

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



**FY 2021
Budget Workshop**

**Tuesday, July 14, 2020
9:00 a.m.**

**Leon County Board of County Commissioners
Virtual Workshop**

The meeting will be held via video conferencing. The media and the public can access the meeting in real time on Comcast channel 16, Prism channels 16 and 1016-HD, the County's [Facebook Live](#) page and [YouTube](#) channel.

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

**Fiscal Year 2021 Budget Workshop
July 14, 2020
9:00 a.m.**

Item Number	Workshop Item Title
1	Fiscal Year 2020 Budget Update and Fiscal Year 2021 Preliminary Budget Overview
2	Donation of Pimlico and Man O War Parks from the Killearn Acres Homeowner's Association to Leon County
3	Status Report on the County's Long-Term Funding Support of the Kearney Center
4	Consideration to Finalize a Contract and Pursue Financing for Energy Savings Performance Contractor Services
5	Establishing the Maximum Millage Rate for the FY 2021 Tentative Budget
6	Proposed <i>Leon CARES</i> Expenditure Plan for Coronavirus Relief Funds

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #1**

Leon County Board of County Commissioners

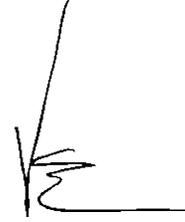
Budget Workshop Item #1

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2020 Budget Update and Fiscal Year 2021 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 budget discussion item seeks Board guidance on the development of the FY 2021 Preliminary Budget and consideration of recommendations to address revenue shortfalls in the current fiscal year (FY 2020).

Fiscal Impact:

This item has a fiscal impact and establishes Board direction in developing the FY 2021 Preliminary Budget and addressing revenue shortfalls in the current fiscal year (FY 2020).

Staff Recommendation:

Option #1: Direct staff to proceed with developing the Preliminary FY 2021 Budget and to address current year (FY 2020) revenue shortfalls based on the budget strategies contained in this item, as well as, any other policy direction the Board provides at the workshop.

Report and Discussion

Executive Summary:

This budget workshop seeks Board guidance on the development of the FY 2021 Preliminary Budget, as well as provides recommendations to address current fiscal year (FY 2020) budget shortfalls.

The global COVID 19 pandemic is a human tragedy of historic proportions which has had an unprecedented economic impact resulting in a global recession. In the United States, we are currently experiencing the human costs of lives lost and livelihoods upended. As a country, we have reached levels of unemployment not experienced since the Great Depression of the 1930s. While the full impact will not be known for some time, Federal Reserve Chair Jerome Powell's Senate testimony on May 19, 2020, summed up well the current economic condition:

“...available economic data for the current quarter show a sharp drop in output and an equally sharp rise in unemployment. By these measures and many others, the scope and speed of this downturn are without modern precedent and are significantly worse than any recession since World War II. Since the pandemic arrived in force just two months ago, more than 20 million people have lost their jobs, reversing nearly 10 years of job gains. This precipitous drop in economic activity has caused a level of pain that is hard to capture in words, as lives are upended amid great uncertainty about the future. In addition to the economic disruptions, the virus has created tremendous strains in some essential financial markets and impaired the flow of credit in the economy.”

To support the economy the Federal Reserve and the Federal Government have taken extraordinary measures to ameliorate the sharp economic decline. The Federal Reserve reduced interest rates to near zero, provided for additional liquidity in the market, and has launched several emergency loan programs. The Federal Government has provided direct economic stimulus payments to individuals, enhanced unemployment benefits and passed a Coronavirus Aid, Relief and Economic Security Act (CARES) providing state and local governments funding for COVID-19 related expense.

While only the Federal Government could bring the level of resources to bear necessary to offset the severity of the economic impacts, it would take time for the federal aid to reach businesses and individuals hardest hit at the local level. In response, Leon County and the City of Tallahassee, acting as the Blueprint Intergovernmental Agency, took early action to create two local government grant programs to provide emergency funds to small businesses and to individuals requiring “safety net” services provided through our community based human services agencies. This local funding was vital to provide a “bridge to the bridge” until such time that more sustainable federal aid and loan programs would become available.

While Congress continues to debate future funding, a separate budget discussion item includes recommendations for Leon County to receive reimbursement for eligible expenses under the existing CARES Act. In short, while the CARES Act funding provides the opportunity for assistance to support individuals and local businesses in dealing with COVID-19 related expenses,

the CARES Act does not allow for replacing lost governmental revenue or provide funding for capital infrastructure.

Like the larger economic picture, the effects of the pandemic on Leon County finances have been without precedent. Without federal funding to replace lost revenues, the impacts on the current and next fiscal year will be severe. Forecasted County revenues including sales, gas, and tourism taxes show Leon County losing a combined \$17 million in FY 2020 (\$6.9 million) and FY 2021 (\$10.1 million). These forecasts take into consideration the strong possibility that the effects of COVID-19 continue through next calendar year. While the economic disruption caused by the pandemic has had devastating impacts on sales, gas and tourism taxes, property taxes have not been similarly impacted for the current fiscal year and are not anticipated to be for the upcoming fiscal year. However, because property tax revenues are based on valuations from the previous year, it is unknown what the property tax impacts from the pandemic might be in the following fiscal years. This will depend on factors such as foreclosures and the longer-term impacts on commercial properties, for example.

While the fiscal impacts of the pandemic will cause a nearly \$17.0 million decline in revenues, the County Administrator is able to recommend an approach to balancing the current and upcoming fiscal year budgets without an offsetting increase in any taxes or fees. This is possible due to the County's strong financial stewardship, paying down of debt, commitment to budget constraint, sufficient reserves and multi-year fiscal planning prior to the pandemic.

To address the revenue shortfall in the current year (FY 2020), in February, while the stay at home orders had not yet been issued, the County Administrator initiated a hiring freeze, stopped non-essential travel and training, and started implementing capital project deferrals and operating expenditure reductions. Subsequently, OMB has forecast the current year shortfall at \$6.9 million. The current revenue shortfall consists of tourist development taxes (\$2.1 million), the County's share of Blueprint sales taxes (\$528,000) and General Revenue (\$4.3 million). The following summarizes the actions previously taken and contemplated for balancing the current FY 2020 budget shortfalls:

- Tourist Development Tax revenue is projected to be \$2.1 million (35%) less than this year's adopted budget (FY 2020). On April 14, 2020, the Board received a report on the actions taken in response to the financial impact of COVID-19 including a \$435,000 reduction to the Council on Culture and Arts and a \$1.65 million reduction to the Division of Tourism budget. To offset the revenue shortfall, the Division of Tourism continues to reduce marketing activities, Amphitheater Concert Series funding, event grants, staff travel, and contractual services which support the operation.
- The County's 10% share of Blueprint and L.I.F.E funding shortfall is projected to be \$528,000. The shortfall is currently offset with reductions to the open graded cold mix (OGCM) maintenance budget. Based on the current conditions of the OGCM roads, delaying this funding does not cause any maintenance issues.
- The balance of the current year shortfall consists of \$4.3 million in general revenues and gas taxes. Reductions in operating expenses and capital projects are contemplated to offset this shortfall. Almost half of the shortfall is offset by the hiring and travel/training freeze remaining in place through the end of the fiscal year. Additional operating savings are

being realized through the suspension of the mosquito control hand fogging program as critical personal protection equipment (PPE) was being reserved for first responders. However, there are no changes to the County's larvicide or truck spraying programs. Due to COVID-19 and the subsequent temporary closure of the libraries, the purchase of some library materials was delayed resulting in additional cost savings. Cancelling several County events/programs due COVID-19, such as LeonWorks and summer youth, also resulted in cost savings.

For capital projects, a reduction in the sidewalk capital project is contemplated. The County has an approved sidewalk policy and associated sidewalk funding list that prioritizes projects for implementation over the next five to ten years. Reductions will extend the overall implementation timeline for the priority list for one year. However, an equal amount of funding is included in next year's budget from the County's share of the Blueprint sales tax which replenishes the account to current levels. The one-year delay in funding will have a minimal impact as the design, right of way acquisition and construction as each individual sidewalk project takes several years to complete. In addition to the sidewalks, capital reductions are contemplated for Courthouse maintenance, a portion of the street lighting budget and deferrals for vehicle and computer replacements. Regarding Courthouse maintenance, the capital budget included setting aside funding on an annual basis for the next five to seven years to replace the exterior paneling on the Courthouse. Given the current revenue shortfalls, the exterior replacement project will need to be addressed in future capital budgets.

The total amount of reductions necessary to offset the revenue shortfall in the current year is \$4.3 million. However, the County Administrator recommends proceeding with additional reductions of \$2.0 million in the current year beyond the \$4.3 million. By implementing additional reductions in the current year, this provides additional cash reserves to start next fiscal year to offset the continued decline in revenues. Additional cash reserves at the beginning of next year mitigate the need to further utilize existing fund balances, consider property tax or fee increases or implement reductions in service levels next fiscal year. Revenues will still be declining as the economy is not anticipated to return to pre-COVID levels through next fiscal year or even beyond.

Transitioning to next year's budget (FY 2021), the projected revenue shortfall is \$10.1 million. Like the current year, the shortfall consists of tourist tax (\$1.4 million), Blueprint sales taxes (\$1.3 million) and general revenue reductions (\$7.4 million). The FY 2021 Budget is preliminarily balanced as follows:

- The Division of Tourism's budget for FY 2021 is projected to be nearly \$3.5 million, a \$1.4 million or 25% reduction from the adopted FY 2020 budget. The preliminary budget realizes cost savings without reducing positions through a reduction in marketing activities, Amphitheater Concert Series funding, event grants, staff travel, and contractual services which support the operation of the Division of Tourism.
- The County's 10% share of Blueprint and L.I.F.E funding are projected to be \$1.3 million less next fiscal year. The 10% share supports the County's annual road resurfacing, OCGM maintenance and intersection/safety capital projects. Consistent with FY 2020, based on the current conditions of the OCGM roads, delaying this funding does not cause any maintenance issues. A minor reduction will also be made to the resurfacing account for

only one year. If future sales tax revenue does not grow sufficiently next year, then as part of future budget cycles, additional funding may need to be allocated to the resurfacing account.

For the general revenue supported portion of the budget, several balancing strategies being employed to address the projected revenue shortfalls. The major components of the preliminary budget and budget balancing strategies are list below:

- The preliminary budget totals \$281,902,577 which is a 2.81% increase over the current year.
- No increase in the Countywide or EMS property tax rate, solid waste and fire non-ad valorem assessments.
- No new general revenue positions being added to Leon County Government and no layoffs or furloughs of existing employees.
- New costs savings and avoidances of \$11.0 million, bringing the total to \$44.9 million since FY 2013.
- Decline in general revenues by \$7.4 million, offset by an increase in property tax collections of \$9.204 million using a constant millage rate. Resulting in a total increase of \$1.8 million dollars in general revenue. To maintain current service levels, continue to support public safety, make all statutorily, interlocal agreement and contractual required payments, costs are projected to increase \$12.9 million. Details of these expenses are included in the analysis portion of this item.
- Continuation of the hiring freeze for the first six months of the new fiscal year by not budgeting \$1.0 million in salary and benefits. In the event the economy worsens beyond projections, the hiring freeze could be extended further.
- Continuation of the travel and training freeze for six months into the new fiscal year saving \$250,000.
- Minimal reduction in service through the elimination of the mosquito control hand fogging program as the private sector currently offers this service, saving the County \$43,000. The County would continue to provide services that currently have a greater impact to more homes through the neighborhood street fogging service and the larvicide programs.
- Reduce by half the regularly scheduled carpet replacement and painting saving \$229,980.
- The FY 2021 budget contemplates technology enhancements and changes to the Library's collection management process that will improve the quality of the collection and reduce the time spent processing materials so staff can provide more direct customer service and program offerings. 12.5 existing library vacancies can be eliminated as result of these enhancements creating an annual recurring budget savings of \$350,000.
- Decrease the general revenue transfer in support of the capital improvement program from \$7.4 million to \$5.1 million. As discussed in the current year (FY 2020) portion of this Executive Summary, it is contemplated that expenditure reductions be made that exceed the current year revenue shortfall. This will generate \$2.0 million in additional cash

reserves for the new year. The additional \$2.0 million in current year (FY 2020) savings will be available to expenditures in the FY 2021 capital program.

- Increase in the use of fund balance from \$1.5 to \$3.0 million. While this is a significant increase, during the height of the “Great Recession” the County utilized \$5.0 million in fund balance to balance the budget. In the years since, the fund balance has been reduced to \$1.5 million, however, next year’s increased use of fund balance allows the budget to avoid cuts in services or increases in taxes and fees. However, the increased use of fund balance allows the County to remain within County policy guidelines for next fiscal year.
- A reduction in debt service payments of \$4.17 million next fiscal year as the County continues to pay off long term debt.
- Reduction of \$1.060 million in the Supervisor of Elections budget resulting from most of the Presidential Election cycle costs being funded in the current fiscal year (FY 2020).

Even in these unprecedented times, County staff continues to drive efficiency, and identify significant cost savings and avoidances while providing essential service to the public. Since the start of the pandemic and the associated hiring freeze to offset significant revenue shortfalls caused by the economic decline, existing staff has taken on extraordinary workloads through responding to a tornado, to being activated at the EOC for over 100 consecutive days, to continue providing on-going critical services to the public. While the budget includes a hiring freeze and no new Leon County Government general revenue positions, it also includes performance raises for employees of 0 to 5%, with an average of 3% as well as several reclassifications for positions that have taken on additional workloads. This is critical to continuing to ensure the performance of the organization, especially under the current economic and workload pressures.

After this budget workshop, there is a placeholder on the Board’s calendar for a tentative August 26 budget workshop to address any significant changes that may occur prior to the September public hearings. For example, in recent weeks Congress has discussed providing additional funding to local governments which may be used to offset revenue losses. If Congress takes this action, the additional revenue maybe be available to offset budget reductions or fund balance usage. In addition, pending action at the July 14 workshop, the Board may determine there are additional budget balancing strategies the Board may wish to consider. However, given the range of balancing strategies presented, the Board may determine that an additional workshop is not needed. Any policy direction provided today or at a future workshop will be incorporated into the two statutory public hearings on the budget scheduled for September 15 and 29, 2020.

In addition to this Budget Overview item this workshop includes a series of budget policy items for which staff is seeking Board direction for the development of the FY 21 Budget, including:

- Donation of Pimlico and Man O War Parks from the Killearn Acres Homeowner’s Association to Leon County
- Status Report on the County’s Long-Term Funding Support of the Kearney Center
- Consideration to Finalize a Contract and Pursue Financing for Energy Savings Performance Contractor Services
- Establishing the Maximum Millage Rate for the FY 2021 Tentative Budget
- Proposed *Leon CARES* Expenditure Plan for Coronavirus Relief Funds

Analysis:

As noted in the Executive Summary, the analysis section is divided into two major areas. First, budget balancing strategies will be presented to address the revenue shortfall for the current fiscal year (FY 2020). Following the current fiscal year analysis, budget balancing strategies will be presented to balance next fiscal year (FY 2021).

Current Year FY 2020 Budget Balancing Strategy

The financial impacts of COVID-19 began early in the calendar year. While stay-at-home orders had not yet been issued, in February the County Administrator notified the Board that as an immediate response to manage the potential significant decline in the current year, he had initiated a hiring freeze, stopped non-essential travel and training, and started implementing capital project deferrals and operating expenditure reductions. In addition, OMB started revising revenue forecasts to determine projected impacts to the County budget. In analyzing numerous economic models, OMB evaluated two forecasts: a slow recovery after the easing of the stay-at-home orders, and a better case scenario, where the return of economic activity rebounds more quickly. Debate exists among leading economists over which of these and numerous alternative scenarios will occur. However, for planning purposes, and to ensure actual FY 2020 expenditures match forecasted revenues, a slower recovery is assumed.

In total, revenue shortfalls are projected to be \$6.9 million during the current fiscal year. This includes \$4.3 million in general revenues, as well as, \$2.1 million in tourism taxes and \$0.5 million in Blueprint sales taxes.

- Tourist Development Tax revenue is projected to be \$2.1 million (35%) less than this year's adopted budget (FY 2020). On April 14, 2020, the Board received a report on the actions taken in response to the financial impact of COVID-19 including a \$435,000 reduction to the Council on Culture and Arts and a \$1.65 million reduction to the Division of Tourism budget. To offset the revenue shortfall, the Division of Tourism continues to reduce marketing activities, Amphitheater Concert Series funding, event grants, staff travel, and contractual services which support the operation.
- The County's 10% share of Blueprint and L.I.F.E funding shortfall is projected to be \$528,000. The shortfall is currently offset with reductions to the open graded cold mix (OGCM) maintenance budget. Based on the current conditions of the OGCM roads, delaying this funding does not cause any maintenance issues.

Transitioning to general revenues, Table #1 shows the projected FY 2020 general revenue shortfall and the offsetting reductions to expenditures. As forecasted, general revenues are projected to decline \$4.3 million during the current year. Most of the decline is the direct result of less sales tax being collected due to a slowdown in spending caused by the stay-at-home orders, previous and current restrictions on businesses, and increasing unemployment. Similarly, with the stay-at-home orders and many employees still teleworking, a decline in gas taxes is also forecasted for the current year.

Operating and capital expenditures are contemplated to offset the projected current year revenue shortfall. The total amount of reductions necessary to offset the revenue shortfall in the current year is \$4.3 million. However, staff recommends proceeding with additional reductions of \$2.0

million in the current year beyond the \$4.3 million. By implementing additional reductions in the current year, this provides additional cash reserves to start next fiscal year. Additional cash reserves at the beginning of next year mitigate the need to further utilize existing fund balances, consider property tax or fee increases or implement reductions in service levels next fiscal year.

Table #1: Forecasted FY 2020 General Revenue Shortfall and Offsetting Expenditure Reductions

	Amount (in millions)
General Revenues	
State Shared Sales Tax	(\$2.73)
Public Services Tax (PST)	(\$0.026)
Gas Taxes	(\$1.54)
Total General Revenues Shortfall	(\$4.30)
Recommended Expenditure Reductions	
Operating	\$2.72
Capital Projects	\$3.58
Total Recommended Expenditure Reductions	\$6.30
Additional Funding Available for FY 2021 Budget <i>Difference between Revenue Shortfall and Expenditures Reductions</i>	\$2.00

As shown in Table #1, the expenditure reductions are comprised of both operating and capital. Operating reductions are realized primarily by continuing the hiring and non-essential travel/training freezes through the end of the fiscal year. Savings are also realized from the mosquito control yard hand fogging program being suspended as the necessary personal protection equipment necessary to perform the work is being diverted to emergency first responders. In addition, as the private sector already provides this service to homeowners, next year’s budget recommends eliminating the yard hand fogging program to make the savings permanent. This recommendation does not impact any other aspect of the mosquito control program, including the larvicide and street spraying. Due to COVID-19 and the subsequent temporary closure of the libraries, the purchase of some library materials was delayed resulting in cost savings. Additional cost savings are realized from cancelled events and programs such as Summer Youth and LeonWorks in the current year.

For capital projects, a reduction in the sidewalk capital project is contemplated in the budget reductions. The County has an approved sidewalk policy and associated sidewalk funding list that prioritizes projects for implementation over the next five to ten years. Reductions will extend the overall implementation timeline for the priority list. However, an equal amount of funding is included in next year’s budget from the County’s share of the Blueprint sales tax which replenishes the account to current levels. The one-year delay in funding will have a minimal impact as the design, right of way acquisition and construction as each individual sidewalk project takes several years to complete. Additional reductions include eliminating current year funding for the Courthouse capital maintenance project, eliminating a portion of the street lighting budget and

deferrals on vehicle and computer replacements. Regarding Courthouse maintenance, the capital budget included setting aside funding on an annual basis for the next five to seven years to replace the exterior paneling on the Courthouse. Given the current revenue shortfalls, the exterior replacement project will need to be addressed in future capital budgets. Attachment #1 details the specific operating and capital budget reductions.

Proposed operating and capital reductions were identified to minimize reductions in service delivery and maintain existing infrastructure to the greatest extent possible. While there are minimal direct service reductions associated with the proposed expenditure cuts, with the hiring freeze and the impacts of COVID-19, existing County staff continues to take on extraordinary workloads in providing essential services to the public during the pandemic.

Like the current fiscal year (FY 2020), the following section provides a complete analysis and recommendations on addressing the projected revenue shortfalls for next fiscal year (FY 2021).

FY 2021 Budget Balancing Strategies

At this point in the budget process the preliminary budget totals \$281,721,696 which is a 2.74% increase over the current year. Highlights of the increases include the cost of waste disposal at the Spring Hill Landfill, continued support for public safety through EMS and the Sheriff's budget, required contractual, interlocal agreement and statutory payments, growth in the CRAs and increases in employee benefits and wages (Attachment #2). While the preliminary budget is tentatively balanced, the Board may wish to provide additional policy guidance during the workshop or may direct staff to provide additional balancing strategies for presentation at a subsequent workshop.

Initial FY 2021 Policy Guidance

To ensure the budget is developed in a strategic and transparent manner, the Board adopted the annual Budget Calendar at the January 28, 2020 meeting. After the adoption of the Budget Calendar, the Board provided initial policy direction by establishing maximum discretionary funding levels at the March 10, 2020 meeting, including:

- Increasing Community Human Service Partnership (CHSP) funding from \$1.3 million to \$1.445 million; the over 10% increase of \$145,000 is restricted to address high poverty areas and is included in the preliminary budget.
- Maintain \$100,000 for year two of a five-year commitment to pay for the capital construction costs of the Kearney Center which is included in the preliminary budget.
- \$37,000 in Special Event Funding that is included in the preliminary budget.

In addition, staff recommended, and the Board approved moving the budget workshops from the normal April and June time frames, to July and August (if necessary). To assist in developing revenue forecasts, the revised workshop dates allowed additional time for gas and sales tax activity to be reported to the Department of Revenue for the initial months of the pandemic. Although the funding ultimately cannot be used to offset revenue shortfalls, the rescheduled workshops allowed time for the State to finalize distribution of CARES Act funding to Florida counties with populations less than 500,000.

Cost Avoidance and Savings

The County systematically and strategically identifies efficiencies and cost savings year-round. 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 \$6.9 million to date (\$1.81 million in recurring costs and \$5.26 million in one-time costs (Attachment #3). Current year examples of employee saving include:

- Relocation of the Apalachee Park Radio Control Airfield: Rather than contracting out for the required fill material, County crews hauled the necessary fill from various sites and Chaires Borrow Pit saving \$180,000 for fill and hauling.
- Fire Service Billing: The City of Tallahassee is responsible for fire services billing. However, GIS independently reviewed the City of Tallahassee quarterly fire service billing data against the addressing data base to ensure that all residential units were being properly assessed for fire services. This project resulted in an additional billing in the amount of \$185,000.

In addition to the above, the County has also identified the following costs and avoidances:

- Sheriff Evidence Warehouse Facility: To address their long-term evidence storage needs the Sheriff's Department included a \$12 million capital project request to construct a standalone evidence warehouse facility. Through architectural space planning, and an extensive review of current building capacities, the County's existing Tarpe Street Records Storage Facility was identifying as a suitable location for evidence storage. A reconfiguration of the current space is projected to cost \$2.0 million for build-out, avoiding \$10.0 million in additional cost.
- Boat Ramp Maintenance: As presented in a separate July 14 agenda item, initial savings of \$50,000 and long-term savings of \$350,000 will be realized by the County entering into an agreement with the Florida Fish and Wildlife Conservation Commission (FWC) to provide regular maintenance for all the County's 17 concrete boat landings. Through FWC, the County can leverage federal and state funds earmarked to keep boating and fishing accessible to the community.

As summarized in Attachment #4, including the above costs savings, since 2013 the County has saved or avoided costs totaling more than \$44.9 million. These cost saving efforts occur prior to any new taxes, fees, positions, equipment, etc. being brought to the Board for consideration.

Preliminary FY 2021 Budget

In preparing the FY 2021 preliminary budget recommendations, the County Administrator and OMB reviewed all departmental operating and capital budgets to identify operating costs savings and capital project reductions/deferrals. OMB correspondingly developed several revenue models which considered different projected growth rates for sales and gas tax activity. Given the highly

volatile nature of the pandemic and the future economic uncertainty, the preliminary budget presumes a conservative revenue forecast that contemplates a slow economic recovery lasting through at least all of next fiscal year.

The total estimated general revenue decline for next year is \$7.4 million, which includes all sales gas taxes, interest and other general revenue. This is offset by an increase in property tax collections of \$9.2 million (explained in the following section). Therefore, the total increase in general revenues is only \$1.8 million. To fund the “opening doors” of county government with no increase in service levels requires 5% to 6% growth across all general revenues. This cost increase includes governmental inflationary costs such as personnel costs, state mandated payments, interlocal agreements, and contractual increases. This year to maintain current service levels, continue to support public safety, make all statutorily required payments and pay contractual obligations, costs are projected to increase \$12.8 million. Taking into consideration the modest \$1.8 million increase in total revenues, this leaves a \$11 million budget shortfall. Without the impact of the pandemic, property tax growth, normal growth in other general revenues and the implementation of the County’s multi-year fiscal plans would have been sufficient to balance the budget without any tax or fee increases.

To address the projected budget shortfall the following actions are contemplated to balance the preliminary budget.

- Operating budget reductions (\$1.87 million)
- Reduce general revenue transfer to capital program (\$2.32 million)
- Reduce debt service payment (\$4.17 million)
- Cyclical election cost reduction (\$1.06 million)
- Increase use of fund balance (\$1.46 million)

The following provides a summary for each of these budget actions.

- Operating budget reductions (\$1.87 million): The majority of the reduction comes from continuing the hiring freeze by not budgeting salary and wages for half of next fiscal year. In addition, expenditure reductions include continuing the travel/training freeze for half of next year and reducing annual paint and carpet replacement maintenance by half. In addition, as the private sector already provides this service to homeowners, next year’s budget recommends eliminating the yard hand fogging program to make the savings permanent. This recommendation does not impact any other aspect of the mosquito control program, including the larvicide and street spraying. In addition, the budget contemplates technology enhancements and changes to the Library’s collection management process that will improve the quality of the collection and reduce the time spent processing materials, so staff can provide more direct customer service and program offerings. Existing Library vacancies can be eliminated as result of these enhancements creating an annual recurring budget savings of \$350,000.
- Reduce general revenue transfer to capital program (\$2.32 million): The \$2.32 million reduction lowers the capital transfer from \$7.4 million (FY 2020) to \$5.1 million (FY 2021). The reductions will not cause any public safety issues or increased cost of maintenance at this time. Reductions include savings from revised cost estimates for

Maylor Road drainage improvements, deferring for one year the Baum Road drainage improvement project, eliminating renovation of the MIS server room, reducing computer replacements, deferring until a future budget cycle the construction of a third planned dog park, the paving of the interior Fairground roads and funding for Courthouse maintenance. Also, as part of the currently approved five-year CIP additional sidewalk funding was to be allocated from gas tax revenues in FY 2021. However, to assist in balancing the budget this funding is not included in next year's budget. However, as planned, an additional \$1.25 million will be added to the sidewalk account from the County share of Blueprint sales tax funding.

- Reduce debt service payment (\$4.17 million): As the County continues to pay down long-term debt, next year's recurring debt service payment is reduced by \$4.17 million. During last year's budget process, the Board approved a multi-year fiscal plan that anticipated utilizing this debt service savings to pay for projected costs associated with EMS, Fire Services and Solid Waste. By using the debt service savings to support EMS, Fire Services and Solid Waste this would eliminate the need for possible increases in the EMS MSTU, the Fire Services and Solid Waste non-ad valorem assessments. For next year, the budget does allocate a portion of the debt service savings towards EMS and Solid Waste thereby eliminating the need for tax and fee increases for these services.

The multi-year fiscal plan also anticipated using a portion of the debt service savings to pay for increased costs of fire services beginning in FY 2021. However, working with the City, no increase in the fire service fee is being considered for next fiscal year (FY 2021). However, the increased cost of fire services will be part of the FY 2022 budget process, which may necessitate considering further budget reductions, increased use of fund balances or an increase in the fire services fee to fund this service.

- Cyclical election cost reduction (\$1.06 million): Leon County is responsible for paying the entire cost of the Supervisor of Elections annual budget. The elections budget is the highest in the fiscal year prior to a Presidential election. Prior to the Presidential Election the Supervisor is responsible for conducting a Presidential preference primary, a regular primary and preparing mail in ballots. Next year's reduction is the cyclical decline in the Supervisor's budget for years after a presidential preference primary is held.
- Increase use of fund balance (\$1.46 million): Next year's budget (FY 2021) recommends using \$3.014 million in general revenue fund balance. This is an increase of \$1.457 million from the current fiscal year (FY 2020). With the increased use of fund balance, fund balance levels will still be within adopted policy requirements. While this is an increase from the current year budget, it is still below the \$5.0 million amount used to balance the budget during the Great Recession.

Table #2 and the subsequent analysis provide the complete detail for all the changes in revenues and expenditures. The amounts in the table reflect either increases or decreases between the current fiscal year (FY 2020) and the preliminary budget (FY 2021). As seen in the table, the FY 2021 preliminary budget continues to prioritize investing in public safety by funding increases for the Sheriff and EMS, paying statutorily mandated increases, funding contractual obligations, supporting employee salaries and benefits while managing the financial impacts of COVID-19.

*Table #2:
 Preliminary FY 2021 Estimated Change in Revenues and Expenditures Over FY2020*

Preliminary Estimated Changes in Revenues	Change from Fiscal Year 2020 (in Millions)
Property Taxes with current millage rate (8.3144)	\$9.204
1/2 Cent Sales, State Revenue Sharing	(\$5.452)
Interest Earnings	(\$0.911)
Gas Taxes	(\$0.466)
Public Service Tax	(\$0.348)
Other General Revenue	(\$0.220)
Subtotal Change in Revenue	\$1.807
Fund Balance Increase	\$1.457
Total Change in Revenue	\$3.264
Preliminary Estimated Changes in Expenditures	
Sheriff Personnel and Operating Expenses	\$4.458
County Government Personnel Costs	\$2.277
General Revenue Transfer to Special Revenue Funds (Probation, DESM, etc.)	\$0.860
General Revenue to Emergency Medical Services	\$0.793
Community Redevelopment Agency (CRA)	\$0.746
Contractual Increases (Information Tech., ME, mowing, landscaping, custodial)	\$0.653
Clerk, Property Appraiser and Tax Collector	\$0.487
General Revenue Transfer to Solid Waste Enterprise Fund	\$0.433
Medicaid	\$0.394
Communication Cost Increases	\$0.336
Workers' Compensation	\$0.288
Consolidated Dispatch	\$0.269
Department of Juvenile Justice	\$0.200
Fuel, Fleet Maintenance and Utilities	\$0.190
Interlocal Agreements (e.g. Animal Control, Planning, 800 MHz, Parks & Rec.)	\$0.158
CHSP	\$0.145
Mosquito Control Hand Fogging Program Elimination	(\$0.043)
Implementation of Library RFID Check out and Collection Management Services	(\$0.350)
Reduce Paint and Carpet Maintenance	(\$0.229)
Non-Essential Travel and Training Freeze	(\$0.250)
Hiring Freeze - Six Months	(\$1.000)
Supervisor of Elections Presidential Elections Cycle Savings	(\$1.060)
General Revenue Transfer to Capital	(\$2.321)
Debt Service Savings (Multi-Year Fiscal Plan)	(\$4.170)
Total Change in Expenses	\$3.264
Budget Shortfall	\$0.000

The following is an analysis of the revenues and expenditures outlined in Table #2.

Preliminary Estimated Changes in Revenues

The following section provides a summary of the projected changes to general revenues between the current fiscal year (FY 2020) and next fiscal year (FY 2021).

Property Taxes (\$9.203 million): 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.

For five years following the 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 6.05%, 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 \$442,500 to \$1.56 million.

Based on new construction and the Save-Our-Homes taxable value cap (2.3%), taxable property values for FY 2021 have increased 6.78%, providing an additional \$9.203 million in property tax revenues. While the millage rate remains constant, under the definitions in Florida Statutes, this is considered a property tax increase. The increase in property taxes offsets the \$7.4 million in lost revenue from state shared sales tax revenue, gas taxes and interest earning.

State Shared Revenue and ½ cent Sale Tax (-\$4.015 million): Reductions in State Shared, ½ Cent Sales Tax and Public Services Tax revenues are estimated to decrease by \$4.015 million. Collection of these taxes has decreased significantly due to the impacts of COVID-19.

Interest Earnings (-\$911,248): One of the measures the Federal Reserve made to address the economic impacts of COVID-19 was to decrease interest rates to near zero percent. This will cause interest and investment earnings for the County’s portfolio to decrease an estimated \$911,248.

Gas Taxes (-\$466,033): Gasoline taxes are preliminary estimated to decrease by 6% or 466,033. 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. However, with stay-at-home orders and more workers telecommuting a further decline in collections is projected.

Public Services Tax (-\$348,000): Revenues are projected to decrease by \$348,000. While less affected by the shut-down, since residents are at home using utilities, milder weather has reduced the use of utilities.

Other General Revenues (-\$220,000): Other general revenues are expected to decrease. Fees related to Sheriff law enforcement (warrants) and prisoner room and board have declined. Other

reductions included: parking, library fees, child support enforcement, and the Federal Payment in Lieu of Taxes.

Fund Balance (\$1.457 million): Increase in the use of fund balance from \$1.5 to \$3.0 million. While this is a significant increase, during the height of the “Great Recession” the County utilized \$5.0 million in fund balance to balance the budget. In the years since, the fund balance transfer has been reduced to \$1.5 million, however, next year’s increased use of fund balance allows the budget to avoid cuts in services or increases in taxes and fees. The increased use of fund balance allows the County to remain with in County policy guidelines for next fiscal year. More information regarding the use of fund balances follows in the fund balance section of this item.

Preliminary Estimated Changes in Expenses

Increases

The following sections provide the proposed increases in general revenue supported expenditures. Following this section is an analysis of the proposed reductions.

Sheriff Personnel and Operating Expenses (\$4.468 million): The overall Sheriff’s FY 2021 budget request increased by \$4.458 million over FY 2020 or 5.8%. This includes personnel increases for salaries and benefits. The Sheriff’s FY 2021 budget request includes two new positions. These two new civilian positions are deemed critical by the Sheriff: An Information Technology Analyst and a Training and Wellness Specialist. The budget also contemplates the transfer of maintenance of the detention center from the Sheriff’s Office to the County’s division of Facilities Management. This will allow for a more efficient utilization of resources with the consolidation of all County building maintenance within one operation.

In addition, the Sheriff’s budget historically has included increased funding for off-site medical expenses for the detention center inmates. However, this year, to not unnecessarily increase the Sheriff’s funding request for medical expenses that may not occur, the Sheriff’s Office has not request and increase in funding for this account. Rather, as is common in other Florida counties, if the Sheriff’s Office has extraordinary off-site medical expenses during the year that exceeds the approved budget, a request is made to the County to pay this bill. This approach does not unnecessarily increase the budget and allows for better control of expenditures.

Leon County Employee General Revenue Related Expenses (\$2.277): The largest operating expense in the budget is associated with personnel costs. In total, projected increases are \$2.277 million. Pay for performance, workers’ compensation, F.I.C.A. and overtime are projected to increase \$1.147 million. The budget contemplates continuing to support the County’s pay for performance structure with an increase of 0 - 5%, with an average of 3% based on performance. It is important to note that as the hiring freeze continues, employees are addressing gaps in service with increased workloads. As a high performing organization, it is essential to award annual performance increases in recognition of existing staff being required to do more with less while also providing essential critical services to the public during a pandemic. Also included are health care costs estimated to increase 7.0% or \$469,000. Final health insurance rates will not be available until the end of 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 18.1% with a fiscal impact of \$661,000.

General Revenue Transfer to Special Revenue Funds (\$859,938): Funds related to Probations, Development Service and Environmental Management, Stormwater and Transportation, increased to support general operations.

Community Redevelopment Agency (CRA) (\$747,570): Property value growth in the Frenchtown and Downtown CRA Districts increased in value 42.9% and 13.25%, respectively. The total payment to the CRA is \$3.48 million.

Contractual Obligations and Maintenance and Repairs (\$652,615): Total increases include:

- County software maintenance licensing agreements including: NEOGOV Human Resources management system, Microsoft Office 365 licensing, Oracle database management, cyber security enhancements, data loss protection and backup recovery software, website domain registrations and licenses and upgrades to work order management systems (\$350,580);
- Medical Examiner fees related to autopsy services and pathology services (\$177,434);
- County share for maintenance to the Public Safety Complex (\$100,457);
- Facilities Management increases for grounds, custodial and security (\$85,382);
- Parks and Recreation mowing, turf management and other maintenance (\$77,600);
- Contract increase for the Fleet monitoring software (\$20,596);
- Contract increase for Purchasing software (\$18,000);
- CHSP Portal Maintenance and Site Hosting (\$37,210);
- Reduction in the Library security contract in the amount of \$171,850. The County currently utilizes the Sheriff to provide security. This approach transitions to utilizing a private security firm. The Sheriff's Office concurs with this approach.

Clerk, Property Appraiser and Tax Collector (\$486,830): The Clerk of Courts and Comptroller's budget request, including increases for Article V, and personnel benefits increased \$82,125. At the recommendation of the County's external auditor, the Clerk's budget includes the addition of one new General Accountant position. This position was determined necessary to ensure that there are adequate staff resources to manage the year ending close out process. The County provides 72.43% of the funding for the Clerk's Finance Division and the impact of adding this position is \$75,812. The Tax Collector's funding is commission based on the amount of property tax collected on behalf of the County and the School Board. Based on the 6.78% increase in the preliminary property values the Tax Collector budget will increase by \$285,481. The Property Appraiser's budget request increased by \$119,224 to pay for the inflationary increases associated with personal and operating expenditures.

Medicaid (\$393,578): The County is required by Florida Statute 409.915, to contribute to State's share of matching funds for the Medicare Program. The County was notified that the annual contribution was increased by 12.9% for FY 2021.

Leon County Government Communication Billing (\$335,697): In FY 2020 the communication costs for phone system repair, maintenance, upgrades, and internet were funded through non-recurring fund balance in the communication services fund. The FY 2021 cost reflects the current recurring expenses.

Interlocal Agreements (\$158,157): This category funds increases per County interlocal agreements with the City of Tallahassee for Animal Control (\$185,209) which includes funding for the Animal Shelter and the annual inflationary increase for the Parks and Recreation agreement (\$61,328). In addition, an increase of \$51,130 will pay for Radio Communications increased to address system repair system costs and the third year of funding for the five-year microwave replacement plan. Lastly, increases are off-set by reductions in the County share of the Planning Department (\$62,510) and in the County payment for the Office of Economic Development (OEV) (\$77,000). The Blueprint 2020 sales tax began funding OEV in January 2020 concurrent with the collection of the new sales tax collection.

Consolidated Dispatch Agency (CDA) (\$268,689): The County share of funding for the Consolidated Dispatch Agency is increasing by 9.3%. This is primarily due to moving the Motorola CAD payments from the City's technology budget to the CDA for proper reconciliation.

Workers' Compensation/Risk Management (\$288,828): This budget has increased to properly maintain the necessary funding level for workers' compensation claims. Annually, an actuarial analysis is conducted on the outstanding County workers' compensation claims. To ensure that adequate reserves are maintained to pay outstanding claims, and future claims, funding levels are reviewed annually as part of the budget process. In addition, claims activity over the past three fiscal years has required mid-year budget allocations from the Risk Fund reserves to pay additional claims. To mitigate mid-year budgeting of reserves and to ensure adequate appropriation is available for claims, the budget for workers' compensation claims has been increased. Other costs related to insurance premiums increased \$88,828.

Department of Juvenile Justice Payment (DJJ) (\$199,889): Leon County has not received formal notice from DJJ detailing the final amount for the FY 2021 budget. Based on recent historical trends, this statutorily mandated payment to the DJJ will increase by an estimated 12.7%.

Fuel, Fleet Maintenance and Utilities Costs (\$190,000): Fuel costs are projected to increase a modest \$27,725 while fleet repair and maintenance costs are projected to increase \$235,743. These increases are off-set by a \$73,468 savings in utility billings being realized as a direct result of the centralized utility billings and continuing energy savings efforts.

CHSP Expanded Promise Zone (\$145,000): As approved at the January 28, 2020 meeting, the Board increased CHSP funding to include a direct allocation to agencies that provide services to the expanded Promise Zone area.

Expenditure Reductions

The following analysis provides a summary of proposed expenditure reductions for the FY 2021 budget.

Mosquito Control Yard Hand Fogging Program (-\$43,000): The County Administrator's proposed budget balancing strategy includes the elimination of the hand fogging program which allows for a reduction in vacant position OPS personnel and operating expenses of \$43,000. As the private sector currently provides this, citizens still would have an option to receive this service. The existing hand fogging program is a limited "free" service requested by individual private households with the first two visits per year provided at no cost. Additional hand fogging requests are \$25 for each site visit; however, most residents only use the two "free" services, and this program collects less than \$400 annually in revenue. Citizens requesting hand fogging service often desire the spraying be performed prior to a specific event occurring on a specific date/time.

Additionally, the hand fogging program targets only one specific mosquito that bites during the day, the Asian Tiger Mosquito, which breeds in small pockets and containers of water adjacent to and around the home. In comparison to the hand fogging program, the truck fogging program receives more requests for services and targets various mosquitos types. During FY 2019, the program responded to 4,471 citizen requests for truck-spraying services. The truck spraying program treats a much larger area than the hand fogging program, and this service is not provided by the private sector.

Library RFID and Collection Services Efficiencies (-\$349,642): RFID is a technology many libraries around the world implement to increase staff efficiencies and provide users with a convenient self-service experience. Rather than placing barcodes on library materials, RFID uses microchip tags and scanners that can read multiple tags at once from a distance. Collection Management Services provides shelf-ready books, digital content that are targeted to Leon County readership. By implementing both of these systems, the Library can improve efficiencies and provide library patrons a better experience by reducing the number of staff needed. These efficiencies are funded through the elimination of 12.5 vacant library positions. This is discussed in more detail in the *Other Budget Issues* section of this item.

Deferred Maintenance (Carpet and Paint) (-\$229,980): This reduces the annual budget for interior painting and carpet replacement by 50%. Facilities Management maintains schedules for painting and carpet for the systematic maintenance of all County facilities and the Public Safety Complex. The carpet replacement and interior paint schedules is similar and provides scheduled planned replacement based on age and appearance. The schedule ensures carpet and paint in County facilities are routinely replaced to prevent excessive wear. This reduction delays the scheduled replacements for some work areas up to a year.

Non-Essential Training and Travel Freeze (-\$250,000): In the initial stages of the COVID-19 pandemic, the County Administrator, to reduce the fiscal impacts on Leon County's finances, imposed a non-essential training and travel freeze for all employees. This training and travel freeze limits employee travel and training to only those essential to perform their job or that require licensure renewals and/or continuing education units (CEU). To reduce costs and to make up for

declining revenues, the FY 2021 proposed budget maintains the non-essential travel and training freeze for an additional six-months.

Hiring Freeze – Six Months (-\$1.0 million): Similar to the non-essential travel and training freeze, the County also imposed a hiring freeze on all vacant positions except for Emergency Medical Services employees and other essential services personnel. The hiring freeze will leave vacant any non-essential positions for half of the fiscal year; there are currently 48 positions vacant. Rather than implementing furloughs, which affect all employees and their income, a hiring freeze provides for budget savings and is less impactful on employee morale, is less impactful on service delivery, and is easier to implement and monitor.

Supervisor of Elections Presidential Election Cycle Savings (-\$1.06 million): The election budget declines after years where a presidential preference primary is held.

General Revenue Transfer to Capital (-\$2.321 million): The impacts of the Covid-19 economy have caused a reduction in the amount of general revenue that can be used to support the FY 2021 capital budget. The preliminary FY 2021 budget includes a reduction in the capital transfer of \$2.321 million. As presented in the FY 2020 budget reduction section, this reduced transfer is offset by the \$2.0 million because of additional reductions made in the current year. Previously, 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 \$10.0 to \$11.0 million in recurring funds should be transferred annually in support of the capital improvement program (CIP). The \$2.321 million reduction lowers the transfer from last year's \$7.4 million to \$5.1 million in FY 2021.

Debt Service Savings/Multi-Year Fiscal Plan (-\$4.1 million) During the FY 2020 budget process, the Board adopted a multi-year fiscal plan that allocates \$4.1 million in FY 2021 debt services savings to avoid future tax and fee increases. The plan allowed for the avoidance of raising fees related to fire service and solid waste and not increasing the MSTU for emergency medical services. The plan reallocated the debt service savings in FY 2021 as follows:

- Provided \$1.6 million to the fire service fund to maintain the fees at the same level and avoid the fee increase as planned in the interlocal agreement with the City of Tallahassee;
- Provided \$2.0 million to EMS to avoid increasing the MSTU subsequent to the end of the planned draw down of the EMS fund balance;
- Provided \$573,131 to the Solid Waste fund to avoid having the increase the non-ad valorem assessment and eliminate the fees for the rural waste service centers

Because of the revenue loss related to the Covid-19 pandemic, the FY 2021 plan has been adjusted as follows:

- In conjunction with the City of Tallahassee, the planned increase in the fire service payment for FY 2020 has been deferred until FY 2022. This allows \$1.6 million to be redirected to address the budget shortfall; however, using these funds for recurring operating expenses

may place Leon County in the position to consider additional budget reductions, usage of existing reserves or increasing the fire service fee in FY 2022.

- The EMS expenses and revenues did not require the entire \$2.0 million in general revenue to support this program. Instead, additional Medicare funding has been provided to EMS. To balance the fund, \$792,616 was transferred to EMS.
- The general revenue transfer to solid waste to support recycling, the rural waste collection centers, and avoid increasing the non-ad valorem assessment increased by \$433,439.

Of the \$4.1 million in debt service savings, \$1.3 million is appropriated consistent with the original multi-year fiscal plan. To address the economic impacts of the Covid-19 pandemic, the remaining \$2.8 million is available to balance the FY 2021 budget. Adjusting the planned use of the debt service savings allows the millage rates and the non-ad valorem assessments to remain unchanged.

Position Changes

The proposed budget does not include any new general revenue positions for Leon County Government. In addressing the impacts of the pandemic, the Preliminary Budget continues with a hiring freeze into next fiscal year. Instead of adding any additional general revenue positions, the preliminary budget includes reclasses of positions to address increased workloads of existing employees. However, given the significant increase in park acreage over the past several years and projected into the future including Apalachee Regional Park, Broadmoor Park, Orange/Meridian Park, future expansion to Chaires Park and the two new dog parks, there is a need for an additional three-person parks maintenance crew which may be addressed as part of a future budget.

Table #3 shows the current position changes included in the FY 2020 Preliminary Budget. As reflected in the table there is no new Leon County Government positions funded through general revenue included in the FY 2021 preliminary budget.

Table #3: Leon County Government Preliminary Position Changes

Division	Change	Position #s	Net Cost Increase
Emergency Medical Services	Transport Crew Address New ERs	10	\$0
	1/2 Crew (12-hour shift)	6	\$378,102
Facilities Management	Detention Facility Maintenance	9	\$0
Library Services	RFID and Collection Management	(12.5)	(\$350,000)
Total		12.5	\$28,102

Emergency Medical Services Positions

Earlier this year, EMS started providing transports for Capital Regional Medical Center to move patients from their new Southwood emergency medical center to the CRMC hospital and will provide this same service when the North Monroe Emergency Center is completed this year. To handle the volume of transports, EMS is recommending bringing on staffing for a full crew. The cost for adding these positions will be offset by transport fees billed to CRMC.

Consistent with long term planning, an additional half-crew allows EMS to staff a 12-hour shift to handle peak call volumes.

Facilities Management

The County has historically provided funding to the Sheriff to perform maintenance at the Detention Facility. This funding includes nine positions and related operating costs such as utilities. In discussions with the Sheriff’s Office and to increase operational efficiencies with the Detention Facility maintenance, it is recommended to transfer the existing Sheriff facility maintenance staff to Leon County Government, where ORS Facilities Management will be responsible for the day-to-day and long-term maintenance of the Detention Facility. Transferring these positions from the Sheriff to Leon County is expense neutral.

Library Technology Efficiencies and Savings

As presented in further detail later in this item, the reduction of 12.5 vacant library positions provides the funding for RFID and Collection Management efficiencies and service enhancements. The conversion to the new technologies will enhance the overall services offered at the library.

Recommended Position Reclasses: As part of the annual budget process, the Office of Human Resources reviews request for position reclassification to see if the positions duties have changed or been modified in excess of 50%. With the hiring freeze, existing employee workloads have increased significantly. County employees continue to provide essential services to the public during the pandemic with less resources available. Table # 4 shows the six positions recommended for reclassification for FY 2021. Due to the current and planned continuation of the hiring freeze, reclassifications properly compensate employees who are performing additional functions and tasks as their job duties grow.

Table #4: Recommended FY 2020 Position Reclassifications

Department/Current Position	Recommended Reclass	Increase*
<i>Office of Resource Stewardship</i>		
Facilities Manager	Facilities Director	\$7,241
Facilities. Sr. Operations Manager	Administrative Services Manager	\$6,514
Solid Waste Superintendent	Solid Waste Manager	\$4,343
<i>Human Svs. & Community Partnerships</i>		
Administrative Associate V	Human Services Specialist	\$4,894
<i>Public Works</i>		
Crew Chief	Crew Chief II	\$3,589
<i>Dev. Svs. & Environmental Mgmt.</i>		
Administrative Associate V	Compliance Services Technician	\$1,286
Total		\$27,867

* Does not include benefit adjustments

Other Pay Adjustment Items

The following section provides an analysis of a proposed change in the EMS paramedic pay plan. In addition, this section provides an update on the County’s living wage.

Emergency Medical Services Paramedics

Over the past two years, EMS has had a 50% turnover rate for paramedics. The employment market has fewer individuals entering the paramedic field and the County is also competing with the local hospital market for the same employees. To address the turnover rate and market competition, Leon County Human Resources performed a paramedic pay study against markets with similar transport rates and 12-hour shifts.

The review showed that Leon County lags the market for agencies who have similar transport rates with 12-hour shifts by \$1.50/hour. The budget contemplates implementing the pay adjustment for paramedics working 12-hour shifts at a cost of \$271,400. Increasing the paramedic pay by \$1.50/hour is anticipated to reduce the turnover rate, encourage longevity and attract new paramedics to EMS.

Review of \$13.00 Minimum Wage from the current \$12.00

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)

During the 2018 initial analysis, the living wage in Leon County was \$11.15/hour according to the Massachusetts Institute of Technology (MIT) living wage calculator. Rather than adopt the MIT living wage, the Board opted to establish the living wage at \$12.00/hour. Subsequently, during the FY 2020 budget process the Board requested a review of increasing the living wage to \$13.00/hour for FY 2021.

In the absence of neither a state nor federal government living wage, the use of the MIT calculator is considered an industry best practice to determine a living wage. An updated review shows that Leon County continues to exceed the MIT living wage for Leon County which is currently \$11.91.

Additionally, Amendment #2, which considers raising the Florida minimum wage to \$15.00/hour, is on the ballot in the upcoming November election. If implemented, the minimum wage would increase to \$10.00 per hour effective September 30, 2021. Each September 30th thereafter, the minimum wage shall increase by \$1.00 per hour until it reaches \$15.00 per hour on September 30, 2026. Afterwards, future minimum wage increases shall revert to being adjusted annually for inflation starting September 30, 2027. Since Leon County's living wage is still above the published minimum wage for Leon County and a Florida minimum wage is on the ballot this November, it is recommended that Leon County's living wage remain at \$12/hour. If the ballot initiative passes, Leon County would reach the \$13 minimum by September 31, 2024.

Constitutional Position Changes

Table #5 summarizes the positions requested by the Constitutional Officers, specifically two for the Sheriff and one for the Clerk of Courts and Comptroller, Finance Division.

Table #5: FY 2021 Constitutional Position Changes

Sheriff	Position Adds
Information Technology Analyst	1
Training and Wellness Specialist	1
Transfer of Facilities Staff to Leon County	(9)
Total Sheriff	(7)
Clerk of Courts and Comptroller	
General Accountant	1
Total Clerk	1
Total Constitutional Officers	(5)

For the Sheriff, the additional Information Technology Analyst position will maintain software applications and allow senior staff to focus on complex criminal analysis projects. The Training and Wellness Specialist will provide employee career and leadership development, mentoring, performance standards, and employee improvement initiatives.

The Clerk’s General Account position request ties directly to external audit comments related to the year-end close out process. Adding this position will allow for a smoother year-end financial close out and address a specific audit recommendation.

Fund Balances

Consistent with best governmental financial practices, Leon County Policy 07-2 “Reserves” establishes fund balance policy levels sufficient for cash flow and emergency purposes. As property tax revenues begin collection two months after the start of the fiscal year, fund balances allow the County adequate cash flow to eliminate the need for short-term borrowing in October and November. As recognized by bond rating agencies like Fitch, sufficient fund balances are considered a sign of fiscal stability and influence bond ratings. In addition, as noted in Policy 07-2, utilization of fund balance more than policy minimums should support one-time capital project funding and/or other one-time expenditures to address unforeseen revenue shortfalls. In the future, moving toward the elimination of using recurring fund balance aligns with industry best practices, is consistent with County policy and provides greater long-term financial stability for the County. However, given the revenue shortfalls associated with the pandemic, additional usage of fund balance is consistent with County policy.

The FY 2021 Preliminary Budget appropriates \$3.014 million in general revenue fund balance in the operating budget. This is an increase of \$1.457 million from FY 2020. This amount is still below the \$5.0 million amount used to balance the budget in FY 2015 when the County was still addressing the effects of the Great Recession.

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 Leon County Government and Constitutional Officer

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, Branch Libraries and Park Expansion) has been reduced. Without general fund balance accumulation, the County would need to consider issuing debt to support future capital project needs.

In addition to general fund balances, certain dedicated fund balances are included for appropriation as part of the FY 2021 budget as follows.

Capital

Appropriates the \$2.0 million in budget reductions from the current year in support of next year's preliminary capital program. In addition, the transportation capital budget uses \$350,000 in existing fund balance.

Intervention and Detention Alternatives

In FY 2021, the planned drawdown of programmed fund balance continues at \$300,000 for the third consecutive year. Pretrial fees continue to decline leading to an increase in general revenue support to maintain current service levels and the continued use of fund balance. During last year's FY 2020 budget process, the Board considered eliminating the pre-trial fees, but after deliberation opted to keep the fees and not transfer additional general revenue to the fund.

Building Inspection

The FY 2021 budget contemplates using \$1,048,749 of available fund balance. Coming out of the recession, building permit revenue increased faster than expenditures as the division ramped up to handle the increased workload. This allowed for an accumulation of fund balance, which is budgeted to maintain services levels. While permitting revenues have started to stabilize from the significant growth in the construction industry the last three years, activity is still at pre-recession levels. The increase in the fund balance is to cover operating costs, provide capital funding for additional upgrades to the on-line permitting system, which is important to reducing permitting time frames, and vehicle replacements.

Other Special Revenue

Special revenue fund balances (i.e. Judicial Programs) are utilized to support programs with dedicated revenues and to correspondingly avoid the transfer of general revenues. For FY 2021, a total of \$149,081 in fund balance is contemplated for appropriation for use is in Judicial Programs.

For reference, a summary of projected fund balances is presented in the FY 2020 Mid-Year Report (Attachment #5).

Capital Program

Attachment #6 provides a summary of the preliminary FY 2021 to FY 2025 Capital Improvement Program. The five-year CIP continues to focus on maintaining the County's core infrastructure, including road resurfacing, stormwater facilities, parks and greenways, the County's technology infrastructure and investing in upgrades to the detention facility. Several capital projects required

additional funding not originally included in the previous five-year CIP. The following provides a summary for projects with larger increases.

1. *Sheriff Evidence Warehouse (\$900,000)*: The current evidence facility located at the Detention Facility is undersized and does not provided enough space for the long-term evidence storage required by Florida Statutes. The evidence storage is recommended to move to the existing County storage facility on Tharpe Street. Using an existing facility for remodeling will save the County \$10.0 million rather than building an entire new facility as originally requested by the Sheriff's Office. Currently there is \$1.0 allocated for an evidence warehouse. Initial design estimates indicate that the total project cost is \$1.9 million.
2. *Energy Savings Performance Contractor Services (ESCO), Capital Funding Contribution (\$650,000)*: This funding represents a capital match to fund energy saving infrastructure projects and will be matched by additional savings in energy costs. A separate budget discussion item details this project. Implementing this project eliminates need to provide approximately \$17 million over the next five-years to replace end-of-life mechanical systems.
3. *Apalachee Regional Park (\$287,000)*: This amount reflects the final costs needed to complete the current phase of the park amenities including signage, the installation of wi-fi, trails and the initial phase of the park loop road.
4. *Public Safety Complex (technology and building systems management) (\$175,000)*: This complex was constructed using modern IT and electronic building management systems that allow this facility to have mechanical systems controlled 24/7. To ensure the complex continues to operate uninterrupted these components are scheduled for updating as they have reached their end of warrantied life.

To balance the overall budget, a review of the capital budget plan determined that some projects could be deferred to future budget years or the funding reduced. The proposed reductions will not cause any public safety issues or increased cost of maintenance at this time. Reductions include savings from revised cost estimates for Maylor Road drainage improvements, deferring for one year the Baum Road drainage improvement project, eliminating renovation of the MIS server room, reducing computer replacements, deferring until a future budget cycle the construction of a third planned dog park, the paving of the interior Fairground roads and funding for Courthouse maintenance. Also, as part of the currently approved five-year CIP additional sidewalk funding was to be allocated from gas tax revenues in FY 2021. However, to assist in balancing the budget this funding is not included in next year's budget. As planned, an additional \$1.25 million will be added to the sidewalk account from the County share of Blueprint sales tax funding. Attachment #7 shows a complete list of deferred capital projects.

General County Infrastructure and Maintenance

The FY 2021 – FY 2025 Capital Improvement Plan is primarily focused on maintaining the County's infrastructure of buildings, roads, stormwater system, parks and fleet (Attachment #6).

In January of FY 2020, Leon County began collecting its share of the Blueprint 2020 sales tax extension. As previously approved by the Board, the County's ten percent share of the sales tax will be used for road resurfacing, intersection and safety improvements.

The County’s 10% share of Blueprint and L.I.F.E funding are projected to be \$1.3 million less next fiscal year. The 10% share supports the County’s annual road resurfacing, OCGM maintenance and intersection/safety capital projects. Based on a review by Public Works, enough funding exists in the intersection/safety and OCGM accounts to address next year’s maintenance requirements. A minor reduction will also be made to the resurfacing account for only one year. If future sales tax revenue does not grow sufficiently next year, then as part of future budget cycles, additional funding may need to be allocated to the resurfacing account. The additional funding will need to come from alternative funding sources in the County budget.

A new component of this sales tax is the two percent dedicated to Livable Infrastructure for Everyone (L.I.F.E.). Last year the Board approved a five-year L.I.F.E Program schedule during the budget process (Attachment #8). Consistent with other sales tax revenues L.I.F.E. is projected to have a shortfall in the current year of \$88,890 and a \$208,950 shortfall in FY 2021. Over the next five years, L.I.F.E revenues are projected to be \$1.1 million lower than originally projected. The revised preliminary five-year program is shown in Table 6.

Table #6: FY 2021 – FY 2025 LIFE Five Year Funding Program

Projects	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Rural Road Safety Stabilization	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Miccosukee Sense Place	\$200,850	\$197,630	\$205,060	\$0	\$341,950	\$945,490
Street Lighting	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Boat Landing Enhancements & Upgrades	\$125,000	\$0	\$125,000	\$125,000	\$125,000	\$500,000
Fire Safety Infrastructure	\$0	\$0	\$125,000	\$0	\$125,000	\$250,000
Recreational Amenities	\$200,000	\$350,000	\$0	\$0	\$0	\$550,000
Stormwater and Flood Relief	\$0	\$0	\$115,000	\$400,000	\$0	\$515,000
2/3 Program Match	\$0	\$0	\$0	\$0	\$0	\$0
Total L.I.F.E. Project Funding	\$725,850	\$747,630	\$770,060	\$725,000	\$791,950	\$3,760,490

The following provides details of the revised five-year program.

- Rural Road Safety Stabilization: Initial marketing for this new program started in August 2019. To date no residents or neighborhood have requested to participate in this program. Due to COVID-19 the direct public outreach was suspended. For FY 2021 this funding category is reduced by \$75,000 from the initial \$175,000, and has been adjusted to \$100,000 per year. Pending restarting outreach and interest in the program, additional funding can be added in subsequent budget cycles.
- Street Lighting: This category is reduced \$25,000 in FY 2021 and adjusted to \$100,000 per year for the next five years. The prior plan included \$125,000 per year.
- Boat Landing Enhancements: Additional funds are added in the fifth year of the plan with minor reductions in FY 2024.
- Fire Safety Infrastructure: While no specific project has been identified for this funding category, future projects may include water towers in partnership with Talquin. The project is

being adjusted to provide funding in outyear budgets FY 2023 and FY 2025. Funding from the fire service fee is still available to install fire hydrants.

- Miccosukee Sense of Place: The Concord School project did not receive the requested \$1.0 million CDGB funding to assist with the planned remodeling. To address this grant denial funds are added to the fifth year of the plan.
- Recreational Amenities: This funding is for the replacement of the boardwalk removed at J. Lee Vause Park. Funding remains the same in FY 2021 and FY 2022.
- Stormwater and Flood Relief: This project sets aside funding to address the flooding of Chaires Cross Road. The initial funding level remains the same.
- 2/3 Program Match: This program does not have any current projects, and due to the right-of-way donation requirements in this category, neighborhoods have difficulty in donating right-of-way unless all the property is owned by the homeowners' association. The FY 2023 funding for this category is removed and there is no funding programmed over the next five years.

Other Budget Considerations

The following section provides additional updates and recommendations for other departmental budgets and policy items, as well as, an update on the progress being made on the County's five-year strategic plan.

Tourism

No industry has been more impacted by the effects of COVID-19 than the tourism/hospitality industry and the related Tourist Development Tax (TDT) revenue collections by local governments. On April 14, 2020, the Board received a status report on the actions taken in response to the financial impact of COVID-19 including a \$2.1 million reduction in FY 2020 TDT expenditures. By the month's end, TDT revenues declined 70% from the average collection rate for the month April which is anticipated to be the trough for collections during the pandemic due to the business closures and stay-at-home orders. Based on the \$2.1 million in expenditure reductions presented to the Board in April along with additional cost savings identified within the Division of Tourism's budget for the remainder of the fiscal year due to COVID-19, staff does not anticipate utilizing the TDT fund balance to offset collections in FY 2020.

Industry forecasts project gradual increases in monthly TDT collections in FY 2021 from the deep trough of April 2020. As a drive market destination that offers an abundance of outdoor recreation activities, Leon County's tourism and hospitality market is positioned to quickly rebound once COVID-19 conditions and consumer confidence support non-essential travel. However, the prevalence of the COVID-19 virus in our community will also guide decisions about local events and activities that will impact TDT collections. This includes collegiate athletics, major events and festivals, youth sports activities, business and higher education conferences, and the convening of the Legislature.

The County's Preliminary Budget forecasts \$4.4 million of TDT in FY 2021, 20% of which is dedicated to the Council on Cultural and Arts by County Ordinance. The Division of Tourism's budget for FY 2021 is projected to be \$3.5 million, a 25% reduction from the adopted FY 2020

budget. Without reducing full-time positions, the preliminary budget realizes cost savings through a reduction in marketing activities, Amphitheater Concert Series funding, event grants, staff travel, and contractual services which support the operation of the Division of Tourism. To mitigate the changes absorbed by these contractual service providers, staff will bring back an agenda item(s) seeking Board approval to extend the terms for each vendor based on the length of their modified compensation.

Given the uncertainty regarding the duration and prevalence of the virus and the resulting inability to host large community events that attract visitors, the TDT fund balance may be needed in FY 2021 to offset potential declines in TDT collections. Staff will continue to regularly monitor TDT collection data as it is made available to adjust revenue projections and align expenditures accordingly. Pending actual TDT collections next fiscal year, updates will be provided to the Board as needed.

Adopt the “Human Services Emergency Assistance Programs” policy for the Direct Emergency Assistance (DEAP) and Veteran Emergency Assistance (VEAP) Programs (Attachment #9)

The proposed policy would authorize the County Administrator to realign funding between DEAP and VEAP Programs when deemed appropriate to maximize the number of residents and Veterans assisted. Annually the County budgets \$40,000 for the DEAP and \$100,000 for the VEAP. In the past three years an average of \$63,000 has been spent to assist Veterans through VEAP with approximately \$37,000 remaining unspent annually. Therefore, it is recommended that the Board authorize the County Administrator to realign funding between DEAP and VEAP when deemed appropriate to maximize the number of residents and Veterans assisted. The policy also provides for the consistency in the use of the two program funds.

Comprehensive Plan Update Funding

On February 26, 2019, staff provided a status update to the Board and City Commission at a Joint County-City Workshop on updating the Land Use and Mobility Elements of the Tallahassee-Leon County Comprehensive Plan. At the Workshop, 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 and Mobility Element Update. The City and County subsequently budgeted \$300,000 (150,000 each) in FY 2020 to hire a consultant to complete the update of the Land Use and Mobility Elements of the Comprehensive Plan.

At an October 15, 2019 Joint Workshop on the Comprehensive Plan, the Board and City Commission directed staff to cancel the Request for Proposals for the Land Use and Mobility Element updates and analyze the cost of expanding the scope to update the entire Tallahassee-Leon County Comprehensive Plan. This action was ratified at the November 12, 2019 Board meeting.

It is estimated an additional \$450,000 is needed to expand the scope of the project to include the remaining nine Elements. At the direction of the Commissions, an additional \$225,000 would be included in each of the County and City FY 2021 Preliminary Budgets. These funds are not contemplated in the preliminary budget.

Due to the significant cost and the unfolding budgetary impacts from the COVID-19 emergency, staff recommends pausing work on the Comprehensive Plan Update and maintaining the previously budgeted \$150,000 each from the City and County. To determine the actual costs of a future study, it is contemplated that Planning release a Request for Information to seek more specific feedback on costs from the private sector to complete the Comprehensive Plan Update and related Land Development Code updates. This will provide reliable information for future budgeting of this important initiative. The City is also considering this approach at their July 8, 2020 Budget Workshop.

Building Inspection Services Fee Study

In November 12, 2019, the Board adopted a “flat fee” methodology for calculating building permit fees and authorized staff to hire a consultant to conduct a comprehensive building permit fee study. Leon County last updated its building permit fee schedule in 2004. In December 2019, the County contracted with MGT Consulting Group to conduct the comprehensive building permit fee study which will be presented to the Board in September. The study will provide recommendations based on the current fee structure with consideration to recent statutory and state regulatory changes governing the issuance of building permits and building inspection services.

Library Technology Efficiencies and Savings

During the January 2020 Retreat, the Board adopted a new Strategic Initiative for the Library titled the Essential Libraries Initiative. A final, detailed draft of the Initiative was set to be presented to the Board as part of the Budget Workshops. However, in the months since the Board’s Retreat, the COVID-19 pandemic and social distancing requirements have significantly impacted Library operations including significant declines in checkouts of materials, facility occupancy limits, and a suspension of all in-person programming. Additionally, County revenues have been impacted resulting in the need for several spending reductions measures. To ensure the Essential Libraries Initiative is reflective of the needs of the community post-COVID and adequate funding is available to support proposed recommendations, the final presentation of the Initiative will be delayed to the next fiscal year.

To best position the Library until this time, the FY 2021 budget contemplates the implementation of technology enhancements and changes to the collection management process that will result in major efficiencies and improvements to customer service. The proposed technology enhancements include self-checkout and radio frequency identification technology (RFID) which replaces the current barcode system with microchip tags and scanners that can read multiple tags at once from a distance. Also proposed is contracting for Collection Management Services which includes the selection and processing of materials. These enhancements are detailed in the sections below and are contemplated for immediate implementation using \$160,000 in FY 2020 funds from vacant Library positions. The remaining vacancies can be eliminated as result of these enhancements creating a combined annual budget savings of \$350,000.

The transition to RFID, expanded self-checkout, and contracting for Collection Management Services will facilitate several improvements in the Library’s customer service, programming capacity, as well as operational efficiencies. For example, the launch of RFID and self-checkout kiosks at facilities will significantly reduce or eliminate the need to individually scan items in and out of the Library. As a result, items make it back to the shelves faster so they are available for

patrons to browse, and patrons will spend less time waiting for high-demand items that they have placed on hold. Conducting inventories or locating misplaced items for patrons is also much faster as RFID allows these tasks to be accomplished with a wand reader as the staff member walks through the stacks of the collection. Another benefit to utilizing this self-service technology is that it will allow all County libraries to transition to “mobile staffing,” meaning that staff that were previously stationed behind service desks will be provided with mobile devices so they can assist patrons wherever they are in the facility. It should also be noted that both technologies will help the Library reduce the risk of spreading COVID-19 by promoting social distancing between patrons and staff and reducing the handling of materials. Use of these technologies will even free up staff to continue providing curbside services to accommodate at-risk or concerned patrons.

Like RFID and self-checkout, contracting for Collection Management Services also benefits patrons while creating internal efficiencies for the Library. For example, the Library will have increased buying power as service providers purchase materials for multiple public libraries and are able to secure items at significantly reduced costs. Selection of materials will also become more data-driven and be based upon not only internal circulation data, but also national, regional, and local trends in book purchases. The result is a Library collection that better reflects the interests of the community and a decrease in the purchase of items that are infrequently or never checked out. However, should an item not circulate, private providers of Collection Management Services allow for items to be returned or exchanged. This will be of significant value to Leon County’s Library as a recent “weeding” project resulted in the removal of more than 200,000 items that had not been checked out in five or more years. Finally, contracting for collection management will allow the Library to purchase pre-processed materials that are shelf ready. This change not only allows for savings in operating supplies, but also significant a savings in staff time. Currently, the Library has several staff whose primary responsibilities are selection, ordering/receiving, cataloging, and preparing materials with the necessary barcodes, labels, and protective covers. By purchasing pre-processed books and materials, most of these positions will be re-assigned to Library divisions that provide direct customer service and programming.

The equipment and services for these initiatives is available on state term contracts. Due to the libraries being partially opened due to COVID-19, it is recommended that these enhancements start now so they will be available for public use in early FY 2021.

Outside Agency Funding

At the March 8, 2016 meeting, the Board reviewed agencies that provided contracted services to the County to ensure that the services provided aligned with County priorities and initiatives and to provide budget oversight and contract compliance. To ensure outside agency contracts receive continuous oversight, Fiscal Policy No. 93-44 requires that as part of the annual budget process a mid-year performance report is presented (Attachment #10). Table 7 shows the outside agency funding recommendations for the FY 2021 Preliminary Budget.

Table #7: FY 2020 Adopted Outside Agency Funding & FY2021 Recommendations

Outside Agency	FY 2020 Funding	FY 2021 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 Commission on the Status Women & Girls	\$20,000	\$20,000
Sustainable Tallahassee	\$8,800	\$8,800
Total	\$909,234	\$909,234

At the March 10, 2020 meeting, the Board approved the proposed outside funding agency contracts at the funding levels reflected in Table #7.

In addition to the agencies currently contracted, Be the Solution, Inc. (BTS) has made a request of \$52,500 to Leon County to pay for an increased number of spay and neuter community vouchers (Attachment #11). BTS's total request is for \$116,667, with the balance (\$64,167) being requested from the City of Tallahassee. The request emanates from BTS's goal to spay and neuter 7,000 area dogs and cats. According to BTS, the goal of 7,000 spay and neuters is needed to reduce cat colony numbers significantly and shelter intakes.

Two years ago, the County approved a similar funding request from BTS at the June 19, 2018 workshop. BTS requested the City and County provide \$41,565 to the organization on a 45% County and 55% City basis to cover a funding shortfall. The County provided \$16,626 at that time. The contract approved was for one-year and was not planned as a recurring expenditure. Leon County did not provide funding in FY 2020 and due to budget reductions and revenue shortfalls the County is not recommending funding for FY 2021. The City has decided to maintain their FY 2021 budget allocation at the same FY 2020 amount of \$24,939.

Strategic Plan Update

The Board receives biannual status reports on the County's five-year Strategic Plan at both the Budget Workshop and Annual Board Retreat. The midyear status report on the FY 2017- FY 2021 Plan is included as Attachment #12 and presents the County's progress to date as of March 31, 2020. As reflected in the attachment, the progress on several initiatives has been delayed due to the impacts of COVID-19. Included in the status report is a detailed update on the County's 88 Strategic Initiatives, program or area specific projects that align with the County's Strategic Priorities to serve and strengthen the community. As shown in Table #8, as of the writing of this mid-year status report, a total of 70 (80%) of the Strategic Initiatives have been completed, with the remaining 18 (20%) in progress.

Table #8: Status of the Strategic Initiatives

Timeline	Complete	In Progress	Total
Summary Report	70	18	88
Status by Strategic Priority			
Economy	17	3	20
Environment	17	4	21
Quality of Life	16	7	23
Governance	20	4	24

The midyear status report also provides an update on the County’s bold goals and five-year targets. These goals and targets align with each priority area and communicate to the public and staff throughout the County the specific results that are expected for achievement through the collective execution of our Strategic Initiatives. As reflected in the attachment, the progress on several goals and targets have been impacted due to the impacts of COVID-19.

The Board will receive a complete update on the County’s progress on the five-year plan as part of the next Annual Board Retreat scheduled for January 2021.

Conclusion

As conveyed in this item, the global COVID 19 pandemic is a human tragedy of historic proportions which has had an unprecedented economic impact resulting in a global recession. In the United States, we are currently experiencing the human costs of lives lost and livelihoods upended. As a country, we have reached levels of unemployment not experienced since the Great Depression of the 1930s. Like the larger economic picture, the effects of the pandemic on Leon County finances have been without precedent. Without federal funding to replace lost revenues, the impacts on the current and next fiscal year will be severe. Forecasted County revenues including sales, gas, and tourism taxes show Leon County losing a combined \$17 million in FY 2020 (\$6.9 million) and FY 2021 (\$10.1 million). While the economic disruption caused by the pandemic has had devastating impacts on sales, gas and tourism taxes, property taxes have not been similarly impacted for the current fiscal year and are not anticipated to be impacted for the upcoming fiscal year. However, because property tax revenues are based on valuations from the previous year, it is unknown what the property tax impacts from the pandemic might be in the following fiscal years.

To address the revenue shortfall in the current year (FY 2020), in February, while the stay at home orders had not yet been issued, the County Administrator initiated a hiring freeze, stopped non-essential travel and training, and started implementing capital project deferrals and operating expenditure reductions. These actions, and the specific reductions outlined in this item, provide the cost savings necessary to offset the \$6.9 revenue loss for the current year.

The major components of the preliminary budget and budget balancing strategies are list below:

- The preliminary budget totals \$281,902,577 which is a 2.81% increase over the current year.

- No increase in the Countywide or EMS property tax rate, solid waste and fire non-ad valorem assessments.
- No new general revenue positions being added and no layoffs or furloughs of existing employees.
- New costs savings and avoidances of \$11.0 million, bringing the total to \$44.9 million since FY 2013.
- Decline in general revenues by \$7.4 million, offset by an increase in property tax collections of \$9.204 million using a constant millage rate. Resulting in a total increase of \$1.8 million dollars in general revenue.
- Continuation of the hiring freeze for the first 6 months of the new fiscal year by not budgeting \$1.0 million in salary and benefits for six months.
- Continuation of the travel and training freeze for six months into the new fiscal year saving \$250,000.
- Minimal reduction in service through the elimination of the mosquito control hand fogging program as the private sector currently offers this service, saving the County \$43,000.
- Reduce by half the regularly scheduled carpet replacement and painting saving \$229,980.
- The FY 2021 budget contemplates technology enhancements and changes to the Library's collection management process that will improve the quality of the collection and reduce the time spent processing materials, so staff can provide more direct customer service and program offerings. 12.5 existing library vacancies can be eliminated as result of these enhancements creating an annual recurring budget savings of \$350,000.
- Decrease the general revenue transfer in support of the capital improvement program from \$7.4 million to \$5.1 million.
- Increase in the use of fund balance from \$1.5 to \$3.0 million.
- A reduction in debt service payments of \$4.17 million next fiscal year as the County continues to pay off long term debt.
- Reduction of \$1.060 million in the Supervisor of Elections Budget resulting from most of the Presidential Election cycle costs being funded in the current fiscal year (FY 2020).

The County's strong financial foundation was established over many previous budget cycles with budget discipline, sound financial planning and an organization-wide focus on innovation, cost avoidance and efficiency. During previous recession and downturns in the economy, the County maintained fees and passed on significant property tax savings. Similarly, this budget does not include any tax or fee rate increases. Coming out of the Great Recession, 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 ability to withstand the COVID-19 pandemic.

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.

To prepare the FY 2021 Tentative Budget for the September 15, 2020 Budget Hearing, several policy discussion items are presented for Board consideration:

- Donation of Pimlico and Man O War Parks from the Killearn Acres Homeowner's Association to Leon County
- Status Report on the County's Long-Term Funding Support of the Kearney Center
- Consideration to Finalize a Contract and Pursue Financing for Energy Savings Performance Contractor Services
- Establishing the Maximum Millage Rate for the FY 2021 Tentative Budget
- Proposed *Leon CARES* Expenditure Plan for Coronavirus Relief Funds

The remainder of this workshop presents these discussion items.

Options:

1. Direct staff to proceed with developing the FY 2021 Tentative Budget and to address current year (FY 2020) revenue shortfalls based on the budget strategies contained in this item, as well as, any other policy direction the Board provides at the workshop.
2. Do not accept staff's report on the preliminary budget overview.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. FY 2020 Operating and Capital Budget Reductions
2. FY 2021 Budget Summary
3. I² Summary
4. Cumulative Savings Detail
5. Mid-Year Financial Report
6. FY 2021 Capital Project Schedule
7. FY 2021 Capital Project Deferrals
8. FY 2020 LIFE Project Schedule
9. Proposed Human Services Emergency Assistance Programs Policy
10. Annual Outside Agency Contracts Report
11. Be the Solution Funding Request
12. Strategic Plan Update

FY 2020 Operating Expense Reductions

Reduction Area	Savings Amount
1. Frozen Positions	\$1,704,801
2. Non-Essential Travel and Training	\$492,443
3. Remaining Library Book Budget	\$100,000
4. Facility Maintenance (paint & carpet)	\$169,500
5. Fuel	\$100,000
6. Mosquito Hand Fogging	\$43,000
7. Summer Youth	\$40,666
8. Leon Works	\$30,000
9. Greenway Ant Aerial Spraying and Trail Maintenance	\$20,000
10. Community Gardens	\$10,000
11. Parks Activity Promotional Material	\$5,895
12. Native Plant Sale	\$5,000
Total	\$2,721,305

1. Not including vacant library positions (to be discussed in a separate budget discussion item), these savings are derived from 48 current vacancies in Leon County Government.
2. This reflects the remaining non-essential training remaining in the FY 2020 budget.
3. Due to library closure, delays occurred in purchasing library materials generating cost savings.
4. Paint and carpeting occur at routine five-year intervals to maintain appropriate wear standards. The schedule ensures carpet and paint in County facilities are routinely replaced to prevent excessive wear. This reduction delays the scheduled replacements for some work areas up to a year.
5. Fuel savings are related to reduced prices of fuel in the marketplace and the impact on oil prices.
6. Eliminates yard hand fogging program for the year. This work is performed by seasonal employees in residential yards. Due to personal protective equipment being directed to first responders, this program was suspended.
7. This Summer Youth program was suspended due to physical distancing requirements and maintaining events/crowds less than 50 people.
8. The Leon Works programs were suspended due to physical distancing requirements in the workplace.
9. To prevent greenway trail closure, the spring aerial spraying and some trail maintenance were suspended due to the encouragement of outdoor use of the greenways during the stay-at-home order.
10. This spring no community garden grants were requested and the program was suspended due to the lack of requests and due to physical distancing requirements.
11. Savings in park promotional activities are reflective of the cancelation of community park events eliminating the need to promote the events.
12. This reflects savings from the County not holding the buy-one, get-one native plant sale in September 2020.

FY 2020 Capital Project Reductions

Project	Savings Amount
1. Sidewalk Funding (Gas Taxes)	\$1,200,000
2. Courthouse Panel Sinking Fund	\$600,000
3. Tram Road Culverts	\$500,000
4. J. Lee Vause Park Equipment Building	\$434,071
5. Co-op Façade	\$202,899
6. Vehicle Replacement	\$125,000
7. User Computer Upgrades	\$100,000
8. Street Lighting	\$193,328
9. OIT Renovations	\$175,699
Total	\$3,530,997

1. A reduction in the sidewalk capital project is contemplated in the budget reductions. The County has an approved sidewalk policy and associated sidewalk funding list, that prioritizes projects for implementation over the next five to ten years. Reductions will extend the overall implementation timeline for the priority list. However, an equal amount of funding is included in next year's budget from the County's share of the Blueprint sales tax which replenishes the account to current levels. The one-year delay in funding will have a minimal impact as the design, right of way acquisition and construction as each individual sidewalk project takes several years to complete.
2. Related to future courthouse maintenance, the capital budget included setting aside funding on an annual basis for the next five to seven years to replace the exterior paneling on the Courthouse. Given the current revenue shortfalls, the exterior replacement project will need to be addressed in future capital budgets.
3. After a heavy rain event four years ago, the culverts on Tram Road failed and were replaced with what was to be temporary culverts until a final replacement design could be completed. The temporary solution is still effective and there is not an emergency to replace the current culverts allowing for this project to be deferred.
4. The bids for this building came in well above budget, and this project is recommended for discontinuation until it is feasible to construct.
5. Even though the bid for the façade improvements was within budget, the Board authorized bid rejection at the April 28, 2020 meeting, due to the fiscal impacts anticipated from Covid-19.
6. The planed replacement of a Parks and Recreation van, and an Animal Control truck will be delayed until FY 2022.
7. This delays the replacement of a minimum of 100 computers beyond the intended five-year replacement schedule.
8. This eliminates general revenue support of the street lighting program. Funds from the 2% LIFE program will provided future funding for street lighting in the unincorporated area. This reduction will cause projects on the street lightning list to be delayed until FY 2021 as LIFE funds accumulate.
9. This would eliminate the planned space renovations of the Office of Information Technology.

**Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division**

Board of County Commissioners

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
1) County Commission	1,868,724	1,880,430	1,921,862	2.20%	1,956,948	1,993,727	2,032,286	2,072,736
	<u>1,868,724</u>	<u>1,880,430</u>	<u>1,921,862</u>	<u>2.20%</u>	<u>1,956,948</u>	<u>1,993,727</u>	<u>2,032,286</u>	<u>2,072,736</u>

1) Increase reflects County Commission costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7.0%, increases in workers' compensation rates and funding for performance raises in a range of 0% - 5% based on a 3% average. The performance raises pertain to the Commission staff only. In accordance with the County Charter, Commissioner salaries are set by ordinance according to a formula established by the State of Florida based on population.

Administration

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
2) County Administration*	1,169,902	1,199,472	1,240,887	3.45%	1,289,668	1,327,233	1,366,097	1,406,330
3) Emergency Management*	1,363,705	1,561,614	1,591,700	1.93%	1,638,172	1,685,012	1,733,192	1,784,636
4) Human Resources*	1,376,226	1,509,093	1,534,619	1.69%	1,587,358	1,630,990	1,676,328	1,723,541
5) Strategic Initiatives/CMR*	1,475,095	1,611,434	1,568,676	-2.65%	1,618,142	1,654,496	1,692,367	1,731,815
6) Volunteer Services	198,287	216,339	189,963	-12.19%	196,312	200,848	205,632	210,679
	<u>5,583,214</u>	<u>6,097,952</u>	<u>6,125,845</u>	<u>0.46%</u>	<u>6,329,652</u>	<u>6,498,579</u>	<u>6,673,616</u>	<u>6,857,001</u>

2) *See personnel note below.

3) *See personnel note below.

4) *See personnel note below.

5) *See personnel note below.

6) Decrease reflects costs associated in the retirement of a long time County employee offset by increases or decreases in costs as noted below.

County Attorney's Office

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
7) County Attorney*	1,916,538	2,121,437	2,017,609	-4.9%	2,107,283	2,154,096	2,202,686	2,252,956
	<u>1,916,538</u>	<u>2,121,437</u>	<u>2,017,609</u>	<u>-4.9%</u>	<u>2,107,283</u>	<u>2,154,096</u>	<u>2,202,686</u>	<u>2,252,956</u>

7) Decrease reflects costs associated in the retirement of a long time County employee offset by increases or decreases in costs as noted below.

Department of Public Works

	FY 2018 Actual	FY 2019 Adopted	FY 2020 Tentative	Adopted Change	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
8) Engineering Services*	3,508,986	3,976,392	3,978,604	0.1%	4,234,093	4,356,662	4,484,242	4,617,040
9) Fleet Management*	2,939,417	2,891,643	3,079,266	6.5%	3,110,136	3,141,314	3,172,802	3,204,606
10) Operations*	11,427,334	11,904,276	11,782,279	-1.0%	12,561,552	12,819,068	13,131,384	13,488,927
11) PW Support Services*	629,150	605,428	629,228	3.9%	647,391	663,489	680,206	697,570
	<u>18,504,887</u>	<u>19,377,739</u>	<u>19,469,377</u>	<u>0.5%</u>	<u>20,553,172</u>	<u>20,980,533</u>	<u>21,468,634</u>	<u>22,008,143</u>

8) *See personnel note below.

9) Increase reflects additional vehicle maintenance costs (\$235,743), fuel costs (\$27,725) and an increase in the Fleet vehicle monitoring software contract (\$20,596) to better track vehicles to improve efficiencies as part of sustainable Green Fleet Initiative.

10) Decrease funding related to personnel costs as note below, in addition to the cost reduction measure of \$43,000 from the elimination of the Mosquito Control Hand Fogging Program.

11) *See personnel note below.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average offset by reductions related to the six month hiring and/or travel and training freeze.

**Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division**

Department of Development Support & Environmental Management

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
12) Building Plans Review & Inspection*	1,799,616	1,969,134	2,040,777	3.64%	2,107,770	2,177,706	2,250,744	2,327,033
13) Code Compliance Services*	483,081	533,632	499,327	-6.43%	544,050	559,335	575,232	591,778
14) Customer Engagement Services*	188,794	212,075	219,321	3.42%	227,144	235,304	243,818	252,705
15) Development Services*	755,148	866,527	869,501	0.34%	944,826	974,811	1,006,113	1,038,807
16) DS Support Services*	325,041	376,579	399,756	6.15%	416,039	428,908	442,287	456,187
17) Environmental Services*	1,715,004	1,807,833	1,774,190	-1.86%	1,950,343	2,015,195	2,082,722	2,153,053
	<u>5,266,684</u>	<u>5,765,780</u>	<u>5,802,872</u>	<u>0.64%</u>	<u>6,190,172</u>	<u>6,391,259</u>	<u>6,600,916</u>	<u>6,819,563</u>

- 12) *See personnel note below.
- 13) *See personnel note below.
- 14) *See personnel note below.
- 15) *See personnel note below.
- 16) *See personnel note below.
- 17) *See personnel note below.

Department of PLACE

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
18) Planning Department	1,075,138	1,145,289	1,082,779	-5.5%	1,105,879	1,129,509	1,133,846	1,138,347
	<u>1,075,138</u>	<u>1,145,289</u>	<u>1,082,779</u>	<u>-5.5%</u>	<u>1,105,879</u>	<u>1,129,509</u>	<u>1,133,846</u>	<u>1,138,347</u>

- 18) The decrease reflects a reduction in prior year expenses. FY 2020 included a one-time allocation of \$150,000 the County's share of the consulting services for the Comprehensive Plan Land Use Element. FY 2021 does not have this one-time expense which accounts for the decrease. This reduction is offset by increased costs based on the final FY 20 reconciliation of the Planning Department expenses to cover the County's share of the Planning Department per the interlocal agreement with the City of Tallahassee.

Office of Financial Stewardship

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
19) Office of Management and Budget*	725,661	818,657	796,336	-2.73%	858,971	881,825	905,403	929,960
20) Purchasing*	521,065	603,731	588,666	-2.50%	656,396	676,235	696,847	718,281
21) Real Estate Management*	254,964	400,111	390,831	-2.32%	396,439	401,632	407,056	412,726
22) Risk Management*	204,743	206,993	213,374	3.08%	217,934	222,675	227,610	232,749
	<u>1,706,432</u>	<u>2,029,492</u>	<u>1,989,207</u>	<u>-1.98%</u>	<u>2,129,740</u>	<u>2,182,367</u>	<u>2,236,916</u>	<u>2,293,716</u>

- 19) *See personnel note below.
- 20) Decrease reflects personnel costs as noted below, offset by \$18,000 for licensing fee for the Procure Now, the online purchasing system. This is an annual licensing fee. The software replaces the previous Procurement Connect and Demand Star systems.
- 21) *See personnel note below.
- 22) *See personnel note below.

Division of Tourism

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
23) Tourism Development*	6,479,399	6,316,283	4,380,467	-30.6%	5,072,977	5,433,609	5,836,200	5,900,695
	<u>6,479,399</u>	<u>6,316,283</u>	<u>4,380,467</u>	<u>-30.6%</u>	<u>5,072,977</u>	<u>5,433,609</u>	<u>5,836,200</u>	<u>5,900,695</u>

- 23) Decrease reflects significant reductions in the Tourism Development Tax revenues due to the onset of the Coronavirus pandemic and its impact on County tourism. Budget reductions in marketing, advertising, Amphitheater Concert Series Funding, event grants, travel and contractual services of \$1,935,816 are offset by the increase in personnel costs as outlined below.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average offset by reductions related to the six month hiring and/or travel and training freeze.

**Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division**

Office of Information and Technology

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
24) Geographic Information Systems*	2,062,800	2,103,224	2,108,731	0.3%	2,190,198	2,244,716	2,301,436	2,360,453
25) Management Information Services*	6,983,526	7,191,373	7,507,119	4.4%	7,953,113	8,128,136	8,254,535	8,431,370
	<u>9,046,326</u>	<u>9,294,597</u>	<u>9,615,850</u>	<u>3.5%</u>	<u>10,143,311</u>	<u>10,372,852</u>	<u>10,555,971</u>	<u>10,791,823</u>

24) *See personnel note below.

25) Increase of \$407,713 for County software contracts including Microsoft Office 365, Oracle Banner system, Human Resources NEOGOV, and other data storage and security programs.

Office of Library Services

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
26) Library Services*	6,738,201	7,215,120	6,638,356	-8.0%	6,847,663	7,051,948	7,264,813	7,487,224
	<u>6,738,201</u>	<u>7,215,120</u>	<u>6,638,356</u>	<u>-8.0%</u>	<u>6,847,663</u>	<u>7,051,948</u>	<u>7,264,813</u>	<u>7,487,224</u>

26) Decrease reflects reduction in Library budget due to the implementation of radio frequency identification technology (RFID) which uses self-checkout machines and a collection management service to manage print, media and digital content. Both implementations will allow for the elimination of 12.5 vacant positions in the library generating \$350,000 in annual savings. Additional reductions include the transition to a private security contractor for security services at the Main Library instead of a Sheriff's office deputy. The cost savings will be \$175,489 annually.

Office of Public Safety

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
27) Animal Control*	1,671,752	1,600,104	1,819,338	13.7%	1,882,085	1,908,116	1,968,457	2,031,279
28) Emergency Medical Services*	17,880,477	18,049,763	20,440,177	13.2%	20,798,907	21,202,570	21,560,259	21,948,848
	<u>19,552,229</u>	<u>19,649,867</u>	<u>22,259,515</u>	<u>13.3%</u>	<u>22,680,992</u>	<u>23,110,686</u>	<u>23,528,716</u>	<u>23,980,127</u>

26) Increase is related to funding for the County's portion of the interlocal agreement with the City for funding which included operating and capital expenses for the animal shelter.

27) Increase related to funding for a new crew (\$680,000) to be fully supported from revenue for transports of patients from Capital Regional Medical Center off-site emergency room to the main hospital; an additional half crew (\$380,000) to meet the demands of increased call volumes; a paramedic pay adjustment (\$271,396) to bring the paramedic pay scale in line with competing jurisdictions to help with staff recruitment and retainage; an increase for the ALS Agreement with City Fire Department (\$49,647); and additional medical supplies (\$11,025).

Office of Intervention & Detention Alternatives

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
29) County Probation*	1,431,452	1,590,954	1,586,874	-0.3%	1,667,429	1,713,123	1,760,857	1,810,722
30) Drug & Alcohol Testing*	160,564	170,349	176,294	3.5%	181,011	185,238	189,621	194,158
31) Supervised Pretrial Release*	1,239,555	1,400,119	1,461,051	4.4%	1,498,511	1,537,639	1,578,523	1,621,265
	<u>2,831,571</u>	<u>3,161,422</u>	<u>3,224,219</u>	<u>2.0%</u>	<u>3,346,951</u>	<u>3,436,000</u>	<u>3,529,001</u>	<u>3,626,145</u>

29) *See personnel note below.

30) *See personnel note below.

31) *See personnel note below.

Office of Human Services & Community Partnerships

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
32) Housing Services*	1,606,377	760,596	691,100	-9.1%	713,043	729,565	746,810	764,819
33) Human Services*	8,398,865	8,121,160	8,686,556	7.0%	8,707,215	8,830,971	8,946,623	9,065,863
34) Veteran Services*	303,679	371,598	305,873	-17.7%	318,362	326,261	334,515	343,150
	<u>10,308,921</u>	<u>9,253,354</u>	<u>9,683,529</u>	<u>4.65%</u>	<u>9,738,620</u>	<u>9,886,797</u>	<u>10,027,948</u>	<u>10,173,832</u>

32) Decrease reflects no allocation of SHIP funds received from the State for FY 2021. The \$1.08 million the County was projected to receive was vetoed by the Governor. This is offset by an increase in funding from the realignment of Active Duty Military Grant aid (\$62,000) in Veteran's Services to the Direct Emergency Assistance Program (DEAP).

33) Increase reflects personnel costs, a state mandated Medicaid payment increase of \$393,578, increases in contractual costs for the Medical Examiner of \$177,434; \$145,000 in the Community and Human Services Partnership (CHSP) for high poverty areas; and \$37,000 in maintenance costs for CHSP Portal.

34) Decrease reflects the realignment of Active Duty Military Grant aid (\$62,000) to the Direct Emergency Assistance Program (DEAP) in Housing Services to maximize the number of residents and Veterans assisted.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average offset by reductions related to the six month hiring and/or travel and training freeze.

**Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division**

Office of Resource Stewardship

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
35) Cooperative Extension*	370,686	429,723	442,331	2.9%	455,478	469,019	470,914	470,919
36) Facilities Management*	9,138,666	12,851,997	12,762,050	-0.7%	13,348,607	13,631,485	13,891,377	14,159,684
37) Office of Sustainability*	273,224	322,550	331,758	2.9%	320,716	346,595	332,676	358,965
38) Parks and Recreation*	2,924,052	3,123,613	3,283,343	5.1%	3,391,835	3,459,700	3,530,802	3,605,305
39) Solid Waste*	11,223,693	10,562,329	13,505,474	27.9%	14,042,173	14,604,626	15,198,192	15,820,207
	<u>23,930,321</u>	<u>27,290,212</u>	<u>30,324,956</u>	<u>11.12%</u>	<u>31,558,809</u>	<u>32,511,425</u>	<u>33,423,961</u>	<u>34,415,080</u>

35) *See personnel note below.

36) Decrease reflects a reduction in maintenance and repair account for interior paint and carpet replacement (\$229,954) used to balance the budget, and a decrease in utilities (\$100,000), offset by increases in custodial, landscaping and after hours security contractual services (\$185,839) for all County facilities including the Public Safety Complex.

37) *See personnel note below.

38) Increases related to the potential transition to the County of Pimlico and Man O'War parks from the Killearn Acres HOA (\$63,500); the Parks interlocal agreement with the City of Tallahassee (\$61,000), and mowing and other contractual increase (\$77,600), and other required operating increases of (\$10,000).

39) Increase costs for hauling and disposal to Springhill Landfill (\$1,587,354) based on a negotiated increase in the hauling tip fee from \$27.50 to \$30.00. Additional increases are for the Marpan recycling contract of (\$252,000); hazardous waste disposal and transportation (\$42,231); and fuel charges (\$30,036), offset by a decrease in vehicle maintenance and repair (\$26,256).

Constitutional

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
40) Clerk of the Circuit Court	2,185,377	2,266,404	2,348,529	3.6%	2,415,026	2,483,439	2,553,823	2,562,226
41) Property Appraiser	5,080,216	5,059,837	5,245,309	3.7%	5,350,215	5,457,219	5,566,363	5,677,690
42) Sheriff	79,009,878	77,045,865	81,503,888	5.8%	85,480,753	89,730,116	94,271,134	99,153,725
43) Supervisor of Elections	4,299,989	5,485,288	4,425,216	-19.3%	4,636,320	4,578,192	5,867,242	6,085,896
44) Tax Collector	5,213,225	5,406,444	5,802,167	7.3%	5,912,069	6,024,971	6,159,697	6,160,309
	<u>95,788,685</u>	<u>95,263,838</u>	<u>99,325,109</u>	<u>4.26%</u>	<u>103,794,383</u>	<u>108,273,937</u>	<u>114,418,259</u>	<u>119,639,846</u>

40) An increase of \$82,125 for financial services provided by the Clerk per the interlocal agreement which includes funding for one additional General Accountant position as recommended in the annual audit, offset by a nominal decrease in Article V funding, which is state mandated funding to support the Court system.

41) Property Appraiser's budget was submitted with a increase of \$119,224.

42) Sheriff's budget increase is 5.8%. Increases include personnel costs and a total of 2 new civilian positions: one Training and Wellness Specialist position and one IT Analyst position. The budget also contemplates the transfer of maintenance of the detention center from the Sheriff's Office to the County's division of Facilities Management.

43) Decrease reflects the budget associated with FY 2021 being a non-presidential preference election cycle.

44) Increase reflects estimated commission payments associated with an increase in collections due to property values increasing by 6.78%. Increases also include commission payments for the MSTU, solid waste, fire, stormwater and other special assessments.

Judicial

Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
45) Court Administration	212,352	218,424	232,334	6.4%	239,585	245,862	252,457	259,383
46) Guardian Ad Litem	20,189	23,425	24,277	3.6%	24,277	24,277	24,277	24,277
47) Other Court-Related Programs	561,752	685,905	683,386	-0.4%	695,080	698,828	711,140	723,359
48) Public Defender	136,030	134,980	141,745	5.0%	141,745	141,745	141,745	141,745
49) State Attorney	98,974	132,120	130,950	-0.9%	130,950	130,950	130,950	130,950
	<u>1,029,297</u>	<u>1,194,854</u>	<u>1,212,692</u>	<u>1.49%</u>	<u>1,231,637</u>	<u>1,241,662</u>	<u>1,260,569</u>	<u>1,279,714</u>

45) *See personnel note below.

46) Reflects increase related to contractual services offset by a decrease in communication costs.

47) *See personnel note below.

48) Increase is associated with communications related costs.

49) Decrease in communications related costs.

** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average offset by reductions related to the six month hiring and/or travel and training freeze.*

**Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division**

Non-Operating

	Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
50)	Budgeted Reserves	22,974,857	324,003	782,219	141.4%	2,300,702	2,131,250	2,378,149	2,163,173
51)	Communications	2,980,471	3,119,503	3,608,376	15.7%	3,662,653	3,717,656	3,773,907	3,831,430
52)	Consolidated Dispatch Agency (CDA)	2,589,974	2,896,461	3,165,150	9.3%	3,323,407	3,489,577	3,664,056	3,679,602
53)	Fire Control	2,593,832	8,335,217	8,834,283	6.0%	8,947,179	9,031,020	9,116,330	9,203,977
54)	Line Item Funding	158,416	100,000	100,000	0.0%	100,000	100,000	100,000	100,000
55)	Other Non-Operating	7,084,903	7,703,336	8,792,003	14.1%	9,251,372	9,644,234	10,124,031	10,305,948
56)	Risk Allocations	1,002,008	1,091,566	1,149,545	5.3%	1,155,104	1,160,718	1,166,389	1,172,117
57)	Risk Financing & Workers Comp	3,440,216	3,538,278	3,842,403	8.6%	3,879,026	3,916,017	3,953,377	3,987,631
		<u>42,824,677</u>	<u>27,108,364</u>	<u>30,273,979</u>	<u>11.7%</u>	<u>32,619,443</u>	<u>33,190,472</u>	<u>34,276,239</u>	<u>34,443,878</u>

- 50) Reflects budgeted reserves increasing for the following funds: Solid Waste Fund (\$449,772); County Government Annex Fund (\$31,764); and Huntington Oaks Plaza Fund (\$38,329), offset by decreases to Tourism Development Fund (\$50,000); E-911 Emergency Communications (\$39,805); and the Communications Internal Service Fund (\$12,662). Out-year budgeted reserves show an increase from the transfer of the \$1.6 million in General Revenue to support Fire Services beginning in FY 2022 as part of the multi-year fiscal plan.
- 51) Increase reflects adjustments in department billings for phone and internet charges.
- 52) Increase reflects costs associated with Motorola CAD system contract payment and indirect charges (\$600,610), personnel costs increases (\$151,759), and operating increases for attorneys fees and computer software (\$32,980).
- 53) Increase costs associated with payments to the City of Tallahassee for fire services, the movement of delinquent quarterly bills in the unincorporated area to the property tax bill for collection resulting in increased collection of fire assessment fees.
- 54) Line item funding is budgeted at level funding with continued funding for the second payment of a five year agreement with the Kearney Center to allocate \$100,000 annually for the Homeless Shelter Relocation.
- 55) Increase related to the increase CRA payment in the amount of \$747,570, the State Juvenile Justice Payment in the amount of \$199,889; increased payment for the 800Mhz system of \$51,130, offset by a decrease in funding for the Office of Economic Development of \$77,000 due to Office of Economic Vitality transition to being fully funded from 2020 Sales Tax Extension.
- 56) Reflects increase in cost allocations of insurance premiums associated with property, vehicle, and general liability.
- 57) The budget reflects a increases in the funding for the County's self insurance workers' compensation claims payments in the amount of \$200,000 due to a rise in the number of claims, and other County insurance premiums such as vehicle, property, excess deposit premium and general liability.

Debt Service

	Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
58)	Debt Service	7,570,684	7,569,535	3,529,937	-53.4%	3,527,793	3,529,282	3,527,398	3,528,184
		<u>7,570,684</u>	<u>7,569,535</u>	<u>3,529,937</u>	<u>-53.37%</u>	<u>3,527,793</u>	<u>3,529,282</u>	<u>3,527,398</u>	<u>3,528,184</u>

- 58) Reflects reduced debt service funding due to the retirement of Series 2012A & Series 2012B Capital Improvement Revenue Bonds payments. During last year's budget process, the Board approved a multi-year fiscal plan that anticipated utilizing this debt service savings to pay for projected costs associated with EMS, Fire Services and Solid Waste. In FY 2021, debt savings has been allocated to EMS and Solid Waste to eliminate the need for tax and fee increases for these services. In working with the City, there is no increase in the fire service fee being considered in FY 2021. However, increased cost of fire services will be part of the FY 2022 budget process and further budget reductions, increased use of fund balances or an increase in the fire services fee will be needed to fund this service.

Capital Improvement Program

	Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
	Budgeted Capital Reserves	0	97,375	57,570	-40.9%	58,146	58,727	59,314	59,907
	Engineering Services	11,811,066	9,663,988	11,954,041	23.7%	11,427,055	13,526,155	12,991,379	12,562,045
	Facilities Management	3,386,621	3,578,283	3,339,180	-6.7%	3,728,000	3,256,060	2,716,000	3,533,800
	Fleet Management	3,149,072	2,552,545	2,955,660	15.8%	3,725,197	3,298,000	3,375,000	3,345,000
	Management Information Services	2,236,693	2,158,830	2,757,785	27.7%	3,721,885	4,164,349	4,164,826	4,165,318
	Parks & Recreation	1,494,696	3,160,000	1,112,550	-64.8%	1,185,000	825,000	1,350,000	1,200,000
	Public Works - Operations	1,306,383	835,200	185,200	-77.8%	835,200	835,200	835,200	835,200
	Solid Waste	5,004,133	170,852	211,052	23.5%	170,852	170,852	170,852	170,852
		<u>28,388,665</u>	<u>22,217,073</u>	<u>22,573,038</u>	<u>1.60%</u>	<u>24,851,335</u>	<u>26,134,343</u>	<u>25,662,571</u>	<u>25,872,122</u>

- 59) To balance the overall FY 2021 budget, a review of the capital budget plan determined that some projects could be deferred to future budget years or the funding reduced. Reductions include revised costs for the Maylor Road project, deferring for one year Baum Road drainage improvements, reducing computer replacements, deferring construction of a third dog park, the paving of the interior roads at the Fairgrounds, and Courthouse Maintenance. The FY 2021 overall capital program increased by 1.60% from FY 2020. Significant projects include: \$3.49 million for Arterial/Collector/Local Road resurfacing; \$2.92 million for the Detention Center; \$2.1 million for Maylor Road Improvements; \$1.23 million in EMS vehicle replacements; \$1.2 million for the Sidewalk Program; \$1.0 million for Solid Waste Vehicles and Equipment; \$674,5000 for Transportation and Stormwater improvements; \$650,000 for Building Roofing Repair and Replacements; \$650,000 for Energy Savings Performance Contractor (ESCO); \$635,550 in L.I.F.E projects from the 2020 Sales Tax Extension including Miccosukee Sense of Place, Rural Road Safety, Boat Landings, and Street Lighting, \$550,000 for County Compute Infrastructure; \$509,000 for the Building Permit Tracking System; \$450,000 for Capital Parks Maintenance; and \$372,000 for Public Works vehicle and equipment replacement;

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average offset by reductions related to the six month hiring and/or travel and training freeze.

Leon County Fiscal Year 2021 Tentative Budget
Expenditures By Department and Division

Grants Administration

Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Grant-Economic Development	170,591	0	0		0	0	0	0
Grants Adult Drug Court	25,000	0	0		0	0	0	0
Grants Court Admin	63,400	0	0		0	0	0	0
60) Grants EMS	138,124	60,000	60,000	0.00%	60,000	60,000	60,000	60,000
61) Grants Housing	49,883	50,000	50,000	0.00%	50,000	50,000	50,000	50,000
62) Grants IDA	84,835	84,835	105,497	24.36%	107,079	108,685	110,315	111,970
63) Grants Library	46,572	15,000	15,000	0.00%	15,000	15,000	15,000	15,000
64) Grants LLEBG	0	40,000	40,000	0.00%	40,000	40,000	40,000	40,000
Grants Parks	16,110	0	0		0	0	0	0
Grants Public Works	2,541,592	0	0		0	0	0	0
Grants Recycling	5,925	0	0		0	0	0	0
Grants-Emergency Management	20,083	0	0		0	0	0	0
	<u>3,162,114</u>	<u>249,835</u>	<u>270,497</u>	<u>8.27%</u>	<u>272,079</u>	<u>273,685</u>	<u>275,315</u>	<u>276,970</u>

- 60) Reflects funds for grants received from the Florida Department of Health in support Emergency Medical Services.
- 61) Reflects funding for housing rehabilitation assistance from the Housing Finance Authority.
- 62) Reflects increase in grant funds collected for driver's education through the collection of traffic fines in the Slosberg Drivers' Education Fund which are paid to the Leon County School Board for the driver's education program. At the January 28, 2020 Board meeting, the Additional Civil Traffic Penalty ordinance was amended to increase the penalty from \$3.00 to \$5.00 which is anticipated to generate additional revenue for the enhancement of driver education programs.
- 63) Reflects expenditures associated with the receipt of donations from the Friends of the Library.
- 64) Reflects anticipated Law Enforcement Block Grant funding from the Department of Justice Juvenile Assistance Grant Program (JAG).

Transfers

Department / Division	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
65) Transfers	43,803,984	47,539,076	39,759,336	-16.36%	38,604,612	35,740,526	37,721,548	38,047,266
	<u>43,803,984</u>	<u>47,539,076</u>	<u>39,759,336</u>	<u>-16.36%</u>	<u>38,638,555</u>	<u>35,775,734</u>	<u>37,758,110</u>	<u>38,085,277</u>

- 65) A budget transfer is the reloaning of funding from one fund to support expenditures in another fund usually for a dedicated purpose, such as the transfer of Building funds to the Capital Improvement Fund for the purchase of Building Department vehicles. The decrease in transfers is related to the Supervisor of Elections for the non- presidential preference election cycle, and the Capital Improvements fund related to the use of fund balance. The decreases are offset by an increase in transfers to the Probation, Emergency Medical Services, Capital Equipment Financing for the Sheriff Helicopter debt service, Grant, and Stormwater funds. Additional increases in transfers to the Municipal Fund for park maintenance, the Transportation Capital Improvements fund to fund the Transportation Five-year Capital Improvement Plan, Development Services and Environmental Management Fund due to an anticipated decrease in fee revenue, and the Solid Waste fund related to an increase in the hauling and disposal and recycling contracts.

Summary Totals

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Tentative	Adopted Change	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Leon County Government	114,808,585	120,598,974	124,536,444	3.26%	129,762,170	133,133,388	136,515,511	139,817,388
Constitutional Officers	95,788,685	95,263,838	99,325,109	4.26%	103,794,383	108,273,937	114,418,259	119,639,846
Judicial	1,029,297	1,194,854	1,212,692	1.49%	1,231,637	1,241,662	1,260,569	1,279,714
Non-Operating	42,824,677	27,108,364	30,273,979	11.68%	32,619,443	33,190,472	34,276,239	34,443,878
Capital	28,388,665	22,217,073	22,573,038	1.60%	24,851,335	26,134,343	25,662,571	25,872,122
Debt Service	7,570,684	7,569,535	3,529,937	-53.37%	3,527,793	3,529,282	3,527,398	3,528,184
Grants	3,162,114	249,835	270,497	8.27%	272,079	273,685	275,315	276,970
Total Budget Net Transfers	293,572,707	274,202,473	281,721,696	2.74%	296,058,840	305,776,769	315,935,862	324,858,102
Total Operating Budget	265,184,042	251,985,400	259,148,658	2.84%	271,207,505	279,642,426	290,273,291	298,985,980
Total Capital Budget	28,388,665	22,217,073	22,573,038	1.60%	24,851,335	26,134,343	25,662,571	25,872,122
Total County Budget	337,376,690	321,741,549	321,481,032	-0.08%	334,697,395	341,552,503	353,693,972	362,943,379
Total County Minus Transfers	293,572,707	274,202,473	281,721,696	2.74%	296,058,840	305,776,769	315,935,862	324,858,102

I² Award - Cost Savings Breakdown (Since Inception)

Fiscal Year	Project Title	Annual Cost Savings*	One Time Cost Savings
FY20	"Always Open" Web page	\$ -	\$ 6,312
FY20	Leon County HSCP - Neighborly Online Platform Integration	\$ 10,671	\$ -
FY20	COVID-19 Work from Home Technology Team	\$ -	\$ -
FY20	Radio Control Airfield Relocation	\$ -	\$ 180,000
FY20	Sunset Landing	\$ -	\$ 3,290
FY20	Virtual Commission Meeting Team	\$ -	\$ -
FY20	County Staging for Coronavirus Response	\$ -	\$ -
FY20	Launch of the NEOGOV Perform Appraisal System	\$ -	\$ -
FY20	Step Up Challenge	\$ -	\$ -
FY20	Right Sizing the Library's Collection, Creating Local and Regional Benefits	\$ -	\$ -
FY20	Solid Waste Liner Repair	\$ -	\$ 262,518
FY20	Big Picture Planning	\$ -	\$ -
FY20	Equitable Fire Services Billing	\$ 185,000	\$ -
FY19	CosmicCon 2019	\$ -	\$ -
FY19	Operation Millings Savings	\$ 100,000	\$ -
FY19	Collaborative Reuse with Habitat for Humanity/Smarter Sorting	\$ -	\$ -
FY19	Expanded IDA Alcohol Testing Hours	\$ 4,878	\$ -
FY19	Transfer Station Power Loss	\$ -	\$ 15,850
FY19	Storm Damage Fee Refund Program	\$ -	\$ -
FY19	Going the Extra Mile for Those in Need	\$ -	\$ -
FY19	DSEM DBPR Internship for Inspectors and Plans Examiners	\$ -	\$ -
FY19	Protecting Our Most Vulnerable Population Before Hurricane Season	\$ -	\$ -
FY19	Outlook and Employee ID Photo Project	\$ -	\$ 4,000
FY19	Stay and Play	\$ -	\$ -
FY19	Vermicomposting Pilot Project	\$ -	\$ -
FY19	Citizens Committee Tracking Application	\$ 18,000	\$ -
FY19	Building Permit ICU	\$ -	\$ -
FY19	Natural Bridge Sidewalk Project	\$ -	\$ 11,122
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 Refuge House	\$ -	\$ 133,349
FY18	Local Update 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	\$ 1,813,301	\$ 5,263,598
	Total Cost Savings	\$ 7,076,899	

reflect total annual cost savings since the date it was awarded.

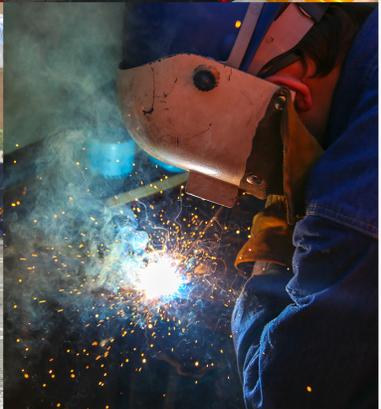
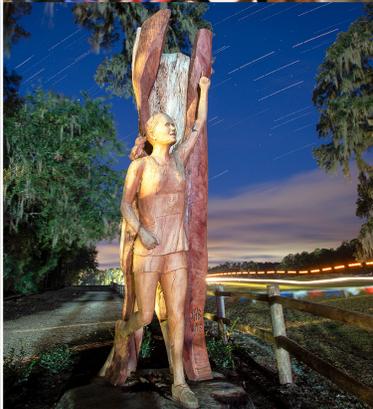
Consolidated List of County Cost Avoidance and Savings FY 2013 to Present

Cost Avoidance Efforts	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Summary
Sheriff Evidence Building								\$ 10,000,000	\$ 10,000,000
Boat Ramp Maintenance by State DEP								\$ 400,000	\$ 400,000
Sheriff Training Facility							\$ 800,000		\$ 800,000
Capital Building Maintenance Approach avoidance						\$ 3,100,000			\$ 3,100,000
Career Source Partnership						\$ 84,000			\$ 84,000
Insurance Savings						\$ 54,253			\$ 54,253
EMS Billing Savings						\$ 100,000			\$ 100,000
Landscape Mulching						\$ 6,600			\$ 6,600
PSC Regulate Water Utilities						\$ 100,000			\$ 100,000
Orchard Pond Parkway Multi-Use Trail						\$ 615,000			\$ 615,000
Landfill dirt hauling, closing cells, stormwater						\$ 3,600,000			\$ 3,600,000
Chaires Ballfield						\$ 1,000,000			\$ 1,000,000
IDA Credit Cards						\$ 25,000			\$ 25,000
Evidence Vault						\$ 50,000			\$ 50,000
County Financial System Replacement Avoidance					\$ 5,000,000				\$ 5,000,000
Homeland Cyber Security Program					\$ 75,000				\$ 75,000
Fuel Savings				\$ 318,000					\$ 318,000
Debt Savings(refinance)			\$ 170,000	\$ 300,000					\$ 470,000
Utility Savings			\$ 500,000						\$ 500,000
Co-locate Probation and Pre-Trial Programs			\$ 75,000						\$ 75,000
Cross Training of Environmental and Engineering Inspectors			\$ 110,980						\$ 110,980
Facilities Management Maintenance Reorganization		\$ 105,825							\$ 105,825
Reduce Library Book Mobile and Courier Services		\$ 72,353							\$ 72,353
Cross Departmental Team Equipment Sharing		\$ 250,000							\$ 250,000
Mahan Drive Right of Way Maintenance		\$ 290,000							\$ 290,000
Centralized Printing		\$ 52,293							\$ 52,293
Construction of Consolidated Supervisor of Elections Office	\$ 10,000,000								\$ 10,000,000
Opening Expanded Branch Libraries with Existing Staff	\$ 260,978								\$ 260,978
Human Services/Veteran's Services Reorganization	\$ 51,597								\$ 51,597
Realignment of Solid Waste Staff to Parks and Recreation	\$ 82,503								\$ 82,503
Purchasing Division Reorganization	\$ 60,000								\$ 60,000
Consolidation of Administrative Functions	\$ 92,414								\$ 92,414
Veteran's Direct Emergency Assistance	\$ 10,000								\$ 10,000
Consolidation of Community and Media Relations Functions	\$ 53,135								\$ 53,135
	\$ 10,610,627	\$ 770,471	\$ 855,980	\$ 618,000	\$ 5,075,000	\$ 8,734,853	\$ 800,000	\$ 10,400,000	\$ 37,864,931
I squared to date									\$ 7,076,899
Total Cost Avoidance and I squared savings									\$ 44,941,830



**PEOPLE
FOCUSED.**

**PERFORMANCE
DRIVEN.**



MID-YEAR FINANCIAL REPORT FISCAL YEAR 2019/2020



Table of Contents

REVENUES

Major Revenue Summary 1
 Preliminary FY 2021 Revenue Estimates 2
 Revenue Projections..... 3
 General Fund/Fine & Forfeiture- Fund Balance 4
 Ad Valorem Taxes 5
 State Revenue Sharing Tax..... 6
 Communications Services Tax 7
 Public Service Tax 8
 State Shared Gas Tax 9
 Local Option Gas Tax 10
 Local Government ½ Cent Sales Tax 11
 Local Option Sales Tax..... 12
 Local Option Tourist Tax..... 13
 Solid Waste Fees..... 14
 Building Permit Fees..... 15
 Environmental Permit Fees..... 16
 Ambulance Fees..... 17
 Probation & Pre-Trial Fees 18
 Court Facilities Fees 19

EXPENDITURES

Program Expenditure Summary..... 20

FUND BALANCE

Summary of Fund Balance & Retained Earnings (unaudited)..... 26

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary 28
 Culture and Recreation 29
 General Government 29
 Health and Safety 30
 Physical Environment 30
 Transportation 31

GRANTS PROGRAM

Grants Program Summary 32

COMMUNITY ECONOMIC PROFILE

Community Economic Profile 39

FINANCIAL INDICATORS

Financial Indicators 47

COMPARATIVE DATA

Comparative Data for Like-Sized Counties 52
 Comparative Data for Surrounding Counties 55
 Comparative Data for All Florida Counties..... 58

GENDER-BASED PAY EQUITY

2020 Status Report on Gender-based Pay Equity..... 61

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

MAJOR REVENUE SUMMARY

Total FY 2020 budgeted revenues shown below represents approximately 88% of all FY 2020 budgeted County revenues. (1)

Revenue Source	FY20 Budget	FY19 YTD Actuals	FY20 YTD Budget As of May 2020	FY20 YTD Actuals As of May 2020	FY19 Actuals vs. FY20 Actuals	FY20 Budget vs. FY20 Actuals
Ad Valorem Taxes (2)	139,218,926	132,891,329	139,157,642	141,047,687	6.1%	1.4%
Stormwater Fees (3)	3,449,104	3,424,475	3,446,044	3,469,854	1.3%	0.7%
State Revenue Sharing (4)	5,938,450	3,735,585	3,728,675	3,371,101	-9.8%	-9.6%
Local 1/2 Cent Sales Tax (4)	13,235,400	9,016,731	8,879,590	8,357,588	-7.3%	-5.9%
Local Option Sales Tax (4)	4,537,200	2,727,940	2,664,156	2,871,651	5.3%	7.8%
Communication Ser. Tax (5)	2,806,300	1,687,686	1,661,675	1,671,294	-1.0%	0.6%
Public Service Tax (6)	9,157,439	5,261,861	5,759,706	5,612,725	6.7%	-2.6%
State Shared Gas Tax (7)	4,381,975	2,509,388	2,527,184	2,516,192	0.3%	-0.4%
Local Option Gas Tax (7)	8,392,680	5,637,154	5,438,922	5,044,524	-10.5%	-7.3%
Local Option Tourist Tax (8)	5,842,310	4,689,941	3,915,553	3,624,180	-22.7%	-7.4%
Solid Waste Fees (9)	9,128,515	7,187,315	6,506,571	6,814,437	-5.2%	4.7%
Building Permits Fees (10)	1,930,400	1,286,012	1,356,850	1,241,790	-3.4%	-8.5%
Environmental Permit Fees (11)	1,708,955	927,008	1,166,070	944,863	1.9%	-19.0%
Ambulance Fees (12)	10,493,130	7,483,421	7,072,312	7,750,561	3.6%	9.6%
Probation and Pre-Trial Fees (13)	748,470	509,311	542,350	441,807	-13.3%	-18.5%
Court Facilities Fees (14)	595,650	413,135	401,304	395,793	-4.2%	-1.4%
Fire Services Fee (15)	7,976,173	6,203,974	6,462,978	7,188,006	15.9%	11.2%
Interest Income - GF/FF (16)	1,275,050	756,539	956,288	725,630	-4.1%	-24.1%
Interest Income - Other (16)	1,374,025	1,403,045	1,030,519	807,594	-42.4%	-21.6%
TOTAL:	\$ 232,190,152	\$ 197,751,850	\$ 202,674,388	\$ 203,897,278	3.1%	0.6%

Notes:

- (1) The percentage is based on all County revenues net of transfers and appropriated fund balance.
- (2) Ad Valorem revenue is generated from property taxes. The revenue change reflects the increase in property values while leaving the millage rate flat at 8.3144.
- (3) In order to ensure Leon County is in compliance with state, federal, and local stormwater permits, this fund is used in support of the administration of the unincorporated areas Stormwater Maintenance, Engineering, Facility Improvements, and Water Quality Monitoring programs.
- (4) The 1/2 Cent Sales Tax and State Revenue Sharing are both State shared revenues supported by state and local sales tax collections. The COVID-19 pandemic and the sustained global economic disruption surrounding the public health emergency has impacted governments, businesses, and individuals across the world resulting in a projected loss of revenue.
- (5) The Communication Service Tax has been in decline, statewide for the past five years due to a gradual decline in cable and landline subscribers, with more emphasis on streaming entertainment and social media platforms. The current fiscal year shows the declining affect on Leon County revenues. In addition, starting in March 2018, Leon County started paying back a monthly adjustment of \$9,159 over a three year period due to an overpayment of local taxes by the state. This will reduce annual payments by \$109,913. The "payback" will continue until March 2021.
- (6) Reduced consumption in electric, natural gas, and water utilities reflect a mild winter impacting electric and natural gas consumption.
- (7) Beginning in March, residents were advised to stay home and practice social distancing due to COVID-19. The reduction is a result of less cars on the road as people shelter-in-place.
- (8) The national, state, and local recommendations for social distancing, cancelation of collegiate athletics, and the cancellation of the community's largest seasonal events (Springtime Tallahassee, Word of South Festival, LeMoyné Chain of Parks Art Festival, and the Leon County Concert Series at the Amphitheater) will result in a sharp and immediate decline in TDT revenues.
- (9) Solid waste fees includes the non-ad valorem assessments paid on the property tax bill, the transfer station tipping fees, and other solid waste fees such as the rural waste center or hazardous materials. FY 2021 estimates indicate the revenue will continue increase over the current fiscal year due to a higher amount of waste collected during the fiscal year and an increase in the transfer station tipping fee by from \$38.80 to \$42.20 as approved by the Board at the February 12, 2019 meeting where the tipping fee would be increased on average 5.6% over a six-year period. The largest part of the tipping fee increase, \$2.50, is due to a renegotiated contract for the hauling and disposal of waste from the transfer station.
- (10) Building Permit Fees are derived from developers of residential and commercial property with the intention of offsetting the cost of inspections which ensure building code requirements are met.
- (11) Environmental Permit Fees are derived from development projects for compliance with stormwater, landscape, tree protection, site development and zoning, and subdivision regulations.
- (12) Ambulance fees are estimated to come in 9.6% higher than budgeted due to an increase in patient transports and related billings.
- (13) For the first six months of the fiscal year probation/pre-trial fees were on target to meet the budgeted forecast. However, beginning in March when COVID-19 forced temporarily closure of offices, and following reopening guidelines, the current capacity to see clients is limited to 20% which has contributed to lower revenue.
- (14) Court Facilities fees continued to decline with the reduced issuance of traffic citations.
- (15) The fire services fee was implemented in FY 2010. Revenues shown reflect collections by the City of Tallahassee and non-ad valorem assessments placed on the County tax bill.
- (16) In response to the COVID-19 pandemic, the Federal Reserve has reduced interest rates, directly influencing interest earnings on County funds. It is anticipated that the final interest and earning will be 22-24% lower than budgeted.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PRELIMINARY FY 2021 REVENUE ESTIMATES

All revenues below are shown as they are budgeted, which is 95% of the actual amount anticipated. (*)

Revenue Source	FY19 Budget	FY20 Budget	FY21 Prelim. Budget	FY21 to FY20 % Change
General Revenues or Restricted Revenues: Supplemented by General Revenues				
Ad Valorem Taxes (2)	131,272,920	139,218,926	148,422,773	6.6%
State Revenue Sharing Tax (3)	5,649,650	5,938,450	3,023,528	-49.1%
Communication Services Tax	3,268,000	2,806,300	2,719,611	-3.1%
Public Services Tax (9)	9,077,474	9,157,439	8,844,536	-3.4%
Local Government 1/2 Cent Sales Tax (3)	12,749,086	13,235,400	10,698,273	-19.2%
Development Svs. & Environmental Permit Fees (4)	1,540,425	1,708,955	1,415,595	-17.2%
Pre-Trail & Probation Fees (5)	889,260	748,470	677,885	-9.4%
Court Facilities Fees (6)	773,300	595,650	640,300	7.5%
Interest Income - General Fund/Fine & Forfeiture (7)	1,255,000	1,275,050	707,085	-44.5%
Interest Income - Other (7)	1,212,734	1,374,025	1,430,890	4.1%
Subtotal:	\$ 167,687,849	\$ 176,058,665	\$ 178,580,476	
<i>Comparison to Previous Year Budget</i>	<i>N/A</i>	<i>8,370,816</i>	<i>2,521,811</i>	
Gas Taxes (1)				
State Shared Gas Tax	4,230,255	4,381,975	4,228,590	-3.5%
Local Option Gas Taxes	8,216,930	8,392,680	8,087,491	-3.6%
Subtotal:	\$ 12,447,185	\$ 12,774,655	\$ 12,316,081	-3.7%
<i>Comparison to Previous Year Budget</i>	<i>N/A</i>	<i>327,470</i>	<i>(458,574)</i>	
Restricted Revenues: No General Revenue Support				
Stormwater Fees	3,374,728	3,449,104	3,505,690	1.6%
Ambulance Fees (12)	10,108,000	10,493,130	10,727,892	2.2%
Building Permit Fees (4)	1,944,935	1,930,400	1,830,840	-5.2%
Local Option Sales Tax Extension	4,325,350	4,537,200	3,492,417	-23.0%
Local Option Tourist Tax (10)	5,690,500	5,842,310	4,386,734	-24.9%
Fire Services Fee (11)	7,903,871	7,976,173	8,492,680	6.5%
Solid Waste Fees (8)	8,901,715	9,128,515	12,325,860	35.0%
Subtotal*:	\$ 42,249,099	\$ 43,356,832	\$ 44,762,113	3.1%
<i>Comparison to Previous Year Budget</i>	<i>N/A</i>	<i>1,107,733</i>	<i>1,405,281</i>	
TOTAL:	\$ 222,384,133	\$ 232,190,152	\$ 235,658,670	1.5%

Notes:

(*) According to Florida Statutes, all revenues must be budgeted at 95%. Budget estimates are preliminary and may be adjusted if necessary as additional information becomes available prior to the June budget workshop.

(1) The impacts of COVID-19 have caused a decline in the consumption of gasoline and diesel fuel which will reduce revenue for this transportation related tax.

(2) The FY 2021 estimates are based on final valuations released by the Property Appraiser on July 1, 2020.

(3) The COVID-19 pandemic and the sustained global economic disruption surrounding have greatly impacted business and consumer spending. Sales tax collections related to this reduced spending will impact Leon County's budget for state shared sales tax, the 1/2 cent sales tax, and the local 1-cent sales tax.

(4) Development site plans and Environmental Permitting revenues are forecast to decline next fiscal year. Over the past three years this revenue source has increased coming out of the recession. However, the applications for large new developments have declined causing a reduction in permitting revenue.

(5) Probation Fees are forecasted to remain steady in FY 2021 coinciding with the decline in the number of clients, a consistent balance of unpaid fees, and the continued issuance of fee waivers by the court and withheld adjudications.

(6) Court Facilities Fees are forecasted to increase in FY 2021, due to a return of more a more normal rate of issuing traffic citations by the City of Tallahassee over FY 2020.

(7) Based on actions by the Federal Reserve lowering interest rates to near zero, the interest earned on the County portfolio will be significantly reduced.

(8) The solid waste fee includes the Non Ad Valorem assessment paid on the property tax bill, the transfer station tipping fees, and other solid waste fees; such as the rural waste centers and hazardous materials. FY 2021 estimates indicate the revenue will continue increase over the current fiscal year due to a higher amount of waste collected during the fiscal year and an increase in the transfer station tipping fee from \$38.80 to \$42.20. The largest part of the tipping fee increase, \$2.50, is due to a renegotiated contract for hauling and disposal, that was as approved by the Board at the February 12, 2019 meeting.

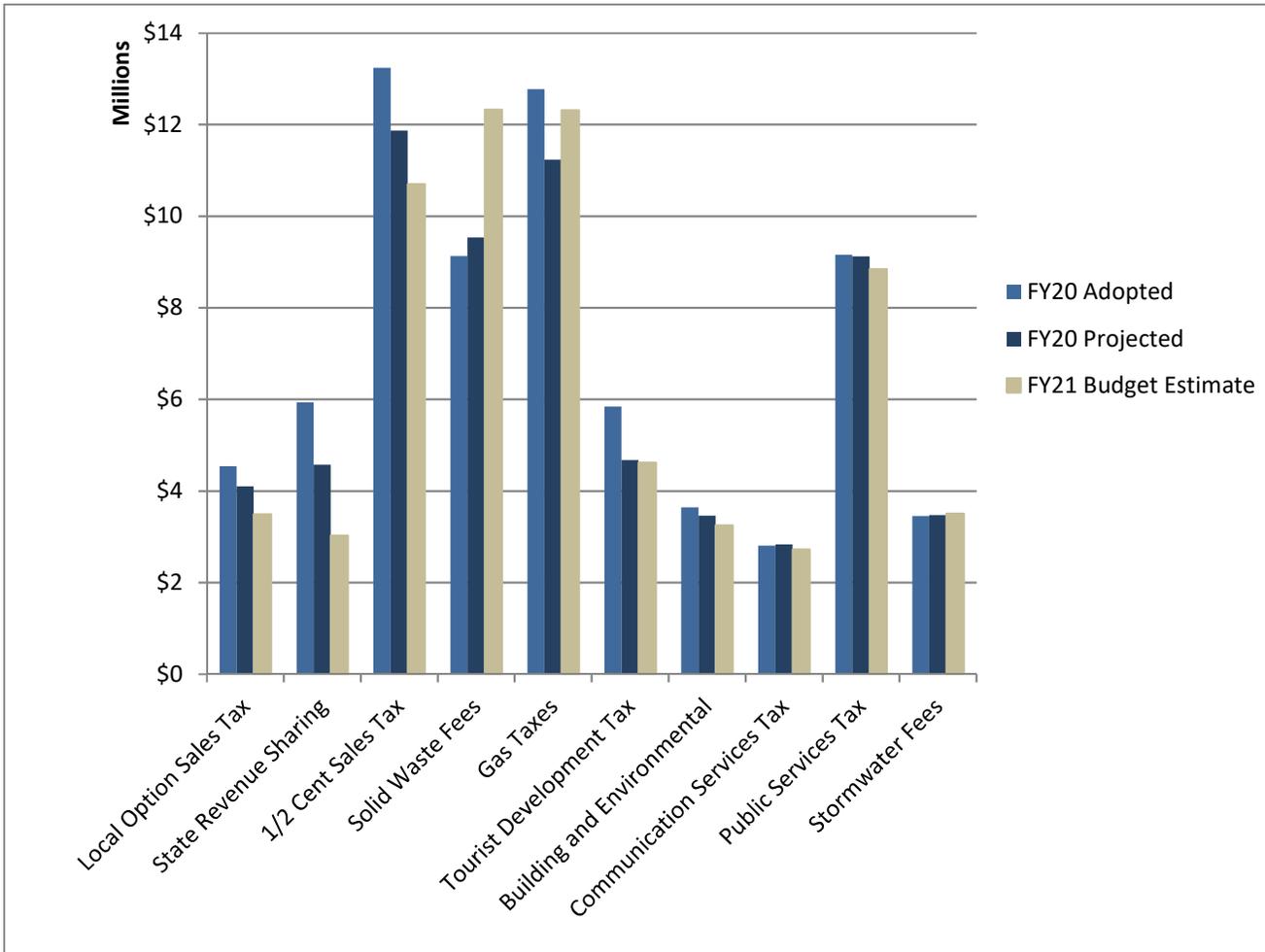
(9) The FY 2021 estimate indicates a mild winter reducing the usage of electric and natural gas consumption thereby slowing the collection estimates.

(10) COVID-19 has dramatically changed the collection of Tourist Development Tax due to fewer individuals traveling and staying at lodging facilities. Locally this has led to the cancelation of collegiate athletics and graduation ceremonies, and the community's largest seasonal events (Springtime Tallahassee, Word of South Festival, LeMoyné Chain of Parks Art Festival, and the Leon County Concert Series at the Amphitheater).

(11) The increase is related the growth in new building units.the number property owners in the unincorporated area who are delinquent in paying quarterly bills requiring their assessments and arrearage to be moved to their property tax bills,

(12) Ambulance fees are expected to increase in FY 2021 due to an increase in patient transports and related billings.

