The workgroup included state, federal, and academic archaeologists, as well as archaeologists who work as consultants to the development community. Members of the Panhandle Archaeological Society at Tallahassee (PAST), a local advocacy group for the preservation of archaeological resources, were also represented at the meeting. This group received the same presentation that was provided to the ACQG.

Like the ACQG, the archaeological workgroup was supportive of additional training of staff provided at no cost by the Florida Bureau of Archaeological Resources. The workgroup reinforced the need for staff to partake in refresher courses as new information and industry methods are identified.

The archaeological workgroup was very supportive of the hiring of a staff archaeologist. They expressed the idea that Leon County and Tallahassee, as the Capital City, should be the leaders in the identification and preservation of archaeological artifacts. The group expressed concern that local governments such as the City of Sarasota (pop. 56,994/ county pop. 419,119) and Palm

Beach County (pop. 1.47 million) presently have staff archaeologists, and that the City of Tallahassee and/or Leon County do not. The workgroup believes that a full-time staff archaeologist would be able to better recommend process improvements and utilize technological advances such as a predictive model. An added benefit of a staff archaeologist would be to provide public education. However, the public education role is currently served locally by the County/City Historic Preservation Officer.

The group also stated that a dedicated staff person would be more familiar with the community, resulting in higher quality and more expeditious initial reviews and better onsite monitoring of development projects. The group expressed concern that without a staff archaeologist, archaeological artifacts are presently not being identified in many projects, often resulting in the permanent loss of resources. However, the existing process proved effective in recent months for a planned 21.5-acre residential subdivision on Pedrick Road. In December 2018, DHR found the conditions in the area to be favorable for archaeological and historical properties and called for a professional cultural resources assessment survey as prescribed in the County's Natural Features Inventory requirements. The State also referred the builder to listings of qualified professional associations for the survey. The builder hired a local firm which recorded three new archaeological sites and one new historic structure. The small low-density findings lacked diagnostic features and were not considered significant to yield information for the National Register of Historic Places. DHR concurred with the archaeologist's findings that the proposed project would not have an adverse effect on anything of historic, archaeological, or architectural value.

Unlike the ACQG Committee, the archaeological workgroup was supportive of a predictive GIS model, provided that it would utilize appropriate inputs and be placed under the direction of a staff archaeologist. Further, the group stated that a computer simulation cannot replace the value of human judgement, and that an overreliance on statistical or other spatial probabilities can sometimes overlook archaeological resources in unlikely places.

Conclusions and Recommendations

As directed by the Board, staff researched the best practices from other communities and obtained input from the local development and archaeological community on enhancing County regulations and policies for identifying and preserving archaeological resources on development sites. In Leon County, the land development regulations address the identification and preservation of archaeological resources associated with development sites. Specifically, Section 10-4.202 requires that cultural and historic features be identified as a component of the Natural Features Inventory (NFI) application for development projects. This identification process includes contacting the Florida Department of State to determine if there are any known or potential archaeological or historical resources identified in their "Master File" kept for this purpose. On occasion, artifacts are not identified prior to permitting, but are latter discovered during the construction.

Whether the artifacts are identified before or after permitting, the Leon County Land Development Code requires that an archaeologist develop, and the County approve a cultural resource plan that may include documenting/mitigating the findings or recording a conservation easement over the area (typically only for cemeteries or unmarked human burials not involved in a legal investigation) with access easements to the site for relatives, descendants, etc. to visit. The plans

are primarily developed by the applicant's professional archaeologist with guidance from DHR and the Leon County Department of Development Support and Environmental Management (DSEM).

This final section of this analysis provides recommendations to better identify and preserve artifacts associated with the land development process.

Training

The State of Florida's Bureau of Archaeological Resources provides free training three to five times a year to local government permitting staff about the importance and methods of identifying archaeological resources on development sites. Some County staff members have already received this training, but refresher courses are recommended based on new information and methods. In addition, PAST and the U.S. Bureau of Land Management also offer free training and locally-based information, as well as general information on archaeology resources.

Based on this analysis and DSEM's recent training with the Florida Bureau of Archaeological Resources, the Archaeological Resources Management training will be incorporated into the staff training programs for employees in related fields. The ARM course provides useful training for staff to identify resources and obtain more expeditious reviews from the state. In addition, it is recommended that staff gather more information about potential education opportunities for the development community to obtain useful training in the development and preservation of archaeological resources.

Employing an Archaeologist

As indicated in the status report on September 24, 2018, the employment of a full-time archaeologist is not prevalent at the local government level in the State of Florida except for a few limited historical and cultural locations such as St. Augustine. A staff archaeologist is a specialized, well-educated professional that is generally required to have a master's degree and previous experience. Beginning salaries in Florida start at approximately \$41,000 (excluding benefits) and the mean annual salary is approximately \$65,000 according to the U.S. Bureau of Labor Statistics.

Many local jurisdictions choose to hire a part-time archaeologist either directly or through the retainer of an archaeological consulting firm. Retaining a consulting firm may be less expensive overall, but it is more expensive on an hourly basis. Other communities have found this arrangement to be problematic due to conflicts of interest. If a consultant was retained or a part-time employee was hired, the terms of employment should limit the archaeologist from working for other local private sector clients in order to avoid a conflict of interest.

Based on discussions with other Florida communities and a review of job descriptions for an archaeologist at the local government level, these positions include providing public education and operating county archaeologically-based visitor attractions in addition to the review of development proposals (Attachment #2). In some counties, the staff archaeologist also has significant historic preservation program responsibilities that are presently provided by the Tallahassee Trust for Historic Preservation on behalf of the County and City. In addition, our community has the benefit of historic preservation expertise associated with being a State Capital

and home the Florida Department of State's Division of Historical Resources. In summary, the analysis does not support creating a new position at this time or contracting out for archaeological services.

Developing a GIS-Based Predictive Model

An archaeological GIS-based predictive model establishes statistical relationships between natural proxies such as soil types, elevation, slope, vegetation, proximity to water, geology, and known archaeological sites to predict the probability of archaeological resources. Predictive models are used by the federal government, states, local governments, academics, and for-profit firms. Many communities in Florida use predictive models including Jacksonville/Duval County, Palm Beach County, Charlotte County, Broward County, and Volusia County. However, according to a study published in the Journal of American Planning Association in 2016, only 22% of 69 jurisdictions that were surveyed used predictive models to identify archaeological resources in their jurisdiction.

Predictive models are generally developed by archaeological consulting firms based on the specifications in an RFP. The accuracy of a predictive model can vary based on the quality of the data and the algorithms utilized. With improving technology, the models are becoming more accurate. Predictive models are generally used to enhanced local archaeological ordinances to identify the level of archaeological survey information that is required prior to permitting. Areas identified by the model with a high probability of containing archaeological resources onsite are generally required to do more archaeological surveying prior to development than those with little probability of archaeological resources.

Leon County is 702 square miles including approximately 103 square miles inside the City limits. Of the remaining 600 square miles under the County jurisdiction, approximately 70% of the land is National Forest or in conservation. Most of the development activity in unincorporated Leon County occurs within the 72 square mile Urban Services Area (USA) just outside of the City limits. Much of the developable property in the unincorporated USA has either been improved or surveyed for environmental conditions including the presence of archaeological resources. For those parcels that have not been surveyed but may be in proximity to previous archaeological findings, DHR is likely to find the conditions in the area to require a professional cultural resources assessment survey as prescribed in the County's Natural Features Inventory requirements. The proposed residential subdivision on Pedrick Road described earlier in this analysis is the case-in-point example of the existing requirements performing as designed. Therefore, the procurement of a consultant to develop a predictive software model for Leon County is not supported at this time.

Should the Board wish to pursue an RFP for this software, staff has provided additional information for its consideration. Research on the cost predicative models for regions or states ranged from \$30,000 to \$100,000. Despite the low potential for development, the Board may wish to consider a project area that includes some of the rural communities in unincorporated Leon County (Woodville, Miccosukee, Lake Jackson area, Fort Braden). A sample scope of services would include the following:

1. Analysis of previously recorded archaeological sites within Leon County;

2. Analysis of documentary research, map overlays, environmental attributes, oral or primary source history, and any other relevant data sources;
3. Evaluation of the gathered data to define prioritized areas of archaeological sensitivity in the subject area;
4. Creation of a hierarchical map that displays areas of archaeological sensitivity, potentially defining zones of the highest sensitivity or prioritized research areas;
5. Coordinating GIS shape layers that can be incorporated into the GIS website for public access;
6. Public outreach meetings to assist with gathering research and helping community members understand the research and analysis used to define areas of probability included in the predictive model.
7. Deliverables would include a final report, GIS shape layers, and updates to the existing State of Florida site data where necessary.

Completion of the software could take up to one year once the agreement with the vendor commences.

Options:

1. Accept the findings to incorporate regular archaeological training opportunities through the State Bureau of Archaeology and other local no-cost training opportunities for County employees in related fields.
2. Direct the County Administrator to issue a Request for Proposals with an upper limit of \$100,000, contingent upon the City of Tallahassee sharing the cost, for a GIS-based predictive model to identify potential locations of archaeological resources within Leon County and include funding in the FY2020 preliminary budget.
3. Direct the County Administrator to include funding for a full-time staff archaeologist in the FY 2020 preliminary budget.
4. Direct the County Administrator to develop a Request for Proposals for ongoing archaeology services (in lieu of a staff archaeologist) and include funding in the FY 2020 preliminary budget.
5. Board direction.

Recommendation:

Option #1

Attachments:

1. September 24, 2018 agenda item on the Preservation of Archaeological and Historical Findings at Development Sites
2. Archaeologist Job Descriptions

Leon County Board of County Commissioners

Agenda Item #12

September 24, 2018

To: Honorable Chairman and Members of the Commission

From: Vincent S. Long, County Administrator

Title: Preservation of Archaeological and Historical Findings at Development Sites



Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, Planning, Land Management & Community Enhancement David McDevitt, Director, Development Support & Environmental Management Cherie Bryant, Planning Director
Lead Staff/ Project Team:	Russell Snyder, Administrator, Land Use Planning Susan Denny, Senior Planner, Land Use Division John P. Kraynak, Director, Environmental Services Ryan Culpepper, Director, Development Services Division

Statement of Issue:

As directed by the Board at the March 27, 2018 meeting, this item provides a status report on the County's measures to preserve archaeological and historical findings at development sites in the unincorporated areas.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

- Option #1: Accept the status report on the preservation of archaeological and historical findings at development sites in Leon County.

- Option #2: Direct staff to engage the City of Tallahassee, along with development industry and historic preservation stakeholders, to further evaluate and refine the predictive software model needs of the community; and, bring back a budget discussion item during the FY 2020 budget process.

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 2

Report and Discussion

Background:

At the March 27, 2018 meeting the Board requested an agenda item regarding how the County could be more helpful to developers in archaeological assessment of downtown development projects as well as in the assessment of historical structures in the Frenchtown area. The Board requested information on exploring ways to provide information to developers to assess the archaeological and historical significance of urban development sites by surveying how other communities address the issue, including the use of a staff archaeologist. This status report describes the requirements of the County's land development code and services provided by the Tallahassee-Leon County Division of Geographic Information Systems (TLC-GIS) database to assist developers in assessing and preserving archaeological and historical resources. Further, this item provides an overview of services provided by other Florida jurisdictions relative to archaeological and historical findings at development sites.

Analysis:

Leon County, including the City of Tallahassee, has a rich history with significant archaeological sites such as the Lake Jackson Mounds, San Luis Mission, and the Desoto First Christmas Site. There are also historical structures from the time of antebellum plantations to landmarks from the mid twentieth century civil rights period. The Historic Preservation Element in the Tallahassee-Leon County Comprehensive Plan guides the preservation of architectural and historic resources for both public and private entities. Leon County and the City of Tallahassee each have land development regulations that identify and protect archaeological and historical resources found on new and redeveloped sites. In Leon County, the Land Development Code and TLC-GIS database assist developers with identifying and protecting archaeological resources of historical significance.

Prior to the 1980s, archaeological resources were not well preserved during the development process. Significant degradation of archaeological sites occurred during the development of the Indianhead Acres subdivision and the Velda Mound area in the 1950s. However, the discovery in 1987 of the Desoto First Christmas site by Calvin Jones, the State Archaeologist, during routine construction led the County and City to adopt similar regulations to protect archaeological finds on development projects. The Desoto Christmas site was a major archaeological find and the site was sold to the State. Most archaeological finds on construction sites are relatively small and can be preserved with a minimum of disruption to development activity.

Today, the national, state, and local governments officially recognize properties or districts that have significant historical value and warrant preservation. The national government recognizes significant historic properties by including them in the National Register of Historic Places, a program administered by the National Park Service. The National Register of Historic Places is the United States federal government's official list of districts, sites, buildings, structures, and objects deemed worthy of preservation for their historical significance. A property listed in the National Register, or located within a National Register Historic District, may qualify for Federal tax incentives derived from the total value of expenses incurred preserving the property.

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 3

At the state level, the Florida Department of State's Division of Historical Resources (DHR) contains the Bureau of Historic Preservation and the Bureau of Archeological Research serve as the recognized professional experts and custodians of historically significant archeological information. The Bureau of Historic Preservation maintains the "Master File" that identifies potential historical and archeological sites. The Bureau of Archeological Resources researches land and underwater archeology in Florida and helps local governments and others with their research needs.

Leon County maintains an online Historical Resource Inventory that was created in 2004 by the Tallahassee-Leon County Geographic Information Systems (TLC-GIS) Division in cooperation with the Tallahassee-Leon County Planning Department. This inventory utilized resources from the Florida Department of State's Division of Historical Resources and is made available as an interactive map on the TLC-GIS website. The database serves as a resource to preservation enthusiasts and site planners by identifying parcels that are on the Local and National Historic Register and providing information about potentially historic sites and homes. This includes the identification of homes greater than 50 years old, their architecture, and historical significance. The interactive map also contains links to National Federal Register Applications. In addition, the Tallahassee-Leon Planning Department maintains a publicly available Official Zoning Map that identifies all properties that currently have a Historic Property zoning overlay (HPO). Information on the website includes the age and archaeological features of the historic properties with links to the National Historic register application.

