

# Leon County Board of County Commissioners

## 2009/10 Board Retreat



**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA**



**FY 2009/10 COUNTY COMMISSION RETREAT**

**9:00 a.m. – 4:00 p.m.  
Monday, December 7, 2009**

**Goodwood Museum & Gardens  
Carriage House Conference Center  
1600 Miccosukee Road  
Tallahassee, FL**

# FY 2009/10 BOARD OF COUNTY COMMISSIONERS RETREAT

December 7, 2009

Goodwood Conference Center

9:00 a.m. – 4:00 p.m.

(Breakfast/Refreshments will be Available at 8:30 a.m.)

## AGENDA

**Purpose:** To facilitate a highly interactive, results-based strategy session of the Leon County Board of County Commissioners to discuss and deliberate numerous issues which will continue to be significant matters before the Board in the coming year. This process considers the ongoing challenges facing the County (such as declining revenue as a result of property tax reform and a downturn in the real estate market) and will provide a forum for the Board to provide guidance to staff in terms of the priority of these issues.

**Desired Outcome:** This process will provide critical information for staff to be able to align Board priorities with available resources and to continue to deliver high quality services in the areas most essential to our citizenry in the coming year.

### ***BREAKFAST/REFRESHMENTS***

8:30 am

#### **I. Goals and Objectives of the Day – Chairman**

9:00 am

##### **Ground Rules**

- Listen carefully - be open to new ideas
- Everyone participates - no one dominates
- Seek out differences of opinion – it is okay to disagree
- Honor time limits

#### **II. Process Overview – Parwez Alam, County Administrator**

9:15 am

Overview of today's retreat, in the uniquely challenging and austere environment which persists for counties, and the necessity of a focused course for the future of Leon County.

- A. Issues Updates (Charter Review Committee and Budget Overview), Convergence of Issues and Guiding Principles
- B. Updates on the FY 08/09 Board Retreat Priorities
- C. Other Commission Retreat Issues
  1. Economic Development and Growth Management
  2. Policies to keep Board meetings on track and on time, while preserving opportunity for the public to communicate with the Board
- D. Adding / Deleting Issues
- E. Prioritization of Issues
- F. Additional Updates, Discussion and Policy Direction
- G. Miscellaneous Items by Each Commissioner

**FY 2009/10 BOARD OF COUNTY COMMISSIONERS RETREAT  
AGENDA**

**III. General Issues Updates – County Administration** *9:30 am*

As a precursor to Commission discussion of any/all of the issues presented as Retreat issues, staff will provide a brief presentation on issues which require an update for the coming year:

- A. Charter Review Committee, Vincent Long, Deputy County Administrator
- B. Budget Overview, Alan Rosenzweig, Assistant County Administrator
- C. Convergence of Issues, Parwez Alam, County Administrator
- D. Guiding Principles, Parwez Alam, County Administrator

**BREAK** (15 minutes) *10:00 am*

**IV. Updates on the FY 08/09 Board Retreat Priorities and  
Other Items the Board Requested for the Retreat Agenda – County Administration** *10:15 am*

Updates on the FY 08/09 Board Retreat Priorities, and other items the Board asked to be placed on the Retreat agenda, are included in the Retreat materials. The Board may ask questions, request a brief presentation, and/or discuss issues associated with any of these items. The County Administrator will identify issues that require additional policy direction from the Board.

**V. Commissioner Prioritization Process – Commissioners,  
Facilitated by the County Administrator** *11:15 am*

The Board will engage in a collaborative prioritization process facilitated by the County Administrator.

- A. Each Commissioner will be given the opportunity to add / delete issues to those already identified (this will require 4 votes of the Commission).
- B. Commissioners can combine issues that are similar to refine and focus the list.
- C. Commissioners can discuss in more detail any of the issues/ask questions for clarification.
- D. Commissioners will then rank the list of issues using the Commissioner Ranking Sheet and assign individual scores to each issue.

**LUNCH BREAK** *12:15 pm*

**FY 2009/10 BOARD OF COUNTY COMMISSIONERS RETREAT  
AGENDA**

**VI. Discussion of Retreat Issues Priority Ranking – Commissioners, 1:30 pm  
Facilitated by the County Administrator**

A cumulative Commissioner Ranking Sheet, reflecting the combined prioritization of the issues in rank order, will be distributed to the Board. Commissioners will have the opportunity to discuss the relative ranking and determine if refining a “Top 5” or a “Top 10” list is warranted. Commissioners will also have the opportunity to discuss/provide additional, refined direction to staff on the final prioritization of issues.

**VII. Additional Discussion and Policy Direction – County Administration 2:30 pm**

Staff will provide updates on other issues which do not require Board prioritization:

- A. Commissioner Discussion Items Status Report
- B. List of Major Continuing Projects
- C. Additional Updates
  - 1. Consolidated 4-Day Workweek – Lillian Bennett, Human Resources Director
  - 2. Mass Citizen Communication/Outreach – Pat Curtis, MIS Director
  - 3. Indigent Healthcare Surtax – Vince Long, Deputy County Administrator
- D. County Administrator’s Wrap Up

**VIII. Miscellaneous Items by each Commissioner 3:00 pm**

Each Commissioner will be given an opportunity to bring up any other issues they would like to discuss but which do not need to be part of the above prioritization process.

**Adjourn 4:00 pm**

# Leon County Board of County Commissioners

## 2009/10 Board Retreat



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## I. Goals and Objectives of the Day – Chairman

### Goals and Objectives – Chairman's Comments

#### Ground Rules

- Listen carefully - be open to new ideas
- Everyone participates - no one dominates
- Seek out differences of opinion – it is okay to disagree
- Honor time limits

## II. Board Retreat Process Overview – County Administrator

### General Issues – Presentations on the following will be made (Section III):

- Charter Review Committee
- Budget Overview
- Convergence of Issues
- Guiding Principles (Resolution R08-01)

### Updates on the FY 08/09 Board Retreat Priorities (Section IV B)

- |                                      |   |
|--------------------------------------|---|
| 1. Economic Development              | 6. Countywide Stormwater Standards                |
| 2. Climate Change and Sustainability | 7. Functional Consolidation                       |
| 3. Revenue Diversification           | 8. Fire/EMS Merger and Joint Dispatch Facility    |
| 4. Southern Strategy                 | 9. Primary & Mental Health Care for the Uninsured |
| 5. Wakulla Springs Protection        | 10. Increasing Citizen Input                      |

- |  |
|--|
| <ul style="list-style-type: none"><li>○ Updates provided in workbook materials.</li><li>○ The Board may ask questions, request a presentation or discuss related issues.</li></ul> |
|--|

### Other Issues the Board Asked to be Placed on the Retreat Agenda (Section IV C)

1. Economic Development and Growth Management
2. Policies to keep Board meetings on track and on time, while preserving opportunity for the public to communicate with the Board

- |  |
|--|
| <ul style="list-style-type: none"><li>○ General information provided in workbook materials.</li><li>○ The Board may ask questions, request a presentation or discuss related issues.</li></ul> |
|--|

### Commissioner Prioritization Process (Section V)

- Collaborative prioritization process facilitated by the County Administrator.
- Each Commissioner will be given the opportunity to add/delete issues to those already identified (this will require four votes of the Commission).
  - Commissioners can combine similar issues to refine and focus the list.
  - Commissioners can discuss any issues and ask questions for clarification.
  - Commissioners will then rank the issues using individual ranking sheets.

### Finalization of Priority Ranking (Section VI)

- Ratings will be combined to reflect the combined prioritization of issues.
- Commissioners will have the opportunity to discuss the relative ranking and determine if refining a “Top 5” or “Top 10” list is warranted.
- Commissioners will have the opportunity to discuss and provide additional direction to staff on the final prioritization of issues.

### Additional Updates Which do not Require Board Prioritization (Section VII)

1. Consolidated 4-Day Workweek
2. Mass Citizen Communication/Outreach
3. Indigent Healthcare Sales Tax

- |  |
|--|
| <ul style="list-style-type: none"><li>○ Updates provided in workbook materials.</li><li>○ The Board may ask questions, request a presentation or discuss related issues.</li></ul> |
|--|

4. County Administrators Wrap Up

### Miscellaneous Items by Each Commissioner (Section VIII)

- Each Commissioner may raise other issues which do not need to be part of the prioritization process.

### **III. General Issues Updates – County Administration**

**Presentations on the following will be made:**

- A. Charter Review Committee, Vincent Long, Deputy County Administrator**
- B. Budget Overview, Alan Rosenzweig, Assistant County Administrator**
- C. Convergence of Issues, Parwez Alam, County Administrator**
- D. Guiding Principles (Resolution R08-01), Parwez Alam, County Administrator**

III (A) – Charter Review Committee



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

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)

**Board Retreat Agenda Item**

December 7, 2009

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A staff presentation will be made at the Board Retreat.

III (B) – Budget Overview



**Board of County Commissioners**

**Leon County, Florida**

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)

**Board Retreat Agenda Item**

December 7, 2009

**Title:**

Budget Overview

**Staff:**

Parwez Alam, County Administrator

Alan Rosenzweig, Assistant County Administrator

Scott Ross, Director, Office of Management and Budget

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**Issue Briefing:**

This item presents a summary of recent and current budget development constraints, including Board actions to minimize the impacts of these limitations on the provision of County services, and the status of select special revenue funds.

**Fiscal Impact:**

This information provided to the Board will assist in providing guidance in consideration of funding Board priorities, and in developing the FY 2011 budget.