FY 2020 AND FY 2021 REVENUE PROJECTIONS

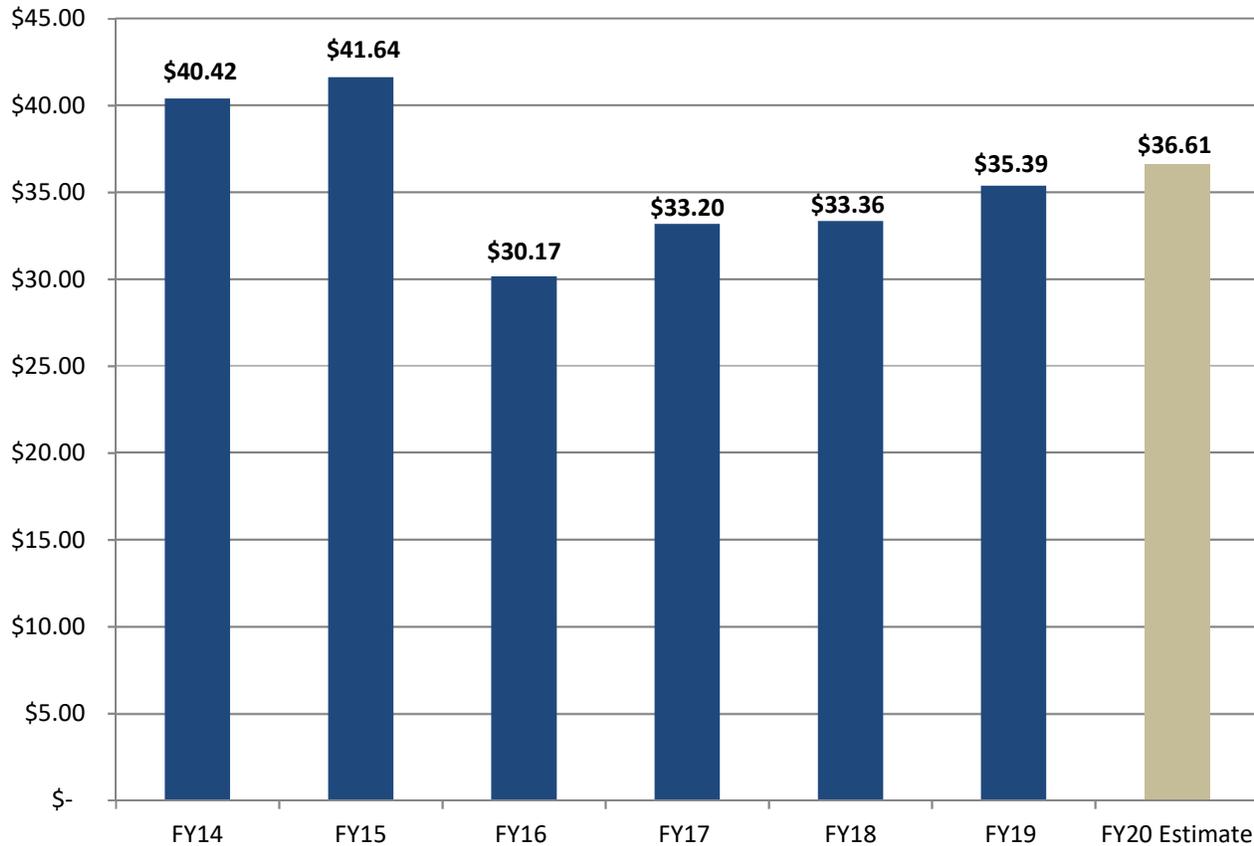


Adopted Budget FY 2020, Projected Actual Collections FY 2020, and Estimated Budget FY 2021:

This chart illustrates a comparison between the current budget, the projected actual collections for FY 2020, and the FY 2021 budget estimates. The chart depicts FY 2021 revenues forecasted at 95% as required by Florida Statute. Detailed charts of these revenues are shown on the subsequent pages, including ad valorem taxes.

GENERAL FUND/FINE AND FORFEITURE – FUND BALANCE

General/Fine and Forfeiture Fund Balance (Millions)



General/Fine and Forfeiture Fund Balance:

Fund Balance is maintained for cash flow purposes, as an emergency reserve and a reserve for one-time capital improvement needs. In addition, the amount of fund balance is used by rating agencies in determining the bond rating for local governments. The Leon County Reserves Policy requires fund balances to be between a minimum of 15% and a maximum of 30% of operating expenditures. The decrease from FY 2015 – FY 2016 is due to the mid-year appropriation of \$9.6 million to fund one-time capital projects. The audited year ending fund balance for FY 2018 is \$33.36 million and \$35.39 million for FY 2019, including \$21.79 million in FEMA reimbursements for Hurricanes Irma and Michael. The FY 2020 estimated fund balance includes \$190,150 in FEMA reimbursements from Hurricanes Irma and Michael. This fund balance reflects 23% of FY 2020 operating expenditures.

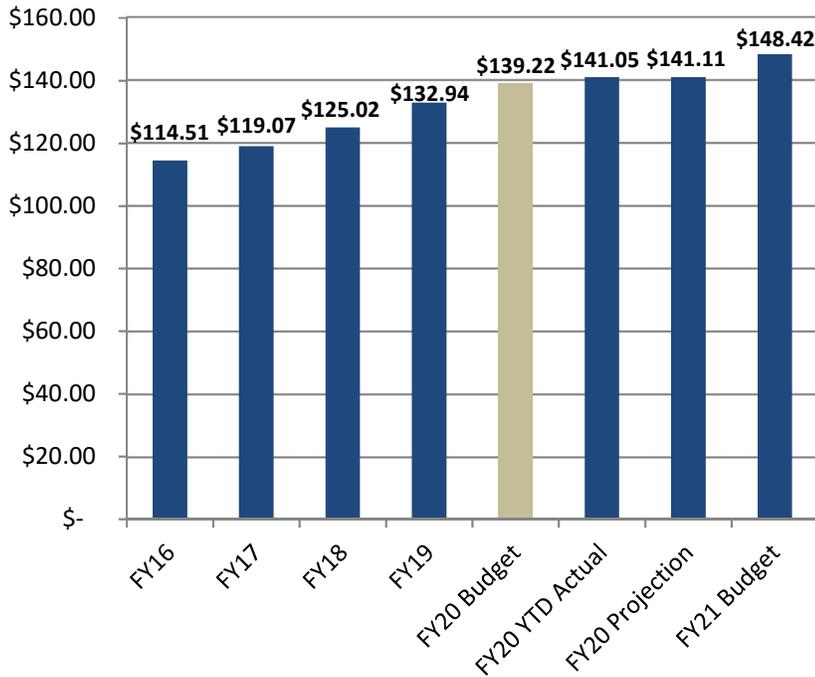
To follow the Leon County Reserves Policy minimum and maximum levels, the FY 2020 General/Fine and Forfeiture Fund Balance would have to remain between \$22.5 million and \$45.0 million. As depicted, the fund balance is within this range.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

AD VALOREM TAXES

Fiscal Year Actuals & Projects (Millions)



Background:

Ad Valorem Taxes are derived from all non-exempt real and personal properties located within Leon County. The non-voted countywide millage rate is constitutionally capped at 10 mills (Article VII, Section 9(a) and (b)).

The amounts shown are the combined General Fund and Fine and Forfeiture Fund levies.

Trend:

In January 2008 a constitutional amendment was passed that established restrictions on property valuations, such as an additional \$25,000 homestead exemption and Save Our Homes tax portability. These restrictions limit the future growth in ad valorem taxes. Due to an increase in property values, with the millage rate remaining 8.3144, the FY 2021 projected actual Ad Valorem Taxes will increase from FY 2020.

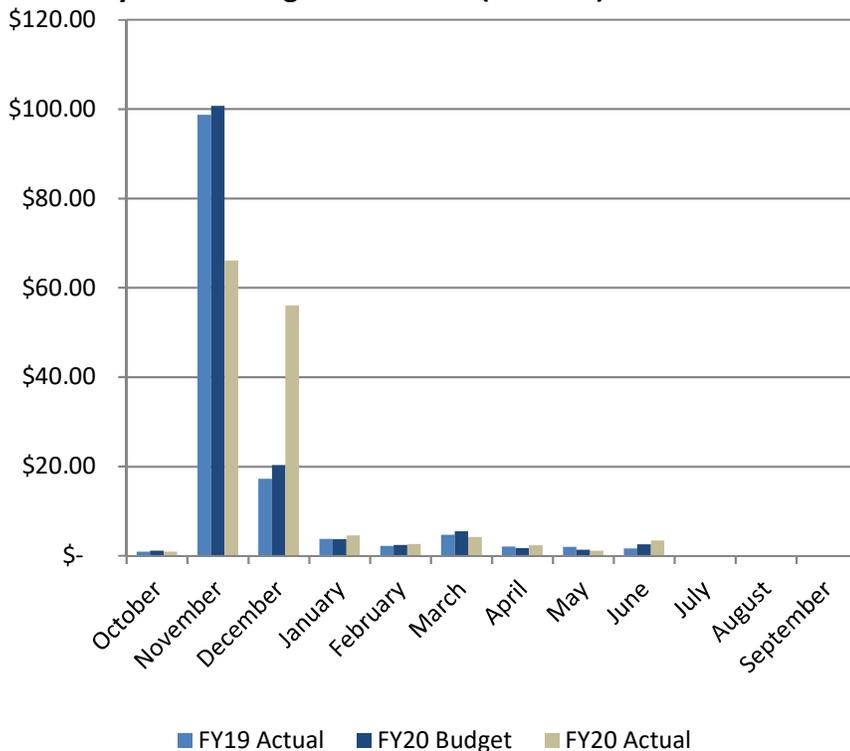
Fiscal Year 2021 Ad Valorem taxes projection reflects a 6.7% increase in Ad Valorem revenue collections over the FY 2020 budgeted amount. Final property valuations were provided by the Property Appraiser's Office on July 1, 2020. These valuations were used in developing materials for the July budget workshop.

FY19 Budget: \$131,272,920
FY19 Actual: \$132,939,650

FY20 Budget: \$139,218,926
FY20 YTD Actual: \$141,047,687
FY20 Projection: \$141,110,835

FY21 Preliminary Budget: \$148,422,773

Monthly Totals: Budget vs. Actuals (Millions)

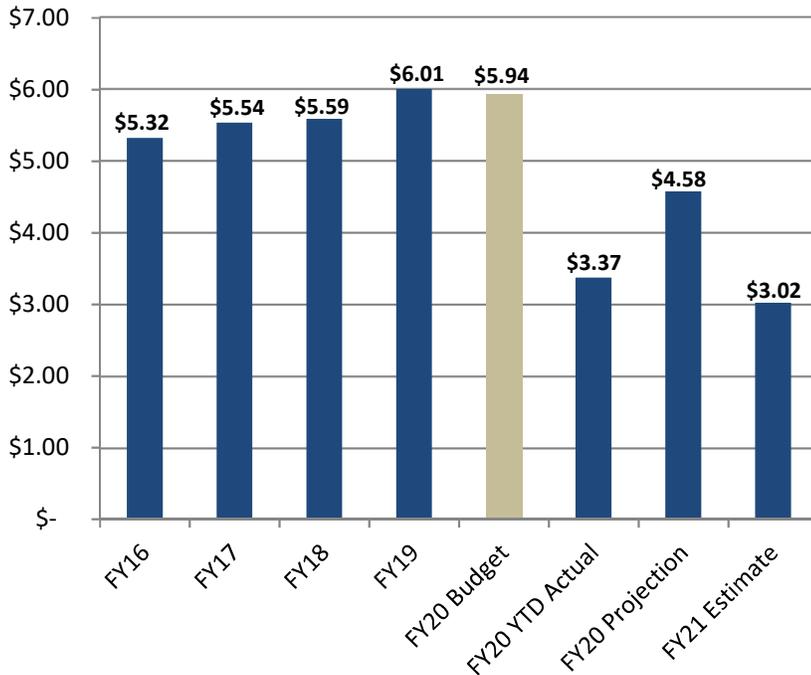


Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

STATE REVENUE SHARINGS TAX

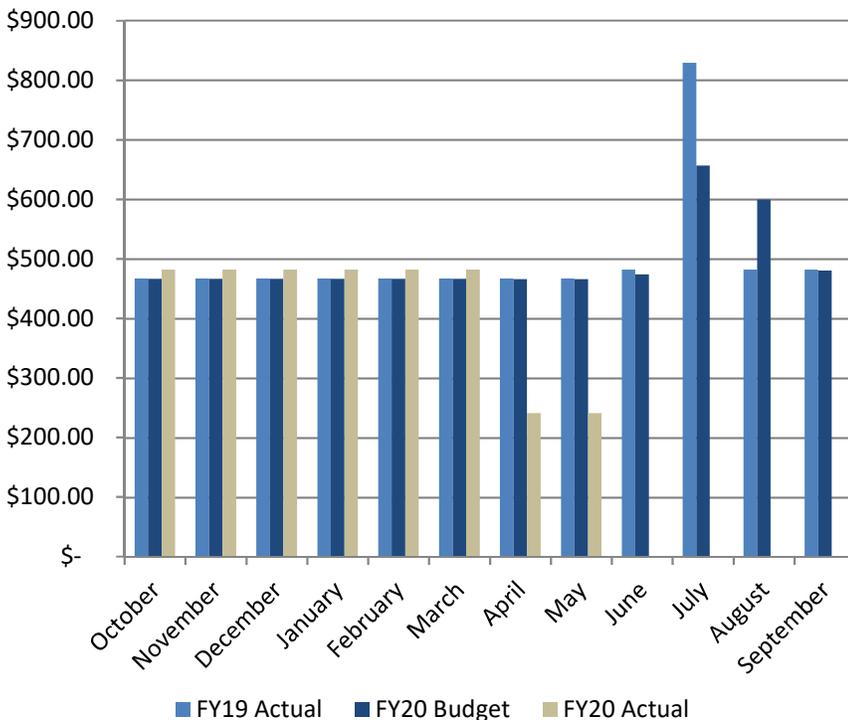
Fiscal Year Actuals & Projections (Millions)



Background:

The Florida Revenue Sharing Act of 1972 was an attempt by the Legislature to ensure a minimum level of parity across units of local government when distributing statewide revenue. Currently, the Revenue Sharing Trust Fund for Counties receives 2.9% of the net cigarette tax collections and 2.25% of sales and use tax collections. On July 1, 2004, the distribution formula reduced the County's share to 2.044% or a net reduction of approximately 10%. The sales and use tax collections provide approximately 96% of the total revenue shared with counties, with the cigarette tax collections making up the small remaining portion. These funds are collected and distributed on a monthly basis by the Florida Department of Revenue.

Monthly Totals: Budget vs. Actuals (Thousands)



Trend:

The COVID-19 pandemic and the sustained global economic disruption surrounding the public health emergency has impacted governments, businesses, and individuals across the world. COVID-19 has dramatically affected statewide consumer spending, which has significantly reduced statewide sales tax collections. For state revenue sharing Leon County is projected to receive 23% less than budgeted for FY 2020, with an additional 49% decrease from the FY 2020 budget in FY 2021.

FY19 Budget: \$5,649,650

FY19 Actual: \$6,009,505

FY20 Budget: \$5,938,450

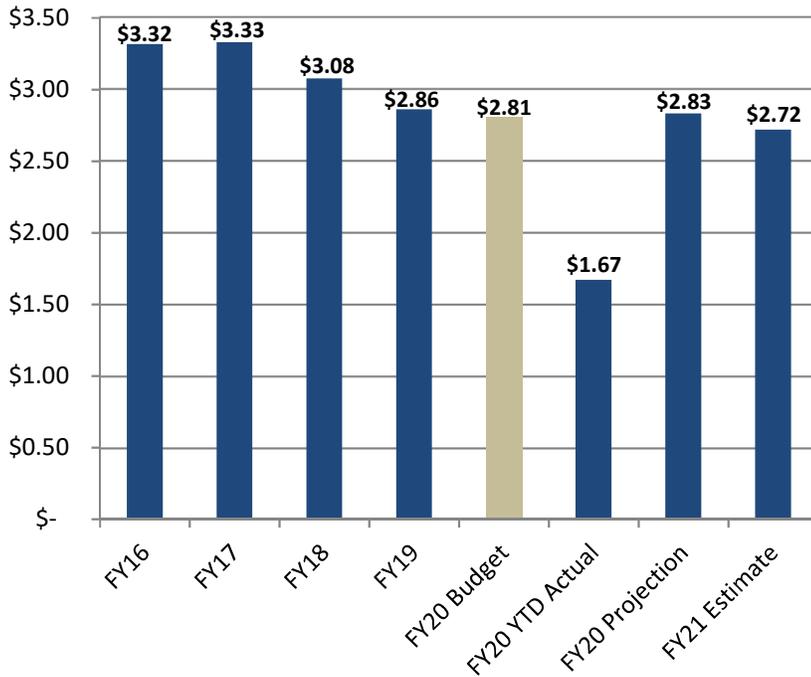
FY20 YTD Actual: \$3,371,101

FY20 Projection: \$4,575,192

FY21 Estimated Budget: \$3,023,528

COMMUNICATION SERVICES TAX

Fiscal Year Actuals & Projections (Millions)



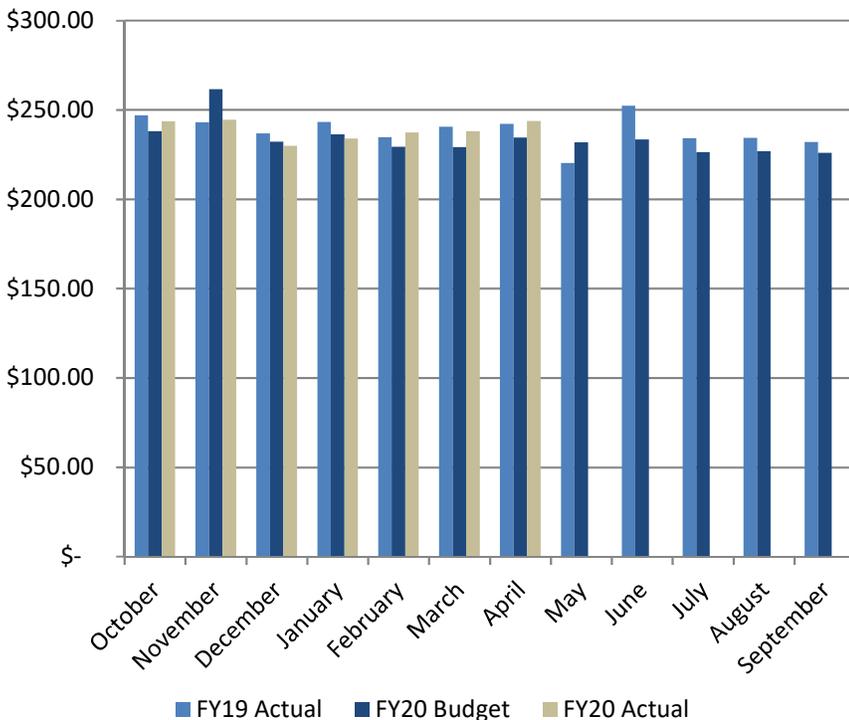
Background:

The Communication Services Tax (CST) combined seven different State and local taxes or fees by replacing them with a two-tiered tax, each with its own rate. These two taxes are (1) The State Communication Services Tax and (2) The Local Option Communication Services Tax. The County correspondingly eliminated its 5% Cable Franchise Fee and certain right of way permit fees. Becoming a Charter county allowed the County to levy at a rate of 5.22%. This rate became effective in February of 2004.

Trend:

Statewide, the CST has been in decline the past five years. Initially, Leon County was not following the trend; however, in FY 2015, proceeds began declining. FY 2019 revenues came in lower than budgeted and FY 2020 revenues are in line with the budgeted amount. The budget for FY 2021 is 3% lower than the FY 2020 budget.

Monthly Totals: Budget vs. Actuals (Thousands)



Part of this decline is due to the Florida Department of Revenue notifying the County's Office of Financial Stewardship of an adjustment in the amount of \$329,729 due to the erroneous overpayment of local taxes. This adjustment will be deducted from future monthly distributions effective March 2018. This adjustment will be spread over 36 months and will average a monthly deduction of \$9,159 until March 2021.

FY19 Budget: \$3,268,000
FY19 Actual: \$2,860,983

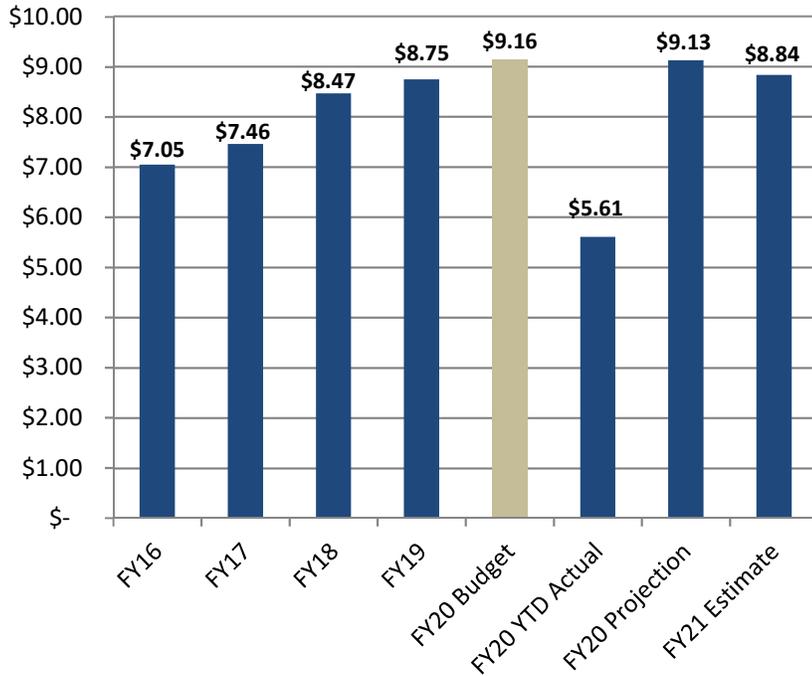
FY20 Budget: \$2,806,300
FY20 YTD Actual: \$1,671,294
FY20 Projection: \$2,832,404

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PUBLIC SERVICES TAX

Fiscal Year Actuals & Projections (Millions)



Background:

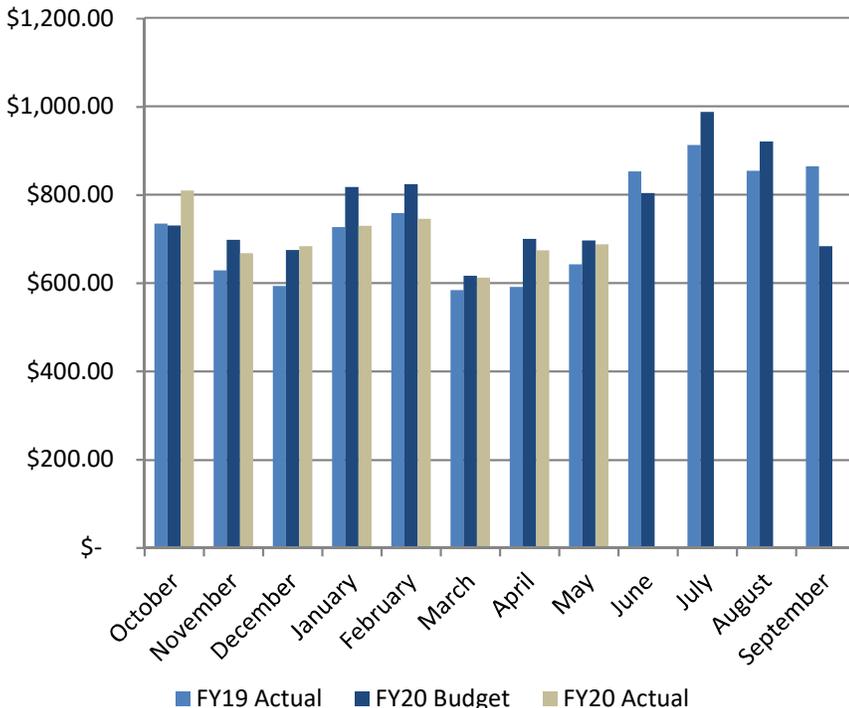
The Public Services Tax is a 10% tax levied upon each purchase of electricity, water, and metered or bottled gas within the unincorporated areas of the County. It is also levied at \$0.04 per gallon on the purchase of fuel oil within the unincorporated areas of the County. This tax became effective on October 1, 2003.

Trend:

Due to its consumption basis, this tax is subject to many variables including rates and usage.

FY 2020 revenues are projecting to increase by 4% over FY 2019 revenues but just shy of the FY 2020 budget. The FY 2021 estimate indicates a 3% reduction due to milder winters generating lower utility bills. In addition, this revenue is somewhat affected by the COVID-19 stay-at-home orders and reduced economic activity with businesses consuming less utilities.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$9,077,474

FY19 Actual: \$8,747,780

FY20 Budget: \$9,157,439

FY20 YTD Actual: \$5,612,725

FY20 Projection: \$9,131,439

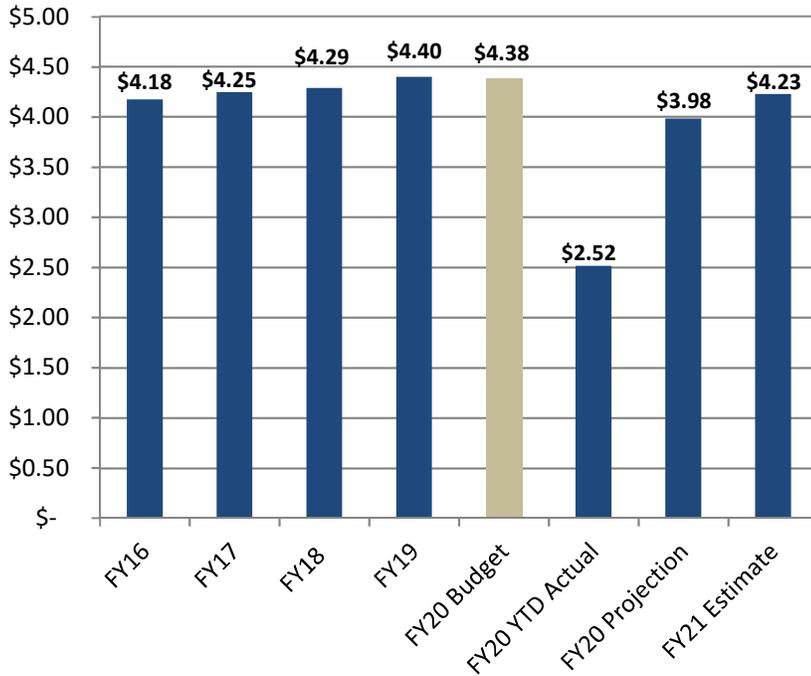
FY21 Estimated Budget: \$8,844,794

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

STATE SHARED GAS TAX

Fiscal Year Actuals & Projections (Millions)



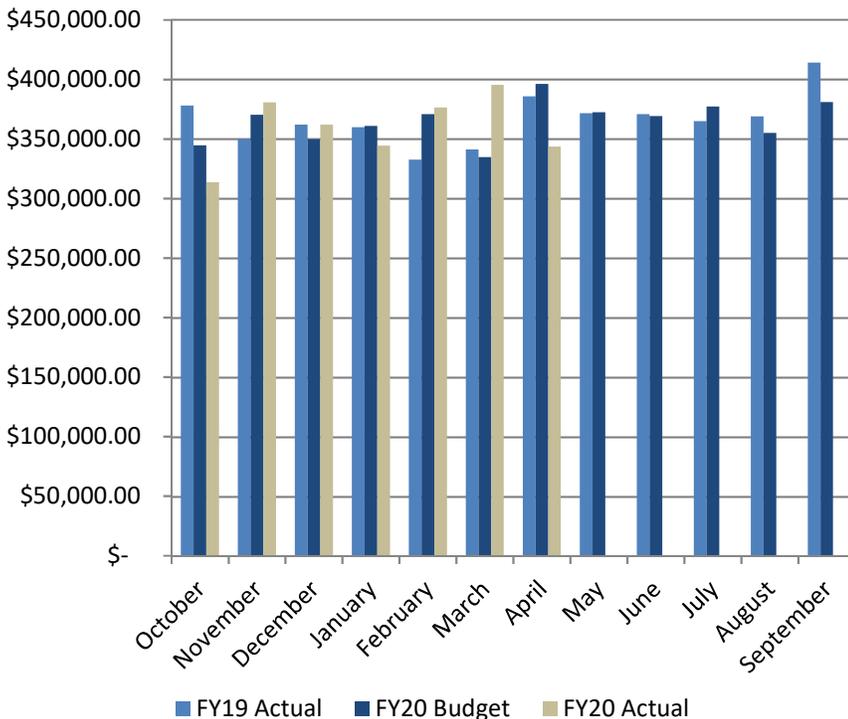
Background:

The State Shared Gas Tax consists of two discrete revenue streams: County Fuel Tax and the Constitutional Gas Tax. These revenues are all restricted to transportation related expenditures (Florida Statutes 206 and others). These revenue streams are disbursed from the State based on a distribution formula consisting of county area, population, and collection.

Trend:

The COVID-19 pandemic and the sustained global economic disruption surrounding the public health emergency has impacted governments, businesses, and individuals across the world. COVID-19 has changed statewide fuel consumption since people are forgoing non-essential travel. The FY 2020 projections for this consumption-based tax are 9% lower than budgeted. The FY 2021 estimated budget projects a 4% decrease over the FY 2020 budget.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$4,230,255
FY19 Actual: \$4,399,605

FY20 Budget: \$4,381,975
FY20 YTD Actual: \$2,516,193
FY20 Projection: \$3,984,499

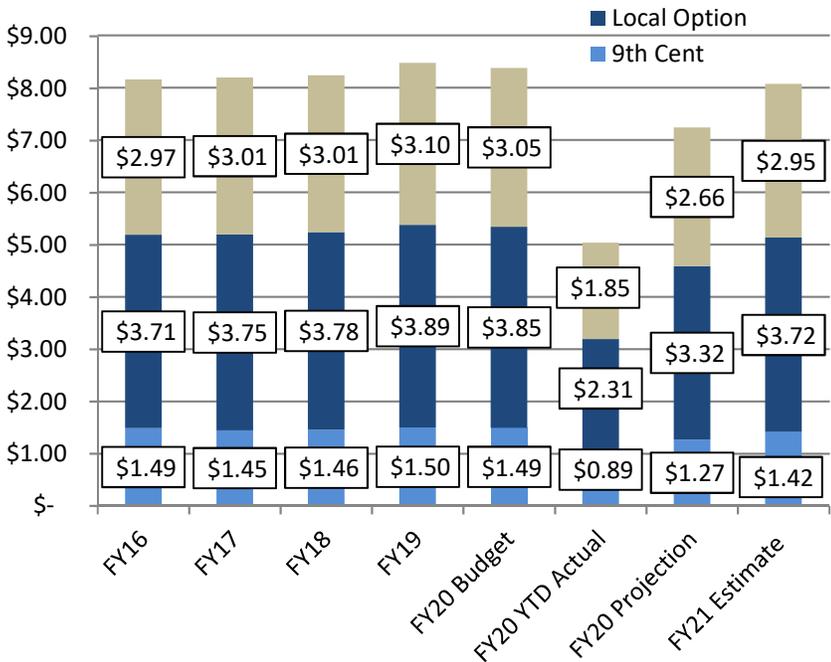
FY21 Estimated Budget: \$4,228,590

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

LOCAL OPTION GAS TAX

Fiscal Year Actuals & Projections (Millions)



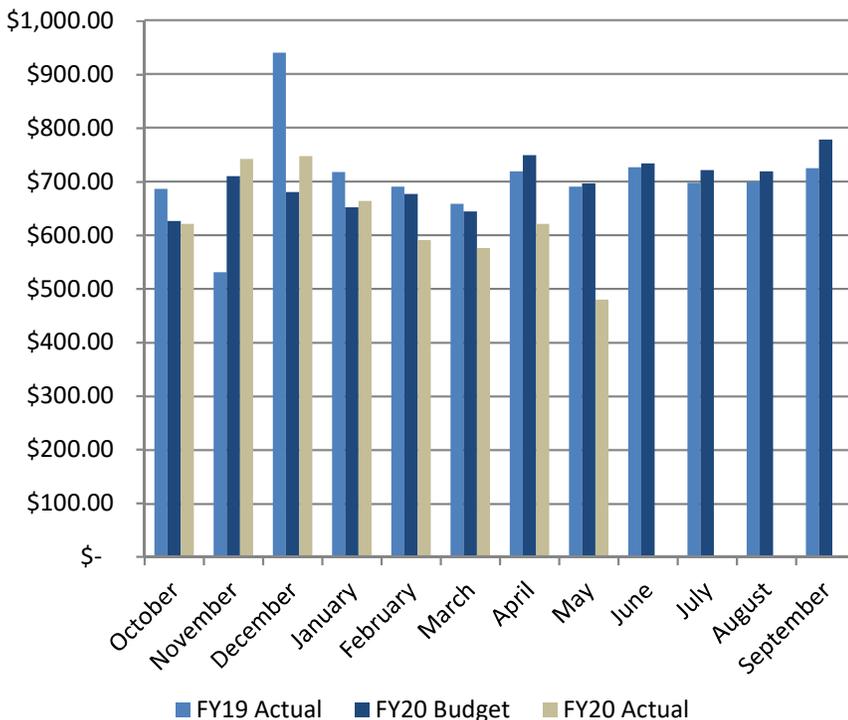
Background:

9th Cent Gas Tax: This tax was a State imposed 1 cent tax on special and diesel fuel. Beginning in FY02, the County began to levy the amount locally on all fuel consumption.

Local Option Gas Tax: This tax is a locally imposed 6 cents per gallon tax on every net gallon of motor and diesel fuel. Funds are restricted to transportation related expenditures. In September 2013, the County and City amended the Inter-local Agreement, which authorizes the extension of 6 cents gas tax, with an allocation of 50/50 between the County and the City, being effect from October 1, 2015. This tax will not sunset until FY 2045.

2nd Local Option: On September 10, 2013, the Board approved levying an additional five-cent gas tax, to be split with the City 50/50. Beginning in January 2014, the County began to levy this tax on all motor fuel consumption in Leon County.

Monthly Totals: Budget vs. Actuals (Thousands)



NOTE: The amounts shown are the County's share only.

Trend:

Due to the COVID-19 pandemic, more people are working from home, resulting in less vehicle activity and fuel consumption, which contributes to the reduction in anticipated revenue in the Local Option Gas Tax. The FY 2020 projections for this consumption-based tax are 14% lower than budgeted. The FY 2021 estimated budget projects a 4% decrease over the FY 2020 budget.

FY19 Budget: \$8,216,930
FY19 Actual: \$8,487,650

FY20 Budget: \$8,392,680
FY20 YTD Actual: \$5,044,524
FY20 Projection: \$7,252,454

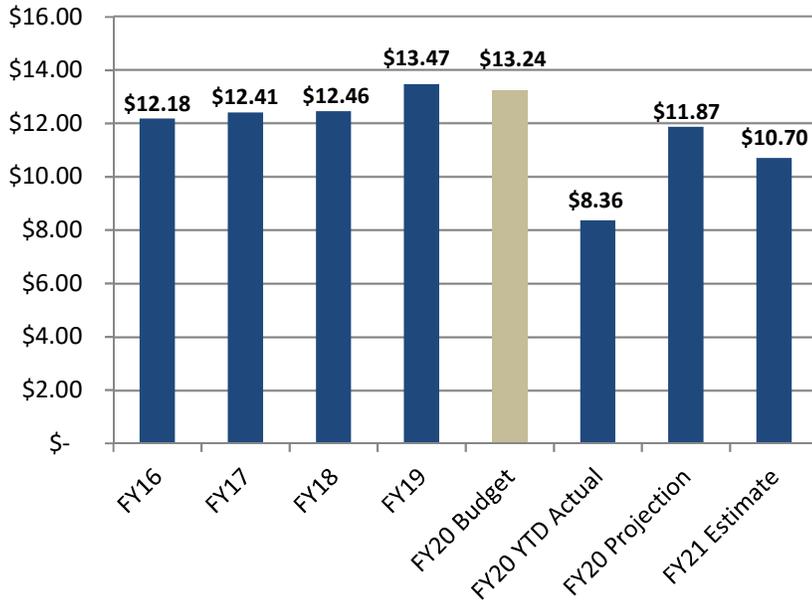
FY21 Estimated Budget: \$8,087,491

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

LOCAL GOVERNMENT HALF CENT SALES TAX

Fiscal Year Actuals & Projections (Millions)



Background:

The Local Government 1/2 Cent Sales Tax is based on 8.9744% of net sales tax proceeds remitted by all sales tax dealers located within the State. On July 1, 2004, the distribution formula reduced the County's share to 8.814% or a net reduction of approximately 9.5%. The revenue is split 56.6% County and 43.4% City based on a statutory defined distribution formula (Florida Statutes Part VI, Chapter 218). On April 9, 2015, the House approved the House Tax Cut Package, HB 7141, which changed the formula, but there is no impact to the portion of Local Government 1/2 Cent Sales Tax.

The amounts shown are the County's share only.

Trend:

COVID-19 has dramatically changed the local economy and will significantly reduce County revenues in several areas, including the Local Government Half-Cent Sales Tax. This state shared revenue is reflective of local consumer spending in Leon County, which was reduced due to the impacts of COVID-19. Projected collections for FY 2020 anticipate a 10% decrease over the budgeted amount. The FY 2021 preliminary budget shows a 19% decrease over the FY 2020 budget.

FY19 Budget: \$12,749,086

FY19 Actual: \$13,474,983

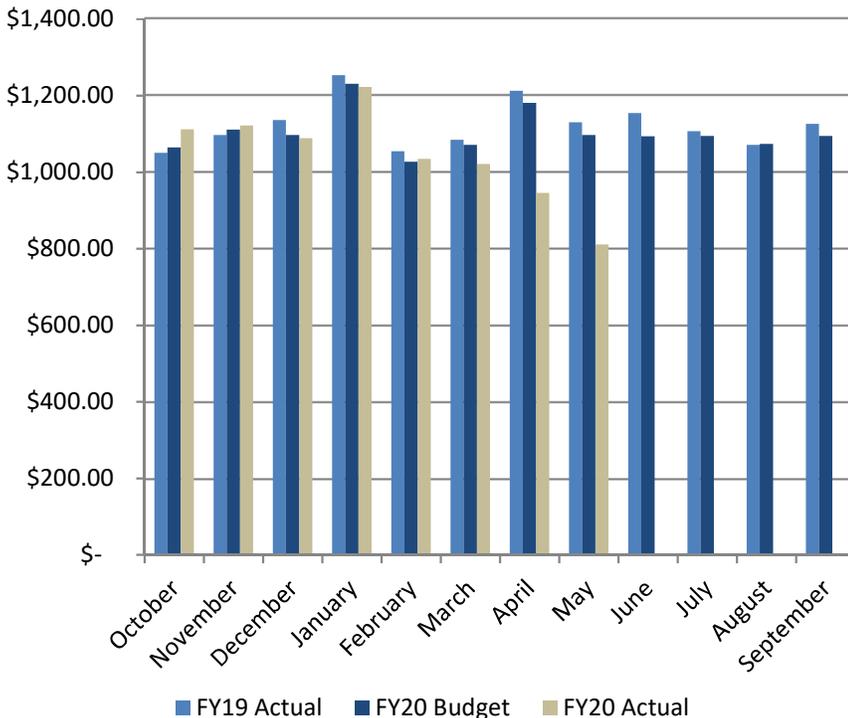
FY20 Budget: \$13,235,400

FY20 YTD Actual: \$8,357,588

FY20 Projection: \$11,868,144

FY21 Estimated Budget: \$10,698,273

Monthly Totals: Budget vs. Actuals (Thousands)

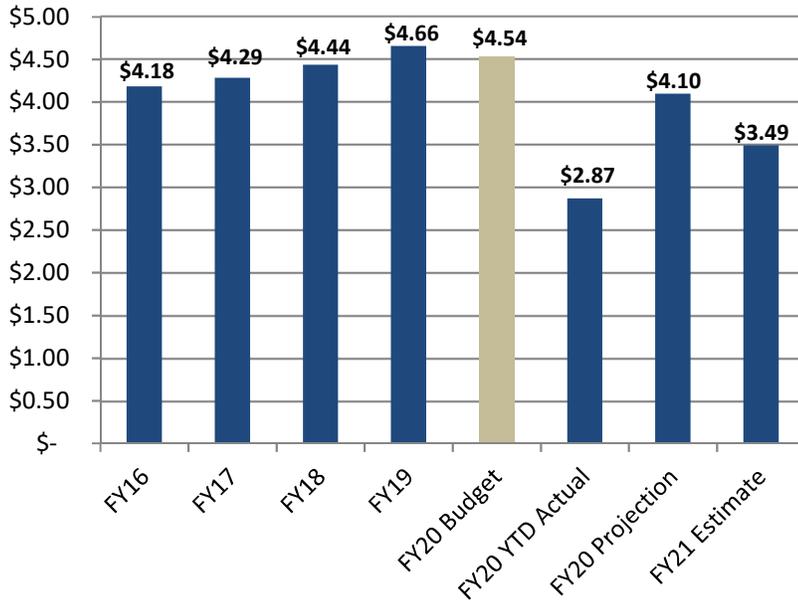


Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

LOCAL OPTION SALES TAX

Fiscal Year Actuals & Projections (Millions)



Background:

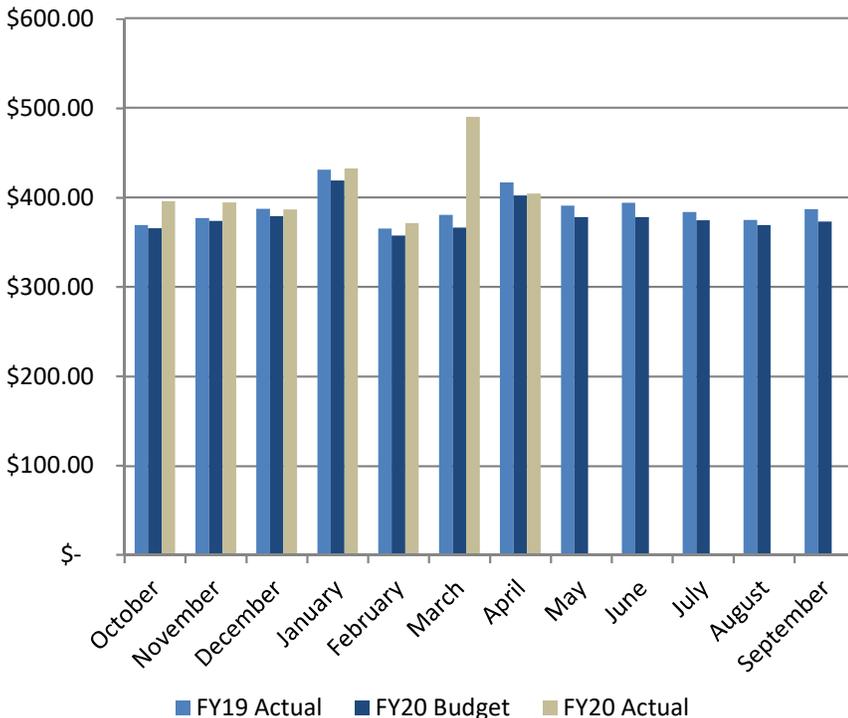
The Local Option Sales Tax is a 1 cent sales tax on all transactions up to \$5,000. In a November 2000 referendum, the sales tax was extended for an additional 15 years beginning in 2004. In a November 2014 referendum, the sales tax was extended for another 20 years beginning in 2020. The revenues are distributed at a rate of 10% to the County, 10% to the City, and 80% to Blueprint 2000.

The amounts shown are the County's share only.

Trend:

COVID-19 has dramatically changed the local economy and will significantly reduce County revenues in several areas, including the Local Option Sales Tax. Locally economic spending has slowed on taxable goods reducing sales tax collections. Anticipated collections are 10% less than the budgeted amount. FY 2021 estimated budget is 23% less than the FY 2020 budget.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$4,325,350
FY19 Actual: \$4,658,912

FY20 Budget: \$4,537,200
FY20 YTD Actual: \$2,871,651
FY20 Projection: \$4,096,754

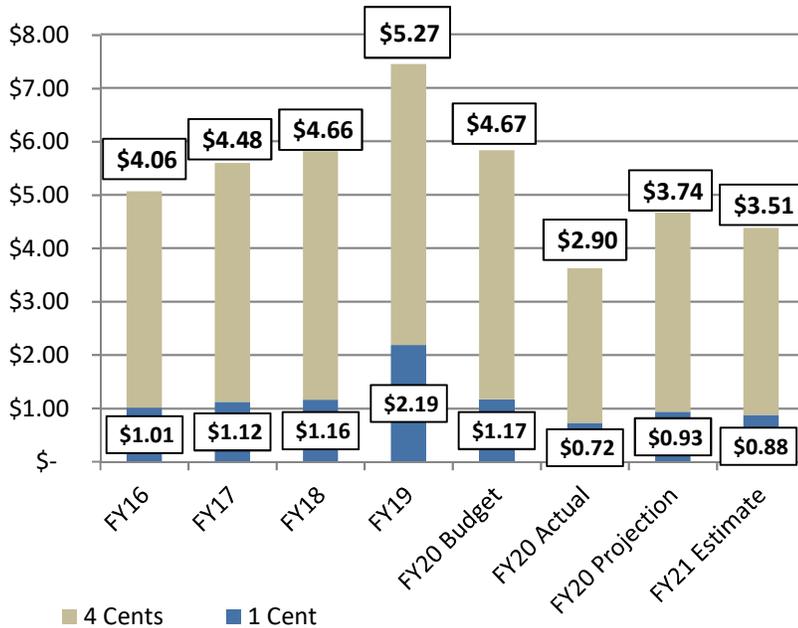
FY21 Estimated Budget: \$3,492,417

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

LOCAL OPTION TOURIST DEVELOPMENT TAX

Fiscal Year Actuals & Projections (Millions)



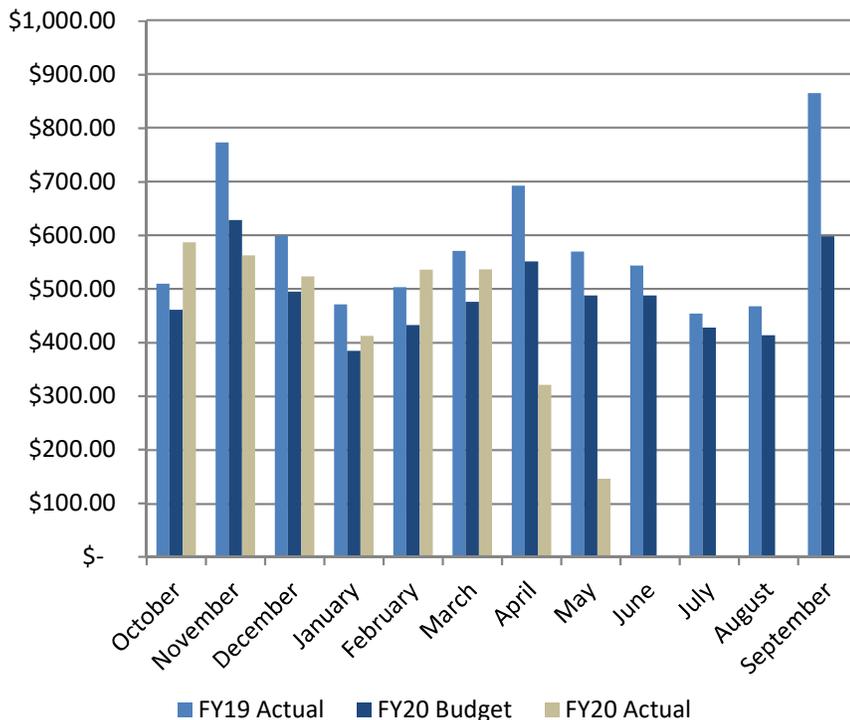
Background:

The Local Option Tourist Tax is a locally imposed 5% tax levied on rentals and leases of less than 6-month duration. This tax is administered locally by the Tax Collector. The funds are restricted to advertising, public relations, promotional programs, visitor services and approved special events (Florida Statute 125.014). On March 19, 2009, the Board approved to increase total taxes levied on rentals and leases of less than 6-month duration by 1%. The total taxes levied are now 5%. The additional 1% became effective on May 1, 2009 and is used for marketing as specified in the TDC Strategic Plan.

Trend:

COVID-19 has dramatically changed the local economy and will significantly reduce County revenues in several areas, and no revenue has been impacted more than the Tourist Development Tax. The national, state, and local recommendations for social distancing, cancelation of collegiate athletics, and the cancellation of the community's largest seasonal events (Springtime Tallahassee, Word of South Festival, LeMoyne Chain of Parks Art Festival, and the Leon County Concert Series at the Amphitheater) is anticipated to result in a 33% decline in TDT revenues over FY 2019 collections. Following suit in FY 2021, projections indicate decline by 25% over the FY 2020 budget.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$5,690,500
FY19 Actual: \$7,020,237

FY20 Budget: \$5,842,310
FY20 YTD Actual: \$3,624,180
FY20 Projection: \$4,671,689

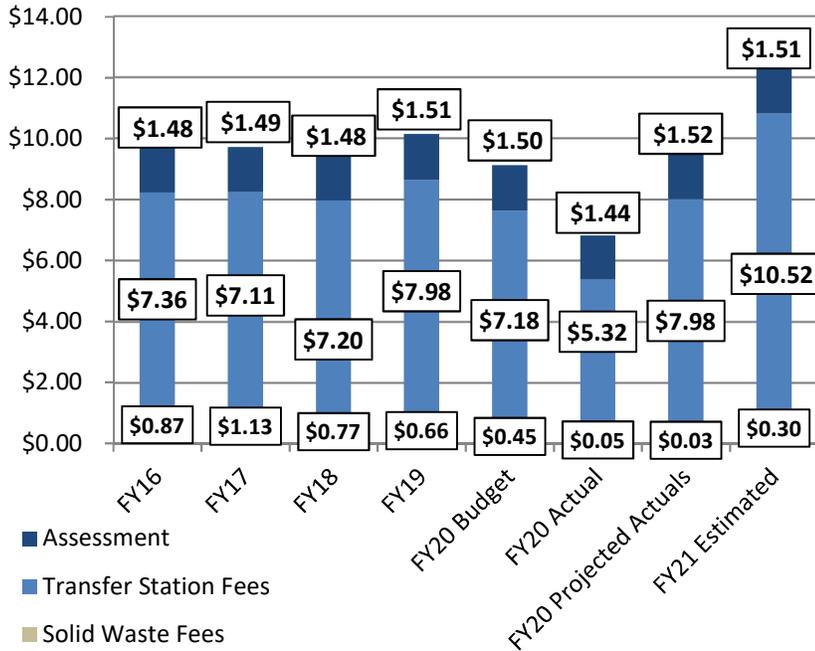
FY21 Estimated Budget: \$4,386,734

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

SOLID WASTE FEES

Fiscal Year Actuals & Projections (Millions)



Background:

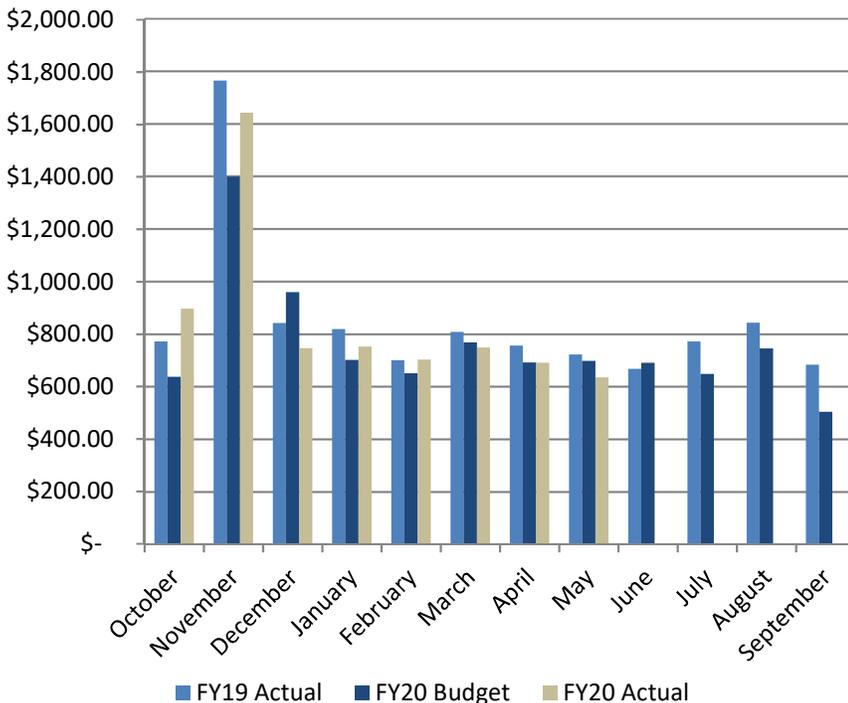
Solid Waste Fees are collected for sorting, reclaiming, disposing of solid waste at the County landfill and transfer station. Revenues collected will be used for the operation of all solid waste disposal sites.

In October 2008, the County entered into a contractual agreement with Marpan Recycling. The Solid Waste Management Facility is no longer accepting Class II waste as of January 1, 2009. This contract caused a decline in revenues at the Solid Waste Management Facility. However, expenditures were adjusted to reflect the change in operations at the facility.

Trend:

Between FY 2017- 2019, Leon County experienced three years of back-to-back hurricanes, Michael, Irma and Hermine, causing an increase in refuse to the transfer station.

Monthly Totals: Budget vs. Actuals (Thousands)



FY 2020 revenue estimates project a 14% increase over the budgeted amount. FY 2021 budget indicates an increase of 35% in revenue collections over the FY 2020 budget. This increase is due the tipping fee moving from \$38.80 to \$42.15 per ton, as approved by the Board at the February 12, 2019 meeting, while maintaining the lowest fee in the region. Also, Rural Waste Service Center fees were eliminated in FY 2020, resulting in a modest reduction from prior years in Solid Waste Fees. As felt across the nation, the cost of recycling is outpacing the revenues it previously generated. Leon County is working with a consultant and the City to find the lowest cost sustainable solution to maintain recycling efforts.

FY19 Budget: \$8,901,715

FY19 Actual: \$10,152,586

FY20 Budget: \$9,128,515

FY20 YTD Actual: \$6,814,437

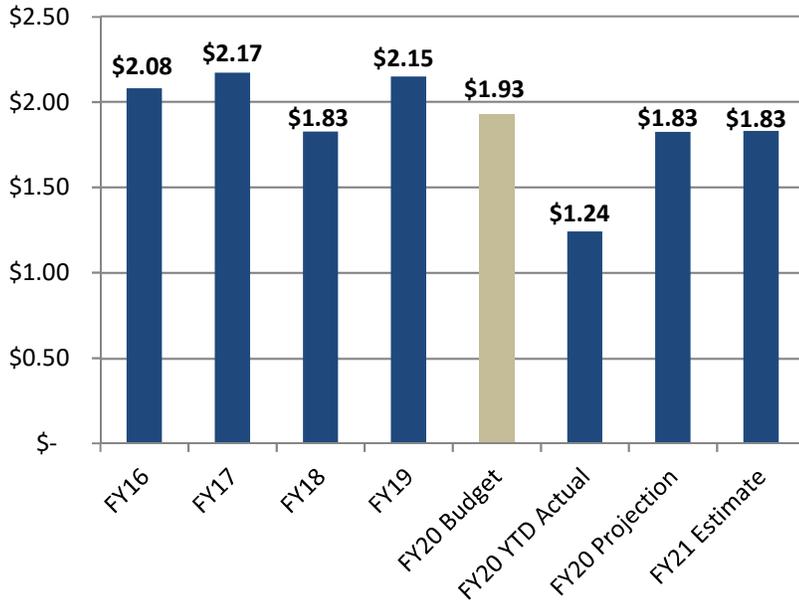
FY20 Projection: \$9,530,315

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

BUILDING PERMIT FEES

Fiscal Year Actuals & Projections (Millions)



Background:

Building Permit Fees are derived from developers of residential and commercial property and are intended to offset the cost of inspections to assure that development activity meets local, State and federal building code requirements. The County only collects these revenues for development occurring in the unincorporated area. As a result of a fee study, the Board adopted the first revised fee study in more than ten years. The fee increase was implemented in three phases: 34% on March 1, 2007; 22% on October 1, 2007; and a final 7% on October 1, 2008.

Trend:

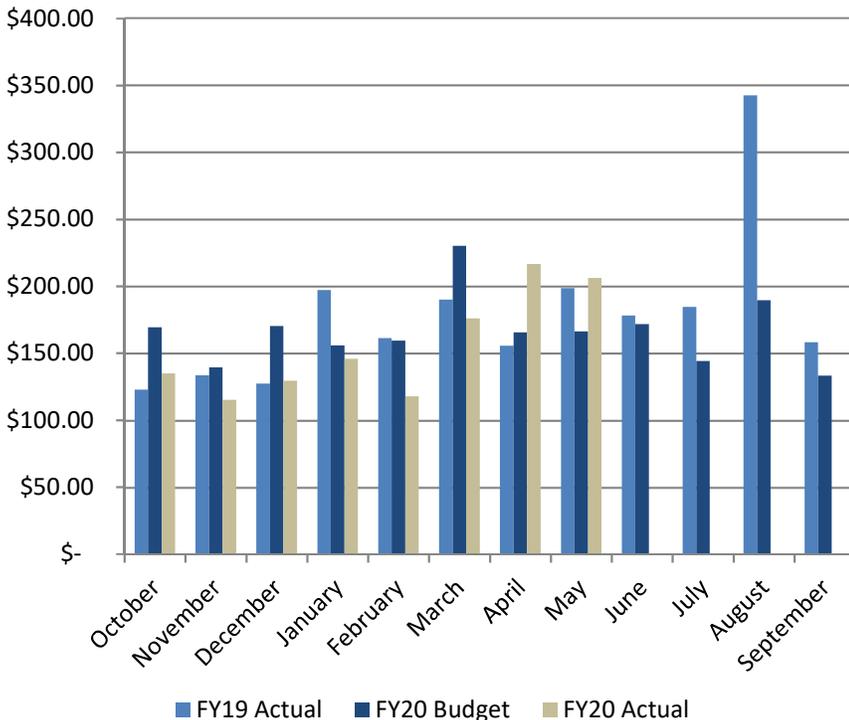
Estimates for FY 2020 indicate a 14% decline in revenues from FY 2019 showing a moderation in building permitting activity from the previous year. As noted in the chart the activity level of permitting is variable from year-to-year depending on the number and size of permitted buildings. The FY 2021 projected budget reflects a continued level trend in permitting activity.

FY19 Budget: \$1,944,935
FY19 Actual: \$2,149,251

FY20 Budget: \$1,930,400
FY20 YTD Actual: \$1,241,790
FY20 Projection: \$1,825,126

FY21 Estimated Budget: \$1,830,840

Monthly Totals: Budget vs. Actuals (Thousands)

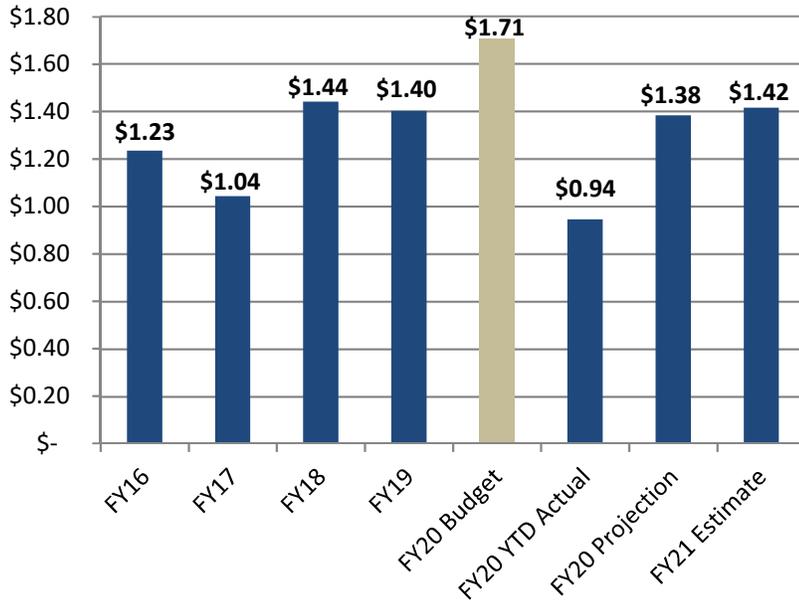


Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

DEVELOPMENT & ENVIRONMENTAL PERMIT FEES

Fiscal Year Actuals & Projections (Millions)



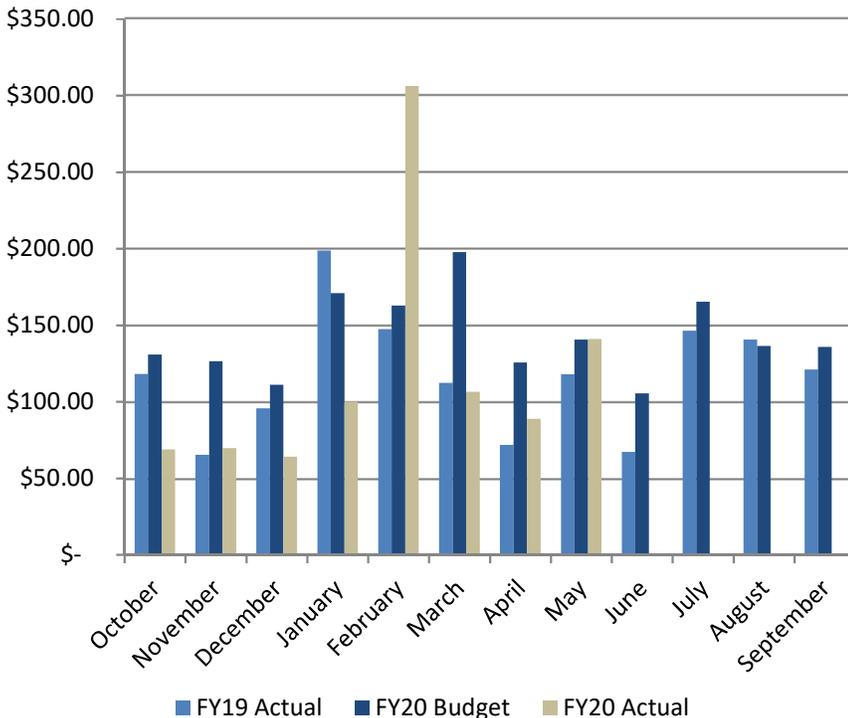
Background:

Environmental Permit Fees are derived from development projects for compliance with stormwater, landscape, tree protection, site development and zoning, and subdivision regulations. As a result of a fee study, the Board adopted a revised fee resolution effective October 1, 2006. On March 11, 2008 the Board approved an overall fee increase of 20% in addition to adopting new fees for Growth Management. The new fees were implemented immediately, and the overall fee increase was effective as of October 1, 2008.

Trend:

Development and Permit fees have leveled out after the recession. The FY 2020 projection is comparable to FY 2019 but will fall short of the FY 2020 budget. The FY 2021 projected budget reflects a level trend in permitting activity. The major increase in February revenue is related to a development application within the Fallschase residential housing development.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$1,540,425
FY19 Actual: \$1,402,199

FY20 Budget: \$1,708,955
FY20 YTD Actual: \$944,863
FY20 Projection: \$1,383,810

FY21 Estimated Budget: \$1,415,595

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

AMBULANCE FEES

Fiscal Year Actuals & Projections (Millions)



Background:

Leon County initiated its ambulance service on January 1st of 2004. Funding for the program comes from patient billings and a Countywide Municipal Services Tax. The amounts shown are the patient billings only.

The EMS system bills patients based on the use of an ambulance transport to the hospital. As with a business, the County has an ongoing list of patients/insurers that owe the County monies (outstanding receivables).

Trend:

In FY 2008, the County established a collection policy to pursue uncollected bills, and to allow the write-off of billings determined uncollectible. In order to more accurately estimate revenues, the forecasting methodology shifted from a collection receivables basis to a cash basis. On April 24, 2018 the Board approved a 24% fee reduction in ambulance fees effective June 1, 2018.

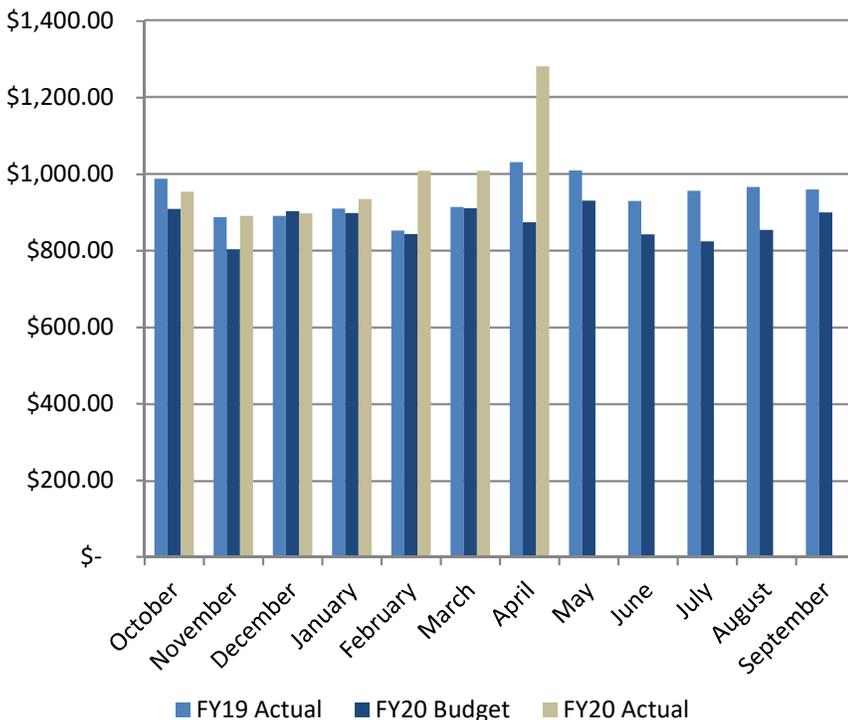
Actual revenues for FY 2020 are projected to increase by 6% over the budgeted amount due to contract collections from Capital Regional Medical Center (CRMC) and the collection of outstanding billings from the previous rates. The increases in February, March and April collections reflect the additional transport billing for CRMC. Revenue is anticipated to increase 9% in FY 2021 over FY 2020 projection due to the addition of CRMC transports.

FY19 Budget: \$10,108,000
FY19 Actual: \$11,295,452

FY20 Budget: \$10,493,130
FY20 YTD Actual: \$6,975,902
FY20 Projection: \$11,173,756

FY21 Estimated Budget: \$12,152,892

Monthly Totals: Budget vs. Actuals (Thousands)

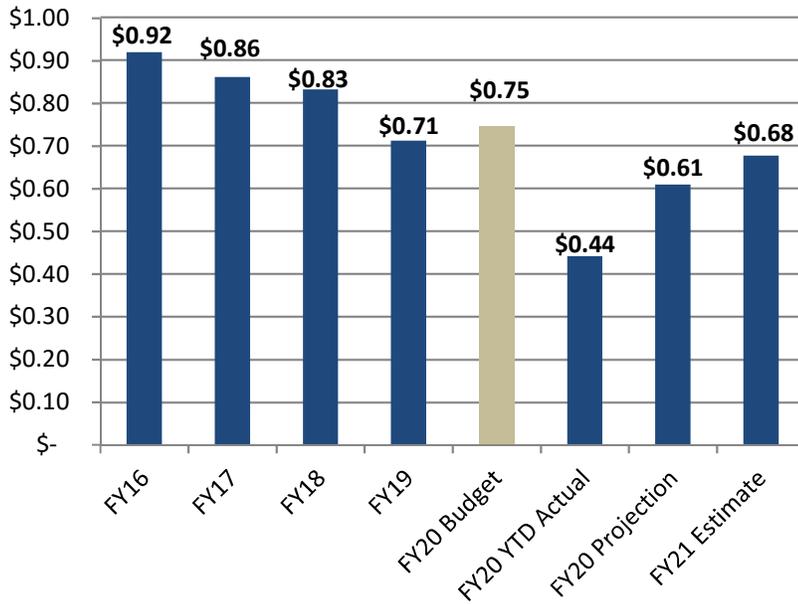


Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PRE-TRIAL & PROBATION FEES

Fiscal Year Actuals & Projections (Millions)



Background:

The Probation Fees are a combination of County court probation fees, alternative community service fees, no-show fees (all governed by Florida Statute 948) and pre-trial release fees (governed by an Administrative Order). These fees are collected from individuals committing infractions that fall within the jurisdiction of Leon County Courts. The amount of each individual fee is expressly stated in either the Florida Statute or the Administrative Order.

Trend:

Revenues collected through Probation and Pre-Trial fees have steadily declined since FY 2015. This can be attributed to a decline in Probation and Pre-Trial caseloads, early termination of sentences and a decrease in court ordered GPS (Global Positioning Satellite) electronic monitoring/tracking and withheld adjudications for offenders unable to afford fees.

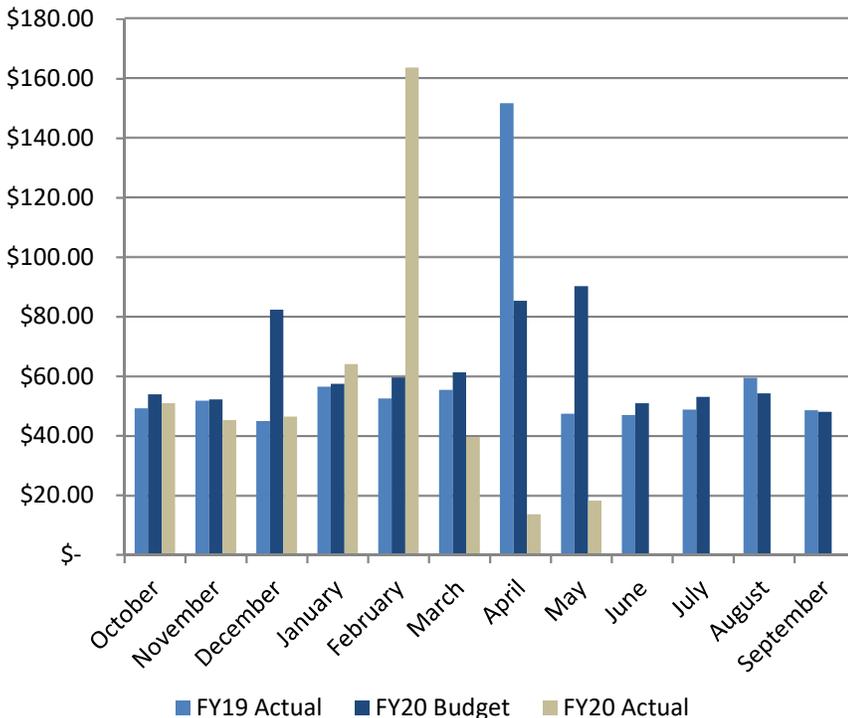
The effects of COVID-19 can be seen in Pre-Trial and Probation Fees due to temporary office closures, which required clients to mail in payments. Offices have reopened in a limited capacity, seeing only 20% of clients. FY 2020 projected revenue is expected to be 18% lower than the budget as the amount of fees that go uncollected remains consistent. The FY 2021 estimated budget projects a revenue decrease of 9% over FY 2020. The spikes in February and April (FY 2019) coincide with the Sheriff's contribution to GPS tracking.

FY19 Budget: \$889,260
FY19 Actual: \$713,001

FY20 Budget: \$748,470
FY20 YTD Actual: \$441,807
FY20 Projection: \$610,082

FY21 Estimated Budget: \$677,885

Monthly Totals: Budget vs. Actuals (Thousands)

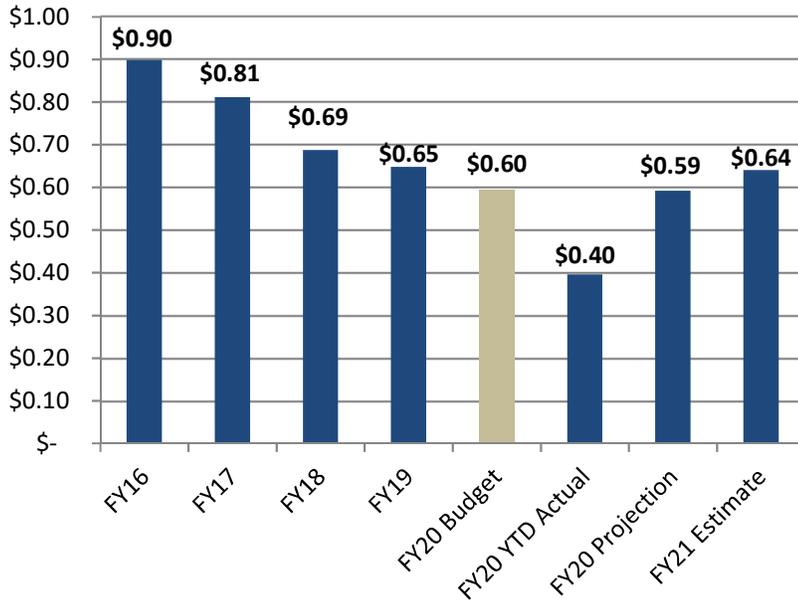


Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

COURT FACILITIES FEES

Fiscal Year Actuals & Projections (Millions)



Background:

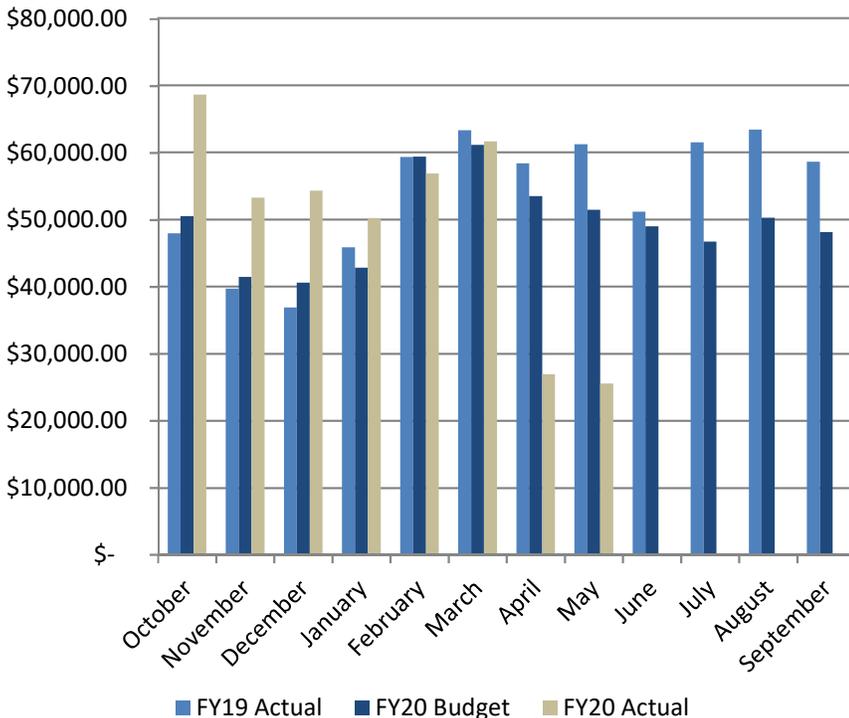
Court Facilities Fees are established to fund “state court facilities” as defined in Chapter 29, Florida Statutes (2009). On June 19, 2009, legislation approved permitting counties to change the surcharge placed on non-criminal traffic infractions from \$15 to \$30. In FY17 the County collected \$1.2 million in these fees but expended more than \$9.4 million on behalf of the State Court system.

The Board approved the increase in surcharges on August 25, 2009.

Trend:

Collection fees were increasing in the first half of the year due to the issuance of more traffic citations. The stay at home order and shift to telecommuting due to COVID-19 has impacted the number of cars on the road, which impact the number of traffic ticket violations that are recorded. The FY 2020 projections are indicating a 1% decrease from the budgeted amount. FY 2021 estimates are 7% higher than the FY 2020 budget due to the initial trend of increased citations continuing.

Monthly Totals: Budget vs. Actuals (Thousands)



FY19 Budget: \$773,300
FY19 Actual: \$648,100

FY20 Budget: \$595,650
FY20 YTD Actual: \$395,793
FY20 Projection: \$591,769

FY21 Estimated Budget: \$640,300

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PROGRAM EXPENDITURE SUMMARY*

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
<u>Board of County Commissioners</u>						
<u>County Commission</u>						
001	100	County Commission	1,767,755	1,012,737	755,018	42.71%
001	101	District 1 ¹	10,247	2,384	7,863	76.74%
001	102	District 2	12,500	534	11,966	95.73%
001	103	District 3	12,500	3,425	9,075	72.60%
001	104	District 4	12,500	2,925	9,575	76.60%
001	105	District 5	12,500	2,270	10,230	81.84%
001	106	At Large District 6	12,500	2,117	10,383	83.07%
001	107	At Large District 7	12,500	5,682	6,818	54.54%
001	108	Commissioners Account	25,175	7,735	17,440	69.28%
Subtotal:			1,878,177	1,039,808	838,369	44.64%
<u>County Administration</u>						
<u>Country Administration</u>						
001	110	Country Administration	1,199,472	711,513	487,959	40.68%
<u>Strategic Initiatives</u>						
001	115	Strategic Initiatives	831,822	452,562	379,261	45.59%
001	116	Community and Media Relations	779,612	330,387	449,225	57.62%
<u>Emergency Management</u>						
125	864	Emergency Management ⁴	121,221	27,520	93,701	77.30%
125	952008	Emergency Management Base Grant - State ²	130,319	75,317	55,002	42.21%
125	952009	Emergency Management Base Grant - Federal ²	94,674	52,095	42,579	44.97%
130	180	Enhanced 911	1,992,326	819,528	1,172,798	58.87%
<u>Human Resources</u>						
001	160	Human Resources	1,509,093	759,861	749,232	49.65%
<u>Volunteer Services</u>						
001	113	Volunteer Center	216,339	107,398	108,941	50.36%
Subtotal:			6,874,878	3,336,182	3,538,696	51.47%
<u>Office of Information Technology</u>						
001	171	Management Information Systems	6,929,949	4,369,563	2,560,386	36.95%
001	411	Public Safety Complex Technology	268,924	89,965	178,959	66.55%
001	421	Geographic Information Services	2,103,224	1,240,514	862,710	41.02%
Subtotal:			9,302,097	5,700,043	3,602,054	38.72%
<u>County Attorney</u>						
001	120	County Attorney	2,196,437	1,280,454	915,983	41.70%
Subtotal:			2,196,437	1,280,454	915,983	41.70%

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PROGRAM EXPENDITURE SUMMARY*

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
<u>Department of Public Works</u>						
<u>Support Services</u>						
106	400	Support Services	605,428	270,967	334,461	55.24%
<u>Operations</u>						
106	431	Transportation	4,775,717	2,083,925	2,691,792	56.36%
106	432	Right-of-Way	2,972,786	1,099,966	1,872,820	63.00%
123	433	Stormwater Maintenance	3,373,311	1,645,653	1,727,658	51.22%
001	216	Mosquito Control	851,209	349,127	502,082	58.98%
125	214	Mosquito Control Grant ²	40,663	3,183	37,480	92.17%
<u>Engineering Services</u>						
106	414	Engineering Services	3,976,392	1,971,877	2,004,515	50.41%
<u>Fleet Maintenance</u>						
505	425	Fleet Maintenance	2,891,643	1,246,027	1,645,616	56.91%
Subtotal:			19,487,149	8,670,725	10,816,424	55.51%
<u>Department of Development Support & Env. Mgt</u>						
<u>Building Inspection</u>						
120	220	Building Inspection	2,009,134	1,039,446	969,688	48.26%
<u>Environmental Compliance</u>						
121	420	Environmental Compliance	1,626,593	899,296	727,297	44.71%
<u>Development Services</u>						
121	422	Development Services	866,527	429,897	436,630	50.39%
<u>Code Compliance Services</u>						
121	423	Permit Compliance	559,532	289,704	269,828	48.22%
<u>Support Services</u>						
121	424	Support Services	376,579	169,438	207,141	55.01%
<u>Customer Engagement Services</u>						
121	426		212,075	120,863	91,212	43.01%
<u>DEP Storage Tank²</u>						
125	866	DEP Storage Tank	181,240	96,250	84,990	46.89%
Subtotal:			5,831,680	3,044,893	2,786,787	47.79%
<u>Department of PLACE</u>						
<u>Planning Department</u>						
001	817	Planning Department	1,355,789	606,337	749,452	55.28%
Subtotal:			1,355,789	606,337	749,452	55.28%
<u>Office of Financial Stewardship</u>						
<u>Office of Management and Budget</u>						
001	130	Office of Management and Budget	818,657	458,275	360,382	44.02%
<u>Purchasing</u>						
001	140	Procurement	504,240	275,439	228,801	45.38%
001	141	Warehouse	117,491	67,516	49,975	42.54%
<u>Real Estate Management</u>						
001	156	Real Estate Management	362,551	187,185	175,366	48.37%
<u>Risk Management</u>						
501	132	Risk Management	206,993	138,607	68,386	33.04%
501	821	Workers Compensation Management / Insurance	4,138,278	3,337,110	801,168	19.36%
Subtotal:			6,148,210	4,464,132	1,684,078	27.39%

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PROGRAM EXPENDITURE SUMMARY*

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
<u>Office of Tourism Development</u>						
160	301	Administration	608,237	305,249	302,988	49.81%
160	302	Advertising	1,843,473	487,865	1,355,608	73.54%
160	303	Marketing	2,161,611	1,125,796	1,035,815	47.92%
160	304	Special Projects	782,000	190,231	591,769	75.67%
160	305	Cultural, Visual Arts, & Heritage (CRA)	5,107,770	0	5,107,770	100.00%
		Subtotal:	10,503,091	2,109,141	8,393,950	79.92%
<u>Office of Public Safety</u>						
<u>Emergency Medical Services</u>						
135	185	Emergency Medical Services	18,654,728	10,436,170	8,218,558	44.06%
<u>Animal Services</u>						
140	201	Animal Services	1,850,104	1,140,853	709,251	38.34%
		Subtotal:	20,504,832	11,577,023	8,927,809	43.54%
<u>Office of Library Services</u>						
<u>Library Services</u>						
001	240	Policy, Planning & OPS	909,660	335,784	573,876	63.09%
001	241	Public Library Services	4,661,631	2,376,194	2,285,437	49.03%
001	242	Collection Services	1,643,829	678,605	965,224	58.72%
		Subtotal:	7,215,120	3,390,583	3,824,538	53.01%
<u>Office of Intervention & Detention Alternatives</u>						
<u>County Probation</u>						
111	542	County Probation Division	1,243,195	633,393	609,802	49.05%
<u>Supervised Pretrial Release</u>						
111	544	Pretrial Release	1,400,119	790,589	609,530	43.53%
<u>Drug & Alcohol Testing</u>						
111	599	Drug and Alcohol Testing	170,349	96,020	74,329	43.63%
<u>FDLE JAG Grant Pretrial²</u>						
125	982062	FDLE JAG Grant Pretrial FY17	22,204	0	22,204	100.00%
125	982063	FDLE JAG Pre-Trial FY18	40,000	0	40,000	100.00%
		Subtotal:	2,875,867	1,520,002	1,315,865	47.15%

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PROGRAM EXPENDITURE SUMMARY*

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
<u>Office of Human Services & Community Partnerships</u>						
<u>Veteran Services</u>						
001	390	Veteran Services	365,098	186,303	178,795	48.97%
<u>Health & Human Services</u>						
001	370	Social Service Programs	6,075,793	3,218,628	2,857,165	47.03%
<u>Health Department</u>						
001	190	Health Department	237,345	156,173	81,173	34.20%
<u>Primary Health Care</u>						
001	971	Primary Health Care	1,828,022	945,268	882,755	48.29%
<u>Housing Services</u>						
001	371	Housing Services	660,596	326,097	334,499	50.64%
125	932019	HFA Emergency Repairs Program	50,595	17,411	33,184	65.59%
<u>SHIP 2014-2018²</u>						
124	932052	SHIP 2017-2018	131,000	116,176	14,824	11.32%
124	932053	SHIP 2018-2021 Funding	55,858	29,536	26,322	47.12%
124	932054	SHIP 2019-2022 Funding	256,145	101,370	154,775	60.42%
124	932055	SHIP Hurricane Housing Recovery	351,000	27,273	323,727	92.23%
Subtotal:			10,011,452	5,124,234	4,887,218	48.82%
<u>Office of Resource Stewardship</u>						
<u>Office of Sustainability</u>						
001	127	Office of Sustainability	337,550	143,506	194,044	57.49%
<u>Facilities Management</u>						
001	150	Facilities Management	7,996,441	3,963,041	4,033,400	50.44%
<u>Public Safety Complex</u>						
001	410	Public Safety Complex	1,655,952	600,948	1,055,004	63.71%
<u>County Government Annex</u>						
165	154	Bank of America	512,463	203,699	308,764	60.25%
<u>Huntington Oaks Plaza Operating</u>						
166	155	Huntington Oaks Plaza Operating	86,535	62,187	24,348	28.14%
<u>Cooperative Extension</u>						
001	361	Extension Education	429,723	288,308	141,415	32.91%
<u>Parks & Recreation</u>						
140	436	Parks & Recreation	3,131,822	1,516,241	1,615,581	51.59%
<u>Solid Waste</u>						
401	416	Yard Waste	388,181	116,814	271,367	69.91%
401	437	Rural Waste Collection Centers	680,923	328,827	352,096	51.71%
401	441	Transfer Station Operations	8,315,757	4,151,309	4,164,448	50.08%
401	442	Landfill (Solid Waste Management Facility)	454,849	229,847	225,002	49.47%
401	443	Hazardous Waste	722,619	398,760	323,859	44.82%
Subtotal:			24,712,815	12,003,488	12,709,327	51.43%

Leon County Government**Fiscal Year 2020 Mid-Year Financial Report****PROGRAM EXPENDITURE SUMMARY***

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
<u>Constitutional Officers</u>³						
<u>Clerk of the Circuit Court</u>						
001	132	Clerk Finance	1,845,539	1,076,732	768,807	41.66%
110	537	Circuit Court Fees	420,865	245,338	175,527	41.71%
<u>Property Appraiser</u>						
001	512	Property Appraiser	5,059,837	3,788,906	1,270,931	25.12%
<u>Sheriff</u>						
110	510	Law Enforcement	41,333,102	30,999,827	10,333,275	25.00%
110	511	Corrections	38,408,071	28,806,053	9,602,018	25.00%
<u>Tax Collector</u>						
001	513	General Fund Property Tax Commissions	5,077,511	4,852,682	224,829	4.43%
123	513	Stormwater Utility Non Ad-Valorem	71,850	64,327	7,523	10.47%
135	513	Emergency Medical Services MSTU	162,395	162,395	0	0.00%
145	513	Fire Service Fee	50,590	43,745	6,845	13.53%
162	513	Special Assessment Paving	5,500	1,775	3,725	67.74%
164	513	Sewer Services Killlearn Lakes I and II	5,000	4,453	547	10.95%
401	513	Landfill Non-Ad Valorem	33,598	27,721	5,877	17.49%
<u>Supervisor of Elections</u>						
060	520	Voter Registration	3,017,619	1,788,634	1,228,985	40.73%
060	521	Elections	2,613,968	1,138,545	1,475,423	56.44%
Subtotal:			98,105,445	73,001,133	25,104,312	25.59%
<u>Judicial Officers</u>						
<u>Court Administration</u>						
001	540	Court Administration	218,424	117,921	100,503	46.01%
001	547	Guardian Ad Litem	23,425	9,551	13,874	59.23%
110	532	State Attorney	132,120	22,782	109,338	82.76%
110	533	Public Defender	134,980	21,006	113,974	84.44%
110	555	Legal Aid	259,914	257,500	2,414	0.93%
114	586	Teen Court	71,099	61,633	9,466	13.31%
117	509	Alternative Juvenile Program	64,352	46,603	17,749	27.58%
117	546	Law Library	51,490	0	51,490	100.00%
117	548	Judicial/Article V Local Requirements	187,560	41,226	146,334	78.02%
117	555	Legal Aid	51,490	44,000	7,490	14.55%
Subtotal:			1,194,854	622,223	572,631	47.92%

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

PROGRAM EXPENDITURE SUMMARY*

*Reflects expenditures posted to financial system as of 5/6/2020

Fund	Org	Description	FY20	FY20	FY20 Budget	FY20 Budget
			Adj. Budget	Expenditures	\$ Balance	% Bal. Remaining
Non-Operating						
<u>Line Item Funding</u>						
001	888	Line Item Funding	524,644	520,908	3,736	0.71%
160	888	Council on Culture and Arts Regranting	1,485,462	994,236	491,226	33.07%
<u>City of Tallahassee</u>						
140	838	City Payment, Tallahassee (Parks & Recreation)	1,443,005	721,503	721,502	50.00%
145	838	City Payment, Tallahassee (Fire Fees)	7,852,738	2,068,633	5,784,105	73.66%
164	838	City Payment, Tallahassee (Killearn Lakes Sewer)	232,500	0	232,500	100.00%
<u>Other Non-Operating</u>						
001	114	Office of Economic Vitality	343,796	117,287	226,509	65.88%
001	278	Summer Youth Employment	40,666	0	40,666	100.00%
001	403	Blueprint 2000 ⁴	436,719	292,207	144,512	33.09%
001	820	Insurance Audit, and Other Expenses	1,087,251	606,679	480,572	44.20%
001	831	Tax Deed Applications	45,000	0	45,000	100.00%
001	972	CRA-TIF Payment	2,733,540	2,722,423	11,117	0.41%
110	507	Consolidated Dispatch Agency (CDA)	2,896,461	2,201,521	694,940	23.99%
110	508	Diversionsary Program	100,000	36,915	63,085	63.09%
110	620	Juvenile Detention Payment - State	1,567,768	914,531	653,237	41.67%
116	800	Drug Abuse	80,750	0	80,750	100.00%
131	529	800 MHZ System Maintenance	1,641,820	1,059,532	582,288	35.47%
145	843	Volunteer Fire Department	553,629	258,579	295,050	53.29%
502	900	Communications Control	1,357,168	625,534	731,634	53.91%
<u>Interdepartmental Billing</u>						
		Countywide Automation	138,509	0	138,509	100.00%
		Indirects (Internal Cost Allocations)	0	0	0	100.00%
		Risk Allocations	1,093,801	0	1,093,801	100.00%
		Subtotal:	25,655,227	13,140,487	12,514,740	48.78%
Total Operating			226,722,974	136,944,267	89,778,707	39.60%
Total Non-Operating			25,655,227	13,140,487	12,514,740	48.78%
Total CIP			82,362,957	11,985,484	70,377,473	85.45%
Operating Grants			1,474,919	546,132	928,787	62.97%
Non Operating Grants⁵			24,090,986	1,285,975	22,805,011	94.66%
Total Debt Service			7,569,535	220,968	7,348,567	97.08%
Total Reserves			3,590,744	95,515	3,495,229	97.34%
TOTAL NET EXPENDITURES:			371,467,342	164,218,828	207,248,514	55.79%

Notes:

1. Commission District 1 budget was increased in FY 2019 to cover additional travel expenses. This increase was offset by an equal budget reduction in FY 2020.
2. Operating Grants include Mosquito Control, DEP Storage Tank, FDLE JAG Pretrial, SHIP, Emergency Management and Elections.
3. Expenses reflect budgeted transfers to the Constitutional Officers and do not reflect excess fees or unexpended funds returned to the Board as revenue, as required by the Florida Statute.
4. The Blueprint budget was established to fund the salary and benefits for an employee who opted to be on the County's payroll. Total expenses for the position are reimbursed.
5. For accounting purposes this amount includes funding isolated in specific budgets received from other governmental entities such as the Florida Department of Environmental Protection (sewer grants), the Department of Transportation (Old Bainbridge Road safety improvements) and Blueprint 2000 (St. Marks Headwaters Greenway). See the grant section of the report for more detail. This does not include hurricane reimbursements as reflected in the Grants Summary Report Section due to expenses related to Hurricanes Michael, Hermine or Irma occurring in a prior fiscal year.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

<u>Org</u>	<u>Fund Title</u>	<u>FY18</u> <u>Actual</u>	<u>FY19</u> <u>Actual</u>	<u>FY20</u> <u>Est. Bal. (A)</u>	<u>FY20</u> <u>Adopted Bud</u>	<u>Fund Bal. as %</u> <u>of Budget (B)</u>
<u>General & Fine and Forfeiture Funds *</u>						
001	General Fund (C)	32,445,384	33,714,518	34,078,922	73,390,946	N/A
110	Fine and Forfeiture Fund	915,127	1,674,303	2,533,026	85,577,353	N/A
	Subtotal:	33,360,511	35,388,821	36,611,948	158,968,299	23%
* The combined fund balances for the general and fine and forfeiture funds fall within the allowable range of the County Reserve Policy, which requires a minimum of 15% and a maximum of 30% reserve.						
<u>Special Revenue Funds</u>						
106	County Transportation Trust Fund	3,436,069	4,693,953	3,619,495	17,869,143	20%
111	Probation Services Fund (D)	874,277	620,252	342,454	3,464,492	10%
114	Teen Court Fund	18	2,533	0	80,749	0%
116	Drug Abuse Trust Fund	7,702	32,410	12,436	89,040	14%
117	Judicial Programs Fund	407,010	415,478	479,920	357,134	134%
120	Building Inspection Fund (E)	2,160,638	2,226,315	1,835,424	3,043,841	60%
121	Development Support Fund	423,280	471,115	505,282	4,260,891	12%
123	Stormwater Utility Fund (F)	744,307	759,757	1,337,922	5,434,302	25%
124	Ship Trust Fund	55,894	23,654	128,183	757,911	17%
125	Grants	342,607	13,390	24,426	23,706,474	0%
126	Non-Countywide General Revenue Fund (G)	716,771	1,382,791	455,460	22,386,805	2%
127	Grants (H)	168,682	225,197	168,195	1,210,327	14%
130	911 Emergency Communications Fund	321,061	660,126	135,352	2,062,555	7%
131	Radio Communications Systems Fund	61,679	13,459	64,506	1,646,820	4%
135	Emergency Medical Services Fund	5,736,672	6,191,492	4,424,239	22,390,769	20%
140	Municipal Service Fund (I)	188,891	195,167	356,016	9,909,119	4%
145	Fire Services Fund	1,752,346	2,008,116	1,386,016	8,656,688	16%
160	Tourist Development Fund (1st-5th Cents) (J)	1,689,363	4,600,874	3,308,241	9,873,175	34%
160	Tourist Develop. Cultural, Visual Arts, Heritage (J)	5,163,084	5,163,084	5,231,656	5,163,084	101%
162	Special Assessment Paving Fund	19,680	98,662	108,836	128,440	85%
164	Killearn Lakes Units I and II Sewer Fund	10,891	15,640	19,516	237,500	8%
165	Bank of America Building Op. Fund	1,072,732	1,390,294	961,124	3,084,028	31%
166	Huntington Oaks Plaza Fund	239,641	311,752	70,345	381,991	18%
	Subtotal:	25,593,295	31,515,509	24,975,047	146,195,277	17%
<u>Debt Service Funds</u>						
211	Debt Service - Series 2003 A&B	4,968	4,034	4,034	7,076,873	N/A
222	Debt Service - Series 2014	47,751	6,720	6,720	492,662	N/A
	Subtotal:	53,068	10,757	10,754	7,569,535	N/A

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

<u>Org</u>	<u>Fund Title</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Est. Bal. (A)</u>	<u>FY20 Adopted Bud</u>	<u>Fund Bal. as % of Budget (B)</u>	
<u>Capital Projects Funds</u>							
305	Capital Improvements Fund (K)	27,784,961	22,815,413	2,008,266	34,615,715	Balances committed for specific capital projects not completed during the fiscal year will be carried forward into the FY 2021 budget unless otherwise noted.	
306	Gas Tax Transportation Fund	9,525,315	10,207,930	456,317	12,574,593		
308	Local Option Sales Tax Fund (L)	4,649,190	4,773,066	138,440	4,640,628		
309	Local Option Sales Tax Extension Fund	3,870,183	4,401,599	358,087	11,676,203		
330	911 Capital Projects Fund	4,057,216	4,243,342	3,959,777	294,530		
351	Sales Tax Extension 2020	0	0	360,243	3,402,900		
352	Sales Tax Extension 2020 JPA Agreement	0	0	1,272,205	3,586,830		
	Subtotal:	50,218,423	46,441,350	6,920,888	70,791,399		
<u>Enterprise Funds</u>							
401	Solid Waste Fund (M)	13,547,600	-3,843,515	-4,232,543	20,501,445		
	Subtotal:	13,547,600	-3,843,515	-4,232,543	20,501,445		
<u>Internal Service Funds</u>							
501	Insurance Service Fund (N)	1,317,179	909,282	404,560	3,373,865		
502	Communications Trust Fund (O)	489,620	342,526	13,957	1,253,622		
505	Motor Pool Fund	139,534	256,977	210,157	2,729,428		
	Subtotal:	1,946,333	1,508,786	628,674	7,356,915		
TOTAL:		124,719,230	111,021,708	64,914,768	411,382,870		

Notes:

- A. Balances are estimated as year ending for FY 2020.
- B. FY 2020 percentage estimates are only provided for General and Special Revenue funds. Capital Projects, Enterprise and Internal Service funds maintain differing levels of balances depending upon on-going capital project requirements and other audit requirements. The percentages for the other funds are intended to show compliance with the County's policy for maintaining sufficient balances.
- C. The estimated FY 2020 Fund Balance contemplates additional reimbursements from FEMA and the State of Florida associated with debris clean up costs from Hurricane Michael (2018) and Hurricane Irma (2017).
- D. The decrease in the Probation Services Fund due to the planned use of accumulated fund balance to support program services due to a decline in fee revenue.
- E. The decrease in the Building Inspection Fund is due to the appropriation of fund balance to cover the costs associated with the permit management system. Fund balances peeked as permitting activity accelerated coming out of the recession.
- F. Stormwater Utility Fund increase is due to a grant reimbursement from the State.
- G. This fund is used to account for non countywide general revenue sources. Non countywide general revenue includes Communication Services Tax, State Shared and 1/2 cent sales tax. Funds are not expended directly from the fund, but are transferred to funds that provide non countywide services, and to the general fund as required by Florida Statute. The 1/2 cent sales tax is trending downward at a 13% projected reduction below FY 2019 due to reduced consumer confidence an spending related to COVID-19 and the uncertainty of the timing of the economic recovery.
- H. This fund is used to separate grants that are interest bearing grants.
- I. The fund balance was drawn down to support the 15% discounted fire service fee in the unincorporated area for FY 2016 and FY 2017. The fund is beginning to accumulate fund balance again from collections of the Public Service Tax.
- J. The Tourist Development Tax is reflected in two separate fund balances. Currently five cents supports the Tourist Development Division marketing promotion, and Cultural regrating activities. The fund balance previously established by the one cent for the performing arts center is now dedicated for expenditures on cultural, visual arts and heritage funding programs pursuant to the interlocal agreement with the County, the City and the Community Redevelopment Agency approved at the December 9, 2014 Board Meeting. The FY 2019 year ending fund balance includes the proceeds from the sale of the former TDC building at 106 E. Jefferson Street. These proceeds are earmarked to remodel the historic train station where TDC will be relocated. The reduction in the FY 2020 fund balance is due to funds being transferred to the Apalachee Regional Park project for the completion of the cross country track amenities.
- K. Fund balance reflects remaining balance from FY 2020 planned capital budget reductions for appropriation as capital reserves in the FY 2021 to reduce the general revenue transfer to capital.
- L. Reflects the remaining fund balance from the previous sales tax.
- M. The landfill is currently being closed, drawing down the closure reserves to pay for the final capping of the landfill. Accounting requirements for enterprise landfill funds require that the entire 30-year closure and post closure monitoring costs be accrued in the fund. During closure as these reserves are used, a negative balance will be reflected if the long-term 30-year liability is not entirely funded. However, the actual closure and monitoring cost are only required to be budgeted on an annual basis. This is not an uncommon occurrence, concurred with by the external auditors, as landfill closures and monitoring costs often exceed the required funding amount set aside based the landfill permit requirements and related engineering assumptions, which do not include economic drivers such as an inflated construction market.
- N. The decrease in fund balance is related to higher than anticipated workers compensations claims in FY 2020.
- O. The decrease reflects the use of accumulated fund balance in FY 2020 to reduce communications costs.

Leon County Government
Fiscal Year 2020 Mid-Year Financial Report

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project Service Types	# of Projects	% of CIP Budget	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
Culture and Recreation	15	15.0%	15,388,019	3,517,973	1,211,877	7.9%	10,658,169
General Government	26	14.3%	14,648,929	1,971,031	2,474,067	16.9%	10,203,831
Health and Safety	9	7.8%	7,946,164	1,527,079	2,359,812	29.7%	4,059,273
Physical Environment	30	30.6%	31,317,981	4,147,891	3,491,591	11.1%	23,678,500
Transportation	22	32.3%	33,085,273	5,466,953	3,367,827	10.2%	24,250,493
TOTAL	102	100%	\$102,386,366	\$16,630,927	\$12,905,174	12.6%	\$72,850,266

Note: This Capital Improvement Program Summary reflects the adjusted budget, encumbrances and year-to-date (YTD) activity from October 1, 2019 - May 8, 2020. Totals includes capital projects supported by grant funding. Total countywide grants are reflected in the Grants Program Summary.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

CULTURE AND RECREATION

Project #	Project Description	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
045001	Apalachee Regional Park	3,867,771	2,761,610	291,167	7.5%	814,994
047002	Boat Landing Improvements and Renovations	244,548	36,582	20,365	8.3%	187,601
046014	Chaires Park	800,000	-	-	0.0%	800,000
046013	Dog Parks-Unincorporated Area	123,727	10,147	103,826	83.9%	9,754
043007	Fred George Park	484,350	-	-	0.0%	484,350
046009	Greenways Capital Maintenance**	665,657	117,900	139,886	21.0%	407,871
043001	J.Lee Vause Park Improvements**	440,774	9,400	-	0.0%	431,374
045004	J.R. Alford Greenway	110,000	-	110,000	100.0%	-
076011	Library Services Technology	137,015	118,022	18,533	13.5%	460
091007	L.I.F.E. Boat Landing Enhancements & Upgrades	125,000	2,346	56,284	45.0%	66,370
046007	New Parks/Greenways Vehicle and Equipment**	122,809	-	-	0.0%	122,809
043008	Okeeheepkee Prairie Park	181,152	179,999	1,153	0.6%	-
046001	Parks Capital Maintenance	2,478,512	61,098	352,427	14.2%	2,064,987
046006	Playground Equipment Replacement**	175,000	-	40,026	22.9%	134,974
047001	St. Marks Headwaters Greenway * **	5,431,704	220,869	78,210	1.4%	5,132,625
TOTAL CULTURE AND RECREATION		\$15,388,019	\$3,517,973	\$1,211,877	7.9%	\$10,658,169

GENERAL GOVERNMENT

Project #	Project Description	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
086011	Architectural & Engineering Services	84,546	54,093	30,453	36.0%	-
086076	Building Roofing Repairs & Maintenance	997,328	208,780	136,521	13.7%	652,027
086077	Building Mechanical Repairs & Maintenance**	1,684,029	14,169	103,974	6.2%	1,565,886
086078	Building Infrastructure Improvements**	2,117,605	344,431	463,738	21.9%	1,309,436
086079	Building General Maintenance & Renovations**	1,815,334	444,005	322,452	17.8%	1,048,877
086017	Common Area Furnishings**	33,750	4,440	19,261	57.1%	10,049
086027	Courthouse Renovations**	870,557	119,924	143,083	16.4%	607,550
086016	Courthouse Security	35,000	-	35,000	100.0%	0
086007	Courtroom Minor Renovations	125,092	10,130	101,315	81.0%	13,647
076023	Courtroom Technology	310,697	92,091	28,170	9.1%	190,436
076063	E-Filing System for Court Documents	247,333	-	-	0.0%	247,333
076008	File Server Maintenance**	738,315	192,261	436,743	59.2%	109,311
076001	Financial Hardware and Software	90,582	4,875	30,041	33.2%	55,666
026010	Fleet Management Shop Equipment	12,170	-	3,910	32.1%	8,260
026003	General Vehicle and Equipment Replacement **	472,649	142,035	74,889	15.8%	255,725
083002	Lake Jackson Town Center - Huntington Oaks	275,000	7,259	102,632	37.3%	165,109
086025	Leon County Government Annex Renovations (BOA Building)	1,267,277	316,361	214,669	16.9%	736,247
091004	L.I.F.E. Miccosukee Sense of Place	255,580	-	-	0.0%	255,580
026018	New General Vehicle & Equipment **	52,000	-	-	0.0%	52,000
076051	Public Defender Technology	87,798	-	22,749	25.9%	65,049
086081	Solar Arrays on County Buildings	50,000	-	-	0.0%	50,000
076047	State Attorney Technology (MIS)	141,841	10,720	55,214	38.9%	75,907
076005	Supervisor of Elections Technology	131,084	-	74,712	57.0%	56,372
086065	Tourist Development Building	2,413,519	-	250	0.0%	2,413,269
076024	User Computer Upgrades**	314,843	4,259	55,114	17.5%	255,470
076042	Work Order Management	25,000	1,198	19,177	76.7%	4,625
TOTAL GENERAL GOVERNMENT		\$14,648,929	\$1,971,031	\$2,474,067	16.9%	\$10,203,831

* Indicates project includes grant funds that are listed in the Grants section of the report.

** Indicates project reductions to generate fund balance to support the FY 2021 Capital Improvement Plan.

Leon County Government
Fiscal Year 2020 Mid-Year Financial Report

HEALTH AND SAFETY

Project #	Project Description	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
076058	Emergency Medical Services Technology	40,748	14,595	22,377	54.9%	3,776
026014	EMS Vehicle and Equipment Replacement	1,974,610	1,107,485	822,419	41.6%	44,706
086031	Jail Complex Maintenance	4,815,652	324,592	1,029,144	21.4%	3,461,916
086067	Medical Examiner Facility	170,364	44,922	125,442	73.6%	-
026021	New EMS Vehicles & Equipment	89,058	-	85,582	96.1%	3,476
096016	Public Safety Complex	390,701	-	38,672	9.9%	352,029
023023	Sheriff Office Helicopter	260,000	-	229,080	88.1%	30,920
086080	Sheriff Training Facility	78,145	27,630	2,721	3.5%	47,794
096002	Volunteer Fire Department	126,886	7,855	4,375	3.4%	114,656
TOTAL HEALTH AND SAFETY		7,946,164	1,527,079	2,359,812	29.7%	\$4,059,273

PHYSICAL ENVIRONMENT

Project #	Project Description	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
054011	Baum Road Drainage Improvements**	209,730	18,784	8,778	4.2%	182,168
062007	Belair-Annawood Septic to Sewer *	2,760,812	27,307	82,244	3.0%	2,651,261
062006	Comprehensive Wastewater Treatment Project *	500,000	-	-	0.0%	500,000
063010	Faulk Drive Pond Sediment Removal	27,550	-	17,977	65.3%	9,573
927128	FDEP Springs Restoration Project *	1,484,497	15,690	4,275	0.3%	1,464,532
063005	Fords Arm - Lexington Pond Retrofit	4,130,968	2,941,528	1,189,440	28.8%	-
076009	Graphic Information Systems	188,280	-	81,000	43.0%	107,280
076060	GIS Incremental Basemap Update	298,500	163,314	135,186	45.3%	-
036019	Household Hazardous Waste Improvements	71,883	-	-	0.0%	71,883
064001	Killearn Acres Flood Mitigation	497,677	36,600	-	0.0%	461,077
062001	Lake Munson Restoration	64,400	-	56,000	87.0%	8,400
036043	Landfill Closure	7,975,248	-	42,646	0.5%	7,932,602
036002	Landfill Improvements	117,159	-	62,558	53.4%	54,601
062004	Longwood Outfall Retrofit	223,345	-	-	0.0%	223,345
063011	Longview Drive Sinkhole Detention**	500,000	59,958	237,042	47.4%	203,000
062008	NE Lake Munson Septic to Sewer *	5,038,950	295,505	167,514	3.3%	4,575,931
045007	Pedrick Pond Stormwater Improvement	30,902	-	-	0.0%	30,902
076015	Permit and Enforcement Tracking System	702,996	192,393	195,724	27.8%	314,879
036033	Rural/Hazardous Waste Vehicle and Equipment Replacement	3,500	-	2,132	60.9%	1,368
927129	Small Community Wastewater Treatment Project *	500,000	-	-	0.0%	500,000
036003	Solid Waste Heavy Equipment/Vehicle Replacement	45,286	-	-	0.0%	45,286
067006	Stormwater Infrastructure Preventive Maintenance**	1,426,465	61,026	229,832	16.1%	1,135,607
066026	Stormwater Pond Repairs**	144,659	4,608	16,654	11.5%	123,397
026004	Stormwater Vehicle and Equipment Replacement **	362,947	147,800	9,580	2.6%	205,567
066004	Total Maximum Daily Load - TMDL Compliance**	241,183	-	-	0.0%	241,183
036010	Transfer Station Heavy Equipment Replacement	144,293	-	144,293	100.0%	-
036023	Transfer Station Improvements	874,935	27,452	13,889	1.6%	833,594
062005	Westside Stormwater - Gum Road Area**	242,642	2,503	19,167	7.9%	220,972
061003	Woodside Heights DEP	319,065	-	233,425	73.2%	85,640
062003	Woodville Sewer Project *	2,190,109	153,422	542,235	24.8%	1,494,452
TOTAL PHYSICAL ENVIRONMENT		\$31,317,981	\$4,147,891	\$3,491,591	11.1%	\$23,678,500

* Indicates project includes grant funds that are listed in the Grants section of the report.

** Indicates project reductions to generate fund balance to support the FY 2021 Capital Improvement Plan.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

TRANSPORTATION

Project #	Project Description	Adjusted Budget	Encumbrances	YTD Activity	% of Budget Committed	Project Balance
026015	Arterial/Collector Roads Pavement Markings**	135,200	-	-	0.0%	135,200
056001	Arterial/Collector Resurfacing	4,011,190	192,387	1,983,019	49.4%	1,835,784
056005	Community Safety and Mobility	1,251,951	164,386	9,914	0.8%	1,077,651
057001	Intersection and Safety Improvements	4,686,478	78,881	34,813	0.7%	4,572,784
091003	L.I.F.E. Rural Rd Safety Stabilization	175,000	-	-	0.0%	175,000
091005	L.I.F.E. Street Lighting	125,000	-	-	0.0%	125,000
055010	Magnolia Drive Multi-Use Trail *	5,216,800	73,228	20,744	0.4%	5,122,828
065005	Maylor Road Stormwater Improvements**	481,250	286,667	40,142	8.3%	154,441
053007	Old Bainbridge Road Safety Improvements *	424,568	-	2,445	0.6%	422,123
053008	DOT Old Bainbridge Road Knots Lane *	141,780	141,740	-	0.0%	40
053009	DOT Old Bainbridge Road Monroe *	518,746	476,234	-	0.0%	42,512
053010	DOT Old Bainbridge Road I-10 to CC NW *	74,974	-	-	0.0%	74,974
026006	Open Graded Cold Mix-OGCM Stabilization**	1,212,630	57	612,573	50.5%	600,000
056011	Public Works Design and Engineering Services	174,086	44,631	32,505	18.7%	96,950
026005	Public Works Vehicle and Equipment Replacement	607,475	473,952	15,300	2.5%	189,102
056013	Sidewalk Program	4,646,766	601,301	482,300	10.4%	3,563,165
052004	Smith Creek Bike Lanes Phase I *	1,108,000	62,026	45,967	4.1%	1,000,007
052005	Smith Creek Bike Lanes Phase II *	977,901	94,947	37,251	3.8%	845,703
051008	Springhill Road Bridge Rehabilitation	350,500	-	-	0.0%	350,500
057013	Street Lights/Unincorporated Area**	242,669	49,341	-	0.0%	193,328
057917	Tower Oaks 2/3 Program	532,278	22,539	4,088	0.8%	505,651
056010	Transportation and Stormwater Improvements	5,990,031	2,704,636	46,766	0.8%	3,238,629
TOTAL TRANSPORTATION		\$33,085,273	\$5,466,953	\$3,367,827	10.2%	\$24,250,493

* Indicates project includes grant funds that are listed in the Grants section of the report.

** Indicates project reductions to generate fund balance to support the FY 2021 Capital Improvement Plan.

Leon County Government
Fiscal Year 2020 Mid-Year Financial Report

GRANTS PROGRAM SUMMARY

The County utilizes grants to fund a number of programs and activities in Leon County. As reflected in the table below, the County is currently administering approximately \$56.8 million in grant funding. As grants often cross multiple fiscal years, it is not uncommon to see the actual expenditures for a fiscal year less than the total funding available. All balances are carried into the subsequent fiscal year consistent with any grant award requirements.

Most grants are accepted by the County and placed within one of three funds, SHIP Grants (Fund 124), Reimbursement Grants (Fund 125) and Interest Bearing Grants (Fund 127). While placed in a Grants Fund, a program budget can be a federal or state authorization, a contractual arrangement between two governing bodies, a contract between the County and a non-governmental entity, a method to keep a specific revenue source separate from operating budgets, or a pure grant award.

Some programs are anticipated as part of the regular budget process: Mosquito Control, the Underground Storage Tank Program, the FDLE Justice Assistance Grant (JAG), the Department of Health Emergency Medical Grant, and the Emergency Management Base Grants. These grant funds are administered within various County department operating budgets, and are reported in the expenditure section of the annual report.

Additionally, there is reflected grant activity associated with substantial reimbursements related to Hurricanes Hermine, Irma and Michael. Total debris removal and emergency preparedness costs are FEMA eligible and will exceed \$33.7 million, as referenced in the chart below.

The Grants Program is cooperatively monitored by department program managers, the Office of Management and Budget (OMB), and the Clerk's Finance Division. OMB monitors all aspects of these grants, particularly block grants. Program Managers in conjunction with OMB often pursue grants independently and administer grants throughout the year. OMB and the Clerk's Finance Division monitor overall expenditures and revenues as well as coordinate the year-end close-out and carry forward processes with all grant funded programs.

To ensure the County maximizes grant leveraging opportunities, the Office of Management and Budget (OMB) coordinates with department liaisons and actively seeks grant funding opportunities throughout the fiscal year. These efforts include contacting and communicating with previous funders for any new or forthcoming grant opportunities. Through timely submittals of reporting and invoices as well as satisfactory compliance with grant closeouts as well as on-site and desk monitoring by the granting agencies, Leon County has proactively positioned itself as a responsive and accountable funding partner. Because of this accountability, agencies often contact Leon County when grant funds become available. In addition, the County's partnership with Patton Boggs also garners access to recently announced federal funding opportunities and OMB routinely monitors the federal Grants.gov portal for granting opportunities. The County aggressively seeks state and federal grant funding to support County projects and initiatives and has achieved considerable success in leveraging County dollars. The total County grant leverage ratio, year-to-date, is \$5.67 to \$1; excluding the significant septic to sewer related grants which require one-to-one dollar match, the leveraging ratio would be \$15.77 to \$1.

Budget by Administering Department				
Department	% of Total Grants	FY20 Budget	FY20 Expended	Balance
Administration	3.29%	840,944	202,510	638,434
Dev. Support & Environmental Management	0.71%	181,240	96,250	84,990
Emergency Medical Services	1.66%	424,839	26,940	397,899
Library Services	2.05%	523,644	20,274	503,370
Human Services and Community Partnerships	3.30%	844,598	291,766	552,832
Resource Stewardship	22.28%	5,695,831	78,792	5,617,039
Public Works	65.20%	16,669,682	994,373	15,675,309
Intervention & Detention Alternatives	0.71%	182,145	84,835	97,310
Constitutional	0.25%	62,982	36,366	26,616
Judicial	0.20%	50,000	0	50,000
Miscellaneous	0.35%	90,000	0	90,000
SUBTOTAL:	100%	25,565,905	1,832,106	23,733,799
Minus Operating (e.g. Mosquito Control)		1,474,919	546,131	928,788
TOTAL		24,090,986	1,285,975	22,805,011

Hurricane Reimbursement Funding	Anticipated Reimbursement	Amount Received	Balance Due
Hurricane Hermine	10,286,533	9,993,897	292,636
Hurricane Irma	1,292,266	1,292,266	-
Hurricane Michael *	22,212,105	20,437,882	1,774,223
TOTAL	33,790,904	31,724,045	2,066,859

*Expenses reflected in reserves section of expense report.

Grants Program Summary

*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
Administration					
925017	BP Horizon Oil Spill	Funding to pursue programming for the Capital City Amphitheater as well as future building improvements for the amphitheater	431,346	47,577	89.0%
952007	EM-SHSGP Federal Grant		22,744	-	100.0%
952008	EMPA Base Grant	Funding for Emergency Management Preparedness & Assistance	130,319	75,317	42.2%
952009	EMPG Base Grant	and Emergency Management Performance Grant Program	94,674	52,095	45.0%
952010	EM-SHSGP Federal Grant		40,640	-	100.0%
864	Emergency Management Base Grant	Emergency management activities (operating)	121,221	27,520	77.3%
Subtotal:			840,944	202,510	75.9%

Development Support & Environment Management

866	DEP Storage Tank Program	Annual Inspections of petroleum storage tank facilities, tank removals and abandonments (operating)	181,240	96,250	46.9%
Subtotal:			181,240	96,250	46.9%

Public Services

Emergency Medical Services					
961045	EMS Equipment	EMS equipment	96,468	-	100.0%
961061 *	DOH-EMS Match M7019	Funding from Florida Department of Health for the purchase of monitoring software	87,892	26,940	69.3%
961062 *	DOH-EMS Match M7018	Funding from the Florida Department of Health for CPR training to the public	47,404	-	100.0%
961063	CARES Act - EMS Covid-19 Response Funding	Funding from the Department of Health and Humans Services for response to Covid-19 in Leon County	193,075	-	100.0%
Subtotal:			424,839	26,940	93.7%

Grants Program Summary

*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
Library Services					
912013	E-Rate	Federal Communications Commission funding for the purchase of Internet access computers and related charges	17,560	-	100.0%
912027	NEA Big Read 2020	Funding from The Big Read through the National Endowment for the Arts	13,243	2,006	84.9%
912028	NEA Big Read 2021	Funding from The Big Read through the National Endowment for the Arts	11,710	-	100.0%
913023	Patron Donations	Individual patron donations designated for particular use within the library system	120,415	162	99.9%
913024	Capelouto Donation	Donation to the Library to purchase Holocaust materials	681	134	80.3%
913045	Friends-Literacy	Annual donation in support of basic literacy	70,467	2,394	96.6%
913115 *	Friends Endowment	Endowment funds from Friends of the Library, a 501 (c)(3) support group	215,095	15,579	92.8%
913200 *	Van Brunt Library Trust	Proceeds from the Caroline Van Brunt estate dedicated to the Library	74,473	-	100.0%
Subtotal:			523,644	20,274	96.1%

Human Services and Community Partnerships

Housing

932019	HFA Emergency Repairs	Housing funds from the Housing Finance Authority for emergency repairs (operating)	50,595	17,411	65.6%
932052	2017/2018 SHIP Funding (SHIP 2017-2020)	Affordable housing (operating)	131,000	116,176	11.3%
932053	SHIP 2018-2021 Funding	Affordable housing (operating)	55,858	29,536	47.1%
932054	SHIP 2019-2022 Funding	Affordable housing (operating)	256,145	101,370	60.4%
932055	SHIP 2020-2023 Funding	Affordable housing (operating)	351,000	27,273	92.2%
Subtotal:			844,598	291,766	65.5%

Grants Program Summary

*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
Resource Stewardship					
Parks and Recreation					
047001	St. Marks Headwaters Greenway	Construction/trail improvements on the St. Marks Headwaters Greenway	5,351,126	78,210	98.5%
914015	TITLE III Federal Forestry	Funds search, rescue and emergency services on federal land as well as fire prevention and forest related educational opportunities	13,374	-	100.0%
921043	Boating Improvement	State funding for boating improvements - Completed Reeves Landing, Lake Talquin Restrooms, New Cypress Landing; Rhoden Cove is pending	189,067	-	100.0%
921064	Amtrak Community Room	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	1,730	-	100.0%
921116 *	Micosukee Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	13,712	-	100.0%
921126 *	Chaires Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	31,160	582	98.1%
921136 *	Woodville Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	44,856	-	100.0%
921146 *	Fort Braden Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	25,418	-	100.0%
921156 *	Bradfordville Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	11,398	-	100.0%
921166*	Lake Jackson Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	13,715	-	100.0%

Grants Program Summary

*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
Facilities Management					
915058	Community Foundation of North Florida	Donation providing for the annual placement of a wreath at the WWII Memorial	275	-	100.0%
Subtotal:			5,695,831	78,792	98.6%
Public Works					
214	Mosquito Control	Mosquito control activities (operating)	40,663	3,183	92.2%
916017	Big Bend Scenic Byway	Phase 2 of the development of a series of improvements along the Big Bend Scenic Byway	711,116	40,060	94.4%
918001	Southwood Payment - Woodville Highway	Proportional share	50,178	-	100.0%
921053 *	Tree Bank	Payment for the planting of trees which can not be practically planted on development sites	74,706	15,698	79.0%
922045	Waste Tire Grant-DEP	Funds from the Florida Department of Environmental Protection for costs related to the transportation and processing/disposal costs for waste tires collected during county Waste Tire Amnesty events.	25,000	-	100.0%
001000*	Side Walks District 1	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	13,898	-	100.0%
002000 *	Side Walks District 2	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	24,587	-	100.0%
003000 *	Side Walks District 3	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	370,478	-	100.0%
004000 *	Side Walks District 4	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	54,701	-	100.0%
005000 *	Side Walks District 5	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	8,636	-	100.0%
052004	Smith Creek Bike Lanes	Funding from Florida Department of Transportation to design bicycle lanes on a portion of Smith Creek Road	1,108,000	45,967	95.9%
052005	Smith Creek Bike Lanes Phase II	Funding from Florida Department of Transportation to design bicycle lanes on a portion of Smith Creek Road	977,901	37,251	96.2%
053007	Old Bainbridge RD Safety Improvements	Funding from Florida Department of Transportation for design and safety improvements on Old Bainbridge Road at Knots Lane and North Monroe to Gadsden County line	2,568	2,445	4.8%
053008	Old Bainbridge Road Improvement at Knots Lane	Funding from Florida Department of Transportation for design and safety improvements on Old Bainbridge Road at Knots Lane	141,780	-	100.0%

Grants Program Summary

*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
053009	Old Bainbridge Road Improvement N. Monroe to Gadsden Line	Funding from Florida Department of Transportation for design and safety improvements on Old Bainbridge Road at North Monroe to Gadsden County line	518,746	-	100.0%
053010	Old Bainbridge Road Improvement I-10 to CC NW	Funding from Florida Department of Transportation for design and safety improvements on Old Bainbridge Road at I-10 to Capital Circle NW	74,974	-	100.0%
055010	Magnolia Drive Multi-use Trail	Funding for design and construction of Magnolia Drive Multi-use trail	5,216,800	20,743	99.6%
057001	Intersection and Safety Improvements	Capacity Fee for intersection improvements	13,121	400	97.0%
062003	Woodville Sewer Project	Springs restoration grant for Woodville septic to sewer project	691,579	541,601	21.7%
062006	BP Comp Wastewater Treatment Project	Funding is for the Comprehensive Wastewater Treatment Facilities Plan project reimbursed through Blueprint 2000	500,000	-	100.0%
062007	Belair-Annawood Septic to Sewer Grant	Funding from the Florida Department of Environmental Protection for Belair-Annawood septic to sewer project	1,166,488	23,286	98.0%
062008	NE Lake Munson Septic to Sewer	Funding from the Florida Department of Environmental Protection for Lake Munson septic to sewer project	2,288,950	165,914	92.8%
926105	Robinson Rd Flood Relief	Legislative Appropriation	12,905	-	100.0%
927018	USEPA Clean Water campaign	Florida Department of Environmental Protection pass through grant for the United State Environmental Protection Agency (USEPA) "Water & You, Clean Water Campaign" project.	99,215	928	99.1%
927128	FDEP Springs Restoration	Funds from the Florida Department of Environmental Protection Springs Restoration Grant for a Passive Onsite Sewage Nitrogen Reduction Pilot Project	1,484,497	4,275	99.7%
927129	Small Community Wastewater Treatment Grant	Funds From the Florida Department of Environmental Protection for a Wastewater Treatment Feasibility Analysis for the Upper Wakulla River Basin Management Action Plan Focus Area	500,000	92,622	81.5%
009010	Significant Benefit District 1	Fee paid by developers to County for road and safety improvements	49,056	-	100.0%
009009	Significant Benefit District 2	Fee paid by developers to County for road and safety improvements	348,654	-	100.0%
009011	Significant Benefit District 3	Fee paid by developers to County for road and safety improvements	2,415	-	100.0%
009012	Significant Benefit District 4	Fee paid by developers to County for road and safety improvements	98,070	-	100.0%
Subtotal:			16,669,682	994,373	94.0%

Leon County Government
Fiscal Year 2020 Mid-Year Financial Report

Grants Program Summary

*Denotes Interest Bearing Grant

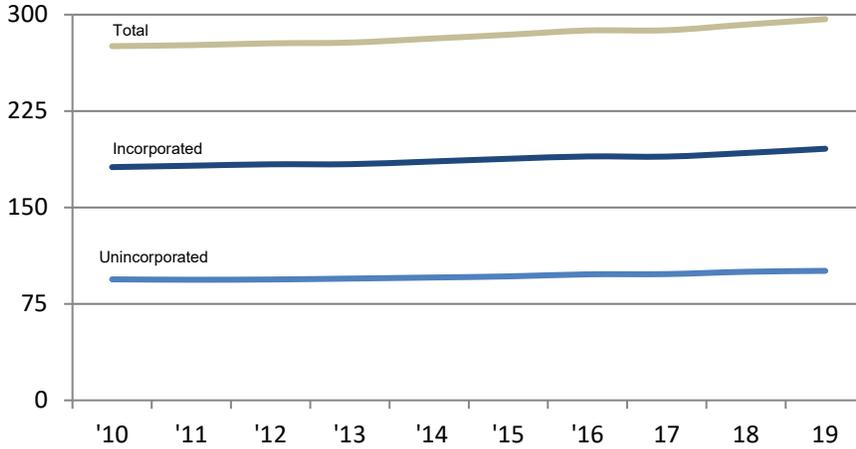
Org	Grant/Program	Description/Purpose	FY20 Budget	Spent	% Unspent
<u>Intervention and Detention Alternatives</u>					
Supervised Pre-trial Release					
982062	FDLE JAG Grant Pretrial FY17	Funding for positions in drug/alcohol testing programs (operating)	22,204	-	100.0%
982063	FDLE JAG Grant Pretrial FY18	Funding for positions in drug/alcohol testing programs (operating)	40,000	-	100.0%
915013	Slosberg-Driver's Education	A program that funds organizations providing driver education	119,941	84,835	29.3%
	Subtotal:		182,145	84,835	53.4%
<u>Constitutional</u>					
953021	2019 Federal Elections Grant	State of Florida Division of Elections funding to improve the administration of Federal elections including voter education.	34,611	34,856	-0.7%
953022	Elections Security Grant	State of Florida Division of Elections funding designed to provide funding to enhance elections security for the 2020 Presidential Election.	28,371	1,510	94.7%
	Subtotal:		62,982	36,366	42.3%
<u>Judicial</u>					
943085	DCF - Drug Testing	Testing and treatment cost relating to Adult Drug Court	50,000	-	100.0%
	Subtotal:		50,000	-	100.0%
<u>Miscellaneous</u>					
991	Grant Match Funding	Funding set aside to meet grant matching requirements	90,000	-	100.0%
	Subtotal:		90,000	-	100.0%
Grants Subtotal					
			25,565,905	1,832,106	23,733,799
Less Operating Grants					
			1,474,919	546,131	928,788
TOTAL					
			24,090,986	1,285,975	94.7%

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Population

Thousands



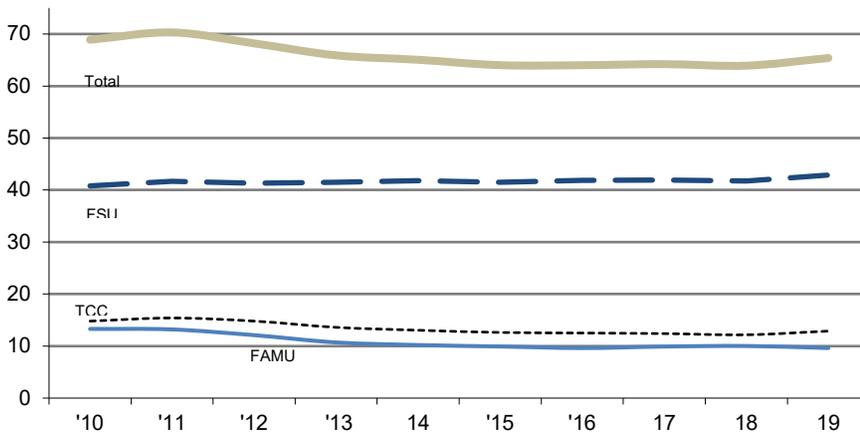
Sources:
- 2019 Population Estimates and Projections from Tallahassee/Leon County Office of Economic Vitality

According to the 2019 estimates from the Tallahassee-Leon County Office of Economic Vitality, the current Leon County population is 296,499 where 66% represents the incorporated area and 34% represents the unincorporated area. Total county population estimates grew by 1.43% from 2018. According to 2019 estimates, the total population has seen a 7.63% increase since the 2010 Census.

Leon County had the highest growth rate of neighboring counties at (7.63%) since the 2010 Census. Wakulla (9.63%), Gadsden (-1.57%) and Jefferson (-3.49).

Higher Education Enrollment

Thousands



Source: - 2019 Population Estimates and Projections from Tallahassee/Leon County Office of Economic Vitality

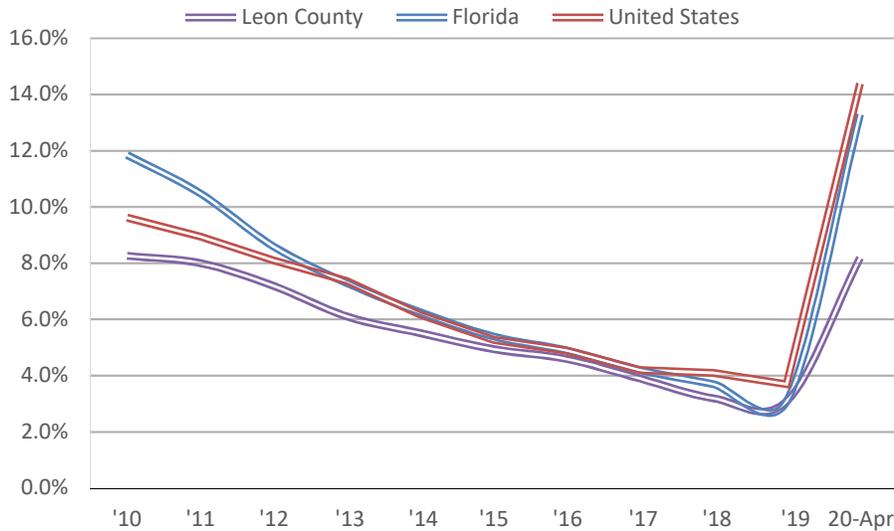
Three institutions of higher learning are located in Tallahassee: Florida State University (FSU), Florida Agricultural & Mechanical University (FAMU), and Tallahassee Community College (TCC). Total enrollment for Fall 2019 was 65,383, a increase of 1,471 students from Fall 2018.

Fall 2019 enrollment shows an increase of 2.78% for FSU, TCC shows an increase in enrollment for Fall 2019 of 5.81%. while FAMU has seen a decrease of -3.94% for Fall 2019.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Unemployment Statistics



*Source: 2020 Office of Economic Vitality, Workforce and Income Unemployment Rate Annual Average

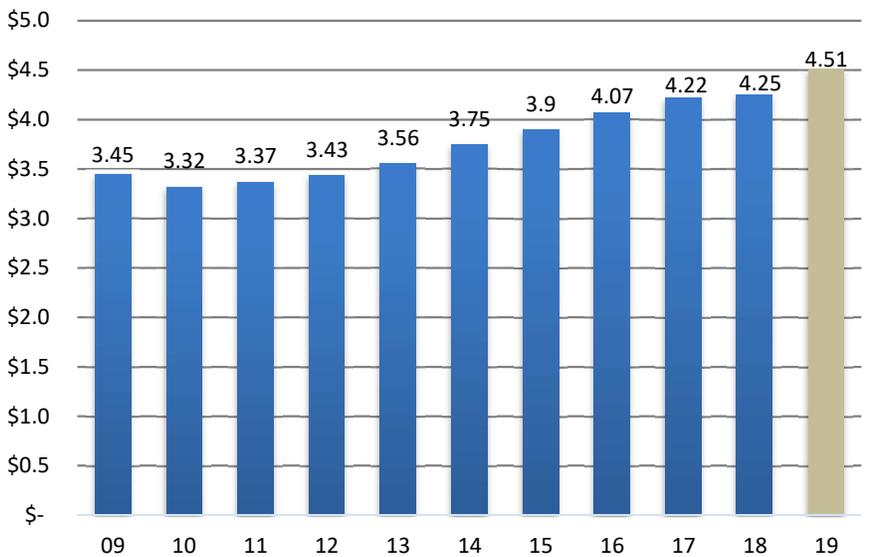
Unemployment rates are a traditional indicator of economic health. Leon County's unemployment rate has remained below the state and national averages for the past ten years. The unemployment rate decreased in 2005 and 2006. In 2008, a troubled economy caused unemployment to rise nationwide. In 2010, the state of Florida's unemployment rate peaked at 11.86%.

Florida's unemployment rate has been declining since 2011, when the rate was 10.49%. However, due to COVID-19 Local Area Unemployment Statistics data shows MSA employment fell 15.4% compared to April 2019, while the State dropped 17.9%. Preliminary unemployment rate for MSA was 8.1% in April, which was 5.2 points below the State rate of 13.3%, and 6.3 points below US unemployment rate of 14.4%.

The COVID-19 pandemic and the sustained global economic disruption surrounding the public health emergency has impacted governments, businesses, and individuals across the world. COVID-19 has dramatically changed the local economy and has significantly increased unemployment rates. However, while unemployment has increased, Leon County's unemployment is less than the State and Country.