The Leon County Land Development Code recognizes property or districts of historic importance by designating an HPO on the subject property through the rezoning process. An HPO does not replace the underlying zoning district of a subject property, but adds specific regulations and incentives to the development of the property such as a waiver of permit fees and the requirement that proposed renovations to the property be preapproved by the Trust for Historic Preservation.

While there are a number of historic properties in unincorporated Leon County on the National Register of Historic Properties such as the Lewis Spring House, the Natural Bridge Battlefield, Old Fort Braden School and the Old Pisgah Methodist Church, only the Munree Cemetery located on Edenfield Road has a local historic property zoning overlay (HPO) placed on it pursuant to Section 10-6.708 of the Leon County Land Development Code. There are no locally recognized historic districts in unincorporated Leon County.

Leon County has been inhabited by humans for thousands of years. Artifacts left by Apalachee indigenous people, Spanish conquistadors and missionaries provide a record of settlements throughout the region. Early settlers sought to live on high land and near water sources. The ancient residents also built mounds to bury their dead and waste, which also tended to be located on high ground. Important historical sites include Lake Jackson Mounds, the DeSoto First Christmas Site, and San Luis Mission.

The City of Tallahassee does have a number of historical properties on the National Register and several nationally recognized historic districts (Park Avenue/Call Street, East Park Avenue, Virginia/Calhoun, and Smokey Hollow). In addition, the City has locally recognized the Meyers

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 4

Park Historic District and has and has placed local HPO designation on a number of sites, including some in the Frenchtown portion of the Frenchtown/Southside Community Redevelopment Area.

Leon County Land Development Regulations:

The County and City have similar regulations governing the protection of archaeological resources discovered during the development process. The following three sections of the Leon County Land Development Code govern preservation of those resources within the unincorporated County and implement the historic preservation policies of the Comprehensive Plan.

Natural Features Inventory (NFI)

Section 10-4.202 requires that cultural and historic features be identified as a component of the Natural Features Inventory (NFI) application for development projects. Leon County requires archeological surveys for all sites with probable artifacts. This identification process includes contacting the Florida Department of State to determine if there are any known or potential archaeological or historical resources identified in their “Master File” kept for this purpose. If the State Department of Historical Resources (DHR) identifies known or highly suspected archaeological resources, it may request that an archaeological survey by a certified archaeologist be performed prior to development activities. This cost is borne by the developer of the site.

Should the NFI or archeological survey identify the potential for the site to contain significant cultural resources, the developer will need to prepare a cultural resource protection plan. Depending on the prospective archaeological findings, this plan may require detailed protective measures as described in the following section or as simple as a statement included with the Environmental Management Permit informing the developer what to look for and who to contact in the event something is discovered.

Identification and Protection of Cultural Resources

Section 10-4.329 offers further protections when unexpected artifacts or human bones are found on a development site. For instance, pottery shards were found at the Mounds site and remnants of Spanish chainmail was found at the First Christmas Site. The uncovering of archaeological artifacts and determination of their findings requires the cessation of development activities until such time as a new or updated cultural resources protection plan is approved by the County Administrator or designee. If concentrations of artifacts such as chipped stone, pottery, ceramic fragments, animal bones, or structural remains are discovered during construction, the developer must halt activities and contact the DHR Compliance and Review Section to evaluate the significance of the find. If an unmarked human burial is discovered, the developer must halt activities and contact the Sheriff's Office and State Archaeologist.

The cultural resource protection plan in these circumstances might include documenting/mitigating the findings or recording a conservation easement over the area (typically only for cemeteries or unmarked human burials not involved in a legal investigation) with access easements to the site for relatives, descendants, etc. to visit.

These plans are primarily developed by the applicant's archaeologist with guidance from DHR & DSEM. The Florida Bureau of Archaeological Research has also offered to provide assistance in this area where possible.

Preservation of Historic Structures

Section 10-6.708 of the LDC relates to historic preservation, historic preservation districts and historic preservation overlays (HPO). It explains how a structure can be identified for protection and includes procedures for approving modifications to historic structures with HPO. The lead agency for identifying and enforcing policy for historic structures in both the City and County is the Trust for Historic Preservation. As previously stated, there is currently only one HPO property in Leon County (Munree Cemetery).

Review of Procedures in Other Florida Communities

The Planning Department surveyed other Florida local governments to determine what, if any, innovative strategies they use to assess and preserve archaeological and historical resources in their jurisdictions. Table #1 provides a comparative summary for 12 other county governments in Florida plus the City of St. Augustine. The table identifies which jurisdictions employ the services of a professional archaeologist, require a pre-development letter from the Florida Department of State to verify if any potential archaeological resources have previously been identified on the site, provide an enhanced GIS database with all other known archaeological and historic information for quick reference, or utilize a predictive software model to assess the likelihood of the presence of archaeological and historical resources on any property through their GIS program.

Table #1: Archaeological and Historical Resources Review Florida Jurisdictions

Jurisdiction	Letter required from FL Dept. of State¹	Archaeological and Historical GIS Database²	Archaeological Predictive Software Model³	Archaeologist on Staff
Alachua Co.	Yes	Yes	Yes	Part-Time
Bay Co.	No	No	No	No
Broward Co.	No	Yes	Yes	Consultant on Call
Charlotte Co.	Yes	Yes	Yes	No
Clay Co.	No	No	No	No
Jacksonville/ Duval Co.	Yes	Yes	Yes	Part-Time
Lake Co.	No	No	No	No
Leon Co.	Yes	Yes	No	No
Palm Beach Co.	Yes	Yes	Yes	Part-Time
Polk Co.	Yes	Yes	No	No
St. Augustine	Yes	Yes	Yes	Full-Time
St. Johns Co.	Yes	Yes	Yes	Full-Time
Seminole Co.	Yes	No	No	No
Volusia Co.	Yes	No	Yes	No

¹The Florida Department of State keeps a master file of potential archaeological resources for sites in Florida.

²GIS database contains federal and state listed sites as well as other known archaeological or historical information.

³Predictive software model uses existing information on archaeological site locations, along with environmental data and statistical analysis to identify probability zones where further analysis is needed by a professional archaeologist (archaeological survey).

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 6

Most of the 13 jurisdictions surveyed maintain a GIS database with historical and archaeological parcel information with links to the state's Master File and require developers to secure a letter from the Florida Department of State to verify whether there are any known (or potential) archaeological or historical resources at a potential development site. A majority of the jurisdictions have begun utilizing a predictive software model to help identify probability zones where a professional archaeologist should be utilized to survey a parcel as part of the pre development phase. This process is described in greater detail later in this agenda item. Most of the local governments do not employ an archaeologist but several have a consultant on retainer or contract for a part-time position to enforce regulations and work with developers during the preliminary stage of development. Of the 13 jurisdictions surveyed, only the City of St. Augustine and St. Johns County employ at least one full-time archaeologist.

The City of St. Augustine and St. Johns County have the most extensive cultural resource programs to identify and preserve archaeological and historic resources. Both have dedicated Archaeological Departments led by full-time archaeologists. Both jurisdictions also utilize a probability model software system that assesses the likelihood of the presence of archaeological and historical resources on any property through their GIS program. The probability model uses existing information on archaeological site locations, along with environmental data and statistical analysis to identify zones where further analysis is needed by a professional archaeologist (archaeological survey). Sites with high probabilities of historical or archaeological resources are required to do more in-depth preliminary surveys to ascertain if significant cultural resources are on-site.

In St. Augustine, the pre-development archaeological surveys can be done by city archaeological staff for a fee, or the developer can hire his or her own archaeologist and have their report reviewed and approved by the City Archaeological Department. As an example of their approach, Attachment #1 includes the St. Augustine Zone Map and associated ordinance. The City of St. Augustine has several different zones previously determined by an archaeological consultant based on known archaeological information and environmental data. Each of the zones, I through III, has a high probability of an Archaeological find. The Roman numeral relates to civilization that may have inhabited the site. The sub-zones denote the type of ancient activity that was previously on the site, such as a mission, a cemetery, or a prior military site. Major development in Zone I, II, or III requires a field visit by the City archaeologist to develop a resource mitigation plan, if needed. The city's Archaeologist is also charged with working with developers during the preliminary stage of development to minimize potential impacts on development sites.

Several jurisdictions utilize predictive software through their GIS program similar to the model used by the City of St. Augustine, as previously described in this item, to assess the likelihood of the presence of archaeological and historical resources on any property. Predictive software models allow communities to consider the probability of encountering archaeological resources early in the planning process without requiring comprehensive surveys of all affected areas. Predictive models integrate some combination of existing archaeological survey data, topographic information, and data regarding site distribution drawn from such sources as historical documents, oral histories, and ethnographic reports. Predictive models are then used to create a map or GIS layer showing areas of varying probabilities for archaeological sites to

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 7

support the planning process. These usually overlay tax lot maps, illuminating the distribution of affected properties. Using a GIS system or other mechanism, the tax lots within certain risk categories can be identified on a case-by-case basis within the tax lot record. In some cases these lots are officially codified into special zones such as the previously described St. Augustine model. For predictive models to be effective and to withstand public scrutiny as a basis for heightened zoning restrictions, these models must be well substantiated and supported by a meaningful level of detail within survey data.

Duval County/Jacksonville is another example of a jurisdiction with this software in place and has hired a consultant to update their probability model. In addition to historic and archaeological data, the Duval County/Jacksonville GIS database includes a probability model that assesses the likelihood of the presence of archaeological and historical resources on any property within Jacksonville. Sites with high probabilities of historical or archaeological resources are required to do more in-depth preliminary surveys of the site to ascertain if significant cultural resources are on-site. These in-depth surveys are performed by a professional archaeologist at the expense of the developer.

Specific costs for predictive software widely vary depending on the features of the jurisdiction and require a consultant with technical expertise to customize the software with the characteristics and features of the area. Staff contacted two firms that develop these models whom provided preliminary estimates up to \$100,000.

Summary

In Leon County, the Land Development Code and TLC-GIS database provide guidance for reviewing and protecting archaeological and historical resources which are consistent for a community of our size and historical significance. Based on the information currently available through state and local resources, Leon County requires archeological surveys for all sites with probable artifacts and the Land Development Code provides for the protection of archeological findings discovered during the development process. However, staff plans to work with the Florida Department of State's Division of Historical Resources to update the historical database available through GIS to provide the most convenient and up-to-date online resource for local archaeological information.

Additional approaches for the identification and preservation of historic and archaeological resources are utilized in select jurisdictions across the state including the employment of archaeological professionals and the purchase of predictive software models. Further, a growing number of jurisdictions have begun offering a predictive software model to help identify probability zones where a professional archaeologist should be utilized to survey a parcel as part of the pre-development phase.

Depending on the project scope, the development and launching of a predictive model can be time-consuming and expensive because it relies extensively on field-tested archaeological and topographical data. However, the growing utilization among other local governments compels further evaluation of the practical uses and tailored design of the predictive software with community stakeholders such as the City of Tallahassee, development industry representatives,

Title: Preservation of Archeological and Historical Findings at Development Sites
September 24, 2018
Page 8

and historic preservation enthusiasts. The survey of local jurisdictions and analysis find that further input and refinement is needed before proceeding with this service enhancement. Therefore, this item recommends engaging the aforementioned stakeholders for further evaluation of the predictive software model needs of the community and to bring back as a budget discussion item during the FY 2020 budget process.

Based on the comparative research of other jurisdictions and in consultation with DSEM, staff does not recommend any service enhancements at this time which require additional personnel or software purchases. However, staff plans to work with the Florida Department of State's Division of Historical Resources to update the historical database available through GIS to provide the most convenient and up-to-date online resource for local archaeological information.

Options:

1. Accept the status report on the preservation of archaeological and historical findings at development sites in Leon County.
2. Direct staff to engage the City of Tallahassee, along with development industry and historic preservation stakeholders, to further evaluate and refine the predictive software model needs of the community; and, bring back a budget discussion item during the FY 2020 budget process.
3. Do not accept the report on assessing archaeological and historical significance of project sites.
4. Board direction.

Recommendation:

Options #1 and #2.

Attachment:

1. City of St. Augustine Archaeological Zones and Archaeology Ordinance

Job Links

- professional
- internships
- ncpe internships
- internship archive
- other job boards
- submit jobs

-  BOOKMARK
-  RSS FEED

ARCHAEOLOGIST

POSTED: 07/27/2015

EMPLOYER Sarasota County Board of County Commissioners
Libraries and Historical Resources
County Government
<http://scgov.net>

POSITION Archaeologist
2411
TYPE Professional Opportunity
LOCATION Sarasota, FL
DETAILS \$42,411.20-\$60,611.20
OPEN UNTIL 08/28/2015

Description

Archaeologist (Official Job Title: Business Professional II): This is professional work administering Sarasota County's Development Review Program described in Article III, Chapter 66 of the Sarasota County Code. Additionally this individual works with applicants to develop opportunities to protect cultural resources or mitigate adverse impacts. Increases public awareness of local history and prehistory

Duties:

Development Review:

- Perform all tasks associated with the review of development proposals for their impact on archaeological resources within the County and the development of standards for their protection.
- Refine Sarasota County's predictive model for archaeological resources.
- Develop and implement regulations for the protection of archaeological resources within the County.
- When resources are available, conduct archaeological investigations for the County and when fortuitous finds are discovered on development sites.
- Participates in the County Development Review Committee
- Ensures critical compliance with unmarked Human Burial laws on county and/or private lands.

Customer Service:

- Implements standards of service that ensure the prompt and efficient resolution of each inquiry by internal and external customers, delivered with the utmost courtesy and respect.
- Produce promotional and educational information (including exhibits, flyers, brochures and maps) to inform citizens, County staff and staff from other agencies on the nature and value archaeological resources within the County.
- Responds to citizen inquiries on the significance of archaeological resources within the County.
- Gives oral presentations to community groups and local agencies to enhance understanding and promote preservation of archaeological resources within the County.
- Collaborates with other County departments to identify, document, protect and promote knowledge of archaeological resources within the County.
- Develops partnerships in the community to document and foster awareness of archaeological resources within the County.
- Serves as coordinator with State Historic Preservation office and other agencies and groups.

Survey and Inventory:

- Analyze and catalogue archaeological artifacts from the Historical Resources collection.
- Prepare Florida Site File forms and nominations to the Local and National Registers of Historic Places for archaeological resources within Sarasota County.
- Provides advice on identification and management of archaeological resources
- Oversees volunteers to assist in maintaining and cataloging the archaeological resources in the Historical Resources collection.
- Review proposals for the local historic designation of archaeological resources in accordance with Article IV of Chapter 66 of the Sarasota County Code.