**Staff Recommendation:**

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

### **Background**

Recent property tax reform and the constraints placed on levying property taxes have placed unprecedented challenges on the Board. For FY 2008, the state legislature mandated local governments levy a reduced rolled-back rate. Due to the Board's past fiscal prudence and historically low expenditure growth rates, Leon County was in the lowest 3% statewide tier for rolled-back and the 11<sup>th</sup> lowest for all counties in the state.

In January 2008, Florida voters passed a constitutional amendment capping ad valorem tax increases that could be levied by a majority vote of the Board to the value of new construction and per capita and personal income growth. Higher rates require a super majority or unanimous vote of the Board.

To address these newly imposed constraints, during the FY 2009 budget process, the Board prioritized County services in an effort to determine future funding considerations. This effort produced a budget reduction of 6.7% from FY 2008. Subsequently, in late FY 2008 - early FY 2009, an economic recession became apparent, further intensifying the challenges to fund necessary County services. The recession would affect not only property values and associated taxes, but consumer confidence and related statewide and local sales tax collections.

The continued impact of the recession became apparent early in the FY 2010 budget planning process. The Property Appraiser provided notification that property values were estimated to decline by \$1 billion. This decline would impact Leon County's ad valorem collections by \$8.8 million. State revenue estimating conferences continued to lower revenue forecasts for state share revenues, sales and gas taxes. From FY 2009 to FY 2010, budgeted state shared sales tax revenues declined by \$2.6 million.

Leon County has not been immune to the current recession economy. As of October 2009, the national unemployment rate was 10.2%. In September 2009, Florida's rate was 11% and Leon County's was 7.5%. While Leon County's unemployment rate is lower than the national and state rates, the rate is an historical high and has increased by 47% from September 2008.

All told, the Board faced an \$11.4 million decline in revenues during the development of the FY 2010 budget. This required the Board to evaluate alternative revenues. In addition to the Fire Services Fee, the Board considered a number of options:

- Increasing the solid waste or stormwater fees: Both of these fees are not adequate to cover the current cost of services. Neither fee has been raised in over a decade. Both of these operations are intended to operate as businesses with their fees fully supporting the program. The Board decided not to raise these fees and continued to budget general revenue to support these service areas (\$1.357 million for solid waste and \$3.1 million for stormwater).
- Imposition of an additional five cent gas tax: Currently, gas taxes do not support the County's transportation program, which subsequently receives \$2.32 million in general revenue support. Due to the current economic climate, the Board decided not to raise gas taxes.

- Raising the millage rate to offset the \$1 billion (7.7%) decline in property values countywide. The Board resolved that increasing the millage was not appropriate during this budget cycle. Valuations for the FY 2011 budget are estimated to decline by another 1% - 2%.

### Analysis

The Board has made a concerted effort over the past three years to minimize the impact of reduced resources including making expenditure reductions and reducing or restructuring services. Service areas affected include the library, solid waste, mosquito control, stormwater, management information, and county administration.

- During FY 2007, a hiring freeze was implemented and the capital construction program suspended for non mandatory projects.
- The Board restructured the capital program in FY 2008, to fund mandatory and long term maintenance projects for a five to eight year period.
- During FY 2008, the Board reduced hours of the branch library system from fifty-two to forty hours a week. This involved completely closing the branch locations on Mondays. Savings achieved are a recurring \$386,985 per year.
- In January 2009, the County closed the Solid Waste Facility to the public for the disposal of Class III waste (generally waste not expected to produce leachate) and began contracting with a private vendor to recycle this waste stream. This change allowed the County to restructure landfill operations and eliminate seven positions at the solid waste facility for a savings of \$284,500. Furthermore, this effort will assist the County in reducing the amount of Class III waste disposed of at the solid waste facility, and expand the recycling and reuse of Class III waste.
- Over the past two budget cycles, the Public Works Department has significantly restructured its stormwater and mosquito control programs. Specifically, stormwater maintenance previously performed by two divisions is now being conducted by one. Not only has this produced organizational efficiencies, but this restructuring saved \$214,054 over the past two fiscal years.
- Management Information Services also underwent a restructuring resulting in a savings of \$181,997 for the current fiscal year. This involved the elimination of three technical positions, which has resulted in increased response times to technical calls; still, call times will remain within applicable industry benchmark standards.
- During FY 2009, to increase efficiencies, County Administration reorganized. Part of this reorganization involved eliminating the Management Services Support Services Division. The net savings for FY 2010 is \$176,980.
- No employee layoffs have occurred in the past three years; however, over the past two years 61 FTEs, or more than 5% of the Board's total work force, have been eliminated from the budget.

By these actions, the Board achieved stability in Leon County's ability to provide necessary services. By prioritizing services, and taking actions to limit costs, the Board placed the community in a position to weather the current economic recession. Leon County has not added additional operating expenses, which has allowed the Board to provide adequate resources to established programs, without having to make drastic personnel reductions like other Florida local governments. Nevertheless, in the near term, due to the continued uncertainty of when the economy will rebound to pre-recession levels, the Board is still faced with uncertainty relating to ad valorem collections, as a result of a continued decline in property valuations; and sales tax collections.

Property Taxes - A New Way of Thinking

As stated previously, Leon County's taxable values declined by \$1 billion the past year. The Board maintained the FY 2009, 7.85 millage rate and took the full ad valorem reduction in general property taxes totaling \$8.3 million in lost revenue. The rolled-back rate of 8.4998 could have been levied by a simple majority vote, keeping ad valorem tax collections at FY 2009 levels. By not levying the rolled-back rate, the Board passed the savings onto the community. Table 1 shows the current ad valorem status and the impact of a continued decline in property values projections in half percent increments.

**Table 1**  
**Impact of Property Valuations on Ad Valorem Collections with**  
**a Constant 7.85 Millage Rate\***

| % Valuation Reduction | Revenue Decline | Millage Increase Off-set |
|-----------------------|-----------------|--------------------------|
| 0.50%                 | (\$545,474)     | 0.0373                   |
| 1.00%                 | (\$1,090,948)   | 0.0746                   |
| 1.50%                 | (\$1,636,421)   | 0.1119                   |
| 2.00%                 | (\$2,181,895)   | 0.1492                   |

Note: Final valuations provided by the Property Appraiser in October 2009, were 0.36% lower than the valuations provided to develop the FY 2010 budget. This means that the County will collect \$398,872 less than projected; however, collections will remain above the statutory 95% budgeting requirements.

The tables demonstrates that holding the current 7.85 millage rate constant with declining valuations, there is a decrease of \$545,474 in revenue for each half percent reduction in value.

The Board needs to consider that when property tax reform legislation passed last year, the legislature implemented various voting thresholds to address property tax collections. Under the law, the Board (on a simple majority 4-3 vote) can establish a millage rate that enables the collection equal to the prior year plus the growth in per capita income and new construction. The intent allows for the collection of additional revenue to address the normal increase in costs for operating government (e.g. raises, healthcare, retirement, and inflation). **This process acknowledges that property values may not only decrease, but may increase over time.** The focus therefore is not on the property value or the millage rate, but on the amount of property taxes being collected, and how much is necessary to fund the operations of government. Higher voting thresholds allow for greater property tax collections, which could be utilized to support different levels of service or to offset other revenue declines.

As reflected in Table 1, in order to off-set the decline of a half percent decline in property value, and keep revenue at the FY 2010 level, the millage rate would need to be increased by .0373 mills. This amount of millage generates \$545,474. To recapture a 1% loss in valuation the millage rate would need to be adjusted by 0.0746; less than one-tenth of a mill.

#### Expenditure Considerations

In addition to the revenue constraints detailed above, the Board will also have to provide guidance concerning expenditure increases. These include employee raises, benefit adjustments (e.g. health insurance and retirement costs), the recurring operating impacts of the new branch library opening in Woodville, Eastside and the expansions of the Northwest, Northeast and B.L. Perry Libraries, and possible state mandated increases to Medicaid.

For example, through the hiring freeze, the County was able to create vacant positions, which saved salary dollars, and allowed the County flexibility in moving employees from program areas that were reduced or eliminated. The County will have limited flexibility in this regard for FY 2011. Moreover, in the next fiscal year, the Board will have to review issues relating to employee performance raises and the increasing cost of health care and retirement. Raises were not provided in FY 2010 to Board or Constitutional employees saving approximately \$3.0 million; however, the Board absorbed the 12% increase (\$1.5 million) in health insurance rates.

Also, operating funds will need to be provided to cover the recurring expenses of bringing the expanded branch library system on line over the next two years. By FY 2011, total recurring costs for the system expansion are estimated at \$465,500. This includes \$238,600 in expenses associated with the Lake Jackson, Woodville, B.L. Perry and Northeast Libraries are, and \$227,000 to open the Eastside Library.

#### Other Revenue Opportunities - The Charter County Transit Surtax

The Legislature passed and the Governor approved a bill (HB 1205) that expands the Charter County Transit System Surtax to all twenty chartered counties. The Charter County Transit System Surtax allows for up to a maximum of 1% sales surtax on purchases up to \$5,000 to finance the development, maintenance, construction, and operation of rapid transit systems, bus systems, roads, and bridges. Previously, only counties that had their charters established before January 1, 1984 were eligible for the transit system surtax. Of those seven counties, only Duval and Miami-Dade have enacted the surtax used for funding expressways and other transportation needs.