Taxable Sales

Billions



Source: Source: 2019 Office of Economic Vitality, Statistical data, Taxable Sales

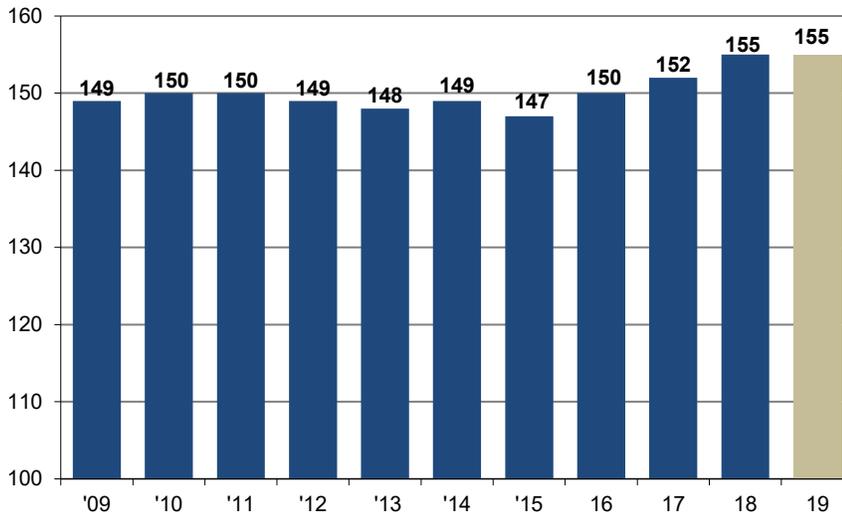
Taxable sales data is popularly used as one indicator of regional economic activity. The data is derived from sales tax returns filed monthly by retail establishments with the Florida Department of Revenue. 2008 marked the beginning of an economic downturn. In 2009, taxable sales decreased 13.91% from the 2008 figure, a substantial drop. In 2010, taxable sales further decreased by 3.75%. In 2011, however, taxable sales increased by roughly \$51 million, or approximately 1.5%, and continued improving with a \$60.3 million increase in 2012. Through 2019 this trend is consistent, and the trend shows it took ten years to return to pre-recession taxable sales levels. In 2019, taxable sales continued to increase by 6.18% or \$263,073,716 million. However, beginning in March 2020 taxable sales declined due to COVID-19's impact on consumer confidence likely reversing the upward trend in 2020.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Total County Labor Force

Thousands



Source: 2019 Office of Economic Vitality, Workforce and Income, Labor Force

The local labor force consists of the total number of people employed and individuals seeking employment, including those classified as unemployed.

From 2004 to 2010, Leon County's labor force increased at an average of 1.41% annually. This growing trend slowed in 2010 and actually saw a decrease in 2012 and 2015. The total county labor force for 2019 was 155,493, which is an increase of .54% from 2018. This continues the approximate 2% growth trend started in 2016 from 2015.

Employment by Industry – 2009 vs. 2019

Industry	Employees 2009	% Employment	Employees 2019	% Employment	% Change
Government	49,004	35%	61,069	33%	25%
Education and Health Services	17,569	13%	24,131	13%	37%
Leisure and Hospitality	14,622	11%	20,186	11%	38%
Professional and Business Services	16,085	12%	22,675	12%	41%
Trade, Transportation, and Utilities	18,506	13%	24,422	13%	32%
Other Services	5,807	4%	7,816	4%	35%
Financial Activities	6,639	5%	8,250	5%	24%
Construction	5,339	4%	8,349	5%	56%
Manufacturing	1,964	1%	3,312	2%	69%
Information	3,098	2%	2,850	2%	-8%
Total	138,633	100%	183,060	100%	32%

Source: 2019 Office of Economic Vitality, Workforce and Income, Labor Force

Over the past ten years, Leon County's major industries have included Government, Education and Health Services, Retail Trade, Leisure & Hospitality, and Professional and Business Services. This is attributed to the support needed for the large government and higher education infrastructure in the Tallahassee Metropolitan Statistical Area (MSA). The MSA includes data from Gadsden, Jefferson, Leon, and Wakulla counties, hence the greater employment figure for the table to the left.

The percentage of employment in Government has increased since 2009, along with Professional and Business Services, Education and Health Services, and Leisure and Hospitality, which reflects a somewhat more diverse economy. Trade, Transportation, and Utilities have also increased over the ten-year period, while Construction and Manufacturing, showed a slight but steady increase over the same period. Information Services has continued to show decreases.

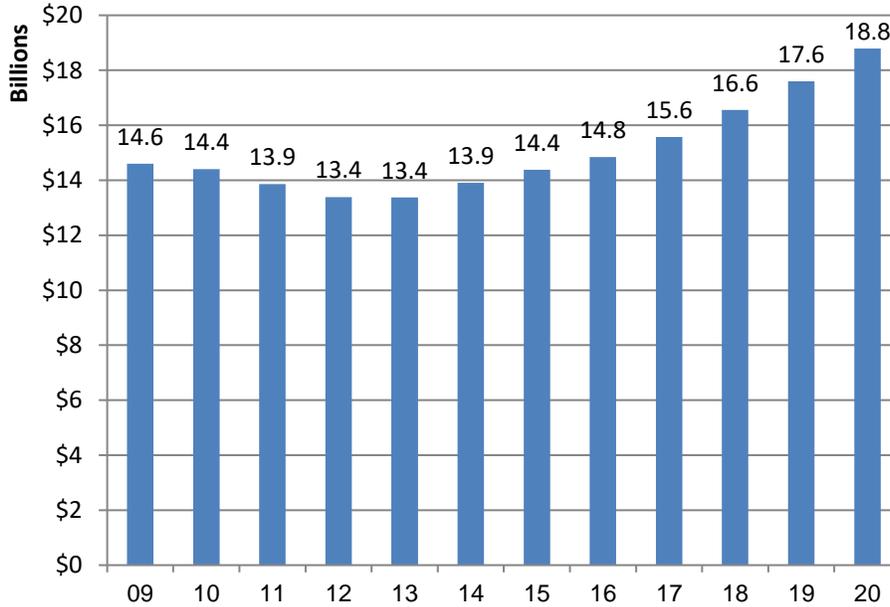
The largest increase over the past decade (in terms of percentage) has been in Manufacturing, Professional/Business Services and Health Services, while Information has seen the largest decrease.

Total employment in these major industries for 2019 is an increase of nearly 32% compared to 2009.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Taxable Value

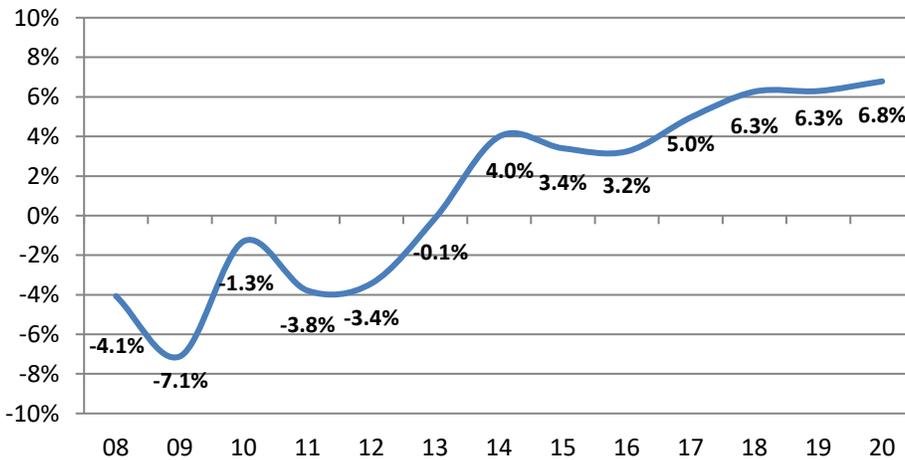


Taxable values increased rapidly from 1998 to 2007 (average annual increase of 9.3%); however, due to property tax reform in 2007, the value of taxable properties fell to \$15.7 billion in 2008. From 2009 to 2012, valuations decreased by \$1.2 billion, or 8.3%. This was largely due to the continuing recession and a repressed housing market. An improved housing market shows values increasing steadily from 2013 onwards. In FY 2018, property values increased by 6.27% from 2017 and 6.30% in FY 2019. Final values provided by the Property Appraiser for July 1, 2020 increased by 6.78%.

Valuations from the prior year ending December 31 are used to develop the next year budget (i.e. 2019 valuations are used to develop the FY 2020/2021 budget).

Source: Certification of Final Taxable Value, Forms DR-403v 2019 figures based on DR-420 Taxable Values provided by Leon County Property Appraiser (July 1, 2020)

Annual Percentage Change in Taxable Value



From 2007 Leon County saw six consecutive years of property tax decreases, caused by the recession and a collapse of the housing market.

In 2014, taxable value finally saw an increase over the preceding year of 4% indicating an improving property market. Taxable values decreased 3.4% in 2015 and 3.2% in 2016. Taxable value increased 5.0% in 2017 and 6.3% in 2018 and 2019. Final July 1 valuations showed values continued to increase in FY 2020.

Source: Certification of Final Taxable Value, Forms DR-403v 2019 figures based on estimated Taxable Values provided by Leon County Property Appraiser (July 1, 2020)

Leon County Government**Fiscal Year 2020 Mid-Year Financial Report****Principal Taxpayers**

2018			2019		
Name	Total Taxable Value	Total Taxes	Name	Total Taxable Value	Total Taxes
Smith Interest General Partnership	\$149,365,462	\$2,818,015	Smith Interest General Partnership	\$158,795,886	\$2,966,025
Embarq Florida Inc./ Centurylink	\$90,341,344	\$1,710,238	Capital Regional Medical Center	\$77,445,670	\$1,466,343
Capital Regional Medical Center	\$74,440,284	\$1,420,290	Embarq Florida Inc./ Centurylink	\$77,750,439	\$1,460,502
Florida Gas Transmission Company, LLC	\$81,170,427	\$1,242,368	Florida Gas Transmission Company, LLC	\$77,990,112	\$1,179,937
District Joint Venture, LLC	\$61,822,934	\$1,192,639	District Joint Venture, LLC	\$57,733,813	\$1,103,530
DRA CRT Tallahassee Center, LLC	\$55,859,622	\$1,077,599	Comcast Cablevision	\$52,400,438	\$958,548
Wal-Mart Stores, Inc.	\$51,734,062	\$960,147	Wal-Mart Stores, Inc.	\$51,505,524	\$947,184
Comcast Cablevision	\$51,244,016	\$945,623	DRA CRT Tallahassee Center, LLC	\$48,941,154	\$935,466
Talquin Electric Cooperative	\$59,173,835	\$901,788	Woodlands of Tallahassee, LLC	\$48,407,213	\$925,260
Woodlands of Tallahassee, LLC	\$45,517,836	\$878,094	Talquin Electric Cooperative	\$59,437,606	\$894,725
Total	\$720,699,822	\$13,146,801		\$710,407,855	\$12,837,520

Notes:

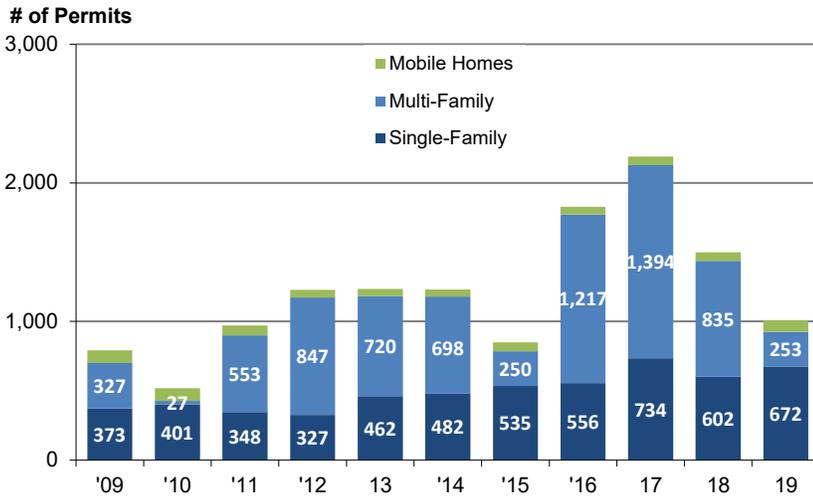
Taxes paid reflect all taxing authorities (i.e. School Board, City, Northwest Water Management District, and the Downtown Improvement Authority).

(1) DRA CRT Tallahassee Center, Inc is also known as the Koger Center Properties

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Residential Building Permits

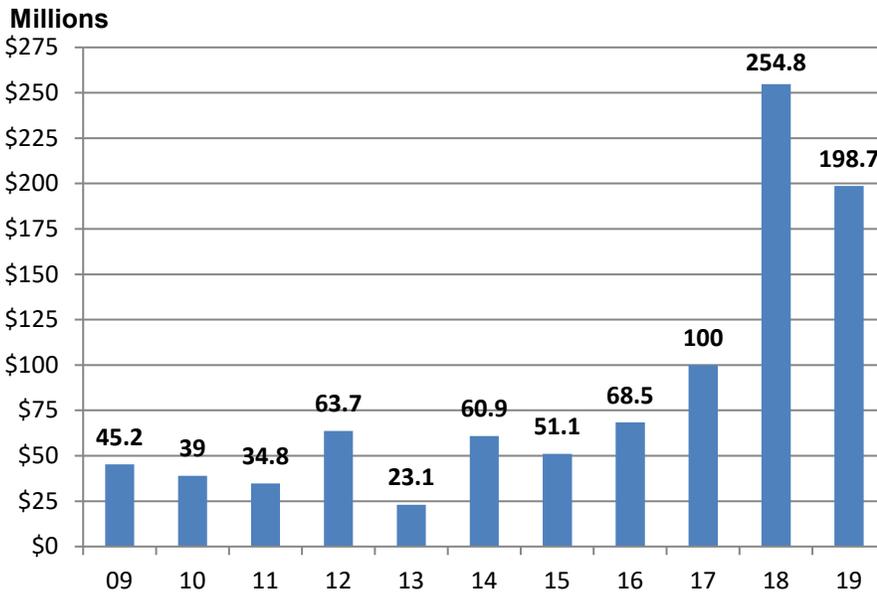


Source: Tallahassee-Leon County Office of Economic Vitality, 2019 Statistical Digest.

2009 begins the housing crisis, with a dramatic decrease in overall permits. By 2010, total Residential Building Permits had decreased by 85% from peak 2005 levels. An increase in 2013 Single-Family permits over 2012 numbers compensated for the decrease in Multi-Family permits. Single-Family permits have remained steady while Multi-Family permits have seen declining numbers from 2017 to 2019.

Residential building permits in 2017 reached the highest annual total since 2007 due to new construction permits for The Lumberyard, Players Club, Stadium Enclave, Quantum on West Call, College Town Phase III and Lullwater. Single-family residential permitting increased in 2019 due to the increase in detached housing market demand. Multi-family permits are attributed to Arbor Trace at Canopy and Arbor Landing at Lake Jackson but declined after a three-year expansion of apartment construction.

Value of Commercial Permits



Source: Tallahassee-Leon County Office of Economic Vitality, 2019 Statistical Digest.

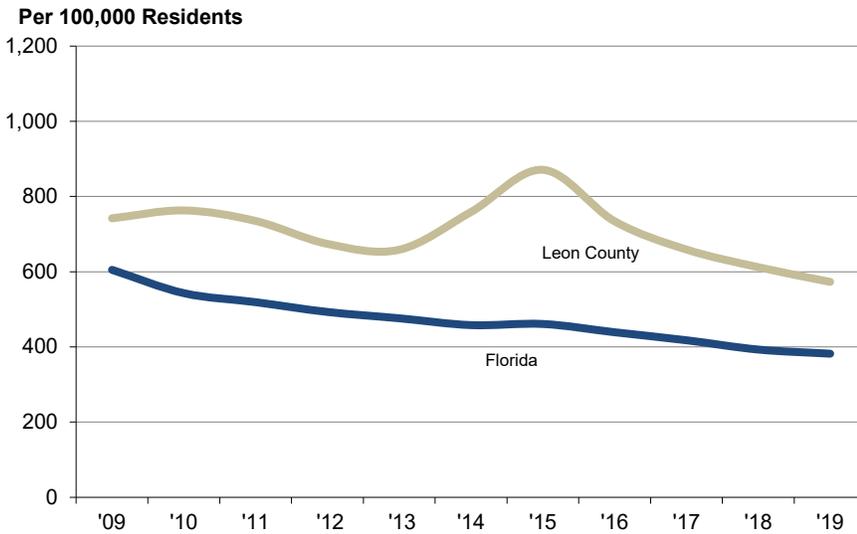
Note: Multi-Family permitting is based on a per bed/unit number.

Over the past 10 years, the number of commercial permits and value of these permits have been volatile. The Spike in 2012 was followed by a significant reduction the following year. The 2012 spike can be attributed to three large apartment buildings receiving new construction permits at the same time. The value of permits issued in 2018 is 155% higher than in 2017 and 135% higher than in 2008. This is the first time the value of commercial permitting has reached \$254 million. The increase in value is mostly attributable to the Washington Square Project, which accounts for 37% of total annual commercial permit value. The value of commercial permits issued for new construction in 2019 totaled \$198.7 million. Adjusted for inflation, total commercial permit value in the past five years was \$673 million, while total inflation-adjusted commercial permit value in the prior ten years totaled \$640 million.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

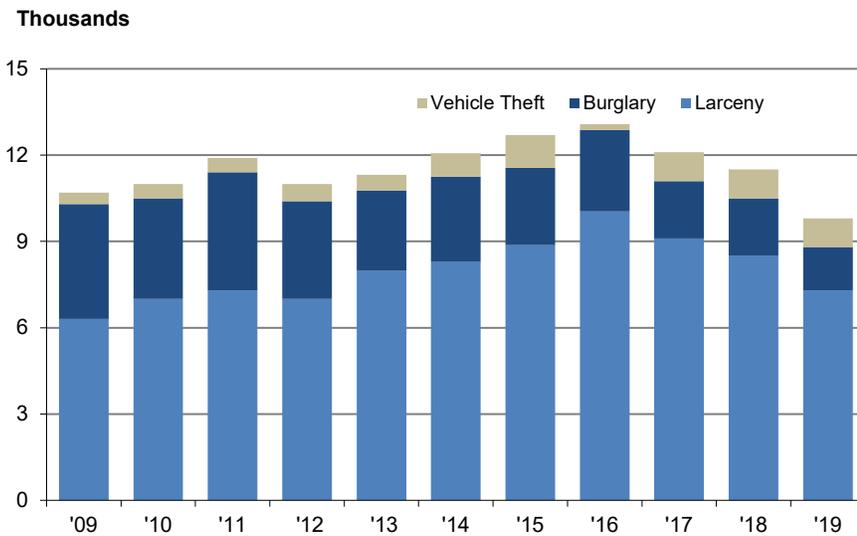
Violent Crime Rate



Source: Tallahassee/Leon County Office of Economic Vitality/Florida Statistical Analysis Center, FDLE

Violent Crime consists of murder, sex offenses, robbery and aggravated assault. The 2018 rates saw a 7.1% decrease from the 2017 index. The 2019 figure stands at 573 Violent Crimes per 100,000 residents, a 6.4% decrease from FY 2018. For comparison purposes, the state index of 382 saw a decrease of 2.80%. Leon County's rate has declined to the lowest rate recorded since 1993.

Crimes Against Property in Leon County

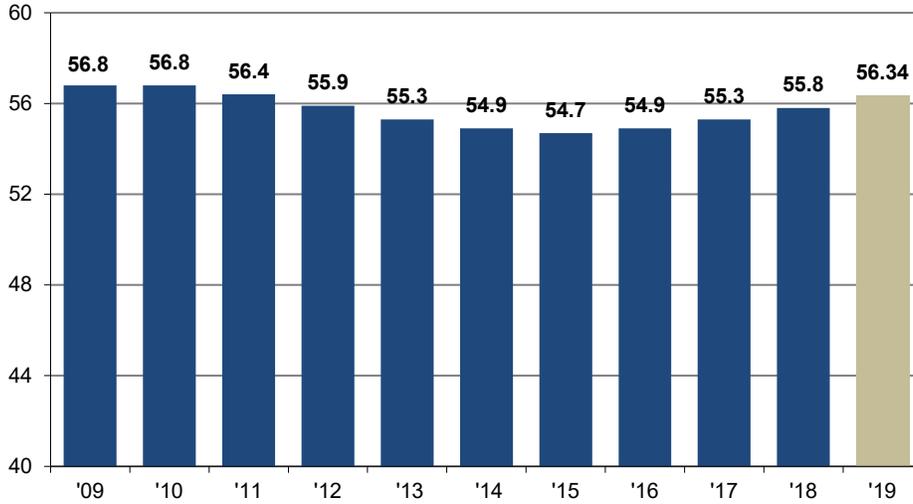


Source: Florida Department of Law Enforcement. Crime in Florida, Florida uniform crime report, 1995-2016. FDLE. Florida Statistical Analysis Center.

Over a ten-year period, property crimes have average 11,619 per year or an average. Since 2016 Leon County seen a decrease in property crimes and a 14.86% decrease in Property Crime Index between 2018 and 2019.

Homestead Parcels

Hundreds



Source: Property Appraiser, Official Tax Roll Certification

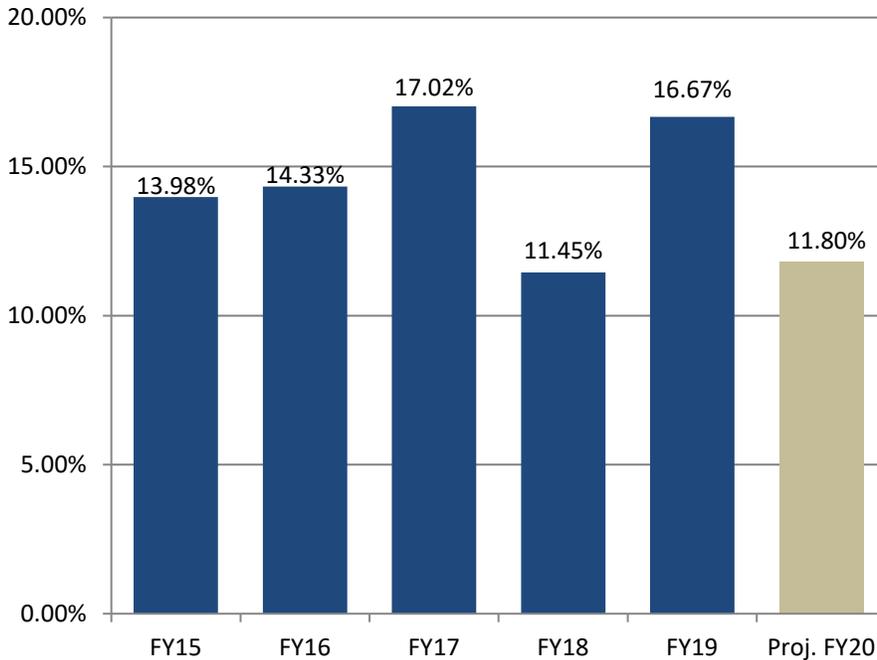
Homestead parcels showed consistent growth between 2002 and 2010, with parcels peaking at 56,829. Beginning with the recession, homestead parcels declined to 54,745 in 2015. Since 2016 homestead parcels have gradually increased and are approximately at the same level as prior to the “Great Recession”.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Intergovernmental Revenue

Percent of Operating Revenue



Analysis: The monitoring of intergovernmental revenue is important due to the volatility of this funding source. Dependence on intergovernmental revenue can be harmful; especially, if the external source withdraws the funds entirely and/or reduces its share of costs. Leon County continues to work to reduce dependency on intergovernmental revenues in comparison to total operating revenues.

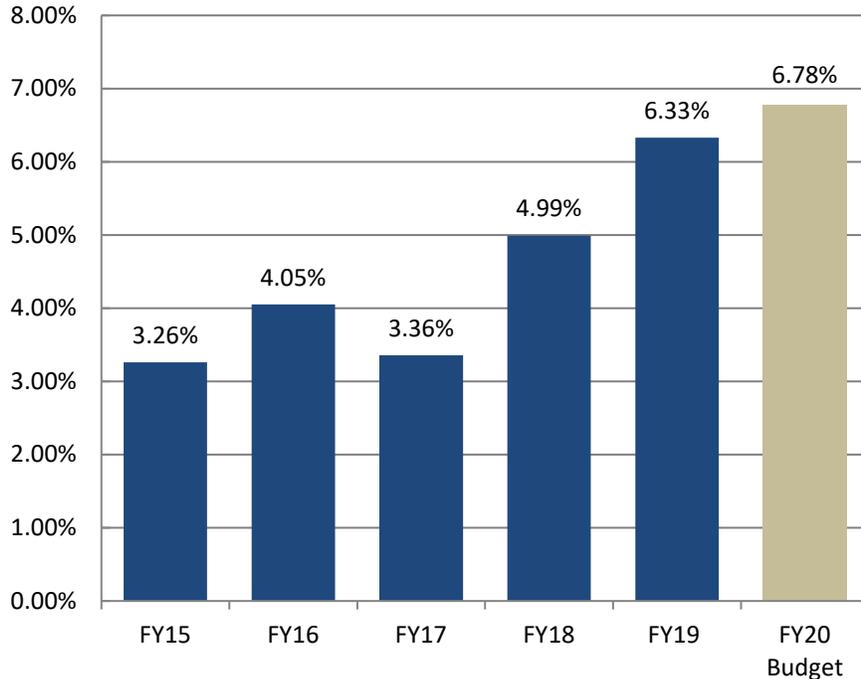
Grants are not generally included in intergovernmental revenue projections; however, grants are included in this projection and account for a significant portion of actual intergovernmental revenue. Revenues related to Hurricane Hermine, Irma and Michael are reflected in the increases for FY 2017 and 2019 respectively. Intergovernmental revenue is expected to account for 11.80% of operating revenues in FY 2020.

Formula: Intergovernmental Revenues divided by Total Operating Revenues.

Source: FY 2019 Budget Summary

Property Tax Revenue

Rate of Change



Analysis: In the past ten years, Leon County has become more reliant on property tax revenue, primarily due to efforts to reduce dependence on intergovernmental revenue.

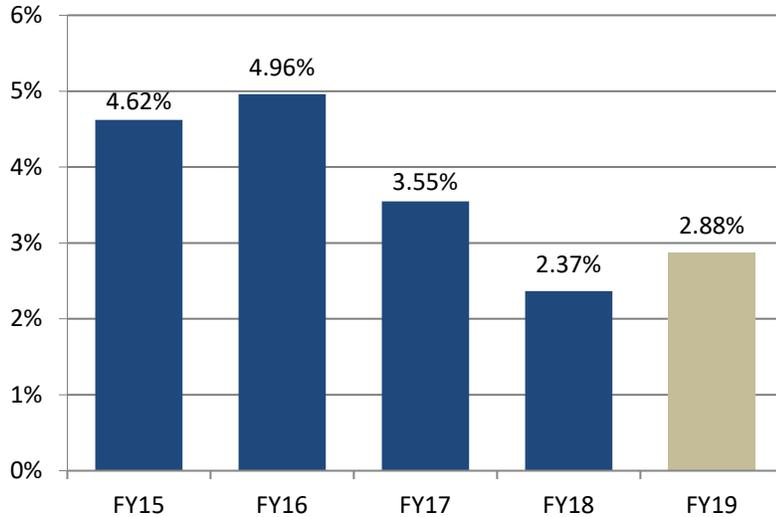
The Board maintained the 8.3144 millage rate through FY20. However, property tax revenue increased by 6.31% or \$6,279,277 million in FY20 due to an increase in property values.

Formula: Current Year minus Prior Year divided by Prior Year.

Source: 2019 Certification of Final Taxable Value and Statistical Digest.

Revenue Projections

Budgeted v. Actual Revenues



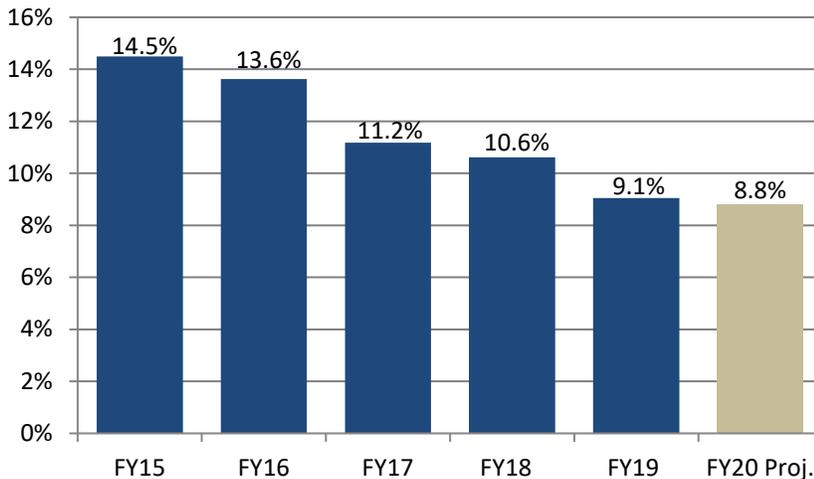
Analysis: This indicator examines the differences between actual revenues received versus budgeted revenues during the past fiscal year. Typically, actual revenues versus budgeted revenues fall in the range of plus or minus five percent.

Formula: Actual General Fund, Special Funds and Enterprise Fund Revenue minus Budgeted General Fund, Special Funds and Enterprise Fund Revenue divided by Budgeted Revenues.

Source: FY 2019 Revenue Summary Report and FY 2019 Budget Summary.

Capital Outlay

Percentage of Total Expenditures



Analysis: The purpose of capital outlay in the budget is to replace equipment or to add new equipment and infrastructure. The ratio of capital outlay to net operating expenditures is a rough indicator of whether the stock of equipment and infrastructure is being replaced or added.

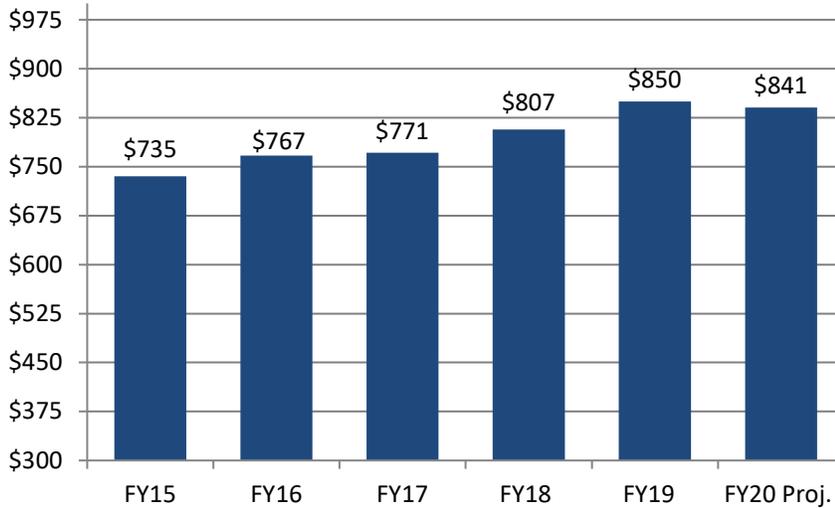
The constant decline from FY 2015 until today is associated with the capital budget focusing on the maintenance of infrastructure rather than new capital infrastructure coming out of the recession.

The FY20 projection is based upon what has been budgeted for the current fiscal year and does not include carry forward projects from the previous fiscal year.

Formula: Capital Outlay Divided by Total Operating Expenditures.

Source: FY 2019 Expenditure Summary Report and FY 2020 Budget Summary.

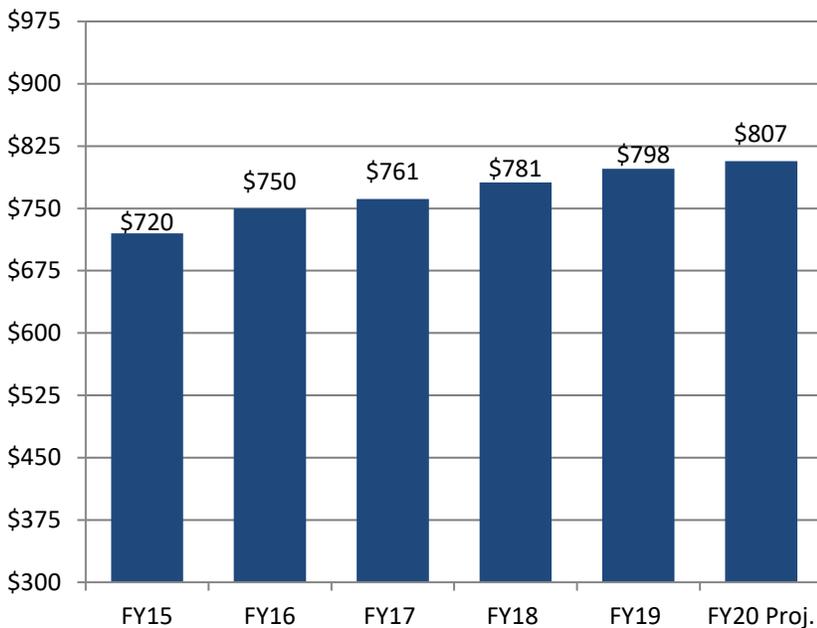
Revenue Per Capita



Analysis: Examining per capita revenue indicates changes in revenue relative to changes in population size. If the County's population increases, revenue will need to increase to meet the needs for services of the population. As per capita revenue decreases, it becomes difficult to maintain the existing level of services unless new revenue sources are found or there is a decrease in operating expenses.

As Leon County's population grows, so too does the revenue, evidenced by a relatively consistent revenue per capita amount from FY 2015 to FY 2018. FY 2019 brought about additional revenue outside of the normal collections due to FEMA reimbursement from Hurricane Michael, property tax revenues and Tourist Development Tax 1-cent. FY 2020 projections are expected to decrease.

Expenditures Per Capita



Formula: General Fund, Special Revenue Funds, and Enterprise Fund Revenues Divided by Population.

Source: FY 2019 Revenue Summary Report and the FY 2020 Budget Summary.

Analysis: Changes in per capita expenditures reflect changes in expenditures relative to changes in population.

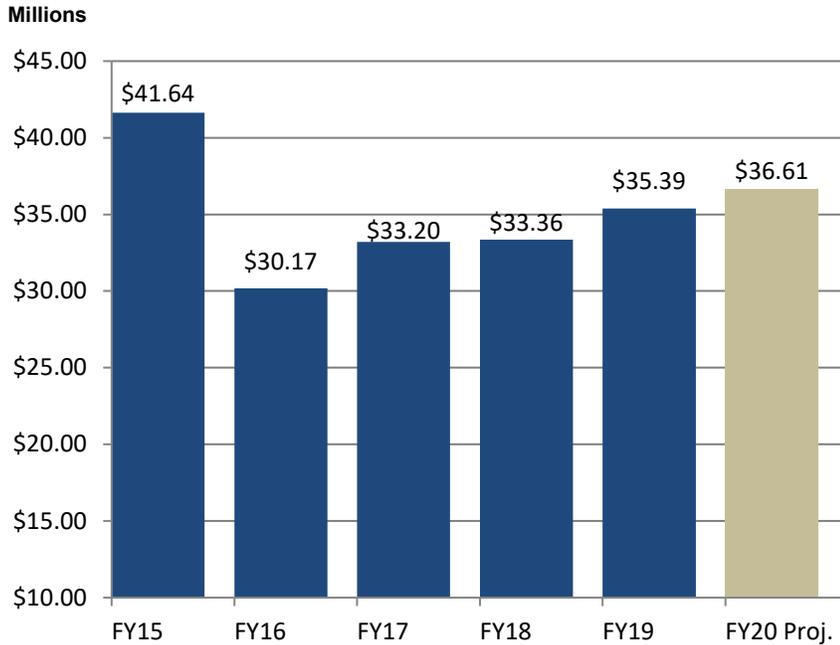
Formula: Actual General Fund, Special Funds, Enterprise Fund and Debt Service divided by population.

Source: FY 2019 Expenditure Summary Report, Office of Economic Vitality, and FY 2020 TRIM Ad and the FY 2020 Budget Summary.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

General/Fine & Forfeiture Fund Balance



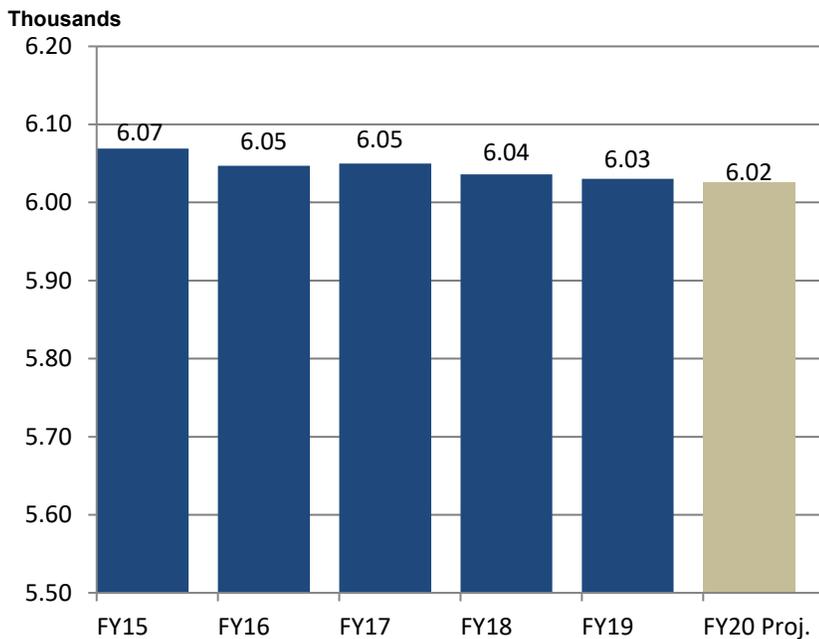
Analysis: Positive fund balances can be thought of as reserves, although the “fund balance” entries on the annual report will not always be synonymous with the funds “available for appropriation.” The County’s reserve policy requires fund balances to be between a minimum of 15% and a maximum of 30% of operating expenditures. FY 2015 increase is attributable to higher than anticipated property values and return on excess fees. FY 2016 decrease reflects a \$9.6 million fund balance sweep to fund capital projects. The audited year ending fund balance for FY 2018 is \$33.36 million and \$35.39 million for FY 2019, including \$21.79 million in FEMA reimbursements for Hurricanes Irma and Michael. The FY 2020 estimated fund balance includes \$190,150 in FEMA reimbursements from Hurricane Irma and from Hurricane Michael. This fund balance reflects 23% of FY 2020 operating expenditures.

Formula: Prior year fund balance plus actual revenues minus actual expenditures.

Source: Summary of Fund Balance and Retained Earnings, FY19 Annual Performance & Financial Report.

Employees Per Capita

Employees per 1,000 Leon County Residents



Analysis: Personnel costs are a major portion of an operating budget; for that reason, plotting changes in the number of employees per capita effectively measures changes in expenditures. Overall, the County is controlling the cost associated with this financial indicator. Note that the number of employees includes Constitutional Officers. In comparison to other like-sized counties, Leon County, along with Lake County, ranks second lowest in number of employees per capita behind St. Lucie County.

Leon County’s population has continued to grow at a rate faster than that of County employees, hence the further decrease in employees per capita through 2017. FY 2018 has a slight decrease due to additional 20 positions added. FY 2019 continued decrease based on estimated population increase of 1%. FY 2020 continues to project a decrease due to the increase in population and the net addition of 3.5 new positions. (16 new EMTs – 12.5 Library vacancies).

Formula: Number of Full-Time Employees Divided by Population multiplied by 1,000.

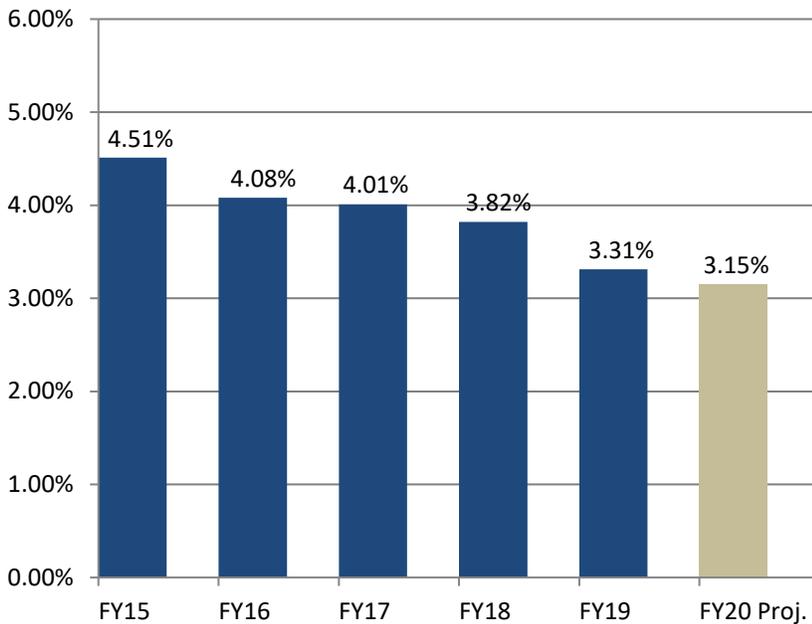
Source: FY19-20 Annual Budget Document and Tallahassee/Leon County Office of Economic Vitality Demographics Data.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Debt Service

Percentage of Total Operating Expenditures



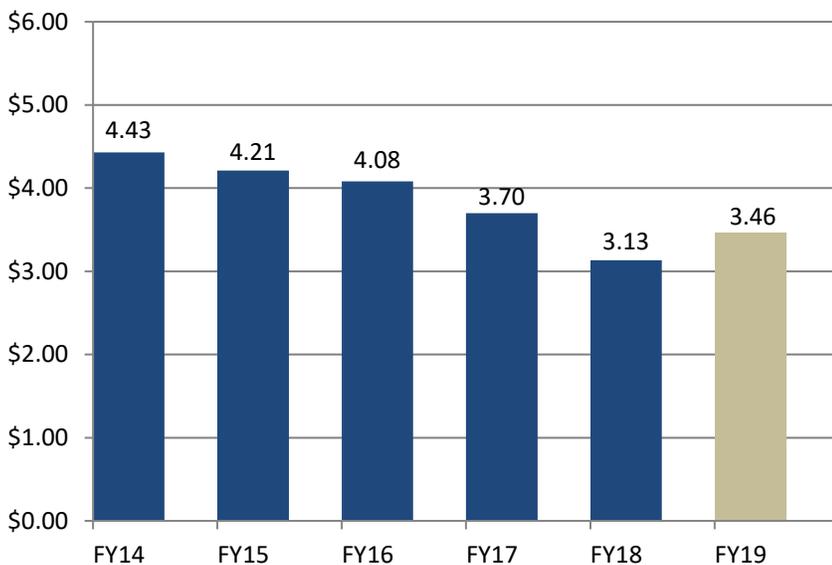
Analysis: Debt service is defined as the amount of principal and interest that a local government pays each year on net direct bonded long-term debt, plus the interest on direct short-term debt. Increasing debt service reduces expenditure flexibility by adding to the County's financial obligations. Leon County's debt service has trended downward over the past five years. By capitalizing on the availability of low interest rates and renegotiating long-term debt, Leon County's debt service is projected to continue to decrease.

Formula: Debt Service divided by Total Operating Expenditures.

Source: FY 2019 Expenditure Summary and the FY 2019 Budget Summary.

Liquidity

Ratio of Current Assets to Current Liabilities



Analysis: The current ratio is a liquidity indicator that measures a government's short-run financial condition by examining the ratio of cash and short-term assets against current liabilities. This ratio shows whether a government can pay its short-term debt obligations.

The International City / County Management Association (ICMA) states ratios that fall below 1:1 for more than three consecutive years is a decidedly negative indicator. The ICMA further recommends keeping this ratio above 1:1. Leon County continues to maintain a liquidity ratio above this level. The decline in the level in FY18 is due to cash outlay for two successive Hurricanes, Hermine and Irma, and the lag in reimbursement of cash for storm recovery costs from FEMA. FY19 increase is due to FEMA reimbursement for Hurricanes, Hermine, Irma and Michael (3rd consecutive hurricane).

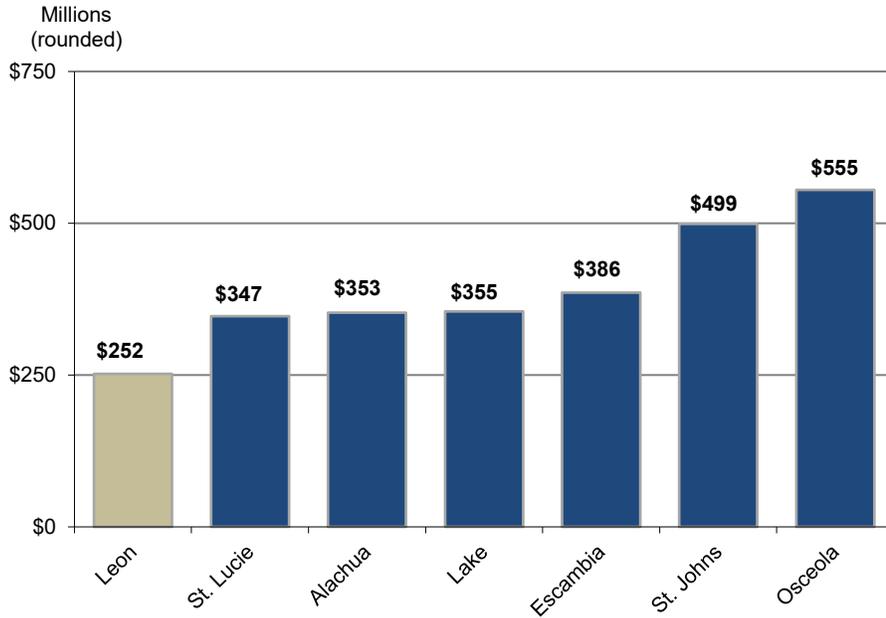
Formula: Cash and short-term investments divided by Current Liabilities

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Comparative Data for Like-Sized Counties

Total Net Budget (FY20)

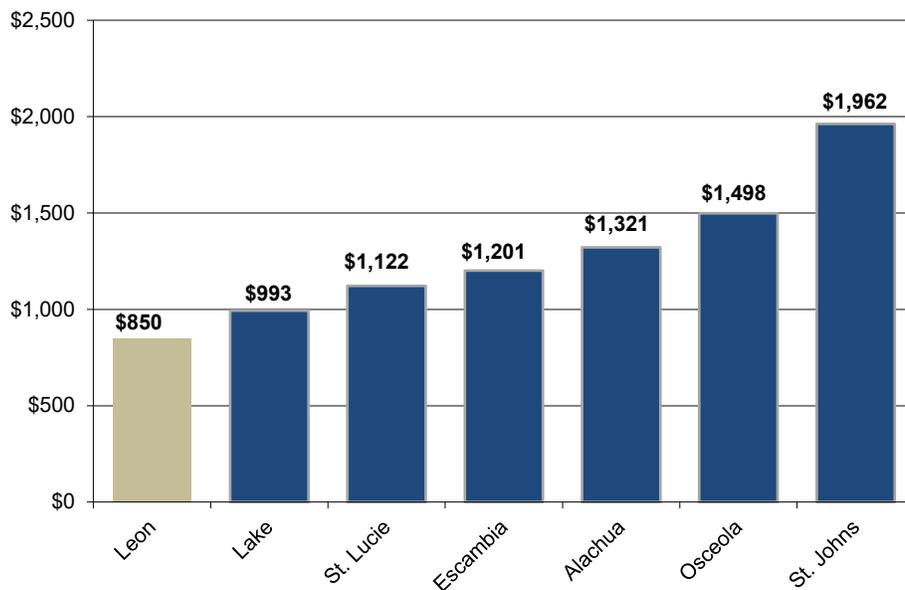


Leon County has the lowest operating budget among like-sized counties, with a net budget of \$252 million. St. Lucie County's net budget is 38% higher than Leon County's.

As recommended by the International City County Management Association (ICMA), total net budget excludes capital and county total budgeted reserves.

Source: FY 2020 Leon County Office of Management and Budget Survey

Net Budget per Countywide Resident (FY20)



Leon County spends the least dollars per county resident of all like-sized counties. The next closest County's net budget per capita is 17% higher than Leon County's (Lake County). St. Johns County spends more than two times the amount per resident than Leon County does.

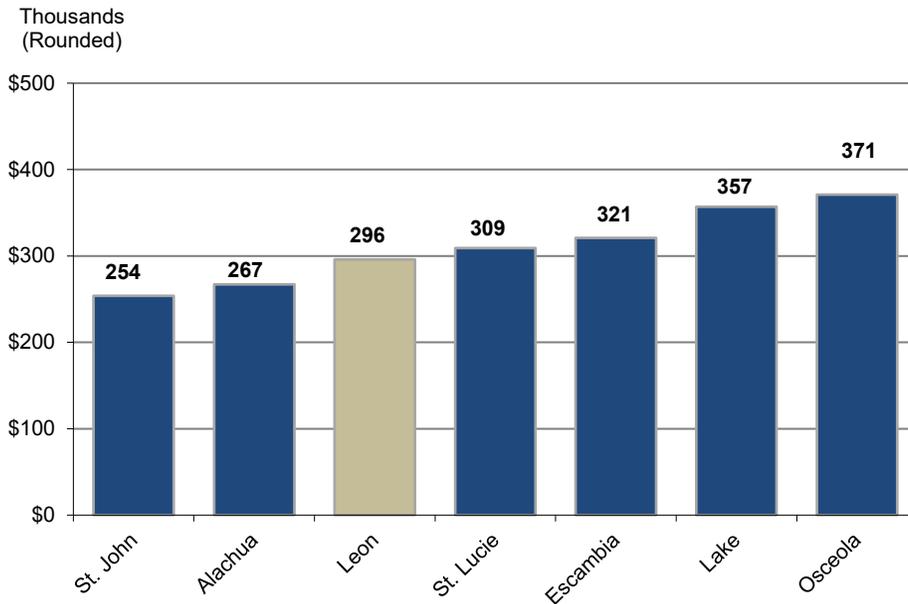
Source: Florida Office of Economic & Demographic Research, 4/1/2020 & FY20 Leon County Office of Management and Budget Survey

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Comparative Data for Like-Sized Counties

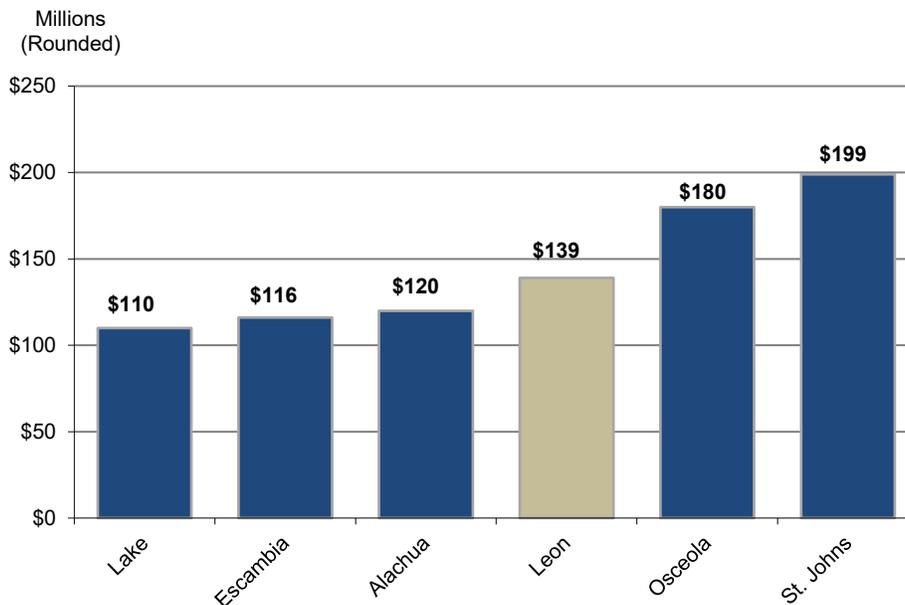
Countywide Population (2019)



Leon County Office of Economic Vitality estimated Leon County 2019 population at 296,499 residents. The selection of comparative counties is largely based on population served.

Source: Office of Economic Vitality, 4/1/2020

Anticipated Ad Valorem Tax Collections (FY20)



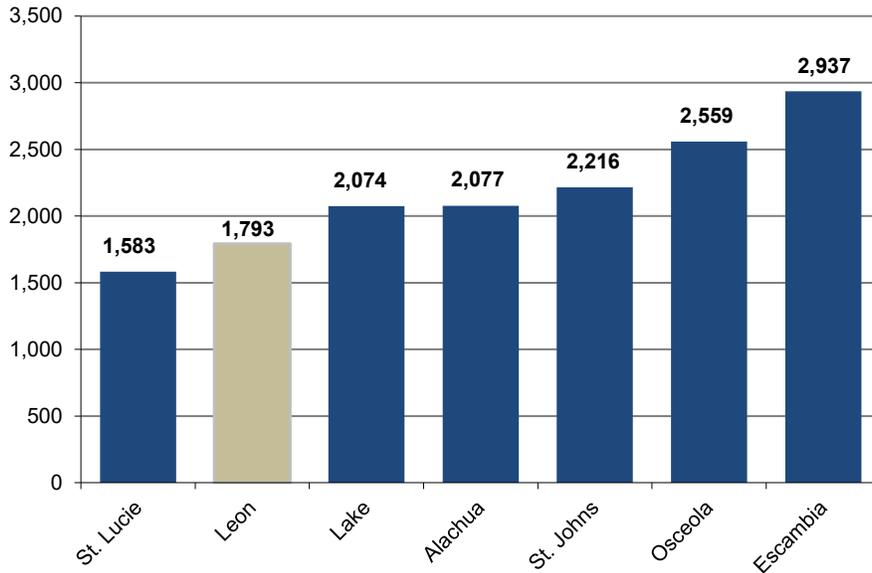
Among the like-sized counties, Leon County collects \$139 million in ad valorem taxes. Leon County collects \$5 million less than the mean collection (\$144 million). Due to the 2008 passage of property tax reform by referendum and enabling legislative actions, ad valorem tax collections rates were significantly impacted in all counties. In addition, decreased property valuations associated with the recession and a repressed housing market will further affect collections in the near term. Ad valorem taxes account for 50% of the County's operating revenue.

Source: Florida Department of Revenue 2020 Taxable Value by County

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Total Number of County Employees (FY20)

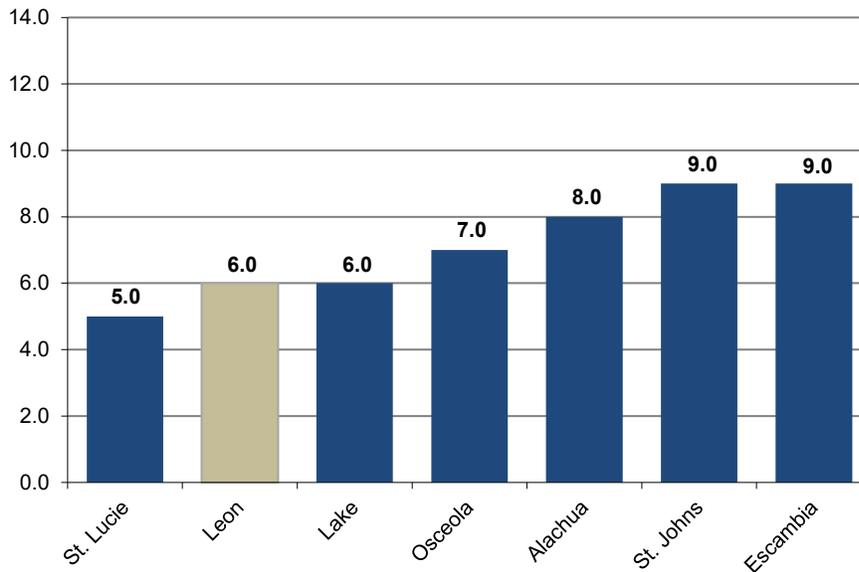


County employees consist of Board, Constitutional, and Judicial Offices. Leon County continues to rank the second lowest number of county employees among like-size counties.

All the comparable counties surveyed reported a higher number of employees than reported in FY19.

Source: FY 2020 Leon County Office of Management and Budget Survey

County Employees per 1,000 Residents (FY19)



Leon County ranks second (tied with Lake County), with a ratio of 6 employees for every thousand County residents.

Source: University of Florida, Bureau of Economic and Business Research & FY 2020 Leon County Office of Management and Budget Survey

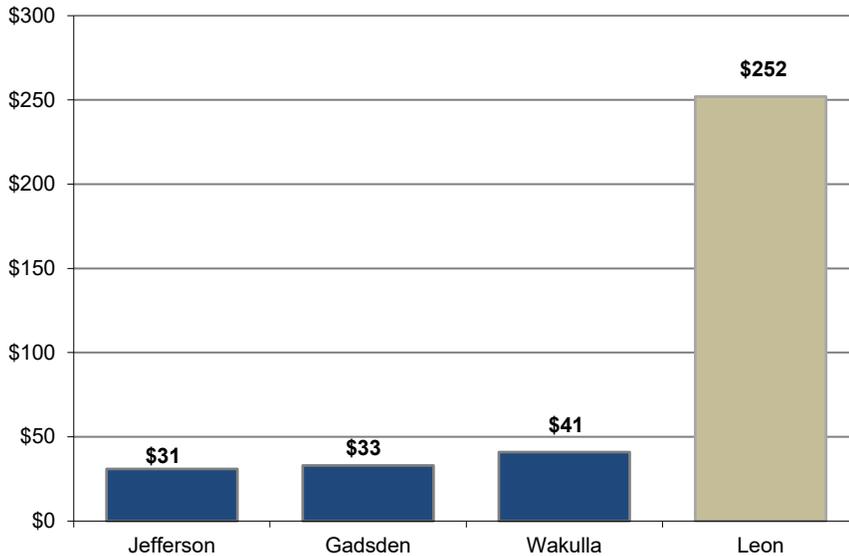
* Comparative Counties updated based on 2019 population estimates. Source: University of Florida, Bureau of Economic and Business Research.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Comparative Data for Surrounding Counties

Total Net Budget (FY20)
Millions

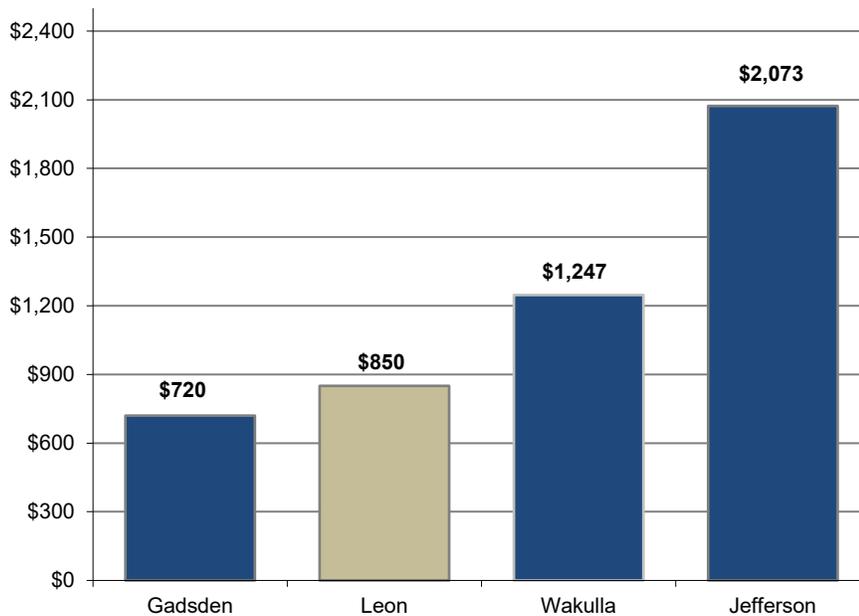


Leon County ranks highest in operating budget among surrounding counties, with a net budget of \$252 million. Jefferson County ranks lowest with a net budget of \$31 million.

As recommended by the International City County Management Association (ICMA), total net budget excludes capital and county total budgeted reserves.

Source: FY 2020 Leon County Office of Management and Budget Survey

Net Budget Per Countywide Resident (FY20)



Leon County is the second lowest for dollars spent per county resident. Gadsden County spends 15% less per county resident.

Source: University of Florida: Bureau of Economic and Business Research & FY 2020 Leon County Office of Management and Budget Survey

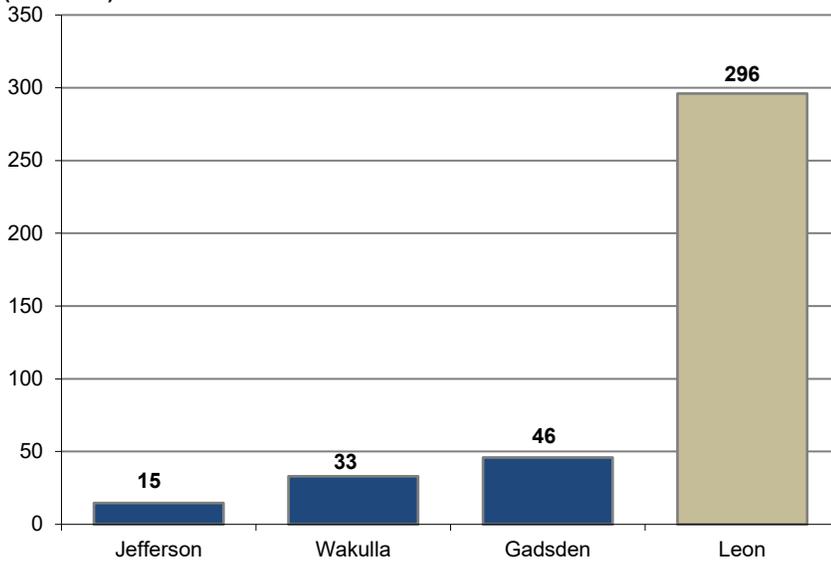
Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Comparative Data for Surrounding Counties

Countywide Population (2019)

Thousands
(Rounded)

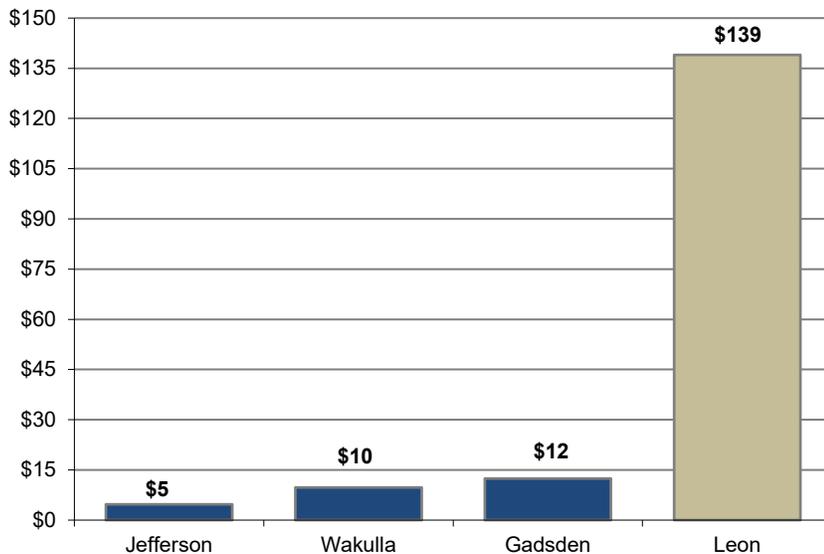


The University of Florida Bureau of Economic and Business Research estimated the 2019 Leon County population at 296,499. Leon County has approximately 250,222 more residents than neighboring Gadsden County which has the next highest population. Of the surrounding counties, Leon has the highest projected population growth rate since the 2010 census at 7.63% compared to Gadsden (-0.24%), Wakulla (-3.13%), and Jefferson (.10%).

Source: University of Florida, Bureau of Economic and Business Research.

Anticipated Ad Valorem Tax Collections (FY19)

Millions



Among the surrounding counties, Leon County collects the highest amount of ad valorem taxes.

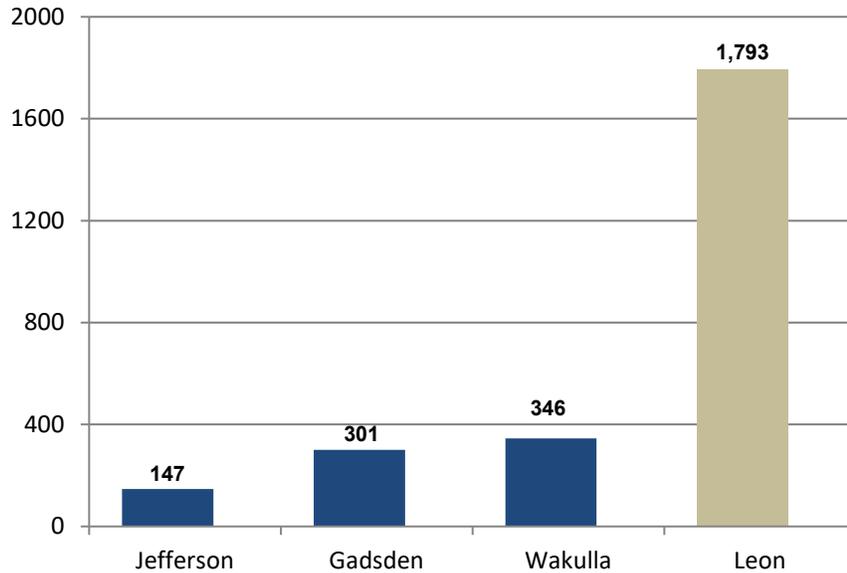
Source: Florida Department of Revenue 2019 Taxable Value by County

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Comparative Data for Surrounding Counties

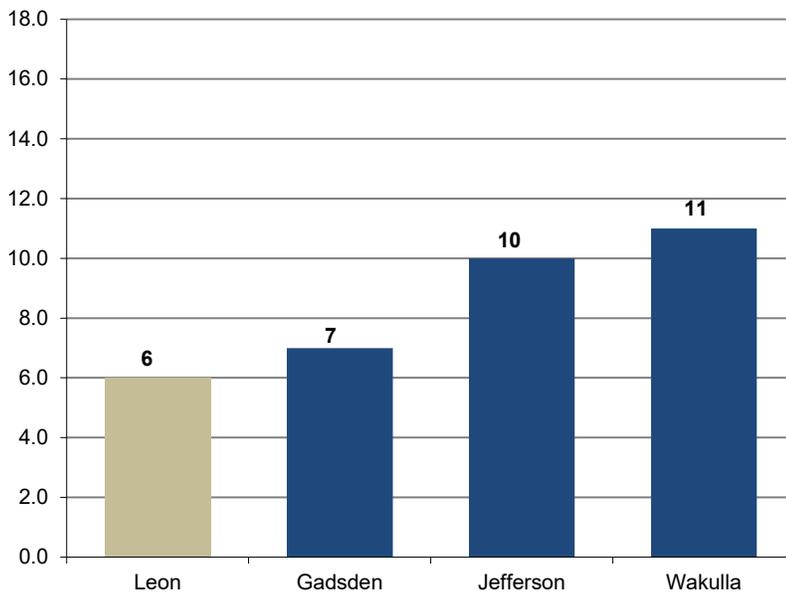
Total Number of County Employees (FY20)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County has the highest number of county employees.

Source: FY 2020 Leon County Office of Management and Budget Survey

Total County Employees per 1,000 Residents (FY20)



Leon County has a ratio of 6 employees for every thousand county residents. When compared to surrounding counties, Leon County ranks the lowest.

Source: University of Florida, Bureau of Economic and Business Research & FY 2020 Leon County Office of Management and Budget Survey

Net Budget per Countywide Resident

County	Net Budget Per Capita	Staff Per 1,000
Gadsden County	\$720	6.5
Columbia County	\$760	3.7
Liberty County	\$813	5.4
Leon County	\$850	6.0
Polk County	\$866	6.5
Clay County	\$923	6.8
Volusia County	\$979	6.4
Lake County	\$993	5.8
Santa Rosa County	\$995	5.5
Calhoun County	\$1,020	9.0
Brevard County	\$1,035	4.1
Citrus County	\$1,035	7.6
Lee County	\$1,082	6.9
Holmes County	\$1,090	8.7
Highlands County	\$1,093	5.3
Jackson County	\$1,103	8.2
Saint Lucie County	\$1,122	5.1
Marion County	\$1,159	8.0
Union County	\$1,172	7.0
Washington County	\$1,180	8.3
Pinellas County	\$1,193	2.5
Escambia County	\$1,201	9.1
Seminole County	\$1,203	6.6
Flagler County	\$1,234	3.5
Wakulla County	\$1,247	10.5
Hamilton County	\$1,268	11.4
Orange County	\$1,288	0.7
Madison County	\$1,292	8.8
Hendry County	\$1,311	9.3
Alachua County	\$1,321	7.8
Gilchrist County	\$1,363	10.9
Putnam County	\$1,407	4.0
Nassau County	\$1,476	9.6
Osceola County	\$1,498	6.9

County	Net Budget Per Capita	Staff Per 1,000
Baker County	\$1,537	8.8
Pasco County	\$1,573	8.2
Suwannee County	\$1,591	10.0
Sumter County	\$1,596	1.6
Glades County	\$1,615	10.6
Bradford County	\$1,655	3.6
Lafayette County	\$1,669	3.8
Taylor County	\$1,688	11.1
Palm Beach County	\$1,729	8.1
Okaloosa County	\$1,782	4.2
Duval County	\$1,863	7.8
Indian River County	\$1,874	10.4
Hernando County	\$1,882	8.7
Bay County	\$1,891	8.2
St. Johns County	\$1,962	8.7
Okeechobee County	\$1,963	10.7
Dixie County	\$1,968	12.9
Manatee County	\$1,982	9.1
Miami-Dade County	\$2,004	10.1
Hardee County	\$2,016	12.1
Sarasota County	\$2,023	8.6
DeSoto County	\$2,034	9.8
Levy County	\$2,049	4.7
Charlotte County	\$2,064	11.9
Jefferson County	\$2,073	9.9
Martin County	\$2,154	10.9
Broward County	\$2,196	6.7
Walton County	\$2,525	15.6
Hillsborough County	\$2,556	7.1
Gulf County	\$2,734	15.2
Collier County	\$2,801	10.1
Franklin County	\$3,331	14.2
Monroe County	\$4,371	17.7

Notes:

1. Population data source: University of Florida, Bureau of Economic and Business Research

Percent of Exempt Property

County	%Exempt	Net Budget Per Capita	Staff Per 1,000	County	%Exempt	Net Budget Per Capita	Staff Per 1,000
Walton County	10%	\$2,525	15.6	Pasco County	25%	\$1,573	8.2
Collier County	10%	\$2,801	10.1	Franklin County	26%	\$3,331	14.2
Palm Beach County	15%	\$1,729	8.1	Marion County	28%	\$1,159	8.0
Manatee County	15%	\$1,982	9.1	Duval County	28%	\$1,863	7.8
Martin County	16%	\$2,154	10.9	Sarasota County	29%	\$2,023	8.6
Lee County	16%	\$1,082	6.9	Clay County	29%	\$923	6.8
Miami-Dade County	16%	\$2,004	10.1	Putnam County	29%	\$1,407	4.0
Seminole County	16%	\$1,203	6.6	Madison County	29%	\$1,292	8.8
Indian River County	17%	\$1,874	10.4	Gilchrist County	30%	\$1,363	10.9
Saint Lucie County	17%	\$1,122	5.1	Highlands County	30%	\$1,093	5.3
Monroe County	18%	\$4,371	17.7	Levy County	31%	\$2,049	4.7
St. Johns County	18%	\$1,962	8.7	Washington County	31%	\$1,180	8.3
Broward County	18%	\$2,196	6.7	Bradford County	31%	\$1,655	3.6
Sumter County	19%	\$1,596	1.6	Gulf County	31%	\$2,734	15.2
Nassau County	19%	\$1,476	9.6	Columbia County	31%	\$760	3.7
Pinellas County	21%	\$1,193	2.5	Calhoun County	32%	\$1,020	9.0
Orange County	21%	\$1,288	0.7	Hernando County	32%	\$1,882	8.7
Hamilton County	21%	\$1,268	11.4	Escambia County	33%	\$1,201	9.1
Okaloosa County	21%	\$1,782	4.2	Brevard County	34%	\$1,035	4.1
Charlotte County	21%	\$2,064	11.9	Jefferson County	35%	\$2,073	9.9
Osceola County	21%	\$1,498	6.9	Leon County	35%	\$850	6.0
Hardee County	22%	\$2,016	12.1	Dixie County	37%	\$1,968	12.9
Hillsborough County	22%	\$2,556	7.1	Wakulla County	37%	\$1,247	10.5
Okeechobee County	22%	\$1,963	10.7	Jackson County	38%	\$1,103	8.2
Bay County	23%	\$1,891	8.2	Gadsden County	39%	\$720	6.5
Polk County	23%	\$866	6.5	Baker County	39%	\$1,537	8.8
Flagler County	23%	\$1,234	3.5	Lafayette County	40%	\$1,669	3.8
Taylor County	24%	\$1,688	11.1	Hendry County	40%	\$1,311	9.3
Santa Rosa County	24%	\$995	5.5	Holmes County	42%	\$1,090	8.7
Suwannee County	24%	\$1,591	10.0	Alachua County	43%	\$1,321	7.8
DeSoto County	25%	\$2,034	9.8	Union County	49%	\$1,172	7.0
Lake County	25%	\$993	5.8	Glades County	58%	\$1,615	10.6
Volusia County	25%	\$979	6.4	Liberty County	62%	\$813	5.4
Citrus County	25%	\$1,035	7.6				

Note:

The following counties were non-responsive to survey requests: Bradford, Clay, Duval, Flagler, Franklin, Jefferson, Lafayette, Levy, Liberty, Martin, Putnam, Okaloosa and Suwannee. Budget information was retrieved from their respective FY 2020 budget documents.

Leon County Government

Fiscal Year 2020 Mid-Year Financial Report

Total County Employees per 1,000 Residents

County	Staff Per 1,000	# of Employees	Population
Orange County	0.7	985	1,386,080
Sumter County	1.6	210	128,633
Pinellas County	2.5	2,447	978,045
Flagler County	3.5	387	110,635
Bradford County	3.6	104	28,682
Columbia County	3.7	260	70,492
Lafayette County	3.8	32	8,482
Putnam County	4.0	290	73,268
Brevard County	4.1	2,439	594,469
Okaloosa County	4.2	855	201,514
Levy County	4.7	196	41,330
Saint Lucie County	5.1	1,583	309,359
Highlands County	5.3	547	103,434
Liberty County	5.4	47	8,772
Santa Rosa County	5.5	992	179,054
Lake County	5.8	2,074	357,247
Leon County	6.0	1,793	296,499
Volusia County	6.4	3,422	538,763
Polk County	6.5	4,481	690,606
Gadsden County	6.5	301	46,277
Seminole County	6.6	3,124	471,735
Broward County	6.7	12,787	1,919,644
Clay County	6.8	1,465	215,246
Osceola County	6.9	2,559	370,552
Lee County	6.9	5,087	735,148
Union County	7.0	108	15,505
Hillsborough County	7.1	10,330	1,444,870
Citrus County	7.6	1,126	147,744
Alachua County	7.8	2,077	267,306
Duval County	7.8	7,549	970,672
Marion County	8.0	2,875	360,421
Palm Beach County	8.1	11,691	1,447,857
Jackson County	8.2	385	46,969
Bay County	8.2	1,374	167,283

County	Staff Per 1,000	# of Employees	Population
Pasco County	8.2	4,344	527,122
Washington County	8.3	211	25,387
Sarasota County	8.6	3,646	426,275
Hernando County	8.7	1,636	188,358
St. Johns County	8.7	2,216	254,412
Holmes County	8.7	175	20,049
Madison County	8.8	173	19,570
Baker County	8.8	250	28,249
Calhoun County	9.0	126	14,067
Manatee County	9.1	3,514	387,414
Escambia County	9.1	2,937	321,134
Hendry County	9.3	375	40,120
Nassau County	9.6	817	85,070
DeSoto County	9.8	353	36,065
Jefferson County	9.9	147	14,776
Suwannee County	10.0	454	45,423
Collier County	10.1	3,790	376,706
Miami-Dade County	10.1	28,409	2,812,130
Indian River County	10.4	1,617	154,939
Wakulla County	10.5	346	32,976
Glades County	10.6	139	13,121
Okeechobee County	10.7	448	41,808
Martin County	10.9	1,728	158,598
Gilchrist County	10.9	194	17,766
Taylor County	11.1	249	22,458
Hamilton County	11.4	167	14,600
Charlotte County	11.9	2,163	181,770
Hardee County	12.1	330	27,385
Dixie County	12.9	215	16,610
Franklin County	14.2	174	12,273
Gulf County	15.2	199	13,082
Walton County	15.6	1,092	70,071
Monroe County	17.7	1,348	76,212

Note:

The following counties were non-responsive to survey requests: Bradford, Clay, Duval, Flager, Franklin, Jefferson, Lafayette, Levy, Liberty, Martin, Putnam, Okaloosa and Suwannee. Budget information was retrieved from their respective FY 2020 budget documents.

Leon County Government**FY 2020 Mid-Year Report / 2020 Status Report on Gender-Based Pay Equity**

Background

During the June 19, 2018 meeting, the Board directed staff to provide an annual status update on gender-based pay equity in Leon County government. As such, staff conducted an extensive review of the salaries and wages of all 788 Leon County employees to determine whether gender-based pay inequities exist within the organization. The study revealed no indication of pay inequity between male and female employees.

Analysis

To ensure the review evaluated pay equity specifically within the County organization, only employees subject to the County's pay plan and Human Resources policy were included in the gender pay study. It did not include staff of the constitutional offices, Court Administration, or the Department of PLACE (Planning, Blueprint, and the Office of Economic Vitality).

Consistent with standard practice in the Human Resources field, this review utilized a three-tiered approach to evaluate empirical pay data within the County:

1. Compare median salaries of male and female employees' organization-wide
2. Compare individual salaries among employees in "like positions" (i.e., employees with the same job title and in the same pay grade)
3. Compare individual salaries among employees in "similarly-situated groupings" (i.e., different job title but same pay grade, type of work, and level of responsibility)

Overall Median Comparison for Leon County Government

To evaluate overall pay equity across the entire organization, the analysis compared the median annualized salary of all male and female Leon County employees. This initial portion of the analysis indicated the following (bold font added for emphasis):

- Organization-wide, **female employees earn more than the median salary of men.**
- Male employees earn a median salary of \$39,022 and female employees earn a median salary of \$41,247, a **difference of 5.7% up from 5.4% last year.**
- By comparison, at the state level, women earned 13% less than men in 2019, and at the national level, women earned 18.4% less than men in 2018. These statistics are summarized in the table below:

	Median Salary			Ratio (women to men)
	Women	Men	Difference (\$)	
Leon County	\$41,247	\$39,022	\$2,255	1.057
State of Florida	\$36,746	\$42,261	(\$5,515)	0.870
United States	\$45,097	\$55,291	(\$10,194)	0.816

Like Positions Salary Review Results

This analysis compared the salaries of male and female employees in "like positions," which are those with the same job title and in the same pay grade. This portion of the analysis examined 638 employees across 94 different position groups. The analysis indicated the following:

- 50 groups consisting of 219 employees were comprised of only male or only female employees and therefore were not evaluated further.

Leon County Government

FY 2020 Mid-Year Report / 2020 Status Report on Gender-Based Pay Equity

- 5 employees were the only employee in their group (same pay grade with the same job title) and were also not evaluated further.

Like Positions Salary Review Results (Continued)

- 9 groups consisting of 68 employees were eliminated from further review because the highest-paid employee, regardless of gender, earns within 5% of the next-highest paid employee of the opposite gender.
- The remaining 35 groups consist of 346 employees in “like positions” with a female employee earning the highest salary/wage in 19 of the groups and a male employee earning the highest salary/wage in the 16 of the groups.

Similarly Situated Positions Salary Review Results

This analysis evaluated County employees who each have unique job titles. These employees were evaluated in “similarly-situated” groupings, which are groups of employees with different job titles but are in the same pay grade, perform the same type of work, and share substantially the same level of responsibility. This portion of the analysis evaluated the remaining 150 employees within 52 similarly situated groups. The analysis indicated the following:

- 11 groups consisting of 25 employees were comprised of only male or only female employees and therefore were not evaluated further.
- 25 groups consisting of 85 employees were determined to be unique within their pay grade in terms of their duties and responsibilities as well as the knowledge, skills, and abilities required to perform their job functions and were also not evaluated further.
- 4 groups consisting of 10 employees was eliminated from further review because the highest-paid employee, regardless of gender, earns within 5% of the next-highest paid employee of the opposite gender.
- **Of the remaining 12 groups consisting of 30 “similarly-situated” employees, a female employee earned the highest salary in 7 of the 12 groups.**

Gender-Based Pay Equity Summary

Leon County maintains a pay structure that is balanced organization-wide and at all levels of the organization with respect to gender. Staff conducted this review of gender-based pay equity within the County organization utilizing a commonly accepted practice in the Human Resources field. This review found that salaries for male and female Leon County employees’ organization-wide are nearly equal, with women earning a slightly higher median salary than men (5.7% difference). Pay equity in Leon County far exceeds state and federal statistics, where women’s median salary is 13% and 18.4% less than men, respectively.

Among County employees in similarly situated positions, a female employee earns the highest salary or wage in 58% of the groups reviewed. In the vast majority of all groups, the highest paid employee was also the longest tenured in her/his position.

It should be noted that at the highest level of the organization, Leon County makes a concerted and ongoing effort to maintain gender balance among department directors and executive level staff. Of the County’s 14 administrative departments, 7 department directors are male and 7 are female. Of the County’s two Assistant County Administrators, one is male and one is female. Although it is difficult to directly compare the functions, responsibilities, and complexity of these positions, salaries are balanced among directors within the same pay grade, with some female directors earning more than their male counterparts and vice-versa.

The County’s efforts to maintain this balance reflects the organization’s continued commitment to gender equity as evidenced by the findings of this study.

**Leon County Government
FY 2021 - FY 2025 Preliminary Capital Improvement Program**

Project	Project #	FY 2020 Adjusted Budget	FY 2021 Proposed Budget	FY 2022 Planned	FY 2023 Planned	FY 2024 Planned	FY 2025 Planned	5 Year Project Total
Engineering Services: Transportation								
Springhill Road Bridge Rehabilitation	051008	350,500	-	-	-	-	-	-
North Florida Fairgrounds Road Milling and Resurfacing	051009	-	-	220,000	-	-	-	220,000
Smith Creek Bike Lanes	052004	1,108,000	-	-	-	-	-	-
Smith Creek Bike Lanes (Phase II)	052005	977,901	-	-	-	-	-	-
Old Bainbridge Road Safety Improvements	053007	424,568	-	-	-	-	-	-
Old Bainbridge Road at Knots Lane NEW	053008	141,780	-	-	-	-	-	-
Old Bainbridge Road North Monroe to Gadsden County Line NEW	053009	518,746	-	-	-	-	-	-
Old Bainbridge Road T-10 to CC NW NEW	053010	74,974	-	-	-	-	-	-
Baum Road Drainage Improvement	054011	209,730	-	750,000	-	-	-	750,000
Arterial/Collector/Local Road Resurfacing ^{BP}	056001	4,011,190	3,492,418	3,667,100	3,762,100	3,859,950	3,960,309	18,741,877
Community Safety & Mobility	056005	1,251,951	-	-	-	-	-	-
Transportation and Stormwater Improvements	056010	5,990,031	674,500	850,000	500,000	500,000	500,000	3,024,500
Public Works Design and Engineering Services	056011	174,086	100,000	100,000	100,000	100,000	100,000	500,000
Sidewalk Program	056013	4,646,766	1,250,000	2,875,735	2,916,395	2,958,055	3,000,756	13,000,941
Intersection & Safety Improvements ^{BP}	057001	4,699,599	-	500,000	500,000	500,000	500,000	2,000,000
Street Lights Placement in Unincorporated Areas	057013	242,689	-	-	-	-	-	-
2/3rds Tower Oaks Private Road Paving	057917	532,278	-	-	-	-	-	-
Miccosukee Road Bridge Replacement NEW	057918	-	-	25,000	-	483,994	-	508,994
L.I.F.E. Rural Road Safety Stabilization	091003	175,000	100,000	100,000	100,000	100,000	100,000	500,000
L.I.F.E. Street Lighting	091005	125,000	100,000	100,000	100,000	100,000	100,000	500,000
L.I.F.E. 2/3 Match Program	091008	-	-	-	100,000	-	-	100,000
Subtotal		25,654,769	5,716,918	9,187,835	8,078,495	8,601,999	8,261,065	39,846,312
Engineering Services: Stormwater								
Lake Henrietta Renovation	061001	-	-	240,000	1,000,000	-	-	1,240,000
Woodside Heights - FDEP Springs Restoration Grant	061003	319,065	-	-	-	-	-	-
Lake Munson Restoration	062001	64,400	-	-	-	-	-	-
Woodville Sewer Project	062003	1,498,530	-	-	2,125,000	2,125,000	2,125,000	6,375,000
Longwood Outfall Retrofit	062004	223,345	-	-	-	-	-	-
Gum Road Target Planning Area	062005	242,642	-	-	-	-	-	-
BP Comprehensive Wastewater Treatment Project	062006	500,000	-	-	-	-	-	-
Belair/Annawood Septic to Sewer	062007	2,760,812	-	-	-	-	-	-
NE Lake Munson Septic to Sewer	062008	5,038,950	-	-	-	-	-	-
Lexington Pond Retrofit	063005	3,999,697	481,573	-	-	-	-	481,573
Faulk Drive Pond Sediment Removal	063010	27,550	-	-	-	-	-	-
Longview Drive Sink Hole	063011	500,000	-	-	-	-	-	-
Killearn Acres Flood Mitigation	064001	497,677	-	-	-	-	-	-
Maylor Road Accessibility and Stormwater Management Improvements	065005	481,250	2,120,000	-	-	-	-	2,120,000
TMDL Compliance Activities	066004	241,183	-	-	-	-	-	-
Stormwater Infrastructure Preventative Maintenance	067006	1,426,465	345,000	300,000	300,000	300,000	300,000	1,545,000
L.I.F.E. Stormwater and Flood Relief	091009	-	-	-	117,660	259,380	276,480	653,520
FDEP Springs Restoration Grant	927128	1,484,497	-	-	-	-	-	-
Small Community Wastewater Grant NEW	927129	500,000	-	-	-	-	-	-
Subtotal		19,306,063	2,946,573	540,000	3,542,660	2,684,380	2,701,480	12,415,093
Engineering: Buildings								
Architectural & Engineering Services	086011	84,546	60,000	60,000	60,000	60,000	60,000	300,000
Detention Facility Complex Maintenance	086031	4,815,652	2,920,000	1,167,900	1,720,000	1,350,000	1,414,500	8,572,400
Medical Examiner Facility	086067	170,364	-	-	-	-	-	-
Serenity Cemetery Expansion	091002	-	-	170,000	-	170,000	-	340,000
Bradfordville Volunteer Fire Department	096002	126,886	-	-	-	-	-	-
Subtotal		5,197,448	2,980,000	1,397,900	1,780,000	1,580,000	1,474,500	9,212,400
Engineering Services: Other								
Landfill Closure	036043	7,975,248	-	-	-	-	-	-
Fred George Park	043007	484,350	-	-	-	-	-	-
Okeehopee Prairie Park	043008	171,801	-	-	-	-	-	-
Apalachee Regional Park	045001	3,867,771	287,550	250,000	100,000	500,000	500,000	1,637,550
J.R. Alford Greenway	045004	110,000	-	-	-	-	-	-
Chaires Park	046014	2,000,000	-	-	-	-	-	-
St. Marks Headwaters Greenways	047001	5,431,704	-	-	-	-	-	-
L.I.F.E. Miccosukee Sense of Place	091004	255,580	185,550	176,320	-	-	-	361,870
Subtotal		20,296,454	473,100	426,320	100,000	500,000	500,000	1,999,420
Fleet								
General Vehicle & Equipment Replacement	026003	472,649	300,000	408,000	558,000	525,000	525,000	2,316,000
Stormwater Vehicle & Equipment Replacement	026004	362,947	208,000	500,000	500,000	500,000	500,000	2,208,000
Public Works Vehicle & Equipment Replacement	026005	607,475	372,000	500,000	500,000	500,000	500,000	2,372,000
Fleet Management Shop Equipment	026010	12,170	-	201,447	-	30,000	-	234,447
Emergency Medical Services Vehicle & Equipment Replacement	026014	1,974,610	1,230,000	1,275,000	1,500,000	1,580,000	1,580,000	7,165,000
General Government New Vehicle Requests (Clerk Equipment)	026018	52,000	16,160	-	-	-	-	16,160
New Emergency Medical Services Vehicle & Equipment	026021	89,058	-	-	-	-	-	-
Helicopter for Sheriff's Office	026023	260,000	-	-	-	-	-	-
Solid Waste Facility Heavy Equip. & Vehicle Replacement	036003	45,286	388,000	40,000	40,000	40,000	40,000	548,000
Transfer Station Heavy Equip Replacement	036010	111,545	436,000	165,000	200,000	200,000	200,000	1,201,000
Rural Waste Vehicle and Equipment Replacement	036033	3,500	-	313,000	-	-	-	313,000
Hazardous Waste Vehicle and Equipment Replacement	036042	-	-	48,000	-	-	-	48,000
New Solid Waste Vehicles & Equipment	036044	-	40,200	-	-	-	-	40,200
New Vehicles and Equipment for Parks/Greenways	046007	122,809	5,500	274,750	-	-	-	280,250
Subtotal		4,114,049	2,995,860	3,725,197	3,298,000	3,375,000	3,345,000	16,739,057

Leon County Government
FY 2021 - FY 2025 Preliminary Capital Improvement Program

Project	Project #	FY 2020 Adjusted Budget	FY 2021 Proposed Budget	FY 2022 Planned	FY 2023 Planned	FY 2024 Planned	FY 2025 Planned	5 Year Project Total
Public Works: Operations								
Open Graded Cold Mix Maintenance & Resurfacing ^{BP}	026006	1,212,630	-	600,000	600,000	600,000	600,000	2,400,000
Arterial & Collector Roads Pavement Markings	026015	135,200	135,200	135,200	135,200	135,200	135,200	676,000
Stormwater Pond Repairs	066026	144,659	50,000	100,000	100,000	100,000	100,000	450,000
Subtotal		1,492,489	185,200	835,200	835,200	835,200	835,200	3,526,000
Solid Waste								
Landfill Improvements	036002	117,159	20,000	20,000	20,000	20,000	20,000	100,000
Hazardous Waste Collection Center	036019	71,883	-	-	-	-	-	-
Transfer Station Improvements	036023	874,935	150,852	150,852	150,852	150,852	150,852	754,260
Subtotal		1,063,977	170,852	170,852	170,852	170,852	170,852	854,260
Parks & Recreation								
J. Lee Vause Park	043001	440,774	-	-	-	-	-	-
Pedrick Road Pond Walking Trail	045007	30,902	-	-	-	-	-	-
Parks Capital Maintenance	046001	1,278,512	450,000	350,000	350,000	350,000	350,000	1,850,000
Playground Equipment Replacement	046006	175,000	-	150,000	-	150,000	-	300,000
Greenways Capital Maintenance	046009	665,657	250,000	250,000	250,000	250,000	250,000	1,250,000
Dog Parks - Unincorporated Area	046013	123,727	-	35,000	-	-	-	35,000
Boat Landing Improvements and Renovations(See L.I.F.E. Boating in Fund 352)	047002	244,548	-	-	-	-	-	-
L.I.F.E. Boat Landing Enhancements and Upgrades	091007	125,000	125,000	-	125,000	100,000	100,000	450,000
Subtotal		3,084,120	825,000	935,000	725,000	850,000	700,000	4,035,000
Facilities Management								
Huntington Oaks Plaza Bldg Improvement	083002	275,000	-	-	-	-	-	-
Courtroom Minor Renovations	086007	125,092	60,000	60,000	60,000	60,000	60,000	300,000
Courthouse Security	086016	35,000	35,000	40,000	20,000	35,000	35,000	165,000
Common Area Furnishings	086017	33,750	30,000	30,000	30,000	30,000	30,000	150,000
County Government Annex	086025	1,267,277	550,000	250,000	250,000	260,000	325,000	1,635,000
Courthouse Renovations	086027	870,557	40,000	40,000	40,000	40,000	40,000	200,000
Tourism Development Improvements	086065	2,413,519	-	-	-	-	-	-
Building Roofing Repairs and Replacements	086076	997,328	650,000	915,000	595,000	395,000	370,000	2,925,000
Building Mechanical Repairs and Replacements - Courthouse Switchgears	086077	1,684,029	416,000	713,000	723,000	711,000	951,000	3,514,000
Building Infrastructure Improvements - Courthouse Exterior Panels	086078	2,117,605	410,180	1,150,000	993,060	685,000	1,212,800	4,451,040
Building General Maintenance and Renovations	086079	1,815,334	273,000	330,000	345,000	300,000	360,000	1,608,000
Sheriff Training Facility	086080	78,145	-	-	-	-	-	-
Solar Arrays on County Buildings	086081	50,000	-	50,000	50,000	50,000	-	150,000
ESCO Capital Contribution	086082	-	650,000	-	-	-	-	650,000
Public Safety Complex	096016	390,701	175,000	150,000	150,000	150,000	150,000	775,000
Subtotal		12,153,337	3,289,180	3,728,000	3,256,060	2,716,000	3,533,800	16,523,040
Office of Information Technology								
Financial Hardware and Software	076001	90,582	25,000	25,000	25,000	25,000	25,000	125,000
Supervisor of Elections Technology	076005	131,084	95,350	50,000	50,000	50,000	50,000	295,350
County Compute Infrastructure	076008	738,315	550,000	600,000	650,000	650,000	650,000	3,100,000
Geographic Information Systems	076009	188,280	306,000	306,000	306,000	306,000	306,000	1,530,000
Library Services Technology	076011	137,015	150,000	458,000	225,000	225,000	225,000	1,283,000
Permit & Enforcement Tracking System	076015	702,996	509,000	500,000	500,000	500,000	500,000	2,509,000
Courtroom Technology	076023	310,697	133,820	133,820	133,820	133,820	133,820	669,100
User Computer Upgrades	076024	314,843	150,000	350,000	475,000	475,000	475,000	1,925,000
Mobile Devices	076042	25,000	80,000	90,450	90,914	91,391	91,883	444,638
State Attorney Technology	076047	141,841	149,615	149,615	149,615	149,615	149,615	748,075
Public Defender Technology	076051	87,798	110,500	110,500	110,500	110,500	110,500	552,500
Emergency Medical Services Technology	076058	40,748	25,000	25,000	25,000	25,000	25,000	125,000
Geographic Information Systems Incremental Basemap Update	076060	298,500	298,500	298,500	298,500	298,500	298,500	1,492,500
E-Filing System for Court Documents	076063	247,333	125,000	125,000	125,000	125,000	125,000	625,000
Justice Information System (JIS) Upgrade NEW	076065	-	-	500,000	1,000,000	1,000,000	1,000,000	3,500,000
Subtotal		3,455,032	3,234,070	3,721,885	4,164,349	4,164,826	4,165,318	18,924,163
Miscellaneous								
L.I.F.E. Fire Safety Infrastructure	091006	-	125,000	125,000	125,000	125,000	125,000	625,000
Voting Equipment Replacement - (High Speed Tabulator/Printers)	096028	-	50,000	-	-	-	-	50,000
Capital Projects Reserve	305-990	-	57,570	58,146	58,727	59,314	59,907	293,664
E-911 Capital Projects	330-990	97,375	-	-	-	-	-	-
Subtotal		97,375	232,570	183,146	183,727	184,314	184,907	343,664
Total CIP		96,415,113	22,523,038	24,851,335	26,134,343	25,662,571	25,872,122	125,043,409

FY 2021 Deferred Capital Projects

To address the reduction in the general revenue transfer capital the capital budget was reviewed to determine which capital projects could be eliminated or deferred to future budgets. The review indicated that \$3.1 million of projects could be deferred. These projects were planned FY 2021 projects. A description regarding the impacts of deferring the project follows.

- *Building Infrastructure Improvements (\$1,052,000)* – Reducing this project will postpone the upgrades planned for the P-3 restrooms and forgo the planned remodeling the MIS office space after the completion of the new smaller server room. This reduction would also postpone adding funds to the sinking fund established to replace the Courthouse exterior panels, a projected estimated at \$15.0 million. (Options for funding the replacement for the panels will continue in future budgets).
- *Baum Road Drainage Improvement (\$750,000)* – This project is to prevent stormwater from overtopping Baum Road in the Buck Laker Road area. The project is currently under design. This project was initiated in 2015 to reduce flooding and stream erosion.
- *Sidewalk Funding Reduction (\$586,073)*; As part of the currently approved five-year CIP additional sidewalk funding was to be allocated from gas tax revenues in FY 2021. However, to assist in balancing the budget this funding is not included in next year's budget. However, as planned, an additional \$1.25 million will be added to the sidewalk account from the County share of Blueprint sales tax funding. Gas tax funding for sidewalks will return in FY 2022 with the completion of the Maylor Road flooding project. With the elimination of the \$1.2 million in sidewalk funding in FY 2020 there remains \$3.4 million in the sidewalk construction budget.
- *North Florida Fairgrounds Repaving (\$220,000)* – By the Fairgrounds lease the County is required to maintain the interior roads of the Fairgrounds. The roads will be resurfaced when funding becomes available.
- *Defer Computer Upgrades (\$200,000)* – Annually 300 computers are replaced to maintain the five-year replacement cycle of computers on the network. Reducing this project will allow for the replacement of 100 computers.
- *Serenity Cemetery Expansion (\$170,000)* – This cemetery is used for the burial of indigent residents. Changes in the indigent burial program that uses cremation as the primary means for burial unless statute forbids cremation allows for the delay in the expansion.
- *Dog Park (\$35,000)* – The County has constructed two of three planned dog parks over the past two years: one adjacent to the Bradfordville Community Center and other at J. Lee Vause Park. This will defer the planned addition of a dog park at Robinson Park in Woodville by a year.

FY 2020 LIFE Approved Project Schedule *

Projects	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Rural Road Safety Stabilization	\$175,000	\$175,000	\$175,000	\$200,000	\$200,000	\$950,000
Micosukee Sense Place	\$255,580	\$184,800	\$187,730	\$201,610		\$829,720
Street Lighting	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Boat Landing Enhancements & Upgrades	\$125,000	\$125,000		\$125,000	\$171,440	\$546,440
Fire Safety Infrastructure		\$125,000	\$125,000	\$125,000	\$125,000	\$500,000
Recreational Amenities		\$200,000	\$350,000			\$550,000
Stormwater and Flood Relief				\$115,000	\$400,000	\$515,000
2/3 Program Match				\$100,000		\$100,000
Total L.I.F.E. Project Funding	\$680,580	\$934,800	\$962,730	\$991,610	\$1,021,440	\$4,591,160

*A new component of the 2020 sales tax extension is the two percent dedicated to Livable Infrastructure for Everyone (L.I.F.E.). Leon County Policy No. 16-6, Livable Infrastructure for Everyone (L.I.F.E.) Program outlines program eligibility and implementation criteria for the expenditure of these funds. Projects may be added or deleted from the Capital Plan based on Board consideration during the budget process.

The FY 2020 adopted funding plan is reflected above. Due to the impacts of COVID-19 on consumer spending and the related sales tax decline, funding for these categories is reduced in the current year, FY 2020. The FY 2021 plan shown in the preliminary FY 2021 Budget Discussion Item reflects the adjustments and reasons for the modifications to this original plan.

Board of County Commissioners Leon County, Florida

Policy No. 20-_____

Title: Human Services Emergency Assistance Programs
Date Adopted: July 14, 2020
Effective Date: July 14, 2020
Reference: None
Policy Superseded: None

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that a policy shall be in place to administer Leon County's Human Services Emergency Assistance Programs: the Direct Emergency Assistance Program (DEAP) and the Veteran Emergency Assistance Program (VEAP) and is hereby adopted, to wit:

I. Establishment, Purpose, and Guidelines

A. Direct Emergency Assistance Program

The Direct Emergency Assistance Program (DEAP) is established to provide immediate financial assistance to eligible Leon County residents for basic necessities including housing and utilities to prevent homelessness and maintain safe and sanitary housing conditions.

The County Administrator shall establish guidelines for the administration of DEAP in accordance with this Policy. The guidelines may be amended by the County Administrator.

B. Veteran Emergency Assistance Program

The Veteran Emergency Assistance Program (VEAP) is established to provide immediate financial assistance for basic necessities including housing, utilities, and transportation to eligible Leon County residents that are veterans and have served a minimum of ninety (90) days in the United States military.

The County Administrator shall establish guidelines for the administration of VEAP in accordance with this Policy. The guidelines may be amended by the County Administrator.

II. Form of Assistance and Maximum Level of Assistance

- A. DEAP shall provide financial assistance for the following forms of payments:
 - 1. Rent
 - 2. Mortgage
 - 3. Utility
 - 4. Home Fuel

- B. VEAP shall provide financial assistance for the following forms of payments:
 - 1. Rent
 - 2. Mortgage
 - 3. Utility
 - 4. Home Fuel
 - 5. Temporary Shelter
 - 6. Transportation

- C. All other uses of DEAP and VEAP funding for assistance are prohibited.

- D. The maximum of level of assistance for housing (rent or mortgage) shall be limited to the U.S. Department of Housing and Urban Development (HUD) Fair Market Rent for Leon County based on the number of bedrooms within the home. An applicant will be required to demonstrate the ability to make any payments above the HUD Fair Market Rent required to mitigate eviction or foreclosure.

- E. The maximum of level of assistance for utility or home fuel shall be limited to the amount required to avoid disruption of services for the subsequent 30 days.

- F. The VEAP guidelines shall establish the maximum of level of assistance for Temporary Shelter and Transportation based on cost-of-living increases reported by the federal government or by sound market data.

III. Eligibility

- A. Applicants must reside in Leon County at the time of application to be eligible for DEAP or VEAP. Additionally, VEAP applicants must be veterans and have served a minimum of ninety (90) days in the United States military.

- B. Applicants must have good likelihood of future independence and must demonstrate that their situation will improve by the next payment date for housing and/or utility.

- C. Applicants and his/her household must be in “need” of emergency assistance. Need is demonstrated and documented when the household’s income for the most recent 30-day period is less than the household’s Basic Necessity Expenditures for the most recent 30-day period.

1. For determining eligibility, income shall include the following:
 - i. Wages
 - ii. Commissions
 - iii. Farm Earnings
 - iv. Self-Employment
 - v. Retirement Income/Pension/401K
 - vi. Social Security
 - vii. Supplemental Security Income/Social Security Disability
 - viii. Veteran's Administration Benefits
 - ix. Unemployment Compensation
 - x. Child Support or Alimony
 - xi. Vocational Rehabilitation Benefits
 - xii. Temporary Assistance for Needy Families (TANF)
 - xiii. Assistance Received from Family and Friends

 2. For determining eligibility Basic Necessity Expenditures shall include the following:
 - i. Housing
 - ii. Utility/Fuel
 - iii. Food
 - iv. Childcare
 - v. Transportation
 - vi. Telephone
 - vii. Internet Service
 - viii. Emergency Expenditures (unexpected documented circumstances that impact finances such as fire, flood, theft, or a medical emergency)

 3. With the exception for Emergency Expenditures, the Basic Necessity Expenditures shall be calculated up to the maximum market level information reported by the federal government or by sound market data.

 4. The maximum market information for the Basic Necessity Expenditures shall be reviewed annually to adjust for cost-of-living increases reported by the federal government or by sound market data and amended upon approval of the County Administrator, or designee.
- D. Applicants and any adult members of his/her household must be employed and work at least 30 hours a week OR unemployed and actively seeking full-time work (at least 30 hours a week) unless they meet one or more of the following exceptions:
1. An individual who is 62 years old or older.
 2. An individual who is under the age of 18 years old. However, an individual between the ages of 16 and 17 years old not enrolled in high school or an institution of higher education such as college or a technical school is considered an adult and must work at least 30 hours a week unless he/she meets one of the other exceptions presented in this section.

3. An individual who is 18 years or older currently enrolled full-time in an institution of higher learning; full-time means at least 12 credit hours. However, at least one adult in the household must work at least 30 hours a week.
 4. An individual who is unable to work. (*Verification from a physician or documentation from the U.S. Social Security Administration is required*)
 5. An individual who is needed in the home to care for a disabled adult or child. (*Verification from a physician is required*)
 6. An individual who is employed but is currently not working or working fewer hours due to inclement weather, furlough or downsizing. (*Verification from employer is required*)
 7. An individual who has applied for or is receiving unemployment compensation.
 8. An individual (one adult per household) who is needed in the home to care for an infant six (6) months old or younger.
- E. Applicants and his/her household shall be limited for assistance to one time every twelve (12) months and no more than three (3) times over the life time of the DEAP or VEAP programs.

IV. Funding

The Leon County Board of County Commissioners shall establish the annual budget for DEAP and VEAP, respectively. The County Administrator is authorized to realign funding between DEAP and VEAP to maximize assistance to Leon County residents and veterans.

V. Program Administration

The DEAP and VEAP programs shall be administered by the Office of Human Services and Community Partnerships. However, the County may contract with one or more local organizations to administer any or all portions of one or both programs.

Table of Contents

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

FY 2020 Outside Agency Mid-Year Reports

Legal Services of North Florida.....9
DISC Village 17
Tallahassee Senior Citizens Foundation.....21
St. Francis Wildlife Association.....32
Tallahassee Trust for Historic Preservation41
Whole Child Leon49
Domestic Violence Coordinating Council 155
United Partners for Human Services 164
Oasis Center 198
Sustainable Tallahassee215

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.

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 2020 Adopted Outside Agency Funding & FY2021 Recommendations		
Outside Agency	FY20 Funding	FY21 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
Sustainable Tallahassee	\$8,800	\$8,800
Total	\$909,234	\$909,234

FY 2020 Agency Midyear Report Highlights and Funding Recommendations

This item recommends all 10 of the agencies receive level funding. Legal Services of North Florida increase in funding is scheduled to end in FY 2020. All mid-year performance summaries and metrics listed below represent activities performed during the reporting period of October 1, 2019 through March 31, 2020.

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

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

Funding Requirement: \$132,500 in base funding is statutorily required. \$125,000 is optional.

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:

- Provided civil legal representation to 1,389 Leon County residents
- Obtained 65 Protective Orders between October 1, 2019 and March 29, 2020
- Successfully defended 14 evictions
- Obtained dissolution of 25 domestic violence-related marriages
- Obtained/Maintained custody of 12 children
- Avoided 14 foreclosures through filing of chapter 13 Bankruptcy, mortgage modifications and court defenses.

During the 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 five years. FY 2020 is the fifth and final year of funding under the current agreement. Legal Services of North Florida has consistently received other revenue sources to support the agency in addition to County funding. However, the funding from other revenue sources has not fully recovered since FY 2016 to support issues such as preservation of homes, economic security and health, support for families and improved outcome for children. In FY 2016 LSNF received \$1,047,782 in other revenue sources compared to FY 2019, the agency received \$815,866 in other revenue sources (Attachment #1) which is a decline of \$231,916. While LSNF is slowly recovering, the agency has not fully gained its independence to operate with less funding from Leon County.

DISC Village (\$222,759)

Funding Requirement: \$222,759 required funding.

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. If Leon County did not fund DISC Village for this service, funding would need to be provided to the Sheriff to create a juvenile assessment center.

Midyear Report Analysis:

- Served 63 participants in the Civil Citation Program
- Ages of participants in civil citation program: Under 12= 21%; 12 to 15= 37%; and 16 to 18 = 42%
- Served 488 participants in the Juvenile Assessment Center
- 95% of youth were assessed and engaged in program sanctions within the first month.

Tallahassee Senior Citizens Foundation (\$179,000)

Funding Requirement: Funding is optional.

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: 1,052
- Held monthly Lunch & Learn events that feature speakers, exhibitors, health screenings and a variety of community resources (380 units of health screenings were held at Lunch & Learn)
- Host 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 with 28 average participants
- 1 grand-family field trip to the Jacksonville Zoo followed by a buffet dinner
- 140 unduplicated participants registered in "Grandparents as Parents" (GAP)
- Outdoor expo held annually
- Over 11,000 households received outreach calendars.

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

Funding Requirement: Funding is optional.

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

Midyear Report Analysis:

- Logged over 192 animal intakes and attempted rescues and included in that number, 28 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)

Funding Requirement: Funding is optional.

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 has been working on 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. The scope of work includes a reconnaissance level survey and an intensive level survey to evaluate significance. TTHP added one property within the survey to the Tallahassee-Leon County Register of Historic Places.
- 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.
- Performed 36 individual research requests
- 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
- Issued 10 Certificates of Appropriateness and 1 Certificate of Completion.

Whole Child Leon (\$38,000)

Funding Requirement: Funding is optional.

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

Midyear Report Analysis:

- 2,703 unduplicated clients serviced in a six-month period
- Provided referral services to approximately 432 persons
- Held monthly Professional Networking Meetings with an average attendance of 60+ members
- 89 Attendees at the lunch and learn, "Continuing the Conversation: Racial Equity in Education & Purpose Built" with the South City Foundation.

- 65 attendees at the “Advancing Racial Equity in Education” at the Walker-Ford Community Center.

Domestic Violence Coordinating Council (\$25,000)

Funding Requirement: Funding is optional.

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
- 124 teens participated in the Certified Peer Advisor training and 17 seniors have attended a local senior presentation
- 121 people attended the Awareness March.

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

Funding Requirement: Funding is optional.

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:

- Provided 70 participants with an overview of the human services sector. Participants were then able to do site visits with 8 human service agencies for Human Services Day.
- 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
- Continue to compile best practices, policies and procedures and standards for UPHS Members to access.
- Hosted UPHS Thought Leader Forum: Creating an Inclusive Environment for Employees and Clients and UPHS Spring Membership Meeting.

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

Funding Requirement: Funding is optional.

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 2020 include:

- Supported the 2019 CSWG Women’s Economic Security Summit, held in October, planning for which spanned 15 months. The event attracted 130 participants, including representatives from the community, government, human service, and business sectors.
- 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 at each event. Three of these community forums have been conducted in the first half of FY2020, and at least two more are planned for the remainder of the year.
- Health & Development: Conducted primary and secondary research with staff support to identify policy recommendations in the areas of human trafficking and health disparities due to generational trauma associated with poverty and racial oppression.
- Violence & Safety: Hosted a film screening of Resilience: The Biology of Stress and the Science of Hope. Staff supported the collection of data from participants regarding personal histories of Adverse Childhood Events (ACEs).
- Education & Economic Security: Conducted primary and secondary research with staff support to create policy recommendations that address barriers to affordable housing for low-moderate income families.
- Organization & Bylaws: Implemented the new multi-year strategic plan and communications plan with staff support to facilitate continuity, relevance, response, and impact of the commission on behalf of women and girls in Tallahassee-Leon County.

Sustainable Tallahassee (\$8,800)

Funding Requirement: Funding is optional.

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:

- Research on and presentations from the Cambridge Compact and Southeast Florida Regional Climate Change Compacts informed and advised Steering Committee members on compact structures and funding mechanisms.
- Developed and adopted a Compact Charter.
- 64 representatives from the eight organizations directly participated in the program’s periodic meetings. An estimated three times that number (99) directly benefited from the program through information exchange with their participating colleagues and engagement through sharing and implementing best practices.
- Online Share Drive to house member sustainability action plans and plan development resources as well as organizational documents: CASC meeting calendar for 2019-2020, meeting agendas and minutes, member contact lists, member requested working group topics.

Legal Services of North Florida

EXHIBIT B

Agency Performance Report Format & Instructions

Agency Name: Legal Services of North Florida, Inc.

Reporting Period: October 1, 2019 – February 29, 2020

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 on legal issues in a variety of substantive areas and sponsors regular clinics to enable the working poor to have access to attorneys. LSNF also provides direct legal assistance to individuals who apply through our various intake or referral processes.
5. Target Population: Leon County residents whose adjusted 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 Center. We hold low-income tax workshops and distribute brochures describing our services to many social and community service agency offices and 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 though a multilingual, multicultural, dedicated staff including 7 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 (25 yrs. of experience); Director of Litigation (45 yrs. of experience); and Managing Attorney (26 yrs. of experience).
9. Number of Participants: 1,389 Cost per Participant: \$428.44

10. Program Goals:

- a. Short-term: Provide 1,600 Leon County residents with legal advice, referrals or brief legal services only. Through February 29th, LSNF has completed service, through advice, referral, and brief services to 561 households, with ongoing services to 672 residents.
- b. Intermediate: Deliver 216 extended representation services to Leon County residents within one year after case acceptance. Through February 29th, LSNF has completed extended representation to 93 residents. We determine level of service at time of closure and ongoing services continue for 672 residents.
- c. Long-term: Deliver 184 extended representation services to Leon County residents after one year from the date of case acceptance. Through February 29th, LSNF has completed extended services beyond a year to 63 residents. We determine level of service at time of closure and ongoing services continue for 672 residents

11. Objectives (Intended impact/outcome results)

- a. Activities—Provided civil legal representation to 1,389 Leon County residents
- b. Time Frame: October 1, 2019-February 29, 2020
- 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 102
Asian: 11 Black: 735 Group: 18 Hispanic: 81 Multi-Race: 21 Native: 5 White: 464 Other: 54	Limited English Speaking: 64
	Male: 340
	Female: 1,031
	Group: 18
	Disabled: 421
	Homeless: 105

15. If possible, please provide participant program satisfaction data: We provide survey upon completion of cases. Since October 1, 2019, we have averaged a 94% 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	\$106,805	\$375,259	\$482,064
Professional Fees	\$5,914	\$20,768	\$26,682
Occupancy/Utilites/Network	\$4,746	\$16,678	\$21,424
Supplies/Postage	\$1,428	\$5,017	\$6,445
Equipment Rental, Maint, Purch	\$4,473	\$15,711	\$20,184
Meeting Costs/Travel/Transpor	\$689	\$2,419	\$3,108
Staff/Bd Development/Recruit	\$1,616	\$5,676	\$7,292
Awards/Grants/Direct Aid	\$0	\$0	\$0
Bad Debts/Uncollectible	\$0	\$0	\$0
Bonding/Liability/Directors Ins	\$1,539	\$5,407	\$6,946
Other Expenses			
Library	\$339	\$1,193	\$1,532
Bar Dues / Membership Dues	\$829	\$2,914	\$3,743
Lititgation	\$372	\$1,305	\$1,677
Bank Fees; Credit Card Fees	\$0	\$1,305	\$1,305
Fundraising Expenses	\$0	\$12,700	\$12,700
Total	\$128,750	\$466,352	\$595,102

Attachment B

October 1, 2019-February 29, 2020 LSNF OUTCOME MEASURES (for cases closed)			
Source for Information	Outcomes	Totals	Notes
Main Benefits Accomplished	Obtained Protective Orders	65	
	Obtained dissolution of marriages that were domestic violence related	25	
	Avoided foreclosure through filing of Chapter 13 Bankruptcy; mortgage modifications; and court defenses.	14	
	Obtain/Maintain Custody of Children	12	
	Defended evictions	14	
FINANCIAL IMPACT			
Financial Outcome and Recovery	Annualized Child Support	\$73,043.88	
	Lump Sum Alimony	\$32,656.00	
	Reduced Tax Liability	\$9,336.00	
	Tax Refunds	\$1,040.00	
	Housing	\$582,228.00	Foreclosure avoidance; title clearing; removal of liens; etc.

Attachment C

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.

I	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?

I	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?

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

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

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

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

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

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

I	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?

I	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?

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

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

I	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.

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

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

Attachment D

LEON COUNTY OUTREACHES—WORKSHOPS/CLINICS AND COLLABORATIONS October 1, 2019-February 29, 2020		
WORKSHOPS/CLINICS		
Advanced Directives Clinic		5
Family Law Clinic		2
Night Clinic		7
Probate Clinic		2
Senior Centers Clinic		14
Small Claims Clinic		1
Kearney Center Law Clinic		1
Mobile Law Clinic		5
COLLABORATIONS/OUTREACH		
Kearney Center	Refuge House	Leon County Sheriff Office
Early Childhood Group	Children’s Home Society	Grandparents as Parents (GAP)
Big Bend Homeless Coalition	Capital City Youth Services (CCYS)	Leon County DRC
FAMU Small Business Center	Legal Aid Foundation of Tallahassee	Bond Community Center
DOMI Station for Small Businesses	FSU Intra-Agency Advisory Board on Sexual Violence	Orange Avenue United Tenants Association
Tallahassee Women Lawyers	United Partners for Human Services	FSU Externship Program
Foster Parent Association	Leadership Tallahassee	Tallahassee Police Dept.
Clerk of the Circuit Court	FSU Victims Services	FSU College of Law
Big Bend Hospice	Area Agency on Aging (Advantage Aging Solutions)	Frenchtown Market Place
Bethel Towers	Elder Care Services	Guardian Ad Litem
Tallahassee CRA	Lively Technical College	United Way of the Big Bend
Downtown Improvement Authority	Leon Adult and Community Education Center	Sexual Violence Court Advisory Committee
FEMA	Tallahassee Senior Center	Lincoln Neighborhood Center
Providence Center	Community Action Agency	Tallahassee Housing Authority
Neighborhood Medical Center	Leon County Promise Zone	TCC Hispanic Resources Festival
Black Law Students Assoc. Meeting	Sexual Assault Response Team (SART)	TCC Work Force Development—Commission of Women & Girls
Jake Gaither Community Center	North FL Vets Stand Down	Leon County Sheriff Department’s Hispanic Resources
Housing Leadership Council	Big Bend Continuum of Care	Greater Frenchtown Revitalization Council
Big Bend AFTER Reentry Coalition	Survive & Thrive Advocacy Center	32304+ Prosperity for All

DISC Village

Line Item Agency Performance Report

Fiscal Mid-Year October 1, 2019 to February 29, 2020

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= 63, Cost per Participant: \$502.61 Total Cost \$31,664.45
JAC= 488 Cost per Participant \$663.08 (Includes all cost associated with operating the Juvenile Assessment Center, not just the Correctional Officers.) Total Cost \$323,586.68
10. Program Goals: For the 2019-2020 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 2019-2020 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 25% 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 88% 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 95% 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 100% 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 92% 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 0% of the youth were closed unsuccessfully from the program, 94% were closed successfully, 6% were ineligible and 0% were withdrawn from the program.

14. Provide Participants Demographic Data: The data for the JAC 2019-2020 2nd Quarter report is as follows:

Age: under 12= 1%, 12-15= 44% and 16-18= 55%

Gender: male= 80% and female=20%

Race: Black= 79%, White= 20% and Hispanic= 1%

Marital Status: single

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

Age: under 12= 21%, 12-15=37% and 16-18=42%

Gender: male= 74% and female= 26%

Race: Black= 68%, White= 32% and Hispanic= 0%

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 by 61 community partners during October 2019 thru March 2020. 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 and balance.
- Nutrition education provided on an ongoing basis at L&L sites by Leon County Extension Services.
- The Leon County Sheriff's Department regularly attends 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.
- Lunch and Learn participants in Woodville were taken on a field trip to the Tallahassee Museum.
- Capital Regional Medical Center hosted Health Fairs at the Miccosukee and Fort Braden Lunch & Learn events. They 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.
- Bradfordville, 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) hosts monthly chat groups called Friend Connections in Miccosukee.

LifeLong Outdoor Pursuits, features monthly workshops, outdoor activities and field trips for Tallahassee/Leon County participants 50+ years old. The 3rd Annual Outdoor Expo was held at Goodwood Museum and Gardens in November. Twenty-two outdoor-oriented exhibitors participated and a presentation on Edible Plants was featured. Additional program activities included:

- October: Golf Clinic for Beginners
- October and November: Six-week Fall Hiking series including guided hikes at Lake Overstreet, Miccosukee Greenway, Lafayette Heritage Trail and St. Marks National Wildlife Refuge.
- December: Holiday Hike at Birdsong Nature Center
- January and February: Six-week Winter Hiking series including guided hikes at Lake Overstreet, Miccosukee Greenway, Leon Sinks, Bear Creek Educational Forest and an Urban Hike at Cascades Park/Railroad Square.
- March: Beginning Archery Clinic

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 senior focused organizations.

The **Leon County Senior Outreach Calendar** is a bi-monthly publication distributed to approximately 3,400 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. To save on costs, the most recent issue was sent by e-mail to over 10,000 households and mailed to approximately 1,700 households.

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, 2019 thru March, 2020 included:

- 140 unduplicated participants are registered in GaP.
- Four 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 28 participants attend the luncheon each month.
- Five meetings of an 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 to the Jacksonville Zoo followed by a buffet dinner.
- GaP grand-families were treated to a performance of the Nutcracker by the Tallahassee Ballet.
- 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 attended outreach events with an exhibit table at two local, community fairs.
- GaP grandparents were treated to a holiday luncheon at a local restaurant in December, 2019.

The nationally accredited **Tallahassee Senior Center** is host to a variety of special events and the Leon County Senior Outreach program assisted and collaborated on signature efforts such as Capital City Senior Games, 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 17+ 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 (11,700+ 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 Facebook and other social media outlets.
 - 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, 2019 – February 28, 2020)

County funding	\$ 89,500
Activity & Sponsor Donations	20,456
Older Americans Act Grant for GaP	<u>5,851</u>
Total	\$115,807

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 Downtown, Northeast Branch
City, County and State Parks
Goodwood Museum and Gardens

Staff & Volunteers

3.3 FTEs

10 Contract Staff: Fitness, Art, & Gazette Editor

Other Program Needs

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

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 has been held at Wildwood Presbyterian Church Fellowship Hall for the last ten years. As of Feb, 2020, this event was moved to Red Hills Village Retirement Resort.

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: 1,052 Cost per Participant: \$ 110.08

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, 2019 Feb – Mar, 2020	Held 4-5 Lunch & Learn events in each of six County service areas (25 events total). Three were cancelled due to (COVID-19) concerns.	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 from Oct, 2019 thru Mar, 2020	2-10 Fitness classes per week in each of six County service areas (23 classes per week).	Maintain physical fitness that maintains strength needed for daily activity, combats chronic disease and prevents falls.
Offer ongoing recreational and educational activities.	Ongoing from Oct, 2019 thru Mar, 2020	7 different classes per week (including art, canasta and Lifelong Learning) on an ongoing basis Oct, 2019-March, 2020.	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. Ongoing activities and field trips from Oct, 2019 thru Mar, 2020	Outdoor Expo held in Nov, 2020 featuring 22 exhibitors. Golf Clinic, Archery Clinic and 12 guided hikes were held.	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 from Oct, 2019 thru Mar, 2020	380 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, evening support groups that includes childcare.	Held monthly from Oct, 2019 thru Mar, 2020	Four monthly support group luncheons and a holiday luncheon for the grandparents were held. One field trip was held for the grandfamilies. Five 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> : 95%	<u>Race</u>	White: 79%
<u>Gender</u>	Black: 18%	Other: 2%
Male: 18% Female: 82%	Hispanic: 1%	

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 attachmen**

Grandparents as Parents Community Partners
October, 2019 thru March 2020

Area Agency on Aging
Big Bend AHEC
Capital Area Healthy Start
CapTel
Career Source
Catholic Charities Christmas Connection
Circle of Parents
ECHO Family Services
Elder Care Services
FL Dept of Children and Families
FL Dept of Financial Services
FL State Archives
FSU School of Nursing
Home Instead Senior Care
Jacksonville Zoo
Legal Services of North FL
Leon County Extension UF-IFIS
Leon County Public Library
Leon County Sheriff's Department
Prevent Child Abuse Florida
St John's Episcopal Church
Tallahassee Ballet
Tallahassee Parks and Recreation
The Oasis Center for Women and Girls
Vita Tax Aide
Whole Child Leon

Leon County Senior Outreach Community Partners October, 2019 thru March, 2020

2020 Census	Leon County Extension UF-IFAS
Allegro Senior Living	Leon County Property Appraiser
Alzheimer's Project	Leon County Public Library System
Area Agency on Aging for North FL	Leon County Sheriff's Office
Bathfitter	Leon County Supervisor of Elections
Big Bend Cares	Leon County Tax Collector's Office
Big Bend Ovarian Cancer Coalition	MSA, Medical Transport Solutions
Brookdale Centre Point	Mision San Luis
Canterfield of Tallahassee	Netune Society
Capital Health Plan	NC Homecare
Capital Regional Medical Center Senior Care	Peble Hill Plantation
Capitel Caption Phones	Re Hills Village Retirement Resort
Care Point Health and Wellness Center	Right at Home
Caring Connections	S.H.I.N.E.
Charles Nuzzo, musician	Seven Hills Health & Rehab Center
Control Health	St John's Episcopal Cemetery, historians
Culley's Meadowwood	Tallahassee Museum
Elder Care Services	Talquin Electric
Eye Associates of Tallahassee	Tapestry Senior Living at Walden
Faith Funeral Home	The Grove at Canopy
FL Attorney General Consumer Protection	TMH Lifeline Systems
FL Dept of Agriculture and Consumer Services	TMH Memory Disorder Clinic
FL Dept of Business & Professional Regulation	Trulieve
FL Dept of Financial Services	U.P.S.L.I.D.E.
FL Public Service Commission	USDA Forest Service
FL State Archives	Villas at Killlearn Lakes
Fresh from Florida	Waletta Dunn, author
Gulf Specimen Marine Lab	WellCare
Heavenly Chimes Bell Choir	Wildwood Presbyterian Church
Home Instead	
League of Women Voters	

LifeLong Outdoor Pursuits Community Partners October, 2019 thru March, 2020

Apalachee Chapter of the Florida Trail Association
Bear Creek Educational Forest
Big Adventure Outfitters
Bike Tallahassee
Birdsong Nature Center
FL Disabled Outdoors Association
FL Fish and Wildlife Marine Fisheries
FL Greenways and Trails
FL State Parks
Florida Big Bend Flyfishers, Inc
Florida Kayak School & Tours
Goodwood Museum and Gardens
Harry Smith Outdoors
Jake Gaither Golf Course
Leon County Extension – Master Gardeners
Leon County Office of Sustainability
Leon County Parks and Recreation
St Marks National Wildlife Refuge
Tallahassee Archery Club
Tallahassee Area Geocachers
Tallahassee Astronomical Society
Tallahassee Parks and Recreation
Tallahassee Senior Center
VISIT Tallahassee
Wilderness Way

St. Francis Wildlife Association

EXHIBIT B

Agency Performance Report Format & Instructions

March 2020

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

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:

SFW 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: SFW seeks to instill an appreciation and a respect for our natural environments, promote a life-long stewardship ethic that empowers citizens to preserve what remains of natural Florida through action-based programs, increase the public's trust in science, and provide a unique educational resource to the community.

4. Services Delivery Strategy:

SFW services are provided the moment a person either contacts SFW or leaves an animal at a drop off location: the SFW hospital, Northwood Animal Hospital, North Florida Animal Hospital, and Allied Emergency Animal Services. SFW has a 24/7 paid and volunteer rescue staff. Animals are triaged at either at the drop off veterinarian service or at the SFW hospital. Animals in dire situations may be treated at the veterinarian clinic or at SFW. All rescues, pickups and treatment services are regulated by the Florida FWC. Outcomes for each animal are either, unable to locate, unable to capture, recovered, transferred, died in veterinarian care, or euthanized. Every attempt is made to release animals at or near the location where they were located per Florida law. Animal intakes are documented and given a unique ID number that follows it through the care and outcome process.

SFW receives rabies vector species, RVS, (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.

Environmental programs are contracted through a for profit business, The Wild Classroom.

5. Target Population:

The target population is all of Leon County's corporate and unincorporated areas.

6. Method used to effectively reach target population:

SFW utilizes local media and social media, to inform the public of our services and offer general education regarding native wild animals. Each month, the SFW Education Director publishes a monthly blog in the Tallahassee Democrat and appears on local television stations. In addition, articles are published in neighborhood association newsletters, and every quarter, SFW publishes in print and electronically an award winning newsletter that is sent to over 2,500 subscribers, the majority of whom reside within Leon County.

7. Program Resources:

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

All of the money from the Leon County Commission, through the Division of Animal Control, is spend on the rescue, pickup, triage, treatment, rehabilitation, reconditioning, and outcome of all rabies vector species from Leon County.

SFW maintains FTE positions: (1) Rehabilitator/Director, (1) Rehabilitator/ Wildlife Hospital Manager, (1) Wildlife Technician and (1) After hours Wildlife Technician; PTE positions (1) Office Manager, (1) Date Entry Specialist, (1) Maintenance Manager; (4) PTE Seasonal Wildlife Technicians April through August and (4) Rescue Staff. The number of Interns and volunteers fluctuates seasonally. The Education Director is paid per newsletter and is otherwise a volunteer.

8. Program Capacity:

Each year, SFW receives 3,000+ animals into care. Intake data for October 2019 – December 2019 is attached.

9. Number of Participants:

N/A _____ Cost per Participant: \$ _____

10. Program Goals:

- a. **Short-term** Continue to provide excellent animal care; continue to sustain all staff. Partner with FAMU to develop a formal Wildlife Veterinarian Technician Internship Program. Replace on-site trailer. Survive CV19.
- b. **Intermediate** Procure Interns from FSU and from outside of Leon County.
- c. **Long-term** Explore options to relocate the SFW hospital.

11. Objectives (Intended impact/outcome results)

- 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:

All animal Intakes and Outcomes are entered into an on-line programs designed for wildlife rehabilitation agencies. The program, WildCare, is an Access-based program that interfaces with MS Excel.

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.

During the past 40 years, SFW has been able to build strong partnerships and alliances with local agencies, businesses, and donors. These include: Leon County Board of Commission and Leon County Division of Animal Control; The City of Tallahassee Commissioners and Tallahassee Animal Services; The Wild Classroom; Capital City Bank Group; Costco, Walmart; Stones Hardware; Fox Valley Animal Foods; Chris' Squirrels and More; The Havana Merchants Association; Community Action Grants; The Florida Wildlife Rehabilitator Association and National Wildlife Rehabilitator Association; Miller Tree Service; Leon County Probation Office; Native Nurseries; Wild Birds Unlimited; and The Boy and Girl Scouts of the Big Bend. SFW maintains a professional relationship with other local and state wildlife rehabilitation agencies; The Florida Wildlife Rehabilitation Association; The National Wildlife Rehabilitation Association; and the Tallahassee Museum.

Tiffany Fisher

From: Pat Simmons <pat Simmons@mac.com>
Sent: Friday, April 10, 2020 1:13 PM
To: Tiffany Fisher; Cara Aldridge
Cc: Kayla Gainer; Marie Bitter; Barbara Barnett
Subject: Half Year Report Data SFW
Attachments: LC Rpt Intake Data Oct 2019 - March 2020.pdf

Tiffany,

Attached is the updated data sheet for the Half Year Report for SFW. It is complete October 2019 - March 2020.

Totals:

Leon County = 192; 28 of which were Rabies Vector Species (raccoon, fox, bat)

COT = 270; 22 of which were Rabies Vector Species (raccoon, fox, bat)

Cara:

RVS are highlighted and addresses are included.