Minimum Qualifications: A Bachelors Degree from an accredited college or university in Archaeology, Anthropology or related field and two (2) years of professional experience directly related to the position.

Preferred Qualification: A Master's Degree from an accredited college or university in Archaeology, Anthropology or related field.

Job Competencies:

Knowledge of the principles, practices and techniques of archaeology. Ability to process and analyze artifacts and other archeological objects. Familiarity w

HOW TO
APPLY **Apply online.**

Jennifer Perry

<https://www.scgov.net/HR/Pages/CareerOpportunities.aspx>

jperry@scgov.net

Phone: 941 861-5459

Fax: 941 861-5200

ADDRESS 6062 Porter Way

Sarasota, FL 34232

- return to top -

[Back](#)

OTHER RECENT LISTINGS

PRESERVATION PLANNER / ARCHITECTURAL HISTORIAN MAYNARD, MA

POSTED 1/14/19

CHIEF EXECUTIVE OFFICER

PHILADELPHIA, PA

POSTED 1/11/19

Southeastern Archaeological Conference » Position – City Arch...

-  Home
-  Membership
-  Annual Meeting
-  Publications
-  Grants & Awards
-  About SEAC
-  Student Affairs
-  Sexual Harassment



Southeastern Archaeological Conference

Home > Announcements > **Position – City Archaeologist**

Position – City Archaeologist

CITY ARCHAEOLOGIST POSITION FOR PENSACOLA, FL

Historic Preservation Planner (official position title) Closes 11/30/18
Salary Range: \$40,456.00 - \$82,742.40

This is a new CITY ARCHAEOLOGIST position for the City of Pensacola, FL. The person in this position has the opportunity to build a new, forward-looking archaeological and historic preservation program for the City. Pensacola is the site of the 1559-61 Tristan de Luna settlement and has been continuously occupied since 1740. Pensacola is unusually rich in historical archaeological deposits, and the community takes pride in its long history. Since the 1980s, University of West Florida (UWF) archaeologists have assisted the City with compliance for an archaeological review policy (1985) for city owned property and rights of way. However, growth and development in Pensacola is at a record pace and there is an immediate need for a full-time experienced urban historical archeologist dedicated to managing the City's significant and widespread archaeological resources. The Historic Preservation Planner will have the strong support of UWF archaeologists and students and the UWF Florida Public Archaeology Network professionals and volunteers in Pensacola.

This is highly responsible managerial, administrative and professional work in the oversight of development activities within, and the preservation of, the City's Historic Preservation Districts and resources. An employee in this class functions as the City's expert in historic preservation and archaeology and is responsible for administering and making independent decisions as they pertain to effects of the City's historic and prehistoric archaeological sites by local government for preservation, as well as coordination of land use and development applications within the City's Historic Preservation Districts. This position ensures compliance with all federal, state and city historic preservation regulations and regulations on city-owned property and rights-of-way and also provides archaeological expertise and responds to inquiries from state agencies and the public regarding archaeological issues. Works under the general supervision of the Planning Services Administrator and performance is assessed by the results obtained.

Minimum Qualifications:

- Graduation from an accredited college or university with a Master's Degree in archaeology, anthropology or similar field; and
 - Four (4) years of experience in historic preservation and planning (or related field).
- Or
- Combination of education, training, and/or work experience equal to or higher than the requirements listed above as determined by Human Resources.

For more information about the position, contact Dr. Judy Bense, UWF jbense@uwf.edu, Dr. Elizabeth Benchley ebenhle@uef.edu, or Dr. William Lees wlees@uwf.edu.

For details of job responsibilities and to apply, go to www.pensacolacityjobs.com.



Membership Login

Username or Email:

Password:

[signup now](#) | [forgot password?](#)

Remember Me

About SEAC Links

- > [History of SEAC](#)
- > [Current Officers](#)
- > [Standing Committees](#)
- > [Announcements](#)
- > [Documents](#)
- > [Privacy Policy](#)



Follow SEAC on Twitter
[SEAC@SEACArchaeology](https://twitter.com/SEACArchaeology)
as we gear up for
[#SEAC2019](https://twitter.com/SEAC2019).

Job Bulletin



CITY OF SAN ANTONIO
invites applications for the position of:
City Archaeologist

SALARY: \$33.71 - \$50.57 Hourly
\$70,120.96 - \$105,181.44 Annually

OPENING DATE: 03/21/19

CLOSING DATE: 04/12/19 11:59 PM

Grant Funded: No

Work Hours: 7:45 a.m. - 4:30 p.m., Monday - Friday

JOB SUMMARY:

Under general direction, is responsible for managing and coordinating federal, state and local cultural resource laws, rules and regulations, providing assistance to various City Departments as well as affiliated entities in the area of cultural resources in particular, archeology. May review work performed by others. Exercises direct supervision over assigned staff.

This position is an "unclassified" position and has no disciplinary appeal rights to the Municipal Civil Service Commission. This position is likewise subject to at-will employment status and can be terminated at any time for any reason.

ESSENTIAL JOB FUNCTIONS:

- Performs regulatory archaeological reviews for the Office of Historic Preservation and other City departments such as Transportation and Capital Improvements (TCI), Parks and Recreation and others as requested.
- Provides imperative professional expertise to the Historic Preservation Officer as enumerated under the Unified Development Code.
- Provides professional reviews as it pertains to the Certified Local Government (CLG) status.
- Provides archaeological management, coordination and oversight to high profile City projects and inter-agency projects with a city component.
- Works to minimize conflicts between land uses/development and the public and regulatory agencies.
- Responds to requests for information from management, officials and the public.
- Prepares written reports and makes presentations to Boards, Commissions and City Council.
- Coordinates with non-profits, conservancies and preservation organizations to advance/highlight cultural resources on city owned properties as well as privately held properties.
- Supervises, trains, and evaluates assigned staff members.
- Performs related duties and fulfills responsibilities as required.

Job Bulletin

- Ability to establish and maintain effective working relationships with co-workers, management and the general public.
- Ability to maintain good public relations with conservation organization and property owners. Concerned in the community's historic preservation planning.
- Ability to foster positive working relationships with regulatory agencies.
- Ability to work with the public and interested citizen groups in the establishment of meaningful goals and objectives for the City's historic preservation and urban design programs.
- Ability to coordinate department activities with other municipal departments.
- Ability to communicate clearly and effectively.
- Ability to inspect and identify violations of applicable codes and ordinances and conduct proper research to identify property owners and other responsible parties.
- Ability to deal with the public in difficult situations.

-
- Unless otherwise stated, applicants are permitted to substitute two years of related full-time experience for one year of higher education or one year of related higher education for two years of experience in order to meet the minimum requirements of the job. One year of full-time experience is defined as 30 or more hours worked per week for 12 months. One year of higher education is defined as 30 credit hours completed at an accredited college or university.
 - Applicants selected for employment with the City of San Antonio must receive satisfactory results from pre-employment drug testing, references, background checks, and credential verification, as required by the position. Depending on the position, selected applicants may be required to comply with any state and federal requirements for the position and may be subject to interval criminal background checks in accordance with relevant regulations.

APPLICATIONS MAY BE FILED ONLINE AT:
<http://www.sanantonio.gov/HR/CareerCenter.aspx>

Position #2019-00838
CITY ARCHAEOLOGIST
RS

Human Resources Department
San Antonio, TX 78205
210-207-8705

hrcustomerservice@sanantonio.gov

City Archaeologist Supplemental Questionnaire

- * 1. What best describes your highest level of education?
- Some High School
 - High School Diploma or GED recognized by the Texas Education Agency or a regional accrediting agency
 - 30+ completed semester hours (credits) from an accredited college or university
 - 60+ completed semester hours (credits) from an accredited college or university
 - Associate's Degree from an accredited college or university

- National Preservation Institute
- Advisory Council on Historic Preservation
- National Council for Preservation Education
- None of the above

* 10. How many years of experience do you have in Cultural Resources Management?

- Less than one year
- 1 - 3 years
- 3 - 5 years
- 5 - 7 years
- 7 - 9 years
- 10 years +
- No experience

* 11. How many years of experience do you have as a project lead planning and managing all phases of cultural resources projects?

- Less than one year
- 1 - 3 years
- 3 - 5 years
- 5 - 7 years
- 7 - 9 years
- 10 years +
- No experience

* 12. How many years of experience do you have performing regulatory archaeological reviews?

- Less than one year
- 1 - 3 years
- 3 - 5 years
- 5 - 7 years
- 7 - 9 years
- 10 years +
- No experience

* 13. How many years of experience do you have preparing detailed written reports of research, fieldwork, surveys, analysis and findings?

- Less than one year
- 1 - 3 years
- 3 - 5 years
- 5 - 7 years
- 7 - 9 years
- 10 years +
- No experience

* 14. How many years of experience do you have delivering presentations to Executives, Boards, Commissions and/or City Council?

- Less than one year
- 1 - 3 years
- 3 - 5 years
- 5 - 7 years
- 7 - 9 years
- 10 years +
- No experience

* 15. How many years of experience do you have conducting research using documents, maps, aerial photos and historic archives?

Anthropologists and Archeologists



Occupational Employment Statistics

Occupational Employment and Wages, May 2018

19-3091 Anthropologists and Archeologists

Study the origin, development, and behavior of human beings. May study the way of life, language, or physical characteristics of people in various parts of the world. May engage in systematic recovery and examination of material evidence, such as tools or pottery remaining from past human cultures, in order to determine the history, customs, and living habits of earlier civilizations.

[National estimates for this occupation](#)

[Industry profile for this occupation](#)

[Geographic profile for this occupation](#)

National estimates for this occupation: [Top](#)

Employment estimate and mean wage estimates for this occupation:

Employment (1)	Employment RSE (3)	Mean hourly wage	Mean annual wage (2)	Wage RSE (3)
6,020	4.3 %	\$31.40	\$65,310	1.1 %

Percentile wage estimates for this occupation:

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$17.71	\$23.09	\$30.01	\$38.57	\$46.72
Annual Wage (2)	\$36,840	\$48,020	\$62,410	\$80,230	\$97,170

Industry profile for this occupation: [Top](#)

Industries with the highest published employment and wages for this occupation are provided. For a list of all industries with employment in this occupation, see the [Create Customized Tables](#) function.

Industries with the highest levels of employment in this occupation:

Industry	Employment (1)	Percent of industry employment	Hourly mean wage	Annual mean wage (2)
Management, Scientific, and Technical Consulting Services	1,610	0.11	\$29.17	\$60,680
	1,410	0.21	\$29.01	\$60,350

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #9**

Leon County Board of County Commissioners

Budget Workshop Item #9

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Land Use Element Update Consulting Services

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, Planning, Land Management, and Community Enhancement (PLACE) Cherie Bryant, Director, Tallahassee-Leon County Planning Department
Lead Staff/ Project Team:	Artie White, Administrator, Comprehensive Planning Division

Statement of Issue:

This discussion item seeks Board approval to jointly fund, with the City of Tallahassee, consulting services to enhance the scope of the Land Use Element Update process as requested during a Joint County-City Workshop on February 26, 2019.

Fiscal Impact:

This item has a fiscal impact. Consulting services are projected to cost up to \$300,000. Costs are recommended to be shared equally with the City. The tentative budget includes \$150,000 for the County's share.

Staff Recommendation:

- Option #1: Approve including \$150,000 in the tentative FY2020 Budget to pay for the consulting services outlined in this item, contingent on the City funding a like amount.
- Option #2: Schedule a Joint City/County Workshop to Review the Comprehensive Plan for October 15, 2019.

Report and Discussion

Background:

This item supports implementation of the following FY2017-FY2021 Strategic Initiative:

- *Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)*

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

- *(Q5) Support strong neighborhoods.*

At the February 26, 2019 Joint Workshop on the 2019 Comprehensive Plan amendment cycle, the Board and City Commission both directed staff to bring back options for areas where a consultant would be of benefit in completing the Land Use Element Update (Update).

The Land Use Element of the Joint City/County Comprehensive Plan was adopted nearly 30 years ago. Accordingly, the Update's primary objectives include correcting several structural issues resulting from numerous separate amendments approved during the past three decades and streamlining the Element to make it easier for the public to understand and use. At the same time, the Update process provides the opportunity to refocus policy language to reflect current local priorities, incorporate recent planning efforts (such as community-based placemaking initiatives), and improve coordination with state agencies.

The Update process began in 2015 under the direction of the County and City Commissions. A full history of this initiative and detailed list of next steps is included in the February 26, 2019 Joint Workshop agenda item (Attachment #1). Since initiating this Update process, staff has conducted a very robust public engagement program. Incorporating that public input, and professional analysis by Planning staff, a resulting set of draft goals and objectives have been presented to both Commissions. Staff is currently drafting implementing policies and, as detailed fully in the February 26th Workshop Item, is scheduled to continue the Update effort bringing the draft Land Use Element Update to the Board and City Commission in early 2020 for final action.

Beginning with the Update process in 2015, the Commissions approved the creation of a citizen's focus group (as part of the adopted public participation plan). The purpose of this focus group was to assist in developing an initial strategy and provide feedback at major milestones in the Update process. In April 2018, three members of this group met with PLACE staff and requested additional consulting services be retained to supplement Planning staff work efforts (Attachment #2). The members were supportive of the work of staff to date, but also sought to expand the scope of the Update in two significant ways. First, to have performed a deeper analysis of the fiscal impact of various development patterns on infrastructure costs, which can then be used to recommend strategies to create a fiscally sustainable future. Second, to have an external consultant perform an objective review and provide recommendations for proposed policy language to augment the staff analysis being conducted. These points were shared by speakers at the February 26, 2019 Workshop in support of the additional analysis and consultant services request first made in Attachment #2.

Also, during the February 26th Workshop, and addressed in this item, the Board requested an additional joint workshop be scheduled to provide Commissioners a refresher on the existing Comprehensive Plan (separate from the Land Use Element Update discussion), including the major foundational components, such as the Urban Service Area, Southern Strategy, Complete Streets etc. The scheduling of that workshop is included as in this item as Option #2.