Leon County currently has a 1% sales tax for infrastructure and a ½% surtax for schools. With the enactment of the new law, Leon County has the ability to levy up to the maximum 1% charter county transit system surtax upon approval of the electorate. The additional 1% discretionary surtax would generate approximately \$34 million annually. Board direction would be necessary regarding placing this levy on the ballot for the 2010 election.

Other Program Funding Considerations

In addition to ad valorem and other general revenues, the Board needs to be aware of the status of other special revenue funds, and their impact on general revenues. Currently, the transportation, stormwater, solid waste, growth management and probation funds require general revenue subsidies. The Board has indicated through their "Guiding Principles" that "fees charged for enterprise operations will be calculated at a level that will support all direct and indirect costs of the enterprise." Table 3 shows the FY 2010 general revenue support for several operations.

**Table 3**  
**FY 2010 General Revenue Support to Special Revenue Funds**

| Fund           | Budget              | General Revenue Support | % Subsidy  |
|----------------|---------------------|-------------------------|------------|
| Transportation | \$12,423,778        | \$2,319,495             | 19%        |
| Solid Waste    | \$11,660,922        | \$1,357,650             | 12%        |
| Stormwater     | \$5,198,806         | \$3,058,817             | 59%        |
| Growth Mgmt.   | \$3,932,077         | \$1,987,011             | 51%        |
| Probation      | \$2,784,737         | \$1,473,205             | 53%        |
| <b>Total</b>   | <b>\$36,000,320</b> | <b>\$10,196,178</b>     | <b>28%</b> |

\* Combined, 28% of the funding for these serviced comes from general revenue; however, a distinction needs to be made with regard to the growth management and probation funds. Current subsidy to these funds average approximately 50%. This subsidy covers the costs for non-fee related activities within the growth management fund, which has been documented at 50% of program activity. The subsidy for probation is provided since the costs associated with monitored release programs such as probation and pre-trial are less expensive than incarceration. An effort is made to minimize the subsidy.

Discussion regarding funds that receive general revenue support is provided in Attachments #'s 1, 2, 3, 4 and 5.

Options:

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

Recommendation:

Option #1

Attachments:

1. Status of the Transportation Trust Fund
2. Status of the Stormwater and Solid Waste Funds
3. Status of the Growth and Environmental Management Fund
4. Status of the Building Inspection Fund
5. Status of the Probation/Pre-trial Fund

Transportation Trust Fund

As reflected in Chart 1 the Transportation Trust Fund will receive \$2.3 million (19%) in general revenue support for this fiscal year. The Board considered implementing the authorized fifth-cent gas tax during the FY 2010 budget process. If enacted, this tax would have generated approximately \$5.5 million or \$1.1 million per penny beginning in FY 2011. State statute requires that this revenue source be shared with the City through an interlocal agreement. Chart 1 reflects the projected increased general revenue subsidy required to fund transportation over the next five years. The subsidy increases to \$4.2 million in FY 2014.

Chart 1

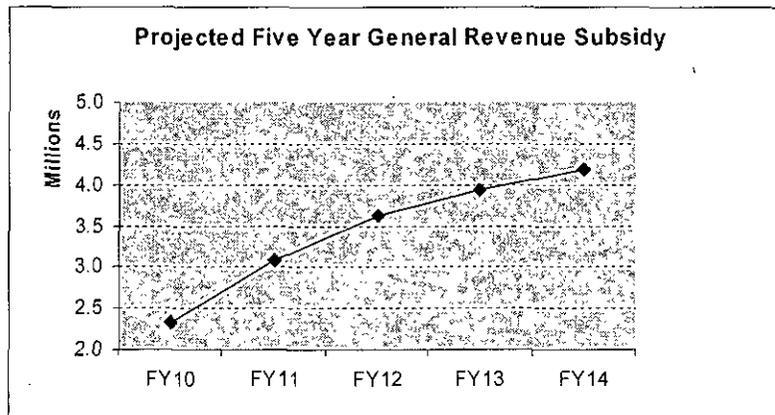
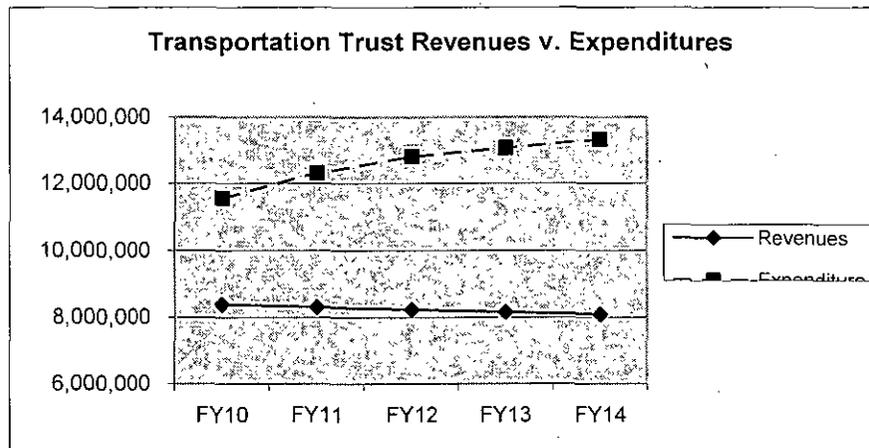


Chart 2 shows the expenditures in the fund increasing at an average of 4% per year while projected revenues decreasing at an average of 1% per year.

Chart 2

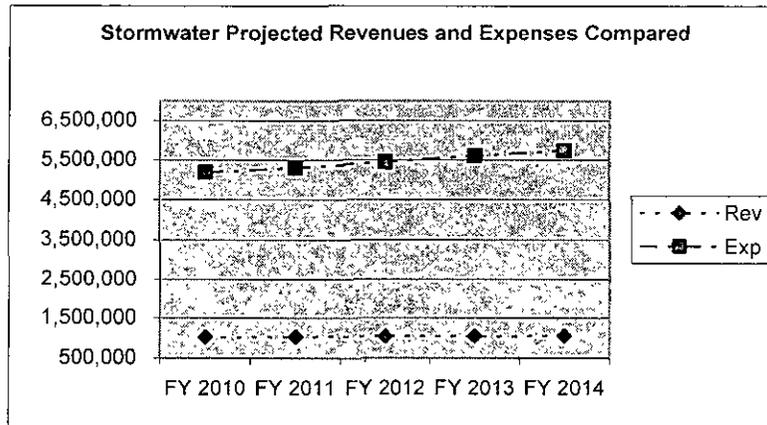


To be effective by January 1, 2011, an interlocal agreement with the City of Tallahassee would need to be effective and a public hearing to adopt the ordinance by July 1, 2010.

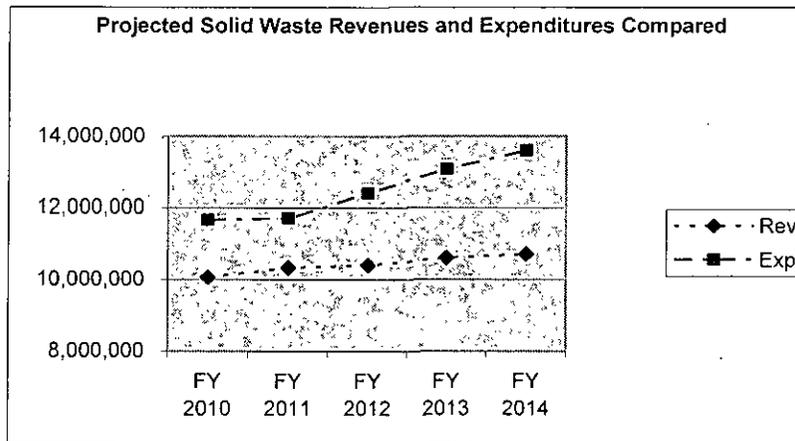
**Stormwater and Solid Waste Funds**

The Board has reviewed over the past four budget cycles whether to raise the non-ad valorem assessments for these programs. The fees for each service per year (\$20 stormwater and \$40 solid waste disposal) have remained the same since their inception in the early 1990s. During the FY 2010 budget process, the Board decided not to increase these fees. Charts 2 and 3 compare the projects revenues and expenses for these services.

**Chart 2**



**Chart 3**



A phased implementation, increasing the non-ad valorem assessments over a five-year period as reflected in Table 4, would be necessary to fully fund these services by FY 2015.

**Table 4**

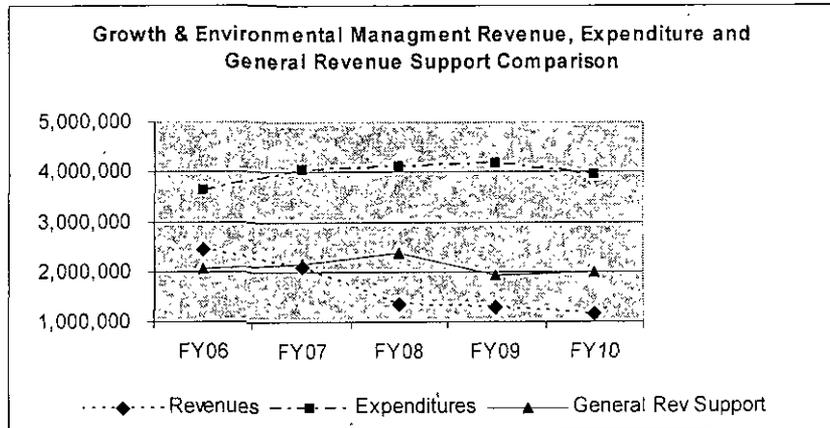
**Phase Fee Increase for Stormwater and Solid Waste Assessment to Fund Services**

|             | Current | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|-------------|---------|---------|---------|---------|---------|---------|
| Stormwater  | \$20    | \$39    | \$58    | \$77    | \$96    | \$113   |
| Solid Waste | \$40    | \$50    | \$60    | \$70    | \$80    | \$89    |

### Growth and Environmental Management

Currently the Growth Management Fund receives approximately 50% of its funding from general revenue. This funding covers the cost of non-fee related program activities. Due to the current recession, development permitting activity has declined along with associated permitting fee revenue. Chart 4 shows the recent activity of growth management expenditures compared to revenues including the amount of general revenue support provided to the fund.