Hope this helps,

Pat Simmons

Date Admitted	Common Species Name	Circumstances of Rescue
10/1/2019	eastern gray squirrel	Cat attack
10/2/2019	Barred Owl	Undetermined
10/2/2019	Indigo Bunting	Undetermined
10/4/2019	eastern gray squirrel	Dog attack
10/5/2019	Black-and-white Warbler	Undetermined
10/5/2019	eastern gray squirrel	Dog attack
10/7/2019	Common Ground Dove	Cat attack
10/7/2019	common raccoon	Undetermined
10/7/2019	eastern gray squirrel	Cat attack
10/7/2019	oldfield mouse	True Orphan
10/8/2019	Eastern Cottontail	Cat attack
10/9/2019	Common Ground Dove	Collision/Wall/Window
10/9/2019	Mourning Dove	Dog attack
10/10/2019	oldfield mouse	True Orphan
10/11/2019	Gray Catbird	Collision/Wall/Window
10/12/2019	Mourning Dove	Undetermined
10/14/2019	Eastern Cottontail	Collision / Moving object
10/14/2019	eastern gray squirrel	Cat attack
10/14/2019	white-tailed deer	Undetermined
10/16/2019	eastern gray squirrel	Cat attack
10/16/2019	House Sparrow	Undetermined
10/17/2019	common raccoon	Undetermined
10/17/2019	common raccoon	Undetermined
10/17/2019	eastern gray squirrel	Dog attack
10/17/2019	Ovenbird	Undetermined
10/17/2019	Virginia Opossum	Undetermined
10/18/2019	evening bat	Undetermined
10/18/2019	Red-eyed Vireo	Undetermined
10/18/2019	Rose-breasted Grosbeak	Undetermined
10/19/2019	eastern gray squirrel	Cat attack
10/23/2019	Great Blue Heron	Undetermined
10/23/2019	Pine Warbler	Collision / Moving object
10/26/2019	southern flying squirrel	Undetermined
10/26/2019	Yellow-bellied Sapsucker	Undetermined
10/27/2019	southern flying squirrel	Dog attack
10/28/2019	black rat	Undetermined
11/1/2019	Northern Cardinal	Collision/Wall/Window
11/2/2019	southern flying squirrel	Nest/Habitat Disturbance/Destruction
11/3/2019	Red-shouldered Hawk	Undetermined
11/4/2019	Eastern Cottontail	Cat attack
11/4/2019	Virginia Opossum	Dog attack
11/7/2019	Black Vulture	Collision / Moving object
11/8/2019	common raccoon	Undetermined
11/8/2019	eastern gray squirrel	Nest/Habitat Disturbance/Destruction
11/8/2019	eastern gray squirrel	Nest/Habitat Disturbance/Destruction
11/9/2019	Eastern Box Turtle	Undetermined
11/10/2019	common raccoon	Dog attack
11/10/2019	common raccoon	Undetermined
11/12/2019	Barred Owl	Collision / Moving object
11/12/2019	common raccoon	Undetermined
11/12/2019	common raccoon	Undetermined
11/12/2019	eastern gray squirrel	Undetermined
11/15/2019	Sharp-shinned Hawk	Collision/Wall/Window
11/17/2019	Barred Owl	Collision / Moving object
11/18/2019	common raccoon	Collision / Moving object
11/18/2019	Eastern Cottontail	Undetermined

Date Admitted	Common Species Name	Circumstances of Rescue
11/18/2019	Gopher Tortoise	Undetermined
11/23/2019	Northern Cardinal	Collision / Moving object
11/24/2019	Carolina Wren	Cat attack
11/24/2019	Chipping Sparrow	Dog attack
11/26/2019	common raccoon	Undetermined
11/26/2019	Virginia Opossum	Dog attack
11/27/2019	eastern gray squirrel	Undetermined
11/29/2019	common raccoon	Entrapment / Storm Drain/Sewer
11/29/2019	common raccoon	Undetermined
11/30/2019	common raccoon	Undetermined
12/6/2019	common gray fox	Undetermined
12/6/2019	Red-shouldered Hawk	Collision / Moving object
12/6/2019	Tufted Titmouse	Cat attack
12/7/2019	common raccoon	Collision / Moving object
12/7/2019	Pine Warbler	Undetermined
12/7/2019	Red-tailed Hawk	Undetermined
12/8/2019	Ruby-crowned Kinglet	Undetermined
12/9/2019	Barred Owl	Collision / Moving object
12/10/2019	Red-shouldered Hawk	interaction / Non- / Same species
12/14/2019	common raccoon	Undetermined
12/14/2019	Eastern Box Turtle	Collision / Moving object
12/15/2019	white-tailed deer	Collision / Moving object
12/19/2019	Carolina Wren	Cat attack
12/19/2019	Common Ground Dove	Cat attack
12/19/2019	Red-bellied Woodpecker	Collision/Wall/Window
12/21/2019	Brazilian free-tailed bat	Entrapment / Building
12/21/2019	Ring-necked Duck	Undetermined
12/25/2019	Gopher Tortoise	Behavioral Stranding
12/25/2019	Gray Fox	Undetermined
12/26/2019	Barred Owl	Collision / Moving object
12/26/2019	Virginia Opossum	Undetermined
1/2/2020	Northern Cardinal	Undetermined
1/3/2020	Virginia Opossum	Undetermined
1/7/2020	common raccoon	Interaction / Different species
1/7/2020	common raccoon	Behavioral Stranding
1/7/2020	Red-shouldered Hawk	Collision / Human propelled object
1/8/2020	Virginia Opossum	Interaction / Different species
1/10/2020	common gray fox	Collision / Moving object
1/10/2020	Gray Fox	Behavioral Stranding
1/10/2020	Pied-billed Grebe	Entrapment / Fishing Gear
1/10/2020	Red-tailed Hawk	Undetermined
1/11/2020	Virginia Opossum	Collision / Moving object
1/14/2020	Virginia Opossum	Collision / Moving object
1/18/2020	Great Blue Heron	Undetermined
1/21/2020	Anhinga	Undetermined
1/21/2020	Barred Owl	Collision / Moving object
1/21/2020	common raccoon	Behavioral Stranding
1/23/2020	Virginia Opossum	Undetermined
1/24/2020	Red-tailed Hawk	Undetermined
1/25/2020	white-tailed deer	Collision / Moving object
1/30/2020	Virginia Opossum	Collision / Moving object
2/1/2020	common raccoon	True Orphan
2/1/2020	Northern Cardinal	Cat attack
2/1/2020	Pine Warbler	Dog attack
2/1/2020	Red-bellied Woodpecker	Cat attack
2/3/2020	Eastern Box Turtle	Collision / Moving object

Date Admitted	Common Species Name	Circumstances of Rescue
2/5/2020	Gray Fox	Behavioral Stranding
2/7/2020	eastern gray squirrel	Nest/Habitat Disturbance/Destruction
2/7/2020	eastern gray squirrel	Nest/Habitat Disturbance/Destruction
2/8/2020	Gray Fox	Behavioral Stranding
2/8/2020	Red-tailed Hawk	Collision / Moving object
2/11/2020	white-tailed deer	Gunshot
2/13/2020	Northern Cardinal	Cat attack
2/16/2020	Eastern Box Turtle	Dog attack
2/18/2020	Yellow-bellied Slider	Collision / Moving object
2/20/2020	Virginia Opossum	Entrapment / Non-trap / Fence
2/24/2020	Eastern Cottontail	Dog attack
2/24/2020	house mouse	True Orphan
2/24/2020	house mouse	True Orphan
2/24/2020	house mouse	True Orphan
2/24/2020	house mouse	True Orphan
2/25/2020	Barred Owl	Collision / Moving object
2/25/2020	Barred Owl	Collision / Moving object
2/29/2020	Eastern Cottontail	Dog attack
3/1/2020	Eastern Cottontail	Cat attack
3/1/2020	Eastern Cottontail	Cat attack
3/1/2020	Red-shouldered Hawk	Undetermined
3/3/2020	Gray Fox	Behavioral Stranding
3/4/2020	Red-tailed Hawk	Collision / Moving object
3/5/2020	Brown Thrasher	Collision / Moving object
3/6/2020	Eastern Cottontail	Dog attack
3/6/2020	Eastern Cottontail	Dog attack
3/6/2020	Eastern Cottontail	Dog attack
3/7/2020	Eastern Cottontail	Cat attack
3/7/2020	Red-shouldered Hawk	Undetermined
3/9/2020	eastern gray squirrel	True Orphan
3/11/2020	white-tailed deer	Collision / Moving object
3/12/2020	Eastern Cottontail	Cat attack
3/12/2020	Virginia Opossum	Dog attack
3/12/2020	Virginia Opossum	Dog attack
3/12/2020	Virginia Opossum	Dog attack
3/12/2020	Wood Duck	Cat attack
3/13/2020	eastern gray squirrel	Collision / Moving object
3/13/2020	Undetermined Bird	Undetermined
3/13/2020	Virginia Opossum	Dead on Arrival
3/15/2020	Barred Owl	Entrapment / Building
3/15/2020	Virginia Opossum	Undetermined
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/15/2020	Virginia Opossum	True Orphan
3/17/2020	Eastern Cottontail	Cat attack
3/17/2020	Red-shouldered Hawk	Entrapment / Fence
3/18/2020	eastern gray squirrel	Cat attack
3/19/2020	Canada Goose	Failure to thrive/Maladaption
3/19/2020	Eastern Cottontail	Dog attack
3/19/2020	Marsh Rabbit	Cat attack
3/20/2020	Eastern Box Turtle	Collision / Moving object

Date Admitted	Common Species Name	Circumstances of Rescue
3/20/2020	Virginia Opossum	Dog attack
3/21/2020	Brown-headed Cowbird	Cat attack
3/23/2020	Eastern Cottontail	Inappropriate human possession
3/23/2020	Eastern Cottontail	Inappropriate human possession
3/24/2020	Black Vulture	Collision / Moving object
3/24/2020	Eastern Cottontail	Inappropriate human possession
3/24/2020	Eastern Cottontail	Inappropriate human possession
3/25/2020	oldfield mouse	Cat attack
3/26/2020	Barred Owl	True Orphan
3/26/2020	Eastern Bluebird	Cat attack
3/26/2020	Eastern Cottontail	Cat attack
3/26/2020	eastern gray squirrel	Undetermined
3/26/2020	Undetermined Bird	Undetermined
3/28/2020	Cedar Waxwing	Collision/Wall/Window
3/28/2020	Eastern Cottontail	Cat attack
3/28/2020	Pileated Woodpecker	Collision / Moving object
3/28/2020	Red-shouldered Hawk	Entrapment / Pool
3/28/2020	Virginia Opossum	True Orphan
3/29/2020	Carolina Wren	Nest/Habitat Disturbance/Destruction
3/29/2020	Carolina Wren	Nest/Habitat Disturbance/Destruction
3/29/2020	Carolina Wren	Nest/Habitat Disturbance/Destruction
3/29/2020	Mourning Dove	Cat attack
3/29/2020	Red-shouldered Hawk	Undetermined
3/31/2020	Bald Eagle	Interaction / Same species

Tallahassee Trust for Historic Preservation

Mid-year Agency Performance Report
Tallahassee Trust for Historic Preservation

Date submitted: March 17, 2020

FY 2019/2020 October 1, 2019 – March 17, 2020

- 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 one performance/activity report to the City of Tallahassee so far for FY2019/2020. Planned FY2019.2020 reporting includes three quarterly reports to the City of Tallahassee and one year-end report to Leon County, and all agendas and minutes summaries regarding Architectural Review Board activities to the Florida Department of State, Division of Historical Resources. A year end Certified Local Government report will be submitted to the Florida Department of State as well.

Activities/Community Awareness, Assistance, and Education

- ✓ The TTHP has been busy actively planning for the Tallahassee-Leon County Historic Preservation awards which is held every three years in order to recognize and feature historic preservation projects in Leon County. The preservation awards were planned for May 7, 2020. We were fortunate to receive twelve nominations before we were forced to reconsider holding the preservation awards due to Coronavirus. At this time planning is on hold and the preservation awards are postponed.
- ✓ The TTHP has also been working on 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. We have already added one property within the survey to the Tallahassee-Leon County Register of Historic Places. Unfortunately this project is currently on hold as well due to Coronavirus. As soon as staff has the all clear we will resume work on this important project.
- ✓ 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 continues to work with the developer and the ARB to assist in planning for the rehabilitation of the historic Waterworks building and site.
- ✓ 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. The historic property grant and loan program remains funded and continues to provide assistance to historic property owners in Leon County.

- ✓ 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
- ✓ 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 continues to work on researching and writing a grant application for the 2020 grant cycle to fund predictive modeling software. TTHP staff has so far consulted with the National Park Service, Florida Department of State, Division of Historical Resources and is currently partnering with the joint Tallahassee-Leon County Planning department and GIS. The grant will be submitted at the end of May 2020.
- ✓ Worked to increase social media outreach to help create more awareness of preservation and preservation related activities in Leon County
- ✓ In January 2020 TTHP staff began reaching out to local realtors to help them better understand our historic preservation zoning overlay, what it means to property owners, and how to find information. The talk was successful and we hope to hold more outreach events in the future.
- ✓ All planned events/education and outreach are on hold due to the Coronavirus and social distancing.

Research Requests:

1. Local attorney inquiry: Park Avenue historic district files
2. Local citizen inquiry: Betton Hills historic design guidelines
3. State government inquiry: Developments outside designated HPO
4. Local property owner inquiry: Historic tax credit information
5. Local homeowners association: HPO listing regulations
6. Local property owner inquiry: Historic grant and loan program information
7. Local business owner inquiry: Walker Library grant and loan information
8. Local property owner inquiry: Myers Park design guidelines
9. Local government inquiry: Goodwood Museum files
10. Non-local CRM firm inquiry: Capital Circle historic properties
11. FSU student inquiry: 961 Briarcliff Road file
12. Local business owner inquiry: Munroe House rehabilitation and windows

13. Local property owner inquiry: Myers Park design guidelines and grant and loan
14. Local property owner inquiry: Historic grant and loan program information
15. Local property owner inquiry: Historically appropriate roof information
16. Local government inquiry: Amtrak building historic status
17. Local attorney inquiry: Frenchtown files and surveys
18. FSU student inquiry: Spring House file
19. Local government inquiry: Preservation volunteer information
20. Local property owner inquiry: Myers Park roof issues
21. Local property owner inquiry: Frenchtown files and grant and loan
22. Local government inquiry: Preservation and place making in South City
23. Non-local CRM firm inquiry: Chaires Crossroads tower search
24. Local government inquiry: Tookes Hotel grants and listing
25. Local attorney inquiry: Frenchtown files and HPO listings
26. State government inquiry: Myers Park design guidelines
27. Local business owner inquiry: HP awards information
28. Local business owner inquiry: Historic repair services
29. State government inquiry: Betton Hills and Camp House files
30. FSU student inquiry: 967 Briarcliff file
31. State government inquiry: Lewis House files
32. Local citizen inquiry: Preservation history
33. Local government inquiry: interior regulations and zoning
34. Local property owner inquiry: 1101 Old Fort file
35. State government inquiry: COT historic files
36. Local property owner inquiry: foundation repair information

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

October 2019

1. 125 N Gadsden Street, Park Avenue Special Character District, COA, new signage
2. 519/521 Hart Street, Myers Park Historic District, COA, new windows
3. 529 E Jennings Street, Myers Park Historic District, COA, new roof
4. 205 E Park Avenue, Park Avenue Special Character District, COA, foundation stabilization and repair

November 2019

1. 418 E Virginia Street, Individually listed property, COA, new electrical wiring

December 2019

1. 532 Oakland Avenue, Myers Park Historic District, COA foundation stabilization and repair
2. 906 E Park Avenue, Individually listed property, COA new roof

January 2020

1. 1405 Broome Street, Myers Park Historic District, COA, new electrical to bring up to code

February 2020

1. 2008 Golf Terrace Drive, Myers Park Historic District, COA, new construction of single family residence
2. 2000 Golf Terrace Drive, Myers Park Historic District, COA, new construction of single family residence

March 2020

1. 205 E Park Avenue, Park Avenue Special Character District, COC, completion of foundation repairs/stabilization

Staff Pre-application consultations:

1. 404 E Gaines Street – individually listed property, staff worked with architects regarding rehabilitation of the historic waterworks, pump house number five, and the reservoir. Discussed Secretary of the Interiors standards for rehabilitation.

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 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 Format & Instructions

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: CHIP Early Childhood Education, Chair ; TLH Affordable Housing Commissioner; Grandparents as Parents; South City Foundation Advisory Council; Maternal Mental Health Advisory Board; Maternal Child Health Collaborative; Early Childhood Obesity Prevention Workgroup and is a member of UPHS. Whole Child Leon Board members and staff facilitate various workgroups focused on issues related to child well-being, including:

Summit on Children, Community Screening Council, Breastfeeding Policy Workgroup.

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:** \$435,375 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.

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.

- b. **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.
- c. **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 Community Conversation Meeting-** The meeting provides a forum for professionals from agencies and organizations providing services to children and families to make contacts and exchange ideas, promoting community partnership in this process. Whole Child Leon has created a forum where issues concerning child and family well-being are presented, followed by facilitated discussion around service delivery issues affecting children and families. This allows us to identify the issue(s) in our community's early childhood system of care and those identified areas are brought forward to the WCL Board and our provider partners where strategies/solutions are discussed, and action items are identified and assigned. WCL Exec Director facilitates this monthly lunch meeting of 60 + agency representatives, plans and coordinates programming, including speakers, networking activities and provides agency program information to all attendees.

Whole Child Leon is collaborating with organizations that provide direct services to or have direct contact with families who have young children. Monthly meeting attendance averages 65 members.

Professional Network Community Conversation:

Q1 and Q2 update:

Q1 meetings

October 28th “Census 2020: Why Service Providers Should Get Involved” The goal of the 2020 Census is to count everyone once, only once and in the right place. A complete and correct count in this community will help young children thrive because our community will get its fair share of over 800 billion dollars a year in federal funding that is allocated by formula using data derived from the federal Census. Unfortunately, young children were missed more than any other age group in the last decennial census and, unless we all work together, it could get worse in the 2020 Census. **Join Ms. Evelin Ramirez, U.S. Census Bureau Community Liaison**, to discuss the 2020 Census, Complete Count Committees, and why providers should get involved. **(75 attendees)**

November 25th “Continuing the Conversation: Racial Equity in Education & Purpose Built” Join us for lunch on November 25, 2019, as we continue the conversation started with Sue Gallagher addressing racial inequities to build a better Tallahassee. Our guest speakers will provide updates to the **Purpose-Built Project with the South City Foundation** and information on the upcoming series of community forums designed to explore institutionalized racism by sector. **(89 attendees)**

December 11th “Advancing Racial Equity in Education” Walker-Ford Community Center (65 attendees)

SEE ATTACHED ADVANCING RACIAL EQUITY FLYER

Q2 meetings

January 27th “Pinwheels for Prevention: Plant a Pinwheel Garden”

Chris Lolley, Executive Director, & Nydia Ntouda, Training & Fundraising Specialist; Prevent Child Abuse Florida, Tallahassee Peacemakers Initiative: **The Power of Empowerment**, Christic Henry, Project Facilitator, **Leon County Children’s Services Council Planning Committee Update**, Dr. Mimi Graham, Planning Committee Member, & Alisa Ghazvini, Planning Committee Consultant. **(75 attendees)**

February 24th “NO SMALL MATTER”

High quality education for all isn't just powerful - it's possible.

Our future depends on our youngest citizens -- on how many words they hear in their first months of life, on how often they are held, on the kinds of experiences they have. Thanks to our partners, Whole Child Leon will broadcast **"NO SMALL MATTER,"** the documentary sharing the potential of quality early childhood education, during the next Professional Network on February 24. The movie will start at 12:05 so please arrive early to make your plate and get seated. We also request you plan to stay a little later for group discussion and to learn about current early learning community campaigns: Six S's of Success and Forward Leon. **(70 attendees)**

March 23rd “Healthy Beginnings & Family Stability”

Speakers for our next Professional Network include Chris Szorcik & Sandy Glazer from Capital Area Healthy Start followed by Guardian Ad Litem's Maritza Waddle. Immediately following the presentations, we invite you to help us plant a pinwheel garden in preparation for "Pinwheels for Prevention/Growing Great Childhoods" month.

CANCELED DUE TO VIRUS

- B. Early Childhood Education and Empowerment Workgroup (ECEE)** - Whole Child Leon executive director chairs the ECEE and consolidated expertise from several community groups including the Family Engagement and Empowerment Task Force, the Title I Early Education Committee, the A.S.P.I.R.E. Early Learning Workgroup and the Early Education Community Health Improvement Committee (CHIP). These groups had previously been meeting independently with the ultimate goal of increasing the number of children entering kindergarten ready to learn.

This newly formed ECEE group will work from a framework define a set of goals and evidence- informed strategies to collectively work towards achieving the goals of the group. The ECEE focus is on the following three goals using strategies that are data driven, evidence informed and focused on equity

- Increase the number of young children enrolled in quality early childhood education
- Increase the number of children entering kindergarten ready to learn
- Increase parental engagement and empowerment in early childhood success

Q1 and Q2 update:

Q1 Early Childhood Education and Empowerment Workgroup (ECEE) met on October 17th, November 21st & December 19th

Planned Pop-up Schedule and Sites for Demonstration Model

	Date	Time	Location	Curricula	Notes
Kick Off	April 25		Burnette Park		
Week 1	May 4/6		Springfield		
	May 5		The Junction		
	May 7		Walker-Ford		
Week 2	May 11/13		Springfield		
	May 12		The Junction		
	May 14		Walker-Ford		
Week 3	May 18/20		Springfield		
	May 19		The Junction		
	May 21		Walker-Ford		
Week 4	May 26		The Junction		
	May 27		Springfield		
	May 28		Walker-Ford		

Q2 Early Childhood Education and Empowerment Workgroup (ECEE) met on January 16th, February 20th & March

SEE ATTACHED UPDATE ECEE WORKPLAN

SEE ATTACHED UPDATE SIX S's OF SUCCESS

SEE ATTACHED UPDATE POP-UP SCHOOL WORKPLAN

SEE ATTACHED INANT BRAIN DEVELOPMENT WORKPLAN

- C. Status of Our Young Child/Community Report Card-** Whole Child Leon works with community partners to track the well-being of children in our community. The annual report highlights key indicators on the conditions of children birth to age 5 in Leon County. By providing high-quality data trend analysis, we seek to enrich local and state discussions concerning better ways to secure a brighter future for all children. The report also serves as a critical advocacy tool to raise the visibility of children’s issues through a nonpartisan, evidence-based lens.

Q1 and Q2 update:

The Annual Report committee is **made up of WCL Board members and staff.**

Q1 Annual Report Committee – no activity

Q2 Annual Report Committee –

The committee met on January 16 to begin planning for our 2020 publication.

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 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 860 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.

WCL is in its 11th year of hosting early childhood screenings in our community. Currently we are preparing for the October 11th screening. Whole Child Leon’s coordinates and collaborates with over 25 agencies/businesses. Children are screened and when issues are detected, their families are connected to appropriate agencies for early intervention assistance. The process used in the Free Community Wide Developmental Screening connects 100% of families immediately at the screening site with early intervention programs.

Q1 and Q2 update:

Q1 Screening Team planning meetings: November 8th & December 13th

Fall Screening held on October 11 -see attached flyer

Meetings in November and December were used to debrief October screening for quality control and new ideas

Including: volunteer recruitment and trainings
Clinical staff needed
Food and Venue set-up
promotion

Q2 Screening Team planning meetings: January 10th, February 14th & March 9th

Volunteer Training on Monday, March 9th, from 1:30-3:30 pm see attached slides

Spring Community Day Screening held on March 13, 2020 - see attached flyer

Planning meetings for March 13, 2020 Screening Day

Including: Volunteer Titles/positions
Promotion/PR
Resource Room Coordinator
Screening Coordinator
Volunteer Coordinator
Registration Specialist
Resource Room Floaters
Parking Floater

Screeners
LCS-DIAL
ELC – SE – ASQ
ELC – Vision
Play Big – Nutrition

Molar Express or Medicaid HMO – Dental
211
COM

Logistics
Fast Pass for children that are melting down
Training for volunteers
Screener
Post Screening Debrief

Food and Venue set-up
WCL – Breakfast and Lunch

E. Annual Maternal Child Health Equity Collaborative- Whole Child Leon is a partner in the Maternal Child Health Equity Collaborative (<http://mchecollaborative.com>) which includes 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:

1. 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
2. Identify priorities for the elimination of maternal child health disparities and the promotion of health equity using a life course
3. Describe culturally responsive mechanisms useful for providers to address maternal child health

Q1 and Q2 update:

Q1 Annual Maternal Child Health Equity Collaborative: October -no meeting -November 6th & December no meeting

November 6th

The group co-hosted the Our Community Our Health Seminar on November 6th from 5:30-7pm at the FSU Research Foundation Building A, Room 120 at 2000 Levy Avenue. The meeting was a catalytic conversation to allow people to exchange experiences, connect and then come to a place of action as relates to pursuing maternal and child health equity.

WCL Exec. Director served on the panel made up of members from the collaborative. This is a way to move our conversation to the next level, move us towards new action, and leverage resources to get there. We are basing the structure on the results of the community-based participatory research project- African American Women's perception of Black Infant Mortality in Leon and Gadsden that started this work.

This will give us a chance to engage the community, hear, and continue to inform next steps which will move us toward more community education, advocacy, and engagement as recommended by the participants.

Current speakers/facilitators: Kim, Jessica, Miaisha, Courtney, Penny (Dr. Ralston). The Florida Department of Health- Leon is providing a local data handout- similar to the one we have shared for the MCHC Conferences.

SEE PROMOTIONAL FLYER

Q2 Annual Maternal Child Health Equity Collaborative: no activity

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 Maternal Mental Health Coalition meetings:

Presented at November 6th from 5:30-7pm at the FSU Research Foundation Building A, Room 120 at 2000 Levy Avenue.

Q2 Maternal Mental Health Coalition meetings: no activity

G. Breastfeeding Policy Workgroup- Whole Child Leon is a founding partner of the Breastfeeding Policy Workgroup which includes pediatricians, nurses, lactation specialists and community advocates. We meet regularly to strategize how to increase the number and duration of women breastfeeding in our community. 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 Policy Workgroup meetings: October 30th, November 20th & December (no meetings)

The Coalition resumed in January to begin planning for 2020.

Q2 Breastfeeding Coalition meetings: January 4th, February 4th, March 24th

Updates from Q2

a. Completed Items:

- i. MOU with Capital Area Breastfeeding Coalition
- ii. New Capital Area Breastfeeding Coalition Retractable Banner
- iii. 1-year anniversary of Mamava Placement at the Airport
- iv. Marketing: Rack/Post cards completed

Future Projects and Events

b. TMH Baby and Family Fair- 2/16/19

c. Florida Breastfeeding Coalition Conference- 4/6/19

- i. Policy Group member Dr. Joan Meek will be the Key Note Speaker on the importance of Duration
- ii. Dykibra Gaskin- FBC President Elect 2019-2021- Assisting with planning, responsible for membership and coordination State Coalition
- iii. Online policy training about breastfeeding to empower doctors
 - a. Either a live video or webinar
 - b. Empower doctors to discuss breastfeeding
- iv. News article about the BF Policy Workgroup and it's accomplishments

d. Day-Long Breastfeeding Conference in coordination with the Capital Area Breastfeeding Coalition

- i. Discussions held last month (Jan 2019)
- ii. Location needed, partners, and agenda needed

- iii. Goals of the conference
- iv. Held sometime in August (Breastfeeding Awareness Month__ -doesn't have to be during WBW
- e. Black Maternal Child Health week is April 8-12
 - i. Policy Group could work with CABC or initiate a message on its own regarding breastfeeding, policy, and maternal child health
 - ii. CLC Training at DOH-Leon August 26-30th

Announcements

- i. Free Developmental Screening is 4/12/19
- ii. March Agenda- make a decision about Breastfeeding Conference
 - a. Push businesses to promote breastfeeding

H. Early Childhood Obesity Prevention Education (ECOP)/95210- 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

WCL continues efforts to reduce Childhood obesity by continuing the **95210** education to parents, teachers. And the broader community. WCL played a key role in introducing the wellness initiative 95210: The Whole Picture of Health to Tallahassee and Leon County. The program is both a mechanism for communicating consistent, simple, health messaging on prevention of childhood obesity, as well as a strategy for influencing gradual policy change around nutrition, physical activity, and screen time.

Q1 and Q2 update:

Q1 ECOP Leadership Team meeting dates: October 4th, November 4th & 26th & December 9th

We met with the new executive director of the Foundation for Leon County Schools, Eric Clark to discuss the possibility of continuing the Healthy School Challenge work at Bond and Oakridge. Oakridge Elementary received the Wellness Coordinator Grant for the 2019-20 school year so we have been able to continue our support there.

SEE ATTACHED VOLUNTEER AND PARTNER APPRECIATION BREAKFAST FLYER

Water Fountains update:

The number of bottles of water consumed between the two new water-filling stations at Oak Ridge were **856 bottles and 512 bottles** respectively, so far in the school year. The total amount comes out to be **1,368 bottles consumed** between these two stations at this point in the Oak Ridge Elementary school year. I am still waiting to hear back from a representative at Bond Elementary to give me the total bottles consumed there with the water-filling station.

Q2 ECOP Leadership Team meeting updates: January 21st, February 11th & March

SEE ATTACHED ECOP Spending Proposal. This document provides a brief history of the Healthy School Challenge (HSC) and outlines how we would like to spend the remaining funds.

SEE ATTACHED ECOP Logic Model. This document presents an overview of the components of the HSC.

SEE ATTACHED Healthy School Challenge Report 2018-19. This report outlines the 2018/2019 accomplishments of the program.

- 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. This summer program operates June-Aug.

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

- J. Educare/Kindergarten Readiness/ ICS-Pay for Success**- WCL is focused on the Wesson Early Education Pilot 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 career" efforts currently under consideration with Purpose Built Communities. WCL completed an early childhood education community self-assessment using the Educare model and is working with Educare and local stakeholders to determine feasibility of implementation

Q1 and Q2 update:

Q1 Educare/Kindergarten Readiness-WCL's Executive Director serves on the South City Foundation Advisory Council and the Education Committee. We are exploring location possibilities for the early learning center and potential funding. We have on-going communication with Educare and Purpose Built who are providing expertise and technical assistance as we pursue the development of a high-quality early learning center.

Q2 Educare/Kindergarten Readiness-

- K. 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.

This centralized entry point is designed to assure area youth, ages 2-21, have access to high-quality, culturally competent behavioral health services. TPBHC will work to support and/or implement initiatives focused on:

- Supporting pediatric and family medicine practices, clinicians and community partners
- Supporting families
- Integrating behavioral health services into primary care
- Engaging in relevant policy and advocacy efforts

The program is an initiative of WCL and is housed at WCL Professional Building. August 2019 marked the program's 2-year anniversary and since that time we have received more than 1750 physician referred children/families to the program.

Q1 and Q2 update:

Q1 TPF membership & TPBHA meeting dates:

WCL facilitated the monthly membership meetings of the Tallahassee Pediatric Foundation (TPF)– October 8th, November 12th & December (no meeting)

This includes sending meeting notices, scheduling speaker and providing updates on the strategic initiative between TPF and WCL.

WCL facilitates the Tallahassee Pediatric Behavioral Center Alliance (TPBHA) meetings – October 16th, November 13th & December 9th

SEE ATTACHED MONTHLY OCTOBER REPORT

SEE ATTACHED MONTHLY NOVEMBER REPORT

SEE ATTACHED MONTHLY DECEMBER REPORT

WCL Program Updates

- Building
 - Lease proceedings with the College of Medicine were confirmed with Dr. Flynn.
 - Upcoming building renovations were discussed.
 - New carpet
 - AC replacement in early December
 - 1-way window in the FSU space for research studies
- Staffing
 - Contracts are in place and have been signed by all employees and consultants.
- Social Media
 - Holly Mcphail has taken over social media accounts
 - Staff to provide photos and content
- CHP Providers
 - We have received no response to the letter sent to CHP via certified mail. Courtney has been attempting to follow-up but has been unsuccessful.
 - There was a previous discussion about possibly going to the Democrat regarding this issue.

- Dr. St. Petery brought up the importance of understanding the existing regulations on CHP before addressing press.
 - Medicaid HMOs are regulated by AHCA.
 - Private insurance is regulated by the Florida Office of Insurance Regulation.
 - We could ask them about Network Adequacy.
- **Action:** Dr. St. Petery will talk to Tom Harrison, share letter with him, and ask for advice on how to correct the barrier.
- **Action:** Dr. Flynn is meeting with him soon as well, will give him a heads up.
- Dr. St. Petery pointed out that TPCA is the largest provider for CHP.
- Alexis reported that there have been significant increases in provider wait times since the report was sent.
- If we are unable to make progress through conversation with Tom Harrison and Dean Fogarty, we have the option to go straight to the Insurance Commissioner's Office.
- **Action:** Add advocacy topics to agenda for future meetings.
- BHN Program Reports
 - The team has developed a new reporting template (provided) to be used for Appropriation and TPF reporting.
 - We are current on all report submissions.
 - Cindy suggestion the inclusion of individual highlighted cases to be used in presentations to better depict the scope of work done by the team.

TPBHN Financial Report

- Appropriation ends on June 30.
- We are currently on track for budget with the Appropriation dollars.
- Courtney reported that the dollars from the DEO grant through the FSU COM that are dedicated to staff salaries will be gone by February.
 - Dr. Flynn is diligently working to schedule a meeting with our contact.
 - Dr. Flynn requested a meeting to talk about what year 2 will look like, including deliverables, budget, etc.
 - The BHN team has a pending conference presentation proposal (April). Dr. Flynn discussed possible reallocation of dollars for this purpose.

Funding Opportunities

- Appropriation 2020
 - Courtney submitted to Rep. Ausley and Senator Montford.
 - Requesting \$350K
- Early Learning Coalition Big Bend
 - ELC was the 1st funding source for the BHN program, providing funding to the program for 2 years. After ELC hired a new Executive Director, the funding was pulled.
 - Recently, the new ED has separated from the organization and Courtney has met with the interim ED. They are enthusiastic about trying to repair ties to WCL and the BHN program.
 - The BHN program is on the agenda for the next ELC board meeting.
 - Possible funding opportunity for January 2020
 - The ELC CFO has also directly contacted Courtney.
 - **Action:** Courtney will send Dr. Flynn a copy of the letter to share with Dean Fogarty.
 - Dr. Seay brought up concerns relating to the increased case load associated with opening up to ELC referrals again, as ELC cases are typically the most complex and consume a great deal of staff time.
 - BHN team reflected that this is a very valid concern and that it should be kept in mind as the program continues to expand.

TBHN Program Updates

- Jackson Implementation
 - Rozlynn is seeing clients at the satellite office each week.

- Holley and the BHN team have been continuing outreach in Jackson County.
- Client flow and cultural pace are very different in Marianna.
- The team has already seen around 20 children.
 - Approximately 9 referrals per month
 - Progress is on track for the year's deliverable of 75 children.
- Consultation Services, Outside Program
 - North Collier Hospital (NCH), Naples
 - A representative contacted the Center looking for consultation on how to create this exact program.
 - They are beginning their pilot year with a \$250,000 grant.
 - Alexis and Cindy provided consultation on the start to finish process of program implementation.
 - Specifically, the benefit of using a master's level clinician and the importance of psychoeducation to the model were highlighted.
 - NCH agreed to provide a letter of support for the program in exchange for the free consultation.
 - Alexis suggested creation of a possible consultation fee structure.
 - If we begin to offer consultation services, it should be advertised as a service by the Center.
 - We should be aware of cost estimates for replication efforts.
- Data Project/EHR
 - The database transition from a corrupted Excel spreadsheet to a clean and functional one is finally complete, after over a month of diligent work by the BHN team.
 - Presently, due to the data being stored in Excel, there are some restrictions to our reporting capabilities.
 - Emma is always available to answer any questions pertaining to data maintenance and retrieval (ep19.wholechildleon@outlook.com)
 - Dr. Flynn is continuing to work on the dollar allocation for the BHN EHR.
 - Because the EHR was not a line item in the budget, it requires specific approval.
 - It is challenging to work on contracts with DOH.
 - The EHR system that will be used is QuickBase.
- Clinical Challenges
 - We have seen an increase of children requiring inpatient care/hospitalizations
 - Our clients have been experiencing profound systemic issues with Baker Acts.
 - For example, the lack of available beds has forced children to sleep on the ground or be transported between facilities.
- Physical Space Expansion Follow-up
 - Future funding and room for expansion should be kept on the radar.
 - The BHN program crucially needs more clinicians, especially if we start accepting ELC referrals.
 - Creativity in the physical expansion of staff space
 - Co-location across the street so cases can still be staffed in person
 - Co-location at ELC or another partnered office (similar to the Play Big Marianna Satellite in Jackson County)
 - There are many complications that come with shared space in satellite offices, but it is a feasible option.

Updates/Announcements

- FSU College of Medicine Outpatient Mood and Anxiety Clinic for children and adults
 - This is a collaboration effort between the College of Medicine, College of Social Work, Department of Psychology, and College of Nursing.
 - There is lots to navigate in the training and financial barriers associated with cross-disciplinary work.
 - They plan to hire 2 full time clinicians, a psychiatrist, a clinical psychologist, a nurse practitioner, etc.

- o There will be a specific focus on Depression, Bipolar, and Anxiety Disorders at first.
 - o Trauma-informed CBT is validated for a large age range.
 - o Financial affiliation with the Apalachee Center (billing, collections, EHR)
 - The clinic will need to accept whichever insurance plans that Apalachee is in network with.
 - Apalachee has good negotiated rates for outpatient.
 - o Clinical trials will be conducted through the clinic.
- Reminder: Dr. Kofler (FSU Children's Learning Clinic) offers ADHD evaluations for children ages 8-11 with no complex comorbidities
- Dr. Robinson offered to conduct Jackson County medication management through telemedicine.

Q2 TPF membership & TPBHA meeting dates:

WCL facilitated the monthly membership meetings of the Tallahassee Pediatric Foundation (TPF)–

January 13th, February 10th & March 9th

WCL facilitates the Tallahassee Pediatric Behavioral Center Alliance (TPBHA) meetings – January 15th, February 12th & March

SEE ATTACHED MONTHLY JANUARY REPORT

SEE ATTACHED MONTHLY FEBRUARY REPORT

Updates

- Building update: FSU College of medicine is moving in.
 - Action: How we are going to be partnering, figuring out parking and logistics
 - Will be having a meeting with FSU COM team
- o Financial Report
 - 126,000 left from appropriate
 - COM 1,000
 - DOH wants to expand the program for an additional 3 years
 - We are out of money in that grant
 - o Pays for individuals' salaries
- ELC update
 - Have not heard back from them since the meeting in October
 - o They have hired a new Executive Director
 - Former COO, in-house hire
 - Board member has told Courtney that our program is a priority of theirs
- Once Beverly is back, we can be more exact with the financial report
- o Monthly Report
 - Action: Once we have the EHR, is there anything else that we should include in the report?
 - Alexis: this report does not show the phone consultations that we are doing.
 - Action: reporting phone consultations in future?
 - Alexis: Each intake takes about an hour; we estimate about an hour for processing and referral process. Each client takes up about 2 hours total.
 - Each funder requires different information to be reported
 - Alexis: Emma has applied for clinical psychology programs. We expect that she will be going to a program by the summer (June-July 2020). Once we get an EHR, we will be dealing with the database transition as well as program changes.
- Courtney: December report for appropriation
 - They like to see the details and believed we have gotten the report where DEO accepts the format

- Finding opportunities
 - Courtney: met with Rep. Ausley
 - We are in a place now where we have been advised to start looking at people in the Senate and who we need to lobby with
 - Alexis: Not sure if there is a lot to be done, unless we have a direct contact with the top four people.
 - Action: Cindy requested that Courtney let the team know what they can do to help lobby. Courtney working with WCL board on lobbying efforts.
 - Courtney: It would be helpful to have a physician(s) to talk to the representatives and Alexis
- Program update
 - COM on the DOH update
 - We had another database malfunction
 - It has been reported to us that Quickbase EHR approval is moving forward
 - The DOH wants to expand the program for an additional 3 years
 - We do not know funding specifics and we do not have a contract
 - Clients
 - About 60-80 referrals a month, over 80 last month express how this program has been working for them and how it is a need.
 - We have received an increase number of referrals from Dr. Robinson
 - 800 from Professional Park Pediatrics
 - Dr. Perry has also increased the amount of referrals
 - Cindy: have we been able to resolve the phone issue?
 - Courtney: we have called our phone guy. We have two phone lines and so we believe that if both lines are in use, then no phone calls can come in.
 - Alexis: we have been emailing to keep those concerns updated.
 - Dr. Robinson has been working with us and is taking referrals for clients who are overseeing children who might psychiatry
 - We have been working with Dr. Flynn and gathering information on what each of our 3 major providers might need
 - She does have a well-known psychiatrist who will be working with the practices for psychiatric consultations
 - We will be attending Trauma Focus-Cognitive Behavioral Therapy (TF-CBT). The session Parking has been a concern for this program
 - Action: staff members will have to be creative for parking. We only have 15 spots.
 - Counseling Psychology – Division 17 conference is coming up in April, the BHN program will be presenting.
 - Institute for Child Success in SC is in February, the BHN program will be presenting.
 - Alexis notified the Alliance that she will be submitting an IRB (approved research proposal) to FSU to study the efficacy of the program, as a part of her dissertation. At this time, Alexis is waiting on the Letter of will be two days and will be held here in and our conference room.
 - Cooperation from WCL before submitting the IRB.
 - This will be the first time a pediatric BHN model (other populations have been studied) will be researched and eventually contributed to the literature and development of the widespread usage of the intervention.
- Courtney
 - Communications
 - Having a stronger social media presence. We are getting more followers and more likes
 - We have been asked by DOE to show the community our presence.
 - Courtney and Alexis met with a Tallahassee Democrat reporter regarding a piece that she is working on.

- Action: hopefully we will receive a copy of the article before it is published.
- She did mention CHP concerns. She asked about our CHP letter.
- Dr. St. Petery told her about the CHP letter, but did not want to go too public about the issue.
- Courtney: we have the CMS screening coming up on March 13th
 - Whole Child Leon is doing an awards ceremony
 - Action: will send out information regarding nominating individuals.

L. Purpose Built/South City Foundation/South City Revitalization Neighborhood Equity Project-WCL founded the non-profit organization, South City Revitalization Council (SCRC) in November of 2014 and WCL executive director chaired the Council. The SCRC role was to:

serve as a change agent to improve the mental, physical, social, spiritual, and emotional health of South City and to:

- 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.

In 2017, WCL began working with Rep. Lorraine Ausley, City/County/community/business leaders on a broader vision for the Orange Avenue public housing redevelopment in South City. Tallahassee has an opportunity to partner with an Atlanta based group called [Purpose Built Communities](#) that has had some great success in other communities by incorporating a holistic approach which includes three pillars - housing, education, and a wellness component. WCL Executive Director is a member of the Purpose-Built Advisory Board and meets monthly to work towards achieving the Purpose-Built designation. Advisory Board membership includes:

Courtney Atkins
Chicarla Williams Pie
Roseann Woods
Dr Nicole Patton-Terry
Michael Parker
Shington Lamy
Brenda Williams

Q1 and Q2 update:

Q1 SCF Board & Advisory Committee meeting dates:

SCF Board meetings dates: October 29th, November 19th & December 10th

SCF: Advisory Committee meeting dates: October 24th, November 19th & December 10th (combine meeting)

SEE ATTACHED SC FOUNDATION WORKPLAN 19/20

SEE ATTACHED PB-SC PRESENTATION

Q2 SCF Board & Advisory Committee meeting dates:

SCF Board meetings dates: January 28th, February 25th & March 31st

SCF Advisory Committee meeting dates: January 21st, February 18th & March 23rd

SCF Community Engagement Forum dates: February 11th

SCF Neighborhood Leadership Council meeting date: March 10th

SCF Faith Leadership Council meeting date: March 10

SEE ATTACHED COMMUNITY ENGAGEMENT FORUM

M. Children Services Council – WCL’s executive director, Courtney Atkins is a member of Our Kid’s First a political action committee supporting the CSC initiative. Atkins leads the CSC Provider Advocacy Committee and will continue to work with the CSC Planning Council and providers to support their work in 2019-2020

Q1 and Q2 update

Q1 WCL staff and Board members attended the CSC Planning Committee meeting dates: October 15th, 22nd & 29th, November 8th & December 13th

Q2 WCL staff and Board members attended the CSC Planning Committee meeting dates: January, February & March

M. Community Summit on Children-WCL is the managing entity and convener of the 6th Annual Summit on Children. The Summit is a community driven event created to increase public/private business awareness, engagement and investments in early childhood programs that will drive better outcomes for our children and families, and ultimately the future of Leon County.

2020 Committee Members include:

Courtney Atkins, Morgan Husband, Lydia B., Laura Rodgers, Daniela V., Morgan Hebert, Jessica Lowe Minor, Lauren Varona, Morgan Evers, Jamie Van Pelt, Jack Levine, Holly McPhail, Sara Jean Hargis, Becca Piers, Tasha Weinstein, Betsy Wood

N.

Q1 and Q2 update

Q1 Summit on Children Planning meet dates

The Planning Committee began meeting in January to begin planning for 2020.

SEE ATTACHED SAVE THE DATE 2020

Q2 Summit on Children Planning meet dates: January 9th & January 30th, February 13th & 25th, March 12th

SEE ATTACHED:

Draft Program Agenda

Self-Care Resilience for Parents and Providers

Summit Sponsor Form

11. a. Time 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 facilitate seeking resources and providers to address 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

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

1. List any Agency partnerships and collaboration related to this program.

Agency	Partnership/Collaboration
Apalachee Mental Health Center	CHIP Behavioral Health Committee
Big Bend AHEC	Healthy School Challenge
Big Bend Community Based Care	PACT Partner
Boys and Girls Club of Big Bend	Youth Empowerment and Entrepreneurship Training (YEET) program
Breastfeeding Policy Workgroup	Partnership in Breastfeeding Coalition to address policy's regarding breastfeeding
Capital Area Community Action Agency	Implementing 95210-The Whole Picture of Health in Leon County Head Start Centers, PACT Partner, Community School
Capital Area Healthy Start Coalition	Breastfeeding Policy Workgroup, Maternal Child Health Collaborative, Board service
Capital City Youth Services	PACT Partner (Youth Advocacy)
Children's Home Society	PACT Partner
Children's Medical Services	Healthy Infant Partnership, Partner in Free Community Wide Developmental Screening
City of Tallahassee	Funder, PACT Partner, Partner in South City initiatives and Purpose Built, Partner for Summit on Children
Community Wellness, Inc	Pediatric Mental Health Provider Partner
Department of Children & Families	Partner in Early Childhood Mental Health SAMSHA grant, PACT Partner, Partner in Free Community Wide Developmental Screening
Department of Health (Leon County)	Healthy Cities Challenge grant for iGrow South City community garden project, Breastfeeding Policy Workgroup, ECOP workgroup, Early Childhood Education & Empowerment Workgroup, South City Community Health Assessment
Early Childhood Obesity Prevention Coalition (ECOP)	95210, Childhood Obesity Prevention Education
Early Learning Coalition of the Big Bend and the	PACT Partner, Tallahassee Pediatric Behavioral Health Navigator program, Partner in Free Community Wide Developmental Screening, Board Service
FAMU Institute of Public Health	Institute of Public Health, College of Pharmacy professors Fran Close and Sandra Suther; South City Initiative, College of SW and Public Health Internship Program, Partner in Free Community Wide Developmental Screening
Florida Center for Reading Research	Early Childhood Education & Empowerment Workgroup, Summit on Children
Florida Diagnostic & Learning Resource System	Partner in Free Community Wide Developmental Screening
Florida Public Health Association	Dedicated to the advancement of public health professionals in Florida.
FSU College of Medicine	South City Initiative, Infant and Maternal Health, College of SW and Internship Programs, Partner in Free Community Wide

	Developmental Screening, Pediatric Behavioral health Navigator Program
Foundation for Leon County Schools	Collaborating on the implementation of 95210-The Whole Picture of Health in elementary school's district-wide
Greater Bond Neighborhood Association	GBNA Community Focus with the Neighborhood First Plan
Help Me Grow Leadership Team	Partner in Free Community Wide Developmental Screening
Lawton Chiles Foundation and Whole Child Florida	Provides strategic leadership and guidance on Whole Child Philosophy and to early childhood issues and funding to WCL.
Leon County Government	Funder, PACT Partner, Partner in South City initiatives
Leon County Schools	Title 1 Advisory Board, ECOP Workgroup, Partner in Free Community Wide Developmental Screening, Board service
Leon County Sheriff's Office	PACT Partner, Partner in South City initiatives, Board Service
Rep. Lorraine Ausley's Office	Purpose Built Community Project, South City Initiatives, Board Service
NAMI, the National Alliance on Mental Illness	Nation's largest grassroots mental health organization dedicated to building better lives for the millions of children's & families, PACT Partner, Host parent meetings
Our Kids First	Children Services Council Advocacy
Play Big	PACT Partner, Tallahassee Pediatric Behavioral Health Navigator program, Partner in Free Community Wide Developmental Screening, Early Childhood Education & Empowerment Workgroup
Purpose Built	Partner for technical assistance and implementation
St. John – Due Justice Team	Partnering in Title 1 school pantry program pilot
Second Harvest of Big Bend	Food on the Move Mobile Summer Feeding Program
Tallahassee Community College	Workforce development, ASPIRE Collective Impact, Early Childhood Education & Empowerment Workgroup
Tallahassee Pediatric Foundation	Strategic partner for Tallahassee Pediatric Behavioral Health Navigator program, PACT Partner, Board Service
The Kearney Center	PACT Partner (Homelessness)
The Learning Pavilion	PACT Partner (Childcare), Early Childhood Education & Empowerment Workgroup, Partner in Free Community Wide Developmental Screening
United Health Care	Funders of Grow, Shop, Cook, Eat Initiative in South City
UF IFAS Leon County Extension Office	Grow, Shop, Cook, Eat Initiative, ECOP Workgroup, Farmers Market initiatives
WFSU	PACT Partner, Early Childhood Education & Empowerment Workgroup, Summit on Children
211	PACT Partner

\$ see Attachment A program budget and expenditures

Revenue Sources	2019/20
Leon County (not CHSP)	\$38,000
City of Tallahassee (not CHSP)	\$63,800
FSU College of Medicine	\$60,000
19/20 Leg. Appropriation/ Services for Children and Families Impacted by Hurricane Michael Project	\$165,000
Lawton Chiles Foundation	\$25,000
Contributions/Special Events	\$25,000
Building Rental Income	\$63,000
Total	\$439,800

Expenses	2019/20
Compensation and Benefits	\$124,000
Professional Fees	\$11,000
Pediatric Behavioral Health Navigator Program	\$225,000
Supplies/Postage	\$575
Equipment Rental, Maintenance, Purchase	\$3500
Meeting Costs/Travel/Transportation	\$5500
Staff/Board Development/Recruitment	\$1000
Bad Debts/Uncollectible	n/a
Bonding/Liability/Directors Insurance	\$1800
Other Expenses (please itemize)	
Mortgage and Line of Credit payment TPF	\$16,000
Utilities	\$16,000
Custodial/Building supplies	\$5000
Building and Ground Maintenance	\$10,000
cell phones, cable, wireless internet	\$6000
-marketing and promotion	\$5500
-web-based technology	\$4500
Total	\$435,375

2019/20 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/Alaska n Native & White	Asian & White	Black/African American & White	American Indian/Alaska n Native & Black/African American	Other Multi-Racial	TOTALS
Male	555	562	52							78	1247
Female	560	754	61							81	1456
Other											0
TOTALS	1115	1316	113	0	0	0	0	0	0	159	2703

ETHNICITY:

Hispanic	51	65									116
----------	----	----	--	--	--	--	--	--	--	--	-----

AGE CATEGORIES:

Birth - 5	68	99	25							38	230
6-12	78	142	11							28	259
13-18	52	73	1							15	141
19-25	245	206	15							21	487
26-39	236	196	13							28	473
40-54	183	243	13							17	456
55 & above	253	357	35							12	657
TOTALS	1115	1316	113	0	0	0	0	0	0	159	2703

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										

HOUSEHOLDS:

Total Female-Headed Households Served:	
Total Household Served:	

FY 2017 Income Guidelines: *Leon County, Florida

Area	Median Income	Income Category	Household Size							
			1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Leon County	\$68,400	Low (80%) Income Limits	\$38,300	\$43,800	\$49,250	\$54,700	\$59,100	\$63,500	\$67,850	\$72,250
		Very Low (50%) Income Limits	\$23,950	\$27,400	\$30,800	\$34,200	\$36,950	\$39,700	\$42,450	\$45,150
		Extremely Low (30%) Income Limits	\$14,350	\$16,400	\$20,420	\$24,600	\$28,780	\$32,960	\$37,140	\$41,320

*NOTE: Leon County is part of the Tallahassee, FL HUD Metro FMR (Fair Market Rent) Area. The Tallahassee, FL HUD Metro FMR Area contains the following areas: Gadsden, Jefferson, and Leon counties.

Census Tract Data & Number of Clients Served Per Tract Area for Current Reporting Period

ONLY FOR

PROMISE ZONE CONTRACTS

Census Tract Number	Number of Clients Served In Census Tract Area	Census Tract Number	Number of Clients Served In Census Tract Area	Census Tract Number	Number of Clients Served In Census Tract Area
2		18.01		24.12	
3.01		18.02		24.13	
3.02		19.01		24.14	
3.03		19.02		24.15	
4		20.03		24.16	
5		20.04		24.17	
6		20.05		25.05	
7		20.06		25.07	
8		21.01		25.08	
9.01		21.03		25.09	
9.04		21.04		25.1	
9.05		22.01		25.11	
10.01		22.05		25.12	
10.02		22.06		25.13	
11.01		22.07		26.03	
12		22.08		26.04	
13		23.02		26.05	
14.01		23.03		26.06	
14.02		23.04		27.01	
15		24.03		27.02	
16.01		24.08			
16.02		24.1		Total Clients:	0
17		24.11			

Shortcut to American FactFinder website address and instructions: **TO BE REPLACED**
(Step 1) <http://factfinder.census.gov>; **(Step 2)** Press icon American FactFinder; **(Step 3)** press icon Address Search
 **In accordance with the Department of Housing and Urban Development, a homeless individual is an individual who lacks a fixed, regular, and adequate nighttime residence, or an individual who has a primary nighttime residence that is:
 § a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels,
 § an institution that provides a temporary residence for individuals intended to be institutionalized;
 § or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

2019/20 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):
 CDBG (Community Development Block Grant)
 Change for Change
 General Revenue
 GR Special Project
 Promise Zone

Number of Unduplicated Clients to be served per 2017/18 Contract, Attachment A: _____

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/Alaska n Native & White	Asian & White	Black/African American & White	American Indian/Alaska n Native & Black/African American	Other Multi-Racial	TOTALS
Male	555	562	52							78	1247
Female	560	754	61							81	1456
Other											0
TOTALS	1115	1316	113	0	0	0	0	0	0	159	2703

ETHNICITY:

Hispanic	51	65									116
----------	----	----	--	--	--	--	--	--	--	--	-----

AGE CATEGORIES:

Birth - 5	68	99	25							38	230
6-12	78	142	11							28	259
13-18	52	73	1							15	141
19-25	245	206	15							21	487
26-39	236	196	13							28	473
40-54	183	243	13							17	456
55 & above	253	357	35							12	657
TOTALS	1115	1316	113	0	0	0	0	0	0	159	2703

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										

HOUSEHOLDS:
 Total Female-Headed Households Served: _____
 Total Household Served: _____

FY 2017 Income Guidelines: *Leon County, Florida

Area	Median Income	Income Category	Household Size							
			1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Leon County	\$68,400	Low (80%) Income Limits	\$38,300	\$43,800	\$49,250	\$54,700	\$59,100	\$63,500	\$67,850	\$72,250
		Very Low (50%) Income Limits	\$23,950	\$27,400	\$30,800	\$34,200	\$36,950	\$39,700	\$42,450	\$45,150
		Extremely Low (30%) Income Limits	\$14,350	\$16,400	\$20,420	\$24,600	\$28,780	\$32,960	\$37,140	\$41,320

*NOTE: Leon County is part of the Tallahassee, FL HUD Metro FMR (Fair Market Rent) Area. The Tallahassee, FL HUD Metro FMR Area contains the following areas: Gadsden, Jefferson, and Leon counties.

**Census Tract Data & Number of Clients Served Per Tract Area for Current Reporting Period
PROMISE ZONE CONTRACTS**

ONLY FOR

Census Tract Number	Number of Clients Served In Census Tract Area	Census Tract Number	Number of Clients Served In Census Tract Area	Census Tract Number	Number of Clients Served In Census Tract Area
2		18.01		24.12	
3.01		18.02		24.13	
3.02		19.01		24.14	
3.03		19.02		24.15	
4		20.03		24.16	
5		20.04		24.17	
6		20.05		25.05	
7		20.06		25.07	
8		21.01		25.08	
9.01		21.03		25.09	
9.04		21.04		25.1	
9.05		22.01		25.11	
10.01		22.05		25.12	
10.02		22.06		25.13	
11.01		22.07		26.03	
12		22.08		26.04	
13		23.02		26.05	
14.01		23.03		26.06	
14.02		23.04		27.01	
15		24.03		27.02	
16.01		24.08			
16.02		24.1		Total Clients:	0
17		24.11			

Shortcut to American FactFinder website address and instructions: **TO BE REPLACED**

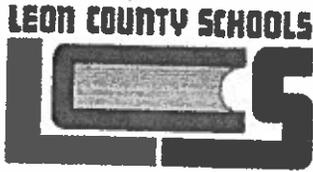
(Step 1) <http://factfinder.census.gov>; **(Step 2)** Press icon American FactFinder; **(Step 3)** press icon Address Search

**In accordance with the Department of Housing and Urban Development, a homeless individual is an individual who lacks a fixed, regular, and adequate nighttime residence, or an individual who has a primary nighttime residence that is:

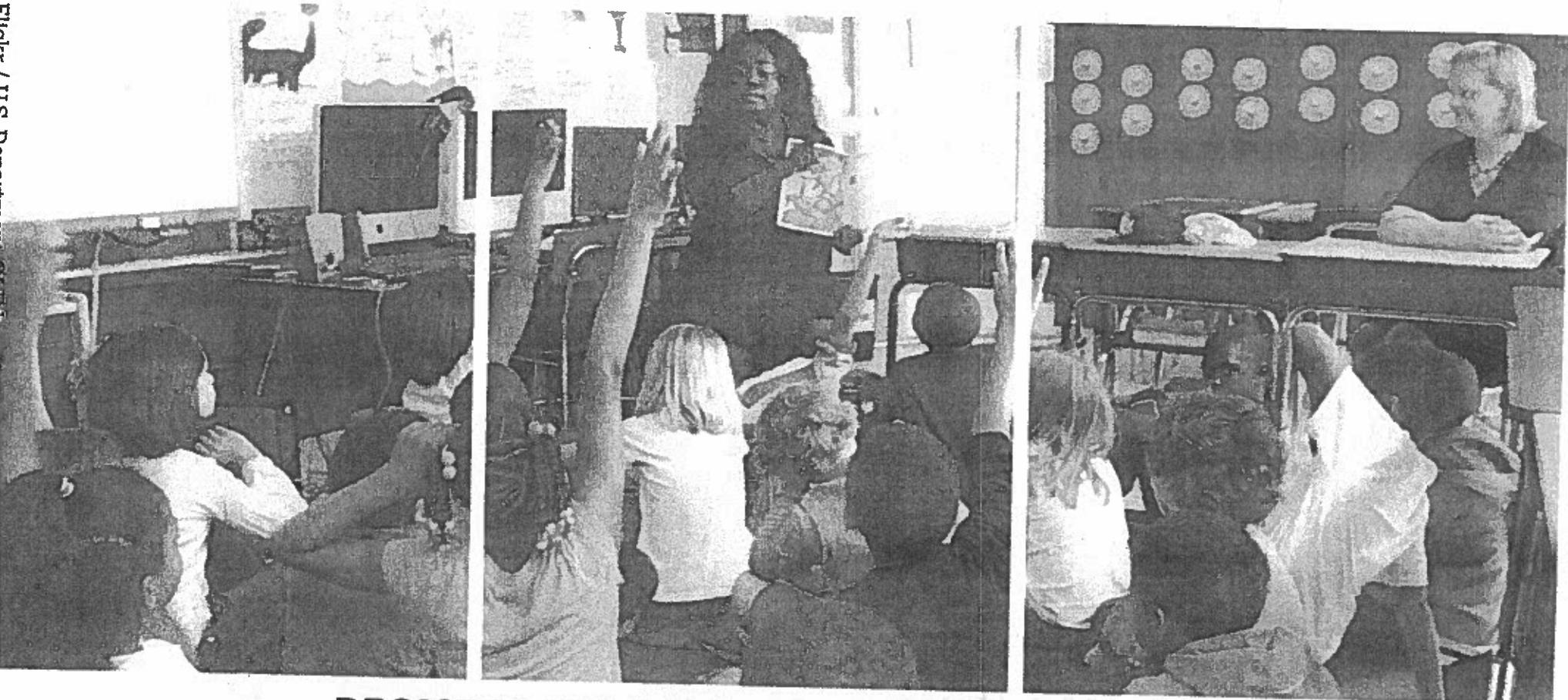
- § a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels,
- § an institution that provides a temporary residence for individuals intended to be institutionalized;
- § or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.



ADVANCING RACIAL EQUITY IN EDUCATION



Wednesday, Dec. 11 | 5:30-7 PM
Walker-Ford Community Center



REGISTER ONLINE: <http://bit.ly/equityTLH>

Photo: TIG Photography.com



A.S.P.I.R.E Capital Region: Early Childhood Education and Empowerment Work Group

Vision: To equip families with the necessary tools to achieve success in a fast-paced global economy.

Mission: To align and leverage community resources to ensure all children enter Kindergarten ready to learn.

Approach: Analyze the data for opportunities and achievement gaps; Make data-informed decisions regarding actions needed; convene stakeholders who can inform and support an agile action network; and leverage the community’s resources, and tools that will close the achievement gaps identified.

Goal	Strategy	Timeline	Stakeholders	Materials/ Funding	Assessment	Status
Increase the number of young children enrolled in quality early childhood education	Create campaign to educate parents and community about what quality early childhood education looks like	8/2019 – 3/2020	LCS; ELC Providers; Parents; DCF; Chambers of Commerce x 3; FSU; FAMU, TCC; Health care		Increase % of parents self-reporting participation in early childhood program on the	

	a. Develop short checklist outlining domains of quality early childhood education	9/2019	Providers; Direct service Providers; OEL; DOE; FL Legislature; County; City; WCL; WSFU; Title 1		kindergarten parent survey	Completed
	b. Review/revise kindergarten readiness checklist	9/2019			Include pop-up experience (described below) on the parent survey for 2020/2021	Completed
	c. Develop campaign materials and plan	10/2019-12/2019		Earlylearningleon.com purchased for 12 months		Completed
	d. Launch educational campaign	2/2020				In process
Increase parental Engagement and empowerment in early childhood success	Pilot 'Pop-Up Preschool' to reach and engage parents in areas with low early childhood education participation rates a. Conduct literature search and create summary of benefits and options for pop up preschools	8/2019 – 6/2020 10/2019	LCS; ELCBB; DOH; BOND, City; TCC; CAAA; FCRR/FSU; Chambers of Commerce; PCA Florida/Ounce; WCL; WSFU; Title 1; GAP; YALE Alumni Group; Leon County; Healthy Start; CARD; Pastor Pizza		Number of children participants, broken down by age Number of connections to community resources, broken down by location, by need, by age Education/materials provided (e.g.,	In process

	<p>b. Create implementation plan to pilot twice a week in at least two neighborhoods</p> <p>c. Develop budget for start up</p> <p>d. Pilot Pop-up Preschool</p>	<p>11/2019</p> <p>12/2019</p> <p>5/2020</p>			<p>100% left with a book)</p> <p>General evaluation of the experience (daily)</p> <p>Retroactive Posttest for those who have attended at least three pop-ups in their neighborhood (are you using the materials provided)</p>	<p>Complete</p> <p>Complete</p> <p>Scheduled</p>
<p>Increase parental Engagement and Empowerment in early childhood success</p>	<p>Provide education on infant brain development and the importance of interacting with infants and young children for parents and families</p> <p>a. Explore establishment of peer counselors to educate parents and families</p> <ul style="list-style-type: none"> o Big Momma Little Momma o Birthing Project 	<p>1/2020-5/2020</p> <p>1/2020</p>	<p>LCS TAP Program; Parents; Neighborhood Associations; DOE; FSU; FAMU, TCC; Healthy Start, Healthy Families; Prevent Child Abuse Florida; WCL; WSFU; Title 1</p>			<p>In process</p>

	<p>b. Develop schedule for workshops that are easily accessible to parents and families</p> <ul style="list-style-type: none"> ○ Screen the Resilience Movie ○ Facilitate COFI Training 	3/2020				In process
	<p>c. Create materials for use by Healthy Start/Families and other home visiting programs as well as OB offices and hospital discharge packets</p> <ul style="list-style-type: none"> ○ 16 gestures by 16 months 	5/2020				
	<p>d. Create and deliver educational opportunities for high school students on life management skills that include lessons on parenting, brain development and</p>	8/2020				

	social emotional communication skills.					
--	---	--	--	--	--	--

THE SIX S'S OF SUCCESS

WHAT DOES QUALITY EARLY EDUCATION LOOK LIKE?

You are your child's first teacher. The decision about childcare and early learning is important. To learn more about quality early education available in the Big Bend region, visit earlylearningleon.com



REQUIRED
DESIRED

SMILES

Listen for positive back-and-forth interactions between children and with the teacher.

Look for a cheerful, creative and child-focused environment and trust your gut.

SNACKS

Healthy options are offered and encouraged at all meal and snack times.

Observe mealtime. Make sure sweets are limited, allergies are respected & fresh water accessible.

SUPPORT

Teachers & staff have access to resources and training. Parents have access to teachers & staff.

Ask about opportunities for parents to be involved.

STRUCTURE

Appropriate teaching materials used in classrooms with small group sizes. Ask about staff turnover, curriculum, play time and accommodations for children of all abilities.

SAFETY

The building is locked and classrooms are clean, child-proofed and organized. Ask about safe sleep practices, emergency procedures and background screenings.

SPACE

Bright, clean and spacious physical environment, both indoors and outdoors. Look for a wide variety of well-maintained and accessible toys, books and play areas.

EARLY LEARNING IS MORE THAN JUST CHILDCARE. IT'S THE FOUNDATION FOR FUTURE SUCCESS.

THE SIX S'S OF SUCCESS

WHAT DOES QUALITY EARLY EDUCATION LOOK LIKE?

Teachers & staff have access to resources and training. Parents have access to teachers & staff. Ask about opportunities for parents to be involved.

SUPPORT



DESIRED

SNACKS



Healthy options are offered and encouraged at all meal and snack times. Observe mealtime. Make sure sweets are limited, allergies are respected & fresh water accessible.

DESIRED

Listen for positive back-and-forth interactions between children and with the teacher. Look for a cheerful, creative and child-focused environment and trust your gut.

SMILES



DESIRED

STRUCTURE



Appropriate teaching materials used in classrooms with small group sizes. Ask about staff turnover, curriculum, play time and accommodations for children of all abilities.

REQUIRED

The building is locked and classrooms are clean, child-proofed and organized. Ask about safe sleep practices, emergency procedures and background screenings.

SAFETY



REQUIRED

SPACE



Bright, clean and spacious physical environment, both indoors and outdoors. Look for a wide variety of well-maintained and accessible toys, books and play areas.

REQUIRED

**EARLY LEARNING IS MORE THAN JUST CHILDCARE.
IT'S THE FOUNDATION FOR FUTURE SUCCESS.**

ECEE – Pop-Up Preschool Implementation Plan

Goal: Create a mobile preschool unit that will “pop-up” in neighborhoods where quality early learning experiences for children, birth to five, are not currently available, accessible or affordable. The primary focus is to reinforce the ‘parents as first teachers’ concept, model positive parent-child interaction, provide educational materials and connect families to additional resources.

Assessment:

- Number of children participants, broken down by age
- Number of connections to community resources, broken down by location, by need, by age
- Education/materials provided (e.g., 100% left with a book)
- General evaluation of the experience (daily)
- Retroactive Posttest for those who have attended at least three pop-ups in their neighborhood (are you using the materials provided)

Objective 1: Author a Concept Paper and develop succinct talking points for project

- Connection to TAC, Priority
- Literature Review (Kristin)
- Help fill the gap created by all day VPK
- Need data re: Title 1, Riley/Rudiger & Pineview/Bond (Brooke)
- Birth-5 (why start early)
- Two Gen Approach
- Educational developmental stages
- Educational socio-emotional
- Educational Word Gap
- Community owned with Whole Child
Leon as the fiscal agent

Objective 2: Identify Desired Curriculum, Program Materials and Evaluation Measures

- Two Gen Approach
- Modeling positive parenting
- Parent Child Interaction
- Sesame Street in the Community (wFSU; ELC)
- Kindergarten Readiness
- Kit for Parents
- End w/reading (walk away with a book) provided by Florida Center for Reading Research
- PCA Florida / Ounce – parent providers book (Chris Lolley – every family)
- Nutrition – 95210 – Leigh Miles (DOH)

Objective 3: Determine Staffing Needs

- 5-6 people
 - 1 Supervisor (Paid)
 - 3 Teachers Skilled Early Learning Professionals (Paid)
 - TCC Early Childhood Education Program (Kristin/Maureen) – ask about Lincoln
 - 2 Grandparent Volunteers (trained)
- Background Screening (Tim)
- Training

Objective 4: Develop Operating Budget for Pilot Implementation & Secure Funds

- Grants, endowments
- Partners & sponsors
- Vehicle or trailer
- Insurance/Liability (Courtney)

<u>Item</u>	<u>#</u>	<u>Cost</u>	<u>Units</u>	<u>Total</u>
Staff				
Project Coordinator	1	25	17	1275
Preschool Educators	3	15	17	2295
Insurance	1			1000
Background Screening	12	60		720
Training				
Trainers	4	25	4	400
Training	16	10		160
Venue	1	50		50
Materials				
Tents	4	100		400
Tables	8	40		320
Covered Trailer	1			1800
Mats	3	20		60
On Site Activities	1	3	100	3
Books	2	2	100	400
Take Home Kits	20	5	15	1500
Big Prize	1	100	2	200
Resource Box	3	25	1	75
Marketing				
Tshirts	20	10	1	200
Social Media	2	40	3	240
Rack Card	500	0.1		50
Magnet	2	50	1	100
Design	1	80	5	400
Big Marketing	1	500	1	500
Swag Bags	2	100	2	400
CDs	100	4	2	800
Total				13348

Objective 5: Identify Locations

- Bond: The Junction (Mills Street)
- Griffin Heights: Joe Louis/Springfield

	Date	Time	Location	Curricula	Notes
Neighborhood Awareness Events	April 18	11	Springfield		
		2	The Junction		
Week 1	May 4/6	10	Springfield		
	May 5/7	10	The Junction		
Week 2	May 11/13	10	Springfield		
	May 12/14	10	The Junction		
Week 3	May 18/20	10	Springfield		
	May 19/21	10	The Junction		
Week 4	May 26/28	10	The Junction		
	May 27	10	Springfield		

Objective 6: Secure Materials for Pilot

- Vehicle/Trailer (need to find)
- Tents (Courtney)
- Materials
- Laptop/tablet
- Printing (DOH)
- Procure system (Kim/TLP) – classroom, kid reports

Objective 7: Host Neighborhood Awareness Pop-Up Event: Goal APRIL 18TH

- Morning in Springfield; Afternoon at the Junction
- Advertise regular opportunity that begins two weeks later

Objective 8: Implement Pilot: Goal MAY 4-MAY 29

- Two times a week for two hours each
- Rotating location within each neighborhood

Potential Additional Partners

- Pastor Pizza – Steve Paine
- wFSU
- COT Parks
- Chambers
- PCA Florida/Ounce – books
- Yale Alumni Group
- CARD
- Healthy Start
- Community Action Agency

TAC to develop the actual ask to the school board to support this project.

Sesame Street in the Community

8 lessons for each of the three groups (01, 1-3, 3-5)

Infant Brain Development Subcommittee 12/4/19

Big goal: Increase parental Engagement and Empowerment in early childhood success

Strategy: Provide education on infant brain development and the importance of interacting with infants and young children for parents and families

A. Explore establishment of peer counselors to educate parents and families

- **Big Momma Little Momma; life coach to help guide new moms**

B. Develop schedule for workshops/educational opportunities about brain development that are easily accessible by parents & families

- **Host multiple screenings of the video Resilience followed by discussion**
- **Coordinate with community centers, housing authority, faith-based organizations, afterschool programs**
- **Provide information about infant brain development and resources in the community**

C. Create materials for use by Healthy Start/Families and other home visiting programs as well as OB offices and hospital discharge packets

- **Learn about the video education offered at birthing facilities (Pensacola) and brain bag**
- **Brain Programs (St Lucie & Martin)**
- **Bring families into First Words**
- **Social emotional growth charts – 16 gestures by 16 months (printed pamphlet; online book)**
- **Baby navigator site: videos 7 months – 24 months (goal start at 2 months)**
- **WIC, ELC, Food Stamps**

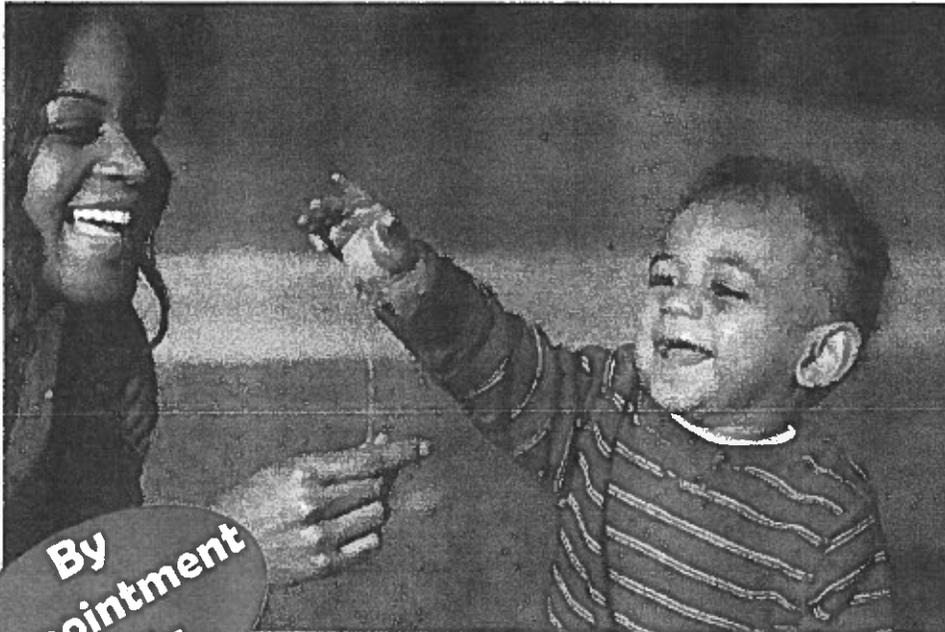
D. Create and deliver educational opportunities for high school students on life management skills that include lessons on parenting, brain development and social emotional communication skills.

- **Develop a module to pitch at our research school partners**
- **Integrate into SLS at college / hope / PE**

Free Developmental Screening

For Children ages 6 months to 5 years

Friday, October 11, 2019 (8:30 am – 12:30 pm)



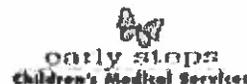
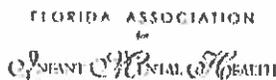
By Appointment Only

The screening includes:
Vision/Hearing
Health/Nutrition
Motor Skills
Cognitive
Behavior
Speech
Dental

This screening will be held at:
Children's Medical Services
2390 Phillips Road
Tallahassee FL

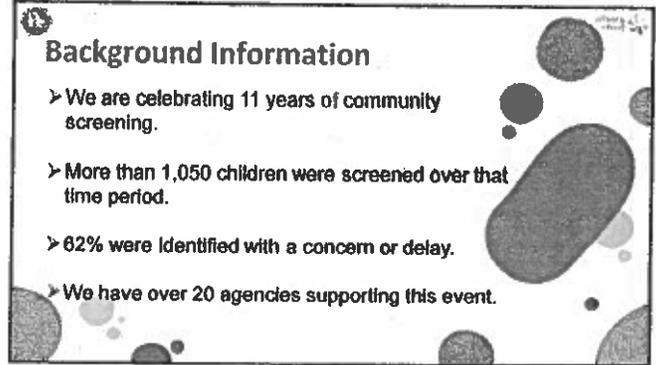


For More Information
Call Whole Child Leon
850-692-3134

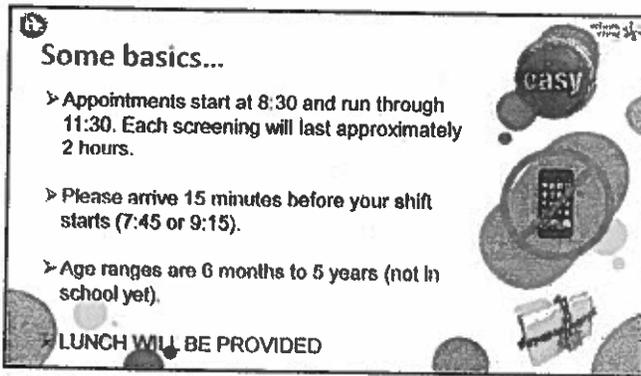




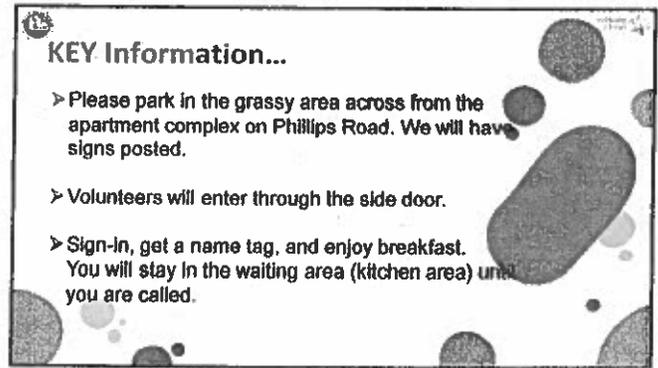
1



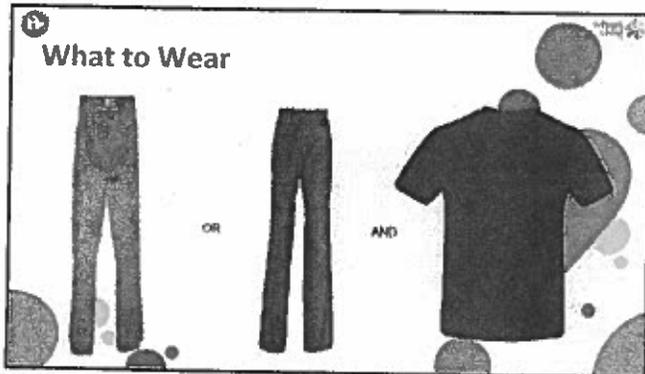
2



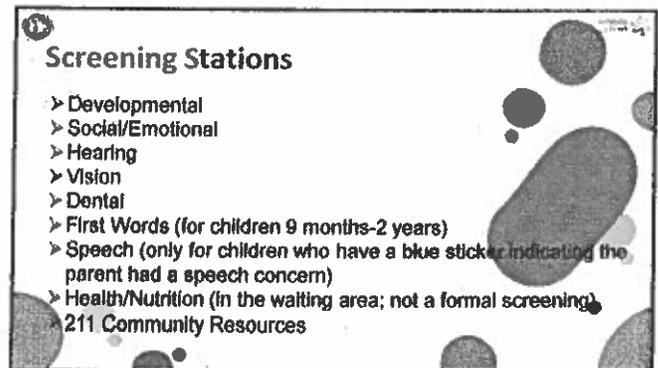
3



4



5



6

10 **Your Responsibilities...**

- Be your kind self!
- When you are called to the waiting area, greet your family, introduce yourself, and let them know that you will be their guide through the entire process.
- Help your child pick out a toy by the registration desk.
- Put the name tag on your child's back.

7

10 **And more responsibilities...**

- The family will be given information to complete, which the registration specialist will assist with, while you are entertaining the child.
- Please stay with your family through the entire process. Help keep the child safe and happy!!
- Once the registration specialist has helped the family complete the paperwork, you are ready to begin the screening process.

8

10 **Entering the Screening Area**

- Upon entering the screening area, a volunteer will ask for the pink form in the folder. This is the maternal depression screen.
- Screenings are age specific, so make sure you know the age of your child. Early Steps serves under 3 and the school system serves children 3 and over.
- If possible, do the Developmental Screening first, it takes a long time.

9

10 **If the family does not wish for their child to be photographed, please help to ensure this doesn't happen.**



10

10 **Behavior Issues**

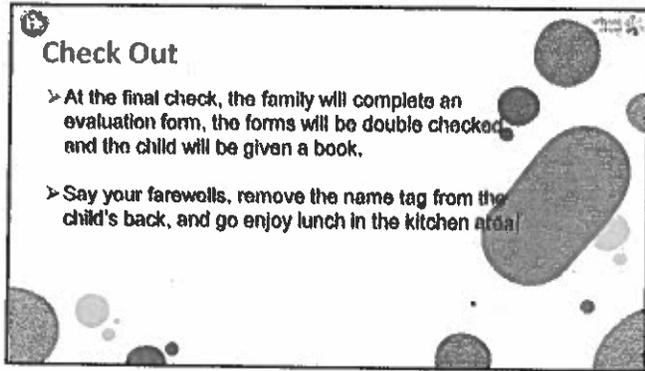
If you should experience a behavior issue with your child, let a support volunteer know and they will locate **Vicki Peace** to help you with the child.

11

10 **Check Out**

- There are two check out areas.
- First one, a volunteer will review the forms and direct the family to the resource area to speak to the appropriate support personnel. You are to help them navigate the resource room. The resource room will have display tables set up.

12

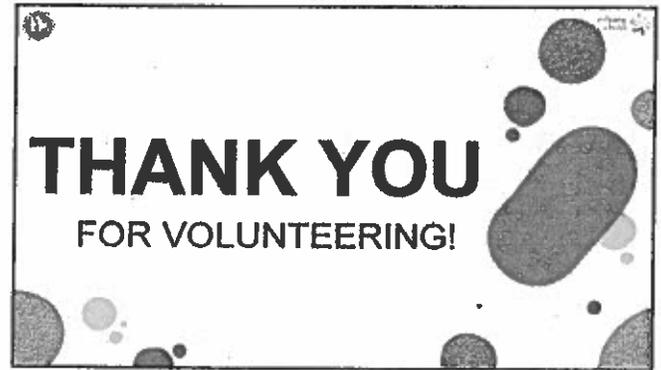


13

Check Out

- At the final check, the family will complete an evaluation form, the forms will be double checked, and the child will be given a book.
- Say your farewells, remove the name tag from the child's back, and go enjoy lunch in the kitchen area!

13



14

THANK YOU

FOR VOLUNTEERING!

14



FREE Early Childhood Developmental Screening

Make sure your young child is on track for achieving success.

Friday, March 13
(8:30 a.m. - 11:30 a.m.)

Children's Medical Services | 2390 Phillips Road

One stop screening for ALL developmental milestones for children 6 months - 5 years old, plus get connected to resources, services and early childhood information.

Book your appointment today!

Call 850-561-6547 or visit
bit.ly/FreeScreen20

powered by:  whole child FOR

850-561-6547
bit.ly/FreeScreen20

OCOH

OUR COMMUNITY, OUR HEALTH

CATALYZING LEADERSHIP AND COMMUNITY- ENGAGEMENT FOR MATERNAL AND CHILD HEALTH EQUITY

November 6, 2019

In-Person Presentation 5:30- 6 p.m.

OCOH Livestream 6-7 p.m., EDT
Free & Open to the Public

THIS INTERACTIVE TOWN HALL WILL:

Stimulate catalytic conversations toward leadership in health equity using an innovative format in which participants share lived experience.

Join the
conversation
#OCOH



**Camara Jones,
MD, MPH, Ph.D**

Fellow at Radcliffe Institute
for Advanced Study,
Harvard University



**Penny A. Ralston,
Ph.D.**

Professor, Dean Emeritus and
Director, Center on Better
Health and Life,
Florida State University



Reverend Roosevelt Rogers

Pastor of Old Jerusalem
Missionary Baptist
Church,
Convener, Pastors'
Advisory Council, Health
for Hearts United



**Courtney Atkins,
MA, LPC**

Executive Director,
Whole Child Leon



**Joedrecka Brown Speights,
MD, FAAFP**

Professor and Chair,
Family Medicine and Rural
Health,
Florida State University



**Miaisha Mitchell,
BA**

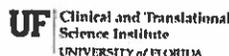
Executive Director,
Greater Frenchtown
Revitalization Council

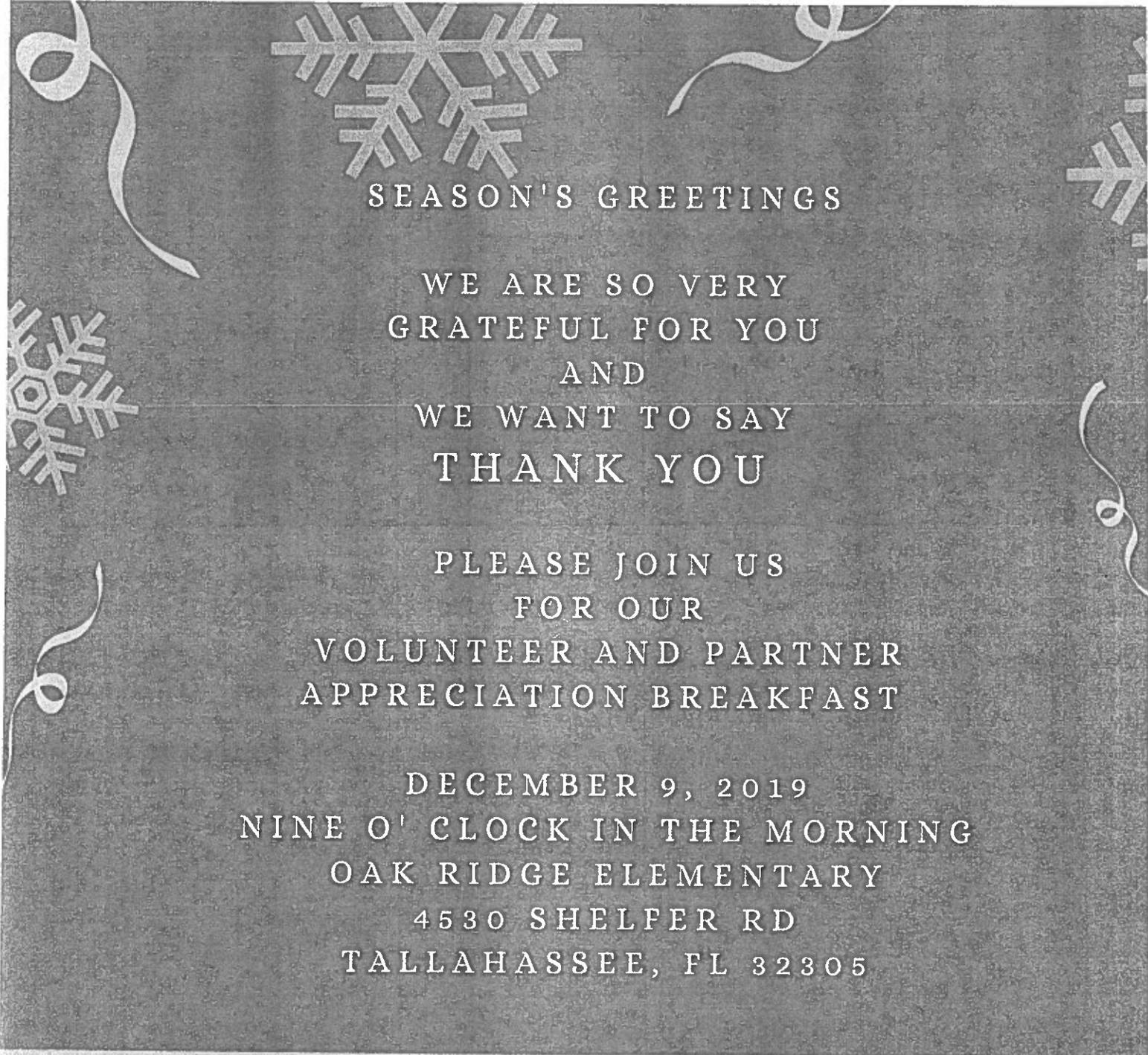
Venue: FSU Research Foundation Building A, Room 120,
2000 Levy Avenue, Tallahassee, FL 32310.

Limited Seating. RSVP to Lisa Gardner at lisa.gardner@med.fsu.edu

Livestream Link: <https://uflphi.zoom.us/j/630385120> | Meeting ID: 630 385 120

This program was supported by the University of Florida Clinical and Translational Science Institute, which is supported in part by the NIH National Center for Advancing Translational Sciences under award number UL1TR001427. The content is solely the responsibility of the presenters, and does not necessarily represent the official views of the National Institutes of Health.





SEASON'S GREETINGS

WE ARE SO VERY
GRATEFUL FOR YOU
AND
WE WANT TO SAY
THANK YOU

PLEASE JOIN US
FOR OUR
VOLUNTEER AND PARTNER
APPRECIATION BREAKFAST

DECEMBER 9, 2019
NINE O' CLOCK IN THE MORNING
OAK RIDGE ELEMENTARY
4530 SHELPER RD
TALLAHASSEE, FL 32305

**RSVP BY THIS FRIDAY TO
SMITHM7@LEONSCHOOLS.NET**



To: Foundation for Leon County Schools
From: Allison Wiman, ECOP Leadership
RE: Spending proposal

Dear Foundation Members:

The ECOP leadership team would like to thank the Foundation for your generous support of the 2018-2019 Healthy School Challenge (HSC). To briefly summarize, the HSC launched in August 2018 with the vision of building a culture of health within the Oakridge and Bond Elementary School communities by supporting the implementation and practice of existing Leon County School (LCS) Health and Wellness Policies. HSC programming encouraged positive health changes via multi-session, evidence-based education and hands-on activity for students, teachers, and parents with the ultimate goal of reducing the impact of childhood obesity.

To provide some additional background, in 2018 the Foundation awarded ECOP a grant for \$26,000 to provide services related to the HSC during the 2018/2019 school year. Through responsible fiscal management and our ability to leverage community resources we have \$7,291.94 of surplus funding remaining. In July 2019, ECOP requested additional funding to support and expand the 2018/2019 effort. However, the Foundation was in transition and this request was not considered. The ECOP team would like to request to use the remaining funds (\$7,291.94) to produce a high-quality virtual training accessible on-demand for school administrators, teachers, and support staff that outlines LCS Health and Wellness policies and provides teachers with recommendations for policy implementation and practice. This training would be available in perpetuity and qualify for continuing education unit (CEU) credit. ECOP Leadership would also like to use this surplus funding for an Americorp volunteer match to provide HSC programming support for the 20/21 school year.

The Foundation Leon County School's commitment to the children of Leon County has allowed ECOP and our partners to positively impact change in two Title 1 schools. We feel it is critical that we continue the HSC initiative if we are to move the needle on student health. ECOP Leadership intends to submit a proposal for funding to support this important initiative in the 20/21 school year and we hope you will consider this request. The program results, as evidenced by the data, are very encouraging and we look forward to continuing this effort with your support.

Sincerely,

Attachment 1: LOGIC MODEL

Logic Model for Program Organization: ECOP leadership has developed a plan using a “Logic Model.” This widely accepted model helps program planners focus their efforts when designing programs aimed at behavior change. There are three elements of the model: community need, desired outcome, and specific intervention. The overall project is broken into objectives, with each objective organized by task, time frame, required resources, expected outcomes, and evaluations

Program Title: Healthy School Challenge

Community Need: Data collected from the annual school health screenings indicate that children that attend Title 1 schools are statistically significantly more likely to be overweight and obese.

Desired outcome: A reduction in the number of overweight and obese children in Leon County’s Title 1 schools.

Specific Interventions: The Healthy School Challenge Program includes nutrition education, movement in the classroom, exercise components, and family specific intervention planning. The program has 3 major objectives with subtasks for each objective:

Objective 1: Identify a School for the Program (or reconfirm commitment)

Task 1: Identify two Title 1 schools for the Healthy School Challenge (or reconfirm commitment from current schools (Oakridge and Bond). We hope to continue our programming in the same schools as last year (Oakridge and Bond). However, if school leadership changes, we will need to confirm the commitment of the new administration. Buy-in from leadership is essential to program success.

Task 2: Complete a memorandum of understanding with each school (MOA): The MOA will solidify the expectations of all partners (school, ECOP, and ECOP partners). The MOA will also document curriculum choice, timelines and reporting requirements for all parties.

Objective 2: Implement a nutrition education program within the school to help reduce the intake of empty calorie foods before, during, and afterschool. Program to include:

Task 1: Select culturally sensitive and age appropriate curriculum and training material (for adults and children)

Task 2: Obtain Continuing Education Unit approval for selected curriculum for staff.

Task 3: Deliver nutrition education to teacher and staff. Training will include the positive impacts associated with health choices.

Task 4: Provide nutrition education (6 weeks of education for each grade level using evidenced based curriculum)

Task 5: Provide parent education on nutrition. Education to include current school policies regarding allowable foods and beverages during the school day

Task 6: Provide water consumption education via the “happy hydrator” program

Objective 3: Implement a movement in the classroom program to increase exercise during the school day

Task 1: Select culturally sensitive and age appropriate curriculum and training material (for adults and children)

Task 2: Obtain Continuing Education Unit approval for selected curriculum.

Task 3: Provide teacher and staff training on movement in the classroom

Task 4: Teachers incorporate movement in the classroom activities daily

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

Objective 1: Identify two Title 1 schools for the Healthy School Challenge (or reconfirm commitment from current schools (Oakridge and Bond)					
Tasks/Activities	Time Frame	Required Resources	Program/Project Leadership	Evaluation Indicators	Evaluation/Expected Outcome
1. Select two Title 1 schools for Healthy School Challenge participation	Start Date: 7/1/2019 End Date: 7/30/2019	Final information concerning leadership changes within the schools (Bond and Oakridge) Pending results of school grading system, leadership may change.	LCS Leadership (Terri Anderson) Courtney Atkins, Executive Director, Whole Child Leon Allison Wiman, Executive Director, Big Bend AHEC	The program will be continued at Bond and Oakridge. In the event these schools experience a change in leadership, BMI results and an interview process will be used to select Title 1 Schools for participation	Schools for program identified.
2. Complete a memorandum of agreement (MOA) with all partners.	Start Date: 7/30/2019 End Date: 9/15/2019	School Leadership ECOP Leadership Partner Leadership	Leon County School Principals ECOP Leadership Team Allison Wiman, Executive Director, Big Bend AHEC.	Agreed upon MOA	Signed MOA
Objective 2: Implement a nutrition education program within the school to help reduce the intake of empty calorie foods before, during, and afterschool					
Tasks/Activities	Time Frame	Required Resources	Project Leadership and Partners	Evaluation Indicators	Evaluation/Expected Outcome
1. Select culturally sensitive and age appropriate curriculum for adults and children.	Start Date: 8/15/2019 End Date: 9/1/2019	ECOP Leadership Partner Leadership	UF/IFS Family Nutrition Program FAMU Extension Office ECOP Leadership Team	The program we select will be evidence based, thus previous applications of the curriculum will be reviewed for validity and success.	Curriculum selected and documented in MOA

2. Obtain Continuing Education Unit (CEU) approval of staff curriculum.	Start Date: 9/1/2019 End Date: 10/30/2018	Leadership time to complete the CEU application; BBAHEC recording and posting resources to allow CEU access anytime	Allison Wiman, Execution Director, Big Bend Area Health Education Center (BBAHEC) Alan Cox, Assistant Superintendent, LCS	The program we select will be evidence based, thus previous applications of the curriculum will be reviewed for validity and success.	Approval of CEU for staff development
3. Deliver nutrition education to teacher and staff.	Start Date: 9/1/2019 End Date: 5/30/2019	Funding (\$200) to purchase prizes to incentivize participation	School Liaison	Number of participants Pre and post-test results	At least 30% of teachers at each school will participate in CEU 70% of participants will report an increase in knowledge as indicated by
4. Provide nutrition education (6 weeks of education for K- 5 using evidenced based curriculum)	Start Date: 9/1/2019 End Date: 5/30/2019	Funding (\$600) to purchase prizes to incentivize participation; replace candy with non-food prizes	School Liaison FAMU UF/IFUS Family Nutrition Program	Number of participants Pre and post-test results	95% of students will participate in education 40% of students surveyed will report an increase in fruits and vegetables
5. Provide parent education on nutrition and school policies. snacks	Start Date: 9/1/2019 End Date: 5/30/2019	Time at PTO meetings, open houses, and other parent events	School Health Liaison FAMU, UF/IFUS Family Nutrition Program, Whole Child Lean.	Number of participants	12 to 15 families from each school will participate in events.
6. Provide water consumption education via TMH's "happy hydrator" program	Start Date: 9/1/2019 End Date: 5/30/2019	Time in classrooms Water bottles	School Health Liaison TMH Partners	Number of participants Pre- and post-test results	95% of students will participate in education 40% of students surveyed will report increase in water consumption

Objective 3: Implement a movement in the classroom program to increase exercise during the school day

Tasks/Activities	Time Frame	Required Resources	Project Leadership and Partners	Evaluation Indicators	Evaluation/Expected Outcome
1. Select culturally sensitive and age appropriate movement curriculum for adults and children.	Start Date: 8/15/2019 End Date: 9/1/2019	ECOP Leadership Partner Leadership	<ul style="list-style-type: none"> UF/IFUS Family Nutrition Program FAMU Extension Office ECOP Leadership Team 	The program we select will be evidence based, thus previous applications of the curriculum will be reviewed for validity and success.	Curriculum selected and documented in MOA
2. Obtain Continuing Education Unit (CEU) approval of staff curriculum.	Start Date: 9/1/2019 End Date: 10/30/2018	Leadership time to complete the CEU application	<p>Allison Wiman, Execution Director, Big Bend Area Health Education Center (BBAHEC)</p> <p>Alan Cox, Assistant Superintendent, LCS</p>	The program we select will be evidence based, thus previous applications of the curriculum will be reviewed for validity and success.	Approval of CEU for staff development
3. Deliver movement education to teacher and staff.	Start Date: 9/1/2019 End Date: 5/30/2019	Funding (\$200) to purchase prizes to incentivize participation	School Liaison	<p>Number of participants</p> <p>Pre and post-test results</p>	<p>At least 30% of teachers at each school will participate in CEU</p> <p>70% of participants will report an increase in knowledge as indicated by</p>
4. Teachers incorporate movement in the classroom activities daily	Start Date: 9/1/2019 End Date: 5/30/2019	Teacher time and buy-in for benefit of movement in the classroom	School Liaison	<p>Number of participants</p> <p>Post-test results</p>	30% of teachers will report an increase of movement in the classroom
5. Incentivize and reward activity by creating a contest between classrooms for most movement minutes.	Start Date: 9/1/2019 End Date: 5/30/2019	Funding (\$200) to purchase prizes to incentivize participation	School Liaison	Number of participants	30% of teachers will participate in the program.

Budget:

Line Item	Budget Request	Justification
School Health Liaison Salary and Benefits (August 2019 – May 2020), 20 hours per week	16,540	Provide direct programming at schools; coordinate meetings, coordinate deliverables
Incentives	1,000	
Teacher CEU certification/tracking	1,000	CEUs will incentivize participation but these programs need to be drafted and approved by LCS.
Project Oversight/bookkeeping	1,000	
Total:	19,540	
Remaining from last year	9,372	
Total Request:	10,168	

Notes:

- Our partners and the ECOP leadership team have agreed to donate the majority of the supplies and their time to make this project a success.
- The School Health Liaison position is split between two funding sources. This has allowed us to staff the position with a more qualified individual and for that individual to not work on the project during summer months.



FOUNDATION
for LEON COUNTY SCHOOLS

Healthy School Challenge

Summary Report

2018-2019



EXECUTIVE SUMMARY

The Healthy School Challenge completed the first year of programming during the 2018-2019 school year. The Healthy School Challenge (HSC), which was initiated by Leon County's Early Childhood Obesity Prevention Group (ECOP), was launched with the vision of building a culture of health within school communities. Oakridge Elementary School and Bond Elementary School were the focus of the interventions. Schools were selected based upon student population Body Mass Index (BMI), Title 1 school status, and interviews with school leadership.

The HSC encouraged positive health changes via evidence-based education and hands-on activity for students, teachers, and parents. Intervention areas included nutrition and water consumption, movement and exercise programming, parent engagement, and



health policy education. Participation, survey results and testimonial evidence showed the following:

- All K through 5 students at Bond and Oak Ridge received six sessions (1 hour each) of nutrition education. Our programs reached over 1000 students at these Title 1 schools.
- Nutrition education was very successful. Depending on the metric, between 22% and 50% of students reported an increase in positive behavior related to nutritional habits.
- Over 200 Bond and Oak Ridge Elementary third grade students participated in the Healthy Hydrators program. As part of the program, each student and teacher personalized a water bottle and received education. Survey results indicated a substantial increase in water consumption in replacement of sugar-sweetened beverages.
- A Morning Movement exercise program was instituted at both schools. This student-led activity encouraged movement during the school day.

- Parent engagement proved difficult. However, parents that did participate reported that the program had a very positive influence.
- All teachers and staff at both schools received education on current Leon County School's Health Policies.
- The use of the school gardens at Bond and Oak Ridge increased. An additional garden was added at Bond.
- A website to promote the HSC was launched. The website, which is located on the school home page, promoted healthy activities for the school communities.

The HSC was generously funded by a grant from the Foundation for Leon County Schools. It is the hope of the ECOP leadership team that our funding will be extended for the 2019-2020 school year, allowing us to continue to offer these programs within these Title 1 school communities.

OVERVIEW

The Healthy School Challenge (HSC), which was initiated by Leon County's Early Childhood Obesity Prevention Group (ECOP), was launched during the 2018/2019 school year in two Title 1 schools: Oakridge Elementary School and Bond Elementary School. These schools were chosen for intervention based on the high percentage of overweight and obese children in attendance, Title 1 school status, and commitment from school leadership.

ECOP Leadership began meeting in early 2018 to develop the program, select evidence-based interventions and establish partnerships. After funding was secured, the leadership team hired and trained the HSC liaison to coordinate program activities and to provide direct services within the schools. The following report provides general background information on childhood obesity and ECOP. In addition, program initiatives are described and results are presented.

BACKGROUND

Established in 2015 as an outgrowth of the Childhood Obesity Prevention Education (COPE), ECOP membership includes a wide range of academic, professional, and community partners. The goal of ECOP is to ensure that every child enters school at a healthy weight and maintains a healthy weight into adulthood.



Childhood obesity is one of the greatest health problems facing Leon County. According to The Leon County Health Department, in 2018, 27.0% of Leon County grade 1 students were overweight or obese and 34.5% of grade 3 students were overweight or obese. Although no group is immune, Black and Hispanic children in Leon County have higher obesity rates than White and Asian children.

Statistics show that overweight or obese preschoolers are five times more likely to be overweight or obese as adults. Obese children are at risk for numerous potential health problems, including type 2 diabetes, hypertension, sleep apnea, early puberty, depression, poor body image, low self-esteem, behavior and learning problems. Also, childhood obesity is associated with higher school absenteeism.

NUTRITION EDUCATION

ECOP partners from The University of Florida's Institute of Food and Agricultural Sciences (IFAS) Extension Family Nutrition Program (FNP) and Florida Agricultural and Mechanical University's Cooperative Extension Program (FAMUECP) provided nutrition education. FNP and FAMUECP taught students about the importance of healthy eating using an evidence-based curriculum. Program descriptions and results are presented below.

During the 2018-2019 school year, FNP taught 480 students at Oak Ridge using the Youth Understanding MyPlate (YUM) curriculum. YUM incorporated Florida Standards in research-based modules given to students in six to eight lessons designed to communicate nutritional messages of MyPlate through experiential activities that encouraged healthy eating choices. FNP program assistants taught these lessons to K through 5th grade students during the health time special area. Programs included: MyPlate education, Fun with Food Groups, We Are What We Eat and Know Your Nutrients.

A total of 102 students in grades 3 through 5 completed the Youth Behavior Survey at Oak Ridge Elementary. Pre-test versus post-test analysis showed significant improvements in healthy behaviors among grades 3 through 5. Specifically:

- 32% (24 of 74) of youth reported eating more than one kind of vegetable,
- 50% (22 of 44) of youth reported eating more than one kind of fruit,
- 38% (28 of 74) of youth reported eating more whole grain foods (oatmeal, whole wheat bread, or brown rice),
- 43% (31 of 72) of youth reported drinking more low-fat (1%) or non-fat milk including soy milk),

- 67% (14 of 21) of youth reported drinking more water,
- 28% (26 of 92) of youth reported drinking less sugary beverages (like soda, fruit drinks, or sports drinks),
- 44% (27 of 61) of youth reported that they are more likely to play or exercise hard for 60 minutes in a day, and
- 24% (22 of 92) of youth reported spending 2 hours or less time watching TV, playing video games or using a cell phone.

FAMUECP facilitated a nutritional education curriculum among students in grades K through 2 at Bond Elementary School. In conjunction with The Expanded Food and Nutrition Education Program's assistants (EFNEP), FAMUECP utilized a research-based curriculum known as OrganWise Guys. The curriculum consisted of 6 one-hour educational sessions. Areas of study included learning about food groups, water consumption, the importance of reading food labels, and food digestion. Other areas included bone health education, the role of calcium to build strong bones, the importance of heart health, and the role fats play in cardiovascular disease. OrganWise Guys high energy activities also taught children how to make positive physical activity choices.

Show Me Nutrition, a science-based research curriculum, was used to teach grades 3 through 5 at Bond. The curriculum supported grade level expectations for math and communication arts, where appropriate. Several important health themes were taught, including nutrition education, food safety, physical activity, media influence and body image. The curriculum consisted of 6 one-hour educational sessions. Bond Elementary K through 2 students reported improvements in the following areas:

- 44% (71 of 162) of youth reported being more active
- 39% (55 of 141) youth reported choosing healthy snacks
- 47% (81 of 172) youth reported eating more vegetables



- 46% (77 of 168) of youth reported an increased intake of dairy
- 40% (58 of 146) of youth reported eating more fruits
- 50% (91 of 182) of youth reported washed their hands before eating

Bond Elementary 3 through 5 students reported improvements in the following areas:

- 32% (26 of 82) of youth reported drinking less fruit flavored and sports drinks
- 31% (24 of 79) of youth reported eating more vegetables
- 23% (18 of 59) of youth reported eating more vegetables as a snack
- 21% (11 of 53) of youth reported eating more vegetables at lunch
- 24% (14 of 61) of youth reported eating fruit as a snack
- 24% (14 of 59) of youth reported an increased frequency of physical activity
- 25% (15 of 62) of youth reported an increased duration of physical activities
- 22% (12 of 55) of youth reported a decreased non-homework screen time use

Overall, youth improvements reported at Bond Elementary School (K through 5)

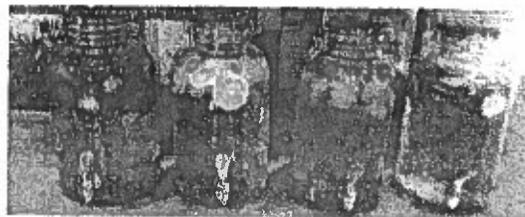
- 76% (472 of 621) improved their abilities to choose foods according to Federal Dietary Recommendations
- 43% (262 of 612) improved their physical activity practices

WATER CHALLENGE (CONSUMPTION)



Tallahassee Memorial HealthCare (TMH), in collaboration with the HSC, provided the Happy Hydrators program. Happy Hydrators sought to set the foundation for the third graders to drink more water and less sugary beverages. The program discussed the importance of daily water consumption, how much water to drink daily and the effects that sugary drinks/dehydration has on the body. The educational campaign offered 3rd graders a fun and easy way to #swapsodaforwater and #rethinkyourdrink. Over 200 Bond and Oak Ridge Elementary school third-grade students and their teachers participated.

The third graders were introduced to different water infused options (i.e. watermelon, cucumber, strawberry, lemon) as a substitute for sugary beverages. Teachers and students were able to “bling” out their TMH donated aluminum water bottles, decorating the outside of the bottles with stickers and markers with a personal touch. These bottles, which were kept at the school, encouraged more water consumption. In addition, each Happy Hydrator received a booklet with healthy activities and enjoyed a presentation by Sail high school about the importance of water. Happy Hydrators survey results indicated the following:



- 93% (86 of 92) of Bond 3rd graders state that the Happy Hydrators water bottle helped them drink more water
 - 93% (52 of 56) of Oak Ridge 3rd graders state that the Happy Hydrators water bottle helped them drink more water
 - 73% (67 of 92) of Bond 3rd graders drink less sugary drinks
 - 80% (45 of 56) of Oak Ridge 3rd graders drink less sugary drinks
 - 84% (74 of 88) of Bond 3rd graders would tell a friend they should do the program at school
- 77% (43 of 56) of Oak Ridge 3rd graders would tell a friend they should do the program at school

Additionally, TMH funded a water filling station at Oak Ridge and Bond was able to leverage the HSC hydration program to apply for and obtain a small grant to purchase a water filling station.

PHYSICAL ACTIVITY

Several initiatives were introduced to encourage physical activity. Students at Bond and Oak Ridge Elementary led the “Morning Movements,” a component of the morning

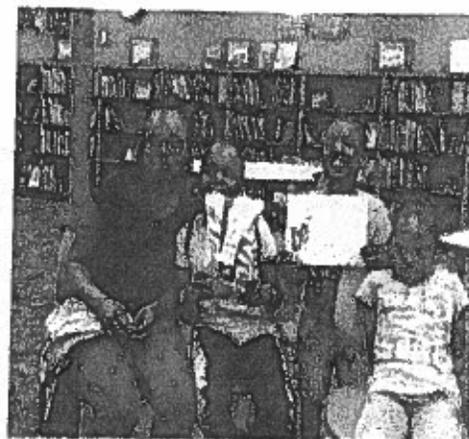
announcements. Morning Movements included various exercises that were broadcasted to the entire school. The students demonstrating exercises and classrooms throughout the school would watch and mimic these movements.



PARENT ENGAGEMENT



Despite numerous efforts of the ECOP Team, the parent engagement piece of the HSC is an area that has room for improvement. During this school year, the ECOP team hosted several healthy cooking demonstrations to improve parent and student involvement. There were family game nights, parent meetings, health presentations and many other activities to engage the families. These were not well attended. Nonetheless, the parents that did participate thoroughly enjoyed themselves and learned a great deal towards improving their health and the health of their children. For example, a mother from the Oak Ridge community stated, "I have learned just how bad my nutritional health is and so many ways to improve it. I have stepped out of my comfort zone and tried new foods which turned out to be not so bad. The things that I have learned has made me to not only improve my nutritional health but also my physical health as well."



The ECOP team attempted to administer pre- and post-school year parent surveys. ECOP team members attended the beginning of the year open houses and visited after-school parent pick-up in an attempt to collect information. Although some surveys were collected (9 from Bond and 14 from Oak Ridge), follow-up was difficult. However, the parents that were surveyed indicated some increase in healthy behaviors.

HEALTH POLICY EDUCATION

Leon County Schools have several key policies in place to encourage healthy behaviors and to limit access to unhealthy food during the school day. Staff and faculty from each school were made aware of these policies. The expectations of the HSC were presented during the teacher meeting at the beginning of the school year. Maintaining a health-centered environment at these institutions was emphasized to those in attendance.

Throughout the year, each school's personnel was educated, encouraged and expected to adhere to the school's wellness policy. During faculty and staff meetings, it was communicated that all food and beverages, served or sold on campuses, needed to comply with State and Federal school meal nutrition standards and the USDA Smart Snacks in Schools regulations as per the district standards. All foods and/or beverages sold as fundraisers outside of the school meal program shall meet the USDA school meal nutrition standards and the USDA Smart Snacks in Schools regulations. Also, as part of the Leon County Wellness policy, physical activity would not be denied or required as a form of discipline. The adherence to the school's wellness policy is an area that must be improved upon within the continuation of the HSC.

SCHOOL GARDENS

Students at both Bond and Oak Ridge were provided opportunities to engage in active learning experiences at their school's gardens. The gardens at both schools have expanded and participation has increased.

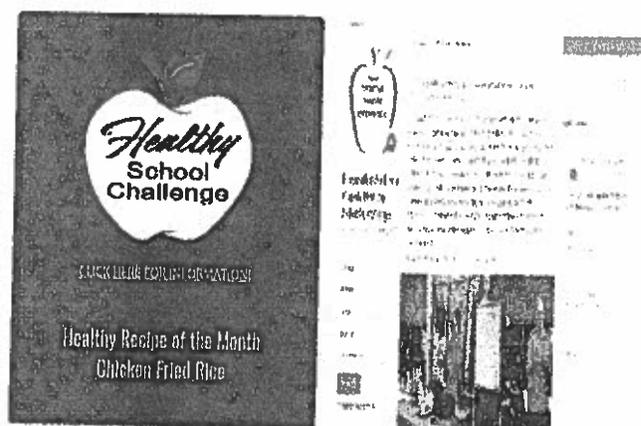
At Oak Ridge, The University of Florida's District Food Systems Specialist brought several different plants for the Oak Ridge students to reference. The students had the opportunity to plant tomatoes, peppers, rosemary and several other items intended for consumption in the classrooms or at home. Working together as a team, the students gained knowledge of seasonal vegetables and herbs, integrated pest management, and nutritional requirements of plants.



FAMU provided butterfly gardens for the students at Bond Elementary and Bond grade 3 through 5 participated in fall garden educational activities provided by FAMU during the first half of the school term. The students learned different growth and developmental science concepts while working in the garden. The garden lessons were able to translate and apply to other areas of study. An additional garden was added at Bond Elementary and will be in full use next year.

DIGITAL PLATFORMS

A digital approach was developed as part of the HSC. With the addition of "The Healthy School Challenge Corner" on both school websites, parents and teachers had the chance to access information that contained beneficial health topics. The



ECOP team utilized creative strategies to connect with those in need of valuable information

The ECOP team started the Facebook page, Foundation for Leon County Schools Healthy Challenge. Updated information is sent on the work being done surrounding the two schools. Ensuring that others are made aware of the latest information, is another way in which the Healthy School Challenge connects with its targeted population.

CONCLUSION

The HSC completed the first year of programming during the 2018-2019 school year. Survey and testimonial results show that this program was an overwhelming success. Program impact can be attributed to the hard work and commitment of the partners, the ECOP leadership team, and the participation of the school community. Finally, this program would not have been possible without the financial support from the Foundation for Leon County Schools.

Program Activities:
Presentations:
October 18 – Guardian ad Litem office to receive a program overview

Total number of clients served this month: 72
Total number of clients served since program inception in August 2017: 1936

Presenting Problem	Number	Percent
Behavior	7	87.5
Mental Health	1	12.5
Environment	0	0

Age	Number	Percent
17-21	0	0
13-16	2	2.5
9-12	1	12.5
5-8	3	37.5
1-4	2	2.5

Jackson County office: 8

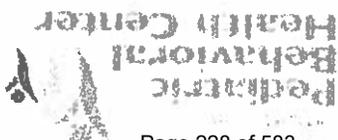
Presenting Problem	Number	Percent
Behavior	42	65
Mental Health	17	27
Environment	5	8

Age	Number	Percent
17-21	5	8
13-16	11	17
9-12	21	33
5-8	21	33
1-4	6	9

Leon County office: 64

Summary of Activities
Clients Served

October 2019
Tallahassee Pediatric Behavioral Health Center
Behavioral Health Navigator Program



Outreach:

October 10 – Met with Dr. Flowers and other College of Medicine physicians to discuss rural county access to care

October 11 – Participated in in Community Developmental Screening to provide education, promote program and generate physician referrals for children with a behavioral health concerns

October 14 – Met with Early Learning Coalition of Northwest Florida regarding Jackson County expansion

October 18 -- Attended integration training with Dr. Heather Flynn, FSU College of Medicine, for Magnolia Pediatrics staff

October 29 – Attended integration training with Dr. Heather Flynn, FSU College of Medicine, for training with Professional Park Pediatrics staff

Client Staffings/Clinical Supervision with TPBHC Licensed Clinical Supervisor:

Daily staffings with various physicians' offices, nursing staff, community service organizations, clinical providers, etc.

Weekly phone supervision and biweekly physical supervision with TPBHC clinical consultant

Activities via Telehealth:

Communication between Jackson County BHN and Leon County BHN to staff cases and provide supervisory check-ins

Other:

October 16 – Meeting with Dr. Flynn regarding Electronic Health Record (subsequent conference calls that day with the EHR provider)

Weekly College of Medicine Department of Health updates

Biweekly College of Medicine Department of Health SAMHSA consultation calls

Clinical intern interviews

BHN Program presentation for the FSU College of Medicine Pediatric Interest Group highlighted in the American Academy of Pediatrics Section of Pediatric Trainees (AAP SOPT)

November 2019
Tallahassee Pediatric Behavioral Health Center
Behavioral Health Navigator Program

Summary of Activities

Clients Served

Leon County office: 64

Age	Number	Percent
1-4	10	15.6
5-8	17	26.5
9-12	22	34.4
13-16	10	15.6
17-21	5	7.8

Presenting Problem	Number	Percent
Behavior	45	70.3
Mental Health	5	7.8
Environment	14	21.9

Jackson County office: 7

Age	Number	Percent
1-4	1	14.3
5-8	3	42.8
9-12	2	28.6
13-16	1	14.3
17-21	0	0

Presenting Problem	Number	Percent
Behavior	5	71.4
Mental Health	2	28.6
Environment	0	0

Total number of clients served this month: 71

Total number of clients served since program inception in August 2017: 2007

Program Activities:

Presentations:

November 6 – Guardian ad Litem presentation to the BHN team

Outreach:

November 15 – Meeting with outside neuropsychologist

November 20 – Provider Network Meeting

November 22 – Project recruitment follow-up with Dr. Pickett of the FSU College of Medicine

Client Staffings/Clinical Supervision with TPBHC Licensed Clinical Supervisor:

Daily staffings with various physicians' offices, nursing staff, community service organizations, clinical providers, etc.

Weekly phone supervision and biweekly physical supervision with TPBHC clinical consultant

Activities via Telehealth:

Communication between Jackson County BHN and Leon County BHN to staff cases and provide supervisory check-ins

Other:

Weekly College of Medicine Department of Health updates

Biweekly College of Medicine Department of Health SAMHSA consultation calls

Monthly Alliance Meetings

November 1 – FSU College of Social Work clinical intern interview

November 1 – Social media strategy meeting with WCL

November 21 – FSU College of Social Work Continuing Education

November 22 – AAP Continuing Education ADHD Treatment Best-Practice Guidelines

"Building a Community Where Everyone Works Together to Make Sure Children Thrive."

**Monthly Progress Report
November 2019**

The following information is a summary of the activities for the month of November reflecting the Jackson County Satellite Expansion of the Behavioral Health Navigation (BHN) program within the Tallahassee Pediatric Behavioral Health Center, a Whole Child Leon Initiative.

Monthly Reports:

November 1-30, 2019			
Deliverable: Provide Behavioral health Services in the Florida Panhandle			
Tasks	Dates	Progress (%)	Brief Summary
1. Establish at least one satellite office in the Florida Panhandle.	August 1, 2019	100%	The BHN team has secured office space at Play Big Marianna, to be used as needed for BHN services, per MOU with Play Big Marianna.
2. Conduct and/or provide outreach and/or behavioral/ healthcare education to a minimum of 10 families, and at least one family per month.	Ongoing	100% (26 families out of 10 required)	The BHN team has received referrals for, and made outreach to 26 families.
3. Provide behavioral/ mental health navigation services, and/or referrals to at least 75 families, and at least one family per month.	Ongoing	23% (17 families out of 75 required)	The BHN team has provided BHN services to 17 families.

Task 2: Outreach Log

Date	Activity	Contact	Location	Completed By	Brief Summary
11/4/19	Email	Spires Behavioral Health Care Center, PLLC	Online	Alexis	Second attempt to outreach to schedule a time to meet with Dr. Spires regarding program and services offered.
11/13/19	Email	Holly Kelley – Jackson Hospital	Online	Rozlynn	Outreach to schedule meeting to discuss program and potential affiliation with Jackson Hospital
11/13/19	Email	Jackson County DOH	Online	Rozlynn	Outreach to schedule meeting to discuss program
11/20/19	Email	Holly Kelley – Jackson Hospital	Online	Rozlynn	Follow-up to original outreach email due to no response
11/20/19	Email	Jackson County DOH	Online	Rozlynn	Received response back regarding meeting times
11/22/19	Email	Holly Kelley – Jackson Hospital	Online	Rozlynn	Received response back from contact discussing meeting opportunities
11/22/19	Email	Jackson County DOH	Online	Alexis	Outreach to schedule potential meeting in January to discuss program

Task 3: Consultation/Referrals

Referral Date	Unique Identifier	Age	Race	Gender	Type of Service (consult/referral)	Intake Date	Referral Source	County	Presenting Problem	Referrals Provided
11/4/19	J.Y.	11	White	Male	BHN Intake	12/3/19 No Show	Dr. Caraballo	Jackson	Behavior	
11/4/19	K.B.	10	White	Male	BHN Intake	11/5/19	Dr. Caraballo	Jackson	Mental Health	Psychiatry; Cont. with current counselor
11/14/19	C.H.	3	Black	Male	BHN Intake	11/22/19	Dr. Sherrel	Jackson	Behavior	Therapy; OT
11/14/19	T.H.	2	White	Male	BHN Intake	12/10/19	Dr. Sherrel	Jackson	Behavior	
11/14/19	P.M.	2	White	Female	BHN Intake	12/20/19	Dr. Sherrel	Jackson	Behavior	
11/19/19	D.G.	4	Hisp.	Male	BHN Intake	12/3/19	Dr. Sherrel	Jackson	Behavior	Therapy; ST; OT; Psychological Evaluation
11/20/19	A.M.	4	Birac.	Female	BHN Outreach	No Contact	Dr. Caraballo	Jackson	Behavior	
11/26/19	A.M.	6	Birac.	Female	BHN Telehealth	12/5/19	Dr. Caraballo	Washin.	Mental Health	
11/26/19	C.E.	9	Black	Female	BHN Intake	12/10/19	Dr. Caraballo	Gadسد.	Environm.	



December 2019
Behavioral Health Navigator Program

Summary of Activities

Clients Served

Leon County office: 75

Age	Number	Percent
1-4	21	28
5-8	27	36
9-12	11	14.7
13-16	12	16
17-21	4	5.3

Presenting Problem	Number	Percent
Behavior	53	70.7
Mental Health	18	24
Environment	4	5.3

Jackson County office: 7

Age	Number	Percent
1-4	3	42.8
5-8	1	14.3
9-12	2	28.6
13-16	1	14.3
17-21	0	0

Presenting Problem	Number	Percent
Behavior	6	85.7
Mental Health	1	14.3
Environment	0	

Total number of clients served this month: 82

Total number of clients served since program inception in August 2017: 2089

Program Activities:

Presentations:

December 10 – Lincoln High School externship appreciation event

December 12 – Presentation at Guardian ad Litem

Outreach:

December 6 – Provider outreach meeting with neuropsychologist
December 9 – Meeting with partnering nurse staff

Client Staffings/Clinical Supervision with TPBHC Licensed Clinical Supervisor:

Daily staffings with various physicians' offices, nursing staff, community service organizations, clinical providers, etc.

Weekly phone supervision and biweekly face-to-face supervision with TPBHC clinical consultant
December 17 – Meeting with Dr. Robinson at TMH Family Medicine

Activities via Telehealth:

Communication between Jackson County BHN and Leon County BHN to staff cases and provide supervisory consultation

Other:

College of Medicine Center for Behavioral Health Integration staff re: Department of Health grant - weekly

College of Medicine Center for Behavioral Health Integration staff re: Department of Health SAMHSA consultation calls - bi-weekly

December 11 - Alliance Meeting

December 3 – Meeting with Integration Consultant Dr. Gallbreath and the FSU College of Medicine Center for Behavioral Health Integration staff regarding pediatric practice education

"Building a Community Where Everyone Works Together to Make Sure Children Thrive."

**Monthly Progress Report
December 2019**

The following information is a summary of the activities for the month of December reflecting the Jackson County Satellite Expansion of the Behavioral Health Navigation (BHN) program within the Tallahassee Pediatric Behavioral Health Center, a Whole Child Leon Initiative.

Monthly Reports:

December 1-31, 2019			
Deliverable: Provide Behavioral health Services in the Florida Panhandle			
Tasks	Dates	Progress (%)	Brief Summary
1. Establish at least one satellite office in the Florida Panhandle.	August 1, 2019	100%	The BHN team has secured office space at Play Big Marianna, to be used as needed for BHN services, per MOU with Play Big Marianna.
2. Conduct and/or provide outreach and/or behavioral/ healthcare education to a minimum of 10 families, and at least one family per month.	Ongoing	100% (30 families out of 10 required)	The BHN team has received referrals for, and made outreach to 30 families.
3. Provide behavioral/ mental health navigation services, and/or referrals to at least 75 families, and at least one family per month.	Ongoing	33% (25 families out of 75 required)	The BHN team has provided BHN services to 25 families.

Task 2: Outreach Log

Date	Activity	Contact	Location	Completed By	Brief Summary
12/6/19	Email	Community Wellness	Online	Alexis	Spoke with practice to update on referrals.
12/10/19	Phone Call	Positive Behavior Supports Corporation	Phone	Alexis	Spoke with practice regarding services, referrals, insurances accepted, and wait times.
12/12/19	Email	Project SOLAR	Online	Alexis	Spoke with team coordinator to discuss advancements into Jackson County.
12/13/19	Phone Call	North Florida Therapy Services	Phone	Rozlynn	Spoke with practice manager regarding services. One provider who is able to provide OT in Jackson County. Referral needs to come from PCP.
12/30/19	Email	Jackson Hospital	Email	Rozlynn	Emailed to follow-up on meeting with case managers at Jackson Hospital.
12/30/19	Email	FL DOH	Email	Rozlynn	Emailed to follow-up on upcoming meetings to present at.
12/30/19	Email	ELC	Email	Rozlynn	Emailed to follow-up on meeting that was held previously.

Task 3: Consultation/Referrals

Referral Date	Unique Identifier	Age	Race	Gender	Type of Service (consult/referral)	Intake Date	Referral Source	County	Presenting Problem	Referrals Provided
12/3/19	V.P.	5	A.A	Male	BHN Intake	1/9/2020	Dr. Caraballo	Gadsden	Behavior	
12/17/19	A.H.	3	W.	Female	BHN Intake	12/19/19	Dr. Caraballo	Leon	Behavior	Play therapy
12/18/19	B.W.	4	W.	Male	BHN Intake	1/9/2020	Dr. Caraballo	Washing.	Behavior	



January 2020
Behavioral Health Navigator Program

Summary of Activities

Clients Served

Leon County office: 73

Age	Number	Percent
1-4	10	13.7
5-8	22	30.1
9-12	21	28.8
13-16	15	20.5
17-21	5	6.9

Presenting Problem	Number	Percent
Behavior	46	63.0
Mental Health	27	37.0
Environment	0	0

Jackson County office: 5

Age	Number	Percent
1-4	0	0
5-8	1	20.0
9-12	0	0
13-16	4	80.0
17-21	0	0

Presenting Problem	Number	Percent
Behavior	2	40.0
Mental Health	3	60.0
Environment	0	0

Total number of clients served this month: 78

Total number of clients served since program inception in August 2017: 2167

Program Activities:

Presentations:

Jan. 6 – New staff orientation

Outreach:

Jan. 17 – Provider outreach

Jan. 22 – Leon HS Mental Health Fair

Jan. 24 – Governor’s Policy Initiative – Student Success Meeting, TCC

Jan. 29 – FAMU Meeting, Behavioral Health and first responders

Client Staffings/Clinical Supervision with TPBHC Licensed Clinical Supervisor:

Daily staffings with various physicians’ offices, nursing staff, community service organizations, clinical providers, etc.

Weekly phone supervision and biweekly face-to-face supervision with TPBHC clinical consultant

Jan. 8 – Staff meeting with physician partner

Activities via Telehealth:

Communication between Jackson County BHN and Leon County BHN to staff cases and provide supervisory consultation

Other:

College of Medicine Center for Behavioral Health Integration staff re: Department of Health grant - weekly

College of Medicine Center for Behavioral Health Integration staff re: Department of Health SAMHSA consultation calls - bi-weekly

Jan. 8 – COM partnership, physician education and consultation

Jan. 9 – COM partnership, physician education and consultation

Jan. 10 – FSU College of Social Work professional development event

Jan. 13 – Meeting with WCL & Tallahassee Democrat

Jan. 15 – Alliance Meeting

Jan. 15 – COM Mood and Anxiety Clinic Meeting

Jan. 22-24 – TF-CBT Training/Professional Development

Jan. 28 – ELC Storybook Village, Children’s Day at the Capital



"Building a Community Where Everyone Works Together to Make Sure Children Thrive."

**Monthly Progress Report
January 2020**

The following information is a summary of the activities for the month of January reflecting the Jackson County Satellite Expansion of the Behavioral Health Navigation (BHN) program within the Tallahassee Pediatric Behavioral Health Center, a Whole Child Leon Initiative.

Monthly Reports:

January 1-31, 2020			
Deliverable: Provide Behavioral health Services in the Florida Panhandle			
Tasks	Dates	Progress (%)	Brief Summary
1. Establish at least one satellite office in the Florida Panhandle.	August 1, 2019	100%	The BHN team has secured office space at Play Big Marianna, to be used as needed for BHN services, per MOU with Play Big Marianna.
2. Conduct and/or provide outreach and/or behavioral/ healthcare education to a minimum of 10 families, and at least one family per month.	Ongoing	100% (40 families out of 10 required)	The BHN team has received referrals for, and made outreach to, 40 families.
3. Provide behavioral/ mental health navigation services, and/or referrals to at least 75 families, and at least one family per month.	Ongoing	49% (37 families out of 75 required)	The BHN team has provided BHN services to 37 families.



Task 2: Outreach Log

Date	Activity	Contact	Location	Completed By	Brief Summary
1/13/20	Phone Call	Spires Behavioral Healthcare	Phone	Alexis	Alexis spoke with provider, confirmed services, okay to send referrals.
1/17/20	Email	Jackson County FL DOH	Email	Rozlynn	Received email regarding upcoming Community Health Improvement Plan (CHIP) meetings. We will be in attendance for the one upcoming on 2/10/2020.
1/31/20	Phone Call	Heather Miller, LMHC	Phone	Rozlynn	Attempted to conduct outreach, left message.
1/31/20	Phone Call	Jennifer Taylor, MS	Phone	Rozlynn	Attempted to conduct outreach, number not in service.
1/31/20	Phone Call	Kimberly Wadsworth, LMHC	Phone	Rozlynn	Attempted to conduct outreach, number not in service.
1/31/20	Phone Call	Leticia Henderson Baker, LMHC	Phone	Rozlynn	Attempted to conduct outreach, already connected with practice, Spires Behavioral Healthcare.
1/31/20	Phone Call	Jacques Worlds, MSW	Phone	Rozlynn	Attempted to conduct outreach, number not in service..
1/31/20	Phone Call	Ellaretha Clemmons, LMHC	Phone	Rozlynn	Attempted to conduct outreach, unable to leave voicemail but mailbox full.
1/31/20	Phone Call	Melanie Aiday, MS	Phone	Rozlynn	Attempted to conduct outreach, left message.
1/31/20	Phone Call	Tri Blackshear	Phone	Rozlynn	Attempted to conduct outreach, not accepting calls at this time.
1/31/20	Phone Call	Tonya Gardner, MS	Phone	Rozlynn	Attempted to conduct outreach, voicemail has no mention of counseling or credentialing.
1/31/20	Phone Call	Larry Kirkland, LMHC	Phone	Rozlynn	Attempted to conduct outreach, left message.
1/31/20	Phone Call	Rachel Hodge, MS	Phone	Rozlynn	Attempted to conduct outreach, no longer located in Marianna.
1/31/20	Phone Call	Kristy Ford, PhD, LMHC	Phone	Rozlynn	. Attempted to conduct outreach, left message.
1/31/20	Phone Call	Michelle McNealy	Phone	Rozlynn	Attempted to conduct outreach, no longer in Marianna.

Total: 15

Task 3: Consultation/Referrals

Referral Date	Unique Identifier	Age	Race	Gender	Type of Service (consult/referral)	Intake Date	Referral Source	County	Presenting Problem	Referrals Provided
1/7/20	A.W.	16	White	Female	BHN Intake	1/16/2020 No Show	Dr. Caraballo	Washington	Behavior	
1/9/20	T.C.	12	Not Disclosed	Female	BHN Intake	No Contact	Dr. Caraballo	Jackson	Mental Health	
1/15/20	D.S.	14	White	Female	BHN Intake	1/16/20	Dr. Caraballo	Jackson	Mental Health	Counseling
1/15/20	H.L.	16	White	Female	BHN Intake	1/24/20	Dr. Caraballo	Jackson	Behavior	Counseling
1/16/20	D.W.	3	White	Female	BHN Intake	No Contact	Dr. Caraballo	Jackson	Mental Health	
1/20/20	A.H.	16	White	Female	BHN Intake	2/7/20	Dr. Sherrel	Jackson	Mental Health	
1/21/20	E.P.	8	White	Female	BHN Intake	2/7/20	Dr. Caraballo	Jackson	Behavior	

Total: 7



February 2020
Behavioral Health Navigator Program

Summary of Activities

Clients Served

Leon County office: 86

Age	Number	Percent
1-4	10	11.6
5-8	20	23.3
9-12	27	31.4
13-16	26	30.2
17-21	3	3.5

Presenting Problem	Number	Percent
Behavior	44	51.2
Mental Health	38	44.2
Environment	4	4.6

Jackson County office: 6

Age	Number	*Percent
1-4	3	50
5-8	0	0
9-12	1	16.6
13-16	1	16.6
17-21	1	16.6

Presenting Problem	Number	Percent
Behavior	2	33.3
Mental Health	4	66.7
Environment	0	0

Total number of clients served this month: 92

Total number of clients served since program inception in August 2017: 2323

Program Activities:

Presentations:

Feb. 11 – DOH CHIP Meeting in Jackson County

Feb. 20 – Fly to South Caroline for presentation (overnight flight delays and conference missed due to delays)

Outreach:

- Feb. 10 – Outreach site visit
- Feb. 12 – Provider outreach meeting
- Feb. 19 – Helping Professions Panel at FSU

Client Staffings/Clinical Supervision with TPBHC Licensed Clinical Supervisor:

- Daily staffings with various physicians' offices, nursing staff, community service organizations, clinical providers, etc.
- Weekly phone supervision and biweekly face-to-face supervision with TPBHC clinical consultant

Activities via Telehealth:

- Communication between Jackson County BHN and Leon County BHN to staff cases and provide supervisory consultation
- Scheduled Telehealth consultation, not yet completed

Other:

- College of Medicine Center for Behavioral Health Integration staff re: Department of Health grant - weekly
- College of Medicine Center for Behavioral Health Integration staff re: Department of Health SAMHSA consultation calls - bi-weekly
- Feb. 5 – Meeting with previous intern for advisement and recommendation letters
- Feb. 7 – Trauma Informed Care Webinar
- Feb. 12 – Meeting regarding social media with communication director
- Feb. 18 – FSU MSW Summer intern interview
- Feb. 19 – FSU MSW Field Internship Evaluation
- Feb. 19 – Multiple FSU MSW Summer intern interviews



"Building a Community Where Everyone Works Together to Make Sure Children Thrive."

**Monthly Progress Report
February 2020**

The following information is a summary of the activities for the month of February reflecting the Jackson County Satellite Expansion of the Behavioral Health Navigation (BHN) program within the Tallahassee Pediatric Behavioral Health Center, a Whole Child Leon Initiative.

Monthly Reports:

February 1-29, 2020			
Deliverable: Provide Behavioral health Services in the Florida Panhandle			
Tasks	Dates	Progress (%)	Brief Summary
1. Establish at least one satellite office in the Florida Panhandle.	August 1, 2019	100%	The BHN team has secured office space at Play Big Marianna, to be used as needed for BHN services, per MOU with Play Big Marianna.
2. Conduct and/or provide outreach and/or behavioral/ healthcare education to a minimum of 10 families, and at least one family per month.	Ongoing	100% (50 families out of 10 required)	The BHN team has received referrals for and conducted outreach to 50 families.
3. Provide behavioral/ mental health navigation services, and/or referrals to at least 75 families, and at least one family per month.	Ongoing	63% (47 families out of 75 required)	The BHN team has provided BHN services to 47 families.



Task 2: Outreach Log

Date	Activity	Contact	Location	Completed By	Brief Summary
2/7/20	Meeting	North Florida Pediatrics	Dr's Office	Holley	Holley stopped by North Florida Pediatrics to obtain feedback on the program. Staff is happy with the progress. Printed materials and program handouts were provided to the office staff.
2/7/20	Meeting	Regional Pediatrics & Newborn	Dr's Office	Holley	Holley completed meeting with Dr. Sanchez to discuss referral flow and to answer some questions relating to the program. Printed materials and program handouts were provided to Dr. Sanchez.
2/12/20	Phone Call	Spires Behavioral Health, PLLC	Phone	Rozlynn	Called to discuss process/capability for single case agreements.