Analysis:

The fiscal analysis of the costs and benefits of various development patterns (Option 1A) is anticipated by Planning staff to add value to the Update process. Moreover, that data is expected to serve as a valuable planning tool after the Land Use Element Update is complete. The fiscal analysis of development patterns sought by the focus group members was not included in the original 2015 workplan. However, over the last two-to-three years, a cottage industry of software and planning experts have transformed their work product in this field to provide a more practical and beneficial resource for community planners due to the advancements in 3D GIS modeling technology. For clarity, the Land Use Element Update can be completed successfully without this data analysis being performed. However, staff concurs that the request for further analysis (whether performed by staff - given greater time to perform, or performed externally by consultants - given greater costs but time savings) would allow for more data-informed policy development in this Update and beyond. The benefit of this analysis is particularly focused upon planning outcomes related to urban infill, affordable housing, environmental and rural lands protection, and infrastructure.

An objective review and set of recommendations from an outside consultant (Option 1B) at this point in the Update process would be of benefit to the Update process while meeting the established expectations to conclude this Update in 2020. Option 1B would ensure the goals and objectives developed to date are the best practices of the industry, as professionally reviewed and affirmed by external consultants independently, and would also provide innovative recommendations from other communities for the final phase of the Update, which is the writing of detailed implementation policies. Again, Option 1B provides additional professional review external and supplemental to those professional services provided by the Planning Department.

Meeting the goals and objectives of the Update process during the established time-frame targets (by 2020) remains an achievable objective. Additionally, the proposals outlined in this agenda can better inform the Board's long-term planning decisions and outcomes. Therefore, staff supports the utilization of a consultant for the expanded project scope to be selected through a competitive RFP process, with the costs split evenly by the County and City, to complete the followings tasks that will be incorporated into the ongoing Land Use Element Update process:

- A. Conduct a detailed fiscal impact analysis of the lifecycle costs and revenues associated with providing and maintaining infrastructure based on various patterns of development. This analysis would be very data intensive and would look at historical development patterns and infrastructure costs to determine which patterns are the most fiscally sustainable. It would also be informed by data from other communities that have conducted similar studies.

- B. Conduct a professional review of the draft goals and objectives developed to date and make recommendations for new policy development. This would include an analysis of historical growth and existing land use policies to identify areas and strategies that would support a growing population while preserving what makes Leon County unique. Topics of evaluation would include, but not be limited to, meeting the needs of changing demographics, affordable housing, protecting neighborhood character, rural and environmental preservation, and multimodal transportation.

If a consultant is brought on board to complete these additional tasks, staff estimates it would add six to nine months to the Update process, while providing the additional data-based analysis detailed in this agenda item. Conducting the same analysis internally is estimated to take 18-24 months, likely pushing the completion of the Update process into 2022.

Should the County and City Commissions fund the consulting services as defined herein and represented in Options 1A and 1B, a specific scope of services will be developed. While exact costs will not be known until a scope is developed and responses are received by continuing service providers, staff estimates the cost would be approximately \$250,000-\$300,000. It is expected the City will consider this issue at their next budget workshop on May 15, 2019.

Once the consultant has completed its work and provided all the necessary deliverables, the Planning Department will draft new policies based on County and City Commission guidance, conduct a final round of public outreach, and process the implementing Comprehensive Plan amendment for this Update.

Further, and as requested at the February 26, 2019 Joint Workshop, the Planning Department will prepare a refresher joint workshop on the existing Comprehensive Plan separate from the Update discussion. The focus of this workshop will be on fundamentals that are not intended to change through the Land Use Element Update, such as the Urban Service Area, Southern Strategy, Complete Streets, etc. The scheduling of that workshop is included as Option #2.

Options:

1. Approve including \$150,000 in the tentative FY2020 Budget to pay for the consulting services outlined in this item, contingent on the City funding a like amount.
2. Schedule a Joint City/County Workshop to Review the Comprehensive Plan for October 15, 2019.
3. Direct the County Administrator to proceed with the Land Use Element Update under the existing project scope and resources.
4. Do not schedule a Joint City/County Workshop to Review the Comprehensive Plan.
5. Board direction.

Recommendations:

Options #1 and #2 are included in the tentative budget.

Attachments:

1. February 26, 2019 Joint Workshop item (includes detailed history of the Land Use Element Update project)
2. April 2018 Letter from Working Group members

Joint County-City Workshop on the Land Use Element Update

Agenda Item #2

February 26, 2019

To: Honorable Chairman and Members of the Board of County Commissioners
Mayor and City Commissioners

From: Vincent S. Long, County Administrator
Reese Goad, City Manager

Title: Joint County-City Commission Workshop on the Land Use Element Update

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Planning, Land Management, and Community Enhancement (PLACE) Cherie Bryant, Tallahassee-Leon County Planning Department
Lead Staff/ Project Team:	Artie White, Tallahassee-Leon County Planning Department

Statement of Issue:

The Comprehensive Plan provides the principles, guidelines, standards, and strategies for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the area (Section 163.3177(1), Florida Statutes). The current Tallahassee-Leon County Comprehensive Plan was adopted in July 1990. Though there have been changes over the past 29 years, the Land Use Element has not been comprehensively revised since the current plan was originally adopted. While there are compelling reasons to update the Land Use Element, the Land Use Element Update effort will maintain and expand the components and aspects of the current Element that have served the Tallahassee-Leon County community well. This update only addresses the Land Use and the Mobility Elements. The remaining nine Elements are not being updated at this time.

The goal of the Land Use Element Update is to align the land use and development plan with established community priorities. This item provides a status report on the Land Use Element Update, detailing the overall process, the significant public engagement that has occurred, the upcoming public engagement that is planned, and next steps for the project.

Fiscal Impact:

This item has no fiscal impact.

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 2

Staff Recommendation:

Option #1: Accept status report and conduct the Land Use Element Update Workshop.

Report and Discussion

Background:

This workshop is essential to the following FY2017-FY2021 Strategic Initiative:

- *Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)*

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

- *(Q5) Support strong neighborhoods.*

This workshop contributes to Leon County's efforts to build social infrastructure by providing staff direction on land use and mobility goals, objectives, and policies that will ultimately promote civic engagement and involvement in shaping the way Leon County grows and develops in the future, supporting strong neighborhoods, enhancing public spaces, addressing issues like affordability and access to the places people need to go to meet their daily needs, and creating activity centers where people meet and interact. The end result of the Land Use Element Update will have direct effects on how social infrastructure is implemented by both the public and private sectors.

At the April 10, 2018 meeting, the Board requested that the joint Commissions consider updating the sector plans as part of discussions in the about updating the land use component and directed staff to facilitate a discussion on the sector plans as part of the Comprehensive Plan Land Use Element Update. At the January 22, 2019 meeting, the Board requested a joint informational workshop on the Comprehensive Plan. This item addresses both requests.

Analysis:

Initial Board Direction

The Board of County Commissioners and City Commission directed Planning Department staff to "align the land use and development plan with established community priorities, beginning with a comprehensive assessment and revision of the Land Use Element."

State of the Land Use Element Update

Based on this direction, the Planning Department developed the State of the Land Use Element report. The development of the report involved a review of the Element, which identified several issues that need to be addressed in the update. Some of the issues with the current Element are:

- Orphaned objectives and outdated policies interspersed throughout.
- The inclusion of detailed development regulations more appropriately contained within the land development regulations.

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 3

- Objectives and policies referencing completed initiatives and the creation of plans and guiding documents already in existence.
- The inclusion of dates that have passed.
- Changes focused on statutory requirements and specific items of interest that lack a relationship to other elements of the plan.

In addition to these findings, this update provided an opportunity to better integrate current community values into the Comprehensive Plan; specifically:

- Changing state regulations provide an opportunity to refocus policies on local priorities.
- There is a need to integrate the Land Use and Mobility Elements to achieve shared land use and transportation goals.
- Utilizing a values-driven approach [an approach that uses community values to determine what data to collect and analyze] for these revisions will emphasize the community's vision and priorities for future growth and development.

The report included the following recommendations:

- Move forward with a comprehensive revision to the Land Use Element to address the issues identified in this [State of the Land Use Element] report, but maintain and expand on strong policies that continue to implement community goals for responsible growth and development.
- Utilize a values-based and data-informed planning approach to updating and revising the Land Use Element.
- Utilize recent community visioning efforts to identify current community values, priorities, and trends. Compile the findings of these analyses and integrate the results into the community outreach activities for the Comprehensive Plan Update project.
- Integrate the Land Use and Mobility Elements into a single element that jointly addresses land use and transportation.

The State of the Land Use Element report was provided to the Local Planning Agency on March 23, 2016. The report was accepted by the Board of County Commissioners and City Commission on April 12, 2016.

Preliminary Assessment of Community Values

At the April 12, 2016 meeting, the Board of County Commissioners and the City Commission directed staff to:

- Facilitate a discussion of community values and vision with the Board of County Commissioners and the City Commission prior to seeking additional public input.
- Refine and revise the list of preliminary community values based on direction from the Board of County Commissioners and the City Commission.

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 4

- Use the revised list of community values to develop a public participation strategy to outline an approach to gaining public feedback on community values.

The Preliminary Assessment of Community Values was accepted by the City Commission on May 18, 2016 and the Board of County Commissioners on May 24, 2016.

Public Participation Strategy

Staff developed a public participation strategy consistent with the recommendation in the State of the Land Use Element and the direction from the Board of County Commissioners and the City Commission. The public participation strategy was accepted by the City Commission on October 19, 2016 and the Board of County Commissioners on October 25, 2016.

Public Engagement on Community Values

Consistent with the public participation strategy, staff developed the Survey on Community Values and made the survey available on April 5, 2017. The survey was open for responses until November 15, 2017. During this time, staff also hosted six Community workshops across the community. The workshops were held on the following dates at the following locations:

- Monday, October 2, 2017 – Lake Jackson Community Center
- Thursday, October 5, 2017 – Community Room at Amtrak Center
- Monday, October 9, 2017 – Jack McLean Community Center
- Thursday, October 12, 2017 – Dorothy Spence Community Center
- Monday, October 23, 2017 – Bradfordville Community Center
- Monday, October 30, 2017 – Fort Braden Community Center

Summary of Public Input on Community Values

The Summary of Public Input on Community Values report was prepared to consolidate the input received from the public through both the survey and the community workshops. This report was accepted by the Local Planning Agency on January 2, 2018. The Summary of Public Input on Community Values was accepted by the Board of County Commissioners and City Commission at a joint meeting on January 23, 2018. This outreach effort resulted in 1,093 people responding to the survey and at least 81 citizens attending a workshop.

The community values identified are:

1. Equity: The community values fairness and equity in providing services, safety, housing opportunities, economic opportunities, education, justice, and other elements that contribute to a high quality of life for all residents.
2. Livability: The community values fostering a safe, sustainable built environment that offers distinct, vibrant urban activity centers, nodes, neighborhood centers, key corridors, and green places for living, working, and recreating in the Capital Region.
3. Choice: The community values having lifestyle options and opportunities, and the freedom to make informed choices and decisions.

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 5

4. Opportunity: The community values having access to opportunities to flourish as individuals and as a community, and to improve our individual and collective lifestyles.
5. Stewardship: The community values the responsible management of our resources and assets.

Draft Land Use and Mobility Goals

Based on input from the Survey on Community Values and the public workshops, the preliminary community values and the land use and mobility principles were developed into draft land use and mobility goals. The draft goals were workshopped with the Local Planning Agency at a series of meetings and were accepted by the Local Planning Agency on January 2, 2018. The draft land use and mobility goals were accepted by the Board of County Commissioners and the City Commission at a joint meeting on February 27, 2018. The draft land use and mobility goals are:

1. A Healthy Community
2. A Robust Economy
3. Places Where People Want to Live, Work, and Play
4. Greater Housing Diversity [in terms to size, type, and price]
5. A Balanced Transportation Network

Public Engagement on Draft Land Use and Mobility Goals

Staff hosted a series of public open houses across the community to gain input on the draft land use and mobility goals. The public open houses were held on the following dates at the following locations:

- Thursday, April 12, 2018 – Dorothy Spence Community Center
- Monday, April 16, 2018 – Lake Jackson Community Center
- Thursday, April 26, 2018 – Jack McLean Park Community Center
- Monday, April 30, 2018 – Golf Club at Summer Brooke
- Monday, May 7, 2018 – Fort Braden Community Center
- Monday, May 14, 2018 – Community Room at Amtrak Center

Additional input was gathered at a Joint City-County Bicycle Workgroup held on April 9, 2018 and at the Water Resources Citizens Committee on June 6, 2018. This outreach effort resulted in at least 128 citizens attending a workshop.

The community workshops included facilitated small group discussions where participants provided input on factors related to land use and mobility. The input received through these workshops will be used in the development of draft objectives and policies for each of the land use and mobility goals.

The summary of input received through these workshops was accepted by the Local Planning Agency on September 4, 2018. This summary is included as Attachment #1.

Based on the input, the draft land use and mobility goals were edited to be:

1. Places Where People Want to Live, Learn, Work, and Play

2. A Healthy Community
3. A Robust Economy
4. Housing Options [size, type, price] for Our Diverse Population [single adults, adults without children, adults with children, single parent households, empty nesters, the elderly]
5. A Balanced Transportation Network

Review of Sector Plans

The current Land Use Element includes several objectives and policies that reference sector plans. As part of the analysis for developing draft Objectives, staff conducted a review of the existing Sector Plans and related Neighborhood Plans. This review shows the majority of the strategies included in these Sector Plans have been accomplished, are programmed and scheduled for implementation, or are no longer relevant due to changing conditions and community priorities. In short, much of the policy work recommended by the Sector Plans is complete and focus can now shift to finer grained infrastructure planning. Therefore, staff recommends objectives and policies related to Sector Plans be revised with a focus on current needs and priorities. Once the Land Use Element Update is complete, any potential new sector planning efforts may be discussed at future meetings as needed. The review of Sector Plans and related Neighborhood Plans is included as Attachment #2.