Chart 4



The chart indicates that in 2006, revenues were exceeding the amount of general revenue support provided to the fund. This relationship leveled in FY 2007. Since FY 2008, the growth management fund has had to rely on fund balance to off-set the decline in revenue.

In order to maintain the general revenue subsidy at 50%, the department has reduced expenditures by eliminating seven positions and continuing a hiring freeze. Even with this expenditure reduction, the department used \$812,122 in fund balance during FY 2009. Table 5 details the preliminary estimate of the remaining fund balance beginning in FY 2010, and the amount available for utilization in FY 2011 and FY 2012.

**Table 5  
Remaining Fund Balance Utilization for Growth Management**

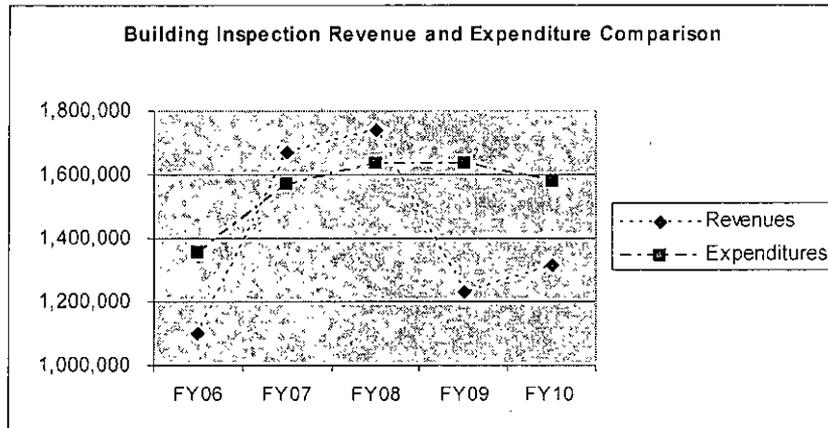
| Fiscal Year | Projected Fund Balance | Budget Utilization |
|-------------|------------------------|--------------------|
| FY 2010     | \$1,162,832            | \$795,566          |
| FY 2011     | \$367,299              | \$367,299          |
| FY 2012     | \$0                    | \$ 0               |

Current revenue and expenditure trends indicate that the fund balance will be depleted in the first half of FY 2011. Unless, permitting activities and associated revenues increase, options to address this shortfall are to further reduce expenditures by and estimated \$389,400 in FY 2011, or increase general revenue support by a like amount.

### Building Inspection Fund

Since its inception the Building Inspection Fund has been fully funded and does not receive any general revenue support. Chart 5 details the recent revenue and expenditure trends for the fund.

Chart 5



In FY 2007, the Board implemented the first of a three stage fee increase for building inspection fees. This was the first fee increase since 1994. Prior to the increase, if expenses exceeded revenues, the appropriation of accumulated building inspection fund balance allowed the fund to remain self sustaining. For two years after the fee increase, revenues exceeded expenditures, and the fund was able replenish some fund balance.

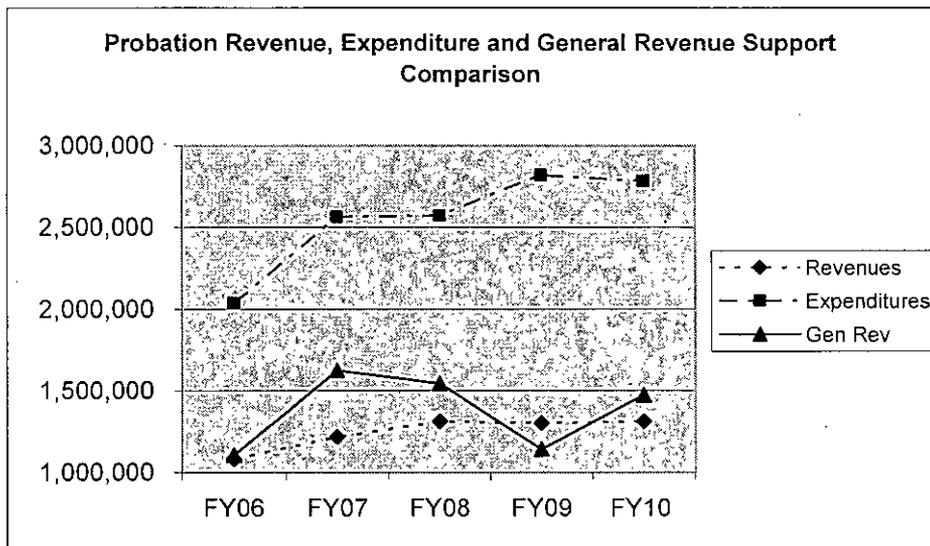
With the onset of the recession and the collapse of the housing market, building permit activity for new construction slowed, and revenues likewise declined. As the chart clearly shows that while expenditures did not increase, revenues declined. This decline in revenues required the utilization of the newly replenished fund balance to meet expenses. During FY 2009, \$335,220 in fund balance was used to cover expenses for FY 2009, leaving an estimated \$305,394 in remaining fund balance beginning in FY 2010. In an effort to further reduce expenses 2 positions were eliminated in 2010 and a hiring freeze remains in effect.

During the FY 2010 process, \$262,128 of the remaining \$305,394 fund balance was used to balance the budget. Since this time, two vacancies have occurred, and the Department started providing temporary building inspection services to Wakulla County. The vacant positions will save an estimated \$188,570 during the fiscal year, and the services to Wakulla County will bring in a nominal amount of revenue. If revenues remain within budgeted projections, and the hiring freeze is maintained, these accumulated savings should be available to support the fund through FY 2012.

### Probation/Pre-Trial Fund

This fund will receive \$1.5 million (53%) in general revenue support for FY 2010. This is an increase of 12% from FY 2009. During FY 2009, fees were increased in an effort to reduce the subsidy to the Probation Fund, which was 54% in FY 2008. Due to a decrease in case loads caused by judicial assignments or early terminations, the fund did not meet projected revenue estimates. Chart 6 shows the historical revenue, expense and general revenue support for this program.

Chart 6



During the FY 2010 budget process, the Board deliberated whether to raise probation and pre-trial fees in order to minimize the general revenue transfer. The suggested fee increase would have provided an estimated additional \$99,165 in revenue. The Board determined that increasing fees during the current economic climate was not appropriate. For FY 2011 the projected general revenue support for the program is \$1.5 million or 53% of the funding.

### III (C) – Convergence of Issues



## Board of County Commissioners

### Leon County, Florida

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)

#### Board Retreat Agenda Item

December 7, 2009

**Title:**

Convergence of Issues – “Perfect Storm”

**Staff:**

Parwez Alam, County Administrator

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Obsolete Tax Structure

- “A Model T on a new super expressway”
- 1930’s State Tax Structure: (over reliance on general sales tax, no personal income tax, low corporate income tax).
- Local Property Tax Reform – Restricted Growth

Florida’s “Ponzi Scheme”

- Florida’s economy depends almost entirely on new arrivals and the wealth generated on real estate and construction
- Florida lost population in 2009, first time since WWII

Aging Population

- Population 65+ will double within next 25 years = 1 out-of-5 over 65 by 2030 (US Census/NIH, 2006)
- 85+ fastest growing segment of the U.S. population. Average lifespan just over 80
- Florida 65+ highest at 17.5% estimated over 25% by 2030
- “Demographic is Destiny” – Will Result in Increasing Challenges

Health Care Cost

- Double Whammy – Providing for the healthy (people living longer) and caring for the chronically ill
- “Ticking Time Bomb” – Healthcare costs increased 10% a year since 1960
  - Acute care to chronic illnesses and disability
  - Increased costs + continued shortage of health care workers

Aging Infrastructure – American Recovery & Reinvestment Act

- \$1.6 Trillion deficit, ARRA will provide only some help
- Easy to Build, Hard to Maintain

Housing Market

- Hit the hardest in Florida, will be slow to respond

Recession Economy

- We will be feeling the affects for at least the next 18 months

In Addition To These Challenges, We Can Expect

- Continued Unfunded Mandates
- Continued Property Tax Reform

### III. (C) – Convergence of Issues

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#### Notes:

Population: University of Florida demographers will report Friday that the state shed about 50,000 residents between April 2008 and April 2009

Aging Population: Those who do stay, and continue to come, will be older and have greater needs.