Total: 3



Task 3: Consultation/Referrals

Referral Date	Unique Identifier	Age	Race	Gender	Type of Service (consult/referral)	Intake Date	Referral Source	County	Presenting Problem	Referrals Provided
2/3/20	A.F.	17	White	Female	BHN Intake	2/7/20	Dr. Caraballo	Jackson	Mental Health	Counseling; Career Center
2/3/20	C.S.	5	Not Disclo.	Male	BHN Intake	3/12/20	Dr. Sanchez	Jackson	Behavior	
2/3/20	J.B.	4	White	Male	BHN Intake	2/13/20	Dr. Sanchez	Jackson	Behavior	Behavioral therapy
2/3/20	K.S.		A.A.	Male	BHN Intake	3/5/20	Dr. Caraballo	Jackson	Behavior	
2/6/20	D.S.	3	A.A.	Male	BHN Intake	4/6/20	Dr. Caraballo	Jackson	Behavior	
2/13/20	E.B.	4	White	Male	BHN Intake	3/20/20	Dr. Sherrel	Jackson	Behavior	
2/13/20	J.H.	7	White	Male	BHN Intake	2/13/20	Dr. Sherrel	Jackson	Behavior	Behavioral therapy
2/14/20	J.M.	5	White	Female	BHN Intake	3/26/20	Dr. Caraballo	Jackson	Behavior	
2/14/20	C.D.	2	White	Male	BHN Intake	2/27/20	Dr. Sherrel	Jackson	Behavior	Behavioral therapy; psychological evaluation
2/18/20	A.T.	14	White	Female	BHN Intake	3/5/20	Dr. Sherrel	Gadsden	Mental Health	
2/18/20	M.W.	8	A.A.	Male	BHN Intake	3/12/20	Dr. Sherrel	Jackson	Behavior	
2/18/20	A.A.	5	White	Female	BHN Intake	3/5/20	Dr. Caraballo	Jackson	Behavior	
2/19/20	O.F.	5	White	Female	BHN Intake	3/20/20	Dr. Sherrel	Jackson	Behavior	

Total: 13

South City Foundation YE 2019 to 12/2020 Work Plan

2019-2020 Goals:

- I. Successfully adopt governance policies and procedures.**
- II. Successfully complete Hartsfield Needs Assessment and recommendations.**
- III. Complete strategy and workplan for an Early Learning Center in South City.**
- IV. Hire a community liaison and add 3 to 5 community ambassadors to the SCF Advisory Board.**
- V. Secure funding for additional organizational support or programs.**
- VI. Complete and approve a 3-year Strategic Plan (?).**

To ensure that South City Foundation is advancing toward full implementation of its organizational mission within the community while maintaining the Purpose Built Communities model with fidelity.

	SCF, Operating Partners¹	SCF Board Committee	Consulting Support	Target Date	Comments
Successfully adopt governance policies and procedures.					
1. SCF Governance Tasks	Miranda/KB/AW	Full Board	TBD	March 2020	
a. Draft Vision and Mission Statement				11/31/2019	
b.					
2. Manage and build out Board, complete Committees goals	Miranda/KB/AW			11/31/2019	
a. Schedule Board and Committee meeting dates	Miranda			11/31/2019	
b. Develop roles, responsibilities and tasks for each Committee	Miranda/KB			11/31/2019	
c. Set standing agenda for Board and committee meetings	Miranda			11/31/2019	

¹ **Bold** = Primary staff member, operating partner, or Board Committee responsible for providing leadership to achieve the activity.

3. All Governance documents in place and adopted- bylaws, Board policies (conflict of interests, etc [discuss])				
4. Operating Budget. a. Update 2020 Budget b. Draft 2021 Budget	<i>Miranda/KB</i> <i>Miranda/KB</i>		TBD 11/31/2019 10/30/2020	
5.				
6.				
7.				

	SCF Staff, Operating Partners ²	SCF Board Committee	Consulting Support	Target Date	Comments
Successfully complete Hartsfield Needs Assessment and recommendations					
1. Set up regular meetings with Strategic Plan Committee per MOU	<i>Miranda</i>	Iris Wilson		11/20/2019	
2. Comprehensive Needs Assessment					
a. Draft and finalize description for consultant	<i>KB/AW/Miranda</i>	<i>Iris/Dr. Flannigan</i>		11/15/2019	
b. Contact potential consultants	<i>Team- Strategic Plan Committee</i>			11/20/2019	Call Nicole P-T, LCSB possible (Chris, Julie Hanson, and Paul Phelps, etc)
c. Contract with Consultant	<i>Miranda/KB</i>			11/29/2019	
d. DREAM Needs Assessment draft completed			Consultant	1/15/2020	
e. Present to Board for review	<i>Team- Strategic Plan Committee</i>			1/28/2020	
f. DREAM Needs Assessment finalize and presented to LCSB	<i>Team- Strategic Plan Committee</i>			1/30/2020	
g. Comprehensive Assessment with	<i>Team- Strategic Plan Committee</i>		Consultant	2/15/2020	

sustainable funding model draft					
h. Comprehensive Assessment finalized and approved by SCF Board	Team- Strategic Plan Committee			2/25/2020	
i. Submitted and presented to LCSB	Team- Strategic Plan Committee			3/2020	
3.					

DRAFT

	SCF Staff, Operating Partners ³	SCF Board Committee	Consulting Support	Target Date	Comments
Complete strategy and workplan for an Early Learning Center in South City.					
1. Preliminary Analysis of Wessen Elem.			TBD?	1/31/2020	Secure school plans and previous assessments from LCS (?)
2. Establish full plan with WCL and SCF	Miranda/KB/AW		Courtney		This should be a detailed plan with tasks, due dates, funding needs, etc- who best provider, number of students and ages, budgets (capital and operating), etc
3. Architectural Drawings for Center			TBD		

DRAFT

³ Bold = Primary staff member, operating partner, or Board Committee responsible for providing leadership to achieve the activity.

SCF, Operating Partners ⁴	SCF Board Committee	Consulting Support	Target Date	Comments
--------------------------------------	---------------------	--------------------	-------------	----------

Hire a community liaison and add 3 to 5 community ambassadors to the SCF Advisory Board.

1. Hire a Community Liaison			3/30/2020	Use Knight Foundation Grant (\$10K)
a. Draft Job Description			DONE	
b. Secure Board approval to hire	Miranda		1/28/2020	
c. Advertise with THA and CANN	Miranda		1/29/2020	
d. Interview candidate	Interview Committee- Miranda, Christic, and Wendy		1/30-2/15/2020	
e. Make offer and hire	Miranda		3/30/2020	
2. Add 3-5 Community Ambassadors to Advisory Board				
a.				
3.				
4.				
5.				

SCF, Operating Partners ⁵	SCF Board Committee	Consulting Support	Target Date	Comments
--------------------------------------	---------------------	--------------------	-------------	----------

Secure funding for additional organizational support or programs

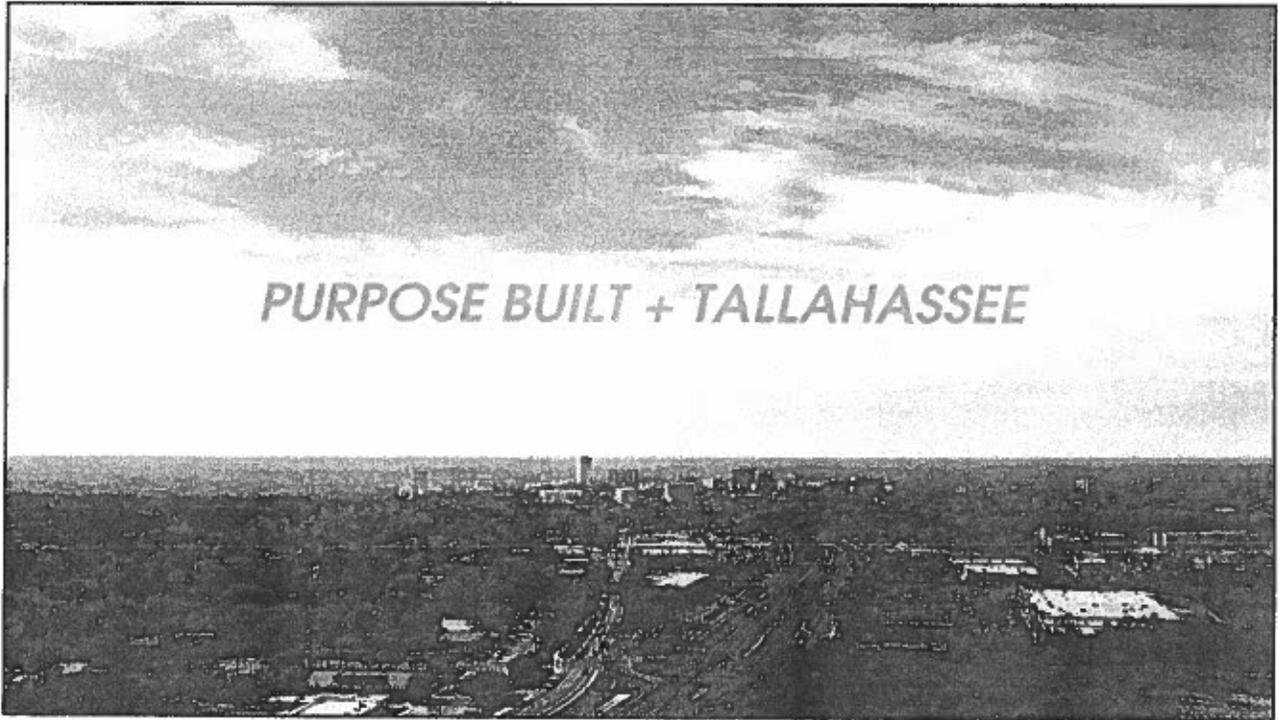
Research grant opportunities for atg. funding	Miranda		12/15/2019	
Draft grant submission timelines for 2020	Miranda		12/30/2019	
Apply (and/or secure) 1-2 grants for \$50K plus	Miranda		On-going	

⁴ Bold = Primary staff member, operating partner, or Board Committee responsible for providing leadership to achieve the activity.

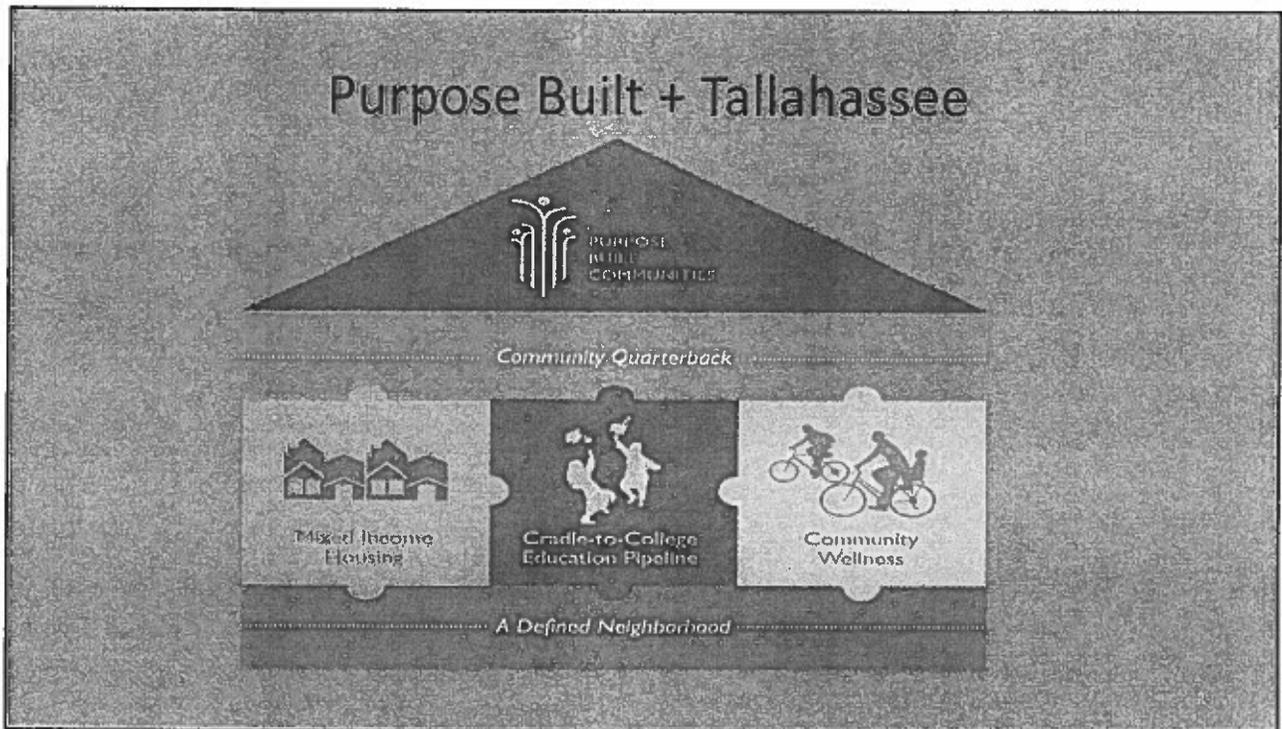
⁵ Bold = Primary staff member, operating partner, or Board Committee responsible for providing leadership to achieve the activity.

Complete and approve a 3-year Strategic Plan					
Discuss- part of deliverables for City and County					

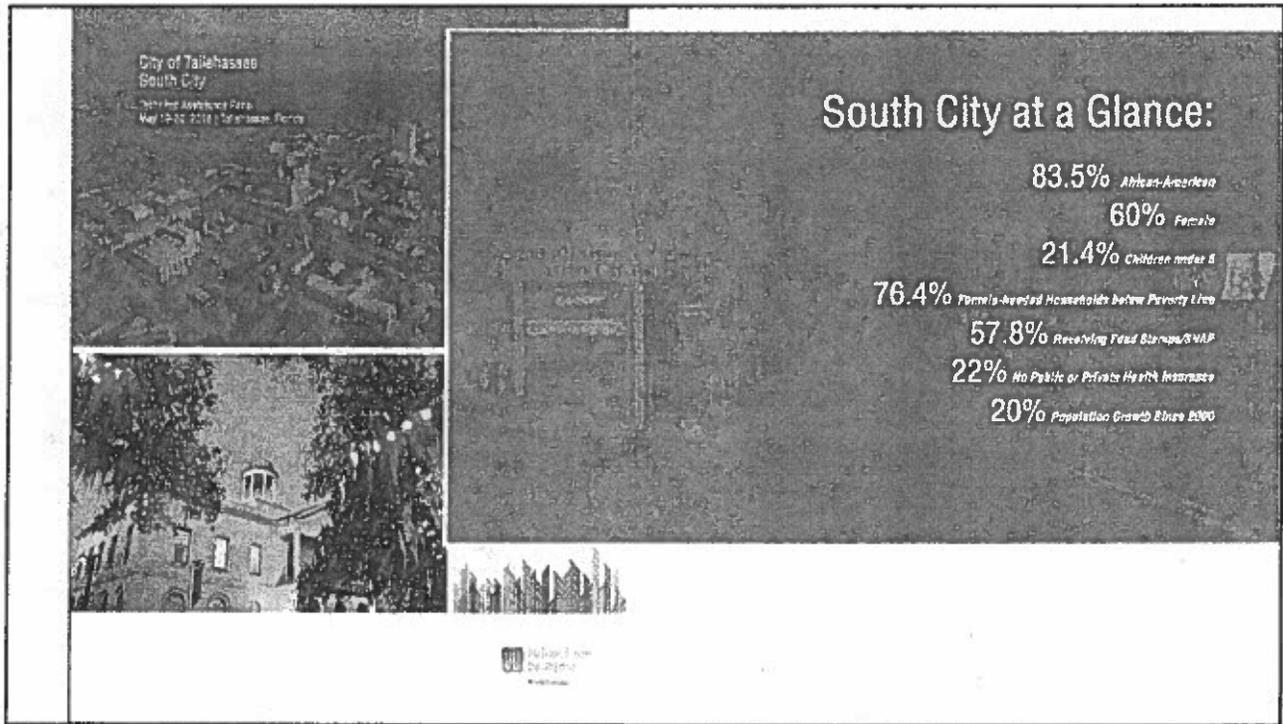
DRAFT



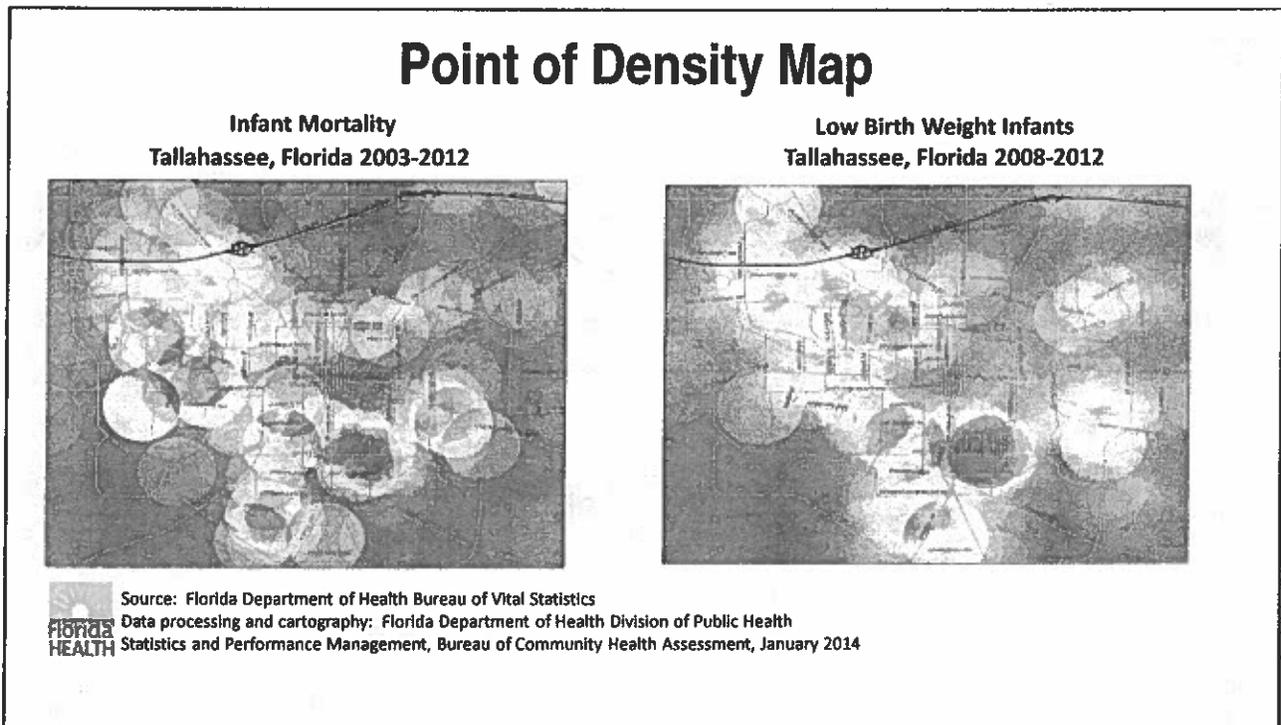
1



2



3



4

2018 PURPOSE BUILT ACTIVITIES

CONNECTIONS WITH PURPOSE BUILT NETWORK

Site Visits: Atlanta, Charlotte, West Palm, Orlando, Columbus, Birmingham

Purpose Built National Conference: 10 person delegation attended 2 days
2 featured speakers: Nicole Patten-Terry, FSU; Dr. Joe Draaeka Brown

OUTREACH/PARTNERSHIP BUILDING

City of Tallahassee
Leon County
Tallahassee Housing Authority
Leon County Schools
Whole Child Leon
Community Foundation
FSU/FAMU/TCC
Business Community/Chambers
TMH/TMH Foundation



TIMELINE

- 2015
 - Leon County/Whole Child Leon Door to Door Survey of 80 residents
 - Urban Land Institute Built Environment Survey
- 2016
 - March: Community Meeting at Oliver Hill to Discuss Survey Results (Key Findings: Crime, Violence, Drugs – greatest concerns)
 - October: Tallahassee Housing Authority selects Developer for Housing (Columbia)
- 2017
 - July: THA/Columbia conduct individual interviews with 70 residents/stakeholders
 - Aug-Dec: THA/Columbia Community Workshops
 - Key Findings: Residents want to stay in Southside; for increased law enforcement, retail, quality childcare, Rickards improvements, walkability, greenspace
 - Dec: Community Visit to East Lake (Purpose Built Community in Atlanta)

2019 Highlights

- Community Quarterback Organization created: South City Foundation
 - Board finalized
 - Additional Officers and Committee Chairs nominated and on May Board agenda
 - Fundraising and development initiated
 - Board commitments
 - Partner commitments
 - Grant development
- Presentations to Local Governments regarding funding and support
- Presentations to School Board regarding education pipeline



7

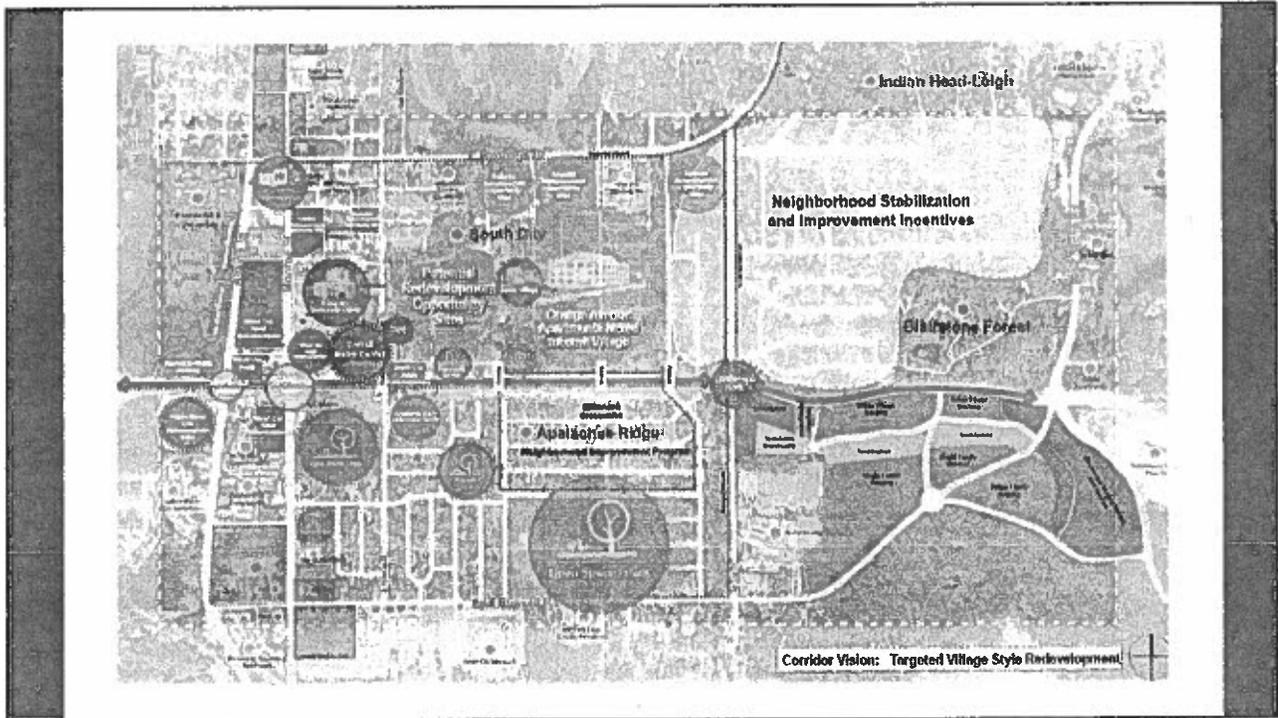
ORANGE AVENUE APARTMENTS



- DEVELOPER SELECTED
(Columbia Residential)
- COMMUNITY
OUTREACH ONGOING
- SEEKING FINANCING



8



9

EDUCATION PIPELINE

EARLY EARNING CENTER/Educare Conversation/Location TBD

HARTSFIELD ELEMENTARY (Conversations ongoing)

FAIRVIEW MIDDLE

RICKARDS HIGH

10

10

HEALTH/WELLNESS ASSETS/PARTNERS

2/25 Health Roundtable Participants:

Neighborhood Medical Services	TMH
BOND Neighborhood Clinic	Capital Regional Medical Center
Rickards Clinic	FAMU
FSU College of Medicine	Florida Blue
CarePointe	Leon County Health Department

Other Neighborhood Amenities:

Boys & Girls Clubs	Oliver Hill Library
South City MultiSport Club	Igrow Garden

11

To be considered for network membership, the answer to each question must be "yes"

Readiness Questions

Has the target area of investment been identified?	Is there an implementable community wellness strategy and are key partners interested and committed?
Has the area of impact been identified?	CQB Board of Directors formed?
Is there an implementable mixed-income housing strategy and are key partners interested and committed?	At least one person hired to staff CQB?
Is there an implementable education pipeline strategy and are key partners interested and committed?	Demonstrated ability to secure financial resources?
CQB 501(c)3 application filed or incubation strategy documented?	CQB committed to outcomes set forth in the Network Member Agreement?

12

RECAP: WHAT WE HAVE ACCOMPLISHED

- Target Area Identified
- Mixed Income Housing Strategy – Developer Selected
- Education Pipeline Strategy – LCS District/Board engaged
- Community Wellness Strategy – key partners interested/engaged
- Community Quarterback Organization Created/South City Foundation



13

13

NEXT STEPS

- Community Wellness Strategy
- Resident Outreach Strategy
- Secure 3 year funding
 - City Commission
 - County Commission
 - Other Sources (Private, Universities, Foundations)
- Hire Executive Director
- Strategic Planning/Committees/Community Outreach



14

14

South City Foundation

Board of Directors

CO-CHAIRS:

Rep. Lorraine Ausley Rep. Ramon Alexander

MEMBERS:

Pastor Eddie Franklin Christic Henry

Dr. Brenda Jarmon Rick Kearney

Shonda Knight Mark O'Bryant

Daryl Parks Darnell Smith

Wendy Walker Kim Williams

IRIS WILSON

EMERITUS:

Steve Evans

ADVISORY COUNCIL

Courtney Atkins, Whole Child Leon

Shington Lamy, Leon County

Michael Parker, City of Tallahassee

Nicole Patton Terry, FSU/FCRR

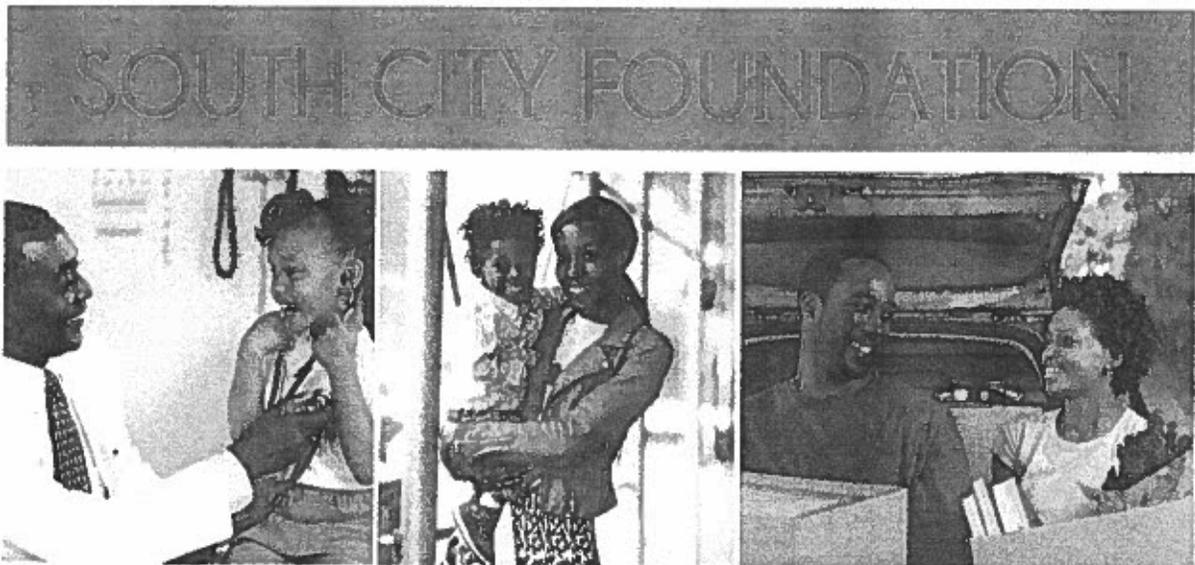
Joy Watkins, Community Foundation

Brenda Williams, TLH Housing Authority

Chicarla Williams-Pye, Rep, Alexander's Office

Lelsa Wiseman, Rep. Ausley's Office

Rosanne Wood, Leon County School Board



Community Engagement Forum

Join the South City Foundation for a community engagement forum to discuss the planned project for South City Tallahassee with support from Purpose Built Communities. We are hosting a series of strategic conversations with stakeholders to ensure residents and community partners stay engaged throughout the entire development process. This forum will not only provide an overview of the project, but also seek your feedback for an update to the Urban Land Institute Report and the overall branding being considered for this neighborhood revitalization.

Tuesday, February 11 | 12:00 p.m. to 3:00 p.m.
Care Point Health & Wellness Center

Please make plans to join us. Lunch will be provided but if you cannot attend, we kindly request you send a representative.

RSVP

Learn more at southcityfoundation.org

South City Foundation | 1126-A Lee Ave., Tallahassee, FL 32303

[Unsubscribe {recipient's email}](#)

[Update Profile](#) | [About Constant Contact](#)

Sent by loranne@ausley.net



Southside Faith Leaders Forum

Join the **South City Foundation** for a community engagement forum designed specifically for southside neighborhood leaders to discuss the planned project for South City Tallahassee with support from Purpose Built Communities. Our goal is to build a collaborative framework to foster community discussion, coalition building, and design input that integrates community stakeholders and leaders.

This forum will provide an overview of the redevelopment project and will seek your input and leadership for moving forward to ensure a place that existing residents are proud of and one that will offer appeal for new neighbors. In addition, the South City Foundation will provide a \$1,000 capacity-building grant to neighborhoods who commit to engagement with this project thanks to support from the Community Foundation of North Florida.

Tuesday, March 10 | 8:00 a.m. to 10:00 a.m.

Wesson Media Center

Questions? Please contact Christic Henry at 850.509.5559 or via [email](#).

Please submit your RSVP below. If you cannot attend, you are invited to send a representative from your neighborhood. Note, lunch will be provided.

RSVP: Southside Faith Leaders Forum

LOCATION

Wesson Media Center, 2813 S Meridian St, Tallahassee, FL 32301

DATE AND TIME

03/10/20 8:00am - 03/10/20 10:00pm

Interactive discussion about the planned project for South City Tallahassee & the role of southside neighborhood leaders.

Count me in.

Maybe

Not this time.



COMMUNITY
FOUNDATION
Of North Florida

Thanks to the support of the Community Foundation of North Florida, the South City Foundation is able to provide a \$1,000 capacity-building grant to neighborhoods who commit to engagement with this project.

Learn more at southcityfoundation.org

South City Foundation | 1126-A Lee Ave, Tallahassee, FL 32303



Southside Neighborhood Leadership Council

Join the **South City Foundation** for a community engagement forum designed specifically for southside neighborhood leaders to discuss the planned project for South City Tallahassee with support from Purpose Built Communities. Our goal is to build a collaborative framework to foster community discussion, coalition building, and design input that integrates community stakeholders and leaders.

This forum will provide an overview of the redevelopment project and will seek your input and leadership for moving forward to ensure a place that existing residents are proud of and one that will offer appeal for new neighbors. In addition, the South City Foundation will provide a \$1,000 capacity-building grant to neighborhoods who commit to engagement with this project thanks to support from the Community Foundation of North Florida.

Tuesday, March 10 | 12:00 p.m. to 2:00 p.m.

Wesson Media Center

Questions? Please contact Christic Henry at 850.509.5559 or via [email](#).

Please submit your RSVP below. If you cannot attend, you are invited to send a representative from your neighborhood. Note, lunch will be provided.

RSVP: Neighborhood Leadership Council

LOCATION

Wesson Media Center, 2813 S Meridian St, Tallahassee, FL 32301

DATE AND TIME

03/10/20 12:00pm - 03/10/20 2:00pm

Interactive discussion about the planned project for South City Tallahassee & the role of southside neighborhood leaders.

Count me in.

Maybe

Not this time.



COMMUNITY
FOUNDATION
Of North Florida

Thanks to the support of the Community Foundation of North Florida, the South City Foundation is able to provide a \$1,000 capacity-building grant to neighborhoods who commit to engagement with this project.

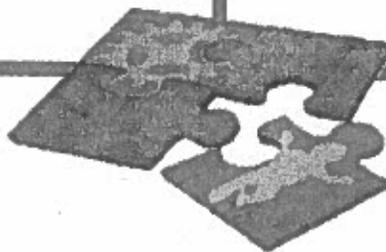
Learn more at southcityfoundation.org

South City Foundation | 1126-A Lee Ave, Tallahassee, FL 32303

SAVE THE DATE

2020 Summit on
Children

5/7 May 7
8:30-12:00



powered by **whole child** 
LCCN

DRAFT AGENDA

Seeing Our Children's Needs with 2020 Vision

- 8:30-8:50 Breakfast & Networking
<video transition: youth developed>
- 8:50-9:00 Welcome & Introductions **Courtney Atkins**, Whole Child Leon
<Speaker transition: **Primary Sponsor**>
- 9:00-9:10 Opening Remarks **Vance Aloupis**, CEO, Children's Movement of Florida (invited)
- 9:10-9:30 Keynote Speaker Coach **Willie Simmons**, FAMU (confirmed)
<Speaker transition: **Tyrone McGriff** & video>
- 9:30-9:45 Neighborhood level data **ID a potential speaker**
 - Success in school & life
 - Healthy children
 - Safe & nurturing families and communities<2 min video transition: No Small Matter soundbites>
- 9:45-10:15 Business Panel Facilitator: **Kim Kelling**
Panel: Sue Dick (invited), Monesia Brown (invited), Yuh-Mei Hutt, Antonio Montoya
- 10:15-10:30 Break
<2 min video transition: messages from Monday>
- 10:30-11:00 Local Government Panel Facilitator: **Virginia Dailey**
Panel: Mayor John Dailey, Commissioner Rick Minor, Sheriff Walt McNeil, Superintendent Rocky Hanna
<video transition: youth developed>
- 11:00-11:30 Ideas for the Future Facilitator: **Matt Guse**
 - Success in school & life
 - Healthy children
 - Safe & nurturing families and communities
- 11:30-11:50 Staying Solution Focused Facilitator: **Jack Levine**
- 11:50-12:00 Closing Remarks/Call to Action Rep. **Loranne Ausley** (confirmed)

FREE EVENT

SELF-CARE STRATEGIES for RESILIENCE

MAY 4

9:00 a.m. - 4:00 p.m.
FSU Turnbull
Conference Center

A day of training, reflecting, learning, and growing that is intended for human service providers, teachers, parents, and caregivers.

**You are not alone.
Discover your
village.**

Register Now:
bit.do/SelfCareStrategies

Event powered by:





2020 Summit on Children

powered by **whole child** 

On Thursday, **May 7, 2020**, our community will host the 6th Annual Summit on Children at the FSU Turnbull State Conference Center. The Summit is a community driven event created to increase public/private business awareness, engagement and investments in early childhood programs that yield better outcomes for children and families, and ultimately the future of Leon County. Because of the extraordinary feedback and community support received, the Summit expanded in 2016 to a week-long series of events focused on educating community leaders, childhood providers and parents in collaborative ways to promote the well-being of our children.

Over the course of five years, nearly 4,500 community professionals, including social workers, law enforcement, attorneys, judges, mental health professionals, the pediatric medical community, school personnel, childcare providers, child advocacy center personnel, and the faith-based community, participated in Summit related events, learning from national and regional experts in the childhood success field. Our vision is to grow the Summit on Children into the preeminent conference in the Big Bend region, and we are well on our way to achieving this goal.

We welcome any opportunities from community stakeholders to support the success of the 2020 Summit on Children.

Partnership Opportunities

Gold Partnership - \$5,000

- Invitation to briefly address attendees at the Summit
- Name recognitions in all press releases and social media related to the event
- Logo included on main projection screen throughout the day
- Name/Logo prominently featured in sponsorship section of the Summit Program and all other participant materials

Silver Partnerships - \$2,500

- Recognition at Summit as supporting sponsors of the event
- Logo Included on main stage projection screen during the event
- Name/Logo featured in sponsorship section of the Summit Program and all other participant materials

Bronze Partnerships - \$1,000

- Logo Included on main stage projection screen during the event
- Name/Logo featured in sponsorship section of the Summit Program and all other participant materials

For more information on sponsorship opportunities visit www.wholechildleon.org or contact Jamie Van Pelt at jamie@espmedia.net.

**Please direct all financial support, including media and in-kind contributions, to Whole Child Leon, principal partner and fiscal agent at 1126 Lee Avenue, Tallahassee, FL 32303. | (850) 692-3134*

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. As an organized group, the DVCC is also able to address issues with outside agencies or service providers without one agency in particular being targeted as problematic. The DVCC is a unified and stronger voice for change when it is needed. 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, Boys & Girls Clubs, Tallahassee

Youth Leadership representatives, Omega Lamplighters, Distinguished Young Gentlemen, Delta Gems, Sisters in Service, the National Hook-Up of Black Women, the Tallahassee Housing Authority and various other youth groups 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 fourth 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 have been approximately to be 740+ 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 sites 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:** 141 (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 Rally, Certified Peer Advisor Trainings, Senior Peer Advisor Presentations, DV Awareness March and Speakers
- b. Time Frame – October, 2019 – March, 2020
- c. Key Performance Indicators (Quantifiable) – In the past 6 months, 124 teens have participated in the Certified Peer Advisor training and 17 seniors have attended a local senior presentation. In 2019, 121 people attended the DV Awareness March. 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 Peer Advisor workshops, four additional teen groups have asked for workshops on preventing domestic violence. Also, three groups have asked for follow-up presentations. 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/staff 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, staff leaders, and/or 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 4 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

Certified Peer Advisor Workshops (124 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 – 93% 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 – 79% 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 2 negative comments on the anonymous evaluation sheets: two wishing there were different flavors of pizza, and one wishing there was more time to play the games.

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. During this segment, we also play an interactive communication game that always gets high marks. Some students commented that the game provided the most memorable information.

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.)

Teen Rally on Healthy Relationships – May 2020

March to End the Silence on Domestic Violence – September, 2020

ATTACHMENT B

Collaborative Partners

DVCC

- Area Agency on Aging
- FAMU
- FL State Attorney's Office
- FL Office of the Attorney General
- FSU Victim Advocate / Counseling Program
- FSU Institute for Family Violence Studies
- Leon County Probation
- Leon County Health
- LCSO
- New Hope Batterer's Intervention
- PACE Center for Girls
- Refuge House
- TCC Victims Advocate Program
- TCC Early Childhood Program
- TPD

Partners

- Arise Defined Basketball Program
- Omega Lamplighters Teen Boys Service Fraternity
- Omega Psi Phi Fraternity – FAMU
- Alpha Phi Alpha Fraternity – FAMU
- FAMU Panhellenic Council
- FAMU MOST – Men of Strength
- FSU MARC – Men Advocating Responsible Conduct
- 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
- Rickards AVUD program
- Hungry Howie's Pizza
- WCTV, WTXL
- 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
- St. Phillip AME Church
- Godby Teen Overcoming Pressure
- FSU Green Dot Program

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)

- 1. Program Name:** United Partners for Human Services, Inc.
- 2. Program Objective:** UPHS exists to strengthen and increase the capacity of the human services 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, cultural competency, fund development, program evaluation, etc. Our programs are established to ensure human service nonprofit organizations are equipped to be more effective to serve those in need, as well as, demonstrate fiscal responsibility of public resources they're able to leverage to better serve our community.
- 3. Services provided:** UPHS exists to strengthen and increase the capacity of the human services nonprofit sector in partnership with the City and 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, as well as, demonstrate fiscal responsibility of the public resources they're able to leverage to better serve our community.

UPHS is focused within four specific areas to best accomplish this work in building 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 2,500+ 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 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 2FTE; UPHS hired a second FTE (Director of Membership & Engagement) effective October 1, 2019.

9. **Number of Participants:** 500 **Cost per Participant:** \$47.00 (Reimbursable Cost) versus \$224.00 (Actual Cost).

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, 2019 – September 30, 2020	Human service agencies are able to build upon their strengths and assets.	In Q1 & Q2 of FY 2019-2020, UPHS hosted the following workshops and trainings: <ol style="list-style-type: none"> 1. Active Shooter & Hostile Events in partnership with Leon County Sheriff’s Office (October 10, 2019); 2. Leading from the Second Chair (October 29, 2019); 3. Women’s Economic Security Summit in partnership with the Tallahassee-Leon County Commission on the Status of Women & Girls. UPHS chaired the event. (October 30,2019); 4. Algorithms and Ambassadors (November 7, 2019). 5. Building Better Boards (January 15, 2020) in partnership with Leadership Tallahassee; 6. Storytelling to Build Relationships (January 28, 2020); 7. CyberSecurity for Nonprofits: Are You Protected? (February 4, 2020); 8. Stepping Up Your Volunteer Program (February 28, 2020).
Database of best practices, policies, procedures, etc.	October 1, 2019 – September 30, 2020	Human service agencies are able to build upon their strengths and assets.	Continue to compile best practices, policies and procedures and standards for UPHS Members to access.

<p>Organize tour of human service agencies for young and seasoned leaders in our community</p>	<p>November 2019</p>	<p>More community members become aware of the social impact of human service agencies and local community landscape.</p>	<p>On November 7, 2019, UPHS in partnership with Leadership Tallahassee and Youth Leadership Tallahassee provided 70 participants with an overview of the human services sector. Participants were then able to do site visits with 8 human service agencies for Human Services Day.</p> <p>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. Capital City American Red Cross; 2. CESC, Inc.; 3. Second Harvest of the Big Bend; 4. Elder Care Services; 5. PACE Center for Girls Leon; 6. BBHC Hope Community; 7. Goodwill Industries; 8. Brehon Family Services.
<p>Host Annual Conference for Excellence in Nonprofit Management and Leadership</p>	<p>May 2020</p>	<p>Human service agencies are able to build upon their strengths and assets as well as learn ways for better connection, collaboration and innovation.</p>	<p>Annual conference is scheduled for May 20-21, 2020 at TCC with Desmond Meade as our Keynote Speaker (potential change for August 19-20, 2020 given COVID-19 mitigation. Will feature track series based on various attendees that attend (Leadership, Culture, Diversity & Inclusion, Fund Development, Collective Impact, Community Engagement, Public Relations & Communication, Client Relations, Individual Wellness). 21 total sessions, 7 table talks focused for roundtable discussion and keynote session. The 21st will be a half day for middle managers and executive directors respectively.</p>
<p>Host Forums on Broad Community-wide issues to encourage networking, thought leadership, and coalition building toward solutions</p>	<p>October 1, 2019 – September 30, 2020</p>	<p>Low-income populations who experience inequality have opportunity to influence decisions that effect their lives and the community.</p>	<p>In Q1 & Q2 of FY 2019-2020, UPHS hosted the following dialogue(s) and forums:</p> <ol style="list-style-type: none"> 1. UPHS Thought Leader Forum: Creating an Inclusive Environment for Employees and Clients (December 17, 2019); 2. UPHS Spring Membership Meeting (February 20, 2020)

			3. UPHS Thought Leader Forum: Policy Review for Inclusiveness (March 2, 2020).
<p>Serve as administrative and fiscal agent for Tallahassee-Leon County Housing Leadership Council:</p> <ul style="list-style-type: none"> - Host bi-monthly and/or quarterly meetings with all affordable housing stakeholders to share data, best practices and leverage resources. - Collect, maintain and promote local affordable housing data, including an inventory of affordable rental housing units, the percentage of County and City residents that are cost-burdened by housing and work with the Big Bend Continuum of Care to collect and maintain data on the homeless population. - Promote affordable housing programs and services by operating as the clearinghouse for public information including down payment assistance programs, home rehabilitation programs, homebuyer education programs, etc. <p>Develop an inaugural comprehensive report on the state of housing and affordable housing in Tallahassee-Leon County. The report will include data and provide an analysis on single-family and multi-family development, home purchases and residential rental trends. The report will also provide data and an analysis on the inventory of affordable housing in Tallahassee-Leon County and the number of residents that are cost burdened by housing.</p>	October 1, 2019 – September 30, 2020	More affordable housing options and database of community resources.	<p>In Q1 & Q2 of FY 2019-2020, UPHS completed the following for the Housing Leadership Council of Tallahassee-Leon County:</p> <ol style="list-style-type: none"> 1. See detailed reports for October, November, December, January and February from the HLC Director included in the subsequent pages of this report.
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, 2019 – September 30, 2020	Improved quality of life while addressing effects of low-income wages in disadvantaged pockets of our community.	Ongoing. UPHS manages a weekly publication in the Tallahassee Democrat to utilize its voice and the voice of its members to discuss community wide issues and solutions provided by UPHS member agencies.
Distribute Annual Report	September 2020	Local elected officials have increased	Report due September 2020.

		commitment and understanding of policy to eliminate barriers for low-income populations.	
--	--	--	--

12. Data Collection Method: UPHS utilizes surveys, CHSP reporting data, census data, forums, dialogues and workshops, as well as, asset growth for data collective and analysis.

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

14. Provide Participants demographic data: Human Service nonprofit staff, executive leaders, board members, citizen review team volunteers and public.

If possible, please provide participant program satisfaction data: (surveys, etc.) We are pleased to report that our 2018-2019 Annual Membership Survey revealed UPHS members continue to see tremendous value in the work of UPHS with the following benchmarks:

- **100%** of UPHS members saw impact in our advocacy work on behalf of the human services community;
- **99%** are satisfied with the value they receive with their UPHS membership;
- **99%** would refer UPHS to a colleague and/or eligible participating organization for membership;
- **99%** found the 2019-2020 UPHS workshops & trainings to be informative and the information easy to implement;
- **99%** retention rate of UPHS Members and 23% growth in new members in FY 2019-2020.

15. List any agency partnerships and collaborations related to this program. UPHS continues to collaborate and partner with the City of Tallahassee and Leon County to enhance the delivery system for human services through the CHSP process, as well as partner with entities like VolunteerFlorida, VolunteerLEON, Salesforce, Office of Economic Vitality, the Chamber, Leadership Tallahassee, INIE, CareerSource, Jim Moran Institute, COCA and others to continue to provide top-notch training opportunities for nonprofits to strengthen their internal capacity.

already in draft and will be uploaded to our file sharing system once it is ready.

I will also be working with UPHS and Board member Ruth Vafek in November to develop a task list and timeline for the filing of our 501c3 paperwork.

Social Media Calendar. I am currently creating a social media calendar to increase our visibility.

It may have been ambitious of me to have a newsletter ready for October publication. I have not been able to get to this task item. I am prioritizing fundraising and membership over this item so that we have a base to circulate a newsletter to. My goal would be to start the New Year with a newsletter, having completed work on fundraising and membership publications in the meantime.

Finance

Draft Financial policies and procedures are in our documents for the November Board packet. Please review and bring and/or send notes for edit. This will be edited, then submitted in the December Board materials for a vote of approval by the Board in our December meeting.

Please reference our attached financial documents in the Drive file. Here are the highlights:

- Approval will need to be made for payment of Ericka's September invoice. (Lisa)
- Director Light is declining the offer of a \$1500.00 one-time contract for the month of September.
- We received a \$2500.00 donation from Tallahassee Lenders Consortium, thank you to Karen Miller for that.
- We received a \$2000.00 donation from Precision Building & Renovating, thank you to James Light for that.
- We are waiting on \$15000.00 fund release from the City of Tallahassee
- \$15000.00 fund release from Leon County was completed on Nov 4th, 2019.

Fundraising

Please see Fundraising folder for an updated fundraising document. I have outlined a plan for meetings to be held 2-3 times a week with each entity beginning November 12th. I am also developing a case statement and tools for fundraising that will be uploaded in DRAFT form for review with this month's Board materials. Support from our private sector in this area is

critical and any connections for building relationships with entities listed would be greatly appreciated in this effort.

Membership

I would like to propose that we continue to strategize and review the membership process. At \$15.00, the value for current members is accessibility and connection. Members will also have the ability to access HLC events and educational opportunities at a discounted rate. At this time, it is hard to sell because we have not established those benefits yet, but it will come.

I think the \$15.00 base membership is important to maintaining our ability to remain a diverse organization and accessible to the community from every walk of life; however, I do believe that we need to evaluate that structure as we move forward. I want to present the possibility of adding an additional data membership option. This can be added once we launch our website AND have published our first report. It can be accessible via login under the data section of the website and will be helpful for other organizations in informing their grant applications and presentations. It will also include access to map systems that could be helpful to private sector developers and site planners. I present this as another way of building revenue in the mission work that we are doing and will be conducting research on the market value for this service to inform our price points.

Data

We are off to a great start with April Jackson and the students of her Urban and Regional Planning class. Antoine, Ericka, Shington, and I had the opportunity to meet with her class on October 2nd and I have been in touch to provide support for the *Housing Needs Assessment* data that she is working on. We will have a report in December that we will be able to develop further with another class of hers in the Spring. We also have confirmation from Dr. John Hammon with the FSU School of Economics for their contribution which will be group of graduate students assessing the cost associated with the lack of affordable housing from both a human services and private industry perspective. We have a meeting of April, her students, myself, and the GIS department on Nov 4th to look at developing maps that will both inform and correlate with their data.

Ericka, Lisa, Shington, and myself were able to meet with Bow Stern this month to discuss the wireframe for the website. We are making significant headway on this and the most recent draft can be found in our Board documents for the month.

I have not been able to make as much progress in the realm of resource mapping as I would like, however, have been able to meet with and learn about multiple housing related entities in our community. I will begin to map these resources in November and will have a draft version ready for our December materials packet.

One interesting opportunity regarding data and interactive housing tools emerged from a recent meeting with FSU innovation Hub. I had the opportunity to meet with Director Ken Baldauf and several members of their team including Tom from the FSU College of Motion Pictures. In discussing development opportunities, Tom mentioned a grant opportunity with the Epic Games company (Fortnite). They are looking for a way to invest their profit in collaborative technology that has the ability to create positive social impact. With Board approval, we are looking into applying for a tech grant with Epic Games to fund a collaborative project that allows for easier site planning and visualization in the home development and construction process. The programming would utilize virtual reality software to place homes on land and walk home buyers through their designs in real time. The software would be developed with a user friendly interface that the average person could use in planning their home; in addition, this tool provides the potential to be helpful for nonprofits and public entities that are developing affordable housing. The goal being to reduce development and administrative costs for affordable housing neighborhoods. For example, if a bank of land was allocated for an affordable housing development, the available lots would be captured and potential home buyers could choose from a selection of pre-designed homes to place on their lot. They can then pick from a pre approved list of interior design options and walk through their home to get a feel for the space on the property. We also see this as a tool for nonprofits and public sector entities to use in planning and vetting affordable housing projects.

Education

I was able to participate in the HUD workshop and certification process September 19th and 20th. I felt it was very informative and have made connections with the facilitators so that the HLC is able to reach out when we are ready to move forward with project options.

Walissa is still working on a collaborative opportunity to partner with the COC on their upcoming summit. The event was postponed without date as of this point. I have a meeting with Amanda scheduled in November to discuss further as well.

I was able to meet with Gary Yordon who agreed to host a workshop/ summit aimed at providing education for private builders on affordable housing in

Tallahassee-Leon County. It will also be focused on establishing a supportive network of private sector builders and tradespeople for the HLC. I need to schedule a meeting with City and County growth management officials to look at the best date for planning this event. Draft workings on the event can be found in our Board materials.

Projects

We are in the process of identifying potential projects that we could collaborate on. Those currently identified are:

1. **Bond Neighborhood** working with The Greater Bond Neighborhood Association to create a plan with residents and the The City of Tallahassee, then possibly creating an RFP for builders to build at a fixed price. The first step of this plan is holding a meeting with residents and City of Tallahassee officials to identify needs, discuss challenges, and create a vision for their community.

This meeting is set for Tuesday, November 19th, from 6-8pm at the Smith Williams Community Center.

2. **French Town** units for individuals who are 55 plus and capable of independent living. This is a project that is currently in process under the Lutheran Social Services of North Florida. I met with Barbara Ehlmann, Bill Stone, and Mark Heidorn and was able to talk about their mission and the individuals they serve. They are looking for collaborative efforts in completing a unit in a currently operational complex, and building a new construction, multi-dwelling complex nearby to be able to serve more individuals.

Needed in this area is a set of standards for projects that we collaborate on. I am in the process of researching best practice from other housing councils and will have a draft of options ready in the December Board Materials. Once approved, I suggest we take these standards to City and County growth management officials to begin a process for affordable housing project liaisons as well as the possibility of a discounted/expedited permit process.

In addition, we need to build out the fee structure for our collaborative services. I am also currently researching this and will have draft options prepared over this coming month.

November Dates: (still adding)

November 12th, Executive Board Meeting & Full Board Meeting

November 12th, Meeting to record for the Brien Sorne show, 3pm

November 13th, City of Tallahassee, Affordable Housing Workshop 1pm, City Hall

November 14th, TWM RED Gala, Kyndra is being recognized as a finalist in the "determined" category.

November 19th, Bond Community Meeting 6-8pm, Smith-Williams Community Center

Fin

a project map for graphics work and begin our Canva account. I didn't want to begin paying for a service until we are fully ready to use it.

In a follow up meeting with ALCOM, Lisa and I were able to record a radio segment with Brien Sornne that aired on 11/30.

Membership Management and Fundraising Software: It was recommended that we utilize Wild Apricot software system. It runs about \$50.00 per month and is the system currently being used to manage donors and members under UPHS. Once I learn how to use the system, I will report my thoughts.

Holiday Hours: We are following UPHS hours and policy thus were closed for 4 days of Holiday time in November. The HLC will close at 5pm Friday, December 20th and reopen at 9am, Thursday, January 2nd. I will set my email notifications accordingly.

Finance

Draft Financial policies and procedures are in our documents for the December Board packet. I have not received any edits as of yet. The Board will be voting to approve this document at the December Board meeting.

Please reference our attached financial documents in the Drive file. Here are the highlights:

- We are waiting on \$15000.00 fund release from the City of Tallahassee
- Payment for Kyndra's salary and benefit were released.

Fundraising

Fundraising pipeline is in our electronic files. I have had meetings with several potential donors. Part of our marketing plan with ALCOM is developing some of the tools that we can use in both the fundraising and membership process. My goal is to have drafts of these tools complete by the end of December.

Membership

Continuation from October: I would like to propose that we continue to strategize and review the membership process. At \$15.00, the value for current members is accessibility and connection. Members will also have the ability to access HLC events and educational opportunities at a discounted rate. At this time, it is hard to sell because we have not established those benefits yet, but it will come.

Data

We continue to stay in touch and provide support for the *Housing Needs Assessment* data that April Jackson and her class are working on. We will have a presentation on December 4th that we will be able to provide feedback during to inform a final report that will be ready at the end of December.

We still have confirmation from Dr. John Hammon with the FSU School of Economics for their contribution which will be group of graduate students assessing the cost associated with the lack of affordable housing from both a human services and private industry perspective.

We continue to work on the website build with Bow Stern and have an approved wireframe for which content is being composed. There will be a meeting with the Bow Stern team before the December Holidays.

Still working on the resource mapping. I have not been able to make as much progress in this realm as I would like, however, am still meeting with and learning about multiple housing related entities in our community. Many of the housing resources are already mapped on our website. I will begin to map more of these resources in January.

Education/ Collaboration

I was able to attend and speak at the Department of Health's quarterly CHIP (Community Health Improvement Plan) meeting on 11/18. It was a great opportunity to talk about the HLC, but also to learn what other groups are doing in the realm of health and how housing is such an important supporting factor of the work they are doing.

I attended the 32304 Prosperity for All meeting on 11/18 and continue to remain connected to their efforts to create a physical support system for human service organizations. What it will look like is still pointing a few directions but we will continue to provide support with other community leadership to see where it goes.

I attended the Tallahassee Builder Association's annual meeting on 11/22 and was able to connect with leadership there and talk about the HLC. Christina Paredes with OEV gave the keynote for the lunch and offered to collaborate on any data that we might need in our upcoming grant applications or case statements. We have a follow up meeting scheduled for January in connection to the Spring Summit project that we are working on.

We held a meeting on 11/25 between City, County, Private, and Non Profit leadership interested in identifying solutions for collaborative efforts in affordable housing. The result being that we are making a plan to host an

all-day summit in late Spring 2020 that will provide education on local affordable housing needs and opportunities for projects throughout the community. Three more planning meetings are to be held in January, February, and March, leading up to an April or May summit. Notes from this meeting are uploaded.

Projects

We are in the process of identifying potential projects that we could collaborate on. Those currently identified are:

1. **Bond Neighborhood** working with The Greater Bond Neighborhood Association to create a plan with residents and the The City of Tallahassee. We were able to hold a meeting with leadership of this community and form a collaborative plan to reach out to the neighborhood with a meeting date set for January 23rd followed by a neighborhood block party on January 24th. Another meeting will be held prior to this in order to finalize the agenda. Sign in sheet and meeting notes are uploaded.
2. (continuation from October, still working on this) **French Town** units for individuals who are 55 plus and capable of independent living. This is a project that is currently in process under the Lutheran Social Services of North Florida. I met with Barbara Ehlmann, Bill Stone, and Mark Heidorn and was able to talk about their mission and the individuals they serve. They are looking for collaborative efforts in completing a unit in a currently operational complex, and building a new construction, multi-dwelling complex nearby to be able to serve more individuals.

(CONT) Needed in this area is a set of standards for projects that we collaborate on. I am in the process of researching best practice from other housing councils and have a draft of options ready in the December Board Materials. Once approved, I suggest we take these standards to City and County growth management officials to begin a process for affordable housing project liaisons as well as the possibility of a discounted/expedited permit process.

In addition, we need to build out the fee structure for our collaborative services. I am still researching this and will have draft options prepared in December.

December Objectives

Operations

- Complete administrative documents
- Finalize domain purchase
- Recruit Board Treasurer
- Recruit Board Secretary
- Finalize our overall Marketing plan, messaging tools, etc.

Data

- Meet with April's class to observe presentations and provide feedback
- Meet with Bow Stern to continue the work for the website

Fundraising

- Complete case statement and Prosperity Builder Tool
- Meet with 5 major donors (asks of 5K or above) Wells Fargo, Capital City Bank, Fasig & Brooks, Premier, & TMH

Projects

- Create draft for project standards
- Collaborative Fee Structure
- Draft plans for development summit based on our 11/25 meeting and schedule for the next meeting
- Submit Epic Games grant proposal

December/ January Dates: (still adding)

December 5th, 32304 Prosperity for All Summit 8:30am - 12:00pm at the Turnbull Center

December 10th, Executive Board Meeting & Full Board Meeting

December 11th, ASPIRE Collective Impact Summit 8:00-10:00am at the Ghazvini Center.

December 23-January 1st, HLC Closed for Holiday season

January 14th, Executive Board Meeting & Full Board Meeting

January 20th, Holiday

January 23rd, Bond Neighborhood Community Meeting

January 24th, Bond Neighborhood Block Party

We had a presentation of the Marketing plan at the December Board meeting. A branding guide has been successfully approved and we will begin to create marketing tools for the purposes of community engagement, membership recruitment, and fundraising.

Finance

Draft Financial policies and procedures are in our documents for the December Board packet. Approval has been placed on hold as we will approve everything as whole packet when we file for our 501c3.

Financial documents are in the December Drive file. Here are the highlights:

We are waiting on \$15,000.00 fund release from the City of Tallahassee. Multiple communications have been sent to inquire as to the status and we are hopeful for an update before 12/20.

Fundraising

We are looking into fundraising software in collaboration with Director Tynan. In the meantime, we did a strategic exercise at the Board meeting. Details for this are outlined in the meeting minutes and uploaded in the January folder.

I had a conversation with Valerie Jenkins, a regional director with Wells Fargo who is very interested in the work we are doing. She is pulling together the budget for the 2020 year and will have numbers ready by the end of February. We have scheduled another talk for early March. In the meantime, I am sending her our objectives and goals. I believe that they have the ability to make a two year commitment of \$50K and will make this my objective to secure.

I have been nominated for the 2020 Golden A.C.E. Awards & Gala, an annual event hosted by the Tallahassee Network of Young Professionals that recognizes the Capital City's top "20 under 40" young professionals. Additionally, an overall award will be presented to one of the Golden A.C.E. award winners, granting them the title of Top A.C.E. The Top A.C.E. will be presented with a \$1,000 check to donate to their selected organization. All that to say, we have an opportunity to earn \$1000.00 for the HLC so let's make this happen!

Membership

Continuation from October: I would like to propose that we continue to strategize and review the membership process. At \$15.00, the value for current members is accessibility and connection. Members will also have the ability to access HLC events and educational opportunities at a discounted

rate. At this time, it is hard to sell because we have not established those benefits yet, but it will come.

I have set a meeting with Membership Director Walissa to discuss the tools needed to increase membership. Making the process easier via the new website will be helpful in addition to increased community engagements.

It was recommended that we utilize the Wild Apricot software system. It runs about \$50.00 per month and is the system currently being used to manage donors and members under UPHS. I am still working to learn more about this and will report on it as soon as I am able.

Data

We continue to stay in touch and provide support for the *Housing Needs Assessment* data that April Jackson and her class are working on. We had a presentation on December 4th that we were able to provide feedback during to inform a final report that will be ready at the end of December. We are also preparing for phase 2 of the report which will be in the Spring semester.

We still have confirmation from Dr. John Hammon with the FSU School of Economics for their contribution which will be group of graduate students assessing the cost associated with the lack of affordable housing from both a human services and private industry perspective.

We continue to work on the website buildout with Bow Stern and have an approved wireframe for which content is being composed.

Still working on the resource mapping. I have not been able to make as much progress in this realm as I would like, however, I was able to meet with Victoria at Big Bend 211 to discuss the resource mapping that they do. I have a meeting set with her in January to discuss ways in which we might be able to collaborate. In addition she has offered to share data about the housing related calls that they receive in their monthly reports.

Education/ Collaboration

I attended the 32304 Prosperity for All Summit on 12/05. We continue to remain connected to their efforts to create a physical support system for human service organizations. What it will look like is still pointing a few directions but we will continue to provide support with other community leadership to see where it goes.

We are working on the planning for the Educational Summit that will take place in the Spring. I have asked former Director McKibbin to serve as the

event Chair and am delighted to report that she has accepted. We will have a draft plan agenda and task items ready for presentation at the January Board meeting.

Projects

(Continued from November) We are in the process of identifying potential projects that we could collaborate on. Those currently identified are:

1. **Bond Neighborhood** working with The Greater Bond Neighborhood Association to create a plan with residents and the The City of Tallahassee. We were able to hold a meeting with leadership of this community and form a collaborative plan to reach out to the neighborhood with a meeting date set for January 23rd followed by a neighborhood block party on January 24th. Another meeting will be held prior to this in order to finalize the agenda. Sign in sheet and meeting notes are uploaded.
2. (continuation from October, still working on this) **French Town** units for individuals who are 55 plus and capable of independent living. This is a project that is currently in process under the Lutheran Social Services of North Florida. I met with Barbara Ehlmann, Bill Stone, and Mark Heidorn and was able to talk about their mission and the individuals they serve. They are looking for collaborative efforts in completing a unit in a currently operational complex, and building a new construction, multi-dwelling complex nearby to be able to serve more individuals.

Draft document detailing a set of standards for projects that we collaborate on was uploaded to our December meeting folder. I suggest we take these standards to City and County growth management officials to begin a process for affordable housing project liaisons as well as the possibility of a discounted/expedited permit process. This is something that I will start the process for in January.

In addition, we need to build out the fee structure for our collaborative services. I am still researching this and will have draft options prepared in January.

January Objectives

Operations

Complete administrative documents

Recruit Board Treasurer

Recruit Board Secretary
Create marketing tools

Data

Meet with April's class to begin the phase two project for the Spring semester.

Meet with Bow Stern to continue the work for the website, share our approved branding guide

Fundraising

Meet with 4 major donors (asks of 5K or above), Capital City Bank, Fasig & Brooks, Premier, TMH, and 4 donors with asks of \$1000.00

Projects

Project Idea Incubator. Identify land and create a housing plan.

Collaborative Fee Structure

Submit Epic Games grant proposal (was on hold in December, waiting on collaborative input)

January/ February Dates: (still adding)

January 14th, Executive Board Meeting & Full Board Meeting

January 20th, Holiday

January 23rd, Bond Neighborhood Community Meeting

January 24th, Bond Neighborhood Block Party

February 11th, Executive Board Meeting & Full Board Meeting

February 22, 2020, Golden A.C.E. Awards Dinner. 7 - 11 p.m., University Center Club at FSU, Attire: Black Tie

Fundraising

We are still looking into fundraising software in collaboration with Director Tynan.

Updated fundraising strategy and tools have been uploaded to the Drive file for review. To highlight, I am proposing a new membership structure. I have created a working draft for a sponsor packet and presentation. I have a meeting set Feb 5th to begin work on a 2 minute video that will make its debut at our Summit, then be used for presentations and marketing efforts.

We have had some ideas on building out the administrative and legal structure in collecting a fee for service. I will continue to work on this and provide updates.

Membership

We are developing a new membership structure, details and reasoning can be found in the revenue strategy document.

It was recommended that we utilize the Wild Apricot software system. It runs about \$50.00 per month and is the system currently being used to manage donors and members under UPHS. I am still working to learn more about this and will report on it as soon as I am able.

We will need to set up the support for membership services asap and this is on the task list for February objectives.

Data

We continue to stay in touch and provide support for the *Housing Needs Assessment* data that April Jackson and her class are working on. We had a presentation on December 4th that we were able to provide feedback during to inform a final report that we are still waiting on. We are currently planning for their Spring class which will be using the data to assess best practices and recommendations.

We still have confirmation from Dr. John Hammon with the FSU School of Economics for their contribution which will be a group of graduate students assessing the cost associated with the lack of affordable housing from both a human services and private industry perspective.

We continue to work on the website buildout with Bow Stern and have an approved wireframe for which content is being composed.

Education/ Collaboration

I attended the 32304 Prosperity for All Summit on 12/05. We continue to remain connected to their efforts to create a physical support system for human service organizations. I have proposed that we use collaborative support to research the RFP for the HUD Envision Centers and write a proposal for the Big Bend Community. Because housing is baseline for most of the human service needs in our area, I have also proposed that HLC continue to provide as much collaborative support as we are able.

We are still working on the planning for the Educational Summit that will take place April 30th, 2020. I have asked former Director McKibbin to serve as the event Chair and am delighted to report that she has accepted. We have had several planning meetings in January and planning documents can be reviewed in our meeting materials folder.

Projects

We have sectioned the Projects division into two entities: Incremental Development and Large Scale Development

Incremental Development: Focused in Bond, Providence, and Frenchtown, however, not limited to. These projects will look into several sectors of housing stock:

Repurposing

- Acquiring older student housing apartments and renovating into low-rent apartments for individuals and families.
- Acquiring single family units off the West Tennessee and Jackson bluff corridors to renovate into low-cost family housing. This project will require collaboration with local schools, TPD, and LCSO to rebrand and recultivate the family community in those areas.
- Support for Maryland Oaks Crossing. Good News Outreach is struggling with this community that is in critical need of support and renovation. Plans need to be drafted for the amount of capital it would take to rebuild this neighborhood into safe, healthy units for families and their children, including physical space for the support services that partner with the community.
- Repurposing of shopping centers or closed commercial spaces to accommodate mixed use development. Commercial, and services space on ground floor and apartments on upper floors.

Infill projects to locate vacant and condemned residential space and infill with safe, single family or multi family units.

- Included in the infill work is support for The Greater Bond community and Frenchtown with their Neighborhood First plans. We remain in

contact with both organizations and their CRAs to see how we may provide support.

- It is important that we look into other small development opportunities that are zoned to well-performing schools. Small, zero-lot plots that can be placed into land trust and/or developed for low cost. The goal is for homes to be mortgaged between 130K and 190K. Ideas for this type of development include Olson Rd, Bannerman Rd, and North Monroe/ Lake Jackson area.

Large Scale Development: In meeting with the City, we have identified a potential project for large-scale development that we will begin working to assess viability in February. The projects entails gaining land owned by the Utilities of Welaunnee Blvd, having the land site planned, then having the infrastructure buildout competed by Blueprint as part of their one-for-one replacement policies. The land would be placed in a land trust and private builders will be offered lines of credit to build homes and multifamily complexes on the land. Buyers for the units can be vetted and placed by TLC. Again, we are still assessing the viability of the plan, however,

Growth Management: A draft document detailing a set of standards for projects that we collaborate on is included again in our February meeting materials. I continue to suggest we take these standards to City and County growth management officials to begin a process for affordable housing project liaisons as well as the possibility of a discounted/expedited permit process. This is going to be rolled into our planning for the Housing Summit.

February Objectives

Operations

- Complete administrative documents
- Recruit Board Treasurer
- Recruit Board Secretary
- finalize marketing tools

Fundraising

Meet with 4 major donors (asks of 5K or above), Capital City Bank, Fasig & Brooks, Premier, TMH, and 4 donors with asks of \$1,000.00

Membership

Acquisition of membership software and development of membership support tools

Data

Meet with April's class to begin the phase two project for the Spring semester.

Education

Summit Planning

Projects

Project Idea Incubator. Identify land and create a housing plan.

February/ March Dates: (still adding)

February 4th Power Forward Speaker Series, Kyndra attending the talk and post reception dinner as a guest of OEV where she will discuss private sector initiatives in affordable housing.

February 6th ULI breakfast and lunch. Kyndra and Antoine are attending as guests of the ULI Board of Directors

February 6th Comcast Newsmakers recording at 3pm

February 9th Community Kickball

February 11th, Executive Board Meeting & Full Board Meeting

February 14th, Kyndra out

February 17th Holiday

February 22, 2020, Golden A.C.E. Awards Dinner. 7 - 11 p.m., University Center Club at FSU, Attire: Black Tie

February 24th, Summit Planning Meeting 9:30-11:30am

TBA-Greater Bond Neighborhood Meeting and Block Party, postponed

Data

We continue to stay in touch and provide support for the *Housing Needs Assessment* data that April Jackson and her class are working on. We had a presentation on December 4th that we were able to provide feedback during to inform a final report that we are still waiting on. We are currently planning for their Spring class which will be using the data to assess best practices and recommendations.

We still have confirmation from Dr. John Hammon with the FSU School of Economics for their contribution which will be a group of graduate students assessing the cost associated with the lack of affordable housing from both a human services and private industry perspective.

Final copy and logos for the website will be submitted to Bow Stern by March 6th along with a resource list for community assistance. The goal for the live launch will be April 10th. I will need headshots and bios for the Board to submit for this. Please send if you have not already. We will take a group photo at the March Board meeting.

Education/ Collaboration

We have secured a relationship with The Department of Health's CHIP team and are the team lead for the section report on affordable housing. Timing was limited with the first report (included in the Board folder); in the future, I will reach out to local partners for updates on any areas in which they are working. This is a wonderful collaboration and I am really excited about the combined efforts, especially in relation to mental health and early childhood.

We are working with CWSG to gather data on access to affordable housing as well as CBDG and CRA funding in the community. Initial meetings for this are yet to take place and more will information will be provided in the next report.

I had a wonderful tour with the Southern Scholarship Foundation. They were so wonderful in taking me through their site and the living experience for residents. I was able to talk with several residents about the management of their houses and how this model could work for young professionals in our community.

Policy Committee Launch- I have met with Sylvia Smith who has agreed to chair our policy committee. This committee will start with education and outreach regarding the State Sadowski Trust Fund. This will launch as a policy connection page behind the paywall section of our website. There will be easy

to digest information on the fund, the sweep process, and the lost revenue as a result. In addition, we will add a local policy connection piece that will serve to inform on any agenda items approaching in relation to housing and development in our community. We are still working on the logistics for this and will have more updates next report.

Projects/ Technical Assistance

This remains the same with progress being made on the details. We are in the process of putting together a technical assistance committee to work on these items. The launch of the project headings will take place at the summit where we will build out ideas and strategy as a community, then work as a committee to collaborate on accomplishing the builds.

We have sectioned the Projects division into two entities: Incremental Development and Large Scale Development

Incremental Development: Focused in Bond, Providence, and Frenchtown, however, not limited to. These projects will look into several sectors of housing stock:

Repurposing

- Acquiring older student housing apartments and renovating into low-rent apartments for individuals and families.
- Acquiring single family units off the West Tennessee and Jackson bluff corridors to renovate into low-cost family housing. This project will require collaboration with local schools, TPD, and LCSO to rebrand and recultivate the family community in those areas.
- Support for Maryland Oaks Crossing. Good News Outreach is struggling with this community that is in critical need of support and renovation. Plans need to be drafted for the amount of capital it would take to rebuild this neighborhood into safe, healthy units for families and their children, including physical space for the support services that partner with the community.
- Repurposing of shopping centers or closed commercial spaces to accommodate mixed use development. Commercial, and services space on ground floor and apartments on upper floors.

Infill projects to locate vacant and condemned residential space and infill with safe, single family or multi family units.

- Included in the infill work is support for The Greater Bond community and Frenchtown with their Neighborhood First plans. We remain in contact with both organizations and their CRAs to see how we may provide support.

- It is important that we look into other small development opportunities that are zoned to well-performing schools. Small, zero-lot plots that can be placed into land trust and/or developed for low cost. The goal is for homes to be mortgaged between 130K and 190K. Ideas for this type of development include Olson Rd, Bannerman Rd, and North Monroe/ Lake Jackson area.

Large Scale Development: In meeting with the City, we have identified a potential project for large-scale development that we will begin working to assess viability in February. The projects entails gaining land owned by the Utilities off Welaunnee Blvd, having the land site planned, then having the infrastructure buildout competed by Blueprint as part of their one-for-one replacement policies. The land would be placed in a land trust and private builders will be offered lines of credit to build homes and multifamily complexes on the land. Buyers for the units can be vetted and placed by TLC.

March Objectives

Operations

- Apply for Nonprofit Status
- Submit Progress Report to the City and County for release of additional funding

Fundraising

Membership

- Launch of membership drive and event registration

Data

- Acquire Fall data report from April's class

Education

- Summit Planning

Projects

- First meeting of the technical assistance committee and gathering of project details and ideas.

March/ April Dates: (still adding)

March

Habitat Women Build
TBA-Greater Bond Neighborhood Meeting and Block Party, postponed

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, focusing on the theme of *The Effects of Trauma on the Mental Health of Women and Girls: Becoming a More Trauma-Informed Community*
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:
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 at each event. Three of these community forums have been conducted in the first half of FY2020, and at least two more are

planned for the remainder of the year. Additionally, staff supported the 2019 CSWG Women's Economic Security Summit, held in October, planning for which spanned 15 months. The event attracted 130 participants, including representatives from the community, government, human service, and business sectors.

Cost per Participant: \$ ___N/A_____

10. Program Activities:

a. Health & Development:

Conducting primary and secondary research with staff support to identify policy recommendations in the areas of human trafficking and health disparities due to generational trauma associated with poverty and racial oppression. The committee is also planning an event featuring a panel discussion of *The Deepest Well* by Dr. Nadine Burke Harris, a book that explores the effects of Adverse Childhood Experiences (ACEs), and a conversation of ways local service providers may aid in addressing the resulting trauma.

b. Violence & Safety:

Hosted a film screening of *Resilience: The Biology of Stress and the Science of Hope*. Staff supported the collection of data from participants regarding personal histories of Adverse Childhood Events (ACEs). The committee is also collaborating with the Tallahassee Police Department to support the department's efforts to become more trauma-informed, and is developing a working definition of trauma informed care for use in framing the commission's recommendations.

c. Education & Economic Security:

Conducting primary and secondary research with staff support to create policy recommendations that address barriers to affordable housing for low-moderate income families. The effort is a collaboration with a host of partners, including the Housing Leadership Council, aimed at improving the impact of local affordable housing dollars. Conducting research to identify appropriate Key Performance Indicators (KPIs) to monitor the status of women in Tallahassee-Leon County area.

d. Organization & Bylaws:

Implementing the new multi-year strategic plan and communications plan with staff support to facilitate continuity, relevance, response, and impact of the commission on behalf of women and girls in Tallahassee-Leon County. Reviewing and revising policies for alignment with the strategic and communications plan. Monitoring the need for revisions to the plans and guiding the development of the annual report. Leadership and staff are meeting with elected officials and department staff to exchange information on policy priorities and get feedback on commission activity.

11. Objectives (Intended impact/outcome results):
See attached strategic and communications plan.
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 of subject matter research and best practices implemented in similar municipalities across the country.
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: N/A
16. List any agency partnerships and collaborations related to this program.
- Big Bend Continuum of Care
 - Big Bend Habitat for Humanity
 - Big Bend Homeless Coalition
 - City of Tallahassee Community Redevelopment Agency
 - City of Tallahassee Housing & Human Services
 - Community Redevelopment Agency Frenchtown and Capital City Chamber
 - Florida A&M University
 - Florida Commission on the Status of Women
 - Florida Housing Coalition
 - FSU Department of Urban and Regional Planning
 - Greater Bond Neighborhood Association
 - Hate Crime Coalition
 - Housing Leadership Council
 - Institute for Nonprofit Innovation and Excellence
 - Leon County Office of Economic Vitality
 - Leon County Office of Services and Community Partnership
 - Leon County Schools
 - PACE-Leon Center for Girls
 - Second Harvest Food Bank
 - Survive and Thrive Advocacy Center
 - Community Human Services Partnership
 - Tallahassee Community College
 - Tallahassee Housing Authority
 - Tallahassee Lenders Consortium
 - Tallahassee-Leon County Office of Economic Vitality
 - Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO)
 - Tallahassee Police Department
 - The Domestic Violence Coordinating Council
 - United Partners for Human Services

United States Census Bureau
United States of Women – Tallahassee Ambassador
Whole Child Leon

Tallahassee-Leon County Commission on the Status of Women and Girls
Summary and Results of the 2019 Women's Economic Security Summit
December 4, 2019

Submitted to: Board of County Commissioners
City Commissioners

Reply to: CSWGstaff@theoasiscenter.net



Event Summary

The 2019 Women's Economic Security Summit was held on October 30, 2019 with 135 people in attendance representing local government, financial sector, private business, human service agencies, educators, students, and people experiencing poverty. A workshop exploring the conceptual framework called Bridges to Sustainable Communities filled the first half of the day. The lunchtime keynote speaker, in partnership with Women Wednesdays, was Talethia Edwards who encouraged women to activate their own brand of leadership. A panel of women experts followed. They explored the experience and impacts of poverty on women through the lenses of sociological research, the legal system, the educational system, and violence and exploitation. In small groups, participants discussed concepts learned throughout the day and identified potential solutions to enact in our community.

Key Concepts

- The Bridges framework establishes a common language for understanding poverty, identifies the sources and causes of poverty, provides conceptual tools to aid in targeting effective solutions, and engages people experiencing poverty as decision-makers for lasting impact. A city in Canada used the Bridges concept and formed a network that collaboratively reduced poverty by 20%.
- Services that fail to consider an environment of care or provide delivery models informed by the people who need access to them exacerbate, rather than mitigate, poverty-related issues. Likewise, funding systems that fail to incentivize real collaboration of informed service models serve as barriers to the problems they've been assigned to address.

How Poverty Impacts Women in Tallahassee-Leon County

- **Women are the largest demographic experiencing poverty in Leon County.** Specifically, women 18-24 and women 25-34 are the first and third highest segment. Women are often the primary caregiver for children experiencing poverty. (U.S. Census 2017)
- **Women of color are disproportionately represented among the people experiencing poverty.** African Americans make up 43% of the people experiencing poverty, while representing only 30% of the total county population. (U.S. Census 2017)
- Because **neighborhoods in Tallahassee are economically and racially segregated**, related issues of mobility, educational quality, food access, and health disparities are exacerbated for areas with high concentrations of people experiencing poverty.

- **Economic insecurity for women in Leon County impacts school readiness of children** as well. Forty percent of the student populations of C and D-rated elementary schools in Leon County live in households headed by single women experiencing poverty. Another 30% live in two-parent households experiencing poverty. (Florida Department of Education 2016)
- **The average salary for women in Florida is 25% lower than men's average salary.** In Leon County, single mothers earn half the salary that single fathers do, while women in general earn \$0.85 to every dollar that men earn. This gap widens significantly for women of color. There are gender-based wage disparities in each of the top five common jobs: management, registered nurse, retail sales, customer service, and cashier. (U.S. Census, Institute for Women's Policy Research)
- **Women experiencing poverty are seven times more likely to experience domestic violence** than women with incomes over \$75,000. The violence can lead to homelessness for many survivors, or a woman may stay in an abusive relationship to maintain housing for her children. Nationally, more than 80% of mothers with children experiencing homelessness had previously experienced domestic violence. At least six of the homicides in Leon County in 2017 were the result of domestic violence. (American Civil Liberties Union, National Center for Children in Poverty, Tallahassee Democrat)

Summary of Attendee Evaluation Data

- The quantitative evaluation indicates that respondents **intend to use the information presented in their professional and personal lives.** On average, respondents (50) rated "I will use at least one strategy or idea presented" and "I will use this information in my decision making with clients and co-workers" a 6.7 on a scale of 1 to 7.
- Common themes reflected in qualitative data show participants' interest in further **training, community-wide incorporation of the Bridges concepts, and making sure people in poverty are included in the decision-making processes that affect them.**
- Of the 34 people who completed a "next steps" survey, 21 respondents (62%) indicated they would attend a full-day Bridges training by a national consultant, and 20 respondents (59%) said they would serve on an organizing committee for a community-level Bridges collaborative.

Participant Ideas for Addressing Poverty

- Get more people trained on Bridges concepts so we all have the same language. Integrate the concepts within the continuum of human services, including emergency response. Replicate throughout the community.
- Adjust grant funding to be open to new opportunities within the current funding process. Pilot programs using the Bridges model in the Promise Zone.
- Combine CHSP and Children's Services Council (when passed) to fund the backbone organization to support the Bridges model and programs' use of the Bridges model.
- Engage the private sector. Help business owners recognize that their employees' issues are their issues.
- Empower people within financially depressed communities on the micro-economic level. Small sums of money can support community engagement and reduction of violence.

CSWG Recommendations to Address Economic Insecurity in Tallahassee-Leon County

From data collected at the Women's Economic Security Summit regarding community needs and participant interests, the CSWG recommends two actions as foundational steps for moving forward collectively to reduce poverty in Tallahassee-Leon County. The recommendations are offered as opportunities for supporting effective policy decisions related to mitigating poverty as well as positive impact in other areas of concern, including crime, mental health, and school readiness.

1. Contract Phil DeVol, or another representative of the a-ha! Process, for an all-day training on the Bridges model. Open the training to human service agencies, private businesses, government personnel, and the general public.
 - **Value:** Collective movement on huge issues, like poverty and crime, cannot happen without first establishing common language among the stakeholders. The Bridges training can do that. The CSWG considers common language to be a foundational step in uniting the many local groups and coalitions working on the issue of poverty. To take the process a step further, Phil noted that having five local people certified to train others in the Bridges model would be sufficient to cover a population of our size. Having certified trainers in our community means we can continue expanding the reach of a common system.
 - **Cost:** Tim Center, a CSWG summit steering committee member and CEO of Capital Area Action Agency, estimates the cost of a full-day training at \$7,000 and indicated his agency would be willing to share the cost. He noted that attendees could be charged to offset costs. The 2019 Women's Economic Security Summit cost approximately \$15,000 to implement. The major sponsor for the initiative, Bank of America, could be interested in continuing the relationship, as their current funding priorities align with economic advancement.
2. Develop a set of key performance indicators (KPIs) to monitor community progress on poverty issues and the relationship to the well-being of women and girls.
 - **Value:** Developing common measures is the second foundational step for a successful collective effort. Doing so will assist communication of goals and progress, and help organizations coordinate for effective service delivery.
 - **Cost:** Many data sets already exist that could be used to demonstrate and track gender differences on key components of the community. Sources such as the Leon County Health Department, The Office of Economic Vitality, U.S. Census, ALICE, City Health Dashboard and others could be filtered to reflect status and progress on key data points. University groups could be engaged to help develop the dashboard. The CSWG observes that the recommendation could be enacted through partnerships and existing resources for minimal financial impact. The CSWG will develop KPI recommendations, including target goals and monitoring timeline that may include indicators related to: gender pay gap, health insurance coverage, living wage, ALICE population, and educational attainment.

KPI Dashboard Example: <https://statusofwomendata.org/explore-the-data/state-data/florida/>

Channel	Task	Lead	Due	Date Completed QR 1	Date Completed QR 2	Date Completed QR 3	Date Completed QR 4
Inter-Committee Collaboration	Share committee reports with staff	Individual Commissioner	Within 48hrs of committee meeting	Yes			
	Identify / recommend opportunities	Individual Commissioner	Monthly at OBC meetings	Yes, but shared monthly at Full Commission mtg			
	Receive / compile	Oasis Staff	One week in advance of OBC meeting	Yes, but shared monthly at Full Commission mtg			
	Share committee reports	Oasis Staff	One week in advance of OBC meeting	Yes, but shared monthly at Full Commission mtg			
General Business	Copy staff on all email correspondence	CSWG	As needed	Yes			
	Archive in case of public records requests	Oasis Staff	As needed	Yes			
Intra-Commission Email	Contact members directly: day/time/place	Commissioners	As Needed	Yes			
	Copy staff	Commissioners	As Needed	Yes			
	Archive for public records	Oasis Staff	As Needed	Yes			
Policy Manual	Reconfirm commitment	CSWG	Annually at Retreat	N/A			
	Acknowledge receipt	CSWG	Annually at Retreat	N/A			

	Make updated digital copy available	Oasis Staff	Ongoing, with notice of updates	N/A
Monthly Update	Send content to Compile content		End of First Week Second Week	Yes, but refining Yes, but refining process
	Deliver update via email		Third Week of Month	Yes
Name Tents	Determine / confirm purpose statement	CSWG	Bi-annually at Retreat	N/A
	Set strategic goals	CSWG	Bi-annually at Retreat	N/A
	Print on self-facing side of name tents	Oasis Staff	Annually following retreat	N/A
Absence Notifications	Note anticipated absences on website	Individual Commissioner	48 hours advance	Yes
	Note unanticipated absences by phone or email to staff and committee chair	Individual Commissioner	immediately*	Yes
	Send meeting attendance report to committee chair	Oasis Staff	48 hours in advance of meeting	Yes

Channel	Task	Lead	Due	Date Completed QR 1	Date Completed QR 2	Date Completed QR 3	Date Completed QR 4
Quarterly e-newsletter	Committee chairs send highlights to staff including past and future activities	Committee Chairs	Second Friday of Month	Completed			
	Produce draft newsletter	Oasis Staff	Third Friday of Month	Completed			
	Send to Chairs for Review	Oasis Staff	Third Friday of Month	Completed			
	Chairs review/approve draft newsletter	Committee Chairs	Fourth Friday of Month	Completed			
	Send newsletter to mailing list + share on social media	Oasis Staff	1st Workday of Quarter	Completed			
1-on-1 Meetings with City/County Commissioners	Set meetings	Individual Commissioners	TBD	Met with Jackson, Lindley, Dozier, Minor, Matlow, Dailey, ...			
	Report meeting outcomes to full commission	Individual Commissioners	Third Friday of Month	Yes			
	Produce talking points	Oasis Staff	Update Quarterly	Yes			
	Update contact info	Oasis Staff	Update Semi-annually	Yes			
Engaged in City/County Mtgs	Identify Meeting to Attend	Individual Commissioners	TBD	Yes			
	Speak at Meetings	Individual Commissioners	TBD	Yes			
	Report meeting outcomes to full commission	Individual Commissioners	TBD	Yes			

	Review Meeting Agendas & note Relevant Items	Oasis Staff	Within 48 hours of publishing	Yes
	Maintain Event Calendar	Oasis Staff	Update Bi-weekly	N/A
Social Media	Email staff primary & secondary content	Individual Commissioners	Weekly as needed	N/A
	Include quote(s) based on approved issue positions	Individual Commissioners	Weekly as needed	N/A
	Create and schedule posts	Oasis Staff	Every Monday	Yes
Invited Speakers	Identify and share secondary content	Oasis Staff	Every Monday	Yes
	Identify and recruit speakers for meetings	Individual Commissioners	Two months prior to meeting	Yes
	Provide contact info to staff	Individual Commissioners	Two months prior to meeting	Yes
Press Releases/Event Articles	Schedule speaking engagement in coordination with chair	Oasis Staff	Finalize arrangements 1 month before appearance	N/A
	Confirm/remind appt	Oasis Staff	One week before the event	N/A
	Decide event details	Individual Commissioners	Min 8wks	N/A
	Provide content / quote(s)	Individual Commissioners	Min 7wks	N/A
	Chairs review / approve the draft	Individual Commissioners	Min 5wks	N/A
	Coordinate content	Oasis Staff	Min 7wks	N/A
	Draft release / promotion	Oasis Staff	Min 6wks	N/A
My View/Article Media	Keep media list updated	Oasis Staff	Semi-Annually	Yes
	Send to chairs for review	Oasis Staff	6 weeks	N/A
	Publish to media outlets	Oasis Staff	Min 4wks	N/A

Appearance	Draft written piece	Individual Commissioners	Submit to staff 2wks prior to planned submission to media	N/A
Report Notice to Electeds	Submit a piece to a media outlet	Individual Commissioners	Submit to staff 2wks prior to planned submission to media	N/A
	Proof and edit as needed	Oasis Staff	Proof, edit, and return within 1 week	N/A
	Speak according to published or previously approved statements	Individual Commissioners	On request	N/A
	Field media requests	Oasis Staff	On request	N/A
	Connect appropriate CSWG member to a media outlet	Oasis Staff	On request	N/A
	Chair and Vice chair sign letters	Individual Commissioners	On completion, at least 1 week in advance of report presentations	N/A
	Keep list of key issues for each elected official (City / County)	Oasis Staff	Interest list updated semi-annually	N/A

Draft letters by template with thanks and noting report pages that include items of interest	Oasis Staff	Letters drafted on approval of report draft, ready within one week of approval vote	N/A
--	-------------	---	-----

Strategic Plan

TALLAHASSEE-LEON COUNTY COMMISSION ON THE STATUS OF WOMEN & GIRLS

The strategic plan serves as a three-year roadmap, a living document reviewed bi-annually and revised as needed to (1) support responsiveness to the requests of, and in support of issues identified by, the City and County boards, (2) provide guidance to new commissioners, (3) promote consistency in expectations through leadership transitions, and (4) provide a framework for regular review of progress on initiatives, demonstrating the commission's intention to advocate for policy supports to social change that improves the lives of women and girls in Tallahassee-Leon County.

The plan is based on the extensive list of recommendations provided by the 2013 commission and revised into five key issue areas by the policy committee of the 2016-2017 commission. Beginning in the 2017-2018 commission year, committees are organized by these issue areas to focus policy recommendations and progress reports: Violence & Safety, Health & Socio-Emotional Development, and Educational & Economic Security. The strategic plan organizes goals for the work of the commission around these issue areas and includes a fourth goal focusing on a strategy to improve and support communication among commissioners and their audiences. The goals identified in this strategic plan will support Leon County 2017-2021 Strategic Plan goals focusing on Economy, Quality of Life, and Governance. Similarly, the 2019 Tallahassee City Commission's priorities of Quality of Life and the Impact of Poverty and Economic Development are in alignment with this plan. As a strategic plan for the Tallahassee City government is adopted the CSWG Strategic Plan will be reviewed for alignment with identified city goals.

Under the guidance of the chair and vice chair, the Commission, at its annual retreat, will identify a central focus for the year. Informed by county and city commission goals along with input from partners the central focus will be addressed through the lens of each committee. Each year, the commission will produce an action plan guiding their year's work and outline budgetary needs according to the strategic plan. Periodic reports made to the City and County Commissions will reflect progress as related to the four goals and corresponding initiatives set forth in the action plan. The action plan will be revised as needed to reflect the changing social and economic landscape of Tallahassee-Leon County as policy initiatives are accomplished and celebrated, and as new needs emerge.

Goals

Based on the enabling resolution and informed by the work of prior Commissions since the inception of the Tallahassee-Leon Commission on the Status of Women and Girls the following goals and related initiatives will serve to guide the efforts of the Commission.

Goal 1: Women and girls feel safe in their homes, workplaces, and public spaces.

- a. Initiative: Raise public awareness of the prevalence of violence against women and girls, and the available educational resources.
- b. Initiative: Increase awareness of preventative measures to reduce the incidences of violence against women and girls.

- c. Initiative: Review and evaluate data, research, and resources.
- d. Initiative: Develop best practices and policy recommendations to support safety awareness and violence prevention.

Goal 2: Women and girls have sufficient control of their physical and mental health and feel supported in pursuing healthy social-emotional development.

- a. Initiative: Raise public awareness of the barriers to and issues impacting the physical, mental, and social-emotional health of women and girls.
- a. Initiative: Increase awareness of preventative measures to reduce negative impacts on the physical, mental, and social-emotional health of women and girls.
- b. Initiative: Review and evaluate data, research, and resources.
- c. Initiative: Develop best practices and policy recommendations to support the physical, mental, and social-emotional well-being of women and girls.

Goal 3: Women and girls can achieve financial independence and economic security with access to educational opportunities and professional fields in which they are underrepresented.

- a. Initiative: Raise awareness of the barriers to economic security that women and girls face, including but not limited to, access to affordable and quality housing, healthcare, childcare, education, internet, and transportation.
- b. Initiative: Raise awareness of the benefits to representation by women and girls in fields and activities in which they are underrepresented.
 - i.
- c. Initiative: Review and evaluate data, research, local policy, and resources.
- d. Initiative: Develop best practices and policy recommendations to support educational opportunity and economic security for women and girls.

Goal 4: City and County boards, and the public at large are aware of CSWG activities and perceive them to benefit their work and lives.

- a. Initiative: Communicate regularly with elected officials and their staff to maintain and revise expectations.
- b. Initiative: Communicate regularly with the public to raise awareness of CSWG issues and activities, and to understand which issues are most important to women and girls.

The Oasis Center for Women & Girls Profit & Loss by Job

October 2019 through February 2020

CSWG Leon County

Ordinary Income/Expense	
Income	
Grants	20,000.00
Total Income	20,000.00
Gross Profit	20,000.00
Expense	
Communications	155.51
Equipment Rental	50.00
Insurance	
General Package Liability	553.92
Medical Insurance	490.42
Workers Compensation	148.10
Total Insurance	1,192.44
Marketing	175.00
Occupancy	325.00
Payroll Expenses	7,502.07
Payroll Taxes	544.94
Printing	269.84
Professional Fees	156.25
Supplies	12.00
Utilities	291.26
Total Expense	10,674.31
Net Ordinary Income	9,325.69
Net Income	9,325.69

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: Capital Area Sustainability Compact
2. Program Objective: Sharing of best practices between member organizations.
3. Services provided: Facilitation of quarterly Steering Committee and Sub Committee meetings in Waste Reduction, Transportation, and Energy. Administration of the Compact including reporting and research.
4. Services Delivery Strategy:

Engage stakeholders in periodic value-added dialog and information exchange. Create a platform where members can share information, identify collaboration opportunities, and find solutions for shared sustainability challenges.
5. Target Population:

Eight of largest organizations in Leon County: Florida A&M University, Tallahassee Memorial Healthcare, Florida State University, the City of Tallahassee, Leon County Schools, Tallahassee Community College, Capital Regional Medical Center, and Leon County Government.
6. Method used to effectively reach target population:

Through a series of Steering and Working Group meetings Compact members are being engaged to exchange information; encouraged to provide input and vision on direction and desired outcomes; and supported to create or supplement, as needed, sustainability action plans.
7. Program Resources:

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

\$8,800 Contracted by Leon County (\$4,400 to date) plus in-kind of \$3,200 =

\$7,600 Total to date

Estimated Value of Volunteer In-Kind Time:

Value of Volunteer Time - All volunteer time is calculated at a conservative annual salary of \$52,000 a year / 260 days a year / 8 hours a day = \$25 an hour. Each of the participants are top professionals in their fields and recognized leaders within their respective organizations. Preparation and attendance of each meeting is estimated at two hours per participant for an estimated \$50 USD in-kind value per meeting.

Private business and government staff members participating in Capital Area Sustainability Compact meetings at the Steering and Working Groups.

Thirty-three unique participants attended nine meetings over the six-month reporting period.

	Meetings	Total Participants	In Kind Valuation
Energy	3	21	1050
Average 7 per meeting			
Transportation	2	12	600
Average 6 per meeting			
Waste	2	14	700
Average 7 per meeting			
Steering	2	17	850
Average 8 per meeting			
	TOTAL	64	3200

NOTES

Estimated at 2 hr per meeting including prep and travel.

33 Unique Participants

64 Total Person / Meetings

3200 Estimated in kind (2 hr x \$25 hr x 64 Person/Meetings)

64 participants meetings x \$50 in-kind valuation per meeting= \$3,200.

TOTAL: \$3,200

8. Program Capacity:

The program currently serves eight organizations in Leon County and has a capacity overtime to expand its depth and breadth in Leon County and the broader capital area to include adjacent counties. Private industry and business representatives are beginning to see value and are participating at the invitation of Compact members.

9. Number of Participants: 33 unique individuals Cost per Participant: \$133.33

Thirty-three representatives from the eight organizations directly participated in the program's periodic meetings. An estimated three times that number (99) directly benefited from the program through information exchange with their participating colleagues and engagement through sharing and implementing best practices.

10. Program Goals:

- a. Short-term
 - i. Establish a common commitment to climate action, fostering resilience, and driving sustainable practices to support the quality of life found in the Capital Area.
- b. Intermediate
 - i. Support development of individual action plans to reduce greenhouse gas emissions and ensure community-wide environmental, economic, and social prosperity and vitality.
- c. Long-term
 - i. Foster close collaboration with CASC members to develop a joint strategy to minimize the community footprint, reduce community greenhouse gas emissions and drive sustainable action in the Capital Area.

11. Objectives (Intended impact/outcome results)

- a. Activities
 - i. Quarterly and periodic meetings of the CASC Steering Committee and Working Groups including: Waste Reduction, Transportation, and Energy.
- b. Time Frame
 - i. CASC Steering Committee – Quarterly
 - ii. Working Groups – Periodic from every 6 to 12 weeks.
- c. Key Performance Indicators (Quantifiable)
 - i. Number of meeting held: 16
 - 1. October 2019 to March 2020: 9 or 56%
 - ii. Number of participants: 27
 - 1. October 2019 to March 2020: 33 or 127%
- d. Outcome Measures
(Benefits or changes for participants during and after their involvement with the program)

- i. Participant stakeholders benefited from value-added dialog and information exchange. Create a platform where members can share information, identify collaboration opportunities, and find solutions for shared sustainability challenges.
- ii. Developed and adopted a Compact Charter.
- iii. Research on and presentations from the Cambridge Compact and Southeast Florida Regional Climate Change Compacts informed and advised Steering Committee members on compact structures and funding mechanisms.
- iv. Online Share Drive to house member sustainability action plans and plan development resources as well as organizational documents: CASC meeting calendar for 2019-2020, meeting agendas and minutes, member contact lists, member requested working group topics.
- v. Membership in the Florida Collaborative Coordinators Forum – CASC has been invited to join this monthly forum being facilitated by the Institute for Sustainable Communities (ISC). The Capital Area Sustainability Compact (CASC) has emerged as the fifth regional process in Florida and the first in the panhandle. Feedback from ISC and other Florida Collaborative Coordinator members identified a clear need for CASC focus on:
 1. identity & brand to secure convening power & drive additional engagement
 2. web presence w/ capacity building materials, outreach/marketing materials (social media/print)
 3. expand early Compact services (research assistance and to expand members capability)
 4. capacity building services for stakeholders (trainings, tools and local case studies)
- vi. Achieving these needs will help catalyze the potential and drive greater local support in the longer term as stakeholders see clear value from participating in the process (i.e., pump priming example from Southeast Florida Regional Climate Change Compact)

12. Data Collection Method:

- a. Participant attendance at meeting

13. Number of Participants that left or were dropped from the program: None

All signing members of the Compact remain engaged and active in the program's activities. As the program capacity expands and continuing value is added for existing signers of the Compact our expectation is that the number of participant stakeholders will expand both in

the number of participants in the existing signed organizations and by adding additional community stakeholder businesses and organizations.

As a result of the COVID19 Pandemic additional working groups are being considered that could be of benefit to Tallahassee Memorial Hospital, Capital Regional Medical Center, and the greater community. Based on feedback from other Florida compacts there has been value in having an emergency management focused working group.

14. Provide Participants demographic data: N/A

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

One on one, evaluative meetings with the CASC members continue to yield positive feedback and guidance for future engagement. Exchange of best practices, information sharing, and cost saving policies and procedures were listed as positive outcomes. Focus on advancing the CASC's development through outreach and research of other successful compacts and sustainable communities' models was prioritized.

List any agency partnerships and collaborations related to this program. N/A

Attachments:

1. Power Point – Opportunities and Next Steps
2. Compact 2019-2020 Meeting Calendar
3. Member Requested Working Group Topics

*CASC has emerged as the
fifth regional process in
Florida and the first in the
panhandle.*

Capital Area Sustainability Compact



CLIMATE ACTION PLAN ▾

RESOURCES ▾

EVENTS ▾

NEWS ▾

ABOUT ▾

SUBSCRIBE

SOUTHEAST FLORIDA
REGIONAL COMPACT
CLIMATE
CHANGE



Advancing Resilience Solutions Through Regional Action

LEARN ABOUT THE COMPACT

LEARN ABOUT THE REGIONAL CLIMATE ACTION PLAN

FOCUS

- Sea level rise
- Flooding
- Economic and social disruptions.



A City Government, University, and Business Collaboration

► Through the collaboration of its signatories and community expertise and application of research, innovation, entrepreneurship, and social enterprise – strives to create a more healthy, livable and sustainable Cambridge community by addressing global environmental challenges.

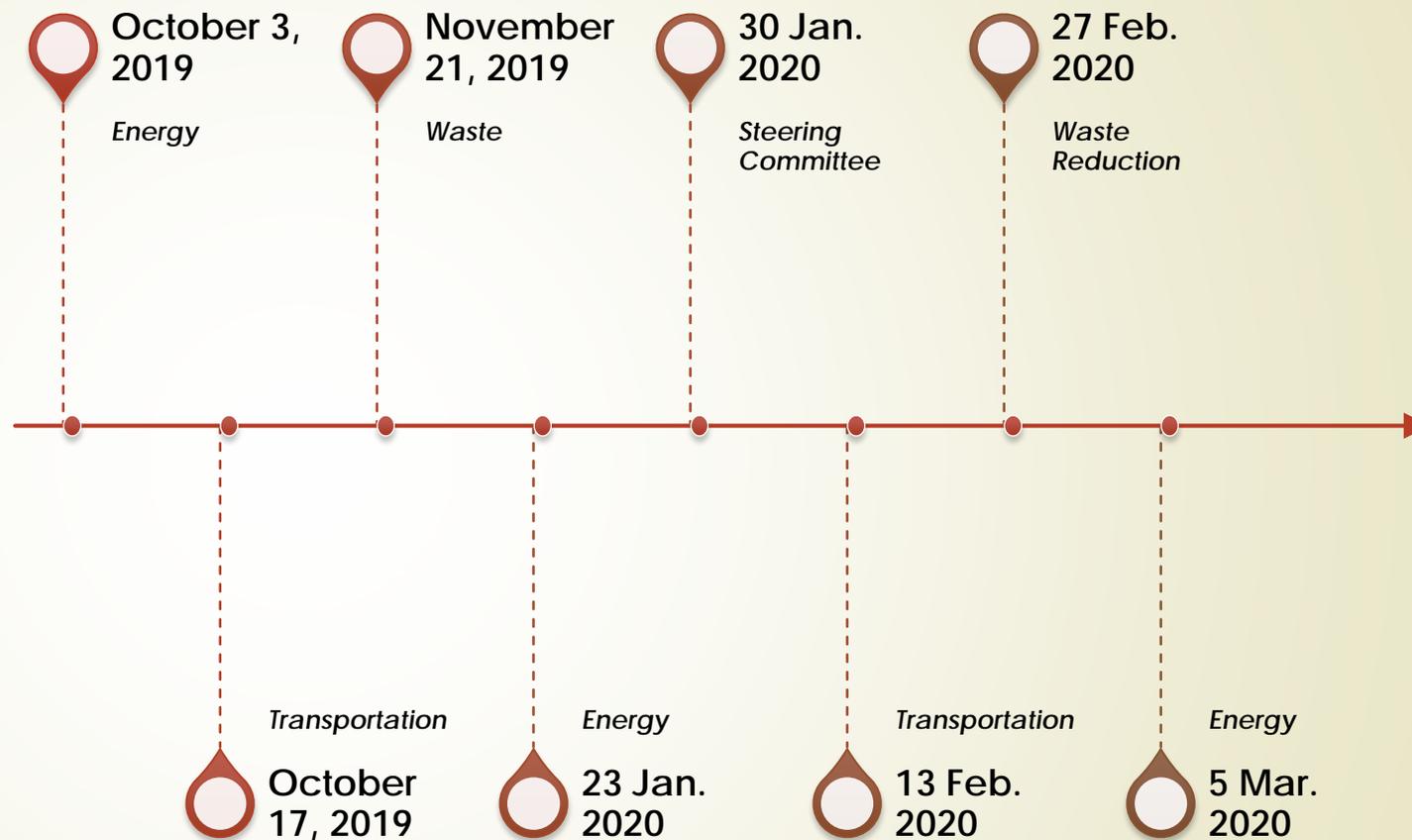


Capital
Area
Sustainability
Compact

Next Steps



2020 Meetings to Date





2020 Upcoming Meetings



Building Capacity – Shared Resources

- ▶ Sustainability Plan Resources
 - ▶ Supporting Member Plan Development
- ▶ Online Shared Resources
 - ▶ 2020 Calendar
 - ▶ CASC Contact List
 - ▶ Agenda, Minutes, Presentations



Opportunities

Expand early Compact services

Capacity building services for stakeholders (sustainability plan development, trainings, tools and local case studies)

Other services as CASC grows (resource capture, facilitating joint assessments, etc.)

Clear need for CASC identity & brand to secure convening power & drive additional engagement

Branding, web presence w/ capacity building materials, outreach/marketing materials (social media/print)

Drive collective action early in the process

Joint GHG strategy development & implementation support



Growth

Achieving these needs will require additional philanthropic resources in the short term

Leon County has provided generous seed funding

To fully catalyze the potential there is opportunity for an early strategic investment that could drive greater local support in the longer term as stakeholders see clear value from participating in the process.

Currently seeking expanded support from CASC members to prime the pump (Example: Institute for Sustainable Communities support for SE FL Regional Climate Compact)

Capital Area Sustainability Compact *2019-2020 Calendar*

October 3, 2019	Energy
October 17, 2019	Transportation
November 21, 2019	Waste
January 23, 2020	Energy
January 30, 2020	Steering Committee
February 13, 2020	Transportation
February 27, 2020	Waste Reduction
March 5, 2020	Energy
March 26, 2020	Transportation
April 9, 2020	Waste Reduction
April 16, 2020	Steering Committee
April 22, 2020	Earth Day
April 30, 2020	Energy
May 14, 2020	Transportation
May 28, 2020	Waste
June 11, 2020	Energy
June 25, 2020	Transportation
July 30, 2020	Steering Committee
August 6, 2020	Energy
August 20, 2020	Transportation
September 3, 2020	Waste
September 10, 2020	Energy
September 24	Transportation
October 8, 2020	Waste
October 22, 2020	Steering Committee
November 5, 2020	Energy
November 19, 2020	Transportation
December 3, 2020	Waste

Steering Committee

January 30, 2020	Steering Committee
April 16, 2020	Steering Committee
July 30, 2020	Steering Committee
October 22, 2020	Steering Committee

Energy Working Group

January 23, 2020	Energy
March 5, 2020	Energy
April 30, 2020	Energy
June 11, 2020	Energy
August 6, 2020	Energy
September 10, 2020	Energy
November 5, 2020	Energy

Transportation Working Group

February 13, 2020	Transportation
March 26, 2020	Transportation
May 14, 2020	Transportation
June 25, 2020	Transportation
August 20, 2020	Transportation
September 24	Transportation
November 19, 2020	Transportation

Waste Reduction Working Group

February 27, 2020	Waste Reduction
April 9, 2020	Waste Reduction
May 28, 2020	Waste Reduction
September 3, 2020	Waste Reduction
October 8, 2020	Waste Reduction
December 3, 2020	Waste Reduction

Member Recommendations Compact Working Group Topics 2020

The following are lists of potential topics that each Compact Working Group could focus on this year. Working groups should collectively decide which topics are of highest priority and interest to the group.

Energy

- Energy reduction strategies
- Energy data management strategies/software
- Employee engagement strategies for energy conservation
- Renewable energy technology (including solar)
- Sustainable construction and renovation
- Low impact development for building exterior
- Energy audits
- Carbon Tax
- State renewable portfolio
- Support for min-grids, neighborhood solar farms, & other smaller scale solar that doesn't consume rural lands and compromise habitat
- University-system wide requirements for new buildings with best energy conservation standard.

Waste

- Recycling in buildings
- Recycling education
- Waste reduction education
- Green purchasing (and green purchasing policies)
- Food waste reduction strategies
- Composting
- Single-use plastic reduction
- Printing reduction strategies
- Working with private vendors on waste reduction
- Custodial training
- Tours of Marpan and Transfer Station
- Litter abatement
- Hand dryers vs. paper towels

Transportation

- Electric vehicle transition in fleets
- Fuel tracking software

- Fuel efficiency strategies
- Green Fleet policies
- Carpooling
- Alternative transportation (bike, walk, bus)
- Idling
- Electric equipment (Side-by-sides)

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

From: Vince Long <LongV@leoncountyfl.gov>
Sent: Friday, February 7, 2020 1:24 PM
To: Gerry Phipps <gavl@me.com>; Vince Long <LongV@leoncountyfl.gov>; Nick Maddox <MaddoxN@leoncountyfl.gov>; Mary Ann Lindley <LindleyM@leoncountyfl.gov>; Kristin Dozier <DozierK@leoncountyfl.gov>; Jimbo Jackson <JacksonJ@leoncountyfl.gov>; Bill Proctor <PROCTORB@leoncountyfl.gov>; Bryan Desloge <DeslogeB@leoncountyfl.gov>; Rick Minor <MinorR@leoncountyfl.gov>
Cc: Tim phipps <jtfhipps@gmail.com>; Matt Lambert <matt@memcpas.com>; Dr Lyndsey Steele <lyndseysteele@yahoo.com>; Be The Solution Inc <bethesolution.inc@gmail.com>; Stephanie Holloway <HollowayS@leoncountyfl.gov>; Alan Rosenzweig <RosenzweigA@leoncountyfl.gov>
Subject: RE: Be The Solution, Inc. asks for additional funding in FY20/21

Thanks Gerry.

Received, I just wanted to inform you as well as remind the Commission that this will be coming to the Board as a line item budget agenda item in March.

Let me know if you need anything further at this time.

Vincent S. Long, MPA, ICMA-CM
County Administrator
301 S. Monroe Street | Tallahassee, FL 32301
(850) 606-5319 /work | (850) 606-5301 /fax
LongV@leoncountyfl.gov

From: Gerry Phipps <gavl@me.com>
Sent: Wednesday, February 5, 2020 5:16 PM
To: Vince Long <LongV@leoncountyfl.gov>; Nick Maddox <MaddoxN@leoncountyfl.gov>; Mary Ann Lindley <LindleyM@leoncountyfl.gov>; Kristin Dozier <DozierK@leoncountyfl.gov>; Jimbo Jackson <JacksonJ@leoncountyfl.gov>; Bill Proctor <PROCTORB@leoncountyfl.gov>; Bryan Desloge <DeslogeB@leoncountyfl.gov>; Rick Minor <MinorR@leoncountyfl.gov>
Cc: Tim phipps <jtfhipps@gmail.com>; Matt Lambert <matt@memcpas.com>; Dr Lyndsey Steele <lyndseysteele@yahoo.com>; Be The Solution Inc <bethesolution.inc@gmail.com>
Subject: Be The Solution, Inc. asks for additional funding in FY20/21

Dear County Administrator Long and Leon County Commissioners Maddox, Lindley, Dozier, Jackson, Proctor, Desloge and Minor,

Thank You Thank You Thank You for your support for Be The Solution, Inc. We financed over 6,000 spay & neuter surgeries in 2019 bringing total surgeries financed to over 33K. I'm attaching a print ad that will run in the Tallahassee Magazine in the March/April issue because it shows our growth rate and influence on shelter intakes. Because of our partnerships with Local Veterinarians, Leon County Animal Control, COT Animal Service Center, Animal Shelter Foundation, Its Meow or Never and other pet rescues, we have reduced ASC intakes dramatically.

Please find attached the current BTS budget based on our goal to spay and neuter 7,000 area dogs and cats in 2020, which we believe is the tipping point needed to reduce cat colony numbers significantly and shelter intakes even further. In order to meet this goal, BTS respectfully asks the City of Tallahassee and Leon County for increased funding in FY20/21. Please see below:

7,000 Spay & Neuter Surgeries in 2020 x \$50/surgery = \$350,000.00

1/3 of the surgeries to be covered by City/County = \$116,667.00

County 45% = \$52,500.00 (\$4,375.00/month)

City 55% = \$64,166.00 (\$5,347.16/month)

I appreciate your past support and understanding about prevention and that without it, our ASC intakes would be much higher. We've come so far in the past ten years with the support of our local community and local government. With your increased investment in prevention, we can get the job done and reduce our shelter intakes and euthanasia rates even more.

I am available to meet and answer all questions!

Thank you very much for your time and consideration,

Best Always,

Gerry Phipps

Gerry Phipps

BTS President & Executive Director (*Volunteer*)

Be The Solution, Inc.

bethesolution.us

850-545-5145

FY2017 – FY2021 Strategic Plan Midyear Status Report

The Board receives biannual status reports on the Strategic Plan at both the Budget Workshop and Annual Board Retreat. This following midyear status report provides a detailed update on the FY2017 – FY2021 Strategic Initiatives, Targets, and Bold Goals.

The December 12, 2016 Board Retreat served to both close out the FY2012 - FY2016 Strategic Plan and to engage in the comprehensive plan year evaluation and development of the next five-year planning cycle. During the Retreat, the Board reestablished the Vision Statement and Strategic Priorities, adopted an organizational Mission Statement, and established new Strategic Initiatives. The new FY2017 – FY2021 Strategic Plan was enhanced by the incorporation of specific five-year Targets and Bold Goals adopted for each priority area. The Board formally adopted the FY2017 – FY2021 Strategic Plan on January 24, 2017.

The following analysis is a midyear status report on the County's Strategic Initiatives, Targets, and Bold Goals year to date as of March 31, 2020.

Targets & Bold Goals

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

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

The following table and narrative summaries provide a midyear status update on Leon County's five-year Targets and Bold Goals year to date as of March 31, 2019. The progress reported for each Target or Bold Gold includes data from FY 2017 through the first half of FY 2019. A final status report on the progress made during FY 2019 will be presented during the Board's Annual Retreat in January 2020.

The rest of this page is intentionally left blank.

YEAR TO DATE AS OF MARCH 31, 2020

GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE*	5-YEAR TARGETS	PROGRESS TO DATE*
ECONOMY	Grow the five-year tourism economy to \$5 billion	66% (\$3.32 Billion)	» Attract 80 state, regional, or national championships across all sports	74% (59 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	166 Entrepreneur Ventures (33%), 9,064 New Jobs (82%), and 123 High-Wage Tech Jobs (31%)*
			» Connect 5,000 students and citizens to middle skilled job career opportunities	50% (2,494 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	39% (38,761 Residents and Visitors)
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	610 septic tank replacements are in progress	» Plant 15,000 trees including 1,000 in canopy roads	88% (13,498 Trees)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
			» 75% community recycling rate	62% Recycling Rate*
			» Construct 30 miles of sidewalks, greenways and trails	88% (26.53 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	77% (77.3 Million)*	» Double the number of downloadable books at the library	118% (15,893 New Books)
			» Construct 100 fire hydrants	48% (48 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	71% (6,044 Citizens)
			» Open 1,000 new acres of park land to the public	24% (242.31 new acres)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	62% (310 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	20% Reduction (2 days faster)*
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	90% Participation (507 Employees Participating)*
			» Reduce by 60% the outstanding debt of the County	49.5% Reduction*
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% of Employees Trained

* Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2019.

Economy

Bold Goal: *Grow the Five-Year Tourism Economy to \$5 Billion*

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. In FY 2017, FY 2018, and FY 2019 the research firm estimated the total economic impact of tourism in Leon County at \$895.8 million, \$920 million, and \$1.04 billion respectively. For the first two quarters of FY 2020, the annual economic impact is over \$470 million, which brings the total tourism economy over the last three years to **\$3.32 billion, 66% of the County's five-year Bold Goal.**

The tourism economy for first two quarters of FY 2020 is down 15% compared to the same time in FY 2019. This decline is due to the COVID-19 pandemic in FY 2020 and somewhat inflated figures for FY 2019 due to the subsequent recovery effort related to Hurricane Michael. However, the pandemic has continued to negatively impact the tourism economy in Leon County and greater declines are projected for last two quarters of FY 2020.

Targets:

Attract 80 State, Regional, or National Championships across All Sports

In FY 2017, 14 championship sporting events were held in Leon County followed by another 16 championships in FY 2018. During this time, Leon County was also selected to host several NCAA championship events at the Apalachee Regional Park (ARP) over the next five years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross County National Championship. The 2021 National Championship will be the first time in the race's 78-year history that it will be held in Florida. In FY 2019, an additional 17 events were held in Leon County including the prestigious Florida High School Athletics Association (FHSAA) State Championship, which Leon County was selected to host at the ARP again in 2021.

Thus far in FY 2020, the County has hosted 12 championship sporting events bringing the total to **59 championships, 74% of the County's five-year Target.** These events include the Tallahassee Tennis Futures Pro Tournament, the FHSAA Football Championship (1A, 2A, and 3A), the Tallahassee Marathon, the ASG Presidents' Day Soccer Tournament, and the Red Hills Horse Trials. The remaining championship events were cross county races hosted at the ARP and included the National Junior College Athletic Association's Cross-Country Championship, which the County was selected to host again in 2022.

It should be noted that an additional seven (7) championship sporting events that were scheduled to occur in FY 2020 have been cancelled due to the COVID-19 pandemic. These events include the following:

- Florida State Soccer Invitational – March 28th
- FSU Track and Field Relays – March 28th
- Florida Conference Regional Sectionals - Ultimate Frisbee – April 11th
- NCAA Women's Basketball First and Second Round – April 13th
- The Tallahassee Tennis Challenger – April 20th
- Youth Basketball of America - Youth Boys Basketball Tournament – April 25th
- AAU National Track & Field National Qualifier – June 25th

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 4

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, including 400 High-Wage Jobs in High Tech Clusters.

The total entrepreneur ventures and jobs are calculated and reported to the Board on an annual basis after the Department of Economic Opportunity (DEO) has published the Local Area Unemployment Statistics (LAUS) for the year. Progress toward this Target in FY 2020 will be reported at the Annual Board Retreat in January 2021. However, the most recent data on this Target is provided in the following section.

Since the start of FY 2017, Leon County has co-created 166 entrepreneurial ventures (33%), 9,064 new jobs (82%), and 123 high-wage jobs in high tech clusters (31%).

An entrepreneurial venture is a new business formation that is in the early stages of getting capitalized and then developing, organizing and managing a business toward initial profitability. New entrepreneurial ventures are reported to OEV by partner organizations such as Domi Station and Innovation Park. Through these partnerships, 166 entrepreneurial ventures have started in Leon County.

The reported high-wage jobs in high tech clusters are the result of businesses participating in the Qualified Target Industry (QTI) program. Since FY 2017, 123 high-wage, high-tech jobs have been created through the QTI program. Program participants include Danfoss (120 jobs) and Millennium Integrated Electronics (3 jobs). In FY 2019, the QTI program had no new participants in the; however, several large awards for advanced manufacturing are currently pending and will be announced in FY 2020.

The 9,064 total new jobs reported in Leon County since FY 2017 is a preliminary estimate based upon the Local Area Unemployment Statistics (LAUS) published by the Department of Economic Opportunity (DEO). All preliminary estimates are subject to revision the following month and at the end of the year by DEO, and annual revisions can go back several years due to methodological or geographic changes.

It should be noted that, while significant progress has been made toward this target over the last three years, the increases in unemployment due to the COVID-19 pandemic will significantly impact the County's ability to meet this goal by FY 2021. According to the Florida Department of Economic Opportunity's most recent Local Area Unemployment Statistics report, unemployment in Leon County rose to 8.8% in May 2020, compared to 2.9% during the same month in 2019.

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

Since the start of FY 2017, **2,494 students and citizens have been connected to middle skilled job opportunities, 50% of the County's five-year Target.** This progress was achieved through initiatives such as the EMS Student Internship Program as well as the Leon Works Expo and Junior Apprenticeship Program. Also in support of this Target, the County committed to expanding the 2019 Leon Works Expo as a regional event, which was attended by both Gadsden and Wakulla County students.

The 2020 Leon Works Expo was scheduled for April 3, 2020 at the FSU Civic Center. However, the event was cancelled due to the COVID-19 pandemic. County staff are coordinating with Leon County Schools to determine if this program can safely occur during the next school year.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 5

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

During FY 2017 and FY 2018, the County hosted six concerts with a total of 11,203 attendees at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, (4) Florida Jazz & Blues Festival, (5) the Tedeschi Trucks Band, and (6) the band Train. One additional concert featuring Lynyrd Skynyrd was scheduled for FY 2018 but was cancelled due to a medical emergency involving Gary Rossington, one of the original members of the band.

In FY 2019, Leon County hosted nine concerts with a total attendance of 17,014, a 220% increase from the previous years. One additional concert, the Florida Jazz and Blues Festival, was cancelled by the organizers. The other concerts included the 2019 Word of South Festival featuring artist Shakey Graves (1,500 attendees) and the sold-out concert of JJ Grey and Mofro (3,314 attendees). The remaining seven concerts were part of the Free and Family Oriented Sundown Concert Series in partnership with the Tallahassee Downtown Improvement Authority (DIA).

To continue to increase attendance and ensure the consistent booking of high-quality performances, the Board increased the Concert Series budget for FY 2020 from \$100,000 to \$250,000. Part of these funds have also been allocated to continue to support the extension of the DIA Sundown Summer Concert Series. As a result, in the first half of FY 2020, the County hosted four concerts with a total of 10,544 attendees, which brings the current total to **38,761 attendees, 39% of the County's five-year Target**. The concerts in FY 2020 featured the following artists:

- Third Eye Blind w/special guests Smallpools (1,800 attendees)
- Countdown Downtown! New Years Eve at Cascades Park featuring Tallahassee Nights Live and Fried Turkeys in partnership with DIA (6,000 attendees)
- Dennis DeYoung: The Grand Illusion 4th Anniversary Tour (674 attendees)
- Boyz II Men (2,070 attendees)

Due to the COVID-19 pandemic, spring 2020 concerts featuring the Newsboys UNITED was cancelled and Jamey Johnson was rescheduled for the 2021 Word of South Festival. These March 2020 actions cleared the County's Concert Series events planned at the Amphitheater until September 2020. On April 14, 2020, the Board received a status report on the actions taken in response to the financial impact of COVID-19 including a \$1.65 million reduction in Tourist Development Tax expenditures. Expenditure reductions related to the Concert Series include savings associated with the cancellation/rescheduling of concerts and the reduction of contract services for the booking and promotion of future ticketed concerts. Adequate funds were preserved to support the DIA's Free and Family Oriented Sundown Concert Series scheduled from May through November at the Amphitheater. To date, local COVID-19 conditions have not been conducive for hosting concerts which are not anticipated to resume until Phase 3 of the County's Response and Re-opening Plan.

The following three performances were planned for the fall Concert Series but the County ceased marketing them in light of the pandemic and consistent with social distancing and stay-at-home guidance:

- JJ Grey & Mofro on September 11th (FY 2020)
- Boz Scaggs on October 16, 2020

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 6

- Classical Mystery Tour: A Tribute to the Beatles with the Tallahassee Symphony Orchestra on November 6, 2020

At the time of this writing, Leon County is in Phase 2 of its Response and Re-Opening Plan and recently experienced some its largest daily increases in new COVID-19 cases since the pandemic began. Phase 3, which may allow concerts and other large gatherings with restrictions, does not appear to be imminent but more favorable conditions could transition our community to Phase 3 prior to these scheduled concerts. The County generally requires a minimum lead time of three months to promote artists booked to perform at the Amphitheater in order to generate ticket sales.

Although tickets went on sale for the three fall concerts prior to the pandemic, it would not be appropriate to resume the promotion of ticket sales during Phase 2 which discourages congregating in groups larger than 50 people, and with no certainty as to the timing of Phase 3.

Based on the County's phased Response and Re-Opening Plan, the need for adequate time to promote concerts at the Amphitheater to generate ticket sales, and in the interest of public health:

- The JJ Grey and Mofro concert scheduled for September 11th has been cancelled with mutual interest in scheduling a return date in 2021.
- Boz Scaggs is in the process of rescheduling national tour dates and plans to return to the Amphitheater in 2021.
- A determination on the November 6, 2020 Beatles Tribute featuring the Tallahassee Symphony Orchestra will be made by late August.

Should conditions allow for concerts at the Amphitheater to resume, a minimum of 75 days will be needed to launch marketing initiatives to support hosting a ticketed concert. The County will cancel or seek to reschedule performances that do not meet these criteria. Staff does not anticipate booking any new performers until Phase 3 of the re-opening has commenced and the Board has approved such activities.

Environment

Bold Goal: *Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone*

In FY 2019, a total of 179 septic tanks were eliminated through the completion of the Woodside Heights Septic to Sewer Project and 431 are planned or in progress, for **a total of 610 which exceeds the five-year Bold Goal**. Thus far in FY 2020, there have been no additional upgrades or eliminations; however, the next phase of septic to sewer projects for the Belair/Annawood neighborhoods has been put out for bid and will be brought back to the Board to award in July.

By partnering with the State of Florida, the County plans to upgrade or eliminate a total of 610 septic tanks in the primary springs protection zone. To help achieve this goal, Leon County has aggressively pursued state grant funds in addition to leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension. These funds will help eliminate approximately 520 septic tanks in the Woodside Heights, Northeast Lake Munson, and Belair/Annawood neighborhoods.

In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement an Advanced Septic System Pilot

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 7

Program for the Wilkinson Woods Subdivision which will assist homeowners that are replacing failing or repairing septic tanks with passive technology higher performing nitrate-reducing systems. This program will remove or replace an additional 90 septic tanks. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville Project is funded through sales tax and an FDEP grant. The completion of the construction portion of the Woodville project will eliminate an additional estimated 1,000 septic tanks, however, this is projected to occur outside of the current five-year strategic plan time horizon.

Targets:

Plant 15,000 Trees Including 1,000 in Canopy Roads

In FY 2017, Leon County planted 702 trees, of which 18 were planted along canopy roads. To support the planting of 1,000 trees in the canopy roads, the FY 2018 adopted budget included \$75,000 to implement an active tree planting program.

In FY 2018, Leon County planted 2,122 trees, of which 73 were planted along canopy roads. These trees were planted as part of several planned construction projects, as well as programs the County coordinates annually, such as the Adopt-A-Tree Program, Arbor Day plantings, and the Canopy Road Committee's active tree planting program. During FY 2018, Public Works also identified and prepped planting sites for approximately 400 trees which will be planted along canopy roads in 2019.

In FY 2019, an additional 9,455 trees have been planted, including 496 trees along canopy roads. These trees were planted as part of several projects include a 30-acre reforestation project at the J.R. Alford Greenway and plantings at the Apalachee Regional Park. Trees planted along canopy roads were part of the Canopy Road Program as well as the Miccosukee Road Drainage Improvement Project.

In FY 2020, Leon County planted 1,219 trees. This brings the total to **13,498 trees with 587 trees planted in canopy roads, 88% of the County's five-year Target.** These trees were planted as part of the Adopt-A-Tree Program (400 trees), Arbor Day plantings (777 trees), Parks & Recreation Memorial Tree Program (1 tree), Linene Woods Phase 1 Drainage Improvements (12 trees), Brent Drive Park improvements (17 trees), Bradfordville Dog Park parking expansion (8 trees), and Canopy Oaks Tennis Court Renovations (4 trees). Planting of an additional 525 trees along canopy roads is scheduled for later in FY 2020.

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff has integrated sustainable design standards into the Facilities Design Guidelines which are used for new construction and large-scale renovations. For small renovations such as painting and carpet installation, material standards have been implemented. In addition, internal design staff have received new training in sustainable design standards. In FY 2020, the Office of Resource Stewardship and the Department of Public Works are working to integrate

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 8

Green Building criteria into the County's Facilities Design Guidelines, which will be revised and presented to the Board at a future meeting.

75% Community Recycling Rate

Annual county recycling rates for the previous year are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. During Summer 2020, Leon County will receive recycling rates for 2019. Recycling rates for past years are provided as follows.

For 2016, Leon County had a recycling rate of 55%, making it one of only 20 counties in the state to achieve a rate of 50% or higher. In 2017, the County achieved a recycling rate of 66%, the ninth highest rate in the state. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.

In 2018, the County achieved a recycling rate of 62%. Despite the slight decrease in the recycling rate from 2017, Leon County maintains the third highest traditional recycling rate in the state and the 10th highest overall recycling rate. Later this summer, the Board will be presented with the final report and recommendations from the consultant hired jointly by the County and City to analyze options and long-term strategies for recycling.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2017, Leon County constructed 8.73 miles of sidewalks, greenways, and trails followed by an additional 9.7 miles in FY 2018, and 1.86 miles during FY 2019. During the first half of FY 2020, the County constructed 2.3 miles of sidewalks in Kate Ireland Park, Avery Park Subdivision, Cottages at Lonnie Subdivision, Retreat at Mahan Subdivision, and along Crowder Road. An additional 4 miles of trails were constructed in the J.R. Alford Greenway and as part of the Central Pond Trail in Innovation Park. This brings the total to **26.53 miles of sidewalks (12.4 mi), greenways (6.5 mi), and trails (7.6 mi), 88% of the County's five-year Target.**

Quality of Life

Bold Goal: *Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families*

The Department of Veterans Affairs (VA) for Leon County calculates and publishes the amount of Veterans Compensation & Pension and Medical Care Expenditures annually. Progress toward this Target in FY 2020 will be reported at the Annual Board Retreat in January 2021. However, data from previous years is provided as follows.

For FY 2017, over \$38.6 million in Veteran Affairs benefits were secured for Leon County veterans and their families. This spike in funding is due in part to the opening of the Tallahassee Health Care Center, a new VA clinic opened in Leon County in October 2016. In FY 2018, an additional \$18.2 million in Veteran Affairs benefits were secured.

For FY 2019, over \$20.2 million in Veteran Affairs benefits were secured for Leon County veterans and their families. This brings the current total to **\$77.3 million, 77% of the County's five-year Target.**

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 9

Targets:

Construct 100 Fire Hydrants

In FY 2017, 15 fire hydrants were constructed in the unincorporated area. To increase the number of hydrants constructed annually, during the June 2017 Budget Workshop, staff recommended and the Board approved revisions to Policy No. 14-2, “Criteria for the Placement of Fire Hydrants on Current Water Systems” and increased funding to implement a new cost sharing program. With the new program, a citizen or Homeowners Association (HOA) may make a request directly to the County for a fire hydrant. In FY 2018, 17 additional fire hydrants have been constructed, including one hydrant which was installed under the new cost sharing program.

During FY 2019, 16 new hydrants were constructed in the in the unincorporated area. An additional 20 hydrant installations are scheduled for second half of FY 2020. This brings the total to **48 hydrants, 48% of the County’s five-year Target**. To meet this Target, Public Works is working with Talquin Electric Cooperative to expedite installation of fire hydrants on the Prioritization List. Talquin has since agreed to use an outside contractor to perform installations.

Train 8,500 Citizens in CPR/AEDs

Leon County EMS held over 40 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs. During FY 2018, EMS held an additional 38 trainings during which 1,768 citizens were trained. Last year, in FY 2019, Leon County EMS conducted 59 trainings for 2,111 citizens.

Thus far in FY 2020, the County has hosted 22 trainings for 593 citizens, which brings the total to **6,044 citizens trained in CPR/AEDs, 71% of the County’s five-year Target**. This total does not include the 2020 Press the Chest event, which has been postponed to 2021 due to the COVID-19 pandemic. To encourage learning CPR at home, EMS is working with the Library to distribute American Heart Association CPR kits which include a CPR learning manikin, visual guides, and a DVD training video.

Open 1,000 New Acres of Park Land to the Public

Since 2017, **242.31 acres of park land have opened to the public, 24% of the County’s five-year Target**. The new park lands include the following:

- Northeast Running Trail: The Northeast running trail was completed in January 2018, making 43 new park acres open to the public.
- St. Marks Headwaters Greenway: In late January 2018, the first phase of the St. Marks Headwaters Greenway trail was completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
- Orange Avenue - Meridian Street Park: In September 2019, a vacant lot at the corner of Orange and Meridian was revitalized to serve as a temporary park until the construction of a StarMetro Superstop can be completed.
- Bradfordville Community Center Dog Park: In October 2019, Leon County opened the first off-leash dog park in the unincorporated area making 13.26 new park acres open to the public.
- J. Lee Vause Dog Park: In February 2020, Leon County opened a 1.5-acre dog park within the existing J. Lee Vause Park. Amenities include a drinking foundation with a dog water bowl attachment, a log tunnel, jumping hoops, and benches.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 10

- Pimlico and Man O War Parks: As part of a separate discussion item, the Board will consider accepting the donation of two neighborhood parks from the Killlearn Acres Homeowners Association. The two parks are Pimlico Park and Man O War Trail. Pimlico Park, located at 4811 Pimlico Drive, is 13.4 acres, and Man O War Park, located at 0 Man O War Trail, is 4.4 acres.

In total, the County now maintains 3,865 acres of greenways and parks that are open to the public. Additional park land is anticipated to open to the public over the next five years includes portions St. Marks Headwaters Greenway and the Coe Landing Rd.