Public Engagement on Draft Objectives

The input received on the draft land use and mobility goals can generally be classified into nine main themes. These themes are:

1. Affordability: Affordability of housing, transportation options, and office and retail space for small businesses.
2. Improved Access: Improved access to the places people need to meet their everyday needs.
3. Environment: Protecting natural areas and features that enhance our quality of life.
4. Housing: Allowing different types of housing to meet the needs of people in various stages of life.
5. Community Character: Maintaining the character of our community and neighborhoods through design and local architecture.
6. Safety and Comfort: Increasing safety and comfort on our streets, in our neighborhoods, and around the community.
7. Global Challenges: Planning ahead for how to address global challenges at the local level.
8. Energy and Environmental Efficiency: Using energy, land, and other resources in our community more efficiently.
9. Human Interaction: Fostering places where people interact to reduce social isolation and promote a sense of community.

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 7

Draft objectives that address these major themes were developed for each draft land use and mobility goal. The draft land use and mobility goals and objectives are included as Attachment #2. These draft objectives are the focus of the next phase of public engagement. Three main approaches are planned for the public engagement on the objectives.

First, staff will host public open houses across the community. At these public open houses, an overview of each goal and the proposed objectives will be provided. These are scheduled for the following locations:

- Thursday, February 28, 2019 – Jack McLean Park Community Center
- Monday, March 3, 2019 – Bradfordville Community Center
- Tuesday, March 5, 2019 – Fort Braden Community Center
- Thursday, March 7, 2019 – Dorothy Spence Community Center
- Thursday, March 14, 2019 – Community Room at Amtrak Center
- Tuesday, April 2, 2019 – Tallahassee Senior Center

Second, staff will host five “Deep Dive” Community Workshops. Each workshop will focus on one specific goal and the objectives proposed for that goal. By devoting a separate workshop to each of the five goals, attendees can have more in depth reviews and discussions. Staff is evaluating options for live-streaming these workshops with active social media interaction so that people not in attendance can participate. These are scheduled at the Renaissance Center for the following dates:

- Monday, March 18, 2019 – Goal 1: Places Where People Want to Live, Learn, Work, and Play
- Tuesday, March 26, 2019 – Goal 2: A Healthy Community
- Wednesday, April 4, 2019 – Goal 3: A Robust Economy
- Thursday, April 11, 2019 – Goal 4: Housing Options for Our Diverse Population
- Tuesday, April 16, 2019 – Goal 5: A Balances Transportation Network

Finally, a digital workshop is available online at www.SurveyMonkey.com/r/SharedObjectives as a way for the public to address the major themes, comment on the proposed objectives, and provide any additional input. While the digital workshop is one way people who have constrained schedules and who are unable to attend in-person workshop to provide input, staff would encourage people to engage in all three ways.

Additionally, staff will continue to engage citizen committees and community organizations to gain input.

Next Steps

The input received will result in revised objectives and draft policies. Future public engagement will occur once the draft policies are written. These public engagement efforts are anticipated to occur in fall 2019. Status updates will be provided to the Local Planning Agency, Board of County Commissioners, and City Commission in the Fall 2019 and Spring 2020. Both the revised objectives and draft policies will be the subject of future agenda items for a joint meeting

Title: Joint County-City Workshop on the Land Use Element Update
February 26, 2019
Page 8

of the Board of County Commissioners and the City Commission consistent with the schedule for annual Comprehensive Plan amendment cycles.

Options:

1. Accept the status report on the Land Use Element Update.
2. Do not accept the status report on the Land Use Element Update.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Summary of Public Input on Draft Land Use and Mobility Goals
2. Review of Sector and Neighborhood Plans in the Southern Strategy Area
3. Draft Land Use and Mobility Goals and Objectives
4. Comparison of current and proposed land use and mobility goals and objectives

April 9, 2018

Mr. Ben Pingree
Director of PLACE
315 S. Calhoun Street, Suite 450
Tallahassee, FL 32301

Dear Ben,

Over the last two years, Carolyn Bibler, Neil Fleckenstein, and Dr. Pamela Hall have participated on a citizen's focus group, providing input and perspective on the Future Land Use element reform process. While several other focus group members have come and gone, the three of us have actively participated throughout the duration of this process. We welcome the recent arrival of several new focus group members and look forward to hearing their perspectives on the challenging community planning issues facing Tallahassee-Leon County.

We wanted to take this opportunity to share our thoughts as well as three recommendations we feel will significantly improve the new land use/mobility element's ability to guide growth that is well-designed, multi-modal, fiscally efficient, and environmentally friendly. The perspectives provided herein are ours alone and we request the opportunity to meet with you to discuss these in person.

As you know, in November 2015, the Tallahassee-Leon County Planning Department formed the citizen focus group to provide diverse perspective on growth and mobility issues related to the Future Land Use reform process. In March of 2016, planning staff prepared a report entitled *Vibrant Tomorrow: State of the Land Use Element*. The report's author outlined areas for improvement in the Future Land Use element (e.g. addressing vague goals, unmeasurable objectives, poorly written policies) and areas in which the FLU element was successful (e.g. establishing the Urban Services Area to limit costly, sprawling growth). The author also outlined an approach and timeframe for the reform effort.

Recommendations highlighted in the report included: (1) Utilizing a values-based and data informed planning approach to update and reform the FLU element; (2) Utilizing recent community visioning efforts to identify community values; and (3) Integrating the FLU and Mobility elements into one combined element.

Mr. Ben Pingree
April 9, 2018
Page 2

The very ambitious project timeframe described in the *State of the Land Use Element* called for a multi-phased process including identifying community values, establishing a community vision, assessing and formulating goals, measurable objectives, policies and actions. The target date for adoption was Spring 2018. For a variety of reasons, the process has taken longer than anticipated. Early project staffing changes, the laborious and time-consuming task of completing what is not a land use element “reform” but rather a complete rewrite of two comprehensive plan elements, and the workload of the on-going comprehensive plan cycle have combined to cause inevitable delays to this vitally important project.

Before discussing our thoughts on moving forward with this process, we would like to recognize the exceptional leadership of Artie White. His performance and that of his staff has been outstanding throughout this process. Artie is, in our view, a huge asset to the Department and to our community.

Recommendations

1. Staffing — From our outside perspective, it appears this complex, time consuming process requires additional staff resources. This is especially true as the project enters a critical juncture including periods of intense public outreach, substantial land use objective and policy development, and potentially undertaking critically needed research on important community planning topics (See below).

2. Fiscal impact analysis — To sustain growth that is good for our economy, our environment, and our community, we must understand the long-term costs associated with providing and maintaining costly infrastructure. This includes understanding the range of densities and intensities required to pay for the infrastructure necessary to support new development.

We recommend undertaking a detailed fiscal impact analysis of the costs and tax revenues associated with providing and maintaining infrastructure across a range of development scenarios throughout its life cycle. The vast majority of communities do not collect enough revenue to adequately maintain infrastructure throughout its life cycle. According to the American Society of Civil Engineers, the nation currently has a major infrastructure maintenance deficit of over \$5 trillion, and this does not include local streets, sidewalks, curbs, water and wastewater pipes. Our long-term economic and environmental health and community quality of life require that we make informed

Mr. Ben Pingree
April 9, 2018
Page 3

decisions regarding when, where, and how we extend and pay for infrastructure in our community.

3. Analysis of development and redevelopment opportunities — It is critical in the course of updating the Future Land Use element to have robust data about development and redevelopment opportunities and obstacles to accurately assess future land use needs over the life of the comprehensive plan. It is equally important to understand these opportunities and obstacles in order to develop objectives and policies that achieve growth outcomes desired by the community.

We recommend undertaking a detailed study of development and redevelopment opportunities inside the Urban Services Area. Included in this analysis should be: (1) an identification of impediments to development and redevelopment opportunities and (2) specific recommendations to address these obstacles.

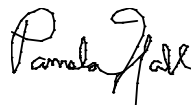
We believe the studies discussed above should be undertaken for our community to make data-informed decisions regarding future growth, as discussed in the *State of the Land Use Element*. We believe these studies are best carried out by outside experts with the support of PLACE staff. Consultants with extensive experience in these areas could accomplish the work in a timely manner, allowing Tallahassee-Leon County Planning Department staff to continue working on the Future Land Use element reform. Well-qualified consultants could also bring fresh eyes to our community including perspective from other areas of the state and country.

In closing, we have each enjoyed participating on the focus group and look forward to continuing to do so. We would also like to once again recognize the exceptional work of Planning Department staff throughout this process. Finally, we request the opportunity to meet with you to discuss the recommendations identified in this letter.

Best regards,



Carolyn Bibler



Dr. Pamela Hall



Neil Fleckenstein

Mr. Ben Pingree
April 9, 2018
Page 2

cc: Cherie Bryant, Planning Director

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #10**

Leon County Board of County Commissioners

Budget Workshop Item #10

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Retiree Post-Employment Health Care Benefit

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 Candice Wilson, Director, Human Resources

Statement of Issue:

This item recommends the Board consider the establishment of a post-employment health care insurance contribution for eligible Leon County Government and Constitutional Officer retirees to help cover the costs of health insurance in the “gap” between retirement and Medicare eligibility.

Fiscal Impact:

This item has a fiscal impact. FY 2020 the estimated fiscal impact is \$27,600. The annual fiscal impact is estimated to increase incrementally and reach its maximum total cost of \$241,200 after 11 years.

Staff Recommendation:

Option #1: Direct staff to include a post-retirement health insurance benefit in the FY 2020 budget at \$5 per month for each year of eligible service with a minimum of 10 years employment with the County.

Report and Discussion

Background:

Consistent with Leon County's Strategic Plan Priority (G4) to "Retain and attract a highly skilled, diverse and innovative County workforce..." Leon County regularly evaluates its employee benefit package to ensure the County remains an employer of choice. Recently, Leon County instituted several improvements in direct support of employees, including paid paternal leave and a \$12/hr. living wage. However, while Leon County's employee benefits are generally competitive with the market, County employees and Leon County Human Resources have identified a post-employment health care insurance contribution to address the significant hardship retirees often face in the "gap" years between retirement and Medicare eligibility. To address this issue, this item provides an analysis and recommendations for Board consideration to implement a post-employment insurance contribution for employees.

Currently, employees may continue health insurance if they leave employment with ten or more years of service or are eligible to receive the Florida Retirement System (FRS) benefits at time of retirement. While employees can continue the County health insurance plan, they are required to pay the entire premium cost. They may continue health insurance until death. An employee who does not have health insurance at the time of retirement is not eligible to return to the County's health plan at a future date.

Employees who work for the County may retire after thirty years of service, or if including the Deferred Retirement Option Program can retire after thirty-five years of service. Depending on when an employee starts working with the County or enters the FRS, an employee may retire from the County in their late fifties or early sixties. This leaves the employee with the entire burden of having to pay for health insurance until they become Medicare eligible at age 65 except for the small stipend received from FRS. As part of the FRS plan, employees receive five dollars per month for every year of eligible employment as a health care stipend. For a thirty-year employee the maximum stipend is \$1,800 per year, and a ten-year employee would receive \$600 annually.

The FRS subsidy helps the employee offset the cost of their health insurance premium. The FY 2020 insurance single premium is estimated to increase by seven percent for an annual premium of \$10,815. If an employee retires after 30 years, they would have to pay the premium until they are Medicare eligible. If the FRS maximum stipend is applied to the premium the net out-of-pocket annual health insurance costs for single coverage would be \$8,283.

Analysis:

A survey conducted of other counties and the City of Tallahassee indicates that several counties and the City of Tallahassee provide a post-employment health insurance benefit as reflected in Table 1.

Table 1: Survey of Other Organizations

Organization	Amount of Contribution	Max Annual Benefit
Franklin County*	50% of premium	No max
Pinellas County*	25%-75% of premium	\$8,128
City of Tallahassee	\$443.22/month	\$5,199
Charlotte County	\$10/month of service	\$3,600
Florida Retirement System	\$5/month of service	\$1,800
Walton County	\$5/month of service	\$1,800
Sumter County	\$4.70/month service	\$1,700
Putnam County	\$4/ month of service	\$1,440
Jackson County	\$100 per month	\$1,200
Orange County	\$3/month of service	\$1,080
Santa County	\$3/month of service	\$1,080

* Annual contribution increases based on cost of health insurance.

A summary of the survey indicates:

- Options range from matching the FRS fixed monthly contribution to paying a percentage of the premium cost based on years of service.
- The total annual benefit ranged from \$1,200 to \$8,128; Tallahassee provides a range of subsidies depending on the health plan, from \$2,099 to \$5,199.
- Generally, require at least 10 years of service to be eligible for the benefit.
- Subsidies can continue past Medicare eligibility.

A review of Leon County retiree data was conducted to determine the number of employees expected to retire annually, and the number of years projected from retirement to Medicare eligibility. While these numbers will fluctuate, in general, the number of retirees expected from both Leon County Government and the Constitutional Officers is 20 per year. The estimated number of years an employee would be eligible for the benefit is six. This assumes the average employee retires at age 59 and is eligible for Medicare at age 65.

Several modeling options were developed to determine the benefit to the employee and the fiscal impact to the County. Consistent with several County's approach of providing a fixed benefit, this item recommends establishing a \$10 per month contribution for each year of service to the County. As shown in Table 2, an employee with 20 years of service would receive an annual contribution of \$2,400. An employee would need at least 10 years of service with Leon County to be eligible and the benefit would end with Medicare eligibility. Utilizing a flat rate, like FRS, provides greater budget certainty for the County while providing a tangible benefit to the employee. The County can always revisit the amount of the contribution in the future. Alternatively, the contribution could be based on a percentage of the health insurance premium. However, the cost to the County would increase significantly on an annual basis and would not provide budget certainty.

**Table 2: Retiree Health Insurance Annual County Contribution
at \$5 for each Month of Service at 10 Year Intervals**

Years of Service	County Contribution
10	\$600
20	\$1,200
30	\$1,800

Currently, the County pays approximately \$18.3 million annually in health insurance premiums for all County and Constitutional Officer employees. The first year estimated fiscal impact of adding the retiree contribution is \$27,600 or less than a 0.3% increase in total cost. For the following years, additional employees will continue to retire, and the annual funding is projected to increase by the same amount through FY 2025. In FY 2026, while new employees will continue to retire, retirees that first entered the program would begin to become Medicare eligible and therefore no longer eligible for the County contribution. At this point, the annual fiscal impact is estimated to increase by \$12,600 per year. After eleven fiscal years, it is projected that the maximum number of employees eligible for the contribution will have occurred. At this point in time given projected increases in health care costs, the County will be paying an estimated \$40 million in annual health insurance premiums for all employees. The retiree contribution is estimated to be \$241,200 or 0.6% of the total cost at this time. Beginning in FY 2020, to mitigate the impact to general revenue, the additional costs will be annually budgeted by nominally increasing all departmental personnel benefit's budgets to ensure that all revenue sources (i.e. tourism, building, transportation, etc.) are contributing.