### III (D) - Guiding Principles

#### RESOLUTION NO. R08-01

**WHEREAS**, it is the mission of the Leon County Board of County Commissioners to preserve and enhance the outstanding quality of life in our community, and;

**WHEREAS**, Leon County strives to set the standard and best practice for other local governments in Florida and in the United States through strong and consistent fiscal policies and practices, and;

**WHEREAS**, Leon County has a long history of providing cost effective, superior services to our citizenry, and;

**WHEREAS**, Leon County has reduced or held constant the general property tax rates over each of the past 16 years, and;

**WHEREAS**, over the last two years the County millage rate has decreased by 16%, and;

**WHEREAS**, Leon County has controlled expenditures, maintaining the lowest budget per capita of any comparable county and currently has the 6<sup>th</sup> lowest budget per capita of all 67 counties, and;

**WHEREAS**, Leon County has been responsible in the building of reserves to healthy levels and has invested recurring revenues in infrastructure improvements, and;

**WHEREAS**, the Board of County Commissioners has been proactive in establishing policies such as Policy No. 93-44 "Fiscal Planning" and Policy No. 07-2 "Reserves" to provide guidance related to fiscal responsibility, and;

**WHEREAS**, Leon County maintains an investment quality credit rating of AA-, and;

**WHEREAS**, Leon County was the first county in the state to institute a hiring, capital projects and travel freeze in preparation for 2007 legislative property tax reforms, and;

**WHEREAS**, as pursuant to the 2007 legislation, Leon County was one of only 4 "non-fiscally constrained" counties to be placed in the least punitive 3% roll-back category (as opposed to the 5%, 7% or 9% categories) based on the County's conservative annual increases in budget per capita, and;

**WHEREAS**, due to roll-backs and capped future growth in property taxes imposed by the Legislature, combined with significant current and future challenges facing local government including those related to an aging population, a struggling housing market, rising health care costs, aging infrastructure, and a continued resistance to tax increases, there is a need to assess the long view and prepare for a more austere course for county government, and;

**WHEREAS**, as the level of government closest to the people, Leon County must make strategic decisions in order to be prepared and continue to deliver high quality services in the areas most critical to our citizenry, and;

**WHEREAS**, this will require a re-examination of core services, levels of services and a commitment to priority setting as Leon County continues to take a gradual business-like approach to determining the size of government its citizens can afford and the priority of the services we deliver to our citizens.

**NOW, THEREFORE, BE IT RESOLVED** by the Leon County Board of County Commissioners, Florida that the following guiding principles are adopted:

1. The Board of County Commissioners upholds the importance of the Leon County Home Rule Charter allowing citizen involvement and flexibility in shaping government to best meet the County's unique and changing needs.
2. The County budget will always be balanced, with available revenues equal to appropriations.
3. The County will strive to maintain the lowest dollars spent per County resident, as compared to like-size counties, while retaining the maximum level of service possible.
4. Through citizen input and Commission deliberation, core functions for County government will be identified and the dollars will be allocated accordingly during the budget process.
5. The County will continue to explore opportunities with its governmental counterparts for functional consolidation and/or shared efficiencies.
6. The County will continue to enhance our cooperation and coordination with our Universities and Community College to promote, strengthen, and sustain our community's intellectual capital.
7. The County Administrator will require Program Managers to conduct an annual review and scrutiny of their base budgets when preparing budgets for future years.
8. Consistent with best practices and the Florida Statutes, Leon County will retain an emergency reserve fund of not less than 5%, but not more than 10% of the general operating budget (Policy No. 07-2).
9. Consistent with best practices and the Florida Statutes, Leon County will retain an operating cash reserve fund of not less than 10% but not more than 20% of the general operating budget (Policy No. 07-2)
10. Cash reserves in excess of reserve policies will be utilized to support one time capital projects and/or other one-time expenditures to address unforeseen revenue shortfalls (Policy No. 07-2).
11. Leon County will continue to ensure the useable and safe life of existing infrastructure by providing funding for proper maintenance (Policy No. 93-44).

12. Provide that fees charged in enterprise operations will be calculated at a level which will support all direct and indirect costs of the enterprise (Policy No. 92-5).
13. Ensure that capital projects financed through the issuance of bonds will not be financed for a period that exceeds the useful life of the project or the life of the supporting revenue source (Policy No. 93-47), and support conduit financing to promote the economic health of the community.
14. Maintain accounting and reporting practices in conformance with the Uniform Accounting System of the State of Florida and Generally Accepted Accounting Principles (GAAP) (Policy No. 92-4).
15. Ensure that annual financial and compliance audit of the County's financial records is conducted by an independent firm of certified public accountants whose findings and opinions are published and available for public review (Policy No. 92-4).
16. Will optimize return on investments within the constraints of safety and liquidity through an adopted Investment Policy.
17. Shall establish formal policies and procedures to address amending the budget while allowing the organization to function and react to changing conditions (Policy No. 97-11).
18. The County shall provide a meaningful public input process during the annual budget review which shall, at a minimum, include at least one Board Workshop and two Public Hearings.
19. The County will fully research and employ technology to improve the personal and collective efficiency of county employees.
20. The County will continue to enhance our culture of performance, as we maintain a very low employee per 1,000 population and a "flat" organizational structure, and hold individual employees to high expectations and performance standards. Employees are entrusted with broad authority in their functional areas, expected to respond quickly to requests for service, explore and pursue alternatives to assist the citizenry, attempt to deliver more than what is expected, and are empowered to use professional discretion on the spot to resolve issues and reduce "bureaucracy". These employees are valued and compensation and benefits are commensurate with their responsibilities and competitive in the industry.
21. The County will continue to improve our efforts to promote employee innovation, through incentives, recognition and rewards for identifying and implementing program and process improvements that add value to services while producing cost savings.

22. The County will continue to leverage Leon County tax payer dollars to attract federal and state appropriations, reimbursements, and matching grants to realize revenue maximization for the purpose of funding priority projects and programs.

**PASSED, AND DULY ADOPTED BY THE LEON COUNTY BOARD OF COUNTY COMMISSIONERS, FLORIDA THIS 15th DAY OF JANUARY, 2008.**

LEON COUNTY, FLORIDA

BY: Jane G. Sauls  
Jane G. Sauls, Chairman  
Board of County Commissioners

ATTEST:

Bob Inzer, Clerk of the Court

BY: [Signature]

Approved as to Form:  
Leon County Attorney's Office

BY: [Signature]  
Herbert W.A. Thiele, Esq.  
County Attorney

## IV. Board Retreat Issues – County Administration

### A. Prior Board Retreat Priorities – Materials Provided

### B. Updates on the FY 08/09 Board Retreat Priorities

1. Economic Development
2. Climate Change and Sustainability
3. Revenue Diversification Southern Strategy
4. Southern Strategy
5. Wakulla Springs Protection
6. Countywide Stormwater Standards
7. Functional Consolidation
8. Fire/EMS Merger and Joint Dispatch Facility
9. Primary & Mental Health Care for the Uninsured
10. Increasing Citizen Input

- Updates provided in workbook materials.
- The Board may ask questions, request a presentation or discuss related issues.

### C. Other Issues the Board Asked to be Placed on the Retreat Agenda

#### 1. Economic Development and Growth Management

Staff Recommendation:

Option #1 - Accept staff's status report on actions that have been taken to facilitate a positive economic development climate through changes to the County development review and permitting process with the goal of clarifying and streamlining the associated regulatory processes.

2. Policies to keep Board meetings on track and on time, while preserving opportunity for the public to communicate with the Board

Staff Recommendation:

Option #1 - Board Direction

- General information provided in workbook materials.
- The Board may ask questions, request a presentation or discuss related issues

**IV (A). Prior Board Retreat Priorities - Seven Year History**

| Priority | FY 01/02                                       | FY 02/03   | FY 03/04   | FY 04/05  | FY 05/06   | FY 06/07   | FY 08/09                                       |
|----------|--|--|--|---|--|--|--|
| #1       | Stormwater Issues                              | Emergency Medical Services   | Water Quality/TMDL Standards                     | Economic Development                              | Address Consolidation of Law Enforcement and Emergency Response Dispatch           | Economic Development                                   | Economic Development                           |
| #2       | Economic Development                           | Economic Development   | Joint Dispatch/Emergency Operations Center (EOC) | Leon County Jail Issues                           | Enhance Primary Healthcare for the Uninsured                                       | Performing Arts Center                                 | Climate Change and Sustainability              |
| #3       | Jail Population Management                     | Consolidation City/County Government   | Leon County Charter Amendment (Stormwater)       | Health Care                                       | Develop a Comprehensive Community Energy Policy                                    | Jail Diversion Programs                                | Revenue Diversification                        |
| #4       | State Funding Cutbacks                         | Stormwater Regional Solutions  | Protection of North Florida Water Resources      | Total Maximum Daily Load (TMDL) Standards         | Implement a County-wide Lake Protection Program                                    | Functional Consolidation                               | Southern Strategy                              |
| #5       | Southern Strategy                              | Resolution of City/County issues (Tram Road Sprayfield, CRA, Gum Road Transfer Stations) | Economic Development                             | Joint Dispatch/Emergency Operations Center        | Construct a Library branch in the Woodville Community                              | Southside Senior Center                                | Wakulla Springs Protection                     |
| #6       | Code of Ethics                                 | Eliminate Fire MSTU  | Elimination of EMS MSTU                          | Charter Amendment regarding Countywide stormwater | Address Impacts from Sprayfield Irrigation and other Pollutants on Wakulla Springs | Carry-over: Joint Dispatch Facility                    | Countywide Stormwater Standards                |
| #7       | Joint Dispatch and Emergency Operations Center | Create Youth Centers   | Women's Health Center on Southside               | North Florida Water Resources                     | Pursue Redevelopment of North Florida Fairgrounds Property                         | Carry-over: Woodville Branch Library                   | Functional Consolidation                       |
| #8       | Charter Government                             | Jail Population Management   | Community/Teen Centers                           | Women's Health Center                             | N/A  | Carry-over: Redevelopment of North Florida Fairgrounds | Fire/EMS Merger & Joint Dispatch Facility      |
| #9       | Comprehensive Plan Reform                      | Southern Strategy  | Funding for 90 East (Mahan Drive) to I-10        | Community and Teen Centers/Programs               | N/A  | Carry-over: County-wide Lake Protection Program        | Primary & Mental Health Care for the Uninsured |
| #10      | Children's Issues                              | Comprehensive Plan Reform  | Southern Strategy                                | Funding for Hwy. 90E. to I-10                     | N/A  | N/A  | Increasing Citizen Input                       |
| #11      |  |  |  | Southern Strategy                                 | N/A  | N/A  |  |