Double the Number of Downloadable Books at the Library

In FY 2017, Library Services added 10,002 downloadable books to their collection. This substantial increase was the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, Audiobooks, E-Magazines, and other electronic products. In FY 2018, an additional 1,769 books were added to the Library's collection followed by an additional 2,505 books in FY 2019.

During the first two quarters of FY 2020, the Library added 1,617 new books due to the increased demand for digital content while facilities were closed due to the COVID-19 pandemic. This brings the Library's the total to **15,893 new downloadable books purchased since FY 2017, 118% of the County's five-year Target.** The net total of downloadable books currently available through Leon County Libraries is now approximately 23,300.

Governance

Bold Goal: *Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation*

Since the start of FY 207, the County has implemented **310 citizen ideas, improvements, solutions and opportunities for co-creation, 62% of the County's five-year Target.** Included in this list are 112 recommendations voiced by citizens during LEADS Listening Sessions and 16 recommendations from the post-hurricane Listening Sessions. Several ideas were proposed by individual citizens such as Library patrons, campground visitors, and community center users. Other improvements were submitted by community organizations or citizen committees like the Woodville Little League, the Miccosukee Sense of Place Working Group, and the Blueprint Citizen Advisory Committee.

Targets:

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit
Average permitting times are calculated and reported to the Board on an annual basis to determine the percent reduction in permit times. Progress toward this Target in FY 2020 will be reported at the Annual Board Retreat in January 2021. However, the most recent data on this Target is provided as follows.

Since FY 2017, **nearly two-thirds (66%) of this target was achieved by reducing the average time from 11 days to 9 days** through FY 2018. Hurricane Michael's landfall at the beginning of FY 2019 (October 10, 2018) and a record year of permit applications to the County resulted in atypical permit review times. Nearly 7,000 permits were approved by the County in FY 2019, up

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 11

33% from the prior year and four times higher than the previous peak in 2007. Single family building permit review times returned to normal in the first quarter of FY 2020.

During FY 2019, the County recruiting a new chief building official, launched the Project Dox software for online plans review, expanded the automatic email notification services to applicants, and contracted with private sector plans reviewers to expedite the permit approval process. Staff anticipates further efficiencies in permit review times as the County continues to utilize private sector plans reviewers and implement the new flat fee methodology for residential building permits recently approved by the Board.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program
The My Rewards Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Participation in the program is reported annually at the Board's Retreat as employees have until October 31st to complete the tasks/activities required for participation.

In FY 2017, 496 employees participated in the program. In FY 2018, 90% participation was achieved with 502 employees participating. In FY 2019, the County maintained this level of participation with, **507 employees participate in the Program which is 90% of eligible County employees.** To continue to achieve this level of participation, staff has adopted several new strategies including calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, providing Division Directors with a report of employees who had not yet taken advantage of the program, and attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.

Reduce By 60% the Outstanding Debt of the County

The County's outstanding debt, including principal and interest, is calculated annually at the end of each fiscal year. Progress toward this Target will be provided at the Annual Board Retreat in January 2021. However, the most recent data available for this Target is provided as follows.

From FY 2017-FY 2019, the County has reduced its debt from \$48.6 million to \$24.8 million, a 49.5% reduction.

Based on the current debt service schedule and recent refinancing, the County is on pace to meet this Target. In FY 2020, staff anticipates that the County will pay \$492,622 worth of interest and make principal payments totaling \$7.7 million, for a 15.5% debt reduction. Bonds issued to acquire the Leon County Government Office Annex Building will be paid off by FY 2021, significantly reducing the amount of remaining debt.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

Currently, **100% of Leon County employees have been trained.** Since FY 2017, 911 employees have been trained in Customer Experience; 861 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace; and 866 employees have received Diversity in the Workplace training. To ensure all employees received all three (3) trainings,

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 12

Human Resources developed a quarterly schedule and website for County trainings and worked with department directors to schedule their employees’ attendance. Human Resources will continue to provide these training to new County employees.

Strategic Initiatives

Strategic Initiatives are program or area specific projects that align with the County’s Strategic Priorities to serve and strengthen the community. Leon County’s first five-year Strategic Plan grew to include 154 Strategic Initiatives, 148 (96%) of which were completed between FY 2012 and FY 2016. The remaining six (6) Initiatives still in progress were included as part of the next five-year plan.

At the 2016 Board Retreat, the Board adopted 44 Strategic Initiatives as part of the FY2017 – FY2021 Plan. An additional 14 Strategic Initiatives were adopted at the 2017 Board Retreat followed by an additional 17 Strategic Initiatives at the 2018 Board Retreat for a current total of 75 Strategic Initiatives. As shown in Table #1, as of the writing of this mid-year status report, a total of 70 (80%) of the Strategic Initiatives have been completed, with the remaining 18 (20%) in progress.

Table #1 – Status of the Strategic Initiatives

Timeline	Complete	In Progress	Total
As of Preparation of July 2020 Summary Report	70	18	88
Status by Strategic Priority			
Economy	17	3	20
Environment	17	4	21
Quality of Life	16	7	23
Governance	20	4	24

The following is a summary of completed Strategic Initiatives and a list of those still “in-progress” organized by the four priority areas: (1) Economy, (2) Environment, (3) Quality of Life, and (4) Governance. Please note that many of the initiatives recorded as “Complete” do not “stop” - rather they are ongoing and will have continued impacts. These items require no further Board direction and will be carried out as part of staff’s work plan.

Economy – Completed Strategic Initiatives

(2016-1) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements

- 2018: At the February 13, 2018 meeting, proposed weatherization modifications were presented to the Board and subsequently approved. Modifications include the design and construction of the Amphitheater canopy extension, drainage improvements to the back of the stage, and the purchase of sound mitigation panels.
- 2020: Construction on the Amphitheater begin in June 2020 and is anticipated to be complete in four to six weeks.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 13

(2016-3) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.

- *2017: The revision of Sec. 125.0104, F.S was adopted as part of the Board's 2017 Legislative Priorities. As the proposal was not amended into an existing bill during the legislative session, it was again included in the Board's 2018 Legislative Priorities.*
- *2018: The proposal was not amended into an existing bill for the second year in a row. The Board adopted the proposal as part of the 2019 State and Federal Legislative Priorities program.*
- *2019: The proposal was not amended into an existing bill for the third year in a row. The Board adopted the proposal as part of the 2020 State and Federal Legislative Priorities program.*
- *2020: Leon County's legislative team worked closely with Capitol Alliance Group, our local legislative delegation, as well as Florida State University throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the fourth year in a row.*

(2016-4) Continue to pursue opportunities for workforce development including:

(A) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners, and launch Leon County's Jr. apprenticeship program.

- *2017: The third annual Leon Works Expo was held on October 20, 2017 at the FSU Civic Center and, in December 2017, the second class of high school students successfully completed the Junior Apprenticeship Program.*
- *2018: Due to the impacts of Hurricane Michael, the fourth annual Leon Works Expo was rescheduled to March 8, 2019 at the FSU Civic Center. In December 2018, the fourth class of high school students will successfully complete the Junior Apprenticeship Program. The Program was recognized this year by the National Association of Counties (NACo) for exceptional county programs and services.*
- *2019: The Leon Works Expo was held on March 8th with 130 exhibitors and nearly 500 students from Leon, Gadsden and Wakulla County. In December 2019, the sixth class of high school students successfully completed the Junior Apprenticeship Program.*
- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo and spring Junior Apprenticeship Program were cancelled. County staff are coordinating with Leon County Schools to determine if these programs can safely resume during the next school year.*

(B) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.

- *2017: In FY 2017, the County partnered with CareerSource to fund Junior Apprenticeship positions for low-income students with barriers to employment. During this time, County staff in skilled career fields also began participating in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.*
- *2018: OEV established the Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program. This grant provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives that strengthen our local workforce.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 14

- 2019: County staff met with a Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources. As a result, the Library has implemented the following changes:
 - Literacy Services staff are participating in Big Bend Continuum of Care meetings to ensure service providers are aware that the Library offers free adult literacy tutoring.
 - The Big Bend Continuum of Care's Homeless Resource Guide is available at all County Libraries.
 - A link to Big Bend 211 has been added to all Library computers.
- 2020: Through the Tallahassee-Leon County COVID-19 Economic Recovery Stakeholder Group, the Office of Economic Vitality is supporting Tallahassee Community College and Library Technical College in their efforts to match employees who have been laid off as a result of COVID-19 with in-demand skills and trades around which training programs can be developed.

(2016-5) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).

- 2017: In April 2017, the NCAA announced that the ARP venue will host the 2018 and 2020 South Regional as well as the 2021 DI Cross Country Championships.
- 2018: In partnership with Florida State University, Leon County submitted a bid and was selected to host the 2019 NCAA South Regionals at Apalachee Regional Park.
- 2019: Leon County Tourism and Parks & Recreation staff continue to work with FSU to prepare for these events. In August 2019, Tourism staff traveled to the NCAA annual conference to learn more about future bid process to host cross country championships for the 2022-2026 Championship bid cycle.
- 2020: Tourism staff, in coordination with FSU Athletics, submitted several bids to the NCAA in February 2020. Bids were submitted for the 2022, 2023, and 2024 NCAA Cross Country South Regional Championships as well as the 2025 NCAA Cross Country National Championships, the 2025 NCAA Men's Golf Regional Championship, and the 2026 NCAA Women's Golf Regional Championship.

(2016-6) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)

- 2017: On February 20, 2017, the Blueprint Intergovernmental Agency Board adopted the Economic Development Strategic Plan with an associated timeline and metrics for evaluation.
- 2018: On September 20, 2018, OEV presented a two-year report on the Economic Development Strategic Plan and reported that 19 actions had been completed and will begin another 41 actions in FY 2019.
- 2019: An end-of-year report was presented at the IA Board meeting in September 2019 and included an update on 90 ongoing Strategic Plan actions.
- 2020: Currently, OEV provides quarterly updates to the Board on activities and programs. Additionally, a Strategic Planning Workshop was held in March 2020 during which the OEV Strategic Planning Goals and Objective were presented and approved by IA Board.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 15

(2016-7, rev. 2020) Complete and implement the joint County/City disparity study and enhancements to the MWSBE program.

- *2019: On June 27, 2019, the Blueprint Intergovernmental Agency Board was presented with the 2019 Disparity Study. The IA Board accepted the study and directed staff to work with Industry Stakeholders, City Procurement, and County Purchasing to develop uniform policies and procedures and review the 2019 Disparity Study recommendations. Staff were also directed to bring back apprenticeship and mentor/protégé programs for consideration by the IA Board.*
- *2020: At the January 30th IA Board meeting, the Office of Economic Vitality and the Disparity Study consultant, MGT of America, presented a Consolidated MWSBE Policy. On February 25th the County Commission approved the new joint policy and revised County Policy No. 96-1, "Purchasing Policy" to reflect this change. The MWSBE Division has developed online materials to help project managers and vendors become familiar with the new policy and associated forms.*

(2016-8) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.

- *2017: Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange Tour held from December 3-9, 2017.*
- *2018: The OEV Director, Cristina Paredes, was selected as an ACE Ambassador for the 10th ACE Tour in Northern California.*
- *2019: The Director of PLACE, Ben Pingree, was selected as an ACE Ambassador for the 11th ACE Tour in Puerto Rico.*

(2016-9) Evaluate sunsetting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.

- *At the May 8, 2018 meeting, the Board voted to approve amendments to the Interlocal Agreement with the City of Tallahassee and the Community Redevelopment Agency to restructure the County's participation in the Downtown District and Frenchtown/Southside District. In addition, the Board voted to accept the Finding of Necessity for the Expansion of the Frenchtown/Southside Community Redevelopment Area CRA District to include the South City, Orange Avenue and Springhill Road areas.*

(2016-10) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.

- *2017: Through the Tourism Development Council, Leon County assisted FSU funding the first Doak After Dark Concert in Doak Campbell Stadium. The Concert featured performances by Blake Shelton and Jake Owen. Additionally, in the fall of 2017, County staff held a conference call with FSU Athletics to present the benefits of hosting a preseason NFL game.*
- *2018: Leon County continued to work with FSU to fund and promote two Doak After Dark concerts. The first concert was held in April after the Spring Game and featured artists Vanilla Ice, Salt-N-Pepa and Rob Base. The second concert was held in October and featured Big Boi and T-Pain. In October 2018, Tourism staff met with the Senior Partnership Director for the Jacksonville Jaguars about future collaboration including a potential preseason game at FSU.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 16

- *2019: Tourism staff worked with FSU to help fund and promote a Doak After Dark concert after the spring game in Doak Campbell Stadium. The concert was held on April 6, 2019 and featured artists MC Hammer, Tone Loc, and Color Me Badd.*
- *2020: Due to the COVID-19 pandemic, both the 2020 spring football game and Doak After Dark concert were cancelled. The Division of Tourism will continue to work with FSU to host concerts and other events at Doak Campbell Stadium. Additionally, County staff continue to meet with FSU Athletics to discuss the possibility of hosting an NFL game; however, a final determination has yet to be made and FSU has not yet identified an NFL team to participate.*

(2016-11) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses.

- *To fulfill this Strategic Initiative and other goals identified in OEV's Strategic Plan, OEV staff developed a 2018 Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund (RLF). If awarded, this RLF would leverage \$800,000 of federal (Economic Development Administration) dollars to \$200,000 supplied by OEV. The resultant \$1 Million capital pool would be deployed to create and retain jobs at MWSBEs in Leon County and the region, with further emphasis on business resilience to hurricanes. The Economic Development Administration will announce grant awards in fall 2020.*

(2016-12) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).

- *2017: On October 24th, staff recommended, and the Board approved the Apalachee Regional Park Master Plan, which includes several enhancements to the cross country area. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes. Enhancements to the cross country area include restrooms and operations facility with outdoor seating; events and awards stage; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.*
- *2018: As part of the ARP Master Plan, Tourism, Parks, and CMR staff worked to design a park logo and signage. Additionally, Tourism and Parks staff continued to meet with the cross country and community partners to discuss the design and enhancement of the cross country area.*
- *2019: The engineering design phase of the project was completed, and the construction phase was put out for bid.*
- *2020: On January 28th, the Board approved the bid award to Mejia International Group Corporation for construction of ARP facility improvements. This project includes the ARP operations building, an awards stage, as well as a finish line structure for the cross-country course. Construction began in February 2020 and the anticipated completion date is December 2020.*

(2017-1) Evaluate expanding Leon Works as a regional event and to different segments of the community.

- *2019: By partnering with the Gadsden and Wakulla County school districts and chambers of commerce, the 2019 Leon Works Expo was expanded as a regional event with participation from a broader range of regional businesses and schools. Participation by*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 17

schools in Leon County was expanded with the attendance of students from both FAMU-DRS and Florida High.

- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo was cancelled. However, prior to its cancellation, schools in the following surrounding counties had committed to attend: Calhoun, Gadsden, Gulf, Jefferson, Liberty, Madison, Putnam, Taylor, and Wakulla. Staff will coordinate will reach out to these schools once the next Expo has been scheduled.*

(2017-2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.

- *2018: On December 5, 2017, the Blueprint Intergovernmental Agency approved a proposal for the Urban Vitality Job Creation Pilot Program which is aimed at creating jobs in economically distressed areas of Leon County. The Program specifically offers targeted assistance to Southside businesses to help generate more employment opportunities. Employers that are currently located or intend to relocate to the Southside community are eligible to participate. These employers must pay an average annual wage at or above 75% of Leon County's average annual wage.*
- *2019: To market the Pilot Program, staff completed a direct mail campaign to all the businesses in the area, however the incentive met with minimal applicants. During a performance review and update, three key updates were enacted: geographic limitations were removed, making the incentive available county-wide; industry limitations were removed, making the incentive available to all business types; and eligibility became open to businesses hiring recent completers of Bethel, CareerSource, TEMPO, and CESC training programs at ALICE or better wages (11.00/hr). Additionally, a new awareness and promotion effort was mounted that included social media, email, and physical materials sent to OEV's extensive list-host and obtaining thousands of views via Facebook. The program was promoted by MWSBE and Business Development staff through business consultations and other radio and television appearances.*
- *2020: Despite this the 2019 updates to the program and increased promotional efforts, business interest in the program remained insufficient to warrant a second round of updates. With low barriers to entry, the program appeared not carry a high enough financial incentive, and to raise the incentive would have made the social return on investment difficult to justify. Furthermore, a collaboration between the MIT Sloan School of Management and Leon County found that the funds could have greater impact if directed toward ecosystem training partners directly – that is, to assist in expanded trainings offered by entities such as Bethel Ready4Work, ReFire Culinary, and the DISC Village LIFT program. Thus, the Urban Vitality Jobs Pilot will sunset at the end of FY 20 and further workforce development support for ecosystem partners will be explored via novel programs. Staff will continue to review the findings of the MIT study recommendation and explore opportunities and partnerships to address this workforce need.*

(2017-3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local.

- *2018: Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 18

- *2019: The organization Shop Local 850 has since become inactive; however, OEV has continued to promote shopping local through an annual Small Business Saturday campaign. To support this campaign, staff produced three videos highlighting the broad range of local businesses that call Tallahassee-Leon County home. The videos were released in conjunction with the week of Thanksgiving, leading up to Small Business Saturday on November 30th.*

Following authorization by the IA Board at the September 5, 2019 meeting, OEV has also contracted with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses. The platform provides detailed consumer segment data within custom drive times that inform buying power, socio-economics, and psychographic profiles around a given business. It also can analyze customer profiles for visitors to a specific business over a given timeframe. To date, staff have analyzed and/or assisted 12 companies and ecosystem partners through Buxton Platform outputs, which paint a picture of local shopping trends and habits on a site-by-site basis.

- *2020: OEV implemented several new strategies to support shopping local during the COVID-19 pandemic. This includes sponsoring the "For the Love of Tally" campaign led by local startup Swellcoin as well as establishing the "Open 4 Takeout" map.*

(2017-4) Explore ways to expand how local businesses can do business outside of the community.

- *Since FY 2018, OEV has partnered with the International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. Every other month, a federal expert on global trade is in Tallahassee offering free help and resources to local businesses seeking to become export ready for the global economy. Additionally, subsequent to the completion of the Targeted Industry Study, a marketing and communications plan was developed to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. The plan includes marketing tactics on a local, regional, national, and international basis.*

(2017-5) Raise awareness of County trails through the Division of Tourism Strategic Plan.

- *2018: In May 2018, Leon County launched Trailahassee.com 2.0 and initiated targeted outreach to prominent outdoor media outlets. Site traffic and engagement has since increased 33%. The County also participated in an International Mountain Biking Association (IMBA) Trail Lab to learn from industry experts about how to build and promote a model community trail system.*
- *2019: In partnership with the Tallahassee Mountain Bike Association, Leon County was awarded the bid to host the Southern Off-Road Biking Association (SORBA) Summit in March of 2020. Additional efforts included, on a monthly basis, featuring trails throughout the community on Trailahassee.com, VisitTallahassee.com, and Tourism's bi-weekly publication titled "What's Happening in Tallahassee."*
- *2020: Due to the COVID-19 pandemic, the 2020 SOBRA Summit was cancelled. This event would have brought over 150 top bikers from their designated associations across the southeast to see the County's trails.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 19

(2018-1) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.

- *2018: The Tourism Sports Council formed an IMBA work group to pursue the designation. Leon County Parks and Recreation also began working to design and construct single track trails at Alford Greenway and Apalachee Regional Park, which will increase the community's inventory and assist with receiving the IMBA designation.*
- *2019: Tourism and Parks and Recreation completed and submitted the required IMBA Self-Assessment.*
- *2020: In March 2020, IMBA staff were scheduled visit Leon County to conduct a final trail assessment before determining whether the designation would be awarded. However, due to the COVID-19 pandemic, IMBA site visits have been postponed.*

Economy – In Progress Strategic Initiatives

- (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- (EC1, EC2) Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification. (2020-1)
- (EC4) Work with the City of Tallahassee to develop a branding strategy for the community's trail system. (2020-2)

Environment – Completed Strategic Initiatives

(2016-13) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.

- *To date, a total of \$60.62 million is committed by the State and County in support of Leon County's Tentative Water Quality and Springs Protection Infrastructure Improvement Plan. This includes \$3 million for the Woodville Sewer design and an additional \$34.4 million for construction. At the June 19, 2018 meeting, the Board authorized staff to contract for design and engineering services with Infrastructure Solution Services (ISS). Based on the engineer's current construction cost estimates, the County is able to address 1,000 septic tanks.*

As part of the seven-year Tentative Leon County Water Quality and Springs Protection Infrastructure Improvement Plan, FDEP has committed to providing approximately \$31.1 million in grants through FY 2024 for wastewater projects in Leon County. This includes \$2.75 million from the Springs Restoration Grant Program for the Northeast Lake Munson project and \$1.75 million for the Belair/Annawood Sewer System Project. In addition, the County was awarded a four-year Federal Section 319(h) Educational Grant totaling \$60,000 with a \$40,000 match requirement. As part of this grant, Leon County will educate citizens on proper operation and maintenance of septic tanks and impacts to groundwater if not properly maintained.

Leon County participated in the FDEP Onsite Sewage Treatment and Disposal Systems (OSTDS) Committee and, in January 2019, FDEP adopted an updated Basin Management

Action Plan (BMAP) for Wakulla Springs incorporating an OSTDS Implementation Plan. Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade.

(2016-14) Develop strategies to increase recycling and reuse rates.

- *2018: Leon County reached a recycling rate of 66%, an 11% increase over the previous year. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.*
- *2019: To continue to increase the County's recycling rates, staff are working with Sustainable Tallahassee to develop educational materials for commercial properties in the unincorporated area which do not currently have a recycling account. Sustainability and DSEM staff are evaluating strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site. Additionally, a recycling bin and dumpster inventory is currently being conducted to ensure proper recycling at all County facilities and parks.*
- *2020: In recent years, the global market for recyclable materials has declined significantly, largely due to policy changes enacted in China, India, and other countries that have historically served as the end-market for recyclables generated by the United States. Commodity prices have dropped significantly as a result as countries attempt to find other markets for recyclables. The U.S. market has been dramatically affected, with recycling companies reporting significant losses in revenues and cities and counties facing difficult decisions about the future of their recycling programs.*

Marpan Recycling, the single-stream recycling provider for both Leon County and the City of Tallahassee, indicated that the continued decline in the global recyclables market has rendered its single-stream recycling operation financially unsustainable. In response, on February 11th, the Board authorized the County Administrator to execute an amendment to the contract with Marpan Recycling for single-stream recycling services. Additionally, the Board approved jointly hiring a consultant with the City to analyze options and long-term strategies. The consultant's final report and recommendations will be presented to the Board later this summer.

(2016-15) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.

- *2017: Public Works worked to identify projects that could be performed internally to eliminate over \$4.5 million in expenses associated with closure construction.*
- *2018: On October 10, 2017 and April 10, 2018, the Board awarded Phase I and Phase II of the Landfill Closure Capital Improvement Project respectively. Additionally, during FY 2018, Public Works completed hauling of 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site.*
- *2019: As part of the preliminary phases of the closure process, staff and the project vendor identified hazardous site conditions and determined that design modifications were necessary to ensure the landfill is closed in the most environmentally sensitive manner. At the request of the vendor, the Board amicably terminated the agreement for the Landfill Closure Construction Project, which will allow the vendor to pursue other work opportunities while the design modifications are ongoing.*
- *2020: It is anticipated that design modifications will be completed and permitted by Spring 2020, followed by three to four months to seek new competitive bids so the closure*

operation can resume within a year. Once the closure resumes, preliminary estimates call for closure operations to last approximately 18 months and be completed by Summer 2022.

(2016-16) Convene the Leon County Sustainable Communities summit on a bi-annual basis.

- *2017: The 2017 Summit, “Exploring Our Backyard,” included two different events. On February 8, 2017, an industry workshop was held for approximately 50 businesses and stakeholder groups. The community conference was held on February 18, 2017 with over 220 participants.*
- *2019: The 2019 Summit was held on March 23, 2019 at the J.R. Alford Greenway. The event featured hands-on activities, workshops, tours, and an opportunity to provide input on the County’s Sustainability Action Plan.*

(2016-17, rev. 2020) In partnership with the Canopy Roads Committee, update and implement the long-term management plan for the Canopy Roads including an active tree planting program.

- *2017: During the April 25, 2017 Budget Workshop, the Board approved including \$75,000 in the FY 2018 budget to develop an active tree planting program that will support the County’s Target to plant 1,000 of trees in canopy roads.*
- *2018: Public Works and the Canopy Road Citizen Committee worked collaboratively to establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.*
- *2019: In March 2019, the Board and the City Commission approved the updated Canopy Roads Management Plan.*
- *2020: To date, Leon County Public Works has planted over 1,200 trees in support of the active tree planting program on Canopy Roads.*

(2016-19) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.

- *2017: On August 8, 2017, Leon County announced the launch of the residential PACE.*
- *2018: In August 2018, Leon County launched the commercial PACE program with Greenworks Lending and the Florida Development Finance Corporation (FDPC). Training on the PACE program was incorporated into the 2018 Leon County Spring Home Expo held on April 28, 2018. Staff is also worked with the Office of Economic Vitality to continue promoting the commercial and residential PACE program and exploring diverse strategies to reach new audiences.*
- *2019: To promote the PACE program, a press release and article in the Democrat were published announcing the expansion of the PACE program to include commercial properties. Presentations were provided to the Tallahassee Builders Association and the Tallahassee Board of Realtors. Additionally, the County’s vendor for the PACE program participated in the 2019 Sustainability Summit.*
- *2020: The County’s first commercial PACE (C-PACE) project is currently underway. A local hotel is using PACE funding for three separate site projects: HVAC, hot water delivery system, and windows.*

(2016-20) Add environmental education kiosks, trail markings/mapping at Greenways and Parks.

- *2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 22

- 2018: Kiosks were installed at both Lake Henrietta Park and St. Marks Greenway. Installations of trail markings/mappings were completed for Northeast Park Trail and a trail assessment for the J.R. Alford Greenway was completed in April 2018 to determine locations of trail markings, related signage, and mapping.
- 2019: New trail markings and signage were included in J.R. Alford Greenway trail construction project, which was awarded in August 2019 and is scheduled for completion in spring 2020. At Fred George Greenway, mapping of the routes has been also completed in preparation for the installation of markers in 2020.
- 2020: Installation of trail markers and signage at both J.R. Alford Greenway and Fred George Greenway are scheduled for spring 2020.

(2016-21) Explore new opportunities for solar on County facilities.

- 2017: The Office of Resource Stewardship's building (South Monroe) was identified as the initial location for a solar array installation. A budget of \$50,000 was set for the project and construction is underway.
- 2018: At the April Budget Workshop, the Board voted to approve using the \$190,000 from the BP Oil Spill settlement to pay for the installation of demonstration solar energy improvements on the following County buildings: Leon County Courthouse, the Transfer Station, the Northeast Branch Library and the planned restroom facility at the Apalachee Regional Park. In August 2018, installation of a 19kW solar array on the Office of Resource Stewardship was completed.
- 2019: Installation of two solar arrays on the Northeast Branch Library and the Transfer Station were completed in October 2019. Solar panels were also integrated into the construction plans for the new restroom facilities at Apalachee Regional Park. Additionally, as part of the April 2019 Budget Workshop, the Board approved \$50,000 in solar funding for FY 2020.
- 2020: The County has established a partnership with the with the FSU-FAMU College of Engineering to analyze new opportunities for innovative solar arrays at County facilities. As part of this partnership, which will begin with the start of the fall 2020 semester, students will also design a solar array for installation on the roof of the courthouse. Funding for the installation of a solar array on the Fleet Division building was also included in the FY 2020 budget and is scheduled for completion in FY 2021.

(2016-23) Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:

(A) Develop a septic tank replacement program.

- 2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.
- 2020: Applications for the program are currently being reviewed and nine septic tanks using advanced treatment have been designed. Permitting and installation are scheduled to begin in Summer 2020.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 23

(2017-6) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.

- 2018: *On May 22, 2018, as recommended by staff, the Board authorized the County to participate in the Capital Area Sustainability Compact (CASC). The Board also authorized staff to participate on the CASC Executive Committee and approved proceeding with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations. On December 11, 2018, the Board was presented with an update on the proposed compact and authorized the County Administrator to sign the finalized compact document. Other members of the compact include the City of Tallahassee, Tallahassee Memorial Healthcare, Capital Regional Medical Center, Florida State University, Florida A&M University, Tallahassee Community College, and Leon County Schools.*
- 2019: *As part of the April 2019 Budget Workshop, the Board received an update on the Compact including the progress being made by the CASC Executive Committee to establish general direction for CASC, as well as working groups focused on specific topic areas. The Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group continue to meet every six weeks.*

(2017-7) Continue to work with the State as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.

- 2017: *On October 24, 2017, the Board accepted a grant of \$750,000 from FDEP's Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP.*
- 2018: *On September 4, 2018, the Board accepted an additional FDEP matching grant of \$750,000 for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1 in the southeast region of the county.*
- 2019: *At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.*
- 2020: *In April, the Board awarded the bid for Septic Services, Continuing Supply to Brian's Septic Service, and Apalachee Backhoe and Septic Tank LLC. These contracts will primarily be used to repair or replace on-site septic systems associated with the Advanced Septic System Pilot Project. Permitting and installation is scheduled to begin in Spring 2020*

(2017-8) Continue to work with the State to seek matching grants to convert septic to sewer systems.

- 2017: *In FY 2017, Leon County was awarded a matching grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design.*
- 2018: *In FY 2018, Leon County was awarded three additional matching grants from the Springs Restoration Grant Program: (1) \$17 million for the Woodville Sewer construction; (2) \$4.5 million for the Northeast Lake Munson and Belair/Annawood Sewer System*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 24

Projects; and (3) an additional \$350,000 for the Woodside Heights Wastewater Retrofit Project.

- *2020: To date, a total of \$60.62 million is committed by the State and County in support of septic projects. The County has committed \$2.0 million in existing sales tax funding and \$27.52 million from the Blueprint 2020 sales tax for a total of \$29.52 million. The State has committed \$31.1 million in grant funding. In March 2020, Public Works submitted an updated Tentative Water Quality and Springs Restoration Implementation Plan to request funding from the State for Phase 1A of the Woodville Septic to Sewer project and additional funding for the Lake Munson Septic to Sewer project.*

(2018-2, rev. 2020) Develop and enact the County’s Integrated Sustainability Action Plan to further reduce the County Government’s carbon footprint.

- *2019: During the April 2019 Budget Workshop, the Board approved the proposed Integrated Sustainability Action Plan (ISAP), a sustainability strategic plan that contains specific goals and strategies for a variety of topics, including energy, water, waste, and transportation. In preparation for the development of an updated Integrated Sustainability Action Plan) staff conducted a greenhouse gas inventory of county operations; reviewed action plans from numerous other municipalities; and engaged the community to seek their feedback on individual action items. This cumulative effort resulted in an Action Plan that contains 18 goals and 94 action items. Collectively these action items are intended to foster a more sustainable future in areas such as waste reduction, fleet operation and energy reduction as well as reduce the County’s GHG emissions 30% by the year 2030.*
- *2020: As part of the Annual Sustainability Program Status Report presented to the Board each December, staff will provide an update on ISAP initiatives in the areas of Resource Conservation, Policy and Program Administration, Civic Engagement and Community Partnerships.*

(2018-3) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings.

- *2019: The Office of Resource Stewardship conducted a kiosk inventory to determine the quality of existing kiosks, identify additional kiosk locations, and prioritize installation of new kiosks. CMR and Public Works worked in collaboration to develop content and design the kiosks, the first of which were installed at the Lake Jackson landings. Kiosks were then placed at 15 County boat landings.*
- *2020: By the end of January 2020, an additional 17 kiosks were placed at County boat landings and other passive park facilities.*

(2018-4) Pursue NACo’s SolSmart designation.

- *2019: County staff contacted a SolSmart representative in December 2018 to obtain feedback on the SolSmart application. It was determined an Ordinance addressing solar energy systems would satisfy a number of criteria needed for SolSmart designation.*
- *2020: In June, Leon County was awarded the SolSmart Gold Community Designation, the program's highest honor recognizing how local governments find innovative ways to make going solar faster, easier and more affordable. Leon County is only the third county in Florida to be recognized as a SolSmart Gold community.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 25

(2018-5) Ensure County’s water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County’s adopted strategic priority: to protect the quality and supply of our water.

- *In October 2019, the Board was presented a comprehensive report on the County’s holistic approach to protect watersheds through land use planning, regulatory measures, water quality monitoring, and capital improvements for needed infrastructure. The report also provided an overview of all the County’s programs and initiatives related to water preservation and described the continuity of the policy-making process to identify environmentally sensitive areas, enforce regulatory requirements, test and measure water quality, and invest in infrastructure for the protection of local water bodies to ensure that these resources can be enjoyed by future generations.*

(2018-6) Develop and enhance communications strategies to inform citizens of the County’s overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water.

- *Following the adoption of this Strategic Initiative at the 2018 Annual Board Retreat, staff began developing communication strategies to better inform citizens of the emergent issues impacting individual water bodies and ground water. At the October 15, 2019 meeting, the Board was presented with an update on these communication tools which included the installation of new educational kiosks at County boat landings, annual On-The-Water Clean Up events, and the Clean Water and You School. At this time, the County also launched the LeonCountyWater.org website with all the environmental, recreational, and instructional information related to water bodies in Leon County. The website identifies the various laws, regulations, and jurisdictions responsible for area water bodies, safe drinking water, stormwater, wastewater, and flood prevention. The “Leon County Water” website is designed with an emphasis on the user experience which encourages the exploration of the County’s rivers, lakes and campsites, as well as providing convenient access to water quality reports across multiple agencies and interactive water maps that demonstrate how personal pollution carried by a single drop of water impacts water quality.*

(2020-3) Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community.

- On January 28, 2020, the Board adopted an Ordinance Amending Section 10-1.101 of the Land Development Code, Entitled “Definitions” and Creating a New Section 10-6.820, Entitled “Solar Energy Systems.” The amended Ordinance provides specific standards within the Leon County Land Development Code (LDC) for proposed solar energy systems. Following the first public hearing for the Ordinance, the Board directed staff to meet with solar industry stakeholders who expressed concerns over some of the proposed setback requirements. Staff met with interested parties and a consensus was reached by the group to recommend utilization of a tiered system for requiring setbacks for utility-scale systems and revisions to the accessory ground-mounted provisions to require additional standards and limitations.

Environment – In Progress Strategic Initiatives

- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- (EN1) Support the protection of Lake Talquin. (2016-22)
- Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
 - (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)
- (EN2) To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers. (2020-4)

Quality of Life – Completed Strategic Initiatives

(2016-24) Continue to expand recreational amenities to include:

(A) Develop and implement a master plan for the Apalachee Regional Park.

- *2018: At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes.*
- *2019: In accordance with ARP master plan, the FY 2019 adopted budget and carryforward included an additional \$991,627 in funding for the implementation of the master plan. During this time, the engineering design phase of the project was also completed. The scope of work and proposed improvements include a multipurpose building/restroom facility, stage, finish line structure, sidewalk, landscaping, signage, and three wildlife viewing platforms located throughout the Apalachee Regional Park.*
- *2020: On January 28, 2020, the Board awarded the construction contract for the Apalachee Regional Park Cross Country Facility improvements to Mejia International Group Corporation. Construction began in March 2020 and is anticipated for completion in December 2020.*

(B) Develop a program to establish a signature landscaping feature with a regular blooming season.

- *2017: At the April 2017 Budget Workshop, the Board approved staff's proposed planting program of the native Southern Crab Apple at Pedrick Pond Park and \$35,000 was included in the FY 2018 capital budget.*
- *2018: Sample plantings of the Southern Crab Apple and two (2) hybrid varieties were completed off-site to evaluate growth patterns and assist staff in developing maintenance procedures.*
- *2019: Planting of 125 Southern Crab Apple trees was completed at Pedrick Pond Park. Additional plantings are planned for Martha Wellman Park and Brent Dr. Park in 2020.*
- *2020: As part of the 2020 Arbor Day tree planting, Southern Crab Apple trees were planted at Martha Wellman Park. Four additional signature trees were planted at the entrance to the Canopy Oaks Park tennis courts as part of the court renovation project.*

(C) Implement the Tallahassee-Leon County Greenways Master Plan.

- *2017: At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five greenways projects included in the*

Greenways Master Plan. During the June 2017 Budget Workshop, the Board also approved funding to open additional greenway acreage at St Marks Park and Fred George Park.

- *2018: The “Capital City to Coast” greenway and trail network was completed with the opening of the 0.4-mile segment of Capital Cascades trail in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail. Additionally, Blueprint has secured design services for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.*
- *2019: On February 28, 2019 the IA Board authorized Blueprint to proceed with procurement of planning and design services for the Lake Jackson and Lake Jackson South Greenways project. Once completed, this project will create a 3.3-mile connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The design is anticipated to be completed by the end of 2020 with construction beginning in 2021. In addition, the CRTPA approved a Bike-Ped Masterplan for Leon County which will be used to develop an implementation plan for funding and constructing additional Greenways projects.*
- *2020: An agenda item providing a status update on the implementation of the Tallahassee-Leon County Greenways Masterplan (GWMP) and criteria for prioritizing projects included in the GWMP was considered by the IA Board at their May 26, 2020 meeting. At this meeting, the IA Board approved the proposed prioritization criteria and directed Blueprint to develop a draft prioritized greenways project list for IA Board consideration at a future meeting.*

(D) Evaluate additional trail expansion opportunities.

- *2017: In partnership with the Florida Greenways & Trails Foundation, Leon County convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail. On July 11th, the Board adopted a resolution supporting the development of the Nature Coast Regional Connector Trail from Tallahassee to Dunnellon including support for the allocation of state funds to assist in designing, building, and maintaining the trail system.*
- *2018: Supporting the SunTrail Network including the Nature Coast Regional Connector was included in the Board’s 2018 State Legislative Priorities. The Nature Coast Regional Connector is currently included as a “priority” trail segment in the most recent FDEP trail plan. Leon County staff continues working with the Florida Greenways and Trails Foundation to support funding for the SunTrail Network and future opportunities to connect Leon County to the statewide trail network.*
- *2019: Parks hosted public meetings to refine the scope and award bid for Phase II of the St. Marks Headwaters Greenway, which includes the design of a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two boardwalks and a pedestrian bridge; and approximately 4 miles of trails. Additionally, the design of approximately five miles of single-track trail at the Alford Greenway was completed.*
- *2020: Construction of the single-track trail at the Alford Greenway began is underway and scheduled for completion during 2020. Construction is also scheduled to begin this summer on a 1.1 mile trail segment connecting the Southwood Trail to the County’s Tram Road*

project. Construction of this trail is funded through a cost-sharing agreement with the City of Tallahassee.

- (F) Identify opportunities to create dog parks in the unincorporated area.
- *2017: On October 24, 2017, the Board approved Phase I of the Apalachee Regional Park Master Plan, which includes a large and small breed dog park.*
 - *2018: As part of the FY 2019 Capital Improvement Program (CIP) budget, the Board approved \$30,000 to construct a new dog park at J. Lee Vause Park. The CIP included out year funding to complete an additional two dog parks in the unincorporated area.*
 - *2019: In November 2019, the County opened its first dog park in the open space adjacent to the Bradfordville Community Center. Improvements to the space were made through the realignment of existing funding. The CIP includes annual funding of \$30,000 to construct two additional dog parks in the unincorporated area of the County.*
 - *2020: In February 2020, Leon County opened the J. Lee Vause Dog Park. The new dog park is located inside the existing J. Lee Vause Park and provides 1.5 acres of space within the park's wooded area. Amenities include a drinking fountain with a dog water bowl attachment, a log tunnel, jumping hoops and benches.*

(2016-26) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.

- *2017: EMS continued to evaluate new emergency medical response strategies through ongoing efforts including participation in the Tallahassee Care Consortium and multi-disciplinary quality meetings with local hospitals.*
- *2018: In addition to all ongoing efforts, EMS partnered with the FSU College of Medicine to study outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal. Leon County was also awarded \$52,053 in Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services. EMS used the funds to purchase of 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.*
- *2019: In addition to all ongoing efforts, EMS began a comprehensive medical protocol update to be completed during the summer of 2020.*
- *2020: In partnership with the FSU College of Medicine, EMS staff studied outcomes for cardiac arrest patients treated with a supraglottic airway device or an endotracheal tube. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly.*

(2016-27) Work with the City of Tallahassee to develop a new CHSP process in light of the United Way's decision to conduct a separate funds distribution process.

- *On December 12, 2017, the Board approved a revised Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership (CHSP). The new MOU memorialized the County and City's continued support and commitment to the CHSP; defined the roles and responsibilities of the County and City Commissions, citizens serving on the Citizen Review Teams, and County and City staff; included policies adopted by the County and City Commissions for the CHSP (e.g. eligible organizations, the CHSP*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 29

funding categories, two-year funding cycle, etc.); and, established a timeline for review of the CHSP funding categories by the County and City Commissions.

(2016-29) Continue to serve our seniors through programs and partnerships, including:

(A) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.

- *2017: In support of this Strategic Initiative, the Department of Elder Affairs, Leon County and the City of Tallahassee jointly established the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council. The Council was responsible for developing best practices, training programs and materials that other communities could use. As a result, Leon County launched a public education campaign to increase awareness of dementia and the available services and provided ongoing dementia sensitivity training for EMS staff.*
- *2018: On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.*

(B) Exploring opportunities to address fraud/scams targeted towards seniors.

- *2017: Staff arranged for shredding services to be available twice a year at each community center and will continue to work with the Senior Outreach Program to co-promote the opportunity to shred sensitive documents free of charge.*
- *2018: The Senior Outreach Program hosted several Lunch & Learns focusing on identify theft and other fraud/scams targeted towards seniors. These events were hosted with partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services.*
- *2019: To provide timely presentations to Leon County seniors on current fraud attempts and scams, the County continues to partner with the Leon County Sheriff's Office, the Florida Attorney General's Office (Consumer Protection Division), the Florida Department of Business and Professional Regulation, the Florida Public Service Commission, the Florida Department of Agriculture and Consumer Services, as well as AARP.*
- *2020: During the COVID-19 pandemic, the Senior Outreach Program's Lunch & Learn series has been temporarily suspended. However, Community & Media Relations and Emergency Management have compiled several online resources for detecting and reporting scams related to pandemic and other disasters.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 30

(C) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.

- *2017: Per the Joint Project Services Agreement (JPSA) with Choose Tallahassee, Tourism Development provided administrative support to the organization including marketing expertise and guidance to support their marketing efforts.*
- *2018: In December 2017, the Board approved a revised JPSA with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives and Tourism staff serves on their Executive Committee, but no longer provides administrative staff support.*
- *2019: Tourism staff continued to provide Choose Tallahassee with technical support to develop their annual marketing plan and attended the organization's Executive Team meetings. The County provided \$10,000 to support the organization's annual marketing plan.*
- *2020: Tourism staff continue to serve on Choose Tallahassee's marketing committee and as ex officio members of the Board of Directors providing marketing insight and technical support. The County has again allocated \$10,000 to support the organization's annual marketing plan.*

(2016-30) Identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.

- *2017: Leon County took part in several ongoing initiatives, such as participation in NACo's biweekly Data Driven Justice conference call; collaboration with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders; training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness; and collaboration with 2-1-1 Big Bend to provide staff training on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.*

In partnership with the State Attorney's Office (SAO), Leon County facilitated modifications to the adult civil citation program by working with local law enforcement agencies and other agencies throughout the 2nd judicial circuit to support a uniform circuit-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017, and a Status Report on the Adult Civil Citation Program in Leon County was presented to the Board at the November 28, 2018 meeting.

- *2018: Efforts in support of this Strategic Initiative include Intervention and Detention Alternatives staff completing the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. Leon County also partnered with the Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair on April 18, 2018. The goal of this event is to help connect offenders with local employers and other resources to develop a foundation for their success.*

Additionally, in April 2018, representatives from IDA, Leon County Sheriff's Office, 2nd Judicial Court Administration, and the local behavioral health service provider attended

the Best Practices Implementation Academy sponsored by SAMHSA to learn about efforts throughout the nation to reduce the number of individuals with behavioral health issues in the criminal justice. Through continued collaboration of this team, the local behavioral health service provider is pursuing legislative funding for a Mobile Crisis Unit to partner with local law enforcement in the community for on-scene assessments and identification of alternatives to arrest.

- *2019: The FY 2019 budget included the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding is being used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program. IDA also coordinated with criminal justice stakeholders to assist Apalachee Center's Inc. in their submission for and award of \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant.*

Additionally, County staff have been accepted into FUSE (Frequent Users System Engagement), a pilot learning community, sponsored by the Corporation for Supportive Housing (CSH). Through participation in FUSE, Leon County may become eligible to receive grant funds to pilot a supportive housing program using the FUSE model.

- *2020: IDA staff participated in Refuge House's "We Know Prostitution Hurts" Community Conversation and Training, which helped to advance staff's understanding of the connection between prostitution, mental health, substance abuse, and other criminal offenses. In addition, the training identified resource and services necessary to stopping the cycle of prostitution. During FY 2020, the County was also selected to participate in MIT's Sloan School of Management's USA Action Learning Lab for the purpose of exploring opportunities to further enhance re-entry efforts. Additional details about the USA Action Learning Lab is provided under a Strategic Initiative (2017-2).*

(2016-31) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.

- *2017: In partnership with Honor Flight Tallahassee, an Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day was held on Thursday, December 7, 2017.*
- *2018: The second annual Honor Flight Reunion Dinner was held on December 7, 2018 at the Florida National Guard Armory.*
- *2019: The third annual Honor Flight Reunion Dinner was held on December 5, 2019 at the Florida National Guard Armory.*
- *2020: Staff have begun planning efforts for the annual Honor Flight Reunion Dinner in December 2020; however, holding the event will be contingent upon entering the next phases of the County's COVID-19 Response and Re-opening Plan.*

(2016-32) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.

- *2017: On February 7, 2017, staff recommended, and the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation" and, as part of the FY 2018 budget process, \$125,000 was included annually in the five-year capital improvement plan to support the street lighting program.*
- *2018: In FY 2018, streetlight installations were completed at eight intersections.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 32

- 2019: *In FY 2019, streetlight installations were completed at 11 intersections.*
- 2020: *Thus far in FY 2020, streetlight installations were completed at six intersections: (1) Meridian Road at Maclay Road; (2) Bull Headley Road at Bannerman Road; (3) Bannerman Road at Meridian Road; (4) Timberlane Road at Meridian Road; (5) Bradfordville Road at Velda Dairy Road; and (6) Dempsey Mayo Road at Mahan Drive.*

(2016-33) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.

- 2017: *In April 2017, Leon County conducted the first neighborhood sweep to provide education and voucher disbursements. Staff continues to work with community partners to schedule regular sweeps in the unincorporated areas.*
- 2018: *During the June 2018 Budget Workshop, the Board approved a funding request from Be the Solution, Inc. (BTS) for \$16,626 to pay for an increased number of spay and neuter community vouchers. Additionally, in FY 2018, Leon County assisted community partners in developing a spay and neuter transport program which provides rides for pet owners who could not otherwise transport their animals to a clinic.*
- 2019: *During the April 23, 2019 meeting, the Board was presented with a report on the Tallahassee Animal Services Shelter Operational Assessment conducted by the University of Florida Maddie's Shelter Medicine Program and Team Shelter USA.*
- 2020: *Leon County Animal Control continues to work with community partners to assist with the distribution of low/no cost spay and neutering vouchers.*

(2016-34) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.

- 2017: *The adopted FY 2017/2018 budget included \$1.7 million to support the primary healthcare program. In addition, at the April 2017 Budget Workshop, staff presented a status update on the Healthcare Competitive Provider Reimbursement Pool including several recommendations to enhance the efficiencies and effectiveness of the Carenet Program; all of which were adopted by the Board.*
- 2018: *In accordance with the approved recommendations, healthcare providers were provided with revised contract agreements including definitions for the types of patient visits eligible for reimbursement and provisions in which repayment to the County would be required. County funds were being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government. The FY 2019 budget also included \$1.7 million to support the primary healthcare program.*
- 2019: *County funds were utilized to draw down an additional \$696,341 in Low Income Pool funding from the federal government. The FY 2020 also includes \$1.7 million to support the primary healthcare program.*
- 2020: *County funds were utilized to draw down an additional \$1.3 million in Low Income Pool funding from the federal government. The FY 2021 also includes \$1.7 million to support the primary healthcare program.*

(2016-35) Explore opportunities to increase to high-speed internet access through a “mobile hot spot” library lending program.

- 2018: *The FY 2018 budget included \$13,250 to support a “mobile hot spot” pilot project. In June 2018, Leon County launched its mobile hot spot library lending program. At any of the Library's locations, one of the 24 new mobile hot spot devices with a limit of 2.5 GB*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 33

may be reserved and checked out for two weeks. Continued funding of the program was included in the FY 2019 budget.

- *2019: Continued funding of the program was included in the FY 2020 budget and allowed for the purchase of 11 additional devices to meet demand.*
- *2020: The Library continues to monitor circulation of hot spots to determine if additional devices are needed.*

(2017-9) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.

- *2017: Leon County began coordinating with the Florida Department of Transportation (FDOT) to add streetlights at intersections included in the Street Lighting Project List. In addition, Leon County coordinated with FDOT to complete safety enhancements on several roads including Lafayette Street, Old Bainbridge Road and Knots Lane, and Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line.*
- *2018: Leon County coordinated with FDOT to implement safety enhancements on Smith Creek Road from South of the Fire Department to State Road 20 and on Woodville Highway from Old Woodville Highway to the Wakulla County line. Additional enhancements are in progress on Oak Ridge Road and Wakulla Springs Road and North Monroe from Harriet Drive to Clara Kee Boulevard. Leon County also continues to seek funding through FDOT's Safe Routes to School Grant to complete the Safe Routes to School sidewalk list.*
- *2019: Leon County coordinated with FDOT to implement safety enhancements on Woodville Highway from Old Woodville Highway to the Wakulla County line, Oak Ridge Road and Wakulla Springs Road, and on North Monroe from Harriet Drive to Clara Kee Boulevard.*
- *2020: Staff continues to explore grant opportunities for the FDOT's Safe Routes to School Program to complete the Safe Routes to School sidewalk list. In January 2020, Public Works began the required survey and data collection process in anticipation of the grant cycle opening from September – December.*

(2017-10) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.

- *2018: At the April 2018 Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, including objectives such as consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site and centralizing the available public services in the area by incorporating the community center function into the Concord School. In addition, the Board adopted a funding strategy to support renovation of the Old Concord School.*
- *2019: Staff continued to support and assist the Miccosukee Working Group in identifying the needs of its community and evaluating the future of the community center. In support of several other goals of the Miccosukee Sense of Place Plan, the Department of State and Florida State University engaged the Miccosukee Working Group to archive and conduct oral histories. Initial discussions about Future Land Use, Zoning, and the Residential Preservation Overlay were led by staff, as well as a public open house held on the Future Land Use Element Update of the Comprehensive Plan.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 34

- *2020: An update on the Miccosukee Rural Community Sense of Place Plan and Old Concord school will be presented to the Board in September.*

(2018-7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.

- *Since the December 2018 Board Retreat, staff from various departments including Human Services and Community Partnerships, Human Resources, Library Services, Office of Economic Vitality (OEV), and the Office of Intervention and Detention Alternatives (OIDA) have been collaborating with CareerSource Capital Region (CSCR) to enhance the County's partnership in support of the newly adopted Strategic Initiative. The County and CSCR are continuing several on-going efforts in this area such as OEV's discussions of opportunities that exist for talent development for local veterans during business consultations; bi-monthly Career Coaching and Resume Review sessions available throughout the library branches to reach all areas of the community; partnership with Veterans Treatment Court in collaboration with the 2nd Judicial Circuit; and the multitude of services and referrals provided by the Veteran Services Division.*

The County's partnership with Career Source Capital Region has also been strengthened through the implementation of new programs or services designed to increase job and economic opportunities for local veterans. In April 2019, Human Resources began sending welcome letters to veterans applying for employment with the County to first, thank them for their service to their country and community and secondly, to provide information on programs and services available to them at the local, state, and federal levels. To effectively measure the impact of these initiatives, CSCR has developed a local code in the state's Employ Florida database that will identify individuals served, provided services, and participant outcomes for veterans referred from Leon County Government to CSCR for assistance.

As the County continues enhancing this partnership, staff have collaborated with CareerSource to highlight national events for veterans such as "National Hire A Veterans Day" as well as local events such as CSCR's "Veterans Connect Sessions" providing an environment for veterans to network, talk, and learn about benefits.

(2018-8) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension).

- *During the June 2019 Budget Workshop, the Board approved a proposed L.I.F.E. Rural Road Safety Stabilization Program Policy and an associated Resolution establishing the Program as a paramount public purpose. The Policy established uniform procedures to ensure proper accountability and legal consistency in administering and managing the roadway improvements associated with this program. The application cycle was subsequently opened to the public in August 2019. One project on Mamie Lane has since been approved and is expected to be complete by the end of July.*

Given the significant limited financial ability of some neighborhoods to properly maintain their roads, the Policy and the associated Resolution established the paramount public purpose to dedicate a portion of L.I.F.E. funding for the repair and improvement of private

dirt roads in which property owners are deemed low-income without sufficient financial means to properly maintain their roads to a safe minimum standard.

Public Works and CMR have implemented several promotion and outreach strategies for the Rural Road Stabilization program including, news advisories, targeted Facebook and Nextdoor ads, printed door hangers, and rural County library displays. Public Works staff continues to provide information on the program with citizens who currently utilize the County's private road repair program. The COVID-19 pandemic halted a door-to-door outreach campaign this Spring which would have targeted neighborhoods that could potentially be eligible for the program. Public Works will continue current efforts and work with CMR to develop additional strategies to market the program in the future.

(2018-11) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote.

- *To support this Initiative, IDA provides the Public Safety Coordinating Council (PSCC) with quarterly reports from programs receiving funding through the Board approved diversionary account. The updates ensure services and outcomes align with the County's goal to reduce recidivism and the inmate population. In addition to these ongoing efforts, IDA has implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS), coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Pretrial Officers, and participated in monthly Big Bend After Reentry Coalition (BBARC) meetings to stay informed on services and events available through community partners. At the April 2019 Budget Workshop, the Board was also provided with a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.*

To support the Supervisor of Elections' efforts to assist former offender with voter registration, Supervisor Early was invited to present at the Board's February 12, 2019 meeting. During the presentation, Supervisor Early advised the Board that no additional guidance from the Legislature was needed for his office to proceed with voter registration; however, his office will continue to work with the Legislature and the State in providing data. IDA has also collaborated with the Supervisor of Elections Office to distribute information regarding voter rights restoration in the IDA office and website.

(2018-9) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.

- *On January 28, 2020, the Board was presented the CHSP Needs Assessment Report that was conducted by the Center for Health Equity (CHE), along with several options prepared by County staff to improve the CHSP process and to optimize our limited human services funding to address the greatest human services needs of the community. The item also included a peer review of the needs assessment conducted by Dr. Gary VanLandingham, Professor at the Askew School to provide an additional independent evaluation of the needs assessment's methodology and findings. According to the Peer Review, the needs assessment utilized a reasonable approach and methodology for collecting data. However, the peer review found insufficiencies with the methodology utilized for developing the*

funding allocations and ultimately recommended additional analysis should be conducted to determine the highest human service needs in the community and offered technical assistance that could be provided by the Askew School to perform the additional analysis. At that time the Board did not move forward with the recommendation of the Peer Review to engage the Askew School and instead approved the following options:

- *Create a new CHSP Promise Zone category funded by both the County and City by expanding the Promise Zone area to include additional high poverty census tracts (generally found in the 32304 area), and direct staff to provide options for the level of County funding for CHSP and the Promise Zone to be considered as part of the upcoming budget process.*
- *Refine the outcome measures presented in the Needs Assessment with human service stakeholders to be implemented in the second year of the upcoming cycle.*

It is important to note that with the exception of the Promise Zone category, the Board's action maintained the existing CHSP human service categories and current funding allocations assigned to each category.

Subsequently, on January 29, 2020, the City Commission was presented the CHSP Needs Assessment Report and provided similar options by City staff as presented in the agenda item. The City Commission approved the following options:

- *Direct the City Manager that the current CHSP human service categories and funding formulas for those categories be maintained for the upcoming CHSP funding cycle.*
- *Approve the proposed expansion of the Promise Zone boundaries to include additional low-income census tracts with the condition that the County provides additional funding to support Promise Zone funding category.*
- *Direct the City Manager to coordinate with the County to review the proposal from the Askew School of Public Policy to develop additional analysis and recommendations regarding the Needs Assessment and provide the City Commission with any recommendations for further action.*

On February 11, 2020, the Board requested a status report on the options approved by the Board and the City Commission. On February 25, 2020 following several requests from UPHS, the Board directed staff to draft an agenda item for consideration of coordinating with the City to engage the FSU Askew School of Public Policy to provide technical assistance and support a workgroup of community stakeholders in order to develop additional analysis and recommendations regarding the Needs Assessment for the funding cycle beginning in FY 2023.

On March 19, 2020, the Askew School submitted its proposal. On April 17, 2020, UPHS provided County and City staff correspondence recommending that the County and City of Tallahassee postpone engaging the Askew School indefinitely due to the uncertainty of the long-term effects of COVID-19 to human services in the community. At the May 12, 2020 meeting, the Board voted to direct staff to postpone indefinitely engaging the Askew School in conducting additional analysis of the CHSP Needs Assessment Report.

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 37

(2018-10) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding.

- *2018: At the February 27, 2018 meeting, the Board accepted a \$15,000 grant from the Big Bend Health Care Coalition equipment and supplies which assist EMS in providing medical response in the event of a mass casualty incident. At this time, Leon County EMS also incorporated Stop the Bleed training in community CPR trainings, where appropriate. Information about the Stop the Bleed campaign and training were incorporated into the County's social media messages.*
- *2019: Stop the Bleed Kits were placed at AED sites throughout County facilities and, in November 2019, the County's Leadership Team participated in Stop the Bleed training.*
- *2020: In partnership with the Big Bend Healthcare Coalition and Leon County Schools, additional Stop the Bleed kits will be deployed to all K-12 schools in the County during the summer.*

Quality of Life – In Progress Strategic Initiatives

- Continue to expand recreational amenities to include:
 - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
- (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- (Q4, Q5) Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multifamily affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28, rev. 2017)
- (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)
- (Q3) Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers. (2020-5)
- (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2020-5)
- (Q3, Q5) Coordinate with community partners to implement training for parents and students on the safe use of online applications. (2020-7)

Governance – Completed Strategic Initiatives

(2016-36) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.

- *2017: Events occurring during FY 2017: CES Let's Balance, CES Disaster Preparedness, Longest Table, three (3) Library Lecture Series, FSU's the Big Event, Created Equal and a number of Village Square events.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 38

- *2018: Events occurring during FY 2018: Created Equal, The Big Event, Longest Table, four (4) Library Lecture Series, CES Disaster Preparedness, two (2) Village Square events, and the Let's Balance Budget Game as part of Leadership Tallahassee's program.*
- *2019: Events occurring during FY 2019: Created Equal "Ode to Understanding," three (3) Library Lecture Series events, Eric Klinenberg: Palaces for the People event, Let's Balance Budget Game as part of Leadership Tallahassee's program, "How Do We Grow from Here" event with Village Square, CES Disaster Preparedness, and The Big Event.*
- *2020: In early 2020, Leon County hosted two Library Lecture Series events. One program featured local musician Royce Lovett and the other award-winning science fiction author Jeff VanderMeer. Other citizen engagement series events have been temporarily suspended due to the COVID-19 pandemic.*

(2016-37) Continue to Support Commissioner Desloge during his term as NACo President.

- *Staff continued to assist Commissioner Desloge as needed until his term ended on July 24, 2017. Staff provided assistance with large events including NACo's 2017 Legislative Conference and 2017 Annual Conference in addition to hosting the 2016 NACo Fall Board meeting.*

(2016-38) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.

- *The 2017/2018 Leon County Citizen Charter Review Committee conducted six (6) meetings and three (3) public hearings between November 9, 2017 and February 8, 2018. The Committee's Final Report and recommendations were presented to the Board on February 27, 2018. The Board voted to place on the 2018 General Election ballot one charter amendment requiring the adoption of a Code of Ethics by Ordinance. On November 6, 2018, the charter amendment passed with support from approximately 77% of voters.*

(2016-39) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.

- *2018: During the April 2018 Budget Workshop, the Board approved the proposal for migration to Microsoft Outlook. To determine the requirements for configuration planning, MIS met with Technical Liaisons for all County Agencies and Departments. The migration was completed in December 2018.*
- *2019: MIS continues to provide training and assistance to employees including Lunch and Learn events as well as extensive reference guides and information videos available through the County's Intranet site. In addition, MIS has begun to replace other paid software with available Outlook software products. For example, Survey Monkey has been replaced with Outlook Forms and Dropbox has been replaced with Outlook One Drive. The transition to the latter will provided a cost savings of approximately \$16,000 - \$30,000.*
- *2020: MIS is currently working to fully deploy and develop training for Microsoft Teams, a unified communication and collaboration platform that allows for video meetings, file storage, and application integration.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 39

(2016-40) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.

- *2017: In January, DSEM implemented the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff and for public use. In addition, all inspectors were outfitted with smartphones and tablet devices to utilize the software in the field.*
- *2018: In FY 2018, code compliance was integrated into the ACA software.*
- *2019: DSEM and MIS have worked to complete several additional enhancements to the permitting system intended to further improve customer service and reduce plan review times. These include:*
 - *Contracting with private sector plans reviewers to expedite the permit approval process.*
 - *Modifications to allow for online submission of commercial as well as residential permits*
 - *A flat fee methodology for residential building permits and an online building fee estimator (developed with stakeholders in FY 2018 and approved by the Board in early FY 2019).*
 - *A Permits Issued Report and a Days to Approval Report which allow tracking of permit turnaround times.*
 - *A “Waived Fee” payment type for Veterans Preference permits as well as permits related to Hurricane Michael and Baum Road Tornado damage.*
 - *Launch of ProjectDox, an online plan review software.*
 - *Automated scheduling of inspections when a permit application is submitted.*
 - *Automated email notifications to environmental inspectors when an electrical release is requested.*
 - *Automated email notifications for expiring permits.*
- *2020: DSEM and MIS continue to implement enhancements to the system including GIS mapping of Leon County permits over the last 10 years and automated generation and emailing of the Certificate of Completion and Certificate of Occupancy to the applicant.*

(2016-41) Continue County sponsorship of employees’ participation in the Certified Public Manager (CPM) training.

- *2017: Four (4) Leon County employees graduated from FSU’s CPM Program in 2017..*
- *2018: Four (4) new employees began participating in the CPM program.*
- *2019: Three (3) Leon County employees graduated from FSU’s CPM Program in 2019.*
- *2020: A new class of five (5) employees began the two-year program. Human Resource’s recruitment for eligible participants is ongoing*

(2016-42) Seek opportunities for partnerships through NACo and FAC’s enterprise programs.

- *Leon County continues to participate in several NACo and FAC enterprise programs including:*
 - *NACo's Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee;*
 - *NACo and FAC’s joint Deferred Compensation Program with Nationwide Retirement Solutions:*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 40

- *NACo and FAC's Life Insurance Program with Boston Mutual;*
- *NACo's U.S. Communities Government Purchasing Alliance; and*
- *The Florida Municipal Insurance Trust Property and Workers Compensation Program, a partnership with FAC and the Florida League of Cities.*

Leon County Administration also continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.

(2016-43) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.

- *2017: In May 2017, staff pursued working with the City to evaluate the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings were conducted to discuss this matter; however, City staff indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further with the County. The County and City of Tallahassee have also collaborated on two new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.*
- *2018: During FY 2018, through the consolidated MWSBE office, the County and City of Tallahassee have implemented a joint disparity study. The County and City have also proceeded with establishing a new CHSP agreement in light of the United Way's decision to conduct a separate funds distribution process. In addition, both the City and County are currently collaborating on a Joint Alternative Mobility Funding Systems Study.*
- *2020: As recommended by the joint disparity study, the Board approved a consolidated Minority, Women and Small Business Enterprise (MWSBE) policy with the City of Tallahassee.*

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

- *2017: As part of the FY 2018 budget process, the Board established a living wage of \$12.00/hour for our lowest paid employees.*
- *2018: Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. Human Resources is developing several professional development courses and launched two new trainings this year: New Supervisor Training (0-3 years) and "Dealing with Difficult People."*
- *2019: As a part of the FY 2020 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. Additionally, at the April 23, 2019 Budget Workshop, the Board directed staff to review establishing a \$13 per hour living wage for County employees as part of the FY 2021 budget process.*
- *2020: Amendment #2, which considers raising the Florida minimum wage to 15.00/hour, is on the ballot in the upcoming November election. Since Leon County's living wage is still above the published minimum wage for Leon County and a Florida minimum wage is on the ballot this November, it is recommended that Leon County's living wage remain at \$12/hour.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 41

(2017-11) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county.

- *2018: During the National Hurricane Conference on March 28, 2018, FLASH declared Leon County as Nation's first #HurricaneStrong Community. During the year, Leon County Emergency Management continued to partner with FLASH on the County's annual hurricane preparedness activities including hosting a new Business Ready Workshop.*
- *2019: The 2019 Hurricane Season Kickoff press conference was held on May 31, 2019 and included participation from FLASH. Additionally, Assistant to the County Administrator Mathieu Cavell was selected to serve on the FLASH National Outreach Advisory Council.*
- *2020: Leon County staff coordinated with FLASH to present at both the National Hurricane Conference in April and the National Disaster Resilience Conference in November 2019.*

(2017-12) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects.

- *2017: On January 4, 2017, the County hosted the second "Created Equal" event with the Village Square at the Moon. Over 500 citizens attended the event.*
- *2018: On January 9, 2018, Leon County hosted the third annual "Created Equal" event with the Village Square at The Moon. Over 630 people registered to attend the event. Per the Board's direction, on February 13, 2018, staff presented, and the Board approved, a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and approved an additional \$10,000 be included in the FY 2019 budget. The FY 2019 budget included a total of \$20,000 for Leon County to be the title sponsor of the event.*
- *2019: On March 31, 2019, Leon County hosted "Ode to Understanding" in partnership with the Tallahassee Symphony Orchestra and the Village Square. The event was held at the Ruby Diamond Concert Hall and sold out with 1,200 attendees. The 2020 Created Equal event is scheduled for February 13, 2020 at The Moon and will center around the 60th anniversary of the Tallahassee lunch counter sit-in.*
- *2020: On February 13, 2020, Leon County hosted the fifth annual "Crated Equal" event, which focused on the 60th Anniversary of Tallahassee Lunch Counter Sit-in. More than 1,000 people registered for the event, which was held at the Moon.*

(2017-13) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.

- *In support of Commissioner Maddox, staff provided assistance at the FAC conferences leading up to his swearing in at the 2019 Annual Conference on June 11-14, 2019 in Orlando. In addition, staff also worked with Commissioner Maddox's office to coordinate the presentation of the FAC Presidential Scholarship to the child of a Leon County Government employee. Staff continued to assist Commissioner Maddox as needed until his term ended in June 2020.*

(2017-14) Implement the recommendations of the Hurricane Irma After-Action Report.

- *During the May 22, 2018 Board meeting, a status update on the implementation of Hurricane Irma After-Action Report was presented. The status update announced that all 65 recommendations have been completed.*

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 42

(2018-13) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam.

- *2018: Leon County Emergency Management performed a site visit with City of Tallahassee at the C.H. Corn Hydroelectric dam to discuss emergency notifications of area residents during rain events, as well as any recorded emergency procedures for high water and water release.*
- *2019: In March 2019, the City of Tallahassee decommissioned the dam and returned day-to-day operation to the State of Florida. In preparation for this transition, Emergency Management staff met with the Florida Department of Environmental Protection and the Leon County Sheriff's Office to draft a plan and develop procedures. At the June 18, 2019 Board meeting, staff presented an emergency management plan that outlined actions specific to the height of water at the C.H. Corn Hydroelectric dam, including as the pre-deployment of barricades, notification of nearby residents who could be affected by a controlled water release, and a public safety response plan.*
- *2020: A table top exercise to test the public safety response plan was conducted in March.*

(2018-14) Implement the recommendations of the Hurricane Michael After-Action Report.

- *During the May 28, 2019 Board meeting, a status update on the implementation of Hurricane Michael After-Action Report was presented. The status update announced that all 68 recommendations have been completed. When including the Hurricane Hermine and Hurricane Irma After-Action Reports, the County has implemented a total of 213 recommendations.*

(2018-15) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.

- *On June 18, 2019, the Board adopted the proposed Ethics Ordinance and directed staff and directed staff to review several recommendations from the organization Common Cause Florida. A revised Ethics Ordinance was presented to and adopted by the Board on December 10, 2019.*

(2018-16) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities.

- *During the March 12, 2019 meeting, the Board was presented with and approved the County's action plan to implement this Initiative. The plan included the Club of Honest Citizens event in May 2019 "How Do We Grow from Here" as well as hosting sit-downs on social media with various County staff. As part of the plan, the County began connecting with Leon County neighborhoods through the NextDoor app and customer service feedback surveys were added to the County's Citizen Connect portal as well as DSEM's permitting system. To reach "cord cutters" a Roku channel was launched to stream Leon County television programming. The County will also plans to engage a consulting firm to develop a community-wide survey that would be conducted during the planning year of every five-year Strategic Plan cycle.*

(2020-11) Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts.

- *In 2020, Leon County was selected to participate in the MIT Sloan School of Management USA Lab. As part of the program, a team of four MIT graduate students worked with Leon*

County staff to evaluate reentry programs for people transitioning from incarceration as well as identifying best practices and innovative models for the reentry process. The team planned initially on spending two weeks working on-site; due to the COVID-19 pandemic, the four students pivoted to virtual meetings. Leon County staff coordinated virtual meetings with more than 50 community stakeholders over a three-week period.

The program concluded on in May with County staff attending a final virtual discussion with the students, faculty, and other community hosts on the long-lasting impacts of Coronavirus on America both socially and economically. The student teams also presented their final reports detailing their findings and recommendations on best practices and improvements to local reentry efforts. An analysis of the final report will be prepared for the Board's consideration at a future meeting.

(2020-12) In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event.

- *In January, Community & Media Relations launched a social media campaign to celebrate the centennial anniversary of women's suffrage. Beginning in March, during Women's History Month, posting frequency was increased. Additionally, the County coordinated with the League of Women Voters and the Supervisor of Elections to support their ongoing voting awareness campaign. Prior to the COVID-19 pandemic, staff were working with Village Square to plan a community event celebrating the anniversary; however, planning has been delayed until public gatherings can safely resume.*

(2020-13) Support the Complete Count Committee in educating the community and promoting the 2020 Census.

- *As part of the June 2019 Budget Workshop, the Board adopted a resolution establishing a 27-member Complete Count Committee (CCC) to increase awareness of and participation in the 2020 Census. The Committee consists of 12 citizens appointed by each of the County and City Commissioners as well as 10 representatives from historically hard to enumerate communities. To lead the 2020 CCC in fulfilling their charge, five (5) staff from the County, City, as well as the joint offices of Planning and Economic Vitality were also identified to serve on the Committee. Staff convened the Committee four times beginning with a first meeting in October 2019 to discuss outreach strategies. Staff continue to support Committee members with their efforts as the deadline to complete the Census has been extended to August as a result of the COVID-19 pandemic.*

Governance – In Progress Strategic Initiatives

- (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)
- (G5) Complete an updated Building Permit fee study. (2020-8)
- (G2, G3) Implement the Leon County Essential Libraries Initiative. (2020-9)
- (G3) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens. (2020-10)

Title: Midyear Status Report on FY2017 – FY2021 Strategic Plan

Page 44

2020 LEADS Listening Session

Every other year, all Leon County departments and divisions engage directly with their customers in a facilitated listening session by asking “How do you experience what we do, and can we make it better?” These sessions generate input and recommendations from key stakeholders, including citizens, representatives from businesses and not-for-profit organizations, representatives from various Constitutional Offices, and a cross-section of County staff from other work areas.

In March, 18 County work area had planned to host at least one in-person session. However, due to the COVID-19 pandemic and CDC guidelines limiting public gatherings, the County transitioned all remaining LEADS Listening Sessions to a survey-based format. Staff are currently analyzing the survey data to compile a complete list of actionable recommendations to improve business operations, employee satisfaction and customer experience. However, the following are a few recommendations that staff have begun to explore:

- Explore new opportunities to promote the Employee Assistance Program and increase awareness of the range of services offered in an effort to reduce negative stigma surrounding use of the program (Human Resources).
- Increase the awareness of Homeowner and Neighborhood Associations of the Code Compliance services provided by the County through enhanced public outreach efforts (DSEM).
- Establish a workgroup to explore opportunities for process improvements and efficiencies through automation and paperless options (Financial Stewardship).
- Explore kayaking enhancements at the County's Boat Landings (Parks & Recreation).

The last round of Listening Sessions was held in 2018 and resulted in 96 proposed improvements. As of the preparation of this report, 92 recommendations (96%) have been completed. The majority of these implemented recommendations have been captured through ongoing tracking of the County’s Bold Goal to “Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation” (Attachment #2). The remaining 4 recommendations (4%) are “In Progress” and will be rolled into the 2018 LEADS Listening Session Recommendations for future tracking.

Attachments:

1. Baseline Date for Bold Goals and Targets
2. List of Implemented Citizen Ideas

Baseline Data for FY 2017 – FY 2021 Bold Goals and Targets

ECONOMY

Grow the Five-Year Tourism Economy to \$5 Billion

In FY2012 - FY2016, the economic impact of tourism in Leon County totaled \$3.8 billion. The 32% increase by FY2021 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

Attract 80 State, Regional, or National Championships across All Sports

In FY2012 - FY2016, a total of 64 state, regional and national championships were hosted in Leon County. The 25% increase by FY2021 was projected based on trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

The Target for co-creation of entrepreneur ventures, new jobs overall, and new jobs in the high-tech industry, was developed through analysis of like-sized communities conducted as part of the Tallahassee – Leon County Economic Development Strategic Plan as well as staff analysis of 2017-2021 employment growth projections from EMSI (labor force analytics modeling software).

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

In FY 2016, over 500 students and citizens were connected to middle skilled job career opportunities. From FY 2017 to FY 2021, the County will work to connect 1,000 students and citizens annually for a total of 5,000 in five years.

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

In FY 2014 – FY 2016, the Amphitheater hosted 18 concerts with a combined total attendance of over 30,000 residents and visitors. By the end of FY2021, the County projected that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

ENVIRONMENT

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

In FY 2012 – FY 2016, there were no upgraded or eliminated septic tanks in the Primary Springs Protection Zone (PSPZ). Through planned sewer connection projects, state grants, future sales tax funding, and possible Ordinance revisions requiring passive advanced wastewater treatment systems for new construction, the County is targeting the upgrade or elimination of 500 septic tanks in the PSPZ by FY 2021.

Plant 15,000 Trees Including 1,000 in Canopy Roads

From FY 2012 – FY 2016, an annual average of approximately 1,800 trees were planted. In FY 2017 – FY 2021, over 10,000 trees are slated for planting as part of planned reforestation efforts, Arbor Day plantings and other park landscaping. An additional 5,000 trees will be planted through the Adopt-A-

Tree program, other landscaping initiatives, and partnerships with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

By 2021, the County will implement new policies and procedures for utilizing sustainable design in all new construction, renovation, and repair.

75% Community Recycling Rate

In FY 2016, the County reported that 54% of solid waste had been diverted from the landfills for other uses. To increase diversion rates, additional programs related to increased commercial recycling, cardboard diversion, composting and elimination of mixed loads at the transfer station will be evaluated and implemented.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2012 – FY 2016, the County constructed 14.1 miles of sidewalk and 7.7 miles of greenways and trails for a total of 21.8 miles. By 2021, the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

QUALITY OF LIFE

Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families

In FY2012 – FY2016, Veteran Services helped Leon County veteran’s secure \$82 million in benefits. By 2021, the target will be accomplished through the leveraging of partnerships with local Veteran’s Administration Clinic, local veteran’s agencies/groups, and new targeted marketing and outreach.

Construct 100 Fire Hydrants

Following the Board adopted the policy “Criteria for the Placement of Fire Hydrants on Current Water Systems” in FY 2014 to the end of FY 2016, 21 new hydrants were installed in the unincorporated areas of the County. Beginning in FY 2017, through dedicated Fire Assessment Fee funding and future LIFE allocations, the County will work with local utility companies to increase the number of hydrant placements to approximately 20 per year.

Train 8,500 Citizens in CPR/AEDs

In FY2012 –FY2016, Leon County EMS trained 7,500 citizens in cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) use. The 2021 target is based on recent trend data indicating a continued increase in utilization of training opportunities, identification of additional targeted outreach for specific users (i.e. pregnant, new parents and senior citizens) and the ability to further increase attendees at training events through enhanced public outreach.

Open 1,000 New Acres of Park Land to the Public

Including both passive park and facility acreage, 216 new acres of County park land were opened to the public in FY 2012 – FY 2016. As part of the next five-year capital improvement program, additional acreage is anticipated to open to the public as part of the St. Marks Greenway, the Northeast Park and the Apalachee Regional Park.

Double the Number of Downloadable Books at the Library

At the end of FY 2016, Leon County Libraries offered 13,500 downloadable books. By 2021, through partnerships with other libraries and agencies, such as the Panhandle Library Access Network (PLAN) the number of downloadable books available at the Libraries will be doubled and will include more diverse content such as audiobooks, graphic novels, and magazines.

GOVERNANCE

Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

In FY 2012 – FY 2016, Leon County documented the implementation of over 175 citizen ideas through internal listening sessions. In FY 2017, the County developed a cross-departmental reporting system to record and track the implementation of citizen ideas and recommended improvements from all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization.

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

In FY 2016, the average time to approve a single family building permit was 11 business days. To reach this Target, the average time will be reduced to eight (8) days.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

In FY 2016, employee participation in the County's "My Rewards" Well Being Program was at 82.4%. To achieve the target, focused outreach explaining both the health and financial benefits of the program will be further communicated to individual employees not currently participating in the program.

Reduce By 60% the Outstanding Debt of the County

At the end of FY 2016, the County's outstanding debt, including principal and interest, totaled \$48,633,089. By 2021, without the issuance of any new debt, the County will reduce its outstanding debt by at least 60%; additional refinancing will provide the opportunity to exceed this target.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

At the close of FY 2016, 90% of all current Leon County employees had received at least two of the required trainings. By 2021, all employees will be trained or retrained in all three subject areas.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
1	FY2017	Citizen (Unnamed)	Create a list of County Commissioners and their Aides contact information to e-mail a citizen upon request to prevent too much time looking for each contacts information online.	Administration	A list was compiled stating each County Commissioner, their aide, their district and other relevant information. This created a quick way to immediately e-mail or fax to a citizen upon request.
2	FY2017	Leon Works Expo Workgroup	In order to teach students how to dress for an interview, the workgroup recommended including a work attire fashion show as part of the 2016 Leon Works Expo.	Administration	County staff worked with Leon County Schools to recruit volunteers to participate in a fashion show at the start of the Expo. Volunteers demonstrated appropriate vs. inappropriate interview outfits.
3	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.
4	FY2017	Hurricane Hermine Community Listening Sessions	During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to prospective registrants was identified.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.
5	FY2017	Citizen Information Line Callers	During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line were requesting information about the locations at which utility personnel were working. The City and Talquin made this information available on September 6th.	Administration	As part of the Hurricane Hermine After Action Report, the Board approved staff's recommendation to work with City of Tallahassee Utilities and Talquin Electric during a major weather event to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.
6	FY2017	Hurricane Hermine Community Listening Sessions	During the community listening sessions, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to include additional traffic safety information in pre- and post-disaster emergency communication efforts.
7	FY2017	Hurricane Hermine Community Listening Sessions	Representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.
8	FY2017	Hurricane Hermine Community Listening Sessions	During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to identify all Leon County Libraries as potential comfort stations and deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.
9	FY2017	Leon Works Expo Workgroup Member	A member of the Leon Works Workgroup was attending the 2016 Expo and noticed that students were often losing their group or had to stop to ask where their group was. She recommended that at next year's Expo the students in each group be given a different colored lanyard with a schedule on the back of their name tag.	Administration	Staff researched local vendors and prices and purchased the lanyards for the 2017 Leon Works.
10	FY2017	Local Food Vendor	Food vendor requested Public Safety Complex map for where to deliver event catering.	Administration	An aerial view map for the Public Safety Complex was created to assist any current and future food vendors for event deliveries. The map has been sent and given to several food vendors thus far to ensure proper location delivery.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
11	FY2017	Leon Works Expo Workgroup	After receiving feedback from vendors following the 2016 Leon Works Expo, the workgroup and County staff decided to use the Donald L. Tucker Civic Center as the expo site. The larger space will provide better flow, more visibility, and a central location for attendees.	Administration	An agenda item was brought to the Board on June 20, 2017 with the recommendation.
12	FY2017	Leon Works Expo Workgroup	One hurdle for youth employment is state-issued identification. In lower income families, a driver's license is not often prioritized because the household has no vehicle and/or the high school does not have the income to purchase a car. As part of the Leon Works Expo, Leon County Schools recommended having the Department of Motor Vehicles onsite to discuss other state-issued identification so as to secure and retain employment. At this time, students simply use their student ID, which is not recognized as official identification.	Administration	Leon County Administration and the Leon Works Workgroup will reach out to the Department of Motor Vehicles or another registration agency to host an exhibit table so as to educate students on the importance of identification.
13	FY2017	Leon Works Expo Workgroup	The Workgroup expressed an interest in having greater representation of the military branches at the 2017 Leon Works Expo.	Administration	Staff reached out to military recruiters to invite them to participate. The U.S. Army, Florida Army National Guard, and FAMU ROTC participated in the 2017 Leon Works Expo as exhibitors.
14	FY2017	Leon Works Expo Workgroup	The workgroup expressed an interest in having middle-skilled agricultural jobs represented at the Expo and recommended inviting the IFAS Extension Office to exhibit.	Administration	Staff reached out the IFAS Extension Office to exhibit during the 2017 Leon Works Expo and provide information about agricultural opportunities such as 4H.
15	FY2017	Paul Watts	Paul Watts, a local small business owner, met with staff from Administration, Public Works, and the County Attorney's Office to provide recommendations and revisions to the County's draft cell tower ordinance. One of his recommendations was to provide a tiered payment amount of the performance bond to prevent the County's ordinance from becoming cost-prohibitive to local businesses.	Administration	The County Attorney's Office implemented the recommendation for the tiered payment amount of the performance bond into the draft ordinance to be reviewed and considered by the Board of County Commissioners. This recommendation is among several submitted by stakeholders in the Cell Tower Workgroup that have been considered and incorporated into the County's draft ordinance.
16	FY2017	Judi Davidson	Judi Davidson asked the question; "Who do you call when someone in need of emergency care has a dog in their home that will require temporary care when the owner is hospitalized?"	Animal Control	After discussing possible solutions within the Department of Public Safety a "Help my Pet!" note pad was created by Animal Control. The note pad allows for owner's to list contact information for the person who has agreed to look after their pet. The note pad also has Animal Control contact information for those times when the pet caretaker cannot be reached.
17	FY2017	Angie Wyche	Angie Wyche stated at a BOCC meeting that she would be meeting with all commissioners to discuss changing the Animal Ordinance to require no unattended tethering.	Animal Control	Commissioner Lindley, backed by all other commissioners requested an agenda item to be brought before the Board in regards to stricter tethering ordinances. At the July BOCC meeting Commissioners moved to approve drafting an amendment to the current animal ordinance to require attended tethering. The final Ordinance was approved on November 14, 2017.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
18	FY2017	Taskforce to combat animal cruelty	The City created a Task Force comprised of representatives from City and County Animal Control, the State Attorney's Office, Tallahassee Police Department, Leon County Sheriff's Office, Leon County Health Department, City Attorney's Office, City Parks and Recreation Department and other relevant agencies to assist in designing the registry. The Task Force identified several focus areas they believed would serve to curtail animal abuse within the City and the County including an animal abuse registry.	Animal Control	On July 11, 2011, the Board directed staff to draft an ordinance for the creation and use of a County-wide Animal Abuser Registry jointly with the City.
19	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions were hosted following Hurricane Hermine and provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.	Community & Media Relations	The Leon County Comprehensive Emergency Plan was updated to provide for community listening sessions to be held following major emergency events, and to encourage the City's joint participation in these sessions.
20	FY2017	Hurricane Hermine Community Listening Sessions	Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the owner free of charge.	Community & Media Relations	The Board accepted the recommendations provided in the Hurricane Hermine After Action Report which included a recommendation to work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.
21	FY2017	Hurricane Hermine Community Listening Sessions	During the Hurricane Hermine Community Listening Sessions, it was noted that closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.	Community & Media Relations	Following the community listening sessions, the Board accepted the recommendation for Leon County to work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.
22	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with local radio partners to increase awareness of the availability of emergency public information.
23	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with WFSU to evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.
24	FY2017	Citizen (Unnamed)	Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they arrive with material that cannot be accepted or that needs to be taken elsewhere.	Community & Media Relations	Developed a FAQ for the Solid Waste web page explaining for City of Tallahassee residents and unincorporated Leon County residents what can be accepted at Leon County Solid Waste Facilities and what should be taken to other locations, such as Marpan Recycling.
25	FY2017	Dan Keefe	When inquiring about mental health referral services seen in the July 2017 edition of the Leon County LINK, Mr. Keefe suggested that Leon County specifically target recovering alcoholics as a group who could benefit from mental health referral services.	Community & Media Relations	Leon County Community & Media Relations worked with Mr. Keefe to provide the Clubhouse Association for Sober Alcoholics (CASA) with mental health referral information digitally and through 150 rack card handouts delivered by mail.
26	FY2017	Cari Roth	Citizen sent email stating that she consistently receives alerts late.	Community & Media Relations	The citizen had subscribed to daily digest instead of send immediately. Therefore, alerts were always received the next day. All subscribers will now receive alerts immediately.
27	FY2017	Nancy Nix O'Farrell	Ms. O'Farrell replied to a Facebook posting about Mental Health Referral Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).	Community & Media Relations	Over five weeks, Leon County will feature each of the service organizations listed. Staff will include information for the NAMI Tallahassee chapter when highlighting the organization as a whole.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
28	FY2017	DSEM Customers	Staff encountered a number of development proposals where the requirement for a certain type of parking surface came into question. The Leon County Land Development Code (LDC) did not clearly provide criteria for required parking surfaces for parcels inside the USA versus those parcels located outside the Urban Service Area (USA).	DSEM	Only July 11, 2017, the Board adopted an Ordinance amending Chapter 10 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).
29	FY2017	DSEM Citizen's User Group	As is standard procedure for all proposed changes to the Land Development Code, prior to requesting Public Hearings, staff presented a proposed Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regards to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition.	DSEM	All of the recommended revisions from the User Group were incorporated into a proposed Ordinance. At the Board's January 24, 2017 meeting, the Board voted to conduct the first and only Public Hearing and adopt the Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies.
30	FY2017	Former DSEM Citizen's User Group member Pam Hall	Ms. Hall suggested that the definition of "community services" in the Land Development Code needed to be revised to provide further clarification reflecting a community service as a "significant public service to the general public" rather than just a "service to the general public," in order to ensure the appropriate siting of bona-fide community services.	DSEM	Ryan Culpepper, Development Services Director, revised the proposed scrivener's error ordinance to incorporate Ms. Hall's recommendation to further clarify community services.
31	FY2017	Former DSEM Citizen's User Group member Cliff Lamb	Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUV) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.	DSEM	Ryan Culpepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Icerman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.
32	FY2017	Candace Lolley of The Blueprint Shop	As the Project Dox permit uploading agent for many contractors/consultants, Ms. Candace Lolley suggested that staff add several documents with naming conventions to the DSEM "Request an Online Building Permit" web page to facilitate the electronic permitting process.	DSEM	Cathy Dunklin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
33	FY2017	LEADS Listening Session participants and members of the Tallahassee Builders Association	Both 2016 LEADS Listening Session participants and members of the Tallahassee Builders Association recommended renovations to the DSEM suite at the Renaissance Center in order to enhance customers' experience.	DSEM	<p>In 2017, renovations to the DSEM Office and Welcome Center were completed to offer a refreshing physical space that conveys the County's commitment to customer service, efficiency, clarity, and providing technical resources throughout the development process. On April 4, 2017, the Board also approved several upgrades to the facility including the following:</p> <p>* Signage to better welcome customers, reinforce the emphasis on customer service, and encourage feedback to thereby enhance the customer experience.</p> <p>* A television monitor to display service information, tutorials, testimonials and infographics relevant to the development industry including market trend data compiled by DSEM and the Office of Economic Vitality. For example, many customers are unaware that DSEM's webpage includes average timelines based on the permit type, an uncommon practice among local government permitting agencies.</p>
34	FY2017	Leon County Schools High Schools	Policy No. 05-2, "Leon County Ride-Share Program" previously limited Emergency Medical Services (EMS) ride-share participation to those individuals who are no less than 18 years of age. To increase eligibility for Junior Apprenticeship positions with Leon County EMS, several LCS high schools participating in the Leon program recommended revising the Policy to include those 17 years of age with parental consent.	EMS	On February 9, 2017, the Board adopted a revised Leon County Ride-Share Program Policy that amended participant criteria to include those 17 years of age with parental consent and accordingly provided for all necessary revisions to the forms required for participation in the Program
35	FY2017	Investment Oversight Committee (IOC)	<p>The IOC met on September 28, 2016, February 23, 2017, and June 7, 2017 to thoroughly examine the current Investment Policy. The IOC approved recommending to the Board the proposed revisions to the Policy that are consistent with the investment objectives. The following is a summary of the substantive changes to the policy:</p> <ul style="list-style-type: none"> • To facilitate compliance with Section 218.415 Florida Statutes, we deleted all or portions of several Policy sections which are no longer applicable or are covered in other Policy sections or Exhibit A. • Changes to limits on Policy Exhibit A: the limit for investing in the State TreasurySpecial Purpose Investment Account (SPIA) was increased from 50% to 100% of the combined portfolio. This is a pool managed by the State Treasury where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the state has closed the pool to new members. • Reduced the limit on Exhibit A for Local Government Surplus Funds Trust Fund (Florida Prime) because these returns are lower than many other options. • Added citations of statutes to Section I Scope, Section VI Authority, and the new Section XI Audits. • Several sections were renumbered or deleted and renumbered. 	Financial Stewardship	On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
36	FY2017	Job Applicant	An applicant asked if the County would consider extending the job advertisement closing time past 5 p.m. on Fridays to allow time on Friday evenings to apply for jobs after work.	Human Resources	HR has extended the application deadline closing time to 11:59 p.m. on Fridays which will allow applicants time apply for jobs after work.
37	FY2017	National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee	Honor Flight Tallahassee has expressed interest to partner with the County to enhance the programming and coordination of the Reunion in order to raise community awareness of the importance of National Pearl Harbor Remembrance Day and recognize the Honor Flight participants.	Human Services & Community Partnerships	<p>On June 20, 2017, the Board Accepted staff's proposal to partner with Honor Flight Tallahassee on the Honor Flight Annual Reunion to recognize National Pearl Harbor Remembrance Day including the approval of \$5,000 as part of the FY 2018 Budget and provide budget guidance to include this line item in the Veteran's Services budget in future years.</p> <p>The County's role would include assisting with planning and coordination of the Reunion event and a media campaign that encourages the community to recognize and remember Pearl Harbor Day. As part of the Reunion, the Board Chairman would provide remarks expressing appreciation for our local veterans and present a resolution recognizing December 7th as National Pearl Harbor Remembrance Day. Additionally, the County would participate in the dinner with the Honor Flight veterans. The County contribution to this effort would be approximately \$5,000.</p>
38	FY2017	Local Contractor	<p>Create a listserv to notify local contractors of housing rehabilitation and home replacement projects.</p> <p>The Purchasing Office regularly post RFPs for housing rehabilitation and home replacement projects on procurement websites and the newspaper, however smaller local contractors do not have the means to access the procurement website and sometime miss the newspaper ads. It was suggested that the Housing Office maintain a listserv of local contractors to notify them when the Purchasing Office posts RFPs for housing projects.</p>	Human Services & Community Partnerships	The Housing Division reached out to small and large contractors to generate listserv that is now maintained by the office. Each time a RFP is posted by the Purchasing Office, the Housing Division sends link of the RFP post to the contractors on the listserv. The listserv is updated quarterly.
39	FY2017	2017 Volunteer Management Class	Each year, Volunteer Services offers a 3 day Volunteer Management Certificate Program that takes place in January for non profit and government volunteer coordinators. Part of the value of the training is the networking and learning best practices from each other. There was a desire for the class to meet again to hear from one another on the changes that they made as result of the training and share challenges they may have encountered.	Human Services & Community Partnerships	In March, Volunteer Services hosted a lunch and learn for the 2017 Volunteer Management Class. Feedback was very positive and this idea will become part of the program going forward.
40	FY2017	Tallahassee-Leon County Affordable Housing Workgroup	On May 8, 2017 the Workgroup voted unanimously to recommend that the County and City Commissions invite Purpose Built Communities to assist New Columbia Residential in the master planning process.	Human Services & Community Partnerships	On May 23, 2017, the Board voted to invite Purpose Built Communities to assess the feasibility of applying its model to the Orange Avenue Apartments project and authorize staff, in partnership with the City, to assist.
41	FY2017	Funeral Service Providers	Several local funeral service providers indicated to staff that the current compensation schedule for the disposition of unclaimed and indigent bodies is not adequate to support their services.	Human Services & Community Partnerships	Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees were in line with the costs associated with these services. On April 25, 2017, staff presented the Board a comparative analysis and recommended increases to the fee schedule. The Board then voted to adopt the proposed Fee Schedule and the associated Resolution

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
42	FY2017	Hurricane Hermine Community Listening Sessions	Many citizens relied on mobile devices for emergency communications during Hurricane Hermine. The community listening sessions identified opportunities to strengthen the County's ability to communicate with the public via mobile devices.	Information & Technology	The Board accepted a recommendation from the Hurricane Hermine After Action Report to evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.
43	FY2017	Citizen (Unnamed)	During a support call, a job applicant requested an enhancement to Human Resource's Online Jobs System: The ability to apply for jobs online from any internet browser. Note: HR Online Jobs is a legacy application (10+ years old) and there were no plans to update this system because it was going to be replaced with a new application.	Information & Technology	As an interim solution, the technology for the current online job application was updated to work with multiple web browsers. The application now works with Internet Explorer, Google Chrome and Firefox browsers.
44	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website	Information & Technology	Configured the permitting system to receive and process requests from the Property Appraiser's application and worked with Property Appraiser's office to configure their web application to point to our system.
45	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested a Joint City/County Permit Portal - Ability to access City and/or County permit data from a single platform	Information & Technology	Created a web portal that consumes and displays data from the City and County permitting systems.
46	FY2017	Citizen (Unnamed)	While DSEM staff was providing an on-site service, a citizen requested a permitting process enhancement: the ability for Contractor Licensing info and updates to be automatically pushed to/from the City and County permitting systems.	Information & Technology	Developed a shared database that reads and updates the City and County permitting systems.
47	FY2017	Citizen Connect Mobile App User	A citizen requested for emergency information to be translated into multiple languages for refugees.	Information & Technology	The idea was implemented by adding a plug-in called Google Translate to the footer of the emergency information website. By adding the plug-in to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.
48	FY2017	Darla McCray	Drug and Alcohol Testing Division (DATD) staff were originally responsible for notifying randomly selected individuals with ETG court-ordered tests of the daily requirement for testing. This process required one DATD staff member to complete the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process thus freeing DATD staff to continue the testing process.	Intervention and Detention Alternatives	The IDA team improved the process by cross-training administrative support staff to contact individuals calendared for ETG testing daily. This new process allowed DATD staff to focus on substance abuse testing without interruption and for individuals to be notified earlier in the day of testing requirements.
49	FY2017	Court-Ordered Service Providers	During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for job assistance and training programs to IDA clients.	Intervention and Detention Alternatives	In April 2017, IDA staff met with Capital Career Source to discuss employability training specifically designed for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IDA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.
50	FY2017	Approved Community Agencies	During last year's application and Request for Qualifications application process for court ordered service providers, our community partners requested that IDA staff schedule group meetings with them more frequently than once per year. It was the consensus that this would allow both the agencies and IDA to be informed of any changes to process and/or needs with each other.	Intervention and Detention Alternatives	Preceding the Request for Qualifications application periods for court-ordered service providers, regular meetings will be held in the months of March and September to discuss process changes and/or issues of concern. In addition, IDA has provided direct point of contact for assistance needed outside of the established calendar meetings.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
51	FY2017	IDA Clients	On multiple occasions, IDA clients have inquired of our department's ability to accept credit/debit card payments for court-ordered services and administrative fees. At present, the department only accepts cash and money orders. This process often adds an impediment to completing the payment process.	Intervention and Detention Alternatives	IDA is currently working with Management Information Services (MIS) and the Clerk of Court, Finance Division to implement the capability of accepting credit/debit card payments for court-ordered services. This will provide individuals with multiple and convenient payment options. The anticipated start date for this new service is October 2017.
52	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	356 items, both print and media, purchased as a result of patron requests.
53	FY2017	Library Patrons	Library user requested that the Library add a foreign film DVD, "Oddball", to the collection.	Library Services	Requests for books and other items are received daily, but this was an unusual situation. "Oddball" was originally produced in 2015 in Australia. It was released in PAL format, which is incompatible with DVD players in the U.S. The suggestion was not forgotten. In late March 2017, Library staff learned that the award-winning DVD had been released in the U.S. "Oddball" was added to the collections and a hold was placed in the library management system so the request originator could be first to borrow the movie.
54	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	283 items, both print and media, purchased as a result of patron requests.
55	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	134 items, both print and media, purchased as a result of patron requests.
56	FY2017	Library Patrons	A library patron learned about the Traveling Book Club and was interested in seeing if her book club would like to use it. She contacted the library and asked about adding the book Small Great Things by Jodi Picoult, to the Traveling Book Club list, since that was the next book the group wanted to read. The Library Budget & Collection Development Manager decided that this was an good choice for the Traveling Book Club, since the author is very popular and we anticipate more checkouts of this Traveling Book Club title. The Library rented 10 copies of this book through the lease program and created a new Traveling Book Club kit. The library patron happily checked it out for her book club on 2/11/17.	Library Services	The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to reach 9 other library users in time for the book club meeting and discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.
57	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	169 items, both print and media, purchased as a result of patron requests.
58	FY2017	Library Patrons	A library user at the Eastside Branch asked the Branch Manager if the Library could have a stand-up station for laptop users, so that he could work standing up. The Branch Manager purchased an extension cord, cable ties and an adapter to place on a stand-up height table near the computer area.	Library Services	A space for stand-up laptop users was created very quickly using furnishings already in place and the inexpensive solution of providing power for users to plug in.
59	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	151 items, both print and media, purchased as a result of patron requests.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
60	FY2017	Library Patrons	A user of library downloadable media services emailed regarding some difficulty he had in using the webpage for the downloadable media, including confusion about where to find the link, and had a question about records and vendor FAQs.	Library Services	The Information Professional responsible for content on the Library webpage made adjustments on the library website based on the patron comments, responded to his query about records and forwarded one comment to the vendor. Here is her response to the library user: On the Downloadable Media page the title of each service is hyperlinked to go directly to the service. Based on your input, I have expanded that to include the entire blue box around the words. Currently, we are not provided with MARC records for ArtistWorks videos but we will work on creating a record for the ArtistWorks service itself that will be searchable in the catalog. We will also forward your input on the FAQ and User Guide pages to ArtistWorks. We appreciate your feedback and please do not hesitate to contact me with any concerns/questions/suggestions you may have!
61	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	168 items, both print and media, purchased as a result of patron requests.
62	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	248 items, both print and media, purchased as a result of patron requests.
63	FY2017	Library Patrons	A library patron expressed concern with the tone of an the email notice that the library sends when a patron card needs to be renewed. Cards are renewed every two years to ensure that patron contact information is correct.	Library Services	Library staff reviewed the notice and rewrote it in a friendly and more informative tone that emphasizes the continued use of the user's library card. The library patron was sent an email regarding the changed wording with thanks for the comments and the opportunity to improve.
64	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	270 items, both print and media, purchased as a result of patron requests.
65	FY2017	Library Patrons	When we rearranged materials in the public circulation area at the main library to facilitate self-service for reserved items, new media was shifted from an open area to a space that was closer to the regular media shelves. Patrons wanted the new materials displayed separately and in an open area, as before.	Library Services	An extra table was added to the circulation area for the new media display.
66	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	231 items, both print and media, purchased as a result of patron requests.
67	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	207 items, both print and media, purchased as a result of patron requests.
68	FY2017	Library Patrons	Library users at the Eastside Branch were concerned about the Spanish Bayonet plants so close to the sidewalks and entrance of the branch, since the leaves of the plant are long and have sharp, hard points on them.	Library Services	The branch manager contacted Facilities, and the plants were removed by mid-September. Thanks to Facilities for the positive response.
69	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	243 items, both print and media, purchased as a result of patron requests.
70	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	33 items, both print and media, purchased as a result of patron requests.
71	FY2017	Library Patrons	Although the library catalog is searchable by Accelerated Reader (AR) levels, parents and children at every library asked for an area where they could quickly pick up AR books arranged by level. (Library practice is to arrange fiction by authors' names and non-fiction by Dewey decimal numbers.)	Library Services	In May 2017, a special cart with multiple sections per shelf was purchased for each library location. Each section was labeled for a range of AR levels. Library users can quickly browse the preselected items in the AR level(s) of interest at every location they visit. Library staff restock the sections as items check out.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
72	FY2017	Library Patrons	A library patron who uses the Kurzweil reader, equipment for the visually impaired, at the Main Library prefers to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.	Library Services	The library studied the use of reading equipment for the visually impaired at the Main Library and decided to move the Kurzweil reader to the Dr. B.L. Perry, Jr. Branch. We waited until the new carpet installation was complete and then moved the equipment and table to the branch library. Facilities and MIS cooperated in moving the equipment and table. We then notified the library patron.
73	FY2017	Literacy Tutor at the Main Library	A Literacy Tutor suggested that the Literacy Program have a program about the solar eclipse for the program's ESOL students. We contacted the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the society will be a guest presenter for ESOL students on Tuesday, August 15th, from 1:30 - 2:30.	Library Services	The Tallahassee Astronomical Society and the library have an ongoing relationship for education the public about astronomy and star-gazing. Bill Skelley responded positively to a request to come and speak with ESOL students about the solar eclipse. This will introduce English vocabulary, interesting information and a community leader to the ESOL students.
74	FY2017	Library Patrons	A Library user was moving to a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.	Library Services	Library staff visited the facility, met with staff and spoke with some residents. It was determined that the facility met the Library's established criteria for outreach service and is compatible with the Library's book hauler. Arrangements are in place to begin serving Kenwood Place residents on August 15, 2017.
75	FY2017	Library Patrons	For years, each library location had coin-op photocopiers for public use. The equipment, placed and maintained by local office supply vendors, was capable of simple black and white copying only. The libraries received numerous requests on a regular basis for color photocopying as well as the ability to scan and e-mail documents.	Library Services	A local vendor was able to meet the Library's specifications. After a successful trial at the Main Library, coin-operated copier/scanner equipment for public use was installed at the 6 branch libraries in March 2017.
76	FY2017	Smokey Hollow Citizen's Committee	In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community by members of the Citizen's Committee. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The idea was to restore and return the barbershop to the Smokey Hollow Commemoration.	PLACE (Blueprint)	Blueprint was able to secure the building and moved forward with the restoration of the Smokey Hollow Barbershop. Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and rehabilitate the building to its original aesthetic. In February 2017, the Intergovernmental Agency Board approved funding for the site improvements at the Smokey Hollow Commemoration and work is expected to begin summer 2017. Blueprint is anticipating bringing an update to the IA Board which includes a proposed Grand Opening date at their September 2017 meeting. At this point, the building will be returned to the site of the former Smokey Hollow Community.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
77	FY2017	Big Bend Cares	Big Bend Cares is building a new \$11 million medical facility intended to function as a one-stop medical home for patients in the area. In 2016, Blueprint and Big Bend Cares saw an opportunity to align the construction of their new facility and planned Blueprint improvements. The construction of the Magnolia Drive multiuse trail is a vital improvement in Southeast Tallahassee to improve safety, accessibility, and provide new bicycle and pedestrian facilities. A partnership was formed and the design and construction for the Magnolia Multiuse Trail from South Monroe to South Adams has been incorporated into construction project for the new Big Bend Cares facility.	PLACE (Blueprint)	Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility. Big Bend Cares will construct the 10-foot multiuse trail on the south side of the roadway as well as additional improvements including streetscaping on the north side. This partnership will reduce traffic impacts for area residents and businesses by only closing the street one time for construction and improve the operation of the new medical facility. The Magnolia Drive Multiuse Trail project was approved by the Blueprint Intergovernmental Agency Board at their April 2015 meeting.
78	FY2017	MWSBE Programs Evaluation Committee	The MWSBE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.	PLACE (OEV)	On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.
79	FY2017	MWSBE Programs Evaluation Committee	As part of their Final Report to the Board, the MWSBE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.	PLACE (OEV)	Recognizing the importance of eliminating barriers to opportunity, the Minority, Women, and Small Business Development division within OEV consolidated its operation into a single unit. The consolidation included one - not two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also created programmatic efficiency within the division.
80	FY2017	Various MWSBEs	Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.	PLACE (OEV)	The Minority, Women, and Small Business Enterprise division within OEV has partnered with the FAMU SBDC, the Big Bend Minority Chamber of Commerce, and CareerSource to provide educational opportunities designed specifically for certified MWSBEs.
81	FY2017	Various MWSBEs	Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals	PLACE (OEV)	During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWSBE) participation goal. The MWSBE Division within OEV provided greater flexibility to this process by allowing subcontracted MWSBEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWSBEs greater access to procurement opportunities offered by the City and County.
82	FY2017	Domi Station and the Jim Moran School of Entrepreneurship	Align Entrepreneurship Month with Startup Week model, which takes place during Global Entrepreneurship Week, to leverage a global network to highlight local entrepreneur activities.	PLACE (OEV)	Domi Station and the Jim Moran School of Entrepreneurship have teamed up to lead the Startup Week effort, which takes place November 13-17, 2017. They are collaborating with approximately 20 co-creators in the entrepreneurial ecosystem to provide quality events that fall within focused tracks to provide meaningful and educational experiences for those at all stages in the business formation stage.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
83	FY2017	Economic Vitality Leadership Council	Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory	PLACE (OEV)	The Economic Vitality Leadership Council, which serves as an advisory council to the Tallahassee-Leon County Office of Economic Vitality, has created the Magnetic Technologies Task Force and elected a chair to oversee its actions. The Task Force will work with FSU and OEV to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries as well as refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to the lab.
84	FY2017	Citizen (Unnamed)	A citizen called the Office of Sustainability to ask specific recycling questions that covered materials beyond the existing recycling graphic. The citizen mentioned that if there were a list that outlined more detailed materials and indicated which could and couldn't be recycled, it would be very helpful.	Public Works	The Office of Sustainability, with the help of Community Media Relations, created a "What Can Be Recycled" comprehensive list and posted it to www.GrowingGreen.org.
85	FY2017	Friends of Lake Jackson	Several members of the Friends of Lake Jackson attended the Board's May 9, 2017 to express concerns and suggested holding an information about the Fords Arm South Water Quality Improvement Project.	Public Works	Only June 8, 2017, staff partnered with Friends of Lake Jackson to host an informational meeting regarding the Fords Arm South Water Quality Improvement Project. At the Board's June 20, 2017 meeting, the President of the Friends of Lake Jackson commended County staff for efforts to educate members about the development agreements and answer questions. He also expressed that he looks forward to continuing to work with the County on a management plan.
86	FY2017	Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway	At the end of 2013, Leon County Parks and Recreation Division received a request from The Space at Feather Oaks for a trail crossing on Miccosukee Road for a safe access to the Miccosukee Greenway on the north side of Miccosukee Road. Engineering Services staff completed an Engineering Evaluation and Feasibility Analysis for the access point in front of The Space at Feather Oaks in January 2014, and Parks staff presented the request and analysis to the Friends of the Miccosukee Greenway for review and discussion. Following an endorsement by the Friends of the Miccosukee Greenway, a cost estimate was then developed for the proposed trail crossing in February 2014. In February 2014, Public Works staff met with Mr. Scott Carruthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carruthers agreed to participate in cost sharing for a portion of the construction and to be responsible for engineering design and permitting. Mr. Carruthers' engineering consultant received assistance from County Engineering Services staff to develop a design in 2014, but did not finalize the design or initiate the permitting process.	Resource Stewardship	In October 2016, Mr. Carruthers contacted Leon County Parks and Recreation Division and expressed interest in continuing the work on the trail crossing. In order to expedite the process, Public Works staff assumed the engineering design responsibility and resumed the work on survey, design, and permitting. The project was reviewed by the Canopy Roads Citizen Advisory Committee in January 2017, with an environmental permit issued in April 2017. This trail crossing request was reviewed and evaluated in accordance with County Policy No. 10-1, Access Policy for Parks and Recreation Facilities, and with the support of the adjacent neighborhood community, Arvah Branch Homeowners Association, and the Friends of the Miccosukee Greenway. On June 20, 2017, the Board approved the Joint Project Agreement with The Space at Feather Oaks for the installation of a trail crossing on Miccosukee Road, and approved the Resolution and associated Budget Amendment appropriating \$16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
87	FY2017	Goose Creek Homeowners Association - William Lieblick	GCHOA was experiencing vehicular traffic traversing the natural gas easement/HOA property to drive onto the Goose Creek Greenway (an extension of Alford Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach would be to begin with signage.	Resource Stewardship	Interagency coordination and external authorizations were required to place the signs in the FGT easement as well as on private (HOA) property. Signs indicating "no vehicles beyond this point" were produced by the sign shop and installed on 3/15/17.
88	FY2017	Sustainable Communities Summit Planning Committee	As part of the biennial Sustainable Communities Summit, Leon County hosted a Hospitality Industry Workshop to engage hospitality professionals and businesses in ways to drive sustainable tourism forward. In the planning meetings prior to the workshop, the committee discussed creating a Green Business Guide to give hospitality businesses an all-in-one resource for finding easy ways to "go green."	Resource Stewardship	With the help of Community Media Relations, the Office of Sustainability created the Green Business Guide, and the resource was given to each workshop attendee, and is available on www.GrowingGreen.org.
89	FY2017	Citizen (Unnamed)	Two citizens called asking the County to create a shredding program to allow citizens to discard sensitive documents.	Resource Stewardship	Parks & Rec together with Sustainability implemented two shredding events within the Senior Outreach Program to occur at all six sites.
90	FY2017	Southern Trail Riders Association	Suggested adding signs at the Greenways indicating appropriate yielding etiquette for equestrians, hikers and bikers.	Resource Stewardship	The standard etiquette signs were produced by the County's sign shop. Greenway staff then installed them at Alford and Miccosukee Greenways.
91	FY2017	Child attending Family Time at the Jane G. Sauls Ft. Braden Branch Library	A small child who was attending the Family Time had been directed to the "children's restroom" but she returned to the branch manager and said that she couldn't reach the toilet; it should be smaller. The branch manager helped her in the restroom and later measured the toilet, which was 18" high (taller than most toilets and meant for accessible restrooms).	Resource Stewardship	The library contacted Facilities about the problem, and on 1/24/17, a new low toilet was installed in the children's restroom by Facilities. The installation of a low toilet in the children's restroom means that young children are now able to use the restroom by themselves.
92	FY2017	Forrest Watson	Citizen who is member of the Canopy Roads Committee and a Master Gardener (MG) proposed the development of a task group within the MG program to help educate property owners on canopy road of proper tree canopy maintenance.	Resource Stewardship	The MG program will seek interest within MG membership to form a task group. If enough interest exists, Forester will provide training to MG volunteers. MG Coordinator will develop protocols for MGs to follow, and MGs will pursue property owners and HOA's to assist.
93	FY2017	Citizen (Unnamed)	Citizen requested a bench to be positioned at the newly installed Chaires playground.	Resource Stewardship	Staff was able to accommodate the request within the week.
94	FY2017	Illegal Dumping Stakeholder group	After meeting with staff from FWC, the Forest Service, the Sherriff's Office, the Solid Waste Department, the Sustainability Office, and an active Leon County citizen, the group concluded that the best first step to reduce illegal dumping was to create a GIS map in which all the illegal dumping could be mapped and analyzed.	Resource Stewardship	Resource Stewardship and the GIS team took the lead on this project, with Sustainability staff coordinating cross-departmental communication and GIS creating the map, mobile platform, and the website. The map allows certain people to report incidents of illegal dumping, including adding photos and descriptions of the incident. The reports can then be analyzed to see the areas with most frequent incidents, and types of materials most often being dumped. This map creation is the first step in reducing illegal dumping incidents, and is the collaborative effort of multiple state agencies and departments.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
95	FY2017	Sustainable Communities Summit Attendees	Following the Sustainable Communities Summit: Exploring Our Backyard in February of 2017, Sustainability staff sent out a survey to Summit attendees to receive feedback on the event. Over 60 people responded, and multiple citizens expressed that they enjoyed the opportunity to explore some of Leon County's natural spaces in the post-Summit adventures, and would love future opportunities to do something similar again.	Resource Stewardship	In alignment with Leon County's initiatives to reduce litter and beautify the County's natural areas, staff in the Office of Sustainability, Public Works, and Parks and Recreation, along with community partners, hosted a litter clean-up of Lake Jackson on September 30, 2017. In an effort to provide citizens with further opportunities to recreate and enjoy the outdoors as well as give back to their community, the County provided free canoes and kayaks for citizens to use if they volunteer to help collect litter.
96	FY2017	Annual Program to Provide Amnesty Days at Leon County Rural Waste Service Centers	At Village's Square "Speed Date Your Local Officials", a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.	Resource Stewardship	Staff researched the possibility of creating an amnesty program and recommended hosting two Amnesty Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences. On June 20, 2017, the Board approved staff to to host Amnesty Days for Leon County Rural Waste Service Centers.
97	FY2017	Kelly Otte and Southern Trail Riders	Ms. Otte was concerned about safety for equestrians crossing Miccosukee Rd. along the Greenway route. She suggested what was needed was some kind of solar powered flashing light system that a rider can turn on by pushing a button (at rider friendly height). The lights should be down the road a little bit in both directions and be bright and flashing telling drivers the crosswalk(s) are being used. It would increase safety for the hundreds of people who bike, walk, run and ride across the roads.	Resource Stewardship	Parks worked with the Division of Engineering, the Southern Trail Riders representative, Friends of Miccosukee Greenway and the City of Tallahassee to determine which Rapid Flashing Beacon might be the best in trail crossing locations. Of particular concern was not installing something that might spook horses when activated (blinking lights or chirping). A design was selected with input from STRA and completed in September 2017.
98	FY2017	Keith Loewen and Stan Derzypolski	Mr. Loewen and Mr. Derzypolski expressed their desire for shade to be incorporated at Jackson View Landing.	Resource Stewardship	A variety of alternatives for shade were explored. The most cost efficient and easiest to implement was adding a elevated sail to the area for some cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.
99	FY2017	Stan Derzypolski	Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.	Resource Stewardship	Parks & Rec staff worked with Public Works (Division of Engineering and Division of Operations) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all landings (Crowder and Faulk) were re-evaluated and made consistent.
100	FY2017	Jason Ritchie (and others)	Baseball coaches and users of Fred George Park suggested an additional segment of sidewalk extending behind the baseball field and connecting to the piece that runs parallel to Capital Circle.	Resource Stewardship	Division of Engineering already had plans to add a portion of sidewalk near the multi-purpose field to connect to the piece that parallels Fred George Rd. Since mobilization was already going to occur, Parks used that opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-August.
101	FY2017	Tallahassee Rocks (grassroots initiative)	Tallahassee Rocks! is a community-building group meant to inspire creativity in all ages and energize people to explore the beautiful area we live in. They invite citizens to paint and "hide" rocks around the community to encourage folks and families to explore our local parks and public areas.	Resource Stewardship	Another way to bring "arts to parks", Parks & Rec. staff incorporated a rock painting station into the festivities of Greenway Day that was held on 3/29/17. The activity was a huge success with over 100 people painting rocks at the event.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
102	FY2017	The Chance Family	The Chance Family contacted the Eastside Library staff to ask if the County would allow the installation of a stone bench at the library in the memory of their son, Peter. The family would provide the bench, which is a large limestone stone that the family had polished and prepared.	Resource Stewardship	After the inquiry by the Chance family was made, library staff put the family in contact with Facilities Management to complete the installation of the bench and platform. Facilities Management made the decision to go above and beyond the original request for a standard platform, and made a custom platform that was in the exact shape of the stone bench.
103	FY2017	Citizen (Unnamed)	Use of the name "Swap Shop" for the reuse center at the household hazardous waste facility has caused confusion, resulting in citizens that think they have to put items in to take them out. This results sometimes in inappropriate items in the shop.	Resource Stewardship	Contacted CMR for assistance in rebranding the reuse center to tie in with the current "ReNew Paint" branding for our rebledned paint.
104	FY2017	Citizen (Unnamed)	A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets.	Resource Stewardship	Parks staff completed installation of the fixtures in August 2017.
105	FY2017	Tourist Development Council	Create a grant distinction for emerging "Signature" events that would support these events in their efforts to grow.	Tourism Development	Based on the request, staff proposed options to the TDC at its March 2, 2017 meeting. At this meeting TDC members discussed scenarios to accomplish the request to support events on the verge of becoming Signature Events. The TDC created an "Emerging Signature Event" distinction for events that meet the definition of a Signature Event, however the event estimates only generating between 1,250 – 1,499 room nights, and historically generates close to that amount. The Board then approved this program at its April 4, 2017 meeting.
106	FY2017	Tourist Development Council (TDC)	At the June 22, 2017 TDC meeting, Knight Creative Communities Institute (KCCI) made a presentation requesting \$35,000 in support for a #iHeartTally campaign which includes a large permanent public art installation along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events. Following the presentation by KCCI, the TDC unanimously supported this #iHeartTally campaign and the reallocation of \$35,000 from the marketing budget which had previously been designated to incentivize JetBlue air service.	Tourism Development	On July 11, 2017, the Board accept the status report on marketing initiatives from the Division of Tourism Development. The County will own the smaller structure and will contribute to the larger permanent installation which will be owned and maintained by the City of Tallahassee given its location at the foot of the Cascades Park pedestrian bridge. Upon completion of the '#iHeartTally' mobile structure, the Division of Tourism Development will be responsible for storing, coordinating transportation to/from various events and/or businesses and managing the booking calendar for where the structure will be displayed.
107	FY2017	Citizen (Unnamed)	The citizen contacted Leigh Davis, Parks and Rec, in regard to his frustration with numerous owner's allowing their dogs to remain off leash in our Greenways where we have leash law signs posted.	Animal Control Parks & Recreation	Animal Control and Parks and Rec worked together to identify those areas at the Greenways in need of more signage. Parks and Rec distributed Animal Control Officers maps of the Greenways and trained Animal Control Officers on ATV usage to allow the Animal Control Officers to get deeper into the Greenway trails where the incidents were occurring in order to educate offenders. Greenway Day was also implemented and Animal Control was present to educate and hand out leashes to pet owners.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
108	FY2018	Murell Dawson	Murell Dawson, a Research Associate for Meek-Eaton Black Archives at the Florida Agricultural and Mechanical University requested Leon County's support to install a historical marker at the Fairgrounds to honor the 1963 Civil Rights Protest Jail Overflow Site.	Administration	County staff worked with Ms. Dawson, the Fairgrounds, and the Department of State to coordinate the application, explore cost-share opportunities, and plan for installation of the marker. On November 14, 20-17, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.
109	FY2018	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board rename the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. On November 14, 2017, the Board directed staff to prepare an agenda item regarding the renaming of the building.	Administration	On December 12, 2017, the Board approved the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis. The Board also approved a Budget Amendment realigning \$9,000 from the general fund contingency account for related signage.
110	FY2018	Junior Apprenticeship Applicants	Previously students were limited to applying for one position at a time; however, several students requested the ability to apply for multiple positions at once.	Administration	Staff evaluated the application process and determined that students could be allowed to apply for up to two positions at a time. The application forms were updated and distributed to schools for the Fall 2018 semester.
111	FY2018	2016 LEADS Listening Session	Evaluate the consolidation of City and County Animal Control services.	Animal Control	County staff approached the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.
112	FY2018	2016 LEADS Listening Session	Provide staff with additional training to enhance customer service related to Animal Control.	Animal Control	Additional customer service training has been incorporated into the employee training program.
113	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding Animal Control services.	Animal Control	Animal Control has participated in additional community education programs and conducted neighborhood sweeps and community education programs. These efforts have been incorporated into the Division's work plan to be on-going efforts.
114	FY2018	2016 LEADS Listening Session	Install informational videos about Leon County services in high-traffic areas.	Community & Media Relations	Videos are shown in the lobby of Leon County Tourism. DSEM and the Libraries also have the capability to show videos.
115	FY2018	2016 LEADS Listening Session	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.	Community & Media Relations	CMR has developed a stronger relationship with Chris Petley, Leon County Schools Communications Manager. Worked together to promote events such as Leon Works. Sustainability has also worked with Leon County Schools to incorporate sustainability into lesson plans
116	FY2018	2016 LEADS Listening Session	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.	Community & Media Relations	CMR has increased the number of videos produced and shared on social media sites, including Facebook, Instagram and YouTube. Channel 16 has been updated to display the same videos shared on social media
117	FY2018	Hurricane Irma Listening Sessions	During the Hurricane Irma Listening Sessions, citizens requested public information for all electric utilities operating in Leon County as well as utility restoration efforts updates to the small number of Duke Energy customers in eastern Leon County.	Community & Media Relations	Irma After Action Report was accepted by the BOCC on December 12, 2017 and included the recommendation to include links to Duke Energy information regarding power restoration on the EIP during future disasters.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
118	FY2018	Hurricane Irma Listening Session	Citizens expressed appreciation that the County improved communications and provided greater availability of emergency public information. Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident. They recommended that County continue to provide this level of communication.	Community & Media Relations	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included several recommendations related to Leon County's communication strategies during a disaster.
119	FY2018	Shop Local 850	Joe Berg, Director of Shop Local 850, requested that the County participate in the the organization's Shop Local Holiday Weekend in December.	Community & Media Relations	Community & Media Relations Staff worked with Shop Local 850 to promote their Shop Local Holiday Weekend held December 8th-10th.
120	FY2018	Matthew Latch	Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Floreclosure Sale sites. Maintained by the Leon County Clerk of Courts, Matthew wanted more up-front resources on the County's website directing visitors to these processes. Staff added links under Business Resources, therefore improving exposure.	Community & Media Relations	Community and Media Relations provided direction to the Office of Information Technology to add the following two links: Leon County Tax Deeds https://cweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp Leon County Official Foreclosure Sale https://www.leon.realforeclose.com/index.cfm
121	FY2018	2016 LEADS Listening Session	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.	DSEM	Staff worked to ensure that more than one person receives electronic record requests in the event the Records Manager is out of the office. The majority of public records requests are received from the County Attorney's Office, and they have been advised to include Pam Scott, David McDevitt and Katrina Huffmaster on all records request emails to ensure they are received in a timely manner.
122	FY2018	2016 LEADS Listening Session	Evaluate the current pre-submittal application process to potentially provide more information to applicants.	DSEM	After evaluating the pre-submittal application process, it was determined that more robust staff reports will be required for review at the pre-submittal meeting with the applicant.
123	FY2018	2016 LEADS Listening Session	Develop informational materials to help promote existing Low Impact Development (LID) incentives.	DSEM	Development Services Staff Reports have been updated to include reference and information about LID where appropriate, along with coordinating LID efforts with Environmental Services.
124	FY2018	2016 LEADS Listening Session	Consider renaming the "Concept Plan" approval process to provide more clarity to citizens.	DSEM	Staff determined that more effort to educate the development community on the differences/benefits of the two-track options was necessary. PUVs and pre-submittal staff reports now include information about the two-track process.
125	FY2018	2016 LEADS Listening Session	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.	DSEM	Dependent upon site conditions and on a case-by-case basis, more detailed conditional approvals are being provided.
126	FY2018	2016 LEADS Listening Session	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.	DSEM	The EMP checklist was reviewed and fine-tuned to provide a detailed "road map" for correctly and comprehensively complete the permit application. This tool also serves as a guide for consultants in preparing their responses to Requests for Proposals. A simplified permit and associated checklist was also formulated for projects associated with exempt site plan reviews.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
127	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.	DSEM	The DSEM Chief Development Resources Officer attends the monthly Tallahassee Builder's Association meetings, where he can provide any necessary updates, and the DSEM website is regularly updated with any pertinent information.
128	FY2018	2016 LEADS Listening Session	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.	DSEM	A Service Advisor (SA) checklist was updated and is being utilized every day by each Division's assigned SA to ensure all requirements are addressed prior to application submittal.
129	FY2018	2016 LEADS Listening Session	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.	DSEM	Staff periodically review the topics discussed during the fiscal year to identify areas that may need to be re-addressed.
130	FY2018	2016 LEADS Listening Session	Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.	DSEM	Topics and updates are provided monthly under staff briefing and announcements.
131	FY2018	2016 LEADS Listening Session	Provide intake staff with additional training to enhance customer service related to code enforcement.	DSEM	As part of the DSEM "Upgrade, intake staff is now under the newly created Customer Engagement Services Division, and cross training between the intake staff and Support Services Division staff has been implemented to help facilitate enhanced customer service.
132	FY2018	Hurricane Irma Listening Sessions	Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies	Emergency Management	Include acknowledgement of resources and capabilities of the Kearney Center and Hope Community within the Comprehensive Emergency Management Plan.
133	FY2018	Hurricane Irma Listening Session	County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees which was noted by citizens during the Hurricane Irma Listening Session. Citizens requested this continued coordination to ensure the quality of response in future disasters.	Emergency Management	The Board accepted the Hurricane Irma After Action Report on December 12, 2017; which included a recommendation to continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
134	FY2018	Hurricane Irma Listening Session	Some County residents expressed frustration with the process for restoring power to their homes because they have a Talquin meter box that receives power through the City's utility lines and vice-versa.	Emergency Management	The City anticipates full acquisition of these Talquin utility lines and meters into the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
135	FY2018	2016 LEADS Listening Session	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.	EMS	Staff has updated the forms that are submitted by the medical facilities when requesting that EMS conduct a transport. Additionally, staff has been meeting regularly with medical facility staff to ensure open dialogue and continuous process improvement.
136	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.	EMS	This information was incorporated into appropriate community education programs and will continue to be included in future opportunities.
137	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
138	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.	EMS	EMS has increased the number of paramedics that are certified critical care paramedics and instituted an on-call schedule to ensure availability of personnel. EMS is continuing to research establishing a dedicated unit to utilize to provide critical care services.
139	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
140	FY2018	2016 LEADS Listening Session	Evaluate the establishment of a 2-year CHSP funding cycle.	Human Services & Community Partnerships	The two-year CHSP funding cycle was adopted by the BOCC in December 2017
141	FY2018	2016 LEADS Listening Session	Develop a comprehensive informational guide for veterans to find and connect with services available locally.	Human Services & Community Partnerships	A brochure was developed that lists the programs and benefits available to veterans and their dependents. The brochures are available at the Veterans' Office, local veteran service organizations, and selected local businesses
142	FY2018	2016 LEADS Listening Session	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.	Human Services & Community Partnerships	Veteran Services Division coordinates with Human Services Division and the Tallahassee National VA Cemetery regularly to ensure that deceased veterans declared indigent are buried in the National Cemetery
143	FY2018	2016 LEADS Listening Session	Evaluate offering more "mini" workshops for individuals interested in volunteer management.	Human Services & Community Partnerships	Conducted workshops at UPHS Annual Conference on Emergency Management and Volunteer Management; Conducted UPHS Lunch and Learn Workshop on Continuity of Operations Planning, Presented workshop on Get Connected at Department of Elder Affairs, Special Event Management for FAMU Community Ambassador Program, Florida Commission on Human Relations, Tallahassee Senior Center Leadership Class, conducted Volunteer Reception Center training in Jacksonville, EOC Civic Engagement Series & Summer Youth Training Program
144	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.	Human Services & Community Partnerships	Staff continue to participate in community outreach events to promote the health and human programs and services provided by CHSP and healthcare partners
145	FY2018	2016 LEADS Listening Session	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.	Human Services & Community Partnerships	Get Connected now tracks volunteer data that highlights number of users, interest areas & number of opportunities on site
146	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was automated quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.	Human Services & Community Partnerships	Beginning in FY 18 agencies began submitting an on-line quarterly report. Quarterly reporting of demographic and performance data is created and saved in the CHSP Portal. Data to be collected includes the number of clients served in each funding category by race, gender, age, disability (if applicable) and zip code. Collecting and analyzing this data in a consistent and uniform format serves as the first step in developing measures for improving program effectiveness, identifying community impact and assisting the CRT's in future funding recommendations. Posted July 7, 2020

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
147	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was a multi-year funding cycle to provide the opportunity for long term planning and program assessment.	Human Services & Community Partnerships	Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the MOU.
148	FY2018	2016 LEADS Listening Session	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.	Intervention and Detention Alternatives	Staff in conjunction with MIS modified the automated test schedule to balance the number of offenders called within a day. The process maintains the random selection of offenders to test as required by the court.
149	FY2018	2016 LEADS Listening Session	Expand network with criminal justice and community service agencies to provide more information on job training and employment opportunities.	Intervention and Detention Alternatives	Staff is coordinating with the State Attorney's office to host orientation sessions for newly hired Assistant State Attorneys. In upcoming months, staff will explore options to expand orientations to the Public Defender's Office and Court Administration.
150	FY2018	2016 LEADS Listening Session	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.	Intervention and Detention Alternatives	The requirements for vehicle immobilization are outlined in Florida statute. Probation staff assists offenders with pro-se motions to advise the court of obstacles related to compliance with this condition.
151	FY2018	Clerk of the Circuit Court and Comptroller for Leon County	The Clerk of Court's staff requested that the Probation Division generate the court orders when a defendant is sentenced to county probation to align the processes with sentences to circuit probation.	Intervention and Detention Alternatives	IDA and MIS staff worked to develop and implement an automated process to meet the Clerk's request with minimal impact to staff's existing workload.
152	FY2018	Kent Spriggs, Chair of Sheriff McNeil's Pretrial Committee	The Intervention and Detention Alternatives Director received a request from the Chair of the Sheriff's Pretrial Committee to provide a presentation of the services available to the courts through the Supervised Pretrial Release Division for defendants pending trial in Leon County.	Intervention and Detention Alternatives	Ms. Broxton attended the meeting to educate the committee on programs and services of the Supervised Pretrial Release Division for monitoring of pre-sentenced defendants in the community while enhancing public safety.
153	FY2018	Court-Ordered Services Providers Meeting	During a bi-annual meeting with the court-ordered services, representatives from North Florida Safety Council commented on the additional work load necessary of their staff to obtain arrest reports required to complete initial assessments for defendants court-ordered to attend DUI School.	Intervention and Detention Alternatives	Staff developed a process to streamline requests from court-ordered service providers for documents through the creation of a general e-mail account for electronic submissions. This account is accessible and monitored by the administrative support staff to provide timely responses to all requests throughout the business day.
154	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding library services that are available in-person and online.	Library Services	Through Facebook and web design groups, the Library practices continual evaluation of social media strategies. Digital signage to be developed in FY17-18 will contribute to effective outreach.
155	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Library community room reservation system.	Library Services	Online reservations in place for all library meeting rooms; reservations held to 90 days to allow more groups to use; however, the number of reservations allowed in 90 days increased from 3 to 4.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
156	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance in-person assistance at Library facilities.	Library Services	We have had staff training and reminders to greet and assist users throughout the buildings; we continue to evaluate and test the use of mobile devices to offer reference and/or circulation assistance.
157	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	238 items, both print and media, purchased as a result of patron requests.
158	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	117 items, both print and media, were purchased in response to patron requests.
159	FY2018	Library Patrons	Purchase requests made via our ILLiad system, email or in person.	Library Services	123 items, a combination of print and media, were purchased during the month of December in response to Library patron requests.
160	FY2018	Library users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	202 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
161	FY2018	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email	Library Services	148 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
162	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	134 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.
163	FY2018	Library user, Main Library	A Library user at the Main Library, who had booked a program room for a meeting, requested a wireless presenter (wireless clicker) to use with the PowerPoint presentation he planned to give.	Library Services	Library staff decided to purchase wireless presenters with laser pointers for each program room projector. Program rooms at the Main Library, Dr.. BL Perry, Jr. Branch and Northeast Branch now have the devices available for those using the meeting rooms, and there is one at the Lake Jackson Branch.
164	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	112 items, a combination of print and media, were purchased during the month of April in response to Library patron requests.
165	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	213 items, a combination of print, media and digital, were purchased during the month of May in response to the Library patron requests.
166	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and by email.	Library Services	136 items, a combination of print and media, were purchased during the month of June in response to Library patron requests.
167	FY2018	Library user, Lake Jackson Branch	A library user commented that there were not enough kick stools at the Lake Jackson Branch, saying that he liked to use them to sit on while he browses through materials.	Library Services	Staff determined that there were only two kick stools in the library. Four more were delivered to the Lake Jackson Branch on Friday, July 6 and two additional kick stools have been ordered.
168	FY2018	Library user, Northeast Branchy	Library user suggested that a large print version of the library card registration form would be helpful for those with low vision.	Library Services	After consulting Large Print guidelines, library administration developed a Large Print version of the library card application and distributed copies to all branches and the Main Library for use by those with low vision.
169	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	146 items, a combination of print, media and digital, were purchased during the month of July in response to Library patron requests.
170	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	238 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
171	FY2018	Lake Jackson Branch Library patron	A library patron at the Lake Jackson Branch suggested that the lowest shelves of the DVD display unit were too low for "older adults."	Library Services	Library staff evaluated the display units and reconfigured the shelving so that the lower shelf is easier for "older adults" to use, and were careful to make sure that the highest shelf is still easily accessible. Work completed in February 2018
172	FY2018	Library patron at the Northeast Branch	Library patron suggested that a dry-erase board would be useful in the Northeast Branch conference room.	Library Services	The Library purchased and hung a dry-erase board in the conference room for anyone using the conference room to use. The conference room is for public use according to the Library Meeting Room policy and may be reserved through the online meeting room reservation system.
173	FY2018	Library patron at the Woodville Branch Library	A library patron commented that the "new DVD" display table at the Woodville Branch looks "just like a garage sale."	Library Services	The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.
174	FY2018	Magnolia Drive Area Residents	After the first phase of the Magnolia Drive Multi-use Trail was constructed in 2017, Blueprint and Leon County received feedback from citizens with suggestions on how to improve the design of the trail. The majority of comments focused on creating amore comfortable trail by adding a planted buffer space separating people on the trail from the vehicle traffic on Magnolia Drive.	PLACE (Blueprint)	In response to community suggestions, Blueprint developed design alternatives for the trail that included buffer options. Design options were presented at a community meeting on November 13, 2017, and community members expressed consensus around a design modification to reduce the trail to 8 feet and add a 4 foot buffer between the back of curb and the trail. Community member feedback and the recommendation for a design modification, consistent with the preferred alternative expressed by the community at the November 13, 2017 meeting, was shared with the IA Board at their December 1, 2017 meeting. The IA Board voted to approve the design change, and the redesign of the Magnolia Drive Trail is currently underway.
175	FY2018	Magnolia Drive Area Residents	At a November 13, 2017 community meeting to discuss design changes for the Magnolia Drive Multi-use Trail project, community members suggested using the opportunity presented by the significant construction activity associated with the trail to underground utilities along the corridor. This idea was in response to the significant power outages experienced in the neighborhoods surrounding the Magnolia Drive corridor during the 2016 and 2017 hurricane events.	PLACE (Blueprint)	Blueprint staff worked with County staff to determine opportunities to underground utilities in coordination with the construction, including potential cost saving, benefits to residents, and benefits to the City utility. An analysis of the opportunity was presented to the IA Board at their December 1, 2017 meeting, and staff were directed to further refine the analysis and cost estimates and provide an update at the next IA Board meeting. At the March 1, 2018 meeting, Blueprint staff presented their analysis and the IA Board authorized Blueprint staff to proceed with undergrounding utilities throughout the Magnolia Drive corridor, in coordination with the trail project. Design is currently underway and construction on the next phase of the Magnolia Drive Trail, which will include undergrounding utilities, is expected to begin later this year.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
176	FY2018	Capital Cascades Trail Patrons and Railroad Square Business Ownes	Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in the area around the playground and water play areas near Railroad Square along Capital Cascades Trail. Staff reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away. Based on community suggestions and discussion with Railroad Square business owners, who bore the burden of providing restroom facilities to the public, Blueprint developed construction and funding options for providing a public restroom at this location.	PLACE (Blueprint)	Blueprint presented the proposal to construct a public restroom near the playground at the September 19, 2018 Intergovernmental Agency Board meeting. The IA Board approved the concept and funding to construct a restroom along Capital Cascades Trail Segment 3. It si anticipated that the restroom will move into design in early 2019 with construction to follow.
177	FY2018	Knight Creative Communities Institute	This summer, the Knight Creative Communities Institute (KCCI) expressed a desire to work with the Blueprint Intergovernmental Agency as part of their 2019 class project (Red Hills Rhythm), which may include an artistic installation(s) or other placemaking projects along Segment 3 of the Capital Cascades Trail (Adams Street to Gamble Street). Blueprint has targeted this section of the Cascades Trail for the incorporation of artistic and historical components as part of the 'History and Culture Trail,' and will work with the Council on Culture and Arts (COCA) to solicit artists. The 2017 TLH installation has positively resonated with the community, and this collaboration is intended to have the same beneficial community outcomes.	PLACE (Blueprint)	This idea for collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting as part of an update on the Cascades Trail Segment 3 project. Blueprint will continue to work with KCCI and the future class through the remainder of 2018 and throughout 2019 to define the parameters for this placemaking project.
178	FY2018	Tameka Francis	Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming Blueprint 2020 Orange Avenue/Meridian Road Placemaking project, specifically the public space components of this Blueprint project (conversion of the stormwater pond in to a park and community areas). At the meeting, Ms. Francis mentioned that she had some ideas for additional community engagement opportunities. In a follow-up discussion later that week with Blueprint staff, Ms. Francis noted many obstacles for attending evening public meetings for Southside residents . Primarily, the buses stop running the regular schedule at 7 PM, meaning the last stop on many routes is between 6 - 7 PM. This means transit dependent residents could not attend the meeting. Also, many Southside residents work in the evening, have childcare issues, or have other issues preventing them from attending meetings. In order to engage a broad range of Southside residents, Ms. Francis suggested Blueprint take the outreach to where the people are already gathering.	PLACE (Blueprint)	Through late October and early November 2018, Blueprint will focus remaining community engagement activities on bringing outreach activities to the peopl in Southside Tallahassee. Project information and feedback tables will be set up at the Piggly Wiggly, the nearby grocery store, to engage residents in a quick and easy manner with the project and get their ideas for the public space projects. Public engagement regarding the development of temporary uses on the future Starmetro Superstop location will also occur on-site. Blueprint will also coordinate with other communitiy centers, such as the B.L. Perry Library and the JAck McClean Community Center, to co-locate outreach activities with planned community events.
179	FY2018	2016 LEADS Listening Session	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.	PLACE (Planning)	Improved consistency in the permitting process has been achieved through increased interdepartmental communication between DesignWorks and Development Services and Environmental Management (DSEM) staff. Interdepartmental review has been largely enhanced by the inclusion of DesignWorks staff attendance at DSEM development pre-application and application meetings from the start of the permitting process. As a result, DSEM staff and applicants have become more knowledgeable on pertinent site plan analysis considerations, and this continues to yield benefits to citizens by streamlining the development application process.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
180	FY2018	2016 LEADS Listening Session	Create new opportunities within DesignWorks for customer feedback and information sharing.	PLACE (Planning)	Customer service has been improved with the addition of a Special Projects and Outreach division of the Planning Department in early 2018. This division works to share information with, and obtain feedback from, citizens, neighborhood associations, and other stakeholders in the community. In addition, DesignWorks has initiated the creating of a geo-spatial "hot spot" map, depicting the intensity of interest in development and redevelopment of parcels throughout the County that DesignWorks has provided public and private site assistance services on.
181	FY2018	2016 LEADS Listening Session	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.	PLACE (Planning)	DesignWorks has been successful at providing on-site services such as public and private project consultations and presentations with citizen stakeholders following the purchase of new equipment, such as a tablet computer and projector. DesignWorks has also coupled this effort with the need to create new opportunities for feedback and information sharing (recommendation 2) by conducting post-application site visits and construction walk-throughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services provided.
182	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.	Public Works	Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New & active County CIP lists and schedules are provided to COT Water & Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.
183	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.	Public Works	The Leon County website for Public Works Operations Division has been updated and reflects the program services provided to citizens. In addition, program services are listed on the door hangers mentioned in item 8 below.
184	FY2018	2016 LEADS Listening Session	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.	Public Works	While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted new Policy No. 17-1 "Public Notification of Road Closing and Road Closure Request Procedure." This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangers.
185	FY2018	Robert Deyle	Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan	Public Works	20-year planning horizon established in RFP
186	FY2018	Wakulla Springs Alliance & Friends of Lake Jackson	Wakulla Springs Alliance, Friends of Lake Jackson, and other citizens requested that the County bid out the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan to achieve wider participation in the planning process	Public Works	RFP for bidding was presented to the Board on December 12 (continued until January 23).