Parameters of the program would include:

- Employee must retire with at least 10 years of service with Leon County, be vested in FRS and have reached their normal retirement date.
- Must have Leon County health insurance coverage on the last active date of employment.
- Stipend discontinues at Medicare eligibility or upon death.
- If an employee/retiree cancels coverage due to termination of employment or receiving insurance coverage through other means, there is no future opportunity to participate in the contribution.
- There is no contribution for dependents upon death of the retiree.

The addition of the health care contribution as a post-employment benefit will assist the County in remaining an employer of choice and will assist the County in retaining and attracting a highly skilled workforce while providing retirees with assistance until they reach Medicare eligibility. If the Board wishes to approve this benefit, Attachment #2 reflects the recommended revisions to the Personnel Policies and Procedures.

Options:

1. Direct staff to include a post-retirement health insurance benefit in the FY 2020 budget at \$5 per month for each year of eligible service with a minimum of 10 years employment with the County.
2. Do not direct staff to include a post-retirement health insurance benefit in the FY 2020 budget at \$5 per month for each year of eligible service with a minimum of 10 years employment with the County.
3. Board direction.

Recommendation:

Option #1, funds are contemplated in the tentative budget to support this option.

Attachment:

1. Draft revised Personnel Benefit Policy including Post-Employment Health Insurance contribution

SECTION VI BENEFITS

It is the responsibility of the employee to notify their prior Registered Domestic Partner and the dependents of their prior Registered Domestic Partner of the termination of coverage. COBRA rights are not available to their prior Registered Domestic Partner or to the children of their prior Registered Domestic Partner. COBRA rights are available to Same-Sex Spouses and to the children of Same-Sex Spouses.

6.02 Retirement

Leon County participates in the State of Florida Retirement System (FRS). This program covers all regular full-time, regular part-time and temporary full-time employees, if temporary employment is six (6) consecutive months or longer.

The FRS offers two programs from which to choose:— the Pension Plan and the Investment Plan.

6.02.1 Retiree Health Insurance Contribution

The Leon County Health Insurance Contribution is available to eligible employees who retire on or after October 1, 2019 to help offset the cost of post-employment health insurance premiums. The contribution is available to the Retiree only. Retired employees will receive \$10 per month for each year of service with Leon County, up to a maximum of 30 years of service at Leon County. The contribution amount will be applied to whatever coverage the employee selects. The ability to offer the contribution will be determined annually based on availability of funds.

The contribution will end when the retiree becomes eligible for Medicare or upon the death of the retiree, whichever occurs first. Dependents will not be eligible for the contribution. If a retiree cancels health insurance coverage, there is no future opportunity to participate in the contribution or health insurance.

In order to be eligible for the contribution, employees who retire must meet the following criteria:

1. Employee must retire with 10 years of service with Leon County, be vested in FRS and have reached your normal retirement date.
2. Employee must have health insurance coverage on the last active date of employment.
3. Employee must be under age 65 and not eligible for Medicare.

6.03 Deferred Compensation

Leon County offers the opportunity to contribute to a Deferred Compensation Plan through payroll deduction. A Deferred Compensation Plan provides the opportunity to

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #11**

Leon County Board of County Commissioners

Budget Workshop Item #11

April 23, 2019

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Revisions to Leon County's Pay Plan to Update Compensation Ranges and Employee Classifications

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Candice Wilson, Human Resources Director
Lead Staff/ Project Team:	Sherry Marson, Compensation Analyst Amy Cox, Human Resources Manager

Statement of Issue:

This item seeks Board approval of revisions to the County's pay structure. The recommended revisions will update the compensation ranges for each pay grade to ensure that compensation for each position best aligns with the associated duties and required knowledge, skills, and abilities. This item also recommends reclassifying several Career Service positions to Senior Management to ensure continued alignment with federal Fair Labor Standards Act guidelines.

Fiscal Impact:

This item has a minimal fiscal impact associated with reclassifying some Career Service employees to Senior Management; however, staff anticipates that any impact can be accommodated within existing departmental personnel budgets.

Staff Recommendation:

Option #1: Approve the proposed revisions to Leon County's pay plan by establishing a range spread of 65% for all pay grades within the organization and eliminating the Career Service Exempt category.

Report and Discussion

Background:

Leon County Human Resources staff regularly reviews the County's employee classification and pay plan to ensure that the plan supports the County's efforts to attract and retain a highly skilled, diverse and innovative workforce. This item presents the findings of a recent review of the County's pay structure and recommends updating the pay plan to reflect current best practices in local government human resource management and to ensure continued alignment with federal Fair Labor Standards Act guidelines.

Leon County's pay plan establishes a compensation range for each position based upon a rating system that considers the duties and responsibilities of the position as well as the knowledge, skills, and abilities required to perform the job. The pay plan is designed to offer competitive rates of pay while also providing each employee with opportunities for upward growth in the organization and professional development. The pay plan was updated to reflect market increases in October 2015, and the minimum compensation for each pay grade is reviewed annually and adjusted in an amount equal to the percentage change in the Florida Minimum Wage as provided in the Personnel Policies and Procedures.

Leon County's pay plan complies with all applicable federal and state laws pertaining to pay equity, including (but not limited to) the Fair Labor Standards Act of 1938; Equal Pay Act of 1963; Civil Rights Act of 1964; and Section 448.07, Florida Statutes. Above and beyond the minimum requirements for compliance with federal and state law, Leon County has been deliberate in offering a pay plan and overall compensation and benefits package that best positions the County to remain competitive in the labor market. As an example of this effort, in 2017 the Board approved a Living Wage Policy which ensures that all Leon County employees earn no less than \$12.00 per hour.

Analysis:

The Analysis section of this item discusses a recent review of Leon County's employee classification and pay plan conducted by Leon County Human Resources staff. The recommendations made in this item regarding adjustments to the County's pay plan were also reviewed by Evergreen Solutions, a consulting firm specializing in public sector human resource management, to ensure consistency with current best practices in local government staffing and compensation.

Pay Plan Minimum/Maximum Range Spreads:

As indicated earlier in this item, Leon County's pay plan establishes minimum and maximum rates of compensation for each pay grade. Employees are typically hired at or near the minimum of the pay grade for their job classification and progress toward the maximum pay rate for their position over the course of their career, generally through merit-based increases and periodic cost-of-living adjustments. Employees who are at or near the maximum compensation within their pay range typically have mastered most or all of the competencies required of the position and have a long tenure within the organization. Having many long-tenured employees is beneficial but requires

the County to periodically review the classification and pay plan to ensure that compensation does not exceed market value for positions within the organization.

In accordance with the County’s Personnel Policies and Procedures, pay grade minimums and maximums are reviewed each year for adjustments based upon changes to the Florida Minimum Wage and other indicators such as the Federal Consumer Price Index for Urban Wage Earners and Clerical Workers, Social Security Cost of Living Adjustments, the Florida Price Level Index, and Living Wage Calculators. In order to constrain growth in personnel costs and to ensure that compensation for each position best aligns with the associated duties and required knowledge, skills, and abilities, the County has historically made adjustments only to the minimums of the pay grades. This has also helped to reduce large pay range spreads between the minimum and maximum compensation for each pay grade over time. “Pay range spread” refers to the difference between the minimum and maximum compensation for a position and is expressed as a percentage difference. For example, a pay grade with a minimum compensation of \$30,000 per year and a maximum of \$50,000 per year would have a range spread of 66.67%.

Currently, Leon County’s pay plan range spreads are 73% to 79% for Career Service positions, 80% for Senior Management positions, and 81% to 112% for EMS positions (Attachment #1). As discussed in further detail below, the range spreads in Leon County’s pay plan are greater than those maintained by our peer Florida counties. As a result of these broad ranges and the long tenure of many County employees, staff reviewed the County’s overall pay plan structure to ensure that compensation does not grow beyond the market value of positions within the County.

In evaluating the County’s pay plan, staff reviewed nine Florida county market peers (Alachua, Collier, Escambia, Lake, Manatee, Osceola, Pasco, St. Lucie, and Volusia Counties) to determine the range spreads within their pay plan. These counties were selected for comparison because they provide similar services and share similar demographic characteristics with Leon County. Of note, the City of Tallahassee, which is often used in our salary studies, was not used in this review because since the City uses a “broadband” pay structure which is not comparable to the County’s pay plan. Research showed that these peer counties had the following range spread models:

Table 1: Compensation Range Spreads among Comparable Counties

County	Range Spread
Alachua	42% to 60%
Collier	49% to 66%
Escambia	58% to 65%
Lake	65%
Manatee	50% to 80%
Osceola	45%
Pasco	63%
St. Lucie	60%
Volusia	53% to 72%
Leon	73% to 112%

As reflected in Table #1, these peer counties have range spreads that are significantly lower than Leon County's, and some have likely already adjusted their respective classification and pay plans to address wide range spreads. Several of these counties (Lake, Osceola, Pasco, and St. Lucie) maintain a single range spread across all employee classifications and pay grades.

To update the County's employee classification and pay plan and align the County's compensation ranges with the prevailing practice of our peer counties, staff recommends establishing a range spread of 65% for all Career Service, Senior Management, and EMS pay grades within the organization. This recommendation would not affect any employees' current compensation; any employee earning greater than the revised maximum rate of pay would continue to earn the same rate but would no longer be eligible for merit-based wage or salary increases. These employees would be considered "red-circled" as provided in the County's Personnel Policies and Procedures. Employees are considered red-circled when they reach the ceiling of a compensation range. Although red-circled employees are not eligible for wage or salary increases, they continue to be eligible for one-time performance bonuses. Attachment #2 to this item reflects a revised pay plan with the recommended revisions to each pay grade's compensation range.

Adjusting the range spreads to 65% as recommended in this item would ensure that the compensation for each position remains aligned with its market value. Additionally, reducing existing range spreads would encourage employee growth by providing an incentive to motivate employees to improve their skills and become qualified for promotional opportunities within the organization at a faster pace. Lastly, reducing the current range spreads as recommended in this item would constrain future recurring increases in personnel expenses. Although additional employees would become "red-circled" limiting future increases in annual compensation, the County's personnel policy is designed to encourage continued outstanding performance among these employees by providing for an annual lump-sum performance bonus of up to 3% of their salary.

As part of the pay plan review, it was determined that the EMS command staff paygrade minimums lag the market for comparable positions. Therefore, the paygrade structure includes a market-based upward adjustment to these paygrade minimums. The 65% maximum was then applied to the new minimums.

Staff engaged Evergreen Solutions, LLC (Evergreen) to provide an independent review of this analysis. Evergreen is a consulting firm specializing in human resources, change management, and performance measurement that provides professional consulting services to organizations within the public sector arena nationwide. Evergreen's report to Leon County Human Resources (Attachment #3) indicates that the recommendations in this item are consistent with best practices in public sector human resource management.

Elimination of Career Service Exempt Employee Category:

In accordance with the Fair Labor Standards Act (FLSA), Leon County's classification and pay plan provides for employees to be classified as "Exempt" or "Non-exempt." Generally, the FLSA requires that Non-exempt employees be paid at least the federal minimum wage for all hours

worked and overtime pay at 1.5 times their regular rate of pay. The FLSA provides an exemption from both minimum wage and overtime pay for executive, administrative, professional and outside sales employees, as well as certain information technology employees. To qualify for exemption, employees generally must meet certain tests regarding their job duties and be paid on a salary basis at not less than \$455 per week.

Leon County's employee classification and pay plan has the following employee categories:

- Career Service Exempt
- Career Service Non-exempt
- Senior Management
- EMS (Exempt and Non-exempt)

Leon County has 463 Career Service employees who are classified as Non-exempt and 68 Career Service employees classified as Exempt. The remainder of employees are either Senior Management, who are all classified as Exempt, or EMS employees. During this review of the County's pay plan, staff determined that there is not a need for Career Service to have two separate categories (Exempt and Non-exempt). This is reinforced by Evergreen's independent review, which noted that "in reviewing more than 20 Florida county government compensation and classification studies completed by Evergreen, the majority have adopted one pay plan that incorporates Non-exempt and Exempt employees." Accordingly, staff recommends eliminating the Career Service Exempt category and moving all Career Service Exempt employees who meet the FLSA exemption criteria to the Senior Management employee category. All Career Service Exempt employees who do not meet the FLSA exemption criteria would be reclassified as Career Service Non-exempt.

As recommended, five County employees would move to Career Service Non-Exempt status and would be eligible to receive paid overtime. In the past, these positions qualified for Exempt status based on the duties and responsibilities at the time of the original job evaluation. Over time, the duties and responsibilities of these positions has changed to accommodate the evolving needs of the organization, which has changed their eligibility for Exempt status. The 63 existing Career Service Exempt employees who will be moved to Senior Management will transition to Senior Management pay grades that are equivalent to the Career Service pay ranges they currently occupy. This will result in the creation of nine new Senior Management pay grades, as follows:

Table #2: Revised Pay Grades of Career Service Exempt

Current Pay Grade (Career Service Exempt)	New Pay Grade (Senior Management)
82	51
83	52
84	53
85	54*
86	52SR
87	53SR
88	54SR
89	55SR
90	56SR

**Senior Management pay grade 54 exists under the County's current pay plan*

The fiscal impact associated with reclassifying employees to Senior Management is expected to be minimal. Senior Management employees are provided some additional benefits and accrue leave at a greater rate than Career Service employees. Staff anticipates that any fiscal impact associated with reclassifying these employees can be accommodated within existing departmental personnel budgets.