## **IV (B) - Retreat Priority Issue #1: Economic Development**

*Adopt the 2009 Leon County Economic Stimulus Package to fast-track County projects to spur the creation of jobs and continue to pursue the redevelopment of the North Florida Fairgrounds.*

### **Accomplishments to Date**

- For 30 years Leon County, in partnership with Florida State University (FSU) and Florida A&M University (FAMU) have operated, managed, and controlled Innovation Park. Innovation Park is a 208-acre research park that is home to some of the County's leading research industries including the FAMU/FSU College of Engineering, National High Magnetic Field Laboratory, and a number of technology based small businesses. Innovation Park houses a business incubator in association with FAMU. Innovation Park is a self-supporting enterprise with liabilities and net assets of \$19.1 million and an operating budget of \$1.3 million. Approximately 2,000 Leon County residents are employed at Innovation Park.
- The Targeted Business Pilot Program (TBPP) was created jointly between the County and City of Tallahassee in 2001 to attract high wage, targeted businesses to the community. The TBPP provides for the reimbursement of up to 100% of development (permit) fees and ad valorem taxes (capped at the City's millage rate) to qualifying local businesses that locate in designated economic growth areas and meet job creation goals. Since 2003, Fringe Benefits Management Company (FBMC) has remained the only business participating in the TBPP program.
- In 2002, the Board led the legislative effort to create the Tallahassee-Leon County Enterprise Zone (EZ), which is approximately 20 square miles. It offers significant state-based tax incentives to property and business owners within the EZ boundaries that renovate homes, create jobs, and/or expand businesses. These incentives include rebates of state sales tax paid for equipment and construction materials and a state tax credit for increases in local property taxes due to property improvements.
- Through Tax Increment Financing (TIF) payments, the County has provided over \$10 million to the Community Redevelopment Area (CRA). The CRA governing body is comprised of five City Commissioners and four County Commissioners. In addition, the Board dedicated \$10.7 million of the County's 10% share of the sales tax extension funding to the Gaines Street Reconstruction Project and in 2004, the Board levied the fourth cent Tourist Development Tax for the construction of the Performing Arts Center.
- Since 1995, the County has contracted with Tallahassee-Leon County Economic Development Council (EDC) to assist in the creation of high-wage jobs and offering incentives to businesses that seek to relocate into the community. The County contracts with the EDC in the amount of \$199,500 annually.
- The County provides \$25,000 annually to the Qualified Targeted Industry (QTI) program through its contract with the EDC, to leverage state funds to local businesses. Program incentives include refunds on various state taxes and ad valorem taxes.
- In 2007, the Board created Vision 2020, LLC, a private venture fund to provide financial and technical assistance to local start-up and emerging businesses. The Board appropriated an economic grant to Vision 2020 in the amount of \$810,704. Since its creation, the private venture fund has reached its fundraising goal of \$2 million, leveraging \$2 for every \$1 dollar provided by the County.
- On October 14, 2008, the Board suspended the assessment of fees for requests to extend environmental permits. The temporary suspension on fee assessments expires on December 31, 2010. The Board also agreed to delay the payment of land use and environmental permitting fees for up to ten sites inside the Urban Services Area and outside the City of Tallahassee targeted for development and identified jointly by the Economic Development Council and Growth & Environmental Management staff.
- On February 26, 2009, the Board took approved the fast tracking of public projects through the development review, permitting, procurement and right-of-way (ROW) acquisition processes.
- On October 27, 2009, the Board established Economic Recovery Zones pursuant to the American Recovery and Reinvestment Act to help stimulus investment in economically distressed areas.

### **Continuing Efforts**

## **Retreat Priority Issue #1: Economic Development**

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- Annual Report Presentation by the EDC on December 8, 2009
- EDC 09/10 contract renewal
- Vision 2020 quarterly reports
- Implementation of the Economic Recovery Zones
- The Board's FY 2009/2010 budget includes \$97.7 million in accelerated capital funding to invest in local infrastructure improvements such as roadways and stormwater systems. The accelerated capital funding provides immediate opportunities for construction job creation/maintenance while the competitive nature of the market is offering reduced pricing for the taxpayer.

### **Future Considerations/Direction**

- To consider the County's role in economic development.
- A dedicated funding source for economic development. For the past decade, economic development has been identified as one the County's top priorities, however funding has been limited.
- To continue to be a catalyst for new ideas in economic development (i.e. the County's role as a catalyst for the "Green Economy").
- On December 8, 2009, the Board will consider a Local Preference Ordinance to increase local business participation.

#### **IV (B) - Retreat Priority Issue #2: Climate Change & Sustainability**

*Reduce County's carbon emissions while promoting sustainability.*

##### **Accomplishments to Date**

- January 15, 2009 – Adopted an ordinance to accommodate community gardens of less than one acre as an allowable use of residentially zoned neighborhoods under the Land Development Code.
- February 1, 2009 – Full-time Sustainability Coordinator position filled and the formal establishment of the Office of Sustainability began.
- March 19, 2009 – Achieved Tree City USA status for the third year in a row.
- March 11, 2009 – Leon County sponsored the Sunshine State Renewable Energy Expo hosted by the FL Renewable Energy Producers Association. Commissioner Akinyemi was a featured presenter.
- April 23, 2009 – Hosted the Symposium for Florida Leaders of Sustainability to provide a one-day training for 45 attendees from around the State who were interested in implementing sustainable principles within their organization.
- May 2009 - Assisted WorkForce Florida is developing a definition and explanation of 'green jobs' for the State which now serves as a national model.
- May 30, 2009 – Hosted the first annual 'Solid Waste Spectacular,' an event that served as a community open house to over 150 attendees at the Leon County Solid Waste Facility. A community education video was produced for contribution towards the NACO 'green video' program and also Leon County TV. An article appeared in the *American City & County* magazine as well.
- August 25, 2009 – Accepted the third quarter status report.
- Summer of 2009 – Joined forces with CONA to assist with the creation and implementation of the Tallahassee Neighborhood Energy Challenge.
- Summer 2009 – Installed rainwater sensors at nine parks and athletic fields, as well as the Courthouse, Main Library, and Ag Center.
- Summer 2009 - Participated in the FL Governmental Purchasing conference by sharing 'green purchasing' methods with government purchasing offices throughout the state.
- Fall 2009 – Conducted an assessment of small heating ventilation & air conditioning (HVAC) units to prioritize for replacement with more efficient air systems. As a result, 26 units were replaced with an average pay-back period of less than seven years, saving an estimated \$9,600 and 123,504 pounds of GHG annually.
- Fall 2009 – Replaced two 20-ton units at the BOA building due to end of life failure, resulting in a reduction of \$7,000 in annual energy cost with a pay back period of 5.16 years.
- Fall 2009 – Launched the parks recycling program through provision of recycling containers and collection bins at six County park facilities, and five community centers.
- Fall 2009 - Sponsored and participated in the Green Living Expo hosted by the Tallahassee Builders Association.
- October 13, 2009 – Approved the sale of carbon credits associated with the Landfill for \$53,900 annually for the next 20 years.
- October 13, 2009 – Approved the bid for yard debris management services, providing for debagging, screening, grinding, and removal of debris and the Solid Waste Facility.
- October 27, 2009 – Approved the reduction of printed agenda packets, saving 344 reams of paper.
- December 2009 – Launch of the fully refurbished 'Growing Green' website, [www.LeonCountyFL.gov/GrowingGreen](http://www.LeonCountyFL.gov/GrowingGreen).