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
187	FY2018	Wakulla Springs Alliance	Various citizens and the Wakulla Springs Alliance each proposed the suggestion to have the Comprehensive Wastewater Treatment Facilities Plan include an evaluation of onsite wastewater treatment and disposal methods beyond the "passive system" initially described in the Plan Scope of Services.	Public Works	Reference to "passive systems" were removed from the draft RFP presented to the Board for discussion at the December 12, 2017 meeting. Advanced treatment onsite wastewater treatment and disposal systems will be evaluated, but will not be limited to passive treatment.
188	FY2018	Opal Howell	Ms. Howell contacted Parks and Recreation about two pine trees on County property (Flagg St. lot), immediately adjacent to her property that she had storm concerns over. The County actually had a construction project occurring on the property, so Ms. Howell thought it might be a good time to evaluate those two trees to see if they could be removed.	Public Works	County staff evaluated the trees and the plans of the construction project. It was ultimately determined that the trees could be removed. The removal was scheduled for June 29.
189	FY2018	Lively Technical Center	Lively staff contacted the Director of Fleet Management to discuss and request the transfer of out-of-service County vehicles to be used for training in the recently established Diesel Truck Maintenance Program.	Public Works	On October 23, 2018, the Board authorized staff to transfer a surplus Leon County Emergency Medical Services Ambulance to Lively Technical Center.
190	FY2018	2016 LEADS Listening Session	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.	Resource Stewardship	The County provided an open workspace environment for employees and a more efficient intake area for citizens.
191	FY2018	2016 LEADS Listening Session	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.	Resource Stewardship	Facilities Management added additional gravel parallel parking along the fence line at IDA, this added approximately 10 spaces.
192	FY2018	2016 LEADS Listening Session	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.	Resource Stewardship	This process improvement was implemented immediately after the 2016 listening sessions; as a result of this improvement the Parks & Recreation Division has received fewer complaints.
193	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts to expand recycling education to more varied audiences.	Resource Stewardship	Office of Sustainability developed a joint recycling graphic with the City of Tallahassee in order to streamline recycling education in the community. The office also created a Spanish-language version of the graphic in order to reach more citizens. Outreach efforts were also expanded with the creation of the Recycling Video and an increase in social media activity.
194	FY2018	The Garden Club	Garden Club members requested a lily flower bed at the NE Branch Library be reinvigorated.	Resource Stewardship	Working with staff and garden members, the bed was revitalized by the members and now maintained by Leon staff.
195	FY2018	Citizen (Unnamed)	Citizen suggested American flags be placed at a key community gathering room	Resource Stewardship	Staff conducted an inventory of all public meeting spaces and purchased necessary flags and stands to ensure a flag is available for the pledge of allegiance.
196	FY2018	Sustainable Tallahassee	Representatives from Sustainable Tallahassee suggested the County collaborate with other community partners on the development of a community-wide Climate Action Plan.	Resource Stewardship	At the December 12 Board Meeting, the Board authorized staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
197	FY2018	Domi Station	Domi requested the opportunity to host a bike share hub at the Amtrak building for public use.	Resource Stewardship	Staff identified a solution, created an agreement with Zagster to piggy back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance building.
198	FY2018	Citizen (Unnamed)	Citizen observed that not all community meeting spaces have American flags posted.	Resource Stewardship	Staff surveyed all community meeting spaces (community centers, branch Libraries, etc). In some cases flags existed but had been relocated elsewhere in the building, other sites flags were purchased and installed.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
199	FY2018	Camper at Coe Landing	Installation of a flag pole at Coe Landing campground	Resource Stewardship	A camper who was also retired military suggested that a flag pole be installed at Coe Landing. Rick Lucero, the campground park attendant, initiated the response to the citizen and coordinated with his Supervisor and co-workers (Frank Hagood and Carlton Haney) to implement. Installation was completed at the beginning of May.
200	FY2018	Carolos Monserrate	Mr. Monserrate identified a wheel-chair accessibility issue at Pedrick Pond Park and requested that staff place a picnic table at the back of the Eastside Library parking area to enhance park opportunities for less able-bodied persons.	Resource Stewardship	Parks staff is working with Facilities and Library staff to effectuate the new amenity. The new picnic pad and ADA parking space should be constructed by June 2018.
201	FY2018	Sherry Carpenter	At Sunset Landing on Lake Jackson, there has historically been a large amount of cigarette butts littered on the ground. Sherry Carpenter asked if the County would consider installing cigarette butt disposal containers for citizens to dispose their cigarette butts in, and adding some educational material on why this is important for the health of the environment.	Resource Stewardship	Staff installed two cigarette butt disposal containers at Sunset Landing adjacent to each pavilion on site. Parks staff has noted that they have been frequently used ever since.
202	FY2018	Anonymous	There are a very limited number of free-for-use electric vehicle charging stations in Leon County, and this lack of infrastructure can make it hard for people to make the switch from gas vehicles to electric vehicles. The citizen mentioned that these charging stations could be installed by the County at County facilities.	Resource Stewardship	Staff installed three electric vehicle charging stations at two public libraries (Main Library and Eastside Branch Library) and one at the Courthouse for employee parking.
203	FY2018	Citizen	Citizen shared their frustration with retrieving information from the Solid Waste Website in regards to free mulch.	Resource Stewardship	Staff removed old PDF information and updated the Solid Waste webpage with the "ReNew" branding graphic, and highlighted important information in regards to free mulch, such as hours of operation.
204	FY2018	Kip Dozier	Mr. Dozier called regarding the dilapidated fence by the community garden. He suggested the fence be repaired or torn down.	Resource Stewardship	It was determined that removal of the fence would be appropriate. The project occurred in a couple of steps. First the fence line had to be sprayed to kill back the weeds by Operations; the fence line was removed by Parks staff; Operations teams removed debris and limbs; Facilities staff coordinated the final mowing to complete the project.
205	FY2018	2016 LEADS Listening Session	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.	Tourism Development	Tourism played a key role in the Amtrak promotion for passenger rail service and monitors federal and regional actions for restoring gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kerri Post also serves on the Airport Advisory Board.
206	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Visit Tallahassee industry newsletter.	Tourism Development	Tourism introduced a new template that improved the appearance of the newsletter and focused on more timely and relevant content in shorter stories. The open rate and click rate to external links both continue increasing.
207	FY2018	2016 LEADS Listening Session	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.	Tourism Development	We maintain a year-round marketing agreement with both universities' athletic departments, distribute information at orientation sessions, provide information and other tourism-related collateral to university groups as part of our group service efforts, provide special events grants for concerts, homecoming, alumni functions and educational conferences.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
208	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	171 items, a combination of print and media, were purchased during the month of XX in response to Library patron requests.
209	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	165 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
210	FY2019	2018 LEADS Listening Session	The group asked for Parks to send updates to users on activities and projects. Most were also unaware of the Annual Report.	Resource Stewardship	In working with CMR, it was decided that staff will send an email to presidents of such groups notifying them that the Leon County Annual Report has been posted. Since Hurricane Michael hit around the time of the release of the Annual Report, the email was delayed. The first email was sent to Presidents and other users on 1/4/2019.
211	FY2019	Woodville Little League Parents	Conduct a Little League coaches' training that helps coaches understand some basics of field maintenance and the rules and regulations of Little League. When we continued to work on the program of the training with the District 20 representative, EMS first aid and CPR training was added as an element, too.	Resource Stewardship	On Feb. 16, 2019, the training was conducted. The District 20 Administrator of Little League put together the agenda for the morning and Parks & Rec. staff, along with EMS staff participated. The training was held at Daniel B. Chaires Park. This was the first spring baseball season opportunity from the time of the suggestion.
212	FY2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff to share observations about the County's Building Division and recommended that staff communicate with sub-contractors directly.	DSEM	The Building Division instituted a new protocol. To avoid any miscommunication in the future, the Building Division will ensure the General Contractors will be copied on any communication with sub-contractors.
213	FY2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff and recommended that the Committee's agenda's allow time to seek input on process improvements.	DSEM	The Committee's agenda was revised with a renewed emphasis on seeking input (i.e. process improvements, cost saving ideas, policy recommendations, etc.) from the committee members.
214	FY2019	Delaitre Hollinger	Delaitre Hollinger requested a sign to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway.	Public Works	Delaitre Hollinger spoke during citizens to be heard at the Jan 22 2019 meeting. Commissioner Maddox made a motion to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway. An unveiling ceremony was held on January 31, 2019 and included Mr. Hollinger, the Steele family, and Commissioners.
215	FY2019	Micosukee Sense of Place Working Group	Members of the working group indicated they felt "left out" of knowing activities going on in the County, particularly the seniors. The proposed solution was to distribute hard-copies of the County Link at the Senior Days/Lunch "N Learn.	Resource Stewardship	Parks and Recreation worked with CMR to have additional hard copies printed of the monthly County Link. Those will be provided to the Leon County Senior Outreach Program for distribution at Lunch "n Learns.
216	FY2019	Brad Trotman	Mr. Trotman, as well as other volunteers, expressed concerns over having their social security numbers on the paper-copy of background check forms. Direct, electronic submittal of personal information to First Choice seemed to be the best solution.	Resource Stewardship	Parks and Recreation, along with Risk Management, worked with the background check vendor (First Choice) to set up Little League and Pop Warner so that prospective volunteers could enter their information directly into a secure/encrypted system for processing the necessary background checks. The transition to the electronic submittal was tested in August 2018 for Fall Ball and full implemented in January 2019 for the spring baseball season. A paper option still exists for those that do not have email or computer access. Posted July 7, 2020

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
217	FY2019	Citizen through Comm. Minor	A citizen expressed concerns to Comm. Minor regarding how dark it was around the Fred George Park Museum when HOA meetings or the like concluded in the evenings.	Resource Stewardship	Parks and Recreation explored lighting options with Talquin Electric and County Facilities staff. It was determined that the best and most economical solution was to install LED light packs on the exterior of the building. The retrofit was completed on Feb. 14, 2019.
218	FY2019	Matthew Woody	Mr. Woody expressed safety concerns at Miccosukee Community Center due to lack of exterior lighting.	Resource Stewardship	At the request of Parks and Recreation, Facilities staff investigated the concerns. It was determined that, in fact, additional lighting could be installed on the building that would better illuminate the parking area. The solution was implemented.
219	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	75 items, a combination of print, media and digital were purchased during the month of December in response to Library patron requests.
220	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	184 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
221	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	157 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
222	FY2019	Jeannette Johnson	Ms. Johnson suggested installing lights at Broadmoor Pond Park.	PLACE (Blueprint)	Broadmoor Pond Park will soon be transitioned to County ownership. In preparation for that, Blueprint implemented the lighting request. Parks and Recreation has been working on the park signage.
223	FY2019	George Kaplan	The citizen requested sanitary disposal units be installed in the ladies restrooms at the Edenfield Rd trailhead on Miccosukee Greenway.	Resource Stewardship	Greenway staff easily obtained the sanitary disposal units and installed them within the week. Staff will evaluate other facility restrooms for the same need and install if lacking.
224	FY2019	Kyle Chapman	Suggested additional signage at St. Marks Greenway Baum Road trailhead advising users on keeping dogs on a leash.	Resource Stewardship	Parks and Recreation worked with the Division of Operations' sign shop to fabricate signs like those being used at other Greenway locations. Those signs were then installed by April 19, 2019.
225	FY2019	2018 LEADS Listening Session	Explore ways to promote the various features of the Citizens Connect App, such as submitting a service request and looking up contact information for County Departments.	Community & Media Relations	As the team prepares for Hurricane Season, we will develop more promotions instructing citizens on how to use the app.
226	FY2019	2018 LEADS Listening Session	Create a Leon County branding guide to be made available on the County website.	Community & Media Relations	A guide for Leon County's logos is now available at www.leoncountyfl.gov/logo.
227	FY2019	2018 LEADS Listening Session	Evaluate sending weekly outlooks to media of what events the County has coming up. Include title, location, and a 2-3 sentences description.	Community & Media Relations	Media suggested that a weekly email would be beneficial to know of the upcoming County events. Weekly emails have not been sent but we staff now send emails to remind media of upcoming events.
228	FY2019	2018 LEADS Listening Session	Develop handout that describes how to properly deploy and dispose of sand bags.	Community & Media Relations	CMR created a flyer and Public Works distributed at Build Your Bucket 2018.
229	FY2019	2018 LEADS Listening Session	Revise staff reports provided at pre-submittal, application review meetings (ARM) and Development Review Committee (DRC) meetings to more clearly identify and summarize outstanding deficiencies/conditions	DSEM	Following the Listening Session, staff reports were revised to clearly identify and summarize deficiencies/conditions on the first and second pages of the report. Findings have been limited to those compliance issues that remain applicable to the project and are still outstanding. This item has been fully implemented by revising the staff reports to clearly identify remaining deficiencies and conditions of approval on the first two pages of staff reports.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
230	FY2019	2018 LEADS Listening Session	Address water quality degradation due to silviculture (tree harvesting) activities.	DSEM	There was discussion regarding water quality degradation due to silviculture (tree harvesting) activities on a parcel south of Bannerman Road near the Bull Headley intersection. Staff reviewed the issued; however, the Legislature has exempted silviculture from local permitting regulations. The permitting for silviculture related activity is performed by the State's Northwest Florida Water Management District. Staff directs concerned citizens to the District when complaints are received.
231	FY2019	2018 LEADS Listening Session	Provide a list of recommendations to property owners following their appearance before the Code Enforcement Board (CEB), which outlines the specific recommendations approved and ordered by the Board.	DSEM	Following the Listening Session, staff determined that the Staff Recommendation Sheet from the Staff Report could be provided to each property owner immediately following their appearance before the CEB. The Sheet lists the final recommendations approved by the Code Enforcement Board at the time. The "official" Board's Order is mailed to the property owner once it is signed by the Board Chairperson.
232	FY2019	2018 LEADS Listening Session	Expand cross-training to DSEM staff to enhance customer service related to inquiries regarding addressing and street name related matters.	DSEM	Additional staff have been cross-trained to provide back-up assistance with addressing and street name related inquiries, in conjunction with updating the Addressing Unit Desk Manual to enhance customer service.
233	FY2019	2018 LEADS Listening Session	Coordinate with MIS to provide the ability to send data intensive files related to addressing and street name via email.	DSEM	DSEM staff now uses Microsoft OneDrive for transferring data intensive files.
234	FY2019	2018 LEADS Listening Session	Continue integration of Project Dox and Accela and offer training sessions for users.	DSEM	A Project Dox training was held for building contractors on April 12, 2018, to provide an overview of how to submit applications electronically and answer users' questions. This type training will be provided on an ongoing basis.
235	FY2019	2018 LEADS Listening Session	Review the length of time for issuance of a Permitted Use Verification Certificate (PUVC), as well as the amount of detail included, to determine if either could be reduced.	DSEM	Additional information has been provided in the PUV providing a more robust and comprehensive PUV certificate. Although Accela reporting functions have not been fully implemented to date, staff has continued to implement a 10 day turnaround goal, thus ensuring a timely review of PUV applications.
236	FY2019	2018 LEADS Listening Session	Ensure that all applicable departments/divisions are represented at presubmittal meetings to provide more project specific comments.	DSEM	More project specific information is being provided in the staff reports. Although it is often difficult to ensure attendance from all outside agencies, staff has been diligent in ensuring that the reports from these agencies have been provided and contact information is available.
237	FY2019	2018 LEADS Listening Session	Evaluate opportunities to expedite the nuisance abatement process to specifically address burned, dilapidated and unsafe structures due to the potential threat to public safety.	DSEM	Staff will continue to identify burned, dilapidated or unsafe structure cases that pose a potential life/safety issue and utilize the Nuisance Abatement Ordinance to fast-track the cases through the abatement process.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
238	FY2019	2018 LEADS Listening Session	Explore opportunities to work in partnership with community organizations to address the feral cat population.	Animal Control	Staff continues to work with local community partners to help provide citizens with alternatives to bringing cats to the Animal Service Center and educate citizens about eliminating the resources that attract cats and their undesirable behaviors. Continued discussion within Tallahassee Animal Services Shelter Operational Assessment brought before the Board at the April 23, 2019 meeting.
239	FY2019	2018 LEADS Listening Session	Enhance EMS services by providing mental health and ethics training to staff members who respond to EMS calls.	EMS	Additional training related acute mental health issues has been conducted for field staff. Additional training focusing on crisis intervention is being planned at this time. Ethics training has been further incorporated into new member and on-going training.
240	FY2019	2018 LEADS Listening Session	Explore opportunities to improve the recruitment and retention of EMS members.	EMS	As a whole, the EMS industry continues to struggle with recruiting and retaining paramedic candidates. As a part of the FY20 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. EMS staff continues to work with TCC and NFCC to assist with student recruitment and training efforts. EMS participates in numerous high school career fairs and at Leon Works. Staff is also focusing efforts on retaining members through scheduling enhancements and by conducting "retention interviews" to learn why long-term members choose to stay.
241	FY2019	2018 LEADS Listening Session	Review current posting policies and procedures to ensure that ambulance posting is being done in an effective and efficient manner.	EMS	Staff completed a posting analysis and have adjusted post locations to maximize response capabilities. The Office of Resource Stewardship is providing additional locations where ambulances can be shut-off and plugged in and the crew can go inside of a facility. The County is currently purchasing two ambulances with an auxiliary battery system that will allow the ambulance's motor to be shut off while maintaining HVAC and charging systems on the ambulance.
242	FY2019	2018 LEADS Listening Session	Continue to explore the implementation of a Community Paramedic program.	EMS	Staff regularly participates in the Tallahassee Continuum of Care Consortium and regularly meets with stakeholders to work towards identifying solutions for patients with on-going healthcare needs. The County was also instrumental in the creation of a pilot program through the Center for Medicare and Medicaid which will be used as a proof of concept on the federal level to make payment reform to provide services that align with community paramedic concept.
243	FY2019	2018 LEADS Listening Session	Coordinate with DSEM to enhance public awareness of family and non-family heir property issues.	Human Services & Community Partnerships	A session on heir property was incorporated into the 2019 Home Expo, hosted by DSEM
244	FY2019	2018 LEADS Listening Session	Evaluate utilizing continuing service agreements to attract and increase the number of contractors that participate in the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing began utilizing continuing service agreements for rehabilitation and replacement projects in October 2018

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
245	FY2019	2018 LEADS Listening Session	Explore opportunities to better educate contractors about the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing staff made presentations at several Tallahassee Builders Association meeting in fall 2018 and spring 2019 on the programs and services of the division
246	FY2019	2018 LEADS Listening Session	Establish a client's satisfaction survey to be completed by Housing Rehabilitation clients	Human Services & Community Partnerships	A client satisfaction survey is included as part of each housing rehabilitation and replacement project
247	FY2019	2018 LEADS Listening Session	For Housing Replacement projects, bid the entire work to be performed including septic tank and well replacement to ensure greater efficiency in the completion of the projects.	Human Services & Community Partnerships	Housing now bids the entire work for housing replacement projects
248	FY2019	2018 LEADS Listening Session	Promote available support services for human service providers through UPHS and other community organizations	Human Services & Community Partnerships	CHSP agencies expressed a need for assistance with with graphics, advertising, grant writing, etc Staff reached out to UPHS to connect CHSP agencies with resources that build capacity and accomplish the goals of the agencies.
249	FY2019	2018 LEADS Listening Session	Evaluate the utilization of Veteran Services counselors and collaborate with other organizations that support veterans to ensure maximum use of existing counseling resources.	Human Services & Community Partnerships	Attendees noted a need to increase the ability to service more veterans daily. Staff now attends the VSO monthly commanders meetings. There we share information, promote community engagement with the VA and give feedback and advise regarding Veterans issues.
250	FY2019	2018 LEADS Listening Session	Coordinate with the VA to develop and make available a list of necessary documents for surviving family members.	Human Services & Community Partnerships	We now have Federal Benefits Guide for Veterans, Dependents and Survivors. Also our webpage has been updated with more community resources.
251	FY2019	2018 LEADS Listening Session	Explore ways to expedite process for providing veterans with an annual bus pass.	Human Services & Community Partnerships	Attendees noted the length of time it takes for a veteran to receive an annual bus pass. If the process cannot be expedited, attendees recommended that daily or weekly bus passes be provided to hold the veteran over until the annual bus pass is ready for pick up. StarMetro now provides Veteran Services with single ride bus passes to give to Veterans until their permanent pass is ready for pick-up.
252	FY2019	2018 LEADS Listening Session	Increase nonprofit, faith-based, and neighborhood participation in the Community Organizations Active in Disaster (COAD) group.	Human Services & Community Partnerships	25 additional faith based organizations that have various resources and services have joined COAD that assist citizens with clean up, chain saw cutting of trees, and installing tarps. Working with United Partners on Human Services, CONA and various networks regarding preparedness and how to get assistance following a disaster.
253	FY2019	2018 LEADS Listening Session	Evaluate implementing flex scheduling to eliminate the use of Probation/Pretrial staff to perform after-hours alcohol testing.	Intervention and Detention Alternatives	In April 2019, IDA staff restructured alcohol testing location and hours for clients. Through cross-training and flexing staff time, clients can report to the main office from 7AM to 7PM Monday through Friday for court-ordered alcohol tests. This change enhanced customer service through the expansion of testing hours and more convenient parking. Additionally, it eliminated this task from the Probation/Pretrial Officer on duty at the detention facility and providing more time for interviewing and releasing responsibilities.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
254	FY2019	2018 LEADS Listening Session	Explore automated process for distributing referral documentation directly to court-ordered service providers.	Intervention and Detention Alternatives	IDA staff implemented a direct e-mail account for court-ordered service providers to request forms or documentation necessary to complete enrollment processes for IDA clients. The e-mail account is monitored by IDA administrative staff and responses are provided within one business day.
255	FY2019	2018 LEADS Listening Session	Work to increase engagement with HOAs for improved outreach regarding waste disposal.	Resource Stewardship	With creation of the HOA web page by CMR, solid waste content was included.
256	FY2019	2018 LEADS Listening Session	Provide updated and comprehensive outreach documents regarding waste services and programs, such as a rack card like HHW currently uses.	Resource Stewardship	Rack cards, outreach, marketing items created by CMR.
257	FY2019	2018 LEADS Listening Session	Explore ways to enhance communication efforts to ensure the community is aware of major activities that OEV is involved in and what results are being achieved.	PLACE (OEV)	OEV regularly distributes monthly newsletters that highlight upcoming opportunities, as well as economic data and project announcements. The subscriber list is more than 1,300+ recipients. Additionally, OEV regularly posts to social media sites LinkedIn, Facebook and Twitter.
258	FY2019	2018 LEADS Listening Session	Explore ways to increase public engagement and information sharing, such as developing a public outreach plan.	PLACE (Planning)	Planning created an Outreach webpage with a calendar of events, links to common questions and resources, and helpful videos. Pop up outreach events are also held as possible in conjunction with other events, such as festivals and farmers markets.
259	FY2019	2018 LEADS Listening Session	Enhance the Planning Department's website to make frequently used documents and forms more readily available to customers.	PLACE (Planning)	See above. The Comprehensive Plan was also reformatted to make it easier to read online and an index was added.
260	FY2019	2018 LEADS Listening Session	Provide opportunities for utility services providers to give input during the survey data collection process to better coordinate the timing of construction projects.	Public Works	Although the active Capital Improvement Projects status summary is available to the utility services providers upon request, the representative from Talquin Electric requests a notice from the County after a project kicks-off and before the design survey starts so the utility service providers can provide input during the survey data collection process. Staff and design consultants have been reaching out to the utility service providers when a Capital Improvement Project commences. This will be an ongoing practice.
261	FY2019	2018 LEADS Listening Session	Evaluate further emergency management communication with visitors.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
262	FY2019	2018 LEADS Listening Session	Pursue improvement of Emergency Management communication with industry partners.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
263	FY2019	Chritine	This citizen expressed concerns over safety at Fred George Park at the entrances. She indicated walkers and runners were not paying attention to cars entering the Park.	Resource Stewardship	Staff investigated the concerns and determined solutions were warranted. Utilizing the system successfully used along Mahan Dr, staff installed miniature stop signs in June for sidewalk-users at the park entrances to enhance safety.
264	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	508 items, a combination of print, media and digital were purchased during the months of March, April, May and June in response to library patron requests and informal suggestions.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
265	FY2019	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email.	Library Services	153 items, a combination of print and media, were purchased during the month of July in response to Library patron requests.
266	FY2019	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	181 items were purchased in response to requests made by Library Patrons during the month of August.
267	FY2019	Citizen attendees of Water School	A few attendees of the water school mentioned a greater need for education around single use plastics, perhaps a PSA, in order to reach more people and reduce the amount of plastics that end up in our waterways.	Resource Stewardship	A single use plastics campaign is beginning in January and will involve Sustainability compact members.
268	FY2019	Citizen attendees of Water School	Citizen attendees at the Water School event mentioned a need for more clean-ups of our water ways.	Resource Stewardship	The sustainability office is currently working on using grant dollars to purchase and provide equipment to citizens who want to conduct their own clean up efforts.
269	FY2019	Perry Odom	Citizen suggested that we incorporate pictures into our email news releases.	Community & Media Relations	CMR has begun incorporating pictures from events in our email correspondence/new releases.
270	FY2019	Brian Wiebler	After two successful clean-ups on Lake Jackson, Brian suggested Leon County move the event to another water body in need of cleaning - Lake Iamonia.	Resource Stewardship	This year's event, to be hosted on November 2nd, 2019, will be hosted at Lake Iamonia.
271	FY2019	Sustainability Stakeholders	As Leon County worked on developing a new Integrated Sustainability Action Plan, citizens came together for a feedback session to share their priorities for what the County should include in the plan.	Resource Stewardship	The Office of Sustainability was able to incorporate 96% of the citizens' ideas into the Integrated Sustainability Action Plan.
272	FY2019	Sustainability Stakeholder	A citizen suggested to staff that the County should consider strategies to reduce the use of expanded polystyrene (Styrofoam) in County operations.	Resource Stewardship	In August 2019, the BOCC passed a policy banning expanded polystyrene in County operations and at County events.
273	FY2020	Ray Akbar	At the Public Spaces to Great Places event focused on the future park space on Orange Avenue, Mr. Akbar approached Blueprint staff with the idea for the construction of a stage as part of that project. The stage would provide the opportunity for impromptu performances, more formal acts, and also serve as a play feature for kids.	PLACE (Blueprint)	The Blueprint team met with Mr. Akbar several times to discuss integrating a stage into the temporary community pace at Orange and Meridian. Mr. Akbar met staff on-site to discuss the location and size of the stage. Ultimately, the stage was constructed as part of the new community space at Orange and Meridian.
274	FY2021	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	148 items, a combination of print and media, were purchased during the month of October in response to Library patron requests.
275	FY2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM encourage applicants to complete master building plans for single family development to decrease overall review and approval timeframes.	DSEM	Master plans are currently being utilized by the swimming pool contractors and accessory building distributors. Having a master plan on file eliminates the need for review of the plans/projects and assists with expediting the building permit issuance. The master plan concept could also be beneficial for the contractors who tend to construct homes with the same floor plans, thus eliminating the need to review each plan, and thereby reducing the time to obtain the single family home building permit.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
276	FY2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM work with the County Attorney's Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.	DSEM	Environmental staff continue to work with Development Services and applicants to resolve improper subdivisions and lots created by Judicial Orders. Staff provided the Clerk of Courts with a flyer noting requirements that must be satisfied with DSEM prior to recording land transactions. The Clerk has uploaded the flyer to their website. Staff also provided a letter to the Chief Judge to encourage a better understanding of the site and development plan process for their consideration during probate matters.
277	FY2019	2018 LEADS Listening Session	Continue to improve efficiencies of the CHSP online portal.	Human Services & Community Partnerships	In coordination with the City, five listening sessions were held in Spring 2019 with CHSP agencies and Citizen Review Team volunteers to discuss ways to improve the CHSP funding evaluation process.
278	FY2019	2018 LEADS Listening Session	Tours of the Library including behind-the-scenes	Library Services	On-demand tours offered to new cardholders applying in person. "Behind-the-scenes" work area tours scheduled in tandem with other library programs.
279	FY2019	2018 LEADS Listening Session	Coordinate with CMR to develop an information packet for new, returning and renewing cardholders	Library Services	Staff at all locations provide personal overview of library welcome brochure and current programs with new cardholders. As part of the new online registration process, the Library has also worked with CMR to develop a Welcome Letter with additional information about programs and services.
280	FY2019	2018 LEADS Listening Session	Add Tech Help feature to Library website	Library Services	Tech help features posted on library web site, self check machines and digital picture frames, and featured in library's electronic newsletter. Will employ digital signage as well when available.
281	FY2019	2018 LEADS Listening Session	Evaluate opportunities to connect Library patrons to human service providers.	Library Services	Shortcut to 2-1-1 Big Bend added to public computers. Updated homeless resource directory handouts available in all libraries.
282	FY2019	2018 LEADS Listening Session	Develop Library "Superusers" as ambassadors for the library system	Library Services	Working with VolunteerLEON, the Library has developed a plan for enhancing the volunteer program to engage more people in work with the libraries, including superusers.
283	FY2019	2018 LEADS Listening Session	Evaluate offering online library card registrations.	Library Services	Library Staff launched online card registration in December 2019.
284	FY2019	2018 LEADS Listening Session	Help coordinate and organize tours of Marpan and Transfer Station for custodial managers and operations managers of large organizations and buildings in the County in an effort to increase recycling efficiency.	Resource Stewardship	Through the Capital Area Sustainability Compact waste work group, staff has spoken with representatives from various organizations that have expressed interest in touring the facilities. Staff plans to conduct tours for Compact work group members in late 2019 and early 2020.
285	FY2019	2018 LEADS Listening Session	Identify ways to enhance and streamline processes for the purpose of reducing the time needed to participate in the MWSBE Program.	PLACE (OEV)	OEV is currently in the process of finishing migration of the City into B2GNow software. Certification will also be addressed as part of the disparity study which is to be completed in June 2019.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
286	FY2019	2018 LEADS Listening Session	Identify ways to notify local businesses about procurement opportunities at other areas agencies, such as developing a resource page on the OEVforBusiness.org website.	PLACE (OEV)	As part of the website designed, OEV will develop an MWSBE microsite. In addition, OEV regularly communicates (via email through B2Gnow) with MWSBE on procurement opportunities. OEV also host industry academies in advance of large bid such as the Tourism marketing RFP.
287	FY2019	2018 LEADS Listening Session	Coordinate with the Sustainability Office and DSEM to ensure proper implementation of the Water Quality Education Program focusing on the impacts of urban fertilizer and septic tanks.	Public Works	CMR has completed the "branding" for the Water Resource Program. Staff from Public Works, the Office of Sustainability, DSEM, and CMR will now proceed with the development of the water quality education program, including a brochure for promotion. The grant for the Water Quality Education program will end in 2021.
288	FY2019	2018 LEADS Listening Session	Work with Northwest Florida Water Management District, City of Tallahassee, and Leon County Office of Information Technology to restore the function and access of the Capital Area Flood Warning Network, a collection of stream and rainfall gages used to monitor conditions throughout the unincorporated area.	Public Works	The Northwest Florida Water Management District has arranged to place real-time Network data on a Cloud-based server for use by the local governments. Further coordination is being pursued with the Leon County OIT to create a visualization program which meets the needs of emergency management. OIT is working with the Northwest Florida Water Management District to access the cloud-based data being made available at this time. It is anticipated to have the access in summer 2020.
289	FY2019	2018 LEADS Listening Session	Evaluate expanding utilization of community service workers and inmate labor to coordinate litter pick up the week before mowing route	Public Works	In addition to roadside litter pick up, inmate crews are now being utilized to cut ditches that machines can not access and remove beaver dams that create flooding problems. Staff will continue to expand utilization of community service workers where feasible.
290	FY2019	Woodville baseball parents/Woodville Little League Leadership	Parents raised concerns about foul balls coming over the fences and into the bleacher area at the Woodville Little League baseball fields.	Resource Stewardship	Funding was identified in remaining Parks Maintenance FY19 CIP funds. Netting was installed over the bleachers. Project was completed in September 2019.
291	FY2019	Citizen attending Dog Park grand opening	Citizen pointed out that small dogs could actually "escape" the fenced area by going between the rungs of the black decorative fence.	Resource Stewardship	Parks and Recreation worked with the vendor to identify the most cost effective solution. Two alternatives were considered: 1. placing windscreen along the fencing or 2. installing a "chicken-wire" type product along the lower portion of the fencing. Ultimately, the chicken-wire solution was selected and installed within two weeks of the suggestion.
292	FY2019	Dorian Mitchell	Wanted to see lights installed for Chaires basketball court.	Resource Stewardship	Parks and Recreation worked with OMB to identify funding for FY19 as part of the overall basketball court renovation project. Completion of the court renovation, along with the lighting installation, occurred in December 2019.
293	FY2019	Library Patrons	Library patron purchase requests submitted via our ILLiad system.	Library Services	77 items, a combination of print and media, were purchased during the month of November in response to Library patron requests.
294	FY2019	2018 LEADS Listening Session	Evaluate further options for a Tourism "training program".	Tourism Development	Provided social media training in December and at Industry Meetings; IDSS training offered in four (4) Hotel Industry Meetings; promoted to partners customer service training offered by Visit Florida.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
295	FY2019	2018 LEADS Listening Session	Pursue networking opportunities for tourism industry partners.	Tourism Development	Industry meetings have been held in December on Social Media Best Practices, February on 2020 Marketing Plan Input, and May highlighting National Tourism Week, all with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
296	FY2019	2018 LEADS Listening Session	Host quarterly meetings with Tourism partners in addition to the annual Marketing Rollout to better coordinate marketing efforts throughout the year.	Tourism Development	Industry meetings have been held in December, February, and May with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
297	FY2019	ACE Transition Program Teachers	Teachers from the ACE Transition Program reached out to staff to see if their students could be placed in intern positions with the County.	Human Services & Community Partnerships	The first group of students with the ACE Transition Program began interning with the County on January 13. Students will intern at the Main Library, HSCP, Facilities Management (Courthouse), and Parks and Recreation (J. Lee Vause Park) during the school year for 1-2 hours per week.
298	FY 2020	Library Patrons	Purchase requests submitted by Library Patrons.	Library Services	36 items were ordered in response to purchase requests for Library Materials.
299	FY 2020	Citizens utilizing new Bradfordville Dog Park	Pet owners requested a segregated small dog park area for the Bradfordville Dog Park	Resource Stewardship	Parks and Recreation worked with the fencing contractor to install additional fencing allowing for a separate small dog area. To save cost, the already constructed airlock/entrance was utilized and separate access was added from that point. New water lines also had to be run to insure both the small dog side and the large dog side had access to a water source. Facilities assisted with that portion of the project.
300	FY 2020	Phipps family	Concerns were raised regarding lack of signage along Orchard Pond Trail to ensure users were aware of the public vs private property boundaries.	Resource Stewardship	Parks and Recreation worked with Operations (Sign Shop) to develop new signage to be installed at the trailheads and along the trail. The new signs were installed by January 13, 2020.
301	FY 2020	Patty O	Question on Nextdoor: can something be done about the mud around the entrance to the bradfordville dog park?? Maybe a cement slab or moving the source of the water closer to the pond so it can flow away from the entrance path?	Resource Stewardship	Parks and Recreation staff added mulch to the area and will continue to monitor it.
302	FY 2020	Citizen	It was brought to our attention the parking lights at the NE Branch Library are being blocked by tree limbs. Although trimming the trees may seem like the best solution, it would entail scalping the trees back, making them not very aesthetically pleasing to view.	Resource Stewardship	Facilities Management will be retrofitting the light fixtures to LED and updating the lamp poles with an extended arm, which will illuminate the light further out into the parking lot.
303	FY 2020	Blueprint Citizen Advisory Committee	At the recent Blueprint CAC Retreat, members of the CAC suggested the creation of a Blueprint Cheat Sheet, which summarizes key programmatic components utilizing visually appealing infographics. The intention of this fact sheet is to distill program information, including origin information and sales tax revenue breakdowns, into an easy to understand format. Though initially created for CAC members, this fact sheet was so helpful that CAC members suggested it be shared with the public via the new Blueprint website, and as appropriate the infographics incorporated into Blueprint public outreach materials and presentations.	PLACE (Blueprint)	The Blueprint Fact Sheet was shared with the CAC at their February 28, 2020 meeting. Based on CAC suggestions at that meeting, Blueprint is currently in the process of incorporating this data and information into future outreach materials. In addition, Blueprint is in the process of updating the Infrastructure Program website and this Fact Sheet will be shared with the public via that platform as soon as the website is launched in mid-2020.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
304	FY 2020	2018 LEADS Listening Session	Enhance health and human services program promotional efforts.	Human Services & Community Partnerships	Healthcare, Human Services and other HSCP division programs such as the Live Healthy Discount Card, were promoted on local television news outlets and at Community Health Fair for Neighborhood Associations and service clubs. Healthcare and Human Service programs were published on the HSCP department web pages to provide quick access to program information for residents. Staff also collaborated with Primary Healthcare and Human Services partners to actively post on and utilize the CHSP portal web news feed to communicate with agencies and volunteers about program details and changes.
305	FY 2020	2018 LEADS Listening Session	Identify additional funding opportunities to support affordable housing and address the gap in funding created by the Legislature's annual sweeping of the Housing Trust Fund.	Human Services & Community Partnerships	Staff continues to evaluate potential funding sources in partnership with the City, Housing Finance Authority and Housing Leadership Council of Tallahassee-Leon County. Staff is also preparing to apply for a CDBG grant and is considering pursuing the 'Housing 'Rehabilitation' category. Additionally, Division of Housing Services staff partnered with the Florida Housing Coalition to survey local governments regarding local housing trust funds. The survey found that 21 of the 53 local governments contacted have established local housing trust funds or are exploring a trust fund as an option. Staff anticipates an agenda item on the possibility of a local housing trust fund will be brought for Board consideration early in 2021.
306	FY 2020	2018 LEADS Listening Session	Identify opportunities to encourage partnerships and collaboration among CHSP agencies to prevent duplication of services and facilitate sharing of resources and data.	Human Services & Community Partnerships	HSCP works with City staff to evaluate the collaborative efforts of organizations that receive CHSP funding and encourage partnerships with small grassroot organizations that are embedded in the community.
307	FY 2020	2018 LEADS Listening Session	Evaluate ways to improve the process for communicating expected deliverables and distributing information to CHSP agencies.	Human Services & Community Partnerships	A quarterly meeting of Healthcare Stakeholders was established to inform, coordinate, and maximize resources and services to efficiently provide healthcare to the Leon County indigent program. Informational meetings and Human Services work groups were formed to provide an avenue to include agencies in the improvements made to the Community Human Services Partnerships (CHSP) program.
308	FY 2020	2018 LEADS Listening Session	Recognize long-term Library Card holders	Library Services	Recognition of longtime cardholders held at 25th anniversary of LeRoy Collins Leon County Main Library. May be repeated at future anniversary celebrations.
309	FY 2020	2018 LEADS Listening Session	Develop instructional materials for online tutorial(s) on how to use the Library website and catalog	Library Services	Working with CMR and OIT, the Library has developed several short video tutorials which have been published through the County's social media platforms and are available on the Library's website.

List of Implemented Citizen Ideas

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
310	FY 2020	2018 LEADS Listening Session	Establish a public education campaign that focuses on the appropriate use of an ambulance.	EMS	<p>Throughout the COVID-19 pandemic, EMS and Community & Media Relations have worked to educate the public about the recommended guidelines for when to call 9-1-1 for ambulance services and other safety measures to prevent the spread of the virus between patients and paramedics/EMTs..</p> <p>Additional social media posts have been developed to provide information to citizens on conditions such as heart attack and stroke. These posts are intended to help the public recognize the symptoms and know when to call 9-1-1 for an ambulance.</p>

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #2**

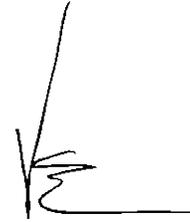
Leon County Board of County Commissioners

Budget Workshop Item #2

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: Donation of Pimlico and Man O War Parks from the Killearn Acres Homeowner's Association to Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Maggie Theriot, Director of Office of Resource Stewardship Scott Ross, Director of Office Financial Stewardship
Lead Staff/ Project Team:	Michelle Tipton, Management and Budget Analyst Leigh Davis, Director of Parks and Recreation Tim Barden, Budget Manager

Statement of Issue:

This item seeks Board consideration for Leon County to accept a donation of two neighborhood parks from the Killearn Acres Homeowners Association (KAHOA).

Fiscal Impact:

This item has a fiscal impact. If Leon County were to accept the donation of land versus purchasing the parcels, the cost avoidance is estimated at a minimum of \$100,000. The acquisition of these parks would result in a first-year cost of \$63,500. One-time costs in the amount of \$27,000 are to ensure public safety, access and title costs with obtaining the land donation. \$36,500 in annual maintenance costs are estimated for mowing, trash collection and treatment for ant beds.

Staff Recommendation:

Option #3: Board direction.

Report and Discussion

Background:

As requested by the Board at the January 28th Commission Meeting, this budget discussion item seeks consideration for a donation of two passive parks from the Killearn Acres Homeowners Association (KAHOA). The KAHOA Board has voted to pursue the donation under the condition that the parks remain passive in nature and with the understanding that the parks would then be open to the general public and not just KAHOA residents.

Approximately four years ago, the KAHOA was notified by the City of Tallahassee that, inadvertently, the neighborhood was not being charged for its streetlights and that billing would commence. Since that time, the neighborhood has incurred an annual expense of approximately \$24,770 for the operation of its 258 street-facing area lights. The KAHOA now finds itself in a position that is not financially sustainable. The lighting costs have eroded the ability to cover other costs such as maintaining the neighborhood parks, hence the request to transfer ownership of the passive parks to Leon County.

The two parks are Pimlico Park and Man O War Trail. Pimlico Park, located at 4811 Pimlico Drive, is 13.4 acres, and Man O War Park, located at 0 Man O War Trail, is 4.4 acres. Both parks are currently owned and managed by the KAHOA as passive parks, although there is an existing backstop (fencing that prevents a ball from going too far beyond the playing area) at Pimlico Park that may have been used for active recreation in the past.

Killearn Acres is a residential subdivision established in 1969 in the northeast part of the County. It is currently comprised of 1,474 residential units and has a governing homeowners' association. Although some residents are exempt, most pay annual dues in the amount of \$24 to cover costs associated with HOA operations such as maintenance of common areas, the operation of streetlights, and the upkeep of the two parks.

This budget discussion item contributes to the following FY2017-FY2021 5-Year Target:

- Open 1,000 new acres of park land to the public. (T12)

This 5-Year Target aligns with the Board's Quality of Life Strategic Priority:

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces

Analysis:

The analysis section of this item provides a breakdown of both Pimlico and Man O War parks for the long-term maintenance and subsequent financial impact on Leon County, the benefit of adding 18 acres of passive park land to the County's inventory, opening these previously private parks to the public, as well as the costs and other issues that may have to be considered in order for clear title of the park parcels to be transferred to Leon County.

Leon County currently has 57 public parks, community centers and boat landings - acquiring these two parks provides an additional 18 acres of park land in an established neighborhood, where land is difficult to acquire. If the County were to purchase these 18 acres, the cost to is estimated to

exceed \$100,000. The nearest County park is the Bradfordville Community Center and Dog Park, 3.7 miles away; the nearest City park is AJ Henry Park, located 3.4 miles south. Realizing that making two neighborhood passive parks public should not have the same countywide draw as a regional park, there are 6,675 housing units located between Killearney Way/Shamrock Street South and Bradfordville Road that would benefit from these additional recreational spaces.

Pimlico Park

This 13.4-acre park currently contains large, open greenspace; a small exercise area; park benches; a playground which does not meet safety standards and is in disrepair; an unmaintained ball field; and a pond. If acquired by Leon County, there would be minor expenditures estimated to cost \$15,500 required to ensure public safety and public access, including: fence repair, dangerous tree removal, removal of unsafe playground in disrepair, new signage, new trash cans, entrance repair and improvements for smooth ingress and egress, backstop replacement (or removal), the creation of an entrance at the second parking area, mulching of exercise area, and replacement of park benches.

In addition to the above-mentioned improvements, consistent with current County standards the ongoing maintenance for this passive park is estimated at \$17,500 for mowing/weed-eating 35 times during the nine-month mowing cycle. Other recurring items include three times a week trash collection, periodic treatment of ant beds and the cost of the safety lights within the park.

None of the costs reflect additional amenities or improvements to the park. Future budget cycles could include enhanced amenities, including the addition of a playground estimated at \$135,000.

Man O War Park

This 4.4-acre park has a small playground; swings; a teeter totter; and large open greenspace for picnics or free-play. If acquired by Leon County, there would be minor expenditures of \$8,500 to address the replacement of some small playground equipment pieces, mulching in some areas, new signage, new trash cans, filling holes, and entrance repair and improvements for smooth entering and exiting of the park.

On-going costs are estimated at \$14,000 for mowing 35 times during the nine-month mowing season, trash collection at least three times per week, security lighting and treatment for ant beds.

Upon the Board's direction to proceed with the land donation, the Division of Real Estate Management and the County Attorney's Office will negotiate an agreement with the KAHOA to establish the parties responsible for the various costs associated with the closing of the ownership transfer. Among those would be the cost of obtaining a title policy insuring that clear title is transferred to Leon County. This would typically be the responsibility of Leon County as the insured under the policy.

Due to the way in which the park parcels are shown on the plat of Killearn Acres and the ambiguity contained in the Killearn Acres Declaration of Covenants and Restrictions ("Covenants"), an opinion from a title attorney will be needed to determine whether these two park parcels would be considered "Common Properties" as defined in the Covenants. If considered to be Common

Properties under the Covenants, the transfer of the park parcels would not be effective unless a written instrument signed by at least two-thirds of the 1,474 KAHOA members has been recorded agreeing to the transfer, and unless written notice of the proposed agreement and action is sent to every member at least 90 days in advance of the transfer (Attachment #2). Depending on the opinion of the title attorney, this could add a significant amount of time and expense to finalizing the transaction. Based on experience with such matters, the cost of obtaining the title opinion would likely not exceed \$1,500, not including the cost of the title insurance policy itself. In addition, there would be costs associated with the recording of the written instrument signed by at least 2/3 of the KAHOA members (approximately 1,000 signatures) and the costs of mailing written notice of the transfer to every member, the total of which would likely not exceed \$1,500. Leon County would assume responsibility of paying these fees.

Options:

1. Authorize the County Administrator, or designee, to negotiate and execute an agreement with KAHOA, in a form approved by the County Attorney, for the transfer of ownership to Leon County of Pimlico and Man O War parks, and to execute any associated documents as necessary to finalize the transaction.
2. Do not authorize the County Administrator to negotiate and execute an agreement for the transfer of ownership to Leon County of Pimlico and Man O War parks from the Killearn Acres Homeowner's Association.
3. Board direction.

Recommendation:

Option #3

Attachments:

1. Aerial map of Pimlico and Man O War parks
2. Excerpt from Killearn Acres Declaration of Covenants and Restrictions



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

Page 439 of 588
Scale 1:4500
0 100 200 400 600 800
Feet

Path: C:\Users\bailey\Desktop\GIS\2020\KilllearnParks.aprx
Created 6/9/2020 by Franklin Bailey, TLCGIS (850)-606-5504

REC: 432 PAGE 126

228779
RECORDED IN THE PUBLIC
RECORDS OF LEON CO. FLA.
IN THE BOOK & PAGE IND.

SEP 25 4 45 PM 1970

KILLEARN ACRES, UNIT NINE
DECLARATION OF COVENANTS AND RESTRICTIONS

AT THE TIME & DATE NOTED
PAUL F. HARTSFIELD
CLERK OF CIRCUIT COURT

STATE OF FLORIDA,
COUNTY OF LEON:

KNOW ALL MEN BY THESE PRESENTS, That this Declaration of Covenants and Restrictions, made and entered into on this 17th day of September, A. D. 1970, by KILLEARN PROPERTIES, INC., a Florida corporation, hereinafter referred to as Developer,

W I T N E S S E T H:

WHEREAS, Developer is the owner of the real property described in Article I of this Declaration and desires to create thereon a residential community with permanent parks, playgrounds, open spaces, and other common facilities for the benefit of the said community; and,

WHEREAS, Developer desires to provide for the preservation of the values and amenities in said community and for the maintenance of said parks, street lights, playgrounds, open spaces and other common facilities, and, to this end, desires to subject the real property described in Articles I together with such additions as may hereinafter be made thereto (as provided in Article I) to the covenants, restrictions, easements, charges and liens, hereinafter set forth, each and all of which is and are for the benefit of said property and each owner thereof; and,

WHEREAS, Developer has deemed it desirable, for the efficient preservation of the values and amenities in said community, to create an agency to which should be delegated and assigned the powers of maintaining and administering the community properties and facilities and administering and enforcing the covenants and restrictions and collecting and disbursing the assessments and charges hereinafter created; and,

WHEREAS, Developer has incorporated under the laws of the State of Florida, as a non-profit corporation, KILLEARN ACRES HOMEOWNERS ASSOCIATION, for the purpose of exercising the functions aforesaid;

NOW, THEREFORE, the Developer declares that the real property described in Article I, and such additions thereto as may hereafter be made pursuant to Article I hereof, is and shall be held, transferred, sold, conveyed and occupied subject to the covenants, restrictions, easements, charges and liens (sometimes referred to as "covenants and restrictions") hereinafter set forth.

ARTICLE I
PROPERTY SUBJECT TO THIS DECLARATION

Section 1. Existing Property. The real property which is, and shall be, held, transferred, sold, conveyed, and occupied subject to this Declaration is located in Leon County, Florida, and is more particularly described as follows:

Unit 9 of Killearn Acres as per recorded plat in the official records of Leon County, Florida, Official Record Book 6, at page 14.

REF: 432 PAGE 127

Section 2. Additional Units of Killearn Acres may become subject to this Declaration by recordation of additional declarations containing essentially the same substance as the instant indenture in the sole discretion of Developer. Any subsequent Declarations of Covenants and Restrictions shall interlock all rights of Members to the Association to the end that all rights resulting to Members of the Killearn Acres Homeowners Association shall be uniform as between all units of Killearn Acres.

ARTICLE II
DEFINITIONS

The following words when used in this Declaration or any Supplemental Declaration (unless the context shall prohibit) shall have the following meanings:

(a) "Association" shall mean and refer to the Killearn Acres Homeowners Association.

(b) "Board" shall mean and refer to the Board of Directors of the Killearn Acres Homeowners Association.

(c) "Common Properties" shall mean and refer to those areas of land shown on any recorded subdivision plat of The Properties and intended to be devoted to the common use and enjoyment of the owners of The Properties.

(d) "Living Area" shall mean and refer to those heated and/or air conditioned areas which are completely finished as living area and which shall not include garages, carports, porches, patios, or storage areas.

(e) "Living Unit" shall mean and refer to any portion of a building situated upon The Properties designed and intended for use and occupancy as a residence by a single family.

(f) "Lot" shall mean and refer to any plot of land shown upon any recorded subdivision map of The Properties with the exception of Common Properties as heretofore defined.

(g) "Member" shall mean and refer to all those Owners who are members of the Association as provided in Article XXXI, Section 1, hereof.

(h) "Multifamily Structure" shall mean and refer to any building containing two or more Living Units under one roof except when each such living unit is situated upon its own individual lot.

(i) "Owner" shall mean and refer to the record owner, whether one or more persons or entities, of the fee simple title to any Lot situated upon The Properties but, notwithstanding any applicable theory of the mortgage, shall not mean or refer to the mortgagee unless and until such mortgagee has acquired title pursuant to foreclosure or any proceeding in lieu of foreclosure.

(j) "The Properties" shall mean and refer to all such existing properties, and additions thereto, as are subject to this Declaration or any Supplemental Declaration under the provisions of Article I, hereof.

REF: 432 PAGE 135

Class B membership, at which time the Class B Membership shall be determined to be a Class A Membership and entitled to vote as such.

ARTICLE XXXII
PROPERTY RIGHTS IN THE COMMON PROPERTIES

Section 1. Members' Easements of Enjoyment. Subject to the provisions of Section 3, every Member shall have a right and easement of enjoyment in and to the Common Properties and such easement shall be appurtenant to and shall pass with the title to every lot.

Section 2. Title to Common Properties. The Developer may retain the legal title to the Common Properties until such time as it has completed improvements thereon and until such time as, in the opinion of the Developer, the Association is able to maintain the same but, notwithstanding any provision herein, the Developer hereby covenants, for itself, its successors and assigns, that it shall convey the Common Properties to the Association not later than the 1st day of January 1989.

Section 3. Extent of Members' Easements. The rights and easements of enjoyment created hereby shall be subject to the following:

(a) the right of the Developer and of the Association, in accordance with its Articles and By-laws, to borrow money for the purpose of improving the Common Properties and in aid thereof to mortgage said properties. In the event of a default upon any such mortgage the lender shall have a right, after taking possession of such properties, to charge admission and other fees as a condition to continued enjoyment by the members and, if necessary, to open the enjoyment of such properties to a wider public until the mortgage debt is satisfied whereupon the possession of such properties shall be returned to the Association and all rights of the Members hereunder shall be fully restored; and,

(b) the right of the Association, as provided in its Articles and By-laws, to suspend the enjoyment rights of any Member for any period during which any assessment remains unpaid, and for any period not to exceed thirty (30) days for any infraction of its published rules and regulations; and,

(c) the right of the Association to charge reasonable admission and other fees for the use of the Common Properties; and,

(d) the right of the Association to dedicate or transfer all or any part of the Common Properties to any public agency, authority, or utility for such purposes and subject to such conditions as may be agreed to by the members, provided that no such dedication or transfer, determination as to the purposes or as to the conditions thereof, shall be effective unless an instrument signed by Members entitled to cast two-thirds (2/3) of the votes irrespective of class of membership has been recorded, agreeing to such dedication, transfer, purpose or condition, and unless written notice of the proposed agreement and action thereunder is sent to every Member at least ninety (90) days in advance of any action taken; and,

REF: 432 PAGE 136

(e) The rights of Members of the Association shall in no wise be altered or restricted because of the location of the Common Property in a Unit of Killearn Estates in which such Member is not resident. Common Property belonging to the Association shall result in membership entitlement, notwithstanding the Unit in which the Lot is acquired, which results in membership rights as herein provided.

ARTICLE XXXIII
COVENANT FOR MAINTENANCE ASSESSMENTS

Section 1. Creation of the Lien and Personal Obligation of Assessments. The Developer for each Lot owned by him within the Properties hereby covenants and each Owner of any Lot by acceptance of a deed therefore, whether or not it shall be so expressed in any such deed or other conveyance, be deemed to covenant and agree to pay to the Association: (1) annual assessments or charges; (2) special assessments for capital improvements, such assessments, to be fixed, established, and collected from time to time as hereinafter provided. The annual and special assessments, together with such interest thereon and costs of collection thereof as hereinafter provided, shall be a charge on the land and shall be a continuing lien upon the property against which each such assessment is made. Each such assessment, together with such interest thereon and cost of collection thereof as hereinafter provided, shall also be the personal obligation of the person who was the Owner of such property at the time when the assessment fell due.

Section 2. Purpose of Assessments. The assessments levied by the Association shall be used exclusively for the purpose of promoting the recreation, health, safety, and welfare of the residents in The Properties and in particular for the improvement and maintenance of properties, services, and facilities devoted to the purpose and related to the use and enjoyment of the Common Properties and of the homes situated upon The Properties, including, but not limited to, the payment of taxes and insurance thereon and repair, replacement, and addition thereto, and for the cost of labor, equipment, materials, management and supervision thereof.

Section 3. Basis and Maximum of Annual Assessments. Until the year beginning January, 1977, the annual assessment shall be Twenty-Four Dollars (\$24.00) per lot. From and after January 1, 1977, the annual assessment may be increased by vote of the Members, as hereinafter provided, for the next succeeding three (3) years, and at the end of each such period of three (3) years for each succeeding period of three (3) years. Any Member, paying the annual dues on or prior to June 1 of the year in which same become due, shall be entitled to pay only the sum of Eighteen Dollars (\$18.00). From and after June 1 of each year, the annual dues shall be Twenty-Four Dollars (\$24.00).

The Board of Directors of the Association may, after consideration of current maintenance costs and future needs of the Association, fix the actual assessment for any year at a lesser amount.

Section 4. Special Assessments for Capital Improvements. In addition to the annual assessments authorized by Section 3 hereof, the Association may levy in any assessment year a special assessment,

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #3**

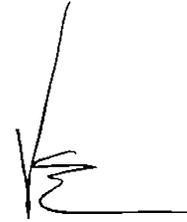
Leon County Board of County Commissioners

Budget Workshop Item #3

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: Status Report on the County's Long-Term Funding Support of the Kearney Center

Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Shington Lamy, Director, Human Services & Community Partnerships
Lead Staff/ Project Team:	Michelle Tipton, Management & Budget Analyst Tim Barden, Budget Manager

Statement of Issue:

As requested by the Board, this item provides an analysis of the County's long-term funding support of the Kearney Center.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the status report on the County's long-term funding support of the Kearney Center.

Report and Discussion

Background:

On March 10, 2020, the Board directed staff to bring back a budget discussion item that includes an analysis of the County's, and other local partners, long-term funding support of the Kearney Center. The Board also requested information on the restrictions in the County's Discretionary Funding Guidelines Ordinance that prevent agencies from receiving direct funding from the County.

As reflected in the analysis, the Kearney Center is not asking for any increase in funding as part of the FY 2021 budget. The Kearney Center applied through the CHSP process for funding in FY 2021 and FY 2022. Attachment #1 includes the Kearney Center's long-term goal of having government contribute a greater share of funding in the future.

Since the establishment of the Kearney Center six years ago, the County has been an active financial and strategic partner in efforts to reduce homelessness in the community. In 2014, Leon County partnered with the City of Tallahassee (City), the United of Way of the Big Bend (UWBB) and the Beatitude Foundation led by Rick Kearney to construct the Kearney Center as a state-of-the-art facility that provides 24-hour services and emergency housing to approximately 365 individuals experiencing homelessness in the community. The Kearney Center serves as a point of entry into a comprehensive slate of social and economic assistance by coordinating services and responding to immediate needs of individuals until appropriate permanent housing can be arranged. However, since March 2020, the Kearney Center facility has been closed for services and clients were transitioned into hotels and apartments to prevent the spread of COVID-19. The Kearney Center continues to provide services to clients residing at the hotels and apartments, but suspended day services such as meals and showers to walk-in clients.

Analysis:

Leon County has four emergency shelters designated for the homeless population: Kearney Center for single individuals experiencing homelessness; Hope Community operated by Big Bend Homeless Coalition for families; Capital City Youth Services (CCYS) operates the youth shelter; and Refuge House operates the shelter for domestic violence victims. Connecting Everyone with Second Chances, Inc. (CESC) operates as the umbrella organization of the Kearney Center and its Health Services as well as two transitional housing sites Westgate and The Dwellings. Consistent with the Discretionary Funding Guidelines Ordinance, the County in partnership with the City provides annual funding to the programs and services of the Kearney Center as well as the other emergency shelters through CHSP. Since 2015, the County and City also provide annual line item funding to the Kearney Center for capital improvement and debt services which is also consistent with the ordinance since CHSP does not fund capital improvement.

The following sections of this analysis provides an overview of continued financial investment of the County and other partners to support the operation, programs, and services of the Kearney Center and a review of the County's Discretionary Funding Guidelines Ordinance which prohibits line item funding of non-profit programming that are eligible for CHSP funding.

Long-term Funding to Kearney Center

Since the establishment of the Kearney Center, the County has collaborated and coordinated with community partners to ensure the sustainability of the emergency shelter. In 2015, the County entered into a \$500,000 funding commitment towards the capital construction of the Kearney Center to be paid in \$100,000 increments over five years. The City and UWBB also committed \$500,000 each over a five-year period. In 2019, the County extended its commitment to fund debt services related to the construction of the Kearney Center for an additional five-year period in the amount of \$100,000 a year for a total of \$500,000. The City also extended its commitment for five years at an equivalent amount. However, UWBB did not extend its commitment.

In addition to line item funding for capital improvement, the County and City provides annual funding for programming and services at the Kearney Center through CHSP. Since 2015, the Kearney Center has received \$2.4 million in CHSP funding for emergency shelter, case management, and its onsite health clinic. The average CHSP funding awarded to Kearney Center between FY 2015 and FY 2018 was \$455,000 when UWBB participated in the process. However, beginning in FY 2019 UWBB disengaged from CHSP and implemented an independent human service grant funding process and the average funding for Kearney Center was reduced to \$270,000. In addition, UWBB did not fund Kearney Center through its process. The loss in funding led to the reduction of services including case management at the Kearney Center.

However, for the FY 2021 and FY 2022 CHSP funding cycle, the Kearney Center will receive \$370,000 each fiscal year based on the preliminary recommendation of the CHSP Citizen Review Team, an annual increase of \$100,000 from its prior two-year cycle award. In its FY 2021 and FY 2022 CHSP application, the Kearney Center identified funding for case management as its highest needs. Case managers are essential for connecting clients to eligible services, such as employment, Social Security benefits, Veteran benefits, as well as collecting data to measure program efficiencies and effectiveness. The proposed increase in funding to the Kearney Center recommended by the CRT will allow the organization to restore case management positions that were eliminated due to the reduction of funding by UWBB. The final recommendations for CHSP funding will be presented to the Board in September for approval. Table #1 summarizes the funding and funding commitments provide to the Kearney Center from the County since 2015.

*Table #1: Summary County
 Funding Commitments to the Kearney Center 2015-2024*

Capital Funding FY 2015- FY 2019	\$500,000
Capital Funding FY 2020 -FY 2024	\$500,000
CHSP FY 2015 – FY 2022	\$1,718,187
Total	\$2,718,187

Another strategic and financial partner in the funding of the Kearney Center and homeless services in the community is the Big Bend Continuum of Care (CoC). The CoC represents an eight-county region that includes Leon County and is used by the State of Florida to distribute grant funds to nonprofit providers to address homelessness in a coordinated and comprehensive manner. The CoC submits a single application for state and federal homeless funds that are distributed to local homeless service providers. The primary focus of the funds distributed by the CoC is to transition

clients of emergency homelessness shelters like Kearney Center to more stable housing through programs such as rapid rehousing, permanent supportive housing, and homeless prevention. This aligns with priorities of the U.S. Department of Housing and Urban Development (HUD) as established in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2012 that focuses on funding programs and services that promote the creation and preservation of permanent housing to end homelessness. The programs funded by the CoC are critical to managing the long-term capacity of the emergency shelters in the community by transitioning clients to stable housing conditions.

According to the Kearney Center, government funding (local, state, and federal) comprises of 17% of its budget; private funding is 69% of its budget, and in-kind contributions are comprised of the remainder. Long-term the Kearney Center wants to change its funding allocation which is primarily from private funding to one that is funded more by government. The Kearney Center's proposed strategy is to change to 60% government funding, and 20% from both private and in-kind funding (Attachment #1). This proposed strategy does not include a direct funding request for FY 2021. The Kearney Center applied through the CHSP process for funding in FY 2021 and FY 2022.

The Kearney Center reports that the current level of private funding has become unsustainable with the loss of a benefactor that provided a significant annual contribution of \$1 million. As a result, the Kearney Center recently took internal actions to increase the level of governmental funding. This year, the Kearney Center hired a grant writer to focus on securing federal funds. To further its diversify funding streams, the CESC made a request for \$740,000 to the Florida Legislature for the Kearney Center of which \$714,000 was included in the FY 2021 State Budget. This funding is specifically to assist the Kearney Center with the impacts associated with Hurricane Michael, and the homeless displaced to Leon County from panhandle regions affected by the hurricane. With the continued support of the City and County, this additional state funding moves the Kearney Center in the direction of modifying its funding sources.

Impact of COVID-19 and other Available Funding Opportunities

The County has been actively addressing the need the financial and operational needs of the Kearney Center during the COVID-19 pandemic. As previously mentioned, the Kearney Center facility has not been in operation since March when clients were transitioned into hotels and apartments to prevent the spread of COVID-19. To address the suspension of day services such as meals and showers at the Kearney Center traditionally provided to walk-in homeless clients, the County and City partnered with the Salvation Army to establish the Community Relief Center (CRC). The CRC, located at the Salvation Army facility located on Allen Road is open seven days a week, 9 a.m. until 6 p.m. to homeless individuals and families for meals, PPE supplies, and showers. The Kearney Center along with several community partners provide weekly services at the CRC such as employment and application of benefits.

In March 2020, the Leon County Emergency Management Division convened the Local Homeless COVID-19 Task Force, comprised of partner agencies, to address the needs of the County's emergency shelter providers to prevent the spread of COVID-19. To date the Task Force has been instrumental in coordinating shelter needs of personal protection equipment as well as establishing alternative locations and procedures to house individuals and families experiencing homelessness

that either test positive for COVID-19 or are awaiting test results of COVID-19. As provided for in the June 11, 2020 memorandum to the Board, in response to the need expressed by Kearney Center and other homeless shelter providers for non-congregate shelters like hotels, the County sought pre-approval from the Federal Emergency Management Agency (FEMA) with a proposal for the use of hotels and/or apartments for individuals and families that symptomatic or non-symptomatic for COVID-19 (Attachment #2). On April 7, 2020 FEMA approved the use of non-congregate sheltering within Leon County when individuals meet one or more of the following criteria:

- Test positive for COVID-19 and do not require hospitalization but need isolation
- Have been exposed to COVID-19 and do not require hospitalization but require quarantine
- Persons needing social distancing as a precautionary measure, as determined by public health officials, particularly for high risk groups such as people over 65 or with certain underlying health conditions, this may include those whose living situation makes them unable to adhere to social distancing guidance

FEMA also stated that it will not reimburse for non-congregate sheltering of non-symptomatic individuals that do not meet the criteria presented above. To qualify for reimbursement, the Kearney Center has indicated that its clients meet the criteria of the final bullet. FEMA approval allows local governments and non-profit organizations (such as the Kearney Center) that utilize hotels or apartments for one or more of the above criteria to be reimbursed up 75% of their costs.

FEMA approval also allows the County to be reimbursed up to 75% for cost related to housing individuals or families that either test positive for COVID-19 or are awaiting test results of COVID-19 in one of two hotels that the County has contracted. To date there has been no reported positive case of COVID-19 in the homeless population in Leon County and homeless service providers have not reported any clients with symptoms associated with COVID-19.

The Kearney Center has indicated that it does not plan to return to a capacity of 365 when operation resume at its facility. The organization intends to redesign the facility to reduce its occupancy to 145 to accommodate its overnight clients and meet the Center for Disease Control and Prevention (CDC) guidelines for social distancing in homeless shelters. The Kearney Center indicated that the reconfiguration of the HVAC system for better and efficient air circulation will be critical to the redesign of the facility and is projected to cost approximately \$350,000.

The County worked closely with the City and CoC to coordinate resources made available through federal funding for COVID-19. As part of the CARES Act funding that the County is eligible to receive, the Board will consider the allocation of funding to any funding request from emergency shelter providers including the Kearney Center for retrofit or modifications required to their facilities to meet CDC guidelines for social distancing. If approved by the Board, up to \$1.0 million would be allocated for facility needs at the emergency shelters.

The City and CoC are focused on dedicating funding they receive through the CARES Act to provide permanent housing to Kearney Center clients at the hotels and apartments. The City recently received an additional \$1.8 million in Emergency Solutions Grant (ESG) funds through

the CARES Act and a plan will be presented to the City Commission on July 8th to provide funding for programs and operations such as emergency shelter operations, rapid rehousing, homeless prevention, homeless diversion, and outreach. The City initially received \$561,203 which was utilized for outreach, rapid rehousing, and operation at the Salvation Army Community Relief Center. On July 1, 2020, the CoC was awarded \$751,489 for programs such as emergency shelter operations, homeless prevention, rapid rehousing, and outreach.

The City and CoC will contract with organizations such as the Big Bend Homeless Coalition, Ability 1st, and Catholic Charities to secure permanent housing for emergency shelter clients including those in the hotels and apartments managed by the Kearney Center. The City and CoC have one to three years to expend the funds.

The County's ongoing funding to the Kearney Center through capital line item funding, CHSP funding, and the CARES Act, as well as direct and indirect funding through the City and CoC, will enhance the financial and operational sustainability of the Kearney Center by addressing its capacity challenge when it resumes operation at its facility which is expected to occur next calendar year. With this inflow of additional financial resources, the Kearney Center will have to adjust its long-term financial plan to consider the allocation of these additional funds.

Discretionary Funding Guidelines Ordinance

The County's Discretionary Funding Guideline Ordinance prohibits line item funding of non-profit programming that are eligible for CHSP (Attachment #3). The ordinance was created with the intent of having a single process that would review and vet human services funding requests based on performance and service metrics. This also prevents ad hoc human service funding requests from bypassing the process and appealing to the County outside of the budget process.

This "no back door" CHSP process is also supported and regularly advocated by the United Human Services Partnership and local human service partners. The Board has been consistent with funding non-profit programming and services through CHSP including all emergency homeless shelter services in Leon County (Kearney Center, HOPE Community, CCYS, and Refuge House).

The Board's commitment to the CHSP process has been reinforced through its Memorandum of Understanding (MOU) executed with the City following the departure of UWBB. In addition, the County increased funding of more than 20% since FY 2019 to CHSP.

Capital improvement projects are not eligible for CHSP funding and therefore may be allocated line item funding. As a result, and as presented in this item the Board has provided line item funding to the Kearney Center annually for debt services for the construction of its facility. Paid to date and future commitments total \$1.0 million.

Should the Board wish to consider line item funding of specific non-profit programming that are eligible for CHSP such as the Kearney Center or other emergency homeless shelter providers, the Discretionary Funding Guidelines Ordinance would need to be amended via a public hearing.

Conclusion

The County continues to be deliberative in its efforts to address the financial and operational needs of the Kearney Center through collaboration, coordination, and constant communication with partners at the City and CoC. The County and City continue to jointly fund programming and services of the Kearney Center through the CHSP process for which the agency is anticipated to award a 37% increase in funding for FY 2021 compared to the current year subject to the approval of the Board and City Commission. Last year, the County and City also extended their respective commitments to provide line item funding in the amount of \$100,000 annually (\$200,000 total) for debt services related to the construction of the Kearney Center through FY 2024.

The County's Discretionary Funding Guideline Ordinance allows for line item funding of capital improvement costs; however, it prohibits line item funding of non-profit programming that are eligible for CHSP such as emergency shelter programs and services provided by the Kearney Center and the other emergency homeless shelter providers. Amending the ordinance to carve out a select group of human service agency providers is not recommended.

Options:

1. Accept the status report on the County's long-term funding support of the Kearney Center.
2. Direct staff to bring back an agenda item to schedule a public hearing to amend the Discretionary Funding Guideline Ordinance to allow line item funding of CHSP-eligible programming for the Kearney Center and/or other emergency homeless shelter providers.
3. Board Direction

Recommendation:

Option #1

Attachments:

1. Kearney Center Long-Term Funding Plan
2. June 11, 2020 Memorandum on Update on Kearney Center FEMA Reimbursement Efforts
3. County's Discretionary Funding Guidelines, Chapter 2, Article XI, Leon County Code of Laws



KEARNEY CENTER OVERVIEW & PURPOSE

This paper has been prepared to provide an understanding of the community impact of the Kearney Center over the past five years, and to initiate a conversation with City and County leadership to determine the level of governmental support needed to sustain these important services.

The Kearney Center opened in April 2015 as a one-stop-shop for individuals experiencing homelessness or economic hardship. After start-up, The Kearney Center merged with the Shelter when it became clear the Shelter could not cover financial costs of overnight shelter and daytime services that connect clients with social service providers, case management, and housing-focused programs.

An average of 365 clients receive shelter and food daily at the Kearney Center, and an additional 50-100 persons access daytime services such educational classes, healthcare or more. The Kearney Center is one of a number of important programs operated by the Tallahassee nonprofit Connecting Everyone with Second Chances (CESC).

FINANCIAL STATUS

In 2019, the Kearney Center lost two key donors, the United Way of the Big Bend and an anonymous donor who had provided \$1,000,000 in 2018 and \$750,000 in 2019. With the impending loss of this substantial support, the CESC Board of Directors requested an analysis of shelters in Florida with a comparable service footprint, to understand how different components of their financial support allow them to sustain operations.

The Kearney Center currently operates with roughly 17% government funding and 69% private funding. These funding levels are essentially opposite those of **most Florida shelters, which receive 50-60% of their funding from government entities**. For shelters like the Kearney Center that include a health clinic, support tends to be on the high-end of the range.

ANALYSIS OF SIMILAR SHELTERS IN FLORIDA

Kearney Center	Tallahassee	\$3.3 million including in-kind (FY 21)	<ul style="list-style-type: none"> Relies heavily on Individual giving Current government funding is \$607,000 from all sources
Grace Marketplace	Gainesville	\$3.2 million including in-kind	<ul style="list-style-type: none"> Private funding limited – Community Foundation provides \$224,000 \$750,000 from county and \$750,000 from city
Coalition of Central Florida	Orlando	\$4.9-million including in-kind	<ul style="list-style-type: none"> \$1.5 million in private funds 9-person fundraising team and expansive federal funding from Dept of Vet Affairs; FEMA; US Dept of Ag; HUD, USDOJ 30% private funds



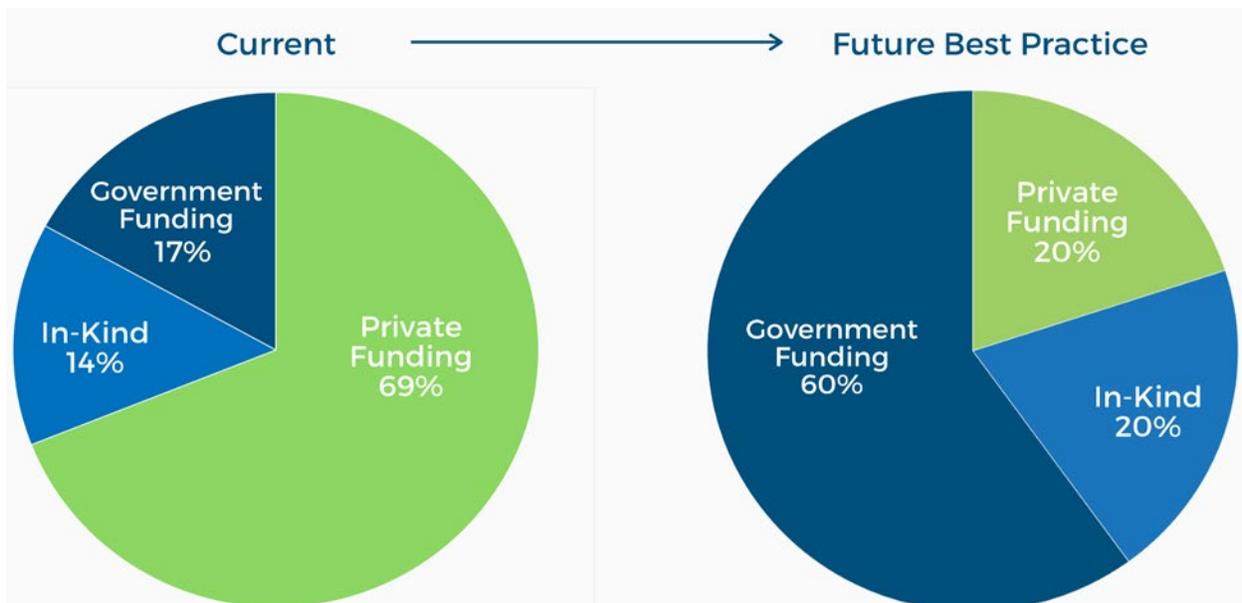
KEARNEY CENTER FUTURE FUNDING STRATEGY

The Kearney Center is named after philanthropist and business owner, Rick Kearney, who has been a significant leader in this effort. He donated \$2.6 million toward the nearly \$7.5 million construction costs and has annually made significant donations. Mr. Kearney is willing to continue his magnanimous support with a \$1,000,000-plus pledge, with the understanding that the city and county will purposefully negotiate with the CESC Board to create a long-term funding strategy.

MOVING TOWARD SUSTAINABILITY

The CESC Board has requested that the Kearney Center team create a Strategic Development Plan with an eye toward long-term stability. The following are highlights from their recommendations:

Recommendation 1: Move the Kearney Center toward sustainability by aligning the funding with other Florida shelters, with a significant source of funding resulting from partnerships with governmental agencies and specifically the city and county. Best practice would dictate approximately 60% funding from governmental entities.



Recommendation 2: Partner with the City of Tallahassee, the Leon County Commission, and other interested parties on a joint strategic plan to reduce the total homeless population in Leon County and ultimately reduce costs.



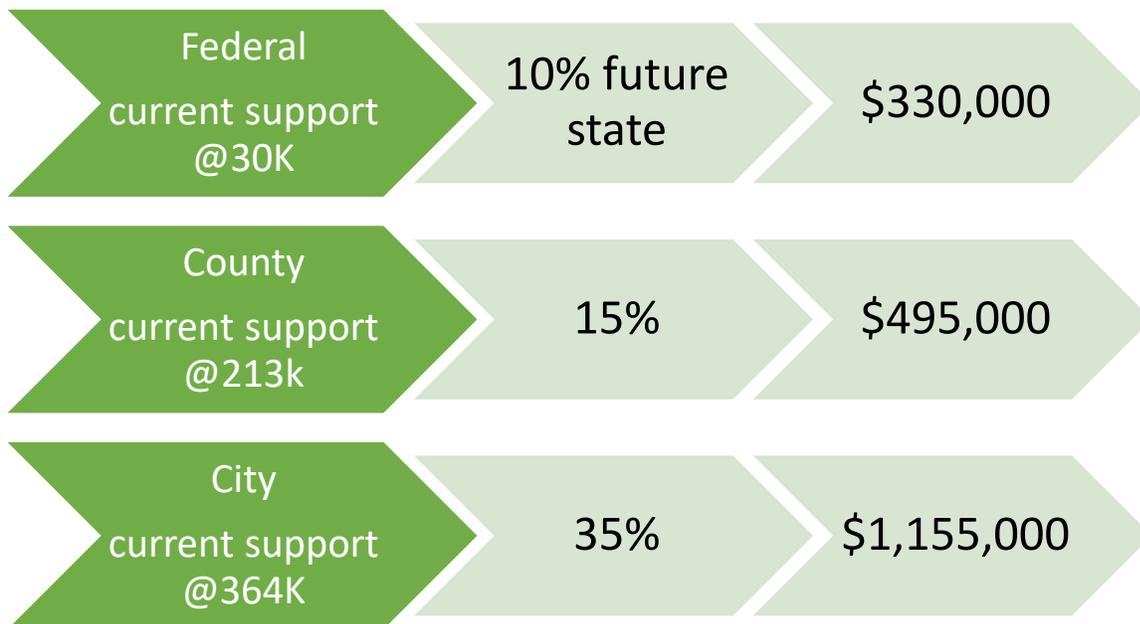
According to the FL Council on Homelessness 2019 Report, homelessness is decreasing in Florida , down 20% since 2015. Unfortunately, the same report shows that homelessness in the Big Bend has increased in that time, rising by 12%.

In an October 2019 stakeholder survey, the most frequently used terms to describe the work of the Kearney Center was “necessary” and “innovative”. Some of the innovations mentioned included our tele-medicine programming, the unique layout of the building with its onsite Social Services hallway, and other physical attributes. We look forward to expanding these current innovations, while also incorporating innovative efforts found in other areas of the state such as developing strong diversion programs (tactics which divert persons from ever entering homelessness) and building solid partnerships with law enforcement.

INITIAL ANALYSIS OF KEARNEY CENTER ASSETS AND RECOMMENDED LONG-TERM PROPOSAL

In an effort to suggest a path leading to sustainability, the following model is offered for consideration and discussion, based on certain assumptions:

- (1) An estimated Kearney Center annual budget of \$2.7 for 2021 (3.3 million with in-kind)
- (2) Federal dollars are important but can also be very prescriptive, typically limited to a specific project and not supportive of general operations; they are best seen as “enhancement funds”
- (3) The City of Tallahassee has a much larger budget than Leon County, which is reflected in the proposal as follows.





We realize this initial, recommended long-term proposal will take ongoing conversation and negotiation, and might take a period of time for full realization. We welcome the openness of the City and County Commissions to continued dialogue.



Leon County Government

INTEROFFICE MEMO

DATE: June 11, 2020

TO: The Honorable Chairman and Leon County Board of County Commissioners

FROM: Vincent S. Long, County Administrator

SUBJECT: Update on Kearney Center FEMA Reimbursement Efforts

At the Board's Special Meeting of June 9, 2020, Commissioner Proctor requested, and the Board approved an update on the Kearney Center's efforts to obtain reimbursement from the Federal Emergency Management Agency (FEMA) for the use of non-congregate shelters (i.e. hotels and apartments) to house its homeless clients. This memo provides the requested update.

On March 25, 2020, the Kearney Center began transitioning clients housed at its facility located at 2650 Municipal Way into hotels and apartments to reduce its shelter population and meet social distancing guidelines recommended by the Center for Disease Control and Prevention (CDC) for preventing the spread of COVID-19 in homeless shelters. While the Kearney Center has transitioned to non-congregate housing, at no time has the CDC discouraged the use of congregate sheltering. The Leon County Health Department and Big Bend Continuum of Care (CoC) provided several options to the Kearney Center to continue congregate housing including establishing cohorts within its facility to practice proper and effective social distancing. However, in an abundance of caution, the Kearney Center decided to relocate all its residences to hotels and apartments and temporarily suspend housing any clients in its congregate shelter. To date there has been no reported positive case of COVID-19 in the homeless population in Leon County and homeless service providers have not reported any clients with symptoms associated with COVID-19.

The Kearney Center intends to seek reimbursement through FEMA for the cost of transitioning its residence into hotels and apartments. Traditionally, FEMA provides up to 75% reimbursement for approved and eligible expenses incurred during a Presidential declaration of emergency. During most emergency events, non-congregate sheltering is not eligible for reimbursement. However, in March, FEMA announced that it would provide pre-approval for the reimbursement of non-congregate shelters when requested by a county with the support of the local health department. Through the Local Homeless COVID-19 Task Force convened by Leon County's Emergency Management non-congregate sheltering was identified as a need to implement proper social distancing and house homeless individuals and/or families that may test positive for COVID-19. As a result, on behalf of the Kearney Center and the other homeless shelter providers, Leon



Leon County Government

INTEROFFICE MEMO

County Emergency Management submitted a request for the pre-approval of non-congregate sheltering to FEMA with a proposal for the use of hotels and/or apartments for homeless individuals and families that are symptomatic or non-symptomatic for COVID-19 (Attachment #1).

On April 7, 2020, FEMA approved the use of non-congregate sheltering within Leon County when individuals meet one or more of the following criteria (Attachment #2):

- Test positive for COVID-19 and do not require hospitalization but need isolation
- Have been exposed to COVID-19 and do not require hospitalization but require quarantine
- Persons needing social distancing as a precautionary measure, as determined by public health officials, particularly for high risk groups such as people over 65 or with certain underlying health conditions, this may include those whose living situation makes them unable to adhere to social distancing guidance

FEMA also stated that it will not reimburse for non-congregate sheltering of non-symptomatic individuals that do not meet the criteria presented above. To qualify for reimbursement, the Kearney Center has indicated that its clients meet the criteria of the final bullet. FEMA approval allows local government and non-profit organizations (such as the Kearney Center) that utilize hotels or apartments for one or more of the above criteria to be reimbursed up 75% of their costs. Reimbursements are typically distributed at the end of an emergency declaration or event (i.e. hurricane, tornado, etc.). However, it is not anticipated when the emergency declaration for COVID-19 will end. As a result, the Kearney Center recently began working with a consultant to apply to FEMA for expedited reimbursement of the costs for non-congregate sheltering costs. The Kearney Center expects to submit its application to FEMA by the end of the summer and would receive a response shortly thereafter.

In addition to reimbursement through FEMA, federal funding is expected to be available for homeless service providers including the Kearney Center within the next several months. On June 5, 2020 the CoC applied for CARES Act funding allocated to the State of Florida through the Department of Children and Family to secure \$172,842 for emergency shelter providers including the Kearney Center. On June 9, 2020 U.S. Department of Housing and Urban Development (HUD) announced that the City of Tallahassee will be awarded an additional \$1.8 million in Emergency Solutions Grant (ESG) funds through the CARES Act for emergency shelter, homeless prevention, and rapid rehousing. City staff has indicated that a plan for the distribution of these funds is anticipated to be presented to the City Commission in July. The City initially received \$561,203 which was utilized for rapid rehousing, street outreach, and shelter operations at the Salvation Army. HUD also announced that the State of Florida was awarded \$65.5 million in ESG funds which the CoC intends to apply for on behalf of Kearney Center and other homeless service providers for emergency sheltering, homeless prevention, rapid rehousing, and outreach.



Leon County Government

INTEROFFICE MEMO

On April 14, 2020, the Board authorized \$300,000 in the County's Catastrophe Reserve Fund to support an emergency sheltering plan which includes day services such as showers and meals to homeless individuals at the Salvation Army as well as the utilization of hotels for homeless individuals and/or families that are symptomatic and either test positive for COVID-19 or are awaiting COVID-19 test results. Following, the Board's action, the Salvation Army site was opened and provides services seven days a week to homeless individuals. Additionally, County staff entered into agreements with two hotels to provide rooms for the homeless individuals and/or families that are symptomatic and either test positive for COVID-19 or are awaiting COVID-19 test results. To date, there has not been anyone in the homeless population that tested for COVID-19 or have been required to quarantine and therefore rooms at the contracted hotels have not been utilized. The City also approved an equal amount of funding for the emergency sheltering plan. All of these costs related to emergency homeless sheltering plan are expected to be reimbursable under FEMA up to 75%.

In conclusion, the Kearney Center is actively seeking reimbursement through the FEMA expedited process for expenses incurred with transitioning its residence to hotels and apartments. The Kearney Center expects to submit an application for reimbursement by the end of the summer and receive a determination from FEMA shortly thereafter. Other funding may also be available to the Kearney Center through the City and CoC in July and August respectively.

Attachment #1: Leon County Request Proposal for Non-congregate Sheltering

Attachment #2: FEMA Pre-Approval for Non-congregate Sheltering in Leon County

Cc: Chasity H. O'Steen, County Attorney
Alan Rosenzweig, Deputy County Administrator
Wanda Hunter, Assistant County Administrator
Shington Lamy, Director, Office of Human Services and Community Partnerships

Big Bend Continuum of Care – Leon County Use of Non-Congregate Placements for Homeless Population for COVID-19

Statement of Issue

Leon County’s homeless emergency shelter capacity has been significantly impacted by COVID-19. To reduce the spread of the virus among the homeless and to mitigate the impact of infection, shelters are complying with the Center for Disease Control guidance of separating beds and cots within congregate settings by 3 feet for healthy individuals and 6 feet for clients affected by respiratory conditions.

Leon County has four (4) emergency shelters designated for the homeless population. As a result of COVID-19 mitigation efforts, they must decrease their capacity from 583 beds to 318 beds, a 45% decrease in emergency shelter capacity:

- Kearney Center Emergency Shelter for Individuals – 365 Beds to 144 Beds (-61%)
- HOPE Community Family Emergency Shelter – 162 Beds/Cots to 139 Beds/Cots (-14%)
- Refuge House Domestic Violence Shelter – 27 Beds to 22 Beds (-19%)
- CCYS Someplace Else Youth Shelter – 18 Beds to 13 Beds (-28%)

Due to the need to reduce the shelter density, Leon County, the City of Tallahassee, Big Bend Continuum of Care have been working with community partners to identify additional congregate spaces for non-symptomatic homeless persons who pass the screening and temperature checks, and non-congregate shelters for vulnerable and/or symptomatic homeless individuals and families.

Quarantine and Isolation of Homeless Impacted by COVID-19

To meet the CDC interim guideline to “confine clients with mild respiratory symptoms consistent with COVID-19 infection to individual rooms”, the Leon County Health Department (LCHD) recommends that the shelters house homeless individuals awaiting results of testing for COVID-19 or who have tested positive for COVID-19 in non-congregate shelters. According to the LCHD, non-congregate sheltering prevents the spread of the virus through the shelter as well as the community.

To meet the guidance of the CDC and recommendation of the LCHD, Leon County, the City of Tallahassee, the Big Bend Continuum of Care, along with the emergency shelters considered areas within the emergency shelters to quarantine and/or isolate those that may be impacted by COVID-19. However, the current design of the emergency shelters limits their capability to quarantine and/or isolate because all have sleeping quarters that are close in proximity and dining halls designed for congregate use. Additionally, maintaining those that must be quarantined and/or isolated at the emergency shelters would be inconsistent with CDC guidelines of minimizing the number of staff that have face-to-face interaction with clients with respiratory symptoms since the emergency shelters have small staff that regularly interact with clients to provide much-needed support.

Due to the limitation of the emergency shelters, the utilization of hotels and apartments are the most appropriate option for the quarantine and isolation of homeless individuals and families awaiting results of testing for COVID-19, are members of a high-risk group, or have tested positive for COVID-19. The following plan outlines our community’s plan to care for this population.

Plan for Non-Congregate Shelters for Homeless Individuals and Families

I. Purpose

This plan is developed in coordination with Leon County (County), the City of Tallahassee (City), the Big Bend Continuum of Care (CoC), the Leon County Health Department (LCHD), and the homeless shelter providers that serve Leon County: the Kearney Center, Big Bend Homeless Coalition - HOPE Community (HOPE), Capital City Youth Services (CCYS), and Refuge House for the housing of homeless individuals and families in non-congregate shelters to prevent the spread of COVID-19.

II. Criteria

- a. Homeless individuals that meet the following criteria may be housed in non-congregate shelters:
 - 1) exhibits symptoms of acute respiratory illness (e.g. fever, cough, or shortness of breath);
 - 2) is awaiting results of testing for COVID-19;
 - 3) has tested positive for COVID-19
 - 4) is a member of a high-risk group that needs social distancing as a precautionary measure, as determined by public health officials, such as people over 65 or with certain underlying health conditions; or
 - 5) has had close contact with an individual who has tested positive for COVID-19 and has been advised by healthcare professionals to self-isolate
- b. Homeless shelter providers may procure and/or provide by non-congregate shelters such as hotels, apartments, and housing units for non-symptomatic individuals and families to meet the Center for Disease Control (CDC) requirement of social distancing and preempt the potential spread of COVID-19 through their facility.

III. Plan

- a. Local partners that may include the County, City, and CoC will negotiate the procurement of hotel rooms and apartments to house homeless individuals that meet one or more of the criteria listed in Section II (a).
- b. Local partners will evaluate the cost, location (i.e. proximity to the shelters and/or medical care), capacity (entire building or a wing/floor), and design of the hotel/apartment (door that opens to the outside, rather than an internal hallway) for non-congregate placements. Furthermore, the confidentiality and safety of Refuge House clients will be considered when evaluating hotels and apartments.
- c. Hotel procurement and negotiations will follow FEMA's Procurement Under Grants Conducted Under Exigent or Emergency Circumstances Guidance and include a termination for convenience clause in contracts.
- d. Security provided either by the Leon County Sheriff's Office, Tallahassee Police Department, or private contractors will be on-site at the non-congregate settings to manage emergencies and safety concerns among the population.

- e. The hotel rooms will be available for clients of Kearney Center, HOPE, CCYS, and Refuge House that meet one or more of the criteria listed in Section II (a).
- f. The CoC in partnership with the County, City, and homeless service providers (Kearney Center, HOPE, CCYS, and Refuge House) shall manage specified areas of logistics for non-congregate shelters procured by local partners. Management of logistics will include coordination and prioritization of homeless individuals and families to be placed from emergency shelters partners to available rooms, establishing procedures for movement (i.e. curfews), coordinating meals and referrals for medical care (medical care may be limited to providing telemedicine resources).

IV. Procedure for Placement in Non-Congregate Shelters

- a. Homeless shelter providers (Kearney Center, HOPE, CCYS, and Refuge House) in coordination with the LCHD will notify Big Bend CoC when an individual and/or family meets one or more of the criteria listed in Section II (a) and needs placement in a non-congregate shelter. A single Point of Contact will be designated by the Big Bend CoC to manage these activities as related to Refuge House clients.
- b. Big Bend CoC will ensure there is available space in the non-congregate setting and arrange for transportation of the client from the emergency shelter provider to the non-congregate setting through partnering with the City of Tallahassee and the identified transportation provider.
- c. Homeless individuals awaiting tests results for COVID-19 will be housed in a non-congregate until cleared by the LCHD.
 - 1) Homeless individuals will be transported back to the congregate emergency shelter facility setting when cleared by LCHD. Transportation will be coordinated between Big Bend CoC and the City of Tallahassee.
- d. The LCHD will notify specific contacts of each facility of homeless individuals in the non-congregate shelters who have tested positive for COVID-19 and who require immediate public health intervention. The contact person at the shelter will maintain the strict confidentiality of this medical information. Those individuals will remain in isolation in the non-congregate shelter until cleared by the LCHD.
 - 1) The LCHD will perform daily check-ins of homeless clients that have tested positive for COVID-19 to monitor the progress of their health.

V. Non-symptomatic Homeless Individuals and Homeless Families

Kearney Center, HOPE, CCYS, and Refuge House may procure and/or provide non-congregate shelters such as hotels, apartments, and housing units for non-symptomatic individuals and families to meet the CDC requirement of social distancing and preempt the potential spread of COVID-19 through their facility.



U.S. Department of Homeland Security
3003 Chamblee-Tucker Rd
Atlanta, GA 30341

FEMA

April 7, 2020

Mr. Jared Moskowitz, Director
Florida Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, FL 32399

Reference: Leon County Request for Non-Congregate Sheltering
FEMA-4486-DR-FL

Dear Mr. Moskowitz:

This is in response to Leon County's (County) request submitted on April 7, 2020, requesting FEMA approval for emergency non-congregate sheltering activities under the Public Assistance (PA) program. Specifically, the County's letter requests approval for single occupancy hotel rooms, apartments, or housing units to provide an avenue for isolation and quarantine. The County's target population for this request are for homeless individuals and families who exhibit symptoms of acute respiratory illness, have tested positive for Coronavirus Disease (COVID-19) or are waiting results of COVID-19 tests, are a member of a high-risk group that needs social distancing as a precautionary measure, or have had close contact with an individual who has tested positive for COVID-19 and has been advised to self-isolate.

In accordance with section 502 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, eligible emergency protective measures taken to respond to the referenced COVID-19 emergency, at the direction or guidance of state, local, tribal, and territorial public health officials, may be reimbursed under Category B of FEMA's PA program if necessary to save lives, protect improved property, or public health and safety, and/or lessen or avert the threat of catastrophes.

Based on my review of your request and supporting documentation and information provided, I am approving your request for pre-approval for emergency, non-congregate sheltering, which will be implemented by the County in coordination with the County Health Department and with the County Director of Emergency Management based on the County's letter dated April 6, 2020. My approval is contingent on these actions being prudent and necessary as documented in the State of Florida Department of Health's Declaration of Public Health Emergency dated March 1, 2020 and subsequent Public Health Advisory dated March 25, 2020 for COVID-19 as a result of Executive Order 20-83. Based on coordination with the local public health official in

Leon County, the local public official is in support of this recommendation as it relates to section 6 of the State of Florida Department of Health Declaration of Public Health emergency dated March 1, 2020.

My approval of the County's request for PA funding for costs related to non-congregate sheltering is subject to and conditioned by the following:

FEMA approves non-congregate sheltering for the individuals identified in the request from the County for individuals that meet one or more of the following criteria:

- Test positive for COVID-19 who do not require hospitalization but need isolation (including those exiting from hospitals)
- Have been exposed to COVID-19 who do not require hospitalization but whom warrant quarantine
- Persons needing social distancing as a precautionary measure, as determined by public health officials, particularly for high-risk groups such as people over 65 or with certain underlying health conditions (respiratory, compromised immunities, chronic disease), this may include those whose living situation makes them unable to adhere to social distancing guidance.

FEMA will not reimburse for the sheltering of non-symptomatic individuals that are not among the foregoing categories.

My approval is limited to emergency, non-congregate sheltering costs that are reasonable and necessary to address the public health needs resulting from FEMA-4486-DR-FL.

My approval is limited to costs that are reasonable and necessary for providing non-congregate sheltering to eligible individuals, including wrap around services. Wrap around services will be reviewed for eligibility based on the type of shelter, the specific needs of those sheltered, and determined necessary to protect public health and safety and in accordance with guidance provided by appropriate health officials. However, support services such as case management, mental health counseling, and others are not eligible. In this regard, please note that FEMA does not mandate that the State pursue a specific option or options for temporary facilities to be used for non-congregate sheltering, but FEMA will only approve PA funding for cost-effective and practical options.

FEMA may provide funding for eligible costs for the establishment of non-congregate sheltering as outlined above in 30-day increments or less if a re-assessment determines there is no longer a public health need, but not to exceed the duration of the Order of the State Public Health Officer. The County must provide a re-assessment from the State Public Health Officer or County Health Department at each 30-day interval that includes certification that a threat to lives, public health, or safety exists, and that measures to eliminate or lessen that threat are required. **Please ensure the re-assessment is submitted 30 days from the date of this letter.**

To be reimbursed for contract costs, the County must comply with the Federal procurement standards found at 2 C.F.R. §§ 200.317 – 200.326. FEMA's Procurement Under Grants Conducted Under Exigent or Emergency Circumstances Fact Sheet (March 16, 2020) provides additional guidance, and the County should include a termination for convenience clause in its contracts for sheltering and related services, such as food, security services, and care for those with disabilities or access and functional needs.

FEMA will not approve PA funding that duplicates funding by another federal agency, including the U.S. Department of Health and Human Services or Centers for Disease Control and Prevention.

The County must comply with, and enable FEMA to comply with, applicable environmental and historic preservation laws, regulations, and executive orders or funding may be jeopardized.

The County will need to maintain tracking mechanisms to provide sufficient data and documentation to establish the eligibility of costs for which it is requesting PA funding (including the need for non-congregate sheltering of each individual, costs and length of stay to include when they are no longer determined to be infected and therefore do not require quarantine). As with any activity, lack of sufficient support documentation may result in FEMA determining that some or all of the costs are ineligible.

In conjunction with this approval for Non-Congregate Sheltering, the following information for each operational site shall be reported to the Region IV Regional Response Coordination Center (RRCC) by COB each Monday for the duration of the sheltering operations.

- Location Name
- Location Address
- Building Type (Hotel/Motel, Dormitory, etc.)
- Maximum Capacity
- Current Number of Individuals Sheltered (as of midnight the previous day)

Reporting of the above information shall be emailed to the below email addresses:

R04-RRCC-ICMG@fema.dhs.gov

R04-RRCC-SITL@fema.dhs.gov

R4-Recovery-COVID-19@fema.dhs.gov

If you have any questions or require more information, please contact Mr. Terry L. Quarles, CEM, Director, Recovery Division, at (770) 220-5300.

Sincerely,



Gracia B. Szczech
Regional Administrator

ARTICLE XI. - DISCRETIONARY FUNDING GUIDELINES

Sec. 2-600. - Application of article.

This article shall govern the allocation of discretionary funds and provide the board a maximum amount of annual funding available in each of the following fund categories:

- (a) Community human services partnership fund;
- (b) Community human services partnership—Emergency fund;
- (c) Commissioner district budget fund;
- (d) Midyear fund;
- (e) Non-departmental fund; and
- (f) Youth sports teams fund.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-601. - Annual appropriation.

Funding for the purposes set forth in this article shall be subject to an annual appropriation by the board in accordance with this article.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-602. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning.

Community human services partnership fund shall mean funds eligible for allocation to social service programs.

Community human services partnership—Emergency fund shall mean funds eligible for allocation for one time funding to meet an emergency situation.

Commissioner district budget fund shall mean funds eligible for allocation to each commissioner for activities relating to his or her district or the county at large.

Emergency situation shall mean those exigent circumstances that would prohibit or severely impact the ability of a currently funded community human services partnership (CHSP) agency to provide services.

Midyear fund shall mean funds eligible for allocation for requests that occur outside of the regular budget process.

Non-departmental fund shall mean funds eligible for allocation for non-profit entities that are included, by direction of the board, as part of the regular adopted budget.

Non-profit shall mean an entity that has been designated as a 501(c)(3) eligible by the U.S. Internal Revenue Services and/or registered as a non-profit entity with the Florida Department of State.

Youth sports teams fund shall mean funds eligible for allocation for temporary and nonrecurring youth sporting events such as tournaments and playoffs, and events recognizing their accomplishments.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-603. - Application process.

- (a) The county administrator or his designee is authorized to develop forms and procedures to be used by a non-profit, group or individual when submitting a request for funding consistent with the provisions herein.
- (b) The county administrator or his designee shall establish a process for evaluating requests for funding made pursuant to this article.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-604. - Funding category guidelines.

- (a) *Community human services partnership program fund.*
 - (1) Non-profits eligible for community human service partnership (CHSP) funding are eligible to apply for funding for other programs or specific event categories as long as the organization does not receive multiple county awards for the same program or event, or when requesting funding for an activity that is not CHSP eligible, such as capital improvements.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services program.
- (b) *Community human services partnership program—Emergency fund.*
 - (1) Non-profits that are funded through the CHSP process are eligible to apply for emergency, one-time funding through the community human services partnership program—Emergency fund.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services partnership program—Emergency fund.
 - (3) These funds are available to any agency that is currently funded through the CHSP process.
 - (4) The request for emergency funding shall be made at a regular meeting of the board. If deemed appropriate, the request for emergency funding shall then go before a CHSP sub-committee consisting of members from the CHSP review boards of each of the partners (Leon County, the City of Tallahassee, and the United Way of the Big Bend). The sub-committee shall determine if the situation would qualify as an emergency situation and what amount of financial support would be appropriate. The CHSP shall then make a recommendation to the county administrator, who is authorized to approve the recommendation for funding.
 - (5) In the event the board does not meet in a timely manner, as it relates to an agency's request, the county administrator shall have the authority to appropriate expenditures from this account.
- (c) *Commissioner district budget fund.*
 - (1) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the commissioner district budget fund.
 - (2) Expenditures shall only be authorized from this account for approved travel, and office expenses.
- (d) *Midyear fund.*
 - (1) Non-profits, groups or individuals that do not fit into any of the other categories of discretionary funding as outlined in this article are eligible to apply for midyear funding.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the midyear fund.

- (3) In the event the board does not meet in a timely manner, as it relates to a funding request, the county administrator shall have the authority to appropriate expenditures from this account. Such action is thereafter required to be ratified by the board.
- (e) *Non-departmental fund.*
- (1) Non-profits eligible for non-departmental funding are eligible to apply for funding in any other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event. Eligible funding activities in this category are festivals and events and outside service agencies.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the non-departmental fund.
 - (3) Non-profits eligible for funding through the cultural resources commission (CRC) Leon County Grant Program (funded through the non-departmental process) are eligible for funding in other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event.
- (f) *Youth sports teams fund.*
- (1) Non-profits or athletic teams of the Leon County School System that are eligible for the county's youth athletic scholarship program are not eligible for funding pursuant to this article.
 - (2) Annually, as part of the budget process, the board shall determine the amount of funding pursuant to this article.
 - (3) The award for youth sports teams shall not exceed \$500.00 per team.
 - (4) Youth sports teams requesting funding from the board shall first submit their requests in writing to the county administrator or his or her designee for review and evaluation. The request must include certified documentation establishing the legitimacy of the organization.
 - (5) Funding will be allocated on a first-come, first-served basis. In the event that more than one request is received concurrently when the fund's balance is reduced to \$500.00, the remaining \$500.00 will be divided equally among the applicants meeting the evaluation criteria.
 - (6) Applicants must have participated in a city, county, or school athletic program during the year in which funding is sought.
 - (7) Team participants must be 19 years of age or younger.
 - (8) The requested funding shall support post-season activity, e.g., tournaments, playoffs, or awards banquets associated with extraordinary performance.
 - (9) After the youth sports team funding level is established by the board during the budget process, the county administrator shall have the authority to appropriate expenditures from this account.
- (g) *Appropriation process.* Annually, prior to March 31, the board shall:
- (1) Determine the amount of funding set aside for each funding category identified in this article;
 - (2) Determine the list of permanent line item funded entities that can submit applications for funding during the current budget cycle; and
 - (3) Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.

(Ord. No. 06-34, § 1, 11-14-06; Ord. No. 11-04, § 1, 2-8-11; Ord. No. 11-08, § 1, 5-24-11; Ord. No. 13-08, § 1, 3-12-13)

Secs. 2-605—2-699. - Reserved.

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #4**

Leon County Board of County Commissioners

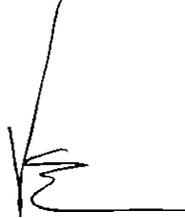
Budget Workshop Item #4

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration to Finalize a Contract and Pursue Financing for Energy Savings Performance Contractor Services



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 Shelly Kelley, Purchasing Director

Statement of Issue:

This agenda item seeks Board approval to enter into a long-term guaranteed energy savings performance contract with Energy Savings Group (ESG) for the implementation of cost saving, more energy efficient, building-related capital projects valued at \$17 million dollars.

Fiscal Impact:

This item has a fiscal impact. Through this program the County will finance \$17M to pay for these projects. All \$17M will be recouped by the County through energy savings over the life of the projects, approximately 25 years. While the full \$17 million dollars will be fully recouped by the County over 25 years, financing the project is recommended over a 15-year term to take advantage of more competitive rates. As such, the financing over the 15-year term will be serviced through a combination of energy savings and \$650,000 in general revenue annually.

Staff Recommendation:

- Option #1: Authorize the County Administrator to negotiate and execute a contract with Energy Services Group for the provision of Energy Savings Performance Contractor Services (ESCO), subject to legal review by the County Attorney.
- Option #2: Authorize the County Administrator to engage the County's Financial Advisor to conduct a competitive solicitation to procure tax-exempt financing for the Energy Savings projects.

Report and Discussion

Background:

This item seeks Board approval for the County Administrator to enter into a guaranteed energy savings performance contract with Energy Services Group (ESG) for the implementation of the energy saving capital projects. Additionally, this item recommends authorizing engaging the County's Financial Advisor in proceeding with a competitive solicitation to procure the necessary financing as the final step to proceed with implementation of the energy conservation measures.

During the April 23, 2019 Budget Workshop the Board authorized staff to proceed with the release of a request for qualifications (RFQ) for an Energy Services Contract (ESCO) as an element of adopting the Integrated Sustainability Action Plan. In developing the 2019 Sustainability Action Plan, a preliminary study was conducted to determine whether pursuing a new ESCO could result in energy and cost savings for the County. Results of the preliminary study of County buildings indicated that pursuing a new ESCO has a large savings potential for energy and cost savings. As buildings and facilities represent the largest portion of the County's GHG emissions, pursuing a new ESCO has the additional benefit of contributing greatly to the 30% GHG reduction goal by 2030.

At the July 9, 2019 meeting, the Board authorized the County Administrator to negotiate and execute a Project Development Agreement with ESG resulting from the competitive bid for the provision of an ESCO (Attachment #1). Since this time staff has been working with ESG in developing specific energy savings capital projects inclusion in the program. This item recommends proceeding with the project implementation phase.

An ESCO is a financing mechanism that uses energy savings to pay for capital improvements to a building. The ESCO installs new building infrastructure such as lighting or heating, ventilation, and air conditioning systems then recoups the cost of the infrastructure upgrades through reduced utility bills. The payback terms are often between ten and 20 years, though some may be longer. As with any ESCO, energy savings are guaranteed by the competitively selected contractor. In 2005, Leon County entered into its first ESCO. The agreement included Energy Conservation Measures (ECMs) with a total cost of \$5.8 million. This investment significantly contributed to achieving the 20% greenhouse gas (GHG) emissions reduction goal outlined in the 2008 Climate Action Plan and has yielded \$9.5 million in verified cost savings.

This item advances the following FY2017-FY2021 Strategic Initiative:

- *Develop an action plan to further reduce the County Government's carbon footprint. (2018-2)*

This particular Strategic Initiative aligns with the Board's Environment Strategic Priorities:

- *(EN4) Reduce our carbon footprint.*

Analysis:

In the past year ESG has conducted an in-depth evaluation of all buildings, as discussed below. The result of that review resulted in the identification of over 250 specific actions that can be

considered by the County. Staff have reviewed those potential measures and selected the most viable options to be include in the proposed project. The ESCO is now at the Project Implementation phase that, should the Board authorize, will include engineering design, installation and implementation of energy saving and cost reducing improvements by ESG.

Project Development

Since the Board's July 2019 authorization to proceed, ESG has been working with County staff to perform a building audit of all mechanical and operating systems throughout the County's building inventory. The audit has been performed in compliance with the ASHRAE Level III standards set by the American Society of Heating, Refrigerating, and Air-Conditioning Engineers. ASHRAE Level III is the universally accepted standard for investment grade audits. The energy audit involves collecting long-term data on energy consumption, age, maintenance, and operation of mechanical systems and building envelope. With over 1.5 million square feet of County buildings, this in-depth analysis allowed staff to pinpoint key energy conservation measures projected to yield the greatest energy savings and GHG reduction.

Recommended Project Scope

The building audit is finalized, and the Energy Conservation Managements (ECMs) have been refined from more than 250 potential items identified by ESG. Pursuing these initiatives has the additional benefit of contributing greatly to the County's 30% GHG reduction goal by 2030. Staff reviewed each of the items with an emphasis on prioritizing ECMs with greatest energy savings while also mitigating need for additional capital. The proposed project consists of 22 selected ECMs out of the total of 42 identified (Attachment #2). Some of the projects such as lighting upgrades, water conservation, and weatherization span numerous County facilities and have a simple payback for energy savings of ten years or less. LED lighting upgrades for both interior and exterior fixtures would span 36 buildings; water conservation is proposed at 46 facilities; and weatherization measures such as replacing door sweeps, caulking openings, and addition of insulation of 30 sites.

Overall, the simple payback is 15 years; however, some ECMs have longer payback periods such as mechanical systems and some had shorter payback periods such as LED lighting. Mechanical systems such as air handler units are proposed for the Courthouse, Main Library, and Public Works as these are some of the largest buildings and have units that are beyond manufacturer life cycles. The largest emphasis is placed on the Sheriff's Complex including the Detention Center as it operates 24/7 those mechanical systems experience the most demand and offer the greatest energy savings.

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. The County has multiple capital improvement projects (CIPs) that were scheduled over the next several years that are now included in the new ESCO, such as replacing key mechanical systems which have reached end of life.

The recommended total borrowing will be \$17 million to be repaid over 15 years. To proceed with the ESCO project, the County would borrow funds to be repaid by the guaranteed energy savings and the County's annual contribution. To pay the borrowing and interest costs, the energy savings will contribute \$10.1 million and the County's annual contribution will be \$650,000 totaling \$9.8 million. The recurring County payments allows the timeframe for the borrowing to be decreased, which will result in a more competitive financing rate.

Like home mortgage loans, current interest rates for local government long-term financing (20 to 30 years) are 0.75 - 1% higher than 10 to 15-year borrowing terms. Financing over 15-years rather than 25-years will save almost \$6.0 million in interest payments. The cost savings will therefore be available in future years to fund other County needs at that time. Some of the equipment being purchased has a shorter payback period such as lighting, but some of the mechanical equipment has a pay back of 20 – 25 years. The recurring capital contribution allows the County to reduce the overall cost of the project, while still realizing significant energy and cost savings.

The County's recurring payment is included in the tentative budget. All equipment being purchased have life expectancies between 20 to 25 years. Without an ESCO project, the recurring annual expense to replace end-of-life mechanical systems would be considered as part of the capital budget process. By proceeding with the ESCO project, upgrades and replacements of critical building infrastructure will occur at County facilities, including the Detention Center, Courthouse and Sheriff's Administration building. By utilizing an ESCO, \$3.0 million in annual recurring capital funding for these projects is not necessary. Therefore, recurring funding is available to address other capital needs in the CIP over the five-year period.

Upon Board authorization staff will finalize the proposed Energy Savings Agreement in a form approved by the County Attorney. In addition, the County's Financial Advisor will be authorized to conduct a competitive solicitation to procure the lowest tax-exempt interest rate for the County. The final financing documents will be brought back to the Board in late summer/early fall for approval.

Options:

1. Authorize the County Administrator to negotiate and execute a contract with Energy Services Group for the provision of Energy Savings Performance Contractor Services, subject to legal review by the County Attorney.
2. Authorize the County Administrator to engage the County's Financial Advisor to conduct a competitive solicitation to procure tax-exempt financing for the Energy Savings projects.
3. Do not authorize the County Administrator to negotiate and execute a contract with Energy Services Group for the provision of Energy Savings Performance Contractor Services.
4. Board direction.

Recommendation:

Options #1 and #2

Title: Consideration to Finalize a Contract and Pursue Financing for Energy Savings
Performance Contractor Services

July 14, 2020

Page 5

Attachments:

1. Proposed Energy Savings Agreement
2. Project List

GUARANTEED ENERGY SAVINGS PERFORMANCE CONTRACT

THIS GUARANTEED ENERGY SAVINGS PERFORMANCE CONTRACT (herein sometimes “Agreement” and sometimes “Contract”), made this ____day of _____, 20__, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (hereinafter called “County” or “Owner”) and Energy Systems Group, LLC, an Indiana limited liability company (hereinafter called “Contractor” or “ESG”),

WITNESSETH:

WHEREAS, Owner published a Request for Qualifications for Energy Savings Performance Contractor Services (“RFQ”) on May 17, 2019, and Contractor submitted its proposal in response to the RFQ on June 11, 2019; and

WHEREAS, Owner selected Contractor for the performance of the Project, and thereafter Owner and Contractor entered into a Performance Contract Project Development Agreement (“PDA”) on _____, 2019; and

WHEREAS, Contractor has submitted to Owner the report (“Report”) required by Florida Statutes 489.145(4)(b), which Report, among other things, discusses the construction and/or installation of energy related upgrades at facilities owned by Owner and located in Leon County, Florida (herein the “Facilities”); and

WHEREAS, Owner wishes to accept Contractor’s Report to perform the work described in Exhibit A Scope of Work (hereinafter the “Work”), and Owner and Contractor desire to enter into this Agreement to memorialize their respective agreements and undertakings with respect to the Project.

NOW, THEREFORE, in consideration of the mutual covenants, promises, and agreements herein contained, the parties hereto agree as follows:

1. Contract Documents. The parties hereby incorporate by reference, as if fully set forth herein, the following documents and instruments, all of which together with this Agreement are herein referred to as the “Contract Documents”:

- Schedule 1 - Final Acceptance Certificate
- Schedule 2 - Partial Acceptance Certificate
- Schedule 3 - Anticipated Payment Request Draw Schedule
- Exhibit A - Scope of Work

- Exhibit B - Energy Savings Guarantee and Measurement and Verification Plan
- Exhibit C - Support Services Agreement
- Exhibit D - Opinion of Owner's Counsel
- Exhibit E - State Specific Statutory Requirements

The Contract Documents also shall include any permissible change orders issued pursuant to this Agreement.

If there is a conflict between the provisions of this Agreement and any other Contract Document, the provisions of this Agreement shall control with respect to the subject matter hereof.

2. Scope of Project. For purposes hereof, the term "Project" shall mean and include the installation of the energy, water, and wastewater efficiency and conservation measures (as defined in Florida Statutes 489.145) and related upgrades ("ECMs" or "Measures") at Owner's Facilities, which are defined in Exhibit A, Scope of Work, and annual support services as outlined in Exhibit C, Support Services Agreement.

2.1 Dodd-Frank Municipal Advisor Rule Statement: ESG is retained by Owner as an engineering and energy services firm to design and deliver energy-related and other infrastructure solutions described in the Scope of Work. Owner acknowledges that ESG is not a financial advisor or municipal advisor as contemplated under the U.S. securities laws, is not providing recommendations regarding any municipal financial product or the issuance of municipal securities, and does not owe a fiduciary duty to Owner under section 15B of the Securities Exchange Act, or otherwise. Owner acknowledges that as a commercial entity ESG is influenced by its own interests, which will not always be the same as Owner's. Owner has had the opportunity to retain and consult with such financial, municipal, legal or other advisors as it may deem appropriate regarding this Project.

3. General Obligations and Rights of Contractor. Contractor shall do all acts and provide all things necessary to perform and complete the Project properly, in a good and workmanlike manner, and in compliance with all applicable laws and regulations. Contractor shall apply for, secure, and obtain all necessary permits and licenses which may be required in connection with the Project.

3.1 Warranty. Contractor hereby warrants to Owner that all materials furnished by Contractor, if any, and all workmanship performed by Contractor in connection with the Project, shall be in accordance with the general industry standards of the construction industry; shall be performed

in a competent, good and workmanlike manner and in compliance with the Contract Documents, and all applicable laws, rules and regulations; and shall be free from any and all faults or defects in material and workmanship. Contractor shall promptly remedy any and all defective materials or workmanship furnished by Contractor or any subcontractor upon receipt of written notice thereof from Owner. If required by Owner, Contractor shall furnish satisfactory evidence as to kind and quality of materials and equipment used in connection with the Project.

The warranty set forth herein shall continue to be effective for a period of one year following Owner's acceptance or beneficial use of each ECM, acceptance of a particular Facility, or acceptance of the Work, whichever comes first. Owner shall give Contractor written notice of all defective Work, specifically detailing the deficiencies to be corrected, and Contractor shall repair or otherwise remedy such defective Work in an expeditious manner.

CONTRACTOR MAKES NO OTHER WARRANTIES, EXPRESS, IMPLIED, STATUTORY OR OTHERWISE INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. To the extent possible, Contractor shall assign to Owner all warranties that Contractor receives from its vendors and/or subcontractors for any materials or equipment, which are or are to become permanent features of the Project, which shall be in addition to the other warranties provided herein.

3.2 Approvals. Upon completion of the Work, Contractor shall obtain all required approvals of the installation of the Measures constituting the Work.

3.3 Indemnification. Contractor shall indemnify, defend, and hold harmless Owner, the agents, officers, employees, and representatives of Owner (herein the "Indemnified Owner Parties") against all liability and loss including reasonable attorney's fees and expenses to the extent resulting from the negligence or willful misconduct in connection with the Project by Contractor, any subcontractor, or the agents, employees, or representatives of Contractor or any subcontractor, including any injury (including death) sustained by or any damage to the property of, any person; provided however, that Contractor shall not be responsible for any injury (including death), damage, or loss (including reasonable attorneys' fees and expenses) that is caused by the sole negligence of an Indemnified Owner Party, nor shall Contractor be held responsible for the concurrent negligence of an Indemnified Owner Party.

Contractor agrees to indemnify, defend and hold Owner, its successors and assigns, and any assignee of Contractor, harmless from the payment of any sum of money whatsoever (including reasonable attorneys' fees and expenses) on account of any laborer's, mechanic's, materialmen's or any other lien against Owner's property related to Contractor's performance of the Project, unless the lien is caused by some fault of Owner or some person or entity acting on Owner's behalf.

Subject to the limitations set forth in Section 768.28, Florida Statutes, Owner shall indemnify, defend and hold harmless Contractor, and the agents, officers, shareholders, directors, and employees of Contractor and any assignee of Contractor (herein the "Indemnified Contractor Parties") against all liability and loss including reasonable attorney's fees and expenses to the extent resulting from the negligence or willful misconduct in connection with the Project by Owner and agents, employees or representatives of Owner, including any injury (including death) sustained by or any damage to the property of, any person; provided, however, that Owner shall not be responsible for any injury (including death), damage or loss (including reasonable attorneys' fees and expenses) which is caused by the sole negligence of an Indemnified Contractor Party, nor shall Owner be held responsible for the concurrent negligence of an Indemnified Contractor Party.

As a condition precedent to the duties to indemnify, defend and/or hold harmless (collectively "Indemnification") established in this Contract, the indemnified party must provide prompt notice to the indemnitor of a claim or matter for which Indemnification is sought, must allow the indemnitor to select counsel and control the defense, must cooperate with indemnitor at indemnitor's expense, and must allow the indemnitor to settle the matter at its expense.

3.4 Bonds. Before entering upon the performance of this Agreement, Contractor shall execute for the benefit of Owner, a Performance Bond and Payment Bond, in form acceptable to Owner and as required by Florida Statutes 255.05. Each bond shall be in an amount equal to the Contract Price (as defined below in Section 5 of this Agreement).

The Performance Bond shall also be a guarantee for the repair or replacement of any portion of the Work that is defective to and including the date of Owner's Final Acceptance of the Work. The Payment Bond shall be a guarantee for the payment for labor, materials and equipment furnished for use in the performance of Contractor's obligations hereunder. The Performance and Payment Bond will terminate effective the date of Owner's Final Acceptance of the Work. Effective immediately thereafter, a Maintenance Bond will be provided for the one-year period commencing

on the date of Owner's Final Acceptance of the Work in the amount of 10% of the total Contract Price. The surety which executes the Performance Bond and Payment Bond will waive any right to independent notice under this Agreement if Contractor receives such notice, and consents to any extensions of time, modification, waiver, forbearance, or change which may be made in any of the terms and conditions of the Agreement by the parties or by their successors or assigns. Notwithstanding any other provision of this Agreement or the bonds, in no event and in no manner shall coverage under the Performance Bond and Payment Bond extend to Section 3.5, Guaranteed Savings, as further set forth in Exhibit B Energy Savings Guarantee and Measurement and Verification Plan, or any related provisions.

3.5 Guaranteed Savings. The Project will result in energy savings in the total amount of \$_____, operational savings in the total amount of \$_____, and capital cost avoidance savings in the total amount of \$_____, as outlined in Exhibit B - Energy Savings Guarantee and Measurement and Verification Plan, during the ___ year period following Substantial Completion of the Work (herein the "Total Guaranteed Savings"). Contractor represents, warrants and guarantees that such Total Guaranteed Savings exceed Owner's total cost of the Project, and that the annual cost savings resulting from the Work will meet or exceed the amortized cost of the ECMs.

It is agreed that the Contractor's obligation to deliver the operational savings and capital cost avoidance savings described in Table A of Exhibit B will be fully satisfied upon Substantial Completion of the Work based on the documentation and data approved by Owner and included herein. Contractor represents and warrants the requirements set forth in Exhibit E, State Specific Statutory Requirements, will be met.

3.7 Insurance.

3.7.1 Obtaining Proper Insurance. Contractor shall not commence performance hereunder until (i) it has obtained and Owner has approved all insurance coverage required by this Section 3.7; and (ii) Owner has been furnished with a certificate of insurance properly evidencing and confirming that Owner is an additional insured on Contractor's public liability and automobile liability policies. In the event that subcontractors are not covered by Contractor's policies of insurance, each subcontractor shall secure policies of insurance which meet the requirements of this Section 3.7.

3.7.2 Amount of Insurance. Contractor shall take out and maintain, at its sole cost and expense, the following insurance coverage during the term of this Agreement and all other times during which Contractor, its employees, agents, or subcontractors shall be present at the Facilities, whether performing or correcting any portion of the Project:

(A) Worker's Compensation, Employer's Liability, and Occupational Disease Insurance. Statutorily required worker's compensation insurance, including employer's liability (\$500,000 minimum limit) and occupational disease coverage, to the extent mandated by applicable state law, on all of Contractor's employees engaged in the Project;

(B) Public Liability. Commercial general liability insurance (including contractual, independent contractors, explosion, and product/completed operations coverages) against damage because of bodily injury, including death, or damage to property of others, such insurance to afford protection to the limit of not less than One Million Dollars (\$1,000,000.00) in one occurrence, and to the limit of not less than Two Million Dollars (\$2,000,000.00) annual aggregate;

(C) Automobile Liability. Automobile liability insurance against damage because of bodily injury, including death, or damage to property of others as the result of the operation of any automobile owned or hired by Contractor, with such

insurance to afford protection to the limit of not less than One Million Dollars (\$1,000,000.00) combined single limit for bodily injury and property damage.

3.8. Builder's Risk Insurance. Contractor shall purchase and maintain a builder's risk insurance policy, providing coverage for the risk of physical loss or damage to the Measures in an amount equal to the completed value of the Work contracted hereunder. This builder's risk insurance policy shall be maintained by Contractor until Substantial Completion of the Work ("Substantial Completion", as used in this Agreement, means that the Work or a designated portion thereof is sufficiently complete so that the Owner can utilize the Work for its intended use). Such builder's risk insurance policy shall not insure against damage to existing Owner property, but only the Measures installed pursuant to this Agreement. If any of the Measures are damaged or destroyed after they are installed to Owner's Facilities, but prior to Substantial Completion of the Work, the proceeds of such insurance shall be utilized by Contractor to repair or replace such Measures. If any of the Measures are damaged or destroyed after Substantial Completion of the Work, Owner shall be obligated to promptly repair or replace the damaged or destroyed Measures at its sole cost and expense. The Owner as well as Contractor's subcontractors shall be considered "Additional Named Insureds," insofar as their interests appear, pursuant to ESG's builder's risk insurance policy.

3.9. Waiver of Rights Relating to Insurance.

Owner and Contractor hereby release each other and each other's employees, agents, and subcontractors from any and all liability for any loss of or damage to property arising during the Project by reason of fire or other casualty or any other risk or cause which is or which is required to be insured against under this Agreement, regardless of cause, including the negligence of Owner or Contractor and their respective employees, agents, and subcontractors, and agree that all insurance carried by either of them shall contain a clause whereby the insurer waives its right of subrogation against the other party. Because the provisions of this paragraph are intended to preclude the assignment of any claim mentioned herein by way of subrogation or otherwise to an insurer or any other person, each party to this Agreement shall give to each insurance company which has issued to it one or more policies of insurance required by this Agreement notice of the provisions of this

paragraph and have such insurance policies properly endorsed, if necessary, to prevent the invalidation of such insurance by reason of the provisions of this paragraph.

4. Title and Risk of Loss. Risk of Loss for all equipment and materials provided by Contractor or any subcontractor pursuant to this Agreement shall transfer to Owner upon Substantial Completion of the Work. Title to a Measure shall vest with Owner upon the earlier occurrence of (i) installation and payment for such Measure(s) to Contractor; (ii) the Owner's written acceptance of a particular Measure or Facility, as the case may be, in the form of Schedule 2 (the "Partial Acceptance Certificate"); or (iii) the Owner's written acceptance of all of the Work in the form of Schedule 1 (the Owner's "Final Acceptance Certificate"). It is the intent of all parties that any transfer of title to Owner pursuant to this Agreement shall occur automatically without the necessity of any bill of sale, certificate of title, or other instrument of conveyance.

Owner shall be responsible for operating and maintaining all Measures that are installed. Further, Owner represents that it is a governmental entity and that it will cooperate with Contractor and will provide the same with appropriate documentation so that the Contractor may establish that it shall not be required to pay taxes, fees, assessments, or other charges of any character which may be imposed or incurred by any governmental or public authority as an incident to title to, ownership of, or operation of the ECMs installed during this Project.

5. Contract Price and Payments.

5.1 Contract Price. In consideration of Contractor's performance of the Work, Owner shall pay Contractor the sum of _____ Dollars (\$_____) (herein the "Contract Price"), in accordance with the provisions of this Section 5.