Options:

1. Approve the proposed revisions to Leon County's pay plan by establishing a range spread of 65% for all pay grades within the organization and eliminating the Career Service Exempt category.
2. Do not approve the proposed revisions to Leon County's pay plan.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Leon County Pay Plan with Current Range Spreads
2. Proposed Leon County Pay Plan with New Range Spreads
3. Evergreen Solutions, LLC Review of Proposed Pay Plan Revisions

LEON COUNTY GOVERNMENT
2018/19 PAY PLAN

Career Service Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
73	\$9.23	\$12.60	\$15.96	\$19,197.27	\$26,201.40	\$33,205.54	73%
74	\$9.69	\$13.23	\$16.76	\$20,157.18	\$27,511.48	\$34,865.79	73%
75	\$10.18	\$13.89	\$17.60	\$21,165.03	\$28,887.04	\$36,609.04	73%
76	\$10.68	\$14.58	\$18.48	\$22,223.39	\$30,331.52	\$38,439.65	73%
77	\$11.22	\$15.31	\$19.40	\$23,334.58	\$31,848.08	\$40,361.57	73%
78	\$11.78	\$16.08	\$20.37	\$24,501.15	\$33,440.37	\$42,379.58	73%
79	\$12.37	\$16.88	\$21.39	\$25,726.07	\$35,112.38	\$44,498.69	73%
80	\$12.99	\$17.72	\$22.46	\$27,012.53	\$36,867.99	\$46,723.46	73%
81	\$13.72	\$18.76	\$23.81	\$28,531.95	\$39,026.30	\$49,520.64	74%
82	\$14.88	\$20.44	\$26.00	\$30,947.21	\$42,517.76	\$54,088.32	75%
83	\$16.16	\$22.32	\$28.48	\$33,614.32	\$46,422.20	\$59,230.08	76%
84	\$17.60	\$24.45	\$31.30	\$36,608.40	\$50,852.04	\$65,095.68	78%
85	\$19.12	\$26.66	\$34.20	\$39,778.60	\$55,457.30	\$71,136.00	79%
86	\$20.84	\$29.06	\$37.28	\$43,351.30	\$60,451.01	\$77,550.72	79%
87	\$22.72	\$31.68	\$40.64	\$47,251.18	\$65,895.35	\$84,539.52	79%
88	\$24.76	\$34.53	\$44.30	\$51,503.92	\$71,828.12	\$92,152.32	79%
89	\$27.49	\$38.32	\$49.16	\$57,169.15	\$79,715.13	\$102,261.12	79%
90	\$28.86	\$40.24	\$51.62	\$60,027.22	\$83,700.59	\$107,373.97	79%

Career Service Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
73	\$9.23	\$10.91	\$12.60	\$14.28	\$15.96
74	\$9.69	\$11.46	\$13.23	\$14.99	\$16.76
75	\$10.18	\$12.03	\$13.89	\$15.74	\$17.60
76	\$10.68	\$12.63	\$14.58	\$16.53	\$18.48
77	\$11.22	\$13.27	\$15.31	\$17.36	\$19.40
78	\$11.78	\$13.93	\$16.08	\$18.23	\$20.37
79	\$12.37	\$14.62	\$16.88	\$19.14	\$21.39
80	\$12.99	\$15.36	\$17.72	\$20.09	\$22.46
81	\$13.72	\$16.24	\$18.76	\$21.29	\$23.81
82	\$14.88	\$17.66	\$20.44	\$23.22	\$26.00
83	\$16.16	\$19.24	\$22.32	\$25.40	\$28.48
84	\$17.60	\$21.02	\$24.45	\$27.87	\$31.30
85	\$19.12	\$22.89	\$26.66	\$30.43	\$34.20
86	\$20.84	\$24.95	\$29.06	\$33.17	\$37.28
87	\$22.72	\$27.20	\$31.68	\$36.16	\$40.64
88	\$24.76	\$29.65	\$34.53	\$39.42	\$44.30
89	\$27.49	\$32.90	\$38.32	\$43.74	\$49.16
90	\$28.86	\$34.55	\$40.24	\$45.93	\$51.62

Senior Management Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
54	\$19.12	\$26.81	\$34.50	\$39,772.50	\$55,567.30	\$71,755.90	80%
55	\$21.23	\$29.77	\$38.31	\$44,152.12	\$61,700.73	\$79,686.49	80%
56	\$23.56	\$33.04	\$42.52	\$48,997.07	\$68,474.23	\$88,436.51	80%
57	\$26.16	\$36.69	\$47.22	\$54,418.15	\$76,045.05	\$98,210.74	80%
58	\$29.03	\$40.70	\$52.37	\$60,384.10	\$84,353.85	\$108,921.46	80%
59	\$32.23	\$45.19	\$58.15	\$67,035.66	\$93,660.49	\$120,949.04	80%
60	\$35.77	\$50.16	\$64.55	\$74,398.92	\$103,963.29	\$134,264.28	80%
61	\$39.70	\$55.68	\$71.65	\$82,582.81	\$115,399.08	\$149,033.35	80%
62	\$44.07	\$61.80	\$79.53	\$91,666.92	\$128,093.19	\$165,427.06	80%
63	\$48.91	\$68.60	\$88.28	\$101,739.05	\$142,177.89	\$183,624.04	80%

Senior Management Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
54	\$19.12	\$22.97	\$26.81	\$30.65	\$34.50
55	\$21.23	\$25.50	\$29.77	\$34.04	\$38.31
56	\$23.56	\$28.30	\$33.04	\$37.78	\$42.52
57	\$26.16	\$31.43	\$36.69	\$41.95	\$47.22
58	\$29.03	\$34.86	\$40.70	\$46.53	\$52.37
59	\$32.23	\$38.71	\$45.19	\$51.67	\$58.15
60	\$35.77	\$42.96	\$50.16	\$57.35	\$64.55
61	\$39.70	\$47.69	\$55.68	\$63.66	\$71.65
62	\$44.07	\$52.94	\$61.80	\$70.67	\$79.53
63	\$48.91	\$58.75	\$68.60	\$78.44	\$88.28

Special Rate Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
57SR	\$31.40	\$44.03	\$56.66	65302.31	\$91,254.38	\$117,853.00	80%
58SR	\$34.84	\$48.84	\$62.84	72461.38	\$101,224.97	\$130,706.00	80%
59SR	\$38.67	\$54.23	\$69.78	80442.79	\$112,392.59	\$145,138.85	80%
60SR	\$42.92	\$60.19	\$77.46	89278.44	\$124,755.75	\$161,117.00	80%

Special Rate Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
57SR	\$31.40	\$37.71	\$44.03	\$50.34	\$56.66
58SR	\$34.84	\$41.84	\$48.84	\$55.84	\$62.84
59SR	\$38.67	\$46.45	\$54.23	\$62.00	\$69.78
60SR	\$42.92	\$51.56	\$60.19	\$68.83	\$77.46

EMS Pay Scale								EMS Pay Scale by Quartile					
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread	PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
E1	\$10.46	\$16.14	\$21.93	\$21,748.53	\$33,573.80	\$45,614.40	110%	E1	\$10.46	\$13.30	\$16.14	\$19.04	\$21.93
E1S	\$13.27	\$18.92	\$24.69	\$27,604.72	\$39,343.30	\$51,355.20	86%	E1S	\$13.27	\$16.09	\$18.92	\$21.80	\$24.69
E2	\$10.97	\$16.93	\$23.00	\$22,809.44	\$35,211.80	\$47,840.00	110%	E2	\$10.97	\$13.95	\$16.93	\$19.96	\$23.00
E2S	\$13.78	\$19.70	\$25.76	\$28,665.63	\$40,981.30	\$53,580.80	87%	E2S	\$13.78	\$16.74	\$19.70	\$22.73	\$25.76
ESS	\$11.25	\$15.75	\$20.37	\$23,392.93	\$32,765.46	\$42,369.60	81%	ESS	\$11.25	\$13.50	\$15.75	\$18.06	\$20.37
P	\$13.20	\$20.48	\$27.89	\$27,456.20	\$42,597.78	\$58,011.20	111%	P	\$13.20	\$16.84	\$20.48	\$24.18	\$27.89
P1	\$13.71	\$21.27	\$28.97	\$28,517.10	\$44,246.18	\$60,257.60	111%	P1	\$13.71	\$17.49	\$21.27	\$25.12	\$28.97
P1S	\$17.31	\$24.82	\$32.50	\$36,007.08	\$51,625.29	\$67,600.00	88%	P1S	\$17.31	\$21.07	\$24.82	\$28.66	\$32.50
P2	\$14.22	\$22.09	\$30.11	\$29,578.00	\$45,956.98	\$62,628.80	112%	P2	\$14.22	\$18.16	\$22.09	\$26.10	\$30.11
P22	\$14.48	\$22.22	\$30.11	\$30,108.46	\$46,219.58	\$62,628.80	108%	P22	\$14.48	\$18.35	\$22.22	\$26.17	\$30.11
P22S	\$18.08	\$25.77	\$33.64	\$37,598.44	\$53,598.69	\$69,971.20	86%	P22S	\$18.08	\$21.92	\$25.77	\$29.70	\$33.64
P2S	\$17.82	\$25.64	\$33.64	\$37,067.99	\$53,336.09	\$69,971.20	89%	P2S	\$17.82	\$21.73	\$25.64	\$29.64	\$33.64
PS	\$16.80	\$24.03	\$31.42	\$34,946.18	\$49,976.89	\$65,353.60	87%	PS	\$16.80	\$20.41	\$24.03	\$27.72	\$31.42
C1	\$23.61	\$34.13	\$44.64	\$49,108.43	\$70,983.39	\$92,858.34	89%	C1	\$23.61	\$28.87	\$34.13	\$39.39	\$44.64
C2	\$26.22	\$37.90	\$49.58	\$54,541.82	\$78,831.55	\$103,121.28	89%	C2	\$26.22	\$32.06	\$37.90	\$43.74	\$49.58
C3	\$29.10	\$42.04	\$54.98	\$60,521.33	\$87,444.43	\$114,367.53	89%	C3	\$29.10	\$35.57	\$42.04	\$48.51	\$54.98
C4	\$32.30	\$46.68	\$61.06	\$67,188.02	\$97,092.25	\$126,996.49	89%	C4	\$32.30	\$39.49	\$46.68	\$53.87	\$61.06
CPS	\$19.52	\$29.44	\$39.36	\$40,592.31	\$61,230.62	\$81,868.80	102%	CPS	\$19.52	\$24.48	\$29.44	\$34.40	\$39.36

LEON COUNTY GOVERNMENT
2019/20 PROPOSED PAY PLAN WITH NEW RANGE SPREADS

Career Service Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
73	\$9.23	\$12.23	\$15.23	\$19,197.27	\$25,436.38	\$31,675.50	65%
74	\$9.69	\$12.84	\$15.99	\$20,157.18	\$26,708.26	\$33,259.34	65%
75	\$10.18	\$13.48	\$16.79	\$21,165.03	\$28,043.67	\$34,922.31	65%
76	\$10.68	\$14.16	\$17.63	\$22,223.39	\$29,446.00	\$36,668.60	65%
77	\$11.22	\$14.86	\$18.51	\$23,334.58	\$30,918.32	\$38,502.06	65%
78	\$11.78	\$15.61	\$19.44	\$24,501.15	\$32,464.03	\$40,426.90	65%
79	\$12.37	\$16.39	\$20.41	\$25,726.07	\$34,087.05	\$42,448.02	65%
80	\$12.99	\$17.21	\$21.43	\$27,012.53	\$35,791.60	\$44,570.67	65%
81	\$13.72	\$18.18	\$22.63	\$28,531.95	\$37,804.84	\$47,077.72	65%
82	\$14.88	\$19.71	\$24.55	\$30,947.21	\$41,005.05	\$51,062.89	65%
83	\$16.16	\$21.41	\$26.67	\$33,614.32	\$44,538.97	\$55,463.63	65%
84	\$17.60	\$23.32	\$29.04	\$36,608.40	\$48,506.13	\$60,403.86	65%
85	\$19.12	\$25.34	\$31.56	\$39,778.60	\$52,706.64	\$65,634.68	65%
86	\$20.84	\$27.62	\$34.39	\$43,351.30	\$57,440.47	\$71,529.64	65%
87	\$22.72	\$30.10	\$37.48	\$47,251.18	\$62,607.81	\$77,964.45	65%
88	\$24.76	\$32.81	\$40.86	\$51,503.92	\$68,242.69	\$84,981.47	65%
89	\$27.49	\$36.42	\$45.35	\$57,169.15	\$75,749.12	\$94,329.09	65%
90	\$28.86	\$38.24	\$47.62	\$60,027.22	\$79,536.07	\$99,044.92	65%

Career Service Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
73	\$9.23	\$10.73	\$12.23	\$13.73	\$15.23
74	\$9.69	\$11.27	\$12.84	\$14.42	\$15.99
75	\$10.18	\$11.83	\$13.48	\$15.14	\$16.79
76	\$10.68	\$12.42	\$14.16	\$15.89	\$17.63
77	\$11.22	\$13.04	\$14.86	\$16.69	\$18.51
78	\$11.78	\$13.69	\$15.61	\$17.52	\$19.44
79	\$12.37	\$14.38	\$16.39	\$18.40	\$20.41
80	\$12.99	\$15.10	\$17.21	\$19.32	\$21.43
81	\$13.72	\$15.95	\$18.18	\$20.40	\$22.63
82	\$14.88	\$17.30	\$19.71	\$22.13	\$24.55
83	\$16.16	\$18.79	\$21.41	\$24.04	\$26.67
84	\$17.60	\$20.46	\$23.32	\$26.18	\$29.04
85	\$19.12	\$22.23	\$25.34	\$28.45	\$31.56
86	\$20.84	\$24.23	\$27.62	\$31.00	\$34.39
87	\$22.72	\$26.41	\$30.10	\$33.79	\$37.48
88	\$24.76	\$28.79	\$32.81	\$36.83	\$40.86
89	\$27.49	\$31.95	\$36.42	\$40.88	\$45.35
90	\$28.86	\$33.55	\$38.24	\$42.93	\$47.62