**Continuing Efforts**

- LEED certification of the Eastside Branch Library – Continue to work with the architectural firm during design to maximize LEED attributes.
- Utility database – Working with City Utility and Talquin staff to develop an automated data upload report of all monthly utility usage. Once complete, the automated process will provide for in-depth analysis of utility usage and trends.
- Clean Air & Climate Protection (CACP) software – Recalibration of system data due to significant data loss and an updated software release.
- Fuel management tracking system – Install fuel management devices on all County fleet. Efforts began with ambulances, followed by one-ton diesel trucks and will end with all remaining fleet. The system will be installed on all applicable County fleet within FY10.
- Parks athletic field lighting – A study of athletic field lighting fixtures and controls is currently underway to identify opportunities for energy reduction.
- County Ag Center demonstration building – Explore opportunities to demonstrate sustainable practices and technologies. Efforts include but are not limited to study of a 10,000 gallon rain water capture system for irrigation.
- Regional glass recycling – Collaboratively assess options for the development of a locally based regional glass recycling market. Currently all glass is shipped to Atlanta.
- Sustainability policy – The policy will provide guidance for government operations to function more sustainably in areas such as procurement, building operations, and vehicle usage.
- ‘Stimulus Response Team’ member – Tracking and assessment of stimulus opportunities including, Weatherization Assistance Program, Energy Efficiency & Conservation Block Grant, Climate Showcase Communities, and Leon County School Board CNG.
- Solar policy guidance – Contribute to the FL Association of Counties’ Energy Independence Workgroup to provide insight towards affirmative steps FAC can take to pursue positive changes in Florida’s solar policies.
- Sustainability task force – On August 25, 2009 reviewed the proposed task force and directed staff to cooperate with the City of Tallahassee to explore the establishment of a joint Sustainability Task Force. The City denied the opportunity to collaborate. As a result County staff will continue the pursuit of a County Sustainability Task Force.
- Idle Free community campaign – Approved a resolution on August 25, 2009 in support of idle reduction. A policy will be developed to guide County fleet, and an educational community campaign will be launched in joint effort with the City and School Board.
- Weatherization revolving loan pilot program – Per Board direction, analysis of a low interest loan program for weatherization of homes in unincorporated Leon County. If approved, staff will implement the pilot program and assess its impact and success.
- FGBC Green Government certification – Currently assessing existing qualifications, followed by pursuit of additional point criteria to achieve certification.
- Facility design guidelines – Development of a document to guide maintenance, renovation and construction of County facilities. The document will incorporate sustainable standards.
- Recycling within County buildings – Provide a uniform recycling program and associated ‘Recycling 101’ training to building occupants within the Courthouse, BOA, Public Works and Amtrak facilities. Additional buildings will be added in future years.

## **Retreat Priority Issue #2: Climate Change and Sustainability**

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- Traffic Court HVAC upgrade – Study and implement a new HVAC technology known as variable refrigerant volume (VRV) for significant energy savings.
- Sustainable Communities Summit 2010 – This event, which builds on our efforts from the 2008 Climate Action Summit, is intended to educate attendees of the benefits and necessity of developing a sustainable community. Local food and economic development will be the main topics of the 2010 Summit.

### **Future Considerations/Direction**

- Community gardens – Per direction of the Board, staff has conducted a review of the opportunities to provide for community gardens on County owned property. Staff will proceed as directed.
- EPA's Energy Star certification – Through the Portfolio Manager software, pursue certification of qualified buildings and work to enhance remaining facilities to also qualify.
- Building automation systems – Assess current capabilities and the status of these systems. Work with providers to make each system fully functional and assess beneficial enhancements.
- Creation of a Leon County 'Green Business Certification' program to recognize achievements of local businesses and provide a pathway and structure for achievement of sustainable operations.
- Waste disposal within office space – Transform the waste disposal system of County office space. Beginning with the core county buildings of Courthouse, BOA and Public Works, all desk-side trash cans would be exchanged for a desk-side recycling bin. A limited number of centralized trash cans would be available as to make recycling the more convenient alternative to waste disposal.
- Weatherization of Miccosukee community center – As the County's worst performing facility in terms of energy consumption per square foot, various weatherization upgrades would be performed.
- MIS data center upgrades – Perform assessment of the cooling system for the data center and make necessary enhancements to significantly reduce energy consumption.
- Lighting upgrades – Study county buildings for energy savings opportunities for lighting fixtures and controls and prioritize enhancements based on savings potential.
- Programmable thermostats – Install and program thermostats to dictate daily operating standards to increase HVAC efficiency.
- Green cleaning – Conduct a pilot program using 'green' cleaning products and methods. Work with FL DEP to make adjustments to upcoming custodial contracts to implement green cleaning practices through County facilities.
- Solar installation – After a thorough study of County buildings for solar power potential, the best opportunities will be presented to the Board for further direction.

#### **IV (B) - Retreat Priority Issue #3: Revenue Diversification**

*Evaluate opportunities to enhance County revenue to provide a high level of service to the residents of Leon County.*

##### **Accomplishments to Date**

- On February 26, 2009, the Board approved a Memorandum of Understanding with Wakulla County to deliver solid waste to the Transfer Station, which will generate \$392,000 in annual estimated revenue.
- During the FY 2010 budget process the Board implemented a Fire Service Fee that will collect \$6.8 million annually.
- Decreased ad valorem taxes by \$8.8 million during the FY 2010 budget process.
- At the April 9, 2009 meeting the Board approved a new lease space allocation for the Bank of America building estimated to generate \$343,600 per year.
- At the October 13, 2009 meeting, the Board authorized the sale of carbon credits generated from the burning of methane gas at the solid waste facility for an estimated \$53,900.

##### **Continuing Efforts**

- To expand the Northwest Branch library, the County purchased the Huntington Oaks Plaza. In addition to doubling the size of the current library facility, rental income in the amount of \$215,000 per year. This income will off-set the additional operating costs of the expanded library. Via a property manager, vacant tenant space will be marketed which will increase rental income.
- The County recently entered into an interlocal agreement with Wakulla County to provide temporary building inspection services. While not a long-term relationship, this will provide additional income for the Building Inspection Fund.
- Staff is continuously, through its rapid response teams, looking for federal stimulus funding for community projects.
- During the federal and state legislative processes, funds are sought to fund infrastructure and other community needs.

##### **Future Considerations/Direction**

- Implementation of the fifth cent gas tax which would generate an estimated \$1.1 million per year. This issue will be discussed in more detail during the budget section of the retreat.
- Increasing the non-ad valorem stormwater and solid waste assessments to a level where they fund the services that they provide to the community. These too will be discussed during the budget section of the retreat.
- Consideration of implementing the recently legislated Charter County Transit Tax.

#### **IV (B) - Retreat Priority Issue #4: Southern Strategy**

*Evaluate zoning that protect neighborhoods while overcoming the impediment to growth in the Southside.*

##### **Accomplishments to Date**

- On October 13, 2009 the Board adopted a Comprehensive Plan amendment that targets the Southern Strategy Area for healthcare industry.
- On October 13, 2009 the Board adopted a Comprehensive Plan amendment that expanded the Downtown Overlay District. This expansion and complimentary text amendments removed impediments for greater intensities and densities within the Downtown areas that extend into the Southern Strategy Area.
- On January 27, 2009 the Significant Benefit Memorandum of Agreement between the City, County and the Florida Department of Transportation was completed. This agreement allows development to pay their fair share of transportation mitigation impacts and proceed with development. The previous concurrency system required developers to pay for complete roadway improvement projects before being able to develop their property. This practice discouraged development from building to their maximum potential and/or completely stopped new development within the Southern Strategy Area.

##### **Continuing Efforts**

- Processed the Southside DRI. The final stage is to adopt the necessary Comprehensive Plan amendments and the accompanying Development Order.
- Assisting the Airport with future redevelopment potential. Comprehensive Plan amendments were submitted in October 2009 and will conclude in October/November 2010.
- Tracking residential and nonresidential growth in the Southern Strategy Area. In FY 2009, 79 dwelling units were permitted (compared to 131 in FY 2008) and 51,599 square feet of nonresidential was permitted (compared to 38,526 in FY 2008).
- Redevelopment of the Fairground is contingent upon state of the economy and the availability to shift existing uses to another site.

##### **Future Considerations/Direction**

- Continue supporting developments such as the Southside Development of Regional Impact as it will provide a stimulus for other economic investments within the area.
- Should alternative locations for the Fairgrounds activities not be found, then Board direction on the redevelopment potential of the site will be necessary.
- Extend infrastructure (predominantly sewer) to areas within the Southern Strategy Area not already served to encourage additional growth.

## IV (B) - Retreat Priority Issue #5: Wakulla Springs Protection

*Continue to address issues on the impact of pollutants on Wakulla Springs.*

### **Accomplishments to Date**

- February 12, 2009 – Conducted First Public Hearing to consider a proposed Ordinance requiring use of performance-based treatment systems (PBTS) within Primary Springs Protection Zone (PSPZ).
- March 19, 2009 – Second Public Hearing to consider proposed Ordinance requiring use of PBTS within PSPZ indefinitely continued.
- April 10, 2009 – Ordinance revisions that (1) establish PSPZ boundaries and (2) eliminates clustering provision for parcels in urban fringe zoning district when district occurs inside PSPZ became effective (approximately 10,763 parcels within PSPZ; Board approved March 19, 2009).
- April 10, 2009 – Comprehensive Plan Policy 4.2.5: [C], which requires the following, became effective: (1) Establish central sewer as preferred method of sewage treatment in PSPZ inside Woodville Rural Community and Urban Service Area and alter policies to enhance requirements for connection to central sewer; (2) Require PBTS when central sewer is not available; (3) Require use of Low Impact Development land planning and engineering design; (4) Develop a Transfer of Development Units system that caps number of units allowed inside PSPZ based on current densities allowed on Future Land Use Map (excluding areas inside USA) and allows those units to be transferred from sensitive areas to Woodville Rural Community; (5) No new designation of Urban Fringe inside PSPZ; (6) In areas designated Urban Fringe inside PSPZ, permit only 1 dwelling unit per 3 acres or Conservation Subdivisions; (7) Set fertilizer content and application rates in PSPZ; and (8) Make protection of environmentally sensitive features in PSPZ a priority for local government.
- May 12, 2009 – Workshop regarding on-site sewage disposal systems held.
- June 9, 2009 – Actions at May 12, 2009 workshop ratified (Health Department designated as responsible management entity for PBTS and traditional on-site treatment systems in the PSPZ; staff to redraft Ordinance consistent with Board actions and to seek Comprehensive Plan amendment to more broadly define PBTS standards; Septic System Loan and Inspection Programs Planning Committee authorized).
- July 14, 2009 – Approved participation with City and Wakulla County in Phase I study of management alternatives for nitrate load associated with septic tanks. RFP is being drafted.
- August 24, 2009 – Staff Report - Proposed Comprehensive Plan Text Amendment PCT100103 - To more broadly define PBTS standards (Existing Standard – NSF 245 demonstrating no more than 10 mg/L Nitrogen at outlet or reduces the effluent Nitrogen concentration by a minimum of 70%; Proposed Standard – A design accepted by the Department of Health.; and local government shall establish by ordinance a Nitrogen reduction treatment standard for PBTS in the PSPZ).
- October 13, 2009 – Public Hearing conducted and fertilizer Ordinance adopted (regulates proper use of fertilizers within unincorporated area; provides maximum fertilizer application rates; provides fertilizer free and low maintenance zones; requires proper training for commercial and institutional applicators; and, provides for certification of commercial and institutional applicators).
- October 13, 2009 – Septic System Loan and Inspection Program Committee role expanded to include review of the proposed Ordinance; staff directed to schedule public hearings for March 2010.