5.2 Concerning Payment of the Contract Price. The following provisions shall apply to payment of the Contract Price:

5.2.1 Applications for Payment. Payment of the Contract Price shall be made in monthly installments based upon Contractor's progress in completing the installation of the Work, except that Contractor shall be paid an "Initial Payment" equal to 30% of the Contract Price, which shall compensate Contractor for preconstruction work and services performed

at Contractor's sole cost and risk prior to the execution of this Agreement. The request for such Initial Payment shall be submitted to Owner upon the execution and delivery of this Agreement. Contractor shall not submit to Owner any additional invoices until such time as Contractor has performed Work with a cumulative value in excess of the Initial Payment described herein.

With respect to monthly progress payments, Contractor shall submit to Owner each month, an application for payment on a form mutually agreeable to Contractor and Owner. Owner shall pay or cause to be paid such invoice within 30 days of receipt. For payments not timely made, interest shall accrue at 10% per annum.

5.2.2 Completion and Inspection; Acceptance. When Contractor reasonably believes that an ECM, a Facility or all of the Work is substantially complete, it shall notify Owner that such ECM, Facility or all of the Work is ready for inspection and acceptance. Within five business days following such notification, the Owner shall commence to conduct such inspections as it deems necessary or appropriate in order to determine that the ECM, Facility, or all of the Work, as the case may be, is free from defects and that the installation of the ECM, Facility, or all of the Work, as the case may be, has been completed in conformity with the Contract Documents. If any aspect of the ECM, Facility, or all of the Work, as the case may be, shall be incomplete as of the date of such inspection, Owner shall notify Contractor in writing as to the items that render the ECM, Facility, or all of the Work, as the case may be, incomplete (such writing herein referred to as the "Punch List").

Contractor shall, at its expense and without further cost to Owner, undertake to perform such work as will complete the Punch List in compliance with the Contract Documents as soon as practicable. Contractor retains the right to dispute that an item or items on the Punch List is required by the Contract Documents. If Contractor does not satisfactorily complete the Punch List agreed to by Owner and Contractor by a date 30 days following Owner's submission of the agreed to Punch List, Owner shall have the right to order Contractor to stop any further work on the agreed to Punch List and Owner shall be entitled to complete the agreed to Punch List. In such event, Contractor shall be responsible for all costs incurred by Owner in completing the agreed to Punch List and Owner shall have the right to deduct all such costs from any payment then or thereafter due to Contractor. If

such cost exceeds the balance of the Contract Price then or thereafter due Contractor, Contractor shall pay such excess to Owner within 10 days following Owner's demand therefor.

Periodically during the performance of the Work, the Owner agrees to provide Contractor with written notice of the Owner's acceptance of a particular ECM or Facility, as the case may be, in the form of Schedule 2 (the "Partial Acceptance Certificate"). Following Contractor's completion of all Work and completion of the agreed to Punch List, Owner agrees to provide Contractor prompt written notice of its acceptance of all of the Work by executing and delivering Schedule 1 to the Contractor (the Owner's "Final Acceptance Certificate") upon satisfaction of the following conditions:

- A. Contractor shall have completed the agreed to Punch List to Owner's reasonable satisfaction and Contractor shall have corrected any other non-conforming items or condition, if any, reported to it by Owner;
- B. Contractor shall have furnished to Owner's reasonable satisfaction, evidence that all equipment and labor costs incurred or accrued in connection with the Work have been or will be promptly paid; and
- C. Contractor shall have delivered to Owner all drawings and documents required to be furnished by Contractor pursuant to the Contract Documents.

If Owner is required to complete the agreed to Punch List, the date of Final Acceptance shall be extended to the date upon which the Work is completed by Owner, or any person retained by Owner, in accordance with the Contract Documents.

5.2.3 Final Payment. Any sums due and owing in respect of the Contract Price shall be payable to Contractor within 10 calendar days after the date Owner delivers a signed Schedule 1 to the Contractor, signifying the Owner's Final Acceptance of the Work.

6. Independent Contractor. It is understood and agreed by the parties hereto that Contractor shall perform the Project according to its own means and methods and shall for all purposes be an independent contractor. All persons employed by Contractor in connection with the Project shall be paid directly by Contractor, and shall be subject to Contractor's orders and supervision.

7. Inspection; Defective Work. Contractor shall provide sufficient, safe, and proper facilities at all times for the inspection of the Work by Owner. It shall, within forty-eight hours after receiving written notice from Owner to that effect, proceed to remove from the Facilities all materials that fail to conform to the Contract Documents.

8. Termination.

8.1 Owner's Right to Terminate. Should Contractor fail to perform any material term or condition of the Contract Documents, Owner shall be at liberty, after 30 days written notice to Contractor and Contractor's failure to remedy the problem within that time period, to terminate this Agreement and to enter upon the Facilities and take possession of the equipment and materials for the purpose of completing the Work to be done under this Contract, to use all materials of Contractor available for such Work, and to employ any other person or persons to finish the Work and to provide such additional materials therefor as may be necessary; and in case of such termination of the employment of Contractor, Contractor shall not be entitled to receive any further payment under this Contract until the Work shall be wholly finished, at which time if the unpaid balance of the amount to be paid under the Contract shall exceed the expense incurred by Owner in finishing the Work, such excess shall be paid by Owner to Contractor, but if such expense shall exceed such unpaid balance, Contractor shall pay the excess to Owner. The expenses incurred by Owner as herein provided, either for the furnishing of materials or for finishing the Work, shall be certified by Owner, and payment shall be made upon such certification.

8.2 Contractor's Right to Terminate or Stop Work. Should Owner fail to perform any material term or condition of the Contract Documents, Contractor shall be at liberty, after 30 days written notice to Owner and Owner's failure to remedy the problem within that time period, to terminate this Agreement or stop Work. If Contractor elects to stop Work, Contractor shall not be required to recommence Work until such time as Owner has completely remedied its breach.

9. Delays. Should Contractor be obstructed or delayed in the prosecution or completion of the Project or the performance of its obligations under the Energy Savings Guarantee specified in Exhibit B by the act, negligence, delay, or default of Owner or by any other damage, act or cause beyond the reasonable

control of Contractor or any subcontractor, then the time herein fixed for the completion of Contractor's obligations specified in the Agreement shall be extended for a period equivalent to the time lost by reason of such event. If Contractor is delayed by actions or inactions of Owner or its agents or employees, Owner shall be required to reimburse Contractor for its additional costs incurred as a result of such delay.

10. Contractor to Furnish Required Statements. Contractor shall provide all statements, affidavits, waivers, and other instruments required by applicable state or federal law or regulation or by applicable local ordinances or rules, at such times and in the form required by said laws, regulations, ordinances, or rules, and Contractor hereby acknowledges receipt of notice from Owner to furnish same.

11. Nondiscrimination in Hiring Employees.

- A. Contractor, any subcontractor, any supplier or any sub-supplier of a party to this Contract shall not discriminate against any employee or applicant for employment to be employed in the performance of this Contract with respect to his or her hire, tenure, terms, conditions, or privileges of employment or any matter directly or indirectly related to employment, because of race, color, religion, sex, disability, national origin, ancestry or military status. Breach of this provision may be regarded as a material breach of this Contract.
- B. Since this Contract involves the construction, alteration, or repair of a public building or public work, Contractor agrees:
- (1) That in the hiring of employees for the performance of Work under this Contract or any subcontract hereunder, Contractor, subcontractor or any person acting on behalf of Contractor or subcontractor shall not, by reason of race, religion, color, sex, national origin, or ancestry, discriminate against any citizen of the State of Florida who is qualified and available to perform the Work to which the employment relates; and
 - (2) That Contractor, a subcontractor, or any person on his or their behalf shall not, in any manner, discriminate against or intimidate any employee hired for the performance of Work under this Contract on account of race, religion, color, sex, national origin, or ancestry.

12. Miscellaneous Provisions.

12.1. Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Florida.

12.2. Notices. Unless otherwise specifically provided herein, any notice, consent, request, demand, report or statement (herein "Notice"), which is required or permitted to be given to or served upon either party hereto by the other party hereto under any of the provisions of this Agreement shall be in writing and deemed to be duly delivered when (i) personally delivered to Contractor, or personally delivered to Owner in the case of a Notice to be given to Owner, or (ii) deposited in the United States mail, registered or certified, postage prepaid, and properly addressed as follows:

If to Owner: [Name, Title]
Leon County, Florida
301 South Monroe Street
Tallahassee, Florida 32301

If to Contractor: Steven W. Spanbauer, President
Energy Systems Group, LLC
9877 Eastgate Court
Newburgh, Indiana 47630

Either party may change its address or its designated representative for receipt of notices by submitting a notice in compliance with this Section.

If Owner has questions about billing, invoices or any other accounting or related administrative issues, it can make contact (which will not constitute Notice) with:

Drew Bailey, Vice President, Finance & Accounting
Energy Systems Group, LLC
9877 Eastgate Court
Newburgh, IN 47630
(812) 492-3754
dbailey@energysystemsgroup.com

12.3. Allocation of IRC 179D or Similar Income Tax Deduction Benefits. As a result of ESG's design and implementation of this Project, a federal income tax deduction under Section 179D of the Internal Revenue Code ("IRC 179D") may become available to ESG as the party primarily responsible for designing energy efficiency improvements implemented at Owner's Facilities. Congress provided in IRC 179D(d)(4) for government owners, which do not pay income tax and are thus ineligible to use this deduction, to allocate the deduction to the party primarily responsible for designing the energy efficiency improvements, here ESG. Owner hereby agrees to allocate to ESG such deduction and any similar deduction enacted by Congress to replace IRC 179D. Owner agrees to cooperate with ESG by executing annually during the construction of the Measures, and promptly returning to ESG, a written allocation and declaration required by IRC 179D. ESG will prepare and is responsible for the accuracy of any allocation documents and all accompanying documentation supplied for Owner's signature. Notwithstanding anything to the contrary herein, Owner makes no representation concerning the availability or applicability of any such tax deduction benefits or of their ability to be allocated to or claimed by ESG. ESG assumes all risk related to such allocation and deduction.

12.4. Claims for Damages. Any claims by either party hereto for bodily injury or damage to personal property caused by any act or omission of the other party hereto or by any of such party's employees or agents or others for whose acts it is legally liable shall be made in writing to such other party within a reasonable time after the occurrence or first knowledge of such injury or damage.

12.5. Assignment. Neither party shall assign, transfer, pledge, or grant any security interest in, or otherwise dispose of, this Agreement or the equipment or any interest in this Agreement or the equipment without first obtaining the other party's written consent. Subject to the foregoing, this Agreement shall inure to the benefit of and is binding upon the heirs, executors, administrators, successors, and assigns of the parties hereto.

12.6. Waivers. The failure of either party hereto to insist upon strict performance of any of the provisions of this Agreement or to take advantage of any of its rights hereunder shall not be construed as a waiver of any such provision or the relinquishment of any such rights unless such waiver is in writing and signed by both parties.

12.7. Remedies Cumulative. Each remedy provided for by the Contract shall be cumulative and in addition to every other remedy provided for herein, by law or in equity. Upon the occurrence of a default, hereunder, either party, or its assignee, may, at its option, exercise any right, remedy, or privilege which may be available to it under applicable law, including the right to (i) proceed by appropriate court action to enforce the terms of this Agreement, and (ii) recover damages for breach of this Agreement. Notwithstanding the exercise of any right, remedy or privilege, the parties shall remain liable for all covenants and indemnities under this Agreement.

12.8. Tests. If the Contract Documents or the laws, ordinances, rules, or regulations of any public authority having appropriate jurisdiction require inspection, testing, or approval of any of the Work, Contractor shall give Owner timely notice of Contractor's readiness for such inspection, testing, or approval and of the date thereof so that Owner may be present to observe such inspection, testing, or approval by such public authority. Contractor shall be responsible for and pay all costs for any such inspection, testing, or approval unless otherwise provided for herein. All required licenses, permits, or certificates applicable to any such inspection, testing, or approval shall be obtained by Contractor and promptly delivered to Owner.

12.9. Hazardous Materials. If during the performance of the services related to the Project, the presence of Hazardous Materials is discovered or reasonably suspected, Contractor shall notify Owner of such discovery or suspicion and shall be permitted to immediately cease all Work that may require contact with or exposure to such hazardous materials until Owner has inspected the same and Owner has made arrangements for the removal of the same at its expense. Contractor shall be entitled to an extension of the time fixed for the completion of the Work equivalent to the time required to remediate such Hazardous Material. "Hazardous Materials" includes all hazardous or toxic substances or materials as may be so designated by federal, state or local governmental entities, including, without limitation, asbestos, mold, lead paint and soil or water contamination of any kind, unless expressly included within the Scope of Work.

12.10. Amendments. No amendment, supplement, or modification hereof shall be effective for any purpose unless the same is in writing and signed by both parties hereto.

12.11. Headings. The headings of sections and subsections of this Agreement are for convenience of reference only and shall not affect the meaning or construction of any provision hereof.

12.12. Entire Agreement. This Agreement, together with the Contract Documents, represents the entire agreement between the parties hereto with respect to the subject matter hereof and supersedes all prior negotiations, representations and agreements whether written or oral.

12.13. Review by Counsel. This Contract has been reviewed by counsel selected by the Owner, who has issued an opinion consistent with the form Opinion of Owner's Counsel, identified within Exhibit D, hereto.

[Remainder of page intentionally left blank; signature page to follow.]

DRAFT

LEON COUNTY, FLORIDA

By _____

Its _____

ATTEST:

By _____

Approved as to form:
Leon County Attorney's Office

By: _____

ENERGY SYSTEMS GROUP, LLC

By _____

Its _____

ATTEST:

By _____

Its _____

SCHEDULE 1

FINAL ACCEPTANCE CERTIFICATE

(The parties agree and acknowledge that this Final Acceptance Certificate shall be used to signify the Owner's Final Acceptance of the Work pursuant to Section 5.2.2 of the Agreement.)

Energy Systems Group, LLC
9877 Eastgate Court
Newburgh, IN 47630

Re: Guaranteed Energy Savings Performance Contract, dated as of _____, 20__ (the "Agreement"), between Energy Systems Group, LLC (the "Contractor") and Leon County, Florida (the "Owner").

Ladies and Gentleman:

In accordance with the Agreement, Owner hereby certifies and represents to, and agrees with, Energy Systems Group, LLC as follows:

The Work (as defined in the Agreement) has been delivered, installed, and accepted as of _____ (the "Final Acceptance Date").

Owner has conducted such inspection and/or testing of the Work, as it deems necessary and appropriate, and hereby acknowledges that it accepts all of the Work for all purposes.

No event or condition that constitutes, or with notice or lapse of time, or both, would constitute, a default or breach of contract exists at the date hereof.

Sincerely,

LEON COUNTY, FLORIDA

By: _____

Its: _____

Date: _____

SCHEDULE 2

PARTIAL ACCEPTANCE CERTIFICATE

(The parties agree and acknowledge that the substance of this Partial Acceptance Certificate shall be used to signify the Owner's periodic Acceptance of designated portions of the Work.)

Energy Systems Group, LLC
9877 Eastgate Court
Newburgh, IN 47630

Re: Guaranteed Energy Savings Performance Contract, dated as of _____, 20__ (the "Agreement"), between Energy Systems Group, LLC (the "Contractor") and Leon County, Florida (the "Owner").

Ladies and Gentleman:

In accordance with the Agreement, Owner hereby certifies and represents to, and agrees with, Energy Systems Group, LLC as follows:

The ECM (or ECMs), Facility (or Facilities), as the case may be, (as defined in the Agreement) have been delivered, installed, and accepted as of _____ (the "Acceptance Date").

Owner has conducted such inspection and/or testing of the ECM (or ECMs), Facility, as the case may be, as it deems necessary and appropriate and hereby acknowledges that it accepts the ECM (or ECMs), Facility, as the case may be, for all purposes.

No event or condition that constitutes, or with notice or lapse of time, or both, would constitute, a default or breach of contract exists at the date hereof.

Sincerely,

LEON COUNTY, FLORIDA

By: _____

Its: _____

Date: _____

SCHEDULE 3

ANTICIPATED PAYMENT REQUEST DRAW SCHEDULE

Start Date	Amount
Initial Payment	30%
_____	30%
_____	30%
Job Final	10%

DRAFT

EXHIBIT A
SCOPE OF WORK

To be inserted

DRAFT

EXHIBIT B

ENERGY SAVINGS GUARANTEE AND MEASUREMENT AND VERIFICATION PLAN

To be inserted

DRAFT

EXHIBIT C

SUPPORT SERVICES AGREEMENT

ENERGY SAVINGS GUARANTEE REPORTING

As part of the Energy Guarantee, Energy Systems Group, LLC will provide an annual Energy Savings Guarantee Report for the annual sum of \$_____. The initial annual fee will be billed upon Final Acceptance of the Project, and subsequently billed annually through the <__>-year period of the Energy Guarantee.

During the term of the Agreement, Owner may cancel the annual Energy Savings Guarantee Report by providing written notice to ESG at least 30 days prior to the beginning of the next Guarantee Year. If Owner makes such request to cancel the annual Energy Savings Guarantee Reports, the parties agree that ESG will no longer be obligated to perform the remaining annual Energy Savings Guarantee Reports, and the energy savings guaranteed by ESG during the term of the Agreement shall be considered fully satisfied and the Agreement will terminate.

Additionally, if Owner fails to pay the annual Energy Savings Guarantee Report fee within 60 days of receipt of the annual Energy Savings Guarantee Report fee invoice, ESG has the right to terminate this Support Services Agreement. In this event, both parties agree that the energy savings guarantee provided by ESG during the term of the Agreement shall be considered fully satisfied. Both parties further agree that upon this occurrence ESG will no longer be obligated to perform the remaining annual Energy Savings Guarantee Reports, and the energy savings guarantee contained in the Agreement will be considered satisfied in full and the Agreement will terminate. The cost of the annual fee will be escalated at three percent per year.

Agreed to by the Owner and Contractor this _____ day of _____, 20__.

LEON COUNTY, FLORIDA

ENERGY SYSTEMS GROUP, LLC

By _____

By _____

Its _____

Its _____

EXHIBIT D

OPINION OF OWNER'S COUNSEL (TO BE TYPED ON COUNSEL'S LETTERHEAD)

Energy Systems Group, LLC
And Its Assignee
9877 Eastgate Court
Newburgh, IN 47630

Ladies and Gentlemen:

I am counsel for Leon County, Florida ("Owner"). In order to render this opinion I have reviewed the Guaranteed Energy Savings Performance Contract (the "Agreement"), dated as of _____, 20__, between Owner and Energy Systems Group, LLC ("Contractor"), and other documents and instruments related to the Agreement or otherwise necessary to render this opinion, as well as all proceedings taken by Owner in connection with the Agreement. Capitalized terms not otherwise defined herein shall have the meanings ascribed to them in the Agreement. Based upon the foregoing it is my opinion that:

1. Owner is a duly organized and validly existing political subdivision of the State of Florida and is a political subdivision within the meaning of Section 103 of the Internal Revenue Code and related regulations and rulings.
2. Owner has the power and authority to execute and perform the Agreement and to purchase ECMs from Contractor thereunder.
3. The Agreement and related instruments and documents:
 - (a) Have been duly authorized by appropriate resolutions;
 - (b) Do not contravene and will not violate or result in a default under any charter, certificate of incorporation, by-laws, indenture, or any other agreement or instrument by which Owner or its property is bound or to which Owner is a party;
 - (c) The Agreement has been duly executed by the duly authorized officers of Owner, and does and will constitute the legal, valid, and binding obligations of Owner enforceable against Owner in accordance with their respective terms.
4. No approval or consent is required from any governmental authority with respect to the entering into or performance by Owner of the Agreement and the transactions contemplated thereby or if any such approval is required it has been duly obtained.
5. No litigation or other proceedings are pending or, to the best of my knowledge, threatened against Owner which would adversely affect Owner's legal title to the ECMs or, if decided adversely to Owner, would materially affect its financial condition.

This opinion is for the benefit of the addressee and any Assignee, and you and such Assignee and any counsel engaged by you or such Assignee shall be entitled to rely hereupon, including such counsel's reliance hereupon in giving its opinion addressed to other persons.

Very truly yours,

EXHIBIT E

STATE SPECIFIC STATUTORY REQUIREMENTS FOR FLORIDA STATE AGENCIES, CITIES AND COUNTIES

The Owner and the Contractor agree that the following statutory requirements shall be applicable to this Agreement:

1. Florida Statutes 489.145 regarding guaranteed energy, water, and wastewater performance savings contracts shall apply to this Agreement.
2. The Contractor represents and warrants (i) that the Project constitutes the installation of one or more “energy, water, and wastewater efficiency and conservation measure” as defined in Florida Statutes 489.145(3)(b), and (ii) that this Agreement is a “guaranteed energy, water, and wastewater performance savings contract” as defined in Florida Statutes 489.145(3)(d). The Contractor further represents and warrants that it is a “guaranteed energy, water, and wastewater performance savings contractor” as defined in Florida Statutes 489.145(3)(e).
3. Pursuant to Florida Statutes 489.145(3)(d), the Contractor guarantees that the actual annual savings shall meet or exceed the total annual contract payments made by the Owner under the Agreement, and the savings may include allowable cost avoidance if determined appropriate by the Chief Financial Officer.
4. The Contractor represents and warrants it has provided to Owner the report that is required pursuant to Florida Statutes 489.145(4)(b).
5. The Owner has made the necessary findings to support this Agreement as is required by Florida Statutes 489.145(4)(c).
6. Pursuant to Florida Statutes 489.145(5)(a), the Contractor guarantees to the Owner that the annual cost savings realized as a result of this Agreement will meet or exceed the amortized cost of energy, water, and wastewater efficiency and conservation measures.
7. Pursuant to Florida Statutes 489.145(5)(b), all payments to the lender by the Owner, except obligations on termination of the Agreement before its expiration, may be made over time, but not to exceed twenty years from the date of complete installation and acceptance by the Owner, and that the annual savings are guaranteed to the extent necessary to make annual payments to satisfy this Agreement.
8. Pursuant to Florida Statutes 489.145(5)(e), Contractor shall provide to the Owner an annual reconciliation of the guaranteed energy or associated cost savings. If the reconciliation reveals a shortfall in annual energy or associated cost savings, the Contractor is liable for such shortfall.
9. Pursuant to Florida Statutes 489.145(5)(f), payments of not less than one-twentieth of the Contract Price are to be paid within two years of the date of the complete installation and acceptance by the Owner using straight-line amortization for the term of the loan, and the

remaining costs are to be paid at least quarterly, not to exceed a twenty year term, based on life cycle cost calculations.

10. Pursuant to Florida Statutes 489.145(5)(g), the term of this Agreement may extend beyond the fiscal year in which it becomes effective; however, the term of this Agreement expires at the end of each fiscal year and may be automatically renewed annually for up to twenty years, subject to the Owner making sufficient annual appropriations based upon continued realization of energy, water, and wastewater savings.
11. Pursuant to Florida Statutes 489.145(5)(h), this Agreement does not constitute a debt, liability, or obligation of the State of Florida.
12. Contractor shall comply with the Public Records Laws of Chapter 119, Florida Statutes and more specifically shall:
 - a. Keep and maintain public records required by the public agency to perform the service.
 - b. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
 - c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.
 - d. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

Name
Telephone Number
Email Address
Mailing Address

DRAFT

PRIORITY	INCLUDE	ECM COUNT	ECM DESCRIPTION	TOTAL PROJECT COST
			Global Measures	
1	X	1	Lighting Upgrades	\$ 1,408,110
1	X	2	Water Conservation	\$ 1,157,919
1	X	3	Envelope/Weatherization	\$ 104,025
			Courthouse	
1	X	4	DDC Controls	\$ 702,468
1	X	5	HVAC - AHU Replacements	\$ 1,652,353
2		6	HVAC - Dedicated Outside Air Unit (DOAS)	\$ -
1		7	HVAC - Chilled Water/Condenser Pumps Replacement	\$ -
1		8	Garage Supply and Exhaust Fans	\$ -
			Bank of America and Annex	
1	X	9	DDC Controls	\$ 424,905
1		10	HVAC - AHU Replacement, MZ to VAV Conversion	\$ -
1		11	HVAC - Dedicated Outside Air Unit (DOAS)	\$ -
2		12	HVAC - Boilers and Hot Water Pump Replacements	\$ -
			Leroy Collins Library Downtown	
1	X	13	DDC Controls	\$ 543,882
1	X	14	HVAC - AHU Replacements	\$ 1,041,910
1		15	HVAC - Chilled Water/Condenser Pumps Replacement	\$ -
1		16	HVAC - Cooling Tower Refurbishment/Replacement	\$ -
1		17	HVAC - VAV/Fan Powered Box Replacements	\$ -
1		18	HVAC - Chiller Replacement	\$ -
			Detention	
1	X	19	DDC Controls	\$ 1,761,700
1	X	20	HVAC - AHU Replacements	\$ 1,440,183
1	X	21	HVAC - Makeup Air Units	\$ 178,818
2	X	22	HVAC - Fan Coil Units	\$ 300,527
1		23	HVAC - Boilers and Hot Water Pump Replacements	\$ -
1	X	24	HVAC - Chilled Water/Condenser Pumps Replacement	\$ 441,226
1	X	25	HVAC - Cooling Tower Refurbishment/Replacement	\$ 947,409
2		26	HVAC - VAV/Fan Powered Box Replacements	\$ -
1	X	27	HVAC - Chiller Replacement	\$ 1,296,290
			Sheriff's Admin Complex	
1	X	28	DDC Controls	\$ 912,450
1	x	29	HVAC - AHU Replacement, MZ to VAV Conversion	\$ 1,959,200
			Public Works and Fleet	
1	X	30	DDC Controls	\$ 183,005
1	X	31	HVAC - AHU Replacements	\$ 256,243
2		32	HVAC - DX Split Heat pumps	\$ -
			Agriculture Center	
1		33	DDC Controls	\$ -
1		34	HVAC - Packaged DX Unit Replacement	\$ -
1		35	HVAC - DX Split Heat pumps	\$ -
			Concord School	
1		36	DDC Controls	\$ -
1		37	HVAC - Mech/Electrical/Plumbing Upgrade	\$ -
			Health Dept	
1		38	DDC Controls	\$ -
1		39	HVAC - DX Split Heat pumps	\$ -
			BL Perry Library	
1	X	40	DDC Controls	\$ 74,946
			Northeast Library	
1	X	41	DDC Controls	\$ 75,913
			Southside Health (RL) Clinic	
1	X	42	DDC Controls	\$ 64,464
				\$ 16,927,945

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #5**

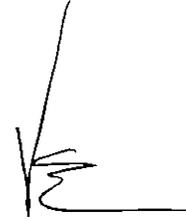
Leon County Board of County Commissioners

Budget Workshop Item #5

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: Establishing the Maximum Millage Rate for the FY 2021 Tentative Budget

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

Statement of Issue:

Pursuant to Florida Statutes, the Board is required to establish the maximum millage rates for utilization in the Truth in Millage (TRIM) process.

Fiscal Impact:

This item has a fiscal impact. FY 2021 property taxes will be collected based on the millage rates established by the Board. The millage rates can be decreased at the budget public hearings in September but cannot be increased.

Staff Recommendation:

Option #1: Establish the maximum countywide millage rate for FY 2021 at 8.3144.

Option #2: Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) for FY 2021 at 0.5 mills.

Report and Discussion

Background:

Pursuant to Florida Statutes, within 35 days of the Property Appraiser providing certified property values to the Board, the Board is required to notify the Property appraiser of the proposed millage rate for presentation in the Truth in Millage (TRIM) process. The Property Appraiser provides the certified values to the County on July 1 of each year. Based on the Board's meeting calendar, the last opportunity to establish the proposed FY 2020 millage rate prior to the 35-day deadline is the July 14, 2020 meeting. The ratification agenda for this budget workshop is scheduled for the July 14, 2020 meeting. The proposed millage rate is often referred to as the maximum millage rate, as once the rate is established, it cannot be increased, but only decreased at the two required Public Hearings held in September.

As articulated during the recession, staff presented, and the Board implemented a strategy that contemplated keeping the millage rate the same even as values were declining thereby passing on over \$13.4 million in property tax savings to the community. The strategy similarly contemplated that when the economic recovery occurred, and property values began increasing, the millage would also be held constant to build back reserves, lessen the use of fund balance, increase capital project funding, and fund the inflationary cost of government services. This strategy has worked and given the negative effects of COVID-19 on sales and gas tax related revenue this item recommends maintaining the current millage rate.

Analysis:

The Property Appraiser provided certified final countywide property values on July 1, 2020 Property at \$18.79 billion, which increased 6.78% from last year. The preliminary budget, presented at this workshop and scheduled for ratification at the July 14, 2020 Board meeting, is tentatively balanced based on levying the current millage rate of 8.3144 mills. Even though the County is not increasing the millage rate, under Florida Statutes levying the current millage is considered a tax increase, due to the collection of additional revenue.

Levying the current 8.3144 millage rate will increase ad valorem collections by \$9.203 million. Pursuant to Florida Statutes, as the County's current millage rate is below the maximum millage rate and can be levied with a simple majority (4-3) vote.

Additionally, pursuant to Florida Statutes, the Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) is capped at 0.5 mills and may also be levied with a simple majority (4-3) vote. EMS is funded by a combination of fees, property tax collections and general revenue; the levying of the 0.5 mills ensures the continued funding necessary to provide the quality level of service currently being provided by Leon County EMS.

Options:

1. Establish the maximum countywide millage rate for FY 2021 at 8.3144.
2. Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) for FY 2021 at 0.5 mills.
3. Board direction.

Recommendation:

Options #1 and #2

**Leon County
Board of County Commissioners**

**Notes for Workshop
Agenda Item #6**

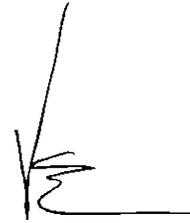
Leon County Board of County Commissioners

Budget Workshop Item #6

July 14, 2020

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



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

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

Statement of Issue:

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

Fiscal Impact:

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

Staff Recommendation:

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

Report and Discussion

Background:

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

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

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

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

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

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

Analysis:

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

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

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

Eligible Uses of Coronavirus Relief Funds:

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

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

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

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

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

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

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

Comparative Analysis of Other Counties' Expenditure Plans

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

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

Proposed Leon County Expenditure Plan – *Leon CARES*:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Community Assistance Program:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Small Business Assistance Program:**

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

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

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

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

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

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

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

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

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

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

Implementation of the Leon CARES Plan

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

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

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

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

Summary and Conclusion:

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

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

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

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

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

Options:

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

Recommendation:

Options #1-5

Attachments:

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

Leon CARES Relief and Recovery Assistance Program

The “Leon CARES” program provides for the efficient, targeted distribution of \$51.2 million in Coronavirus Relief Funds allocated to Leon County under the federal CARES Act (H.R. 748). This plan provides funding for essential public health and safety expenditures related to COVID-19 including enhanced testing and contact tracing, direct assistance to individuals experiencing financial hardship, a variety of human service needs, critical economic relief to the local business community, and direct COVID-related costs incurred by the County, Constitutional and Judicial Offices, and the City of Tallahassee.

As provided in Section 5001 of the CARES Act, funding provided to recipients under the *Leon CARES* program may only be used to cover costs that:

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

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

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

Expenditure Category #1: Public Health, Safety, and Compliance

Proposed Allocation: \$18.2 million (35% of total)

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

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

This funding will support a significant expansion of our community’s testing and contact tracing capabilities in partnership with local primary healthcare providers. This includes an expansion of testing capacity throughout the community as well as for targeted high-risk populations. The Florida Department of Health is the lead agency designated by the Governor to coordinate the state’s response efforts related to COVID-19. As such, funding allocated through this category will support the expansion of planning, operational readiness, and response to COVID-19 in Leon County, primarily coordinated by the Leon County Health Department in partnership with Leon County and other health care providers in the community. This funding will be used to enhance and sustain our community’s testing, contact tracing, and infection control capabilities; develop and implement prevention and mitigation strategies; and enhance the coordination and provision of critical health care services among community partners. In addition, funding in this category will support efforts by Bond Community Health Center, Neighborhood Medical Center, The Apalachee Center, Florida A&M University Pharmacy, Capital Medical Society’s We Care Foundation, and North Florida Medical Center to conduct targeted COVID-19 testing in high-risk areas throughout the community and to support other direct COVID-19-related expenses to serve the medical needs of low-income residents in Leon County. Finally, this category includes \$3.1 million that may be used to further expand COVID-19 testing and contact tracing during the remainder of the current calendar year should the need arise.

- **Eligible Expenses:**

- Acquisition and distribution of medical equipment and supplies, personnel protective equipment, and infection control supplies
- General COVID-19 testing, treatment, telemedicine, contact tracing, and isolation expenditures and general healthcare operational and infrastructure expenses
- Expansion of testing access in the community through the use of “pop-up test sites” with a focus on protecting vulnerable populations
- Expansion of capabilities related to case identification, timely reporting of case data, contact identification, disease transmission characterization, and tracking of relevant epidemiologic characteristics including hospitalization and death
- Expansion of infection control and contact tracing for high-risk populations
- Surveillance to monitor virologic and disease activity in long-term care facilities, group living facilities, businesses, healthcare workers, business, schools, colleges and universities, and other large community institutions
- Enhanced coordination of public health messaging and emergency public information with key partners and stakeholders
- Dedicated reserves for unanticipated expenses and/or public health and safety needs of other area health care providers

Expenditure Category #1: Public Health, Safety, and Compliance

- **Proposed Sub-Allocations:**
 - Florida Department of Health-Leon County: \$2 million
 - Support for FQHCs and other local healthcare partners: \$1 million
 - Additional testing and contact tracing: \$3.1 million

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

This category dedicates funding to recover costs incurred directly by local government, County Constitutional Offices, and Judicial Offices to respond to the COVID-19 public health emergency. These expenses include facility improvements, service adjustments, and acquisition of materials and equipment to ensure the continued safe provision of governmental services to the public. This category of funding is intended to support expenses that are not eligible for reimbursement under the FEMA Public Assistance (PA) program. However, these funds may be used to satisfy the non-federal matching requirement under FEMA PA. The County has worked with the City of Tallahassee, Constitutional and Judicial Offices to determine eligible costs that will be supported through this category on a reimbursement basis.

- **Eligible Expenses:**
 - Public facility/operational safety improvements
 - Public education and information efforts
 - Eligible public employee payroll and leave expenses
 - Telework enhancements
 - Sanitization and social distancing expenses
 - Reimbursement of Leon County expenses to support non-congregate homeless sheltering
 - Expenses related to the provision of non-congregate hurricane risk sheltering
 - Expenses related to remarketing Leon County and publicizing the resumption of destination activities and business re-openings to position Leon County/Tallahassee as a safe place to visit
 - Funds to satisfy non-federal matching requirements under the FEMA Public Assistance program
 - Other expenses incurred for actions taken in response to the COVID-19 public health emergency consistent with the requirements of the federal CARES Act (H.R. 748)
 - Administrative expenses, including consultant services for setup and administration of the *Leon CARES* program, centralized reporting, and recovery and reimbursement of eligible expenses under applicable state/federal assistance programs

- **Proposed Sub-Allocations:**
 - City of Tallahassee: \$5 million
 - Constitutional and Judicial Offices: \$2.1 million
 - Leon County Government: \$5 million

Expenditure Category #2: Individual, Community, and Small Business Assistance

Proposed Allocation: \$22.9 million (45% of total)

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

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

The *Leon CARES* Individual Assistance program will provide critical financial support to approximately 3,000 households throughout Leon County (including households within the City of Tallahassee) that are experiencing financial difficulty due to COVID-19. Eligible households may receive up to \$3,000 in one-time assistance to support past due rent, mortgage, and utility bills. Funding through this category will be distributed in successive application periods in order to ensure that funds are most efficiently allocated to those households in the greatest need. The first application period will be opened for low income households as defined by the U.S. Department of Housing and Urban Development (i.e., households earning less than 80% of the area median income). Subsequent application periods may be made available if funds remain after the initial application period. The County will determine whether to retain the same income threshold (i.e., 80% of AMI) or to increase the income threshold (for example, to 100% or 120% of AMI) based on demand.

- **Program Launch:** The first application window for funding through this category is planned to open in August 2020 for a two-week period.
- **Program Eligibility:**
 - Must be a full-time Leon County resident for each of the past twelve (12) consecutive months
 - Must be 18 years old or older
 - Must verify loss of income of at least 25% between March and December 2020 due to COVID-19
 - Must have worked an average of at least 30 hours per week between March 1, 2020 and the application date, or if applicable, between March 1, 2020 and the date the applicant was laid off, furloughed, or had work hours reduced due to COVID-19
 - Must verify financial difficulty with rent, mortgage, and/or utility payments during the same period
- **Maximum Award:** Up to \$3,000 in funding per household, not to exceed applicant's actual demonstrated financial need.
- **Eligible Expenses:** Past due rent, mortgage, and utility payments. Mortgage assistance may only be provided for homesteaded properties.

Expenditure Category #2: Individual, Community, and Small Business Assistance

- **Application Requirements:** Applicants must submit documentation to verify:
 - Proof of identity and Leon County residency
 - Proof of income for the past 60 days (excluding unemployment assistance)
 - Loss of income of at least 25% between March and December 2020 due to COVID-19 (i.e. unemployment compensation letter, check stubs, furlough letter, etc.)
 - Proof that the applicant worked an average of at least 30 hours per week between March 1, 2020 and the application date, or if applicable, between March 1, 2020 and the date the applicant was laid off, furloughed, or had work hours reduced due to COVID-19
 - Past-due expenses for which the applicant is seeking assistance (i.e., monthly rent bill, mortgage statement or utility bill)

- **Application Processing:**
 - Applications for Individual Assistance will be available for submission through an online portal within a pre-determined application window.
 - An initial application period will be opened in August 2020 and will be open to any Leon County resident who has suffered an economic hardship (i.e., loss of at least 25% of income) due to COVID-19, and who earns less than 80% of the area median income. If funds remain after this initial application period, subsequent application periods may be made available and the County may expand the eligibility criteria to reach additional households.

- **Distribution of Funding Awards:** Upon application approval, funding awards will be processed and distributed by the Leon County Clerk & Comptroller directly to the applicant's landlord, mortgage holder, or utility provider.

- **Community Assistance Program (\$7.9 million):**

The *Leon CARES* Community Assistance program dedicates funding to address food insecurity, childcare assistance, and support for mental health and homelessness services. A portion of this funding allocation will be dedicated to local human services nonprofit organizations for unanticipated programmatic and operational expenses incurred due to COVID-19. Proposed allocations within this category are as follows:

 - **Food Insecurity:**

The County will contract with Second Harvest of the Big Bend (Second Harvest) to administer and support the purchase and distribution of food in the community in coordination and partnership with various local organizations. Funding provided to Second Harvest under the Leon CARES program is intended to support food insecurity needs that are not covered or reimbursable under other grant programs. Second Harvest is proposing the enhancement and establishment of several programs to address the increase need in the community in coordination and partnership with local organizations, as follows:

 - Expansion of the School Backpack program in coordination with Leon County Schools to provide food to approximately 4,000 students in households impacted by COVID-19
 - Expansion of the Senior Grocery program, which is utilized by non-profit organizations and churches to deliver meals to low-income and cognitively impaired senior citizens. This

Expenditure Category #2: Individual, Community, and Small Business Assistance

expansion will provide 180,000 additional meals above the program's baseline operations.

- Expansion of mobile feeding pantries in low income neighborhoods such as Frenchtown, Providence, and South City to distribute dry and refrigerated food products to residents. Second Harvest proposes expanding its mobile feeding program to six additional sites to target the ALICE population, young adults, and church parishioners and provide 1.4 million additional meals to underserved populations in the community.
- New partnership with the Big Bend Continuum of Care and Ability 1st to provide 254,8000 meals to individuals experiencing homelessness or living with varying disabilities. This proposal would provide a new and needed resource to unsheltered homeless individuals who have seen a reduction in service due to the suspension of outreach programs administered by churches and other non-profits to prevent the spread of COVID-19.

○ *Local Human Services Assistance:*

Funding to provide up to \$20,000 of one-time assistance to 100 local human service agencies to support unanticipated programmatic and operational expenses incurred due to COVID-19. Applicants must be a 501(c)(3) organization registered with the State of Florida and provide direct human services to Leon County residents to be eligible.

Eligible expenses may include programmatic enhancements to address an increase in needs of Leon County residents due to COVID-19 including legal services, temporary shelter, and computer and technology equipment. Eligible expenses may also include the purchase and/or reimbursement of PPE, personnel costs, facility retrofit expenditures, and other unanticipated administrative expenses directly related to COVID-19.

○ *Homelessness Support:*

Direct funding support for local emergency homeless shelter providers to prevent the spread or outbreak of COVID-19 in sheltering facilities. Expenses include reconfiguration of HVAC systems, widening of public entrance, redesign of eating space, and the lease or purchase of additional transport vehicles.

- Kearney Center – Emergency sheltering for single individuals experiencing homelessness
- Hope Community – Emergency sheltering for families experiencing homelessness
- Capital City Youth Services – Emergency sheltering for youth experiencing homelessness
- Refuge House – Emergency sheltering for domestic violence victims

In addition, this allocation supports a partnership with the Salvation Army to support the establishment and operation of a Community Relief Center to provide day services for individuals experiencing unsheltered homelessness.

○ *Childcare Support:*

Contract with the Early Learning Coalition of the Big Bend (ELC) to provide up to five (5) months of childcare assistance to certain essential services workers, as identified in State of Florida Executive Order Number 20-91, in Leon County. The ELC will provide up to \$800 in monthly financial assistance for up to five months (August – December) to 200 eligible households. The County will work with the ELC to determine the appropriate income threshold for eligibility.

Expenditure Category #2: Individual, Community, and Small Business Assistance

- *Mental Health Services:*

Expand capacity of 2-1-1 Big Bend to address the 33% increase in suicide calls between January and May 2020 (compared to 2019) through increased mental health call staffing and contracted mental health counseling. To address the increase in call volume, funding will support the hiring of two additional positions by 2-1-1 Big Bend to triage mental health calls to appropriate free or low-cost mental health services in Leon County. The 2-1-1 Big Bend Mental Health Triage Specialists will be responsible for providing support to the call takers by referring callers experiencing mental health crisis immediately to local mental health resources including scheduling counseling appointments, dispatching the Mobile Response Team, or connecting telehealth services for mental health.

- *Local Economic Assistance for Nonprofits (LEAN) Program Reimbursement:*

Reimbursement of the \$602,5000 in funding awarded across more than 230 local nonprofits through the Blueprint Intergovernmental Agency's LEAN Program in April 2020.

- **Summary of Proposed Sub-Allocations:**
 - Food Insecurity: \$3.3 million
 - Local Human Services Assistance: \$2 million
 - Homelessness Support: \$1 million
 - Childcare Assistance: \$920,000
 - Emergency Mental Health Services Support: \$100,000
 - LEAN Program Reimbursement: \$602,500

- **Small Business Assistance Program (\$7.5 million):**

This category designates funding to provide direct assistance to local small businesses for COVID-19-related expenditures. In addition, this category dedicates funding for the three local Chambers of Commerce to provide technical assistance to businesses applying to the Small Business Assistance Program as well as training to support the restart, re-launch, and re-opening of local businesses that experienced closures due to COVID-19. Proposed expenditures within this category are as follows:

 - *Small Business Grants:*

Leon CARES Small Business Assistance program invests \$6 million into small businesses. The program will allow approximately 3,100 qualifying small businesses access to \$1,000 to \$6,000 in grant money to cover business expenses directly related to COVID-19 including employee wages, vendor bills, rent, utilities, signage/marketing to announce re-opening or new hours, and employee/customer safety costs.

 - **Program Launch:** August 2020

Expenditure Category #2: Individual, Community, and Small Business Assistance

- **Program Eligibility:** Must be a for-profit business that:
 - Has either been forced to close or experienced business impacts directly related to COVID-19
 - Is either:
 - Registered with the Florida Division of Corporations and listed as “Active” with principal address in Leon County prior to the COVID-19 public health emergency declaration of March 16, 2020; or
 - A Sole Proprietor (self-employed; no employees) with documentation of principal business address in Leon County
 - Is not a publicly-traded company

- **Baseline Funding Awards*:**
 - 1-10 Employees: \$1,500
 - 11-24 Employees: \$2,500
 - 25-49 Employees: \$5,000
 - 50-100 Employees: \$6,000

** Companies with common ownership and/or a common DBA will be treated as a single business*

- **Supplemental Awards:**
 - “Hardest Hit” Businesses: provides a supplemental \$500 award to businesses directly impacted by the state of Florida’s Stay at Home Order. Businesses must be within one of the following sectors to be eligible: Accommodation & Food Services (NAICS 72); Retail Trade (NAICS 44-45); or Other Services (NAICS 81). Eligible businesses will be required to demonstrate at least a 50% revenue loss related to the economic effects of COVID-19.
 - MWSBE Businesses: to address the disproportionate effect of the COVID-19 pandemic on minority-owned and women-owned small businesses, this program provides a supplemental \$500 award to eligible businesses that provide documentation of:
 - Certification as a Minority and Women Business Enterprise with the Office of Economic Vitality as of June 1, 2020;
 - Certification with the Florida Department of Management Services’ Office of Supplier Diversity (OSD) as of June 1, 2020; or
 - Proof that an application has been submitted to become a certified MWBE with the Office of Economic Vitality or certified OSD vendor with the State of Florida.
 - “Rebounding” Businesses: provides a supplemental \$500 award to eligible business that certify that they hired two or more full-time or part-time employees in the previous 30 days.

Expenditure Category #2: Individual, Community, and Small Business Assistance

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

- **Application Requirements:**
 - Provide documentation of business interruption costs caused by required closures beginning March 16, 2020; or demonstrate a minimum 25% reduction in revenue year-over-year as a result of COVID-19; or demonstrate a 25% increase in costs as a result of COVID-19 for the time period of March-June 2020.
 - Provide IRS W-3 or IRS 941 form (for businesses with 2 or more employees)
 - Provide Schedule C of 1040 Tax Return, Copy of 2019 1099, or IRS SS4 form (for sole proprietors)
 - If doing business under a fictitious name, provide documentation of fictitious name registration with Florida Division of Corporations
 - Pledge in good faith to make all efforts to remain operational after applicable local and state emergency guidelines are removed.
 - Commit to following the COVID-19 Prevention Measures recommended by the U.S. Centers for Disease Control and Prevention (to practice social distancing, stay home when feeling sick, wear protective face covering, and sanitize and wash hands frequently)
 - Commit to attending one business recovery learning series event offered by one of the three local chambers either virtually or in person.

- **Document Affidavits:**
 - That applicant has authority to apply for business;
 - That the business has been “negatively impacted” by COVID-19;
 - That the applicant has not already received (and does not expect to receive) reimbursement of any of these costs through another grant
 - That grant funds will be used for authorized business expenses per Section 601(d) of Social Security Act;
 - That information is true, complete, correct;
 - Business expects to resume normal business operations after emergency guidelines are lifted;
 - Will cooperate with the County and its agents for grant auditing purposes;
 - Acknowledges that the application and supporting documents submitted for the grant is subject to disclosure under Florida’s Public Records Law unless an exemption applies.

Expenditure Category #2: Individual, Community, and Small Business Assistance

- Misrepresentation could result in fine/imprisonment per USC Title 18 Section 1001 and Florida Statute 92.525 under penalty of perjury;
- Failure to use funding in accordance with requirements of Section 601(d) Social Security Act and 5001 CARES Act entitles county to receive a return plus damages.

- **Application Processing:** Applications for Small Business Assistance will be available for submission through an online portal within a pre-determined application window.

- **Distribution of Funding Awards:** Upon application approval, funding awards will be processed and distributed by the Leon County Clerk & Comptroller directly to the applicant.

- **Local Chambers of Commerce Support:**
The County will provide funding to the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, and Greater Tallahassee Chamber of Commerce to provide continued assistance to local businesses:
 - Technical assistance to businesses seeking to apply to the Small Business Assistance Program, including promoting the program to target businesses, guiding applicants through the application process, including assembling required documentation, explaining rules, and assisting applicants with technical questions regarding grant submissions.
 - Training and engagement activities to work with local companies for the seeking to restart, re-launch, and re-open as a direct result of COVID-19 business interruptions, including:
 - Training on how to build consumer confidence and promote safety measures put in place by local businesses as result of COVID-19 in order to drive new sales;
 - Equipment, workforce, and other needs assessment through one-on-one and group engagement; and
 - Research and recommendations for solutions to items discovered through needs assessment.
 - Assessing needs, coordinating resources, and implementing trainings for current and new employees, that can address:
 - New technologies (e.g. point-of-sale, online sales platforms, online engagement platforms, new software platforms, new physical machinery, new methodologies for producing goods and services) as a result of COVID-19;
 - New business practices as a result of COVID-19 (e.g. social distancing, new supply chain practices, new continuing education procedures, new customer discovery methods, new client relationship development and maintenance methods); and
 - New education (e.g. certifications, degrees and apprenticeships).

- **COVID-19 Economic Disaster Relief (CEDR) Program Reimbursement:**
Reimbursement of the \$1,158,786 in funding dedicated to the CEDR Grant Program to provide financial assistance to 489 local businesses in April 2020.

Expenditure Category #2: Individual, Community, and Small Business Assistance

- **Summary of Proposed Funding Allocation:**
 - Small Business Grants: \$6 million
 - Local Chambers of Commerce Support: \$300,000
 - CEDR Grant Reimbursement: \$1.2 million

Summary – Leon CARES Expenditure Plan:

Proposed Expenditure Categories:		
Category:		Funding (% of Total – Approx.):
Public Health, Safety, and Compliance	Florida Department of Health-Leon County (\$2 million)	\$18.2 million (35%)
	Support for Bond Community Health Center, Neighborhood Medical Center, North Florida Medical Centers, and Apalachee Center (\$1 million)	
	Additional Testing and Contact Tracing (\$3.1 million)	
	City of Tallahassee (\$5 million)	
	Constitutional and Judicial Offices (\$2.1 million)	
	Leon County Government (\$5 million)	
Individual, Community, and Small Business Assistance	Individual Assistance (\$7.5 million)	\$22.9 million (45%)
	Food Insecurity (\$3.3 million)	
	Local Human Services Assistance (\$2 million)	
	Homelessness Support (\$1 million)	
	Childcare Assistance (\$920,000)	
	Mental Health Support (\$100,000)	
	LEAN Grant Reimbursement (\$602,500)	
	Small Business Grants (\$6 million)	
	Chambers of Commerce Support (\$300,000)	
	CEDR Grant Reimbursement (\$1.2 million)	
Reserve/Replenishment Account		\$10 million (20%)
Total:		<u>\$51.2 million (100%)</u>

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2019/2020; and,

WHEREAS, the Board of County Commissioners, pursuant to Chapter 129, Florida Statutes, desires to amend the budget.

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of Leon County, Florida, hereby amends the budget as reflected on the Departmental Budget Amendment Request Form attached hereto and incorporated herein by reference.

Adopted this 14th day of July, 2020.

LEON COUNTY, FLORIDA

BY: _____
Bryan Desloge, Chairman
Board of County Commissioners

ATTEST:
Gwendolyn Marshall, Clerk of the Court and Comptroller
Leon County, Florida

BY: _____

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

BY: _____

FISCAL YEAR 2019/2020 BUDGET AMENDMENT REQUEST

No: BAB20029
Date: 7/7/2020

Agenda Item No: _____
Agenda Item Date: 7/14/2020

County Administrator

Deputy County Administrator

Vincent S. Long

Alan Rosenzweig

Request Detail

Revenues

<i>Fund</i>	<i>Org</i>	<i>Account Information</i>		<i>Title</i>	<i>Current Budget</i>	<i>Change</i>	<i>Adjusted Budget</i>
		<i>Acct</i>	<i>Prog</i>				
128	951020	331110	000	CARES Act Funding - DEM	-	51,227,796	51,227,796
Subtotal:						51,227,796	

Expenditures

<i>Fund</i>	<i>Org</i>	<i>Account Information</i>		<i>Title</i>	<i>Current Budget</i>	<i>Change</i>	<i>Adjusted Budget</i>
		<i>Acct</i>	<i>Prog</i>				
128	951020	58400	525	CARES Act Funding - DEM	-	51,227,796	51,227,796
Subtotal:						51,227,796	

Purpose of Request

This amendment appropriates \$51,227,796 CARES Act funding from the Florida Department of Emergency Management in Coronavirus Relief Funding under the CARES Act. This funding will provide assistance needed to recoup funds (current and future) expended for the County's COVID-19 response efforts and provide immediate support and relief to the community.

Division/Department
2624/26

Budget Manager

Scott Ross, Director, Office of Financial Stewardship

Approved By:

Resolution

Motion

Administrator

Financial Recovery Command Center

Statement of Work

Leon County, FL

July 7, 2020



Building a better
working world

To the Leon County Board of County Commissioners and Administration:

EY LLP (EY) appreciates the opportunity to provide Leon County with the following scope of work for the CARES Act Financial Recovery Command Center (FRCC). EY looks forward to providing these services under State Term Contract 973-000-14-01 Management Consulting Services. We understand the County's goal is to set up a structure to disburse federal funding in a efficient, sustainable and transparent manner, while accounting for your community's specific needs and making it as simple as possible for local businesses and citizens.

We appreciate the opportunity to work with the County and helping your achieve this goal. As your primary point of contact, please let me know if you have any questions. I can be reached at 850-532-8825 or ken.thomas@ey.com. Our proposal is valid for 30 days.

Sincerely,



Florida Government & Public Sector Leader



Maximize available funding

Identify potential funding sources across Government and applicable Insurance policies. Conduct a rigorous process for making and managing claims across recipients.



Minimize claw-back risk

Design response program to identify and mitigate risk and maintain compliance with pertinent regulations. Work to avoid the claw-back of allocated dollars to all recipients who receive funds.



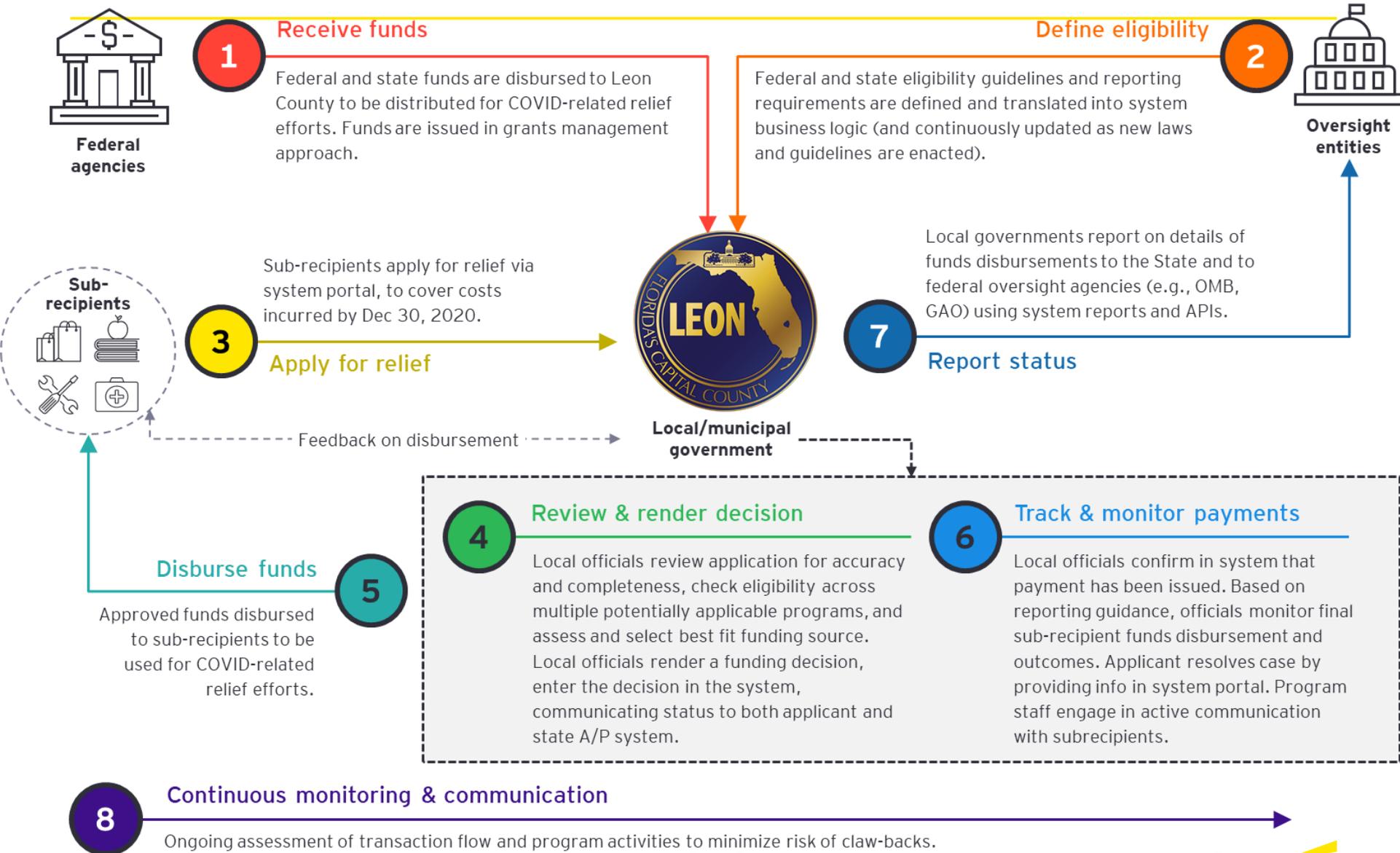
Increase payment accuracy

Provide stewardship for allocated funds and disburse payments based upon appropriate due diligence. Get the funds into the hands of those in need as soon as feasibly possible.

Leon County wants to rapidly set up a structure to disburse federal funding in a way that:

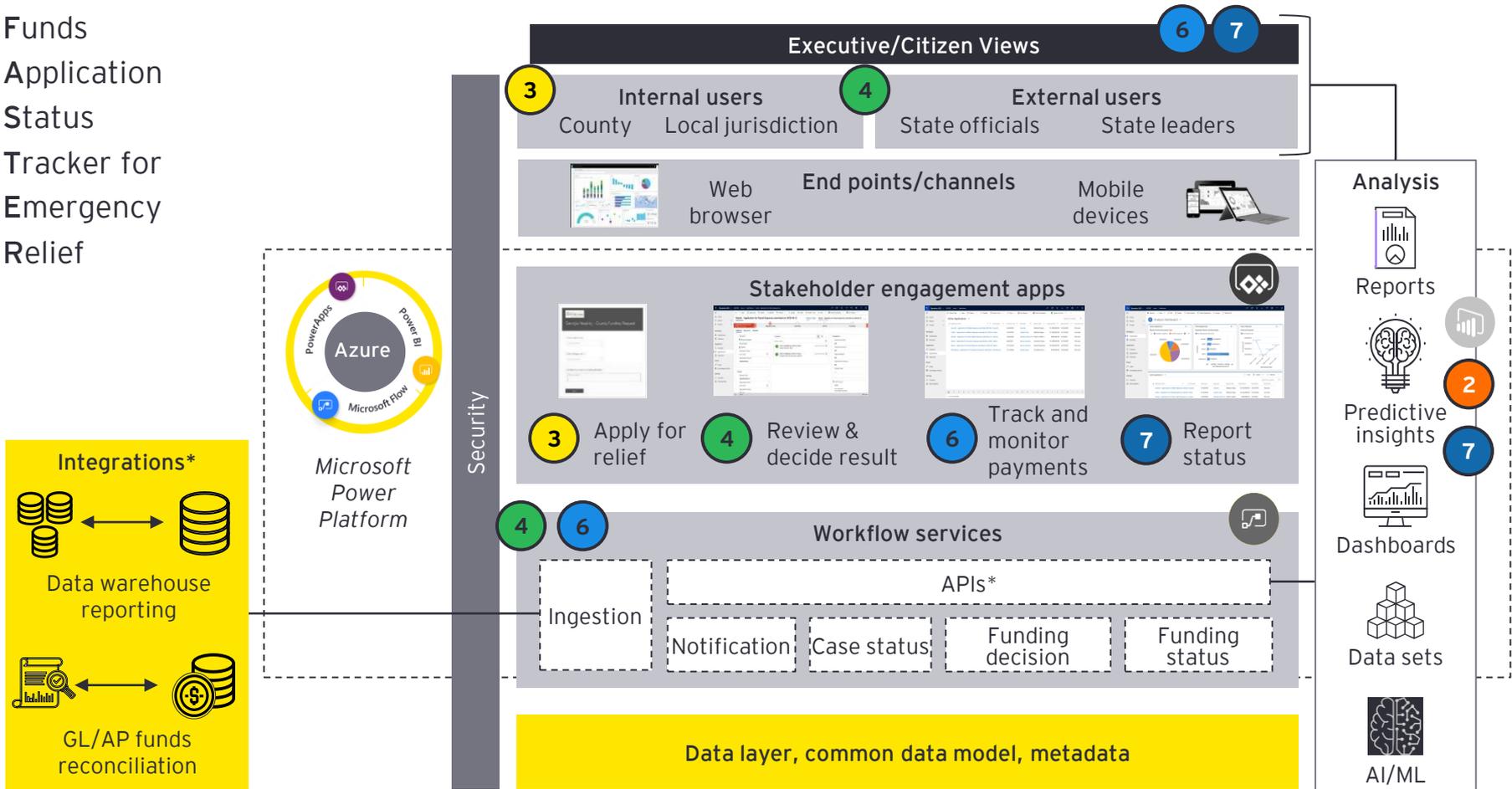
1. Aligns to the specific needs of Leon County local structures
2. Simplifies the process of requesting funding for for-profit businesses, individuals, and community partners/non-profits
3. Complies with federal reporting guidelines and mitigates risk associated with “double dipping” and other fraudulent activity by creating a “single pane of glass”
4. Reduces risk of claw-back of funds
5. Is efficient, sustainable, and technology-enabled
6. Provides visibility, transparency, and governance through the entire funding lifecycle (i.e., end-to-end tracking of disbursements)

Overall approach: disbursement of stimulus/recovery funds



Technical approach: disbursement of stimulus/recovery funds

Funds
Application
Status
Tracker for
Emergency
Relief



*Out of scope for FASTER; data will be moved manually or by scheduled/batch transfer

Phase 1 & 2 Scope: Quick Start, Stand-up

	Activities	Work Products
Quick Start (7/20-8/3)	<ul style="list-style-type: none"> • Support establishment of the Leon County FRCC steering committee and confirm key stakeholder needs • Define data, business, & reporting requirements (incl: manual vs system tasks) for simplification • Stand up County-specific FASTER environment • Define and agree upon FASTER application workflows • Coordinate with County small business center and individual assistance personnel to identify pilot businesses and individuals for early testing • Validate the project plan • Draft compliance risk review 	<ul style="list-style-type: none"> • Validated project plan • Defined process flows • Draft data model • Draft business rules and functional requirements • Draft technical requirements & documentation • Draft compliance risk review
Design/Stand-up (8/3-8/17)	<ul style="list-style-type: none"> • Load data into FASTER, perform technical and user acceptance testing, provision access • Define Economic Recovery Programs reporting requirements for key stakeholders, external agencies, and County leadership. • Conduct small business and individual user pilot • Finalize compliance risk review • Create FASTER training materials and conduct white-glove training sessions for County officials approving applications and for Level 1 applicant support • Support FASTER go-live to facilitate first phase of funds disbursement • Maintain project risk and issue log 	<ul style="list-style-type: none"> • Finalized technical requirements & documentation • Initial reports design for program execution dashboard • Finalized compliance risk review • Live FASTER application processing

Phase 3 Scope: Operations Support

	Activities	Work Products
Execution Support (8/17- 11/30/2020)	<ul style="list-style-type: none"> • Continue to analyze impacts of upcoming legislation and update processes, functionality, and reporting accordingly • Review applications for funding requests and provide completed review packages to County officials for funding decision • Provide access to application payment information for County Clerk A/P for disbursement • Track sub-recipient final expenditures against planned spend • Report to internal and external stakeholders per defined requirements • Provide technical assistance, technology operations and maintenance, defects resolution, minor enhancements, and ad hoc reporting • Collect and document reporting requirements and cadence for overall County disbursement of CARES funds • Build data submission template (e.g. Excel) for data sources from other programs to consume and consolidate within FASTER for reporting • Ingest data on a scheduled basis in template format from other programs and produce consolidated reports 	<ul style="list-style-type: none"> • Minor enhancements, technical support • Updated training guides & sessions for FASTER program execution • Compliance, execution, and outcomes reports & dashboards • Overall County-wide CARES funds disbursement requirements and designed reports



	Activities	Work Products
Wrap-up (11/30 - 12/30/2020)	<ul style="list-style-type: none"> • Support County meetings with stakeholders and preparation for OIG reviews/ inquiries or federal awarding/oversight agency monitoring • Support resolution of disputes and identification of fraudulent expenditures to prepare for claw-back • Support knowledge transfer activities • Provide final reporting to oversight agencies & external/internal stakeholders on program outcomes • Conduct remote closeout activities in compliance with OMB guidelines and Grants Oversight & New Efficiency (GONE) Act (if required) • Conduct FASTER system closeout activities as required (or contract for ongoing hosted access) by a mutually agreed-upon date, including: <ul style="list-style-type: none"> • Package technical documentation • Package configurations for MS Dynamics CRM, Portal, and PowerBI reports) • Offer recommendations for defining user roles and permissions • Package data and support and, if requested, data migration activities into County environment • Destroy data in the hosted environment • Discontinue County access to the EY Hosted FASTER system • Discontinue hosting 	<ul style="list-style-type: none"> • Final reports package • Final packaged data extract • Required close-out activities • Technical documentation • Data migration • Configuration package (Dynamics CRM, PowerBI, Portal) • Recommended roles & permissions

	Activities	Work Products
	<p>Serve as Level 1 support for on-demand application assistance including:</p> <ul style="list-style-type: none"> ▶ Functional support ▶ Password reset support ▶ Technical support escalation ▶ Technical support resolution communication <p>▶ Hours of operation: 8am - 6pm EST Mon-Friday</p> <ul style="list-style-type: none"> ▶ Applicants will have access to EYFRSL during operating hours for the duration of the program ▶ Call center support available in English <p>Program start up activities:</p> <ul style="list-style-type: none"> ▶ Develop standard call flow/content to support high quality consistent applicant support experience ▶ Participate in UX pilot and testing to provide UX feedback and gain insight into the potential questions and needs of the applicants ▶ Customize contact management system, creating drop down lists of common topics/ questions received by applicants for analysis, reporting and UX improvement opportunities ▶ Train a team of EYFRSL representatives on the specifics of the County's Financial Recovery programs ▶ Establish a dedicated toll-free EYFRSL number ▶ Two EYFRSL representatives will serve as support escalation prioritization and project contact for communication <p>Assumptions:</p> <ul style="list-style-type: none"> • 1000 hours included in SOW, charged hours will be for call and research time only • All calls will be recorded 	<ul style="list-style-type: none"> • Dedicated toll-free number • Applicant Level 1 support • Periodic review of call recordings for quality • Regular reports: <ul style="list-style-type: none"> ▶ Standard call center operational reports (e.g. call volume, length of call) ▶ Common topics/ questions received by applicants ▶ EYFRSL hours usage report

Program Assumptions

- ▶ The broader national environment against which the program is being executed is still evolving. Prioritization of activities and outputs is subject to change based on mutual decision by Leon County and EY.
- ▶ Program risk considerations will be collected as requirements and incorporated into execution and system design, with updates to business rules/procedures driven by ongoing monitoring of federal regulations/guidance.
- ▶ EY will be responsible for applicant data collection; application review, and recommendation for disposition/decision. The final decision on all funding approvals will be made by the County, and physical disbursement of funds will be executed by the County using existing A/P systems and is not part of the FASTER system capability scope.
- ▶ Application review support activities are only required for the Individual Assistance and Small Business Assistance programs.
- ▶ Scope includes Individual Assistance as described in the Leon CARES Relief and Recovery Assistance Program document. Anticipated volume of applications is 3,000. EY will monitor the number of applications in FASTER and request a change order if volume exceeds this estimate.

Program Assumptions (cont.)

- ▶ Scope includes Small Business Assistance as described in the Leon CARES Relief and Recovery Assistance Program document. Anticipated volume of applications is 3,000. EY will monitor the number of applications in FASTER and request a change order if volume exceeds this estimate.
- ▶ Scope includes FASTER as a repository and data collection mechanism across the CARES programs included in the Leon CARES Relief and Recovery Assistance Program, Public Health, Safety and Compliance and Individual, Community and Small Business Assistance document.
- ▶ EY will provide reporting support for data in the FASTER application.
- ▶ All application decisions will be completed by November 30, 2020. Activities after November 30, 2020 will consist of application resolution, knowledge transfer activities, data transfer, and system decommissioning.
- ▶ The County will provide appropriate resources each day for Q&A, knowledge sharing, and issue resolution. From our experience, we anticipate this to be an average of 2 hours/day, but may flex up or down depending upon project workload.
- ▶ The County will provide review & approval of work products within 24 hours of delivery.
- ▶ Service level objective from clean application submission to handoff to the county to process for payment is one week.
- ▶ EY acknowledges that the County intends to utilize CARES Act Coronavirus Relief funding to make payments to EY for the services described in this SOW, and further acknowledges that the CARES Act funding may be utilized only for the uses authorized by the CARES Act.

Technical Assumptions

- ▶ Technical costs include design, configuration, professional testing (including Section 508 Level A), hosting, technical support, Microsoft licensing passthrough costs based on anticipated number of users/applicants for each program, and minor enhancements; major design changes (following mutual finalization of requirements) are not included in this scope. EY will monitor the number of users/applicants into FASTER and request a change order if volume exceeds by 10%.
- ▶ The first 4 weeks of program engagement (during which FASTER system will be tailored to the County's business rules and requirements) will have no external (citizen) users (other than designated user testers as appropriate). Following system go-live, EY will provide "hyper-care" support for 2 weeks to rapidly resolve bugs and break/fix issues on an expedited timeline, dedicating all technical resources to production support as needed to perform critical break/fix activities as top priority.
- ▶ Business processes for the Individual Assistance and Small Business Assistance programs included in the FASTER system implementation scope: applicant data collection; application review, and recommendation for disposition/decision; County application approval; application status tracking; conveyance of payment information to the County Clerk; and reporting. Additional business processes/functions may be included based on mutual decision by the County and EY.
- ▶ Business processes for all other CARES programs included in the FASTER system implementation scope: data collection and reporting. Additional business processes/functions may be included based on mutual decision by the County and EY.
- ▶ County-specific configurations for the core FASTER system are largely inclusive of branding, approvals, workflow/order of activities, lists of data fields, user roles/permissions, notifications, and reporting; additional customizations may require scope re-evaluation.
- ▶ Reports designed will include a Leon County CARES Act Program-wide compliance dashboard (for tracking against federal reporting requirements) and outcomes and analytics dashboard (for aggregating results across all programs), as well as a program status dashboard (standard PMO metrics). Reports for data residing outside of the FASTER system may require additional scope.

Technical Assumptions (cont.)

- ▶ Applicants will be required to create an account to submit an application via FASTER. All basic account management activities (i.e. create account, log in, reset password) will be available via self-service. Applicants will be able to save the application as DRAFT prior to submission; autosave will be enabled to prevent loss of progress. Applicants will be able to track applications after submission (view status and respond to any requests for additional information).
- ▶ Data to be loaded into FASTER will be provided in a relational, structured format (e.g. Excel). User permissions for accessing raw transactional data in the FASTER system will be limited to internal County officials.
- ▶ FASTER system design and support will adhere to technical, data privacy, and system security requirements from the State Term Contract. FASTER system will be designed responsively to work on mobile devices and support all modern browsers (any with Webkit capability).
- ▶ Leon County is the sole and exclusive owner of Leon County custom reports developed in Microsoft Power BI, including all Intellectual Property Rights therein. EY retains Intellectual Property Rights with respect to all pre-existing core components of FASTER (e.g., core workflows, forms, templates and enhancements) unless specified in this statement of work.

Technical Assumptions (cont.)

- ▶ County-specific FASTER system will be hosted in EY's MS Azure Commercial environment, which demonstrates FISMA Moderate security controls and is certified to protect PII. EY (along with Microsoft) is responsible for the security of data held in this environment. EY is not responsible for the security of any data extracted out of the system. Environment is highly-available and provides native back-up/recovery capabilities, failover, load-balancing, 99%+ uptime, and other performance-enhancing services. Additional information security details are as follows:
 - ▶ System uses Azure Power Platform infrastructure and transmits data securely between components.
 - ▶ Azure Power Platform utilizes TDE encryption for all data and Azure Key Vault for passphrase storage.
 - ▶ No data is stored outside of the Azure Power Platform.
 - ▶ Platform logging is managed by Azure Power Platform and Azure Analytics:
 - ▶ All changes to security policy are logged.
 - ▶ All account creations, deletions, and modifications are logged.
 - ▶ All granting, revoking, and modification of privileges and roles is logged.
 - ▶ Any service accounts created for the environment (e.g. for running automated tasks) are unique to the environment and not shared.
 - ▶ No credentials are ever hard-coded into the application.
 - ▶ Reporting is built within the Azure environment and data does not exit the environment in transit from database to dashboard.
 - ▶ County approvers will be provided "Approver" access in the system to allow them to access relevant files and data directly for the purpose of approving applications for funding. Approver role is not able to view SSN/TIN/EIN data, which is available only to the Reviewer role for the purposes of validating the application.
 - ▶ Data *migration* to the County will take place only during transition at the close of the contract; while the program is in progress all data will remain in the tool. EY and the County will agree on a secure method to move the system and the data within into the County environment during transition.

Technical Assumptions (cont.)

- ▶ Upon completion of the period of performance, EY will provide all data from the system to the County within 30 days of close. EY will destroy the data in its own environment according to protocols set forth in the State Term Contract.
- ▶ Regardless of any provision to the contrary within this SOW, anything that is produced or developed pursuant to the SOW is the exclusive property of the County. Such full and complete ownership will continue after the expiration or termination of this SOW or the corresponding County Purchase Order. EY will not have any proprietary interest in such production or development. As an expectation and not a limitation, EY's solution will be built upon a set of technology products offered by Microsoft within EY's Azure Cloud environment. All deployed Leon County specific Microsoft Power App platform configurations, workflows, captured data, reports, and associated technical documentation developed within or to support establishing these environments used to create the Leon County FASTER portal will be considered the exclusive property of Leon County. EY agrees to deliver a complete technical transition package and any project artifacts developed during this engagement duration. The intent of this technical transition package is to provide the County with the option to reproduce the FASTER Portal solution within the County's Microsoft Azure Cloud environment. The County agrees it will not disclose FASTER architecture and configuration to any third party.

- ▶ Not to exceed fee of \$1,107,000, to deliver the agreed Statement of Work from inception through December 30, 2020. This fee reflects our understanding of your requirements, leveraging our existing knowledge of this program and the County organization, and includes a 20% discount off of State Term Contract rates.
- ▶ As actual application volumes and support needs are confirmed, any adjustments in scope will be agreed by the County and EY.
- ▶ The not to exceed fee includes estimated Microsoft licensing passthrough costs of \$31,918 from July through November. Estimates per month range from \$4,100 to \$14,200 based on the anticipated application volume.

Hours per workstream	Total Hours	Total Fee	Description
FASTER Development	1,884	\$ 402,368	Business requirements, Development, Application validation design, Testing, Infrastructure, Minor enhancements and User provisioning
Project Support	2,211	\$ 366,485	Program Management, Training, Tech support, Policy monitoring
Application Validators	3,000	\$ 375,000	Application validation support
Call Center	1,000	\$ 200,000	Call center support
Totals	8,095	\$ 1,343,853	
Discount		\$ 268,771	
Fee with discount applied		\$ 1,075,082	
Fee Microsoft licensing		\$ 31,918	
Total fee not to exceed		\$ 1,107,000	

- ▶ Additional application volumes can be processed through a change order at \$125 per application under the same workflow logic and in 1000 application increments. Additional monthly licensing costs will be incurred if applications extend past November 30, 2020. Estimated effort and fee for technology development for new or enhanced work flows will be discussed upon request.

- ▶ Billing will occur on the first of the month and will reflect staffing for expected demand. EY will provide actual hours and effort incurred on a monthly basis, and agree on any staffing adjustments for subsequent periods with the County. The proposed activity and billing schedule is as follows: July: Program build; August through November : Support activities including call center, application validation, overall program and technology. November billing will also include December wrap-up activities.

Month	Billing
July	\$ 196,000
August	\$ 308,000
September	\$ 268,000
October	\$ 175,000
November	\$ 160,000
TOTAL	\$ 1,107,000

Coronavirus Relief Fund
Guidance for State, Territorial, Local, and Tribal Governments
Updated June 30, 2020¹

The purpose of this document is to provide guidance to recipients of the funding available under section 601(a) of the Social Security Act, as added by section 5001 of the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”). The CARES Act established the Coronavirus Relief Fund (the “Fund”) and appropriated \$150 billion to the Fund. Under the CARES Act, the Fund is to be used to make payments for specified uses to States and certain local governments; the District of Columbia and U.S. Territories (consisting of the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands); and Tribal governments.

The CARES Act provides that payments from the Fund may only be used to cover costs that—

1. are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19);
2. were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the State or government; and
3. were incurred during the period that begins on March 1, 2020, and ends on December 30, 2020.²

The guidance that follows sets forth the Department of the Treasury’s interpretation of these limitations on the permissible use of Fund payments.

Necessary expenditures incurred due to the public health emergency

The requirement that expenditures be incurred “due to” the public health emergency means that expenditures must be used for actions taken to respond to the public health emergency. These may include expenditures incurred to allow the State, territorial, local, or Tribal government to respond directly to the emergency, such as by addressing medical or public health needs, as well as expenditures incurred to respond to second-order effects of the emergency, such as by providing economic support to those suffering from employment or business interruptions due to COVID-19-related business closures.

Funds may not be used to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify under the statute. Although a broad range of uses is allowed, revenue replacement is not a permissible use of Fund payments.

The statute also specifies that expenditures using Fund payments must be “necessary.” The Department of the Treasury understands this term broadly to mean that the expenditure is reasonably necessary for its intended use in the reasonable judgment of the government officials responsible for spending Fund payments.

Costs not accounted for in the budget most recently approved as of March 27, 2020

The CARES Act also requires that payments be used only to cover costs that were not accounted for in the budget most recently approved as of March 27, 2020. A cost meets this requirement if either (a) the

¹ This version updates the guidance provided under “Costs incurred during the period that begins on March 1, 2020, and ends on December 30, 2020”.

² See Section 601(d) of the Social Security Act, as added by section 5001 of the CARES Act.

cost cannot lawfully be funded using a line item, allotment, or allocation within that budget *or* (b) the cost is for a substantially different use from any expected use of funds in such a line item, allotment, or allocation.

The “most recently approved” budget refers to the enacted budget for the relevant fiscal period for the particular government, without taking into account subsequent supplemental appropriations enacted or other budgetary adjustments made by that government in response to the COVID-19 public health emergency. A cost is not considered to have been accounted for in a budget merely because it could be met using a budgetary stabilization fund, rainy day fund, or similar reserve account.

Costs incurred during the period that begins on March 1, 2020, and ends on December 30, 2020

Finally, the CARES Act provides that payments from the Fund may only be used to cover costs that were incurred during the period that begins on March 1, 2020, and ends on December 30, 2020 (the “covered period”). Putting this requirement together with the other provisions discussed above, section 601(d) may be summarized as providing that a State, local, or tribal government may use payments from the Fund only to cover previously unbudgeted costs of necessary expenditures incurred due to the COVID-19 public health emergency during the covered period.

Initial guidance released on April 22, 2020, provided that the cost of an expenditure is incurred when the recipient has expended funds to cover the cost. Upon further consideration and informed by an understanding of State, local, and tribal government practices, Treasury is clarifying that for a cost to be considered to have been incurred, performance or delivery must occur during the covered period but payment of funds need not be made during that time (though it is generally expected that this will take place within 90 days of a cost being incurred). For instance, in the case of a lease of equipment or other property, irrespective of when payment occurs, the cost of a lease payment shall be considered to have been incurred for the period of the lease that is within the covered period, but not otherwise. Furthermore, in all cases it must be necessary that performance or delivery take place during the covered period. Thus the cost of a good or service received during the covered period will not be considered eligible under section 601(d) if there is no need for receipt until after the covered period has expired.

Goods delivered in the covered period need not be used during the covered period in all cases. For example, the cost of a good that must be delivered in December in order to be available for use in January could be covered using payments from the Fund. Additionally, the cost of goods purchased in bulk and delivered during the covered period may be covered using payments from the Fund if a portion of the goods is ordered for use in the covered period, the bulk purchase is consistent with the recipient’s usual procurement policies and practices, and it is impractical to track and record when the items were used. A recipient may use payments from the Fund to purchase a durable good that is to be used during the current period and in subsequent periods if the acquisition in the covered period was necessary due to the public health emergency.

Given that it is not always possible to estimate with precision when a good or service will be needed, the touchstone in assessing the determination of need for a good or service during the covered period will be reasonableness at the time delivery or performance was sought, *e.g.*, the time of entry into a procurement contract specifying a time for delivery. Similarly, in recognition of the likelihood of supply chain disruptions and increased demand for certain goods and services during the COVID-19 public health emergency, if a recipient enters into a contract requiring the delivery of goods or performance of services by December 30, 2020, the failure of a vendor to complete delivery or services by December 30, 2020, will not affect the ability of the recipient to use payments from the Fund to cover the cost of such goods or services if the delay is due to circumstances beyond the recipient’s control.

This guidance applies in a like manner to costs of subrecipients. Thus, a grant or loan, for example, provided by a recipient using payments from the Fund must be used by the subrecipient only to purchase (or reimburse a purchase of) goods or services for which receipt both is needed within the covered period and occurs within the covered period. The direct recipient of payments from the Fund is ultimately responsible for compliance with this limitation on use of payments from the Fund.

Nonexclusive examples of eligible expenditures

Eligible expenditures include, but are not limited to, payment for:

1. Medical expenses such as:
 - COVID-19-related expenses of public hospitals, clinics, and similar facilities.
 - Expenses of establishing temporary public medical facilities and other measures to increase COVID-19 treatment capacity, including related construction costs.
 - Costs of providing COVID-19 testing, including serological testing.
 - Emergency medical response expenses, including emergency medical transportation, related to COVID-19.
 - Expenses for establishing and operating public telemedicine capabilities for COVID-19-related treatment.
2. Public health expenses such as:
 - Expenses for communication and enforcement by State, territorial, local, and Tribal governments of public health orders related to COVID-19.
 - Expenses for acquisition and distribution of medical and protective supplies, including sanitizing products and personal protective equipment, for medical personnel, police officers, social workers, child protection services, and child welfare officers, direct service providers for older adults and individuals with disabilities in community settings, and other public health or safety workers in connection with the COVID-19 public health emergency.
 - Expenses for disinfection of public areas and other facilities, *e.g.*, nursing homes, in response to the COVID-19 public health emergency.
 - Expenses for technical assistance to local authorities or other entities on mitigation of COVID-19-related threats to public health and safety.
 - Expenses for public safety measures undertaken in response to COVID-19.
 - Expenses for quarantining individuals.
3. Payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency.
4. Expenses of actions to facilitate compliance with COVID-19-related public health measures, such as:
 - Expenses for food delivery to residents, including, for example, senior citizens and other vulnerable populations, to enable compliance with COVID-19 public health precautions.
 - Expenses to facilitate distance learning, including technological improvements, in connection with school closings to enable compliance with COVID-19 precautions.
 - Expenses to improve telework capabilities for public employees to enable compliance with COVID-19 public health precautions.

- Expenses of providing paid sick and paid family and medical leave to public employees to enable compliance with COVID-19 public health precautions.
 - COVID-19-related expenses of maintaining state prisons and county jails, including as relates to sanitation and improvement of social distancing measures, to enable compliance with COVID-19 public health precautions.
 - Expenses for care for homeless populations provided to mitigate COVID-19 effects and enable compliance with COVID-19 public health precautions.
5. Expenses associated with the provision of economic support in connection with the COVID-19 public health emergency, such as:
- Expenditures related to the provision of grants to small businesses to reimburse the costs of business interruption caused by required closures.
 - Expenditures related to a State, territorial, local, or Tribal government payroll support program.
 - Unemployment insurance costs related to the COVID-19 public health emergency if such costs will not be reimbursed by the federal government pursuant to the CARES Act or otherwise.
6. Any other COVID-19-related expenses reasonably necessary to the function of government that satisfy the Fund's eligibility criteria.

Nonexclusive examples of ineligible expenditures³

The following is a list of examples of costs that would *not* be eligible expenditures of payments from the Fund.

1. Expenses for the State share of Medicaid.⁴
2. Damages covered by insurance.
3. Payroll or benefits expenses for employees whose work duties are not substantially dedicated to mitigating or responding to the COVID-19 public health emergency.
4. Expenses that have been or will be reimbursed under any federal program, such as the reimbursement by the federal government pursuant to the CARES Act of contributions by States to State unemployment funds.
5. Reimbursement to donors for donated items or services.
6. Workforce bonuses other than hazard pay or overtime.
7. Severance pay.
8. Legal settlements.

³ In addition, pursuant to section 5001(b) of the CARES Act, payments from the Fund may not be expended for an elective abortion or on research in which a human embryo is destroyed, discarded, or knowingly subjected to risk of injury or death. The prohibition on payment for abortions does not apply to an abortion if the pregnancy is the result of an act of rape or incest; or in the case where a woman suffers from a physical disorder, physical injury, or physical illness, including a life-endangering physical condition caused by or arising from the pregnancy itself, that would, as certified by a physician, place the woman in danger of death unless an abortion is performed. Furthermore, no government which receives payments from the Fund may discriminate against a health care entity on the basis that the entity does not provide, pay for, provide coverage of, or refer for abortions.

⁴ See 42 C.F.R. § 433.51 and 45 C.F.R. § 75.306.

**Coronavirus Relief Fund
Frequently Asked Questions
Updated as of June 24, 2020**

The following answers to frequently asked questions supplement Treasury’s Coronavirus Relief Fund (“Fund”) Guidance for State, Territorial, Local, and Tribal Governments, dated April 22, 2020, (“Guidance”).¹ Amounts paid from the Fund are subject to the restrictions outlined in the Guidance and set forth in section 601(d) of the Social Security Act, as added by section 5001 of the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”).

Eligible Expenditures

Are governments required to submit proposed expenditures to Treasury for approval?

No. Governments are responsible for making determinations as to what expenditures are necessary due to the public health emergency with respect to COVID-19 and do not need to submit any proposed expenditures to Treasury.

The Guidance says that funding can be used to meet payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. How does a government determine whether payroll expenses for a given employee satisfy the “substantially dedicated” condition?

The Fund is designed to provide ready funding to address unforeseen financial needs and risks created by the COVID-19 public health emergency. For this reason, and as a matter of administrative convenience in light of the emergency nature of this program, a State, territorial, local, or Tribal government may presume that payroll costs for public health and public safety employees are payments for services substantially dedicated to mitigating or responding to the COVID-19 public health emergency, unless the chief executive (or equivalent) of the relevant government determines that specific circumstances indicate otherwise.

The Guidance says that a cost was not accounted for in the most recently approved budget if the cost is for a substantially different use from any expected use of funds in such a line item, allotment, or allocation. What would qualify as a “substantially different use” for purposes of the Fund eligibility?

Costs incurred for a “substantially different use” include, but are not necessarily limited to, costs of personnel and services that were budgeted for in the most recently approved budget but which, due entirely to the COVID-19 public health emergency, have been diverted to substantially different functions. This would include, for example, the costs of redeploying corrections facility staff to enable compliance with COVID-19 public health precautions through work such as enhanced sanitation or enforcing social distancing measures; the costs of redeploying police to support management and enforcement of stay-at-home orders; or the costs of diverting educational support staff or faculty to develop online learning capabilities, such as through providing information technology support that is not part of the staff or faculty’s ordinary responsibilities.

Note that a public function does not become a “substantially different use” merely because it is provided from a different location or through a different manner. For example, although developing online instruction capabilities may be a substantially different use of funds, online instruction itself is not a substantially different use of public funds than classroom instruction.

¹ The Guidance is available at <https://home.treasury.gov/system/files/136/Coronavirus-Relief-Fund-Guidance-for-State-Territorial-Local-and-Tribal-Governments.pdf>.

May a State receiving a payment transfer funds to a local government?

Yes, provided that the transfer qualifies as a necessary expenditure incurred due to the public health emergency and meets the other criteria of section 601(d) of the Social Security Act. Such funds would be subject to recoupment by the Treasury Department if they have not been used in a manner consistent with section 601(d) of the Social Security Act.

May a unit of local government receiving a Fund payment transfer funds to another unit of government?

Yes. For example, a county may transfer funds to a city, town, or school district within the county and a county or city may transfer funds to its State, provided that the transfer qualifies as a necessary expenditure incurred due to the public health emergency and meets the other criteria of section 601(d) of the Social Security Act outlined in the Guidance. For example, a transfer from a county to a constituent city would not be permissible if the funds were intended to be used simply to fill shortfalls in government revenue to cover expenditures that would not otherwise qualify as an eligible expenditure.

Is a Fund payment recipient required to transfer funds to a smaller, constituent unit of government within its borders?

No. For example, a county recipient is not required to transfer funds to smaller cities within the county's borders.

Are recipients required to use other federal funds or seek reimbursement under other federal programs before using Fund payments to satisfy eligible expenses?

No. Recipients may use Fund payments for any expenses eligible under section 601(d) of the Social Security Act outlined in the Guidance. Fund payments are not required to be used as the source of funding of last resort. However, as noted below, recipients may not use payments from the Fund to cover expenditures for which they will receive reimbursement.

Are there prohibitions on combining a transaction supported with Fund payments with other CARES Act funding or COVID-19 relief Federal funding?

Recipients will need to consider the applicable restrictions and limitations of such other sources of funding. In addition, expenses that have been or will be reimbursed under any federal program, such as the reimbursement by the federal government pursuant to the CARES Act of contributions by States to State unemployment funds, are not eligible uses of Fund payments.

Are States permitted to use Fund payments to support state unemployment insurance funds generally?

To the extent that the costs incurred by a state unemployment insurance fund are incurred due to the COVID-19 public health emergency, a State may use Fund payments to make payments to its respective state unemployment insurance fund, separate and apart from such State's obligation to the unemployment insurance fund as an employer. This will permit States to use Fund payments to prevent expenses related to the public health emergency from causing their state unemployment insurance funds to become insolvent.

Are recipients permitted to use Fund payments to pay for unemployment insurance costs incurred by the recipient as an employer?

Yes, Fund payments may be used for unemployment insurance costs incurred by the recipient as an employer (for example, as a reimbursing employer) related to the COVID-19 public health emergency if such costs will not be reimbursed by the federal government pursuant to the CARES Act or otherwise.

The Guidance states that the Fund may support a “broad range of uses” including payroll expenses for several classes of employees whose services are “substantially dedicated to mitigating or responding to the COVID-19 public health emergency.” What are some examples of types of covered employees?

The Guidance provides examples of broad classes of employees whose payroll expenses would be eligible expenses under the Fund. These classes of employees include public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. Payroll and benefit costs associated with public employees who could have been furloughed or otherwise laid off but who were instead repurposed to perform previously unbudgeted functions substantially dedicated to mitigating or responding to the COVID-19 public health emergency are also covered. Other eligible expenditures include payroll and benefit costs of educational support staff or faculty responsible for developing online learning capabilities necessary to continue educational instruction in response to COVID-19-related school closures. Please see the Guidance for a discussion of what is meant by an expense that was not accounted for in the budget most recently approved as of March 27, 2020.

In some cases, first responders and critical health care workers that contract COVID-19 are eligible for workers’ compensation coverage. Is the cost of this expanded workers compensation coverage eligible?

Increased workers compensation cost to the government due to the COVID-19 public health emergency incurred during the period beginning March 1, 2020, and ending December 30, 2020, is an eligible expense.

If a recipient would have decommissioned equipment or not renewed a lease on particular office space or equipment but decides to continue to use the equipment or to renew the lease in order to respond to the public health emergency, are the costs associated with continuing to operate the equipment or the ongoing lease payments eligible expenses?

Yes. To the extent the expenses were previously unbudgeted and are otherwise consistent with section 601(d) of the Social Security Act outlined in the Guidance, such expenses would be eligible.

May recipients provide stipends to employees for eligible expenses (for example, a stipend to employees to improve telework capabilities) rather than require employees to incur the eligible cost and submit for reimbursement?

Expenditures paid for with payments from the Fund must be limited to those that are necessary due to the public health emergency. As such, unless the government were to determine that providing assistance in the form of a stipend is an administrative necessity, the government should provide such assistance on a reimbursement basis to ensure as much as possible that funds are used to cover only eligible expenses.

May Fund payments be used for COVID-19 public health emergency recovery planning?

Yes. Expenses associated with conducting a recovery planning project or operating a recovery coordination office would be eligible, if the expenses otherwise meet the criteria set forth in section 601(d) of the Social Security Act outlined in the Guidance.

Are expenses associated with contact tracing eligible?

Yes, expenses associated with contract tracing are eligible.

To what extent may a government use Fund payments to support the operations of private hospitals?

Governments may use Fund payments to support public or private hospitals to the extent that the costs are necessary expenditures incurred due to the COVID-19 public health emergency, but the form such assistance would take may differ. In particular, financial assistance to private hospitals could take the form of a grant or a short-term loan.

May payments from the Fund be used to assist individuals with enrolling in a government benefit program for those who have been laid off due to COVID-19 and thereby lost health insurance?

Yes. To the extent that the relevant government official determines that these expenses are necessary and they meet the other requirements set forth in section 601(d) of the Social Security Act outlined in the Guidance, these expenses are eligible.

May recipients use Fund payments to facilitate livestock depopulation incurred by producers due to supply chain disruptions?

Yes, to the extent these efforts are deemed necessary for public health reasons or as a form of economic support as a result of the COVID-19 health emergency.

Would providing a consumer grant program to prevent eviction and assist in preventing homelessness be considered an eligible expense?

Yes, assuming that the recipient considers the grants to be a necessary expense incurred due to the COVID-19 public health emergency and the grants meet the other requirements for the use of Fund payments under section 601(d) of the Social Security Act outlined in the Guidance. As a general matter, providing assistance to recipients to enable them to meet property tax requirements would not be an eligible use of funds, but exceptions may be made in the case of assistance designed to prevent foreclosures.

May recipients create a “payroll support program” for public employees?

Use of payments from the Fund to cover payroll or benefits expenses of public employees are limited to those employees whose work duties are substantially dedicated to mitigating or responding to the COVID-19 public health emergency.

May recipients use Fund payments to cover employment and training programs for employees that have been furloughed due to the public health emergency?

Yes, this would be an eligible expense if the government determined that the costs of such employment and training programs would be necessary due to the public health emergency.

May recipients use Fund payments to provide emergency financial assistance to individuals and families directly impacted by a loss of income due to the COVID-19 public health emergency?

Yes, if a government determines such assistance to be a necessary expenditure. Such assistance could include, for example, a program to assist individuals with payment of overdue rent or mortgage payments to avoid eviction or foreclosure or unforeseen financial costs for funerals and other emergency individual needs. Such assistance should be structured in a manner to ensure as much as possible, within the realm of what is administratively feasible, that such assistance is necessary.

The Guidance provides that eligible expenditures may include expenditures related to the provision of grants to small businesses to reimburse the costs of business interruption caused by required closures. What is meant by a “small business,” and is the Guidance intended to refer only to expenditures to cover administrative expenses of such a grant program?

Governments have discretion to determine what payments are necessary. A program that is aimed at assisting small businesses with the costs of business interruption caused by required closures should be tailored to assist those businesses in need of such assistance. The amount of a grant to a small business to reimburse the costs of business interruption caused by required closures would also be an eligible expenditure under section 601(d) of the Social Security Act, as outlined in the Guidance.

The Guidance provides that expenses associated with the provision of economic support in connection with the public health emergency, such as expenditures related to the provision of grants to small businesses to reimburse the costs of business interruption caused by required closures, would constitute eligible expenditures of Fund payments. Would such expenditures be eligible in the absence of a stay-at-home order?

Fund payments may be used for economic support in the absence of a stay-at-home order if such expenditures are determined by the government to be necessary. This may include, for example, a grant program to benefit small businesses that close voluntarily to promote social distancing measures or that are affected by decreased customer demand as a result of the COVID-19 public health emergency.

May Fund payments be used to assist impacted property owners with the payment of their property taxes?

Fund payments may not be used for government revenue replacement, including the provision of assistance to meet tax obligations.

May Fund payments be used to replace foregone utility fees? If not, can Fund payments be used as a direct subsidy payment to all utility account holders?

Fund payments may not be used for government revenue replacement, including the replacement of unpaid utility fees. Fund payments may be used for subsidy payments to electricity account holders to the extent that the subsidy payments are deemed by the recipient to be necessary expenditures incurred due to the COVID-19 public health emergency and meet the other criteria of section 601(d) of the Social Security Act outlined in the Guidance. For example, if determined to be a necessary expenditure, a government could provide grants to individuals facing economic hardship to allow them to pay their utility fees and thereby continue to receive essential services.

Could Fund payments be used for capital improvement projects that broadly provide potential economic development in a community?

In general, no. If capital improvement projects are not necessary expenditures incurred due to the COVID-19 public health emergency, then Fund payments may not be used for such projects.

However, Fund payments may be used for the expenses of, for example, establishing temporary public medical facilities and other measures to increase COVID-19 treatment capacity or improve mitigation measures, including related construction costs.

The Guidance includes workforce bonuses as an example of ineligible expenses but provides that hazard pay would be eligible if otherwise determined to be a necessary expense. Is there a specific definition of “hazard pay”?

Hazard pay means additional pay for performing hazardous duty or work involving physical hardship, in each case that is related to COVID-19.

The Guidance provides that ineligible expenditures include “[p]ayroll or benefits expenses for employees whose work duties are not substantially dedicated to mitigating or responding to the COVID-19 public health emergency.” Is this intended to relate only to public employees?

Yes. This particular nonexclusive example of an ineligible expenditure relates to public employees. A recipient would not be permitted to pay for payroll or benefit expenses of private employees and any financial assistance (such as grants or short-term loans) to private employers are not subject to the restriction that the private employers’ employees must be substantially dedicated to mitigating or responding to the COVID-19 public health emergency.

May counties pre-pay with CARES Act funds for expenses such as a one or two-year facility lease, such as to house staff hired in response to COVID-19?

A government should not make prepayments on contracts using payments from the Fund to the extent that doing so would not be consistent with its ordinary course policies and procedures.

Must a stay-at-home order or other public health mandate be in effect in order for a government to provide assistance to small businesses using payments from the Fund?

No. The Guidance provides, as an example of an eligible use of payments from the Fund, expenditures related to the provision of grants to small businesses to reimburse the costs of business interruption caused by required closures. Such assistance may be provided using amounts received from the Fund in the absence of a requirement to close businesses if the relevant government determines that such expenditures are necessary in response to the public health emergency.

Should States receiving a payment transfer funds to local governments that did not receive payments directly from Treasury?

Yes, provided that the transferred funds are used by the local government for eligible expenditures under the statute. To facilitate prompt distribution of Title V funds, the CARES Act authorized Treasury to make direct payments to local governments with populations in excess of 500,000, in amounts equal to 45% of the local government's per capita share of the statewide allocation. This statutory structure was based on a recognition that it is more administratively feasible to rely on States, rather than the federal government, to manage the transfer of funds to smaller local governments. Consistent with the needs of all local governments for funding to address the public health emergency, States should transfer funds to local governments with populations of 500,000 or less, using as a benchmark the per capita allocation formula that governs payments to larger local governments. This approach will ensure equitable treatment among local governments of all sizes.

For example, a State received the minimum \$1.25 billion allocation and had one county with a population over 500,000 that received \$250 million directly. The State should distribute 45 percent of the \$1 billion it received, or \$450 million, to local governments within the State with a population of 500,000 or less.

May a State impose restrictions on transfers of funds to local governments?

Yes, to the extent that the restrictions facilitate the State's compliance with the requirements set forth in section 601(d) of the Social Security Act outlined in the Guidance and other applicable requirements such as the Single Audit Act, discussed below. Other restrictions are not permissible.

If a recipient must issue tax anticipation notes (TANs) to make up for tax due date deferrals or revenue shortfalls, are the expenses associated with the issuance eligible uses of Fund payments?

If a government determines that the issuance of TANs is necessary due to the COVID-19 public health emergency, the government may expend payments from the Fund on the interest expense payable on TANs by the borrower and unbudgeted administrative and transactional costs, such as necessary payments to advisors and underwriters, associated with the issuance of the TANs.

May recipients use Fund payments to expand rural broadband capacity to assist with distance learning and telework?

Such expenditures would only be permissible if they are necessary for the public health emergency. The cost of projects that would not be expected to increase capacity to a significant extent until the need for distance learning and telework have passed due to this public health emergency would not be necessary due to the public health emergency and thus would not be eligible uses of Fund payments.

Are costs associated with increased solid waste capacity an eligible use of payments from the Fund?

Yes, costs to address increase in solid waste as a result of the public health emergency, such as relates to the disposal of used personal protective equipment, would be an eligible expenditure.

May payments from the Fund be used to cover across-the-board hazard pay for employees working during a state of emergency?

No. The Guidance says that funding may be used to meet payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. Hazard pay is a form of payroll expense and is subject to this limitation, so Fund payments may only be used to cover hazard pay for such individuals.

May Fund payments be used for expenditures related to the administration of Fund payments by a State, territorial, local, or Tribal government?

Yes, if the administrative expenses represent an increase over previously budgeted amounts and are limited to what is necessary. For example, a State may expend Fund payments on necessary administrative expenses incurred with respect to a new grant program established to disburse amounts received from the Fund.

May recipients use Fund payments to provide loans?

Yes, if the loans otherwise qualify as eligible expenditures under section 601(d) of the Social Security Act as implemented by the Guidance. Any amounts repaid by the borrower before December 30, 2020, must be either returned to Treasury upon receipt by the unit of government providing the loan or used for another expense that qualifies as an eligible expenditure under section 601(d) of the Social Security Act. Any amounts not repaid by the borrower until after December 30, 2020, must be returned to Treasury upon receipt by the unit of government lending the funds.

May Fund payments be used for expenditures necessary to prepare for a future COVID-19 outbreak?

Fund payments may be used only for expenditures necessary to address the current COVID-19 public health emergency. For example, a State may spend Fund payments to create a reserve of personal protective equipment or develop increased intensive care unit capacity to support regions in its jurisdiction not yet affected, but likely to be impacted by the current COVID-19 pandemic.

May funds be used to satisfy non-federal matching requirements under the Stafford Act?

Yes, payments from the Fund may be used to meet the non-federal matching requirements for Stafford Act assistance to the extent such matching requirements entail COVID-19-related costs that otherwise satisfy the Fund's eligibility criteria and the Stafford Act. Regardless of the use of Fund payments for such purposes, FEMA funding is still dependent on FEMA's determination of eligibility under the Stafford Act.

Must a State, local, or tribal government require applications to be submitted by businesses or individuals before providing assistance using payments from the Fund?

Governments have discretion to determine how to tailor assistance programs they establish in response to the COVID-19 public health emergency. However, such a program should be structured in such a manner as will ensure that such assistance is determined to be necessary in response to the COVID-19 public health emergency and otherwise satisfies the requirements of the CARES Act and other applicable law. For example, a per capita payment to residents of a particular jurisdiction without an assessment of individual need would not be an appropriate use of payments from the Fund.

May Fund payments be provided to non-profits for distribution to individuals in need of financial assistance, such as rent relief?

Yes, non-profits may be used to distribute assistance. Regardless of how the assistance is structured, the financial assistance provided would have to be related to COVID-19.

May recipients use Fund payments to remarket the recipient's convention facilities and tourism industry?

Yes, if the costs of such remarketing satisfy the requirements of the CARES Act. Expenses incurred to publicize the resumption of activities and steps taken to ensure a safe experience may be needed due to

the public health emergency. Expenses related to developing a long-term plan to reposition a recipient's convention and tourism industry and infrastructure would not be incurred due to the public health emergency and therefore may not be covered using payments from the Fund.

May a State provide assistance to farmers and meat processors to expand capacity, such to cover overtime for USDA meat inspectors?

If a State determines that expanding meat processing capacity, including by paying overtime to USDA meat inspectors, is a necessary expense incurred due to the public health emergency, such as if increased capacity is necessary to allow farmers and processors to donate meat to food banks, then such expenses are eligible expenses, provided that the expenses satisfy the other requirements set forth in section 601(d) of the Social Security Act outlined in the Guidance.

The guidance provides that funding may be used to meet payroll expenses for public safety, public health, health care, human services, and similar employees whose services are substantially dedicated to mitigating or responding to the COVID-19 public health emergency. May Fund payments be used to cover such an employee's entire payroll cost or just the portion of time spent on mitigating or responding to the COVID-19 public health emergency?

As a matter of administrative convenience, the entire payroll cost of an employee whose time is substantially dedicated to mitigating or responding to the COVID-19 public health emergency is eligible, provided that such payroll costs are incurred by December 30, 2020. An employer may also track time spent by employees related to COVID-19 and apply Fund payments on that basis but would need to do so consistently within the relevant agency or department.

Questions Related to Administration of Fund Payments

Do governments have to return unspent funds to Treasury?

Yes. Section 601(f)(2) of the Social Security Act, as added by section 5001(a) of the CARES Act, provides for recoupment by the Department of the Treasury of amounts received from the Fund that have not been used in a manner consistent with section 601(d) of the Social Security Act. If a government has not used funds it has received to cover costs that were incurred by December 30, 2020, as required by the statute, those funds must be returned to the Department of the Treasury.

What records must be kept by governments receiving payment?

A government should keep records sufficient to demonstrate that the amount of Fund payments to the government has been used in accordance with section 601(d) of the Social Security Act.

May recipients deposit Fund payments into interest bearing accounts?

Yes, provided that if recipients separately invest amounts received from the Fund, they must use the interest earned or other proceeds of these investments only to cover expenditures incurred in accordance with section 601(d) of the Social Security Act and the Guidance on eligible expenses. If a government deposits Fund payments in a government's general account, it may use those funds to meet immediate cash management needs provided that the full amount of the payment is used to cover necessary expenditures. Fund payments are not subject to the Cash Management Improvement Act of 1990, as amended.

May governments retain assets purchased with payments from the Fund?

Yes, if the purchase of the asset was consistent with the limitations on the eligible use of funds provided by section 601(d) of the Social Security Act.

What rules apply to the proceeds of disposition or sale of assets acquired using payments from the Fund?

If such assets are disposed of prior to December 30, 2020, the proceeds would be subject to the restrictions on the eligible use of payments from the Fund provided by section 601(d) of the Social Security Act.

Are Fund payments to State, territorial, local, and tribal governments considered grants?

No. Fund payments made by Treasury to State, territorial, local, and Tribal governments are not considered to be grants but are “other financial assistance” under 2 C.F.R. § 200.40.

Are Fund payments considered federal financial assistance for purposes of the Single Audit Act?

Yes, Fund payments are considered to be federal financial assistance subject to the Single Audit Act (31 U.S.C. §§ 7501-7507) and the related provisions of the Uniform Guidance, 2 C.F.R. § 200.303 regarding internal controls, §§ 200.330 through 200.332 regarding subrecipient monitoring and management, and subpart F regarding audit requirements.

Are Fund payments subject to other requirements of the Uniform Guidance?

Fund payments are subject to the following requirements in the Uniform Guidance (2 C.F.R. Part 200): 2 C.F.R. § 200.303 regarding internal controls, 2 C.F.R. §§ 200.330 through 200.332 regarding subrecipient monitoring and management, and subpart F regarding audit requirements.

Is there a Catalog of Federal Domestic Assistance (CFDA) number assigned to the Fund?

Yes. The CFDA number assigned to the Fund is 21.019.

If a State transfers Fund payments to its political subdivisions, would the transferred funds count toward the subrecipients’ total funding received from the federal government for purposes of the Single Audit Act?

Yes. The Fund payments to subrecipients would count toward the threshold of the Single Audit Act and 2 C.F.R. part 200, subpart F re: audit requirements. Subrecipients are subject to a single audit or program-specific audit pursuant to 2 C.F.R. § 200.501(a) when the subrecipients spend \$750,000 or more in federal awards during their fiscal year.

Are recipients permitted to use payments from the Fund to cover the expenses of an audit conducted under the Single Audit Act?

Yes, such expenses would be eligible expenditures, subject to the limitations set forth in 2 C.F.R. § 200.425.

If a government has transferred funds to another entity, from which entity would the Treasury Department seek to recoup the funds if they have not been used in a manner consistent with section 601(d) of the Social Security Act?

The Treasury Department would seek to recoup the funds from the government that received the payment directly from the Treasury Department. State, territorial, local, and Tribal governments receiving funds from Treasury should ensure that funds transferred to other entities, whether pursuant to a grant program

or otherwise, are used in accordance with section 601(d) of the Social Security Act as implemented in the Guidance.

**Comparison of CARES Act Expenditure Plans
12 Florida Counties Directly Funded by the U.S. Treasury**

County	Funding Allocation	Date	Expenditure Plan Summary	Expenditure #1	Expenditure #2	Expenditure #3	Expenditure #4	Expenditure #5	Expenditure #6	Expenditure #7	Unallocated/Reserves
Brevard	\$105 million (\$65.4 M Allocated)	5/5/2020	Expenditures for public health programs, medical expenditures, public employee reassignment, future COVID-19 related expenditures, safety-net programs and services and a small business program. The County also plans to contract with a technical expert to ensure expenditures align with the U.S. Treasury's CRF guidelines.	Public Health Program (\$7M, 11% / 7%): PPE, public area disinfection and quarantining	Medical Expenditure Program (\$16M, 24% / 15%): Testing, contact and antibody testing, EMS/transport, public safety response	Public Health Compliance Program (\$15M, 23% / 14%): Sanitization/Social Distancing at County Jail, telework expenses, government response enforcement, sick and family leave expenses, non-congregate sheltering	Public Employee Reassignment Program (\$2M, 3% / 2%): Payroll expenses related to the reassignment of current County employees	Individual Housing/Food Assistance (\$4.4M, 7% / 4%): Housing rental and mortgage assistance program, housing utility and security deposit program, and food stability program	Unobligated CARES Act (\$21M, 32% / 20%): Future expenses (i.e. social distanced hurricane sheltering) and shortfalls	On July 7, the BOCC will discuss a proposed small business grants program to reimburse the costs of business interruptions or losses caused by required closures or compliance with social distancing guidelines	\$39.6M Unallocated (38% of Total Allocation Remaining)
Broward	\$340 million (100% Allocated)	6/16/2020	Expenditure plan to be deliberated by BOCC on June 16. County Administrator recommendations include extensive COVID-19 testing, monitoring and sanitization of public facilities and assisted living, pay roll expenses, expenses related to Stay at Home orders, economic support expenses, and other essential government and constitutional expenses.	Medical Expenses (\$60M, 18%): Extensive COVID-19 testing, treatment, response and telemedicine expenses related to COVID-19.	Public Health Expenses (\$100M, 29%): Increased monitoring and sanitization of public facilities and assisted living, adult care, and nursing home facilities; hurricane preparedness; PPE; supported isolation program.	Payroll Expenses (\$60M, 18%): Payroll expenses for public safety, public health, health care, human services, and similar employees.	Facilitate Compliance Expenses (\$20M, 6%): Expenses for food delivery to residents, facilitate distance learning, improve telework capabilities for public employees, providing paid sick and family and medical leave to public employees, maintaining state prisons and county jails, and care for homeless populations.	Economic Support Expenses (\$80M, 23%): Expenditures related to the provision of grants to small businesses, payroll support program, individual assistance, unemployment insurance costs related to the COVID-19 public health emergency if such costs will not be reimbursed by the federal government.	Other COVID-19 Expenses (\$20.7, 6%): Including safe elections and other essential government and constitutional functions disrupted by the pandemic.		
Duval	\$160 million (100% Allocated)	4/27/2020	Expenditures to provide direct relief to citizens support the ongoing response to COVID-19 and various city programs.	Direct Stimulus (\$40M, 25%): mortgage, rent and utility payment assistance. \$1k payments to 40k households	COVID-19 Testing (\$36M, 22%): Testing, testing sites, healthcare infrastructure needs	Small Business Loans (\$17M, 11%): City's share of current partnership with VyStar to provide small business loans	Revenue Declines (\$25M, 16%): Offset anticipated declines in city revenue caused by the pandemic including \$9M to provide for a six-month moratorium on mobility fees and building inspection fees	City Facility Operations Support (\$20M, 12%): Support for non-profit and for-profit businesses operating City facilities (Jax Zoo, Union Center, FL Theater)	Small Business Grants (\$9M, 6%): Subsequently, on May 26, the Jacksonville City Council unanimously approved a bill May 26 that appropriates \$9 million to fund 4,500 cards. The \$9 million is a appropriation of what the Council approved to pay for the city's portion of the VyStar loan program.		City's Emergency Relief Fund (\$12.5M, 8%): Response expenditures not covered by FEMA
Hillsborough	\$256.8 million (100% Allocated)	5/6/2020	Expenditures for workforce training, business recovery, social distancing strategies and safety-net programs and services. All programs are countywide and will be targeted to residents in both the unincorporated area and each of the cities within the County The ranges designated for individual programs are intended to be initial estimates and may change as warranted based on demand and continued evaluation of areas of greatest need.	Workforce Training (\$30-\$60M, 12-23%): Assistance for individuals in hardest-hit industries and for-profit businesses impacted	Accelerated Business Recovery (\$50 - \$85M, 19-33%): Grants to provide an immediate infusion of capital to small businesses.	Back to Work Grants (\$15-\$35M, 6-14%): Incentive to for-profit, small businesses that are economically-injured by COVID-19 and create at least two new jobs or rehire at least two previously furloughed employees.	Safe-At-Home Mitigation Grants (\$15 - \$35M, 6-14%): Grants to support building reconfiguration, business equipment and technology investments, and safety and sanitation training matching grants to businesses and property owners.	Life Safety Programs (\$35 - \$60M, 14-23%): Rapid Response Recovery Program (direct individual assistance for impacts due to COVID-19-related business closures); Direct Community Services (PPE, testing sites, sheltering); Local food purchase and distribution/Feeding Tampa Bay/Metropolitan Ministries; and Government and Community Facility/Operational Safety Improvements (Telework, sanitizing, hurricane sheltering)			

**Comparison of CARES Act Expenditure Plans
12 Florida Counties Directly Funded by the U.S. Treasury**

County	Funding Allocation	Date	Expenditure Plan Summary	Expenditure #1	Expenditure #2	Expenditure #3	Expenditure #4	Expenditure #5	Expenditure #6	Expenditure #7	Unallocated/ Reserves
Lee	\$134 million (\$57.5 Allocated)	5/12/2020	Phase I expenditures for personal assistance programs, relaunching businesses, childcare support, PPE supply, and local food banks. The remaining \$76.5 will be held in reserves to be allocated in the future.	Small Business Relaunch Program (\$25M, 44% / 19%) : \$5k grants to eligible small businesses	Individual Assistance Program (\$22M, 38% / 17%) : Up to \$2k of rent, mortgage, or utilities assistance to eligible households	PPE for Small Business Programs (\$3M, 5% / 2%) : PPE kits for eligible small businesses in specific "high touch" industry sectors	Childcare Assistance Program (\$4.5M, 8% / 3%) : Funding for childcare assistance to eligible households and PPE supplied to partnering providers.	Food Security Program (\$3M, 5% / 2%) : Funding to local community for food security			\$76.5M Unallocated (57% of Total Allocation Remaining)
Miami-Dade	\$474 million*	5/19/2020	Expenditures include nearly \$8 million in Community Development Block Grant funds to provide direct assistance to local businesses and families	Small business assistance program (\$5M) : Forgivable loans up to \$25k to businesses with 25 or fewer employees to cover businesses expenses	* No information found on Miami-Dade's expenditures funded by their share of the dedicated state/local CARES allocations. Expenditures to date through CDBG and Emergency Solutions Grant Programs						
Orange	\$243 million (100% Allocated)	5/19/2020	Expenditures across four funding categories and one replenishment category to ensure that the funds are able to meet the immediate and personal need of residents, business owners, nonprofits, municipal and community partners.	Small Business Assistance (\$72.9M, 30%) : \$10k grants for 6,500 qualifying small businesses to cover normal business expenses, including employee wages, vendor bills, and rent to help offset the temporary loss of revenue due to COVID-19.	Social Services and Resident Needs(\$72.9M, 30%) : Half funding (\$36M) for one-time \$1k payment per household to bridge financial gaps for rent, mortgage, medical or an eligible utility expense. Remaining half (\$36M) to expand funding for Orange County partner nonprofits.	Public Safety and Health Expenditures (\$48.6M, 20%) : PPE, Community testing, facility updates, and other COVID-19 expenses	Municipality and Constitutional Officer Expenditures (\$24.3M, 10%) : COVID-19 expenses				Replenishment Account (\$24.5M, 10%) : Unexpected needs, additional federal guidance
Palm Beach	\$261 million (100% Allocated)	5/8/2020	Expenditures for emergency food distribution, housing assistance, social safety-net services, county-wide testing, workforce training and improvements to shelters to support social distancing regulations, and payments towards improving the county's broadband infrastructure to support residents in rural areas that are teleworking.	General Government Expenses (\$45M, 17.5%) : PPE, teleworking/staffing, public messaging and signage, and reimbursement for the county's constitutional offices. Including \$10M for Broadband Enhancements to enable teleworking and long distance learning capabilities.	Emergency Food Distribution (\$35M, 13.5%) : Food Distribution exceeding normal base expenses; community food programs identified in emergency feeding plan	Individual & Family Housing Assistance (\$40M, 15%) : Emergency Mortgage, Rental and Utility Assistance	Human Services Assistance (\$10M, 4%) : Unmet needs	Business Grants (\$60M, 23%) : Includes \$50M for businesses with less than 25 employees (Restart Small Business Grant Program); \$10M for businesses with more than 25 employees	Public Safety (\$45M, 17%) : Includes \$35M for Countywide Testing (Covid-19 and Antibodies Testing, HCO medical vehicle, staffing) and \$10M for Non-Congregate Sheltering	Re-employment Training (\$15M, 6%) : Training programs for citizens who have lost employment as a result of Covid-19	Reserves (\$11M, 4%)

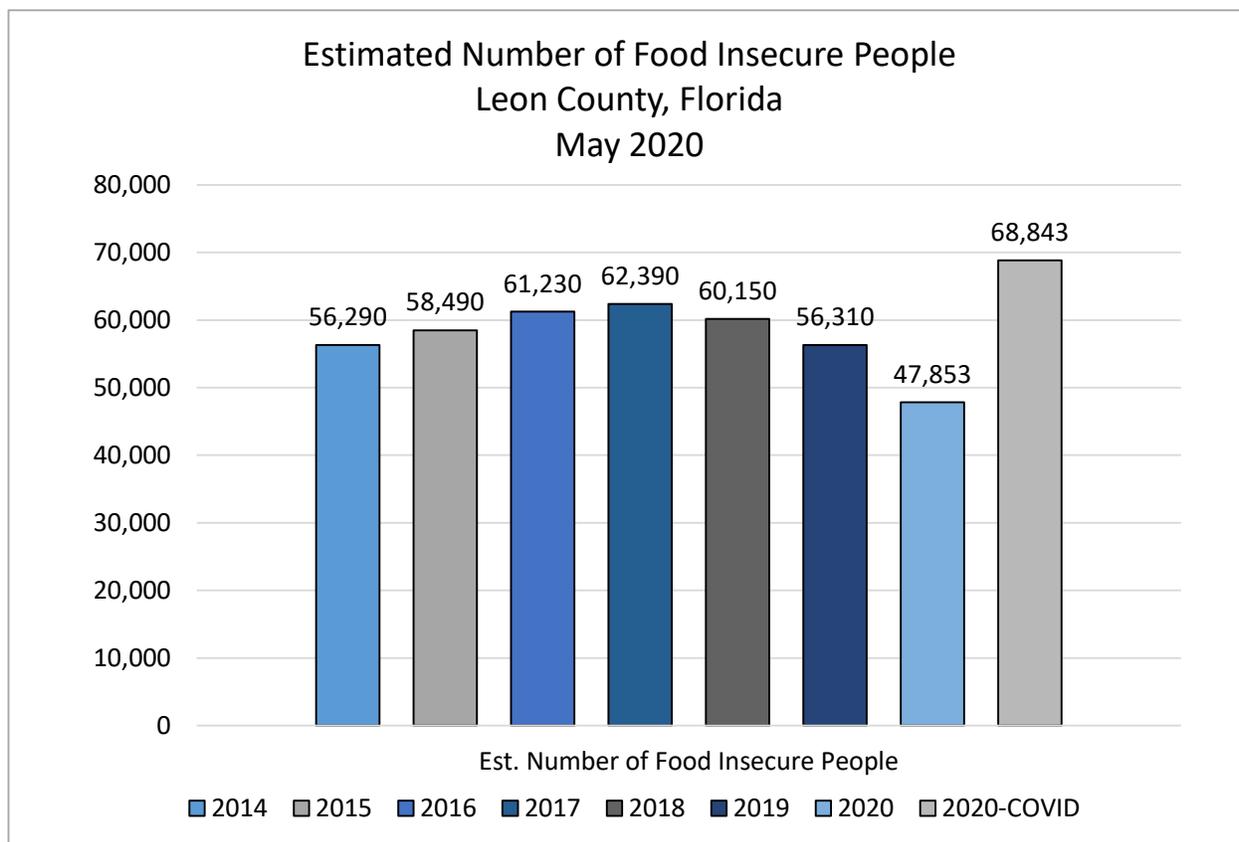
**Comparison of CARES Act Expenditure Plans
12 Florida Counties Directly Funded by the U.S. Treasury**

County	Funding Allocation	Date	Expenditure Plan Summary	Expenditure #1	Expenditure #2	Expenditure #3	Expenditure #4	Expenditure #5	Expenditure #6	Expenditure #7	Unallocated/Reserves
Pasco	\$96.7 million (Approx. \$11 M Allocated)	5/5/2020	Delegating authority to spend funds given to County Administrator to provide economic relief to people, businesses, and organizations suffering economic and public health impacts of COVID-19.	Pasco Cares (\$4M, 36% / 4%) : One-time emergency assistance up to \$3.5k for 1,200 residents for mortgage, rent, property association fees, utilities, car payments. First come, first served basis.	Small Business PPE Reimbursement Program (\$1M, 9% / 1%) : To reimburse at least 1,000 small business owners up to \$1k for purchasing PPE	Transfer to Penny for Pasco Jobs and Economic Opp. Trust Funds (\$6M, 55% / 6%) : Includes \$2M reimbursement to JEO Trust Fund for prior awards given through the Emergency Business Grant Program. Additional \$4M dedicated for program.					\$85.7M Unallocated (89% of Total Allocation Remaining)
Pinellas	\$170 million (100% Allocated)	4/28/2020	Expenditures for development of programs that will provide critical financial assistance to businesses and individuals who are hurting through no fault of their own due to the economic impacts of the COVID-19 pandemic	Financial Assistance Program (\$130M-\$135M, 80%) : To provide up to \$4k to residents who are currently earning at or below 200% poverty level to assist with housing and utility payments	Small Business Grants (\$35M, 20%) : To benefit up to 6,500 businesses with less than 25 employees with grants up to \$5k for rent/mortgage, employee retention, or vendor payments	Public Health Expenses (TBD) : Funding for sanitization of facilities and HVAC systems, UV installations.	County is working to develop a Phase II expenditure plan which will be geared to private sector support. Future considerations: Dedicating funds for cities, support for court reopenings, and COVID-related operating expenses (PPE, signs, sanitization). They have not had conversations on county facility enhancements/infrastructure support but if they had a "shovel-ready" project for community fiber it would've been an opportunity to support virtual/distance learning, working, etc. through broadband.				
Polk	\$126 million (100% Allocated)	5/5/2020	Expenditures to provide relief to small businesses and residents who were either furloughed or laid off from their jobs. Assistance will help pay for utilities, rent and mortgages, and help small businesses to remain open or reopen.	Small Business Economic Development (\$40M, 32%) : Grants to help small businesses with costs to remain open or reopen - up to \$1k for self employed businesses, \$2.5k for businesses with 2-9 employees, and \$5k for businesses with 10-25 employees	Health and Human Services (\$30M, 24%) : Up to \$2k in assistance for individuals and/or households for rent, mortgage and utility assistance	Community Healthcare (\$30M, 24%) : Medical response and possible testing of COVID-19 or antibodies	Local Costs and Services (\$26M, 20%) : to cover the costs of COVID-19 for the County, Cities, Constitutional Officers, and Schools within Polk County. County staff will be working with these agencies to calculate and determine which costs will be eligible.				
Volusia	\$96.5 million (Approx. \$35.5 Allocated)	5/26/2020	Expenditures provide assistance to individuals, small businesses, nonprofits, and cities within Volusia County. Less than 40% of the funds have been allocated to date.	Small Business Reopening Grant (\$10M, 28% / 10%) Up to \$3k in funding assistance for eligible businesses as they re-open or return to pre-COVID-19 operating levels	Small Business Reopening Grant Expansion (\$2.5M, 7% / 3%) Program expansion to include nonprofits/not-for-profits to help offset their COVID19 related expenses or loss.	Individual Rent and Mortgage Grant Program (\$5M, 14% / 5%) : Housing assistance of up to \$1.5k/month for up to three months	Feed a Family Grant Program (\$3M, 9% / 3%) : Assistance for food distribution through local nonprofits	City Assistance (\$15M, 42% / 16%) : Assistance for the 16 cities in Volusia County to offset lost revenue and cover expenses related to cleaning and sanitizing buildings			\$61M Unallocated (63% of Total Allocation Remaining)
<p>*Expenditure percentages based on share of funding currently allocated by County to date</p> <p>*Expenditure percentages based on total funding allocated to County</p>											

Food Insecurity in Leon County

Tonight, thousands of people in Leon County will go to bed wondering where they'll get their next meal. They are your neighbors, your children's teammates and our nation's veterans. They are working mothers, seniors living on fixed incomes and children preparing for school, or camp tomorrow. Others are part of working families barely making ends meet, until their lives are upended by circumstances outside their control. Because people often have to make difficult choices between feeding themselves and their families and paying for other necessities, no cost food assistance is a life-line for those struggling to put food on the table. Food intervention lifts a big weight from their shoulders so they can use income to pay for other expenses, such as medicines, expenses for children, rent and utilities, strengthening resilience.

Food insecurity is driven primarily by lack of money and other critical resources. Before the COVID-19 crisis reached Leon County, over 56,310 people, including over 10,460 children, lived in a food- insecure household. (Feeding America "2019 Map the Meal Gap") With May unemployment rising to 14.5% statewide, and 8.8% in Leon County (three times the May 2019 rate of 2.9%) the need for food has increased substantially. Today, over **68,000 (27.5%) people in Leon County are food insecure, including 16,000 (30%) children.** (Note: estimates exclude 40,688 (83%) of undergraduate college students living off-campus with support from their parents.)



Hunger is difficult to identify in a large population. While hunger and food insecurity are closely related, but distinct, food insecurity is the accepted method for measuring food deprivation. Food insecurity is a yearlong measure, making it impossible to say whether a food insecure household needs help now; or whether they know where their next meal is coming from.

The cycle of food insecurity and chronic disease begins when an individual or family cannot afford enough nutritious food. When combined, stress and poor nutrition can make disease management even more challenging. In addition, the time and money to respond to these worsening health crises drains the household budget, leaving little money for essential nutrition and medical care. Food insecure adults have lower scores on physical and mental health exams; are more likely to have a range of chronic illnesses (high blood pressure, various cardiovascular risk factors); have an increased risk of developing diabetes; and may experience higher levels of aggression and anxiety. Child food insecurity is linked with grade repetition, absenteeism, tardiness, anxiety and aggression.

Second Harvest of the Big Bend

Second Harvest food bank is a nonprofit charity started in 1982 to address the urgent problem of hunger in the community. Our mission, to feed hungry people in the Big Bend and lead the community in the fight to end hunger.

Because so many people don't know where their next meal is coming from, we distribute food through a collaborative network of over 80 Leon County partner agencies, including food pantries, soup kitchens, meal sites, schools, emergency sites and shelters. To care for people most at-risk, Second Harvest has special Child Nutrition Programs (After School Meals, Summer Feeding, School BackPack and Pantry) and Senior Program (Senior Grocery).

In FY19, Second Harvest delivered food for 4.69 million no cost meals in Leon County. This year, Second Harvest food will account for over 5 million meals in Leon County. The food bank model enables us to rapidly scale services to meet community need. From March 15 to June 15, 2020, distribution in Leon County increased by 23% (+ 291,000 meals) from last year.

Leon County Food Intervention with CARES Act Funding

The proposal addresses the needs of our community's most vulnerable populations (children, seniors, the homeless) with those of working families and young professionals. Each program can be expanded or reduced to accommodate need and response.

As a member of the Feeding America network of food banks, Second Harvest can purchase truckloads of fresh produce, dry goods, dairy and protein at below wholesale cost.

1. Child Nutrition (School BackPack and School Pantry): Each Friday throughout the school year, Second Harvest gives food insecure children 'backpack' bags of child-friendly, easily consumed food to ensure their nutritional needs are met over the weekend. Each bag includes six components: milk, protein and ready-to-eat, fruit, vegetable and grain.

Proposed: 5,000 bags weekly during the 37-week school year. Distribution is coordinated with Leon County Schools. This is an expansion of our current Backpack program, allowing for a 281% increase in the number of children served.

- Total bags: 185,000 (5,000 bags x 37 weeks)
- Total meals: 1,110,000 (185,000 bags, each with food for 6 meals)
- Total cost: \$1,004,550 (Food is purchased through a wholesaler at \$5.43 per bag)

2. Senior Grocery: Seniors - regardless of income - have different nutritional needs and are more likely to have difficulty preparing or consuming food due to limited mobility, cognitive impairments and other age-related conditions. The Senior Grocery Program helps at-risk seniors by providing them with food selected for their unique nutritional needs (more calories, quality proteins, vitamin D and Calcium; less sodium) they can prepare and consume at home.

For people on a fixed income, the last 10 days of the month can be frightening. We propose delivering 2,500 boxes of senior-friendly food monthly through the end of the year. Each box will contain enough nutritious food for 14 meals. This would be an expansion of our Senior Grocery program from 240/mo. to 2,500/mo., a 942% increase.

We currently partner with Flipper Chapel, Westminster Oaks, Good News Outreach and Greater Mt. Zion Church and have a few partners on our waiting list hoping to join the program once it is expanded.

- 7.5 truckloads (about 33,000 pounds of mixed dry-goods each).
 - Cost per truckload: \$30,000
 - Total cost of food: \$225,000
 - Total pounds of food: 247,500
 - Total meals: 206,250
 - Total boxes: 15,000
 - Materials: \$7,000
 - Delivery/shipping of boxes: \$150,000 (\$10 ea.)
- Grand total: \$382,000 (food + materials + delivery)

3. High-risk/homeless: In coordination with the Big Bend Continuum of Care and other non-profit partners we will begin this new program focusing on individuals experiencing homelessness or living with special needs.

- Emergency food boxes. Each box contains food for 14 easy to prepare and consume meals.
- Total boxes: 18,200 (700 boxes weekly for 26 weeks)
- Total meals: 254,800 (18,200 boxes, each containing food for 14 meals)
- Total cost: \$297,500 (8.5 truckloads @ \$35,000 ea.)

4. Mobile feeding:

With COVID-19 reshaping the community, causing layoffs and closures, Second Harvest' is adapting with extensive safety precautions and more frequent mobile distributions. We use our trucks for mobile and direct distribution dry and/or refrigerated products. Mobile food pantries provide food banks and agencies with expanded capacity, removes barriers to access while increasing distribution in unserved/underserved areas.

CARES Act funding will support an expanded delivery schedule to include Sunday (we currently deliver Monday-Saturday) and increased mobile distributions in Leon County from 3/wk to 9/wk, a 300% increase.

A. Working families/ALICE

Two additional mobile distributions weekly in Leon County. Distributions average about 13,000 pounds of food each, enough for 10,800 meals.

- Total distributions: 52 (2 per week for 26 weeks)
- Total meals distributed: 561,600
- Total of food: \$513,760
- Food bank costs: \$33,800
- Total cost: \$547,500

B. Younger adults

Two additional mobile distributions weekly in Leon County at socially-oriented locations (to be determined). Distributions average about 7,000 lbs. per stop.

- Total distributions: 52 (2 per week for 26 weeks)
- Total meals distributed: 303,000
- Total of food: \$273,000
- Food bank costs: \$23,400
- Total cost: \$296,400

C. Sunday Services

Two mobile distributions each Sunday in Leon County. Held with larger churches is high-need areas. Distributions average about 13,000 pounds of food each, enough for 10,800 meals.

- Total distributions: 52 (2 per week for 26 weeks)
- Total meals distributed: 561,600
- Total of food: \$513,760
- Food bank costs: \$33,800
- Total cost: \$547,500

Program	Number of Meals	Cost
Child Nutrition	1,110,000	\$1,004,550
Senior Grocery	206,250	\$382,000
High-risk (homeless)	254,800	\$297,500
Mobile Distribution		
* Working Families/ALICE	561,600	\$547,500
* Younger Adults	303,000	\$296,400
* Sunday Services	561,600	\$547,500
	2,997,250	\$3,075,450

Second Harvest Program Expenses	Cost	Total
Six FT employees (drivers, warehouse staff, inventory assistance)	\$17,000 ea.	\$102,000
One reach forklift (this type of forklift will help us accommodate increased inventory and speed the flow of food from the warehouse to the community.)	\$46,000	\$46,000
Two refrigerated box trucks	\$2,200 ea./monthly	\$26,400
Administration	3%	\$90,000
		\$264,400
Program Totals		
Grand total		\$3,339,850
Total meals		2,997,250
Average cost per meal		\$1.11
Average retail cost per meal (Leon)		\$3.48
Cost-prevention realized by clients	(total # meals x retail cost)	\$10,430,430

Meal Gap - Leon County, FL

Number of food insecure		68,000
Weekly gap (7 meals per person)		476,000
CARES Period (7/1 - 12/31/20)	26 weeks	
CARES Meal Gap		12,376,000
Second Harvest meals (ongoing)		2,950,000
CARES Act Intervention - meals		2,997,250
Second Harvest - total meals		5,947,250
Other charitable meals		750,000
Remaining need (all charitable meals - CARES meal gap)	(12,376,000 - 6,454,300)	5,678,750