Senior Management Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
51	\$14.88	\$19.71	\$24.55	\$30,947.21	\$41,005.05	\$51,062.89	65%
52	\$16.16	\$21.41	\$26.67	\$33,614.32	\$44,538.97	\$55,463.63	65%
53	\$17.60	\$23.32	\$29.04	\$36,608.40	\$48,506.13	\$60,403.86	65%
54	\$19.12	\$25.34	\$31.55	\$39,772.51	\$52,698.58	\$65,624.64	65%
55	\$21.23	\$28.13	\$35.02	\$44,152.16	\$58,501.61	\$72,851.06	65%
56	\$23.56	\$31.21	\$38.87	\$48,997.10	\$64,921.16	\$80,845.22	65%
57	\$26.16	\$34.67	\$43.17	\$54,418.21	\$72,104.13	\$89,790.04	65%
58	\$29.03	\$38.47	\$47.90	\$60,384.06	\$80,008.88	\$99,633.71	65%
59	\$32.23	\$42.70	\$53.18	\$67,035.70	\$88,822.30	\$110,608.90	65%
60	\$35.77	\$47.39	\$59.02	\$74,398.90	\$98,578.54	\$122,758.18	65%
61	\$39.70	\$52.61	\$65.51	\$82,582.86	\$109,422.29	\$136,261.73	65%
62	\$44.07	\$58.39	\$72.72	\$91,666.85	\$121,458.57	\$151,250.30	65%
63	\$48.91	\$64.81	\$80.71	\$101,739.04	\$134,804.23	\$167,869.42	65%

Senior Management Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
51	\$14.88	\$17.30	\$19.71	\$22.13	\$24.55
52	\$16.16	\$18.79	\$21.41	\$24.04	\$26.67
53	\$17.60	\$20.46	\$23.32	\$26.18	\$29.04
54	\$19.12	\$22.23	\$25.34	\$28.44	\$31.55
55	\$21.23	\$24.68	\$28.13	\$31.58	\$35.02
56	\$23.56	\$27.38	\$31.21	\$35.04	\$38.87
57	\$26.16	\$30.41	\$34.67	\$38.92	\$43.17
58	\$29.03	\$33.75	\$38.47	\$43.18	\$47.90
59	\$32.23	\$37.47	\$42.70	\$47.94	\$53.18
60	\$35.77	\$41.58	\$47.39	\$53.21	\$59.02
61	\$39.70	\$46.16	\$52.61	\$59.06	\$65.51
62	\$44.07	\$51.23	\$58.39	\$65.56	\$72.72
63	\$48.91	\$56.86	\$64.81	\$72.76	\$80.71

Special Rate Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
57SR	\$31.40	\$41.60	\$51.80	65302.31	\$86,525.57	\$107,748.82	65%
58SR	\$34.84	\$46.16	\$57.48	72461.38	\$96,011.32	\$119,561.27	65%
59SR	\$38.67	\$51.24	\$63.81	80442.79	\$106,586.70	\$132,730.60	65%
60SR	\$42.92	\$56.87	\$70.82	89278.44	\$118,293.93	\$147,309.42	65%

Special Rate Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
57SR	\$31.40	\$36.50	\$41.60	\$46.70	\$51.80
58SR	\$34.84	\$40.50	\$46.16	\$51.82	\$57.48
59SR	\$38.67	\$44.96	\$51.24	\$57.53	\$63.81
60SR	\$42.92	\$49.90	\$56.87	\$63.85	\$70.82

LEON COUNTY GOVERNMENT
2019/20 PROPOSED PAY PLAN WITH NEW RANGE SPREADS

EMS Pay Scale							
PAY GRADE	HRLY MIN	HRLY MID	HRLY MAX	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Range Spread
E1	\$10.46	\$16.14	\$17.25	\$21,748.53	\$28,816.80	\$35,885.08	65%
E1S	\$13.27	\$18.92	\$21.90	\$27,604.72	\$36,576.26	\$45,547.79	65%
E2	\$10.97	\$16.93	\$18.09	\$22,809.44	\$30,222.50	\$37,635.57	65%
E2S	\$13.78	\$19.70	\$22.74	\$28,665.63	\$37,981.95	\$47,298.28	65%
ESS	\$11.25	\$15.75	\$18.56	\$23,392.93	\$30,995.64	\$38,598.34	65%
P	\$13.20	\$20.48	\$21.78	\$27,456.20	\$36,379.46	\$45,302.72	65%
P1	\$13.71	\$21.27	\$22.62	\$28,517.10	\$37,785.16	\$47,053.21	65%
P1S	\$17.31	\$24.82	\$28.56	\$36,007.08	\$47,709.38	\$59,411.68	65%
P2	\$14.22	\$22.09	\$23.46	\$29,578.00	\$39,190.85	\$48,803.71	65%
P22	\$14.48	\$22.22	\$23.88	\$30,108.46	\$39,893.70	\$49,678.95	65%
P22S	\$18.08	\$25.77	\$29.83	\$37,598.44	\$49,817.93	\$62,037.42	65%
P2S	\$17.82	\$25.64	\$29.40	\$37,067.99	\$49,115.08	\$61,162.18	65%
PS	\$16.80	\$24.03	\$27.72	\$34,946.18	\$46,303.69	\$57,661.19	65%
C1	\$26.22	\$34.74	\$43.27	\$54,541.76	\$72,267.83	\$89,993.90	65%
C2	\$29.10	\$38.55	\$48.01	\$60,521.34	\$80,190.78	\$99,860.22	65%
C3	\$32.30	\$42.80	\$53.30	\$67,187.95	\$89,024.04	\$110,860.12	65%
C4	\$35.77	\$47.39	\$59.02	\$74,398.90	\$98,578.54	\$122,758.18	65%
CPS	\$19.52	\$29.44	\$32.20	\$40,592.31	\$53,784.81	\$66,977.31	65%

EMS Pay Scale by Quartile					
PAY GRADE	HRLY MIN	Q1	Q2	Q3	HRLY MAX
E1	\$10.46	\$13.30	\$16.14	\$16.70	\$17.25
E1S	\$13.27	\$16.09	\$18.92	\$20.41	\$21.90
E2	\$10.97	\$13.95	\$16.93	\$17.51	\$18.09
E2S	\$13.78	\$16.74	\$19.70	\$21.22	\$22.74
ESS	\$11.25	\$13.50	\$15.75	\$17.15	\$18.56
P	\$13.20	\$16.84	\$20.48	\$21.13	\$21.78
P1	\$13.71	\$17.49	\$21.27	\$21.95	\$22.62
P1S	\$17.31	\$21.07	\$24.82	\$26.69	\$28.56
P2	\$14.22	\$18.16	\$22.09	\$22.78	\$23.46
P22	\$14.48	\$18.35	\$22.22	\$23.05	\$23.88
P22S	\$18.08	\$21.92	\$25.77	\$27.80	\$29.83
P2S	\$17.82	\$21.73	\$25.64	\$27.52	\$29.40
PS	\$16.80	\$20.41	\$24.03	\$25.87	\$27.72
C1	\$26.22	\$30.48	\$34.74	\$39.01	\$43.27
C2	\$29.10	\$33.83	\$38.55	\$43.28	\$48.01
C3	\$32.30	\$37.55	\$42.80	\$48.05	\$53.30
C4	\$35.77	\$41.58	\$47.39	\$53.21	\$59.02
CPS	\$19.52	\$24.48	\$29.44	\$30.82	\$32.20

EVERGREEN SOLUTIONS, LLC

Leon County, Florida Pay Plan Review – Range Spread Options

Leon County, Florida (“County”) retained Evergreen Solutions, LLC (“Evergreen Solutions”) in November 2018 to conduct a review of the County’s current and proposed pay plan. In April 2019 the County made an additional request for Evergreen to provide analysis of the result of establishing pay range spreads of a) 81%, b) 70 to 75% and a constant range of c) 65% throughout the range.

Pay range spread is a measure of the width of a pay grade, expressed as a percentage. For example, a grade with a minimum of \$50,000 and a maximum of \$75,000 would have a 50% range spread $[(75000 - 50000)/50000 = 25000/50000 = 0.5 \text{ or } 50\%]$.

Pay range spreads are based on the organization’s compensation philosophy and also on its ability to implement and maintain (afford) a selected pay plan.

In general, organizations adopt wider range spreads for classifications with higher salaried employees within the managerial and executive job classifications. In contrast, job classifications with narrower range spreads have lower salary values and include classifications within the services and support role type job classifications.

Based on our experience, classifications in grades with smaller range spreads have incumbents that typically do not stay in the same classification throughout their career with the organization. These incumbents are promoted, or apply for positions in higher classifications, etc. In contrast, incumbents in higher pay grade classifications with larger range spreads typically have extensive job experience, education, and certifications or licenses and may have been hired at a negotiated salary well above the pay grade minimum. These classifications provide incumbents with less opportunity for growth (promotions) within the organization. By implementing larger pay ranges in higher pay grade classifications, employees are able to move within the grade for longer periods of time before achieving the maximum.

Additionally, the organization’s compensation philosophy (which includes pay plan structure) for many public sector employers are varied. For example, some organizations’ compensation philosophy regarding positions that are “red circled or capped out”, remain unchanged if it has been determined that a job classification has a maximum value to the organization. When an employee’s salary is “red circled or capped out” the organization’s philosophy and resulting practice is: to not award the employee with merit increases; cap the increase at a specific percentage; or pay a one-time lump-sum payment. These options also vary and may exclude any contributions to red circled employee’s benefits, impacted by salary, or include a one-time lump-sum payment with contributions to benefits that are impacted by salary.



Evergreen Solutions, LLC's compensation and classification studies and consulting services and HR best practices typically recommend pay plan structures that are fan-shaped like those described above (i.e., narrower ranges spreads in lower grades and wider spreads in the higher grades). It is difficult to estimate the costs associated with implementing pay plans with different range spreads without specifics on current employee workforce data and without specifics on the organization's policy of administering employees whose salary has exceeded the maximum.

Based on the results of our studies or services – Red circled employees' salaries are not impacted. Our recommendation is to maintain at the salary at the current level until the market catches up to the incumbent's salary (at or above the maximum of the pay grade).

Additionally, Evergreen Solutions does not recommend our clients reduce their workforce as a result of any of our studies or services.

Options:

- I. Adopt a constant range spread for the entire organization. See Exhibits 1A and 1B below.

Exhibit 1A

Grade	Minimum	Midpoint	Maximum	Range Spread
54	\$ 39,772.49	\$ 52,698.55	\$ 65,624.61	65%
55	\$ 44,152.12	\$ 58,501.56	\$ 72,851.00	65%
56	\$ 48,997.07	\$ 64,921.11	\$ 80,845.16	65%
57	\$ 54,418.15	\$ 72,104.05	\$ 89,789.95	65%
58	\$ 60,384.09	\$ 80,008.92	\$ 99,633.76	65%
59	\$ 67,035.66	\$ 88,822.25	\$ 110,608.84	65%
60	\$ 74,398.92	\$ 98,578.57	\$ 122,758.22	65%
61	\$ 82,582.81	\$ 109,422.22	\$ 136,261.63	65%
62	\$ 91,666.92	\$ 121,458.66	\$ 151,250.41	65%
63	\$ 101,739.05	\$ 134,804.25	\$ 167,869.44	65%
57SR	\$ 65,302.31	\$ 86,525.57	\$ 107,748.82	65%
58SR	\$ 72,461.38	\$ 96,011.32	\$ 119,561.27	65%
59SR	\$ 80,442.79	\$ 106,586.69	\$ 132,730.60	65%
60SR	\$ 89,278.44	\$ 118,293.93	\$ 147,309.42	65%



Exhibit 1B

Grade	Minimum	Midpoint	Maximum	Range Spread
4219	\$ 31,984	\$ 48,719	\$ 65,453	105%
4220	\$ 33,584	\$ 51,155	\$ 68,726	105%
4221	\$ 35,262	\$ 53,711	\$ 72,160	105%
4222	\$ 37,024	\$ 56,395	\$ 75,767	105%
4223	\$ 38,875	\$ 59,215	\$ 79,554	105%
4224	\$ 40,821	\$ 62,178	\$ 83,536	105%
4225	\$ 42,861	\$ 65,286	\$ 87,710	105%
4226	\$ 45,005	\$ 68,551	\$ 92,098	105%
4227	\$ 47,253	\$ 71,977	\$ 96,700	105%
4228	\$ 49,616	\$ 75,576	\$ 101,535	105%
4229	\$ 52,097	\$ 79,354	\$ 106,611	105%
4230	\$ 54,702	\$ 83,322	\$ 111,942	105%
4231	\$ 57,437	\$ 87,488	\$ 117,539	105%
4232	\$ 60,309	\$ 91,863	\$ 123,417	105%
4233	\$ 63,324	\$ 96,456	\$ 129,587	105%
4234	\$ 66,493	\$ 101,282	\$ 136,071	105%
4235	\$ 69,816	\$ 106,344	\$ 142,872	105%
4236	\$ 73,307	\$ 111,661	\$ 150,015	105%
4237	\$ 76,971	\$ 117,243	\$ 157,515	105%
4238	\$ 80,929	\$ 123,271	\$ 165,613	105%
4239	\$ 84,914	\$ 129,341	\$ 173,769	105%
4240	\$ 89,213	\$ 135,889	\$ 182,565	105%
4241	\$ 93,728	\$ 142,766	\$ 191,805	105%

II. Provide an increasing range spread with smaller ranges at lower pay grades and increasing as the grades increase. (as noted previous in this report). See Exhibit 1C below



Exhibit 1C

Grade	Minimum	Midpoint	Maximum	Range Spread
73	\$ 9.23	\$ 11.77	\$ 14.31	55%
74	\$ 9.69	\$ 12.36	\$ 15.02	55%
75	\$ 10.18	\$ 12.97	\$ 15.77	55%
76	\$ 10.68	\$ 13.62	\$ 16.56	55%
77	\$ 11.22	\$ 14.30	\$ 17.39	55%
78	\$ 11.78	\$ 15.31	\$ 18.85	60%
79	\$ 12.37	\$ 16.08	\$ 19.79	60%
80	\$ 12.99	\$ 16.88	\$ 20.78	60%
81	\$ 13.72	\$ 17.83	\$ 21.95	60%
82	\$ 14.88	\$ 19.34	\$ 23.81	60%
83	\$ 16.16	\$ 21.01	\$ 25.86	60%
84	\$ 17.60	\$ 22.88	\$ 28.16	60%
85	\$ 19.12	\$ 24.86	\$ 30.60	60%
86	\$ 20.84	\$ 27.62	\$ 34.39	65%
87	\$ 22.72	\$ 30.10	\$ 37.48	65%
88	\$ 24.76	\$ 32.81	\$ 40.86	65%
89	\$ 27.49	\$ 36.42	\$ 45.35	65%
90	\$ 28.86	\$ 38.24	\$ 47.62	65%