### **Continuing Efforts**

- Phase I Study, regarding on-site treatment alternatives and management options, to be completed.
- Septic System Loan and Inspection Program Committee to complete work.
- Ordinance, Loan and Inspection recommendations to be presented to the Board.
- Additional regulations to be developed that will establish more specific development standards for lands inside PSPZ as implementation of Policy 4.2.5: [C].

### **Future Considerations/Direction**

- Sources of funding to support potential Septic System Loan and Inspection programs.
- Sources of funding to support on-site treatment alternatives and management options.

#### **IV (B) - Retreat Priority Issue #6: County Stormwater Standards**

*Continue to address the issue of unified stormwater standards to address inconsistencies in water quality and environmental standards.*

##### **Accomplishments to Date**

- Conducted Stormwater/Transportation Workshop on January 29, 2009 that recommended a volume control standard for the unincorporated area of the county.

##### **Continuing Efforts**

- Closely monitoring the new State of Florida Department of Environmental Protection (FDEP) stormwater rule development scheduled for adoption in June 2010 to determine if the State rule conflicts with a potential county volume control regulation.
- The new State stormwater rule will be finalized in December 2009 and public workshops are scheduled for January through April of 2010. Staff will attend the Tallahassee workshops on January 5 and April 7, 2010
- Reviewing low-impact development alternatives and checking them against proposed State alternatives.
- Drafting preliminary volume control regulations.

##### **Future Considerations/Direction**

- Staff recommends waiting until the new State FDEP stormwater rule is passed in June 2010 which would be applicable to the City of Tallahassee and the unincorporated area of Leon County, and then determine if further changes are necessary to local regulations or the Board could direct staff to proceed forward with finalizing a volume control standard and scheduling of two public hearings.

#### **IV (B) - Retreat Priority Issue #7: Functional Consolidation**

*Continue to evaluate County and City services that can be consolidated to provide for more effective and efficient delivery of services.*

##### **Accomplishments to Date**

- The City and County have a fully consolidated Geographic Information Systems (GIS) Department.
- On December 11, 2007, the Board approved an Interlocal agreement with the City of Tallahassee for the purchase and management of the new digital radio system.
- In 2008, the Board appointed Commissioner John Dailey to work with Superintendent Jackie Pons and Mayor John Marks to identify opportunities for functional consolidation.
- On July 8, 2008, the Board approved a memorandum of understanding with the City of Tallahassee regarding the consolidation of Fire/EMS and the consideration of establishing Fire Services Assessment program.
- On February 26, 2009, the Board approved the Interlocal Agreement with the City of Tallahassee functionally consolidating Fire/EMS.
- At the June 9, 2009 budget workshop, the Board directed staff to contact the City regarding the City's desire to merge Minority/Women and Small Business Enterprise Offices. Subsequently, the City Manager conveyed to the County that this is not an area they wish to pursue at this time.
- At the June 9, 2009 budget workshop, the Board directed an agenda item be prepared for the Board to consider a Memorandum of Understanding regarding the consolidation of City and County Growth and Environmental Management Departments.
- At its July 14, 2009 meeting, the Board approved a proposed Memorandum of Understanding (MOU) regarding the functional consolidation of County and City Growth and Environmental Management/Building Inspection.
- On August 25, 2009, the Board authorized the extension of the Planning Department Interlocal agreement.

##### **Continuing Efforts**

- As directed by the Board, have the Charter Review Committee to evaluate functional consolidation of County and City departments and/or divisions.

##### **Future Considerations/Direction**

- Continue to work with the City regarding areas appropriate for functional consolidation; these include Animal Control, Parks/Recreation and Growth/Environmental Management.

#### **IV (B) - Retreat Priority Issue #8: Fire/EMS Merger and Joint Dispatch Facility**

*Continue to evaluate and pursue ongoing opportunities to realize improved efficiency service delivery and cost savings through consolidation of public safety operations.*

##### **Accomplishments to Date**

- 10/07 - The Board approved a comprehensive plan amendment to enable moving forward with donating land to the American Red Cross for the construction of their new operations center.
- 12/07 - The Board approved an Interlocal agreement with the City of Tallahassee for the purchase and management of the new digital radio system.
- 6/08 - The Board approved a resolution of intent to for a ground lease with the Red Cross.
- 7/8/08 - The Board approved a memorandum of understanding with the City of Tallahassee regarding the consolidation of Fire/EMS and the consideration of establishing Fire Services Assessment program.
- 12/08- The Board approved a Memorandum of Agreement with the City regarding the joint funding and project oversight for the Public Safety Complex.
- 12/08 - The Board approved the Project Manager, URS, for the Public Safety Complex.
- 12/08 - The Board approved a Stormwater/Sewer agreement with the Red Cross.
- 2/26/09 - The Board approved the Interlocal Agreement with the City of Tallahassee functionally consolidating Fire/EMS.
- 3/19/09 - The Board conducted a public hearing adopting an ordinance regarding funding of Fire Rescue Services.
- 5/09 - The Board approved the architect and engineer for the design of the Public Safety Complex.
- 6/9/09 - The Board adopted a resolution levying the Fire Services Fee.
- 10/09 - The Board approved the construction manager for the Public Safety Complex.

##### **Continuing Efforts**

- Developing an operational building agreement with the City of Tallahassee for the new Public Safety Complex.
- Working with the City and Sheriff on the consolidation of the joint dispatch functions.
- Managing the various contracts related to the construction of the new Public Safety Complex.
- Continuing efforts to secure additional grant funding for the Public Safety Complex.

##### **Future Considerations/Direction**

- Continue to review the Fire/EMS consolidation for additional operational efficiencies.
- Working with local and regional partners to ensure disaster planning is a coordinated effort.

#### **IV (B) - Retreat Priority Issue #9: Primary & Mental Health Care for the Uninsured**

*Continue to provide primary and mental health care services to uninsured County residents through community partnerships.*

##### **Accomplishments to Date**

- On June 12, 2001, the Board established the Primary Healthcare MSTU (MSTU) to fund primary healthcare to indigent and uninsured residents in Leon County. In addition the Primary Healthcare Implementation Board (later renamed the Healthcare Advisory Board) was created by the Board to oversee and implement the Primary Healthcare Program.
- On January 29, 2008, the Board expanded the Healthcare Advisory Board (HAB) to include representatives from Florida A&M University (FAMU) and the School Board and on March 25, 2008, the Board once more expanded the HAB to include representatives from Bond and NHS for a total of 19 members.
- During FY08/09 budget workshop, the Board allocated \$60,000 Capital Area Healthy Start Coalition for an education coordinator to address infant mortality.
- On September 16, 2008, the Board approved its annual agreement with the Leon County Health Department that included \$157,671 for the provision of mental health coordinators at Bond Community Health Center (Bond) and Neighborhood Health Services (NHS).
- On October 14, 2008, the Board approved primary healthcare agreements with Bond, NHS, the WeCare Network, and FAMU's Pharmacy School in the amount of \$1,129,423.
- On October 28, 2008, the Board approved agreements with Bond and the Agency for Healthcare Administration to leverage over \$750,000 of state dollars for primary healthcare and to address infant mortality in Leon County.
- On November 25, 2008, the approved the expansion of the mental health services provided at Bond and NHS in the amount of \$100,000.
- Since FY07, the Primary Healthcare MSTU has been levied at 0.00. The Primary Healthcare Program and mental health has been funded through general fund.

##### **Continuing Efforts**

- Prior to the FY08 budget cycle, the primary healthcare program was funded through a dedicated funding source (Primary Healthcare MSTU).
- The FY 09/10 Budget allocates \$1,486,937 for primary health care services provided by Bond, WeCare, Florida A&M University Pharmacy, Neighborhood Health Services, and Healthy Kids.
- Included in the FY09/10 budget is additional funding for WeCare in the amount of \$40,000 for a dental program and \$61,740 for Neighborhood Health Services for primary care services.
- Included in the FY09/10 budget is additional funding for WeCare in the amount of \$40,000 for a dental program and \$61,740 for Neighborhood Health Services for primary care services.

##### **Future Considerations/Direction**

- A dedicated funding source for the County's primary and mental healthcare programs.

## IV (B) - Retreat Priority Issue #10: Increasing Citizen Input

*Narrative: Enhance the opportunities for County residents to provide input and ideas for improving County programs and services.*

### Accomplishments to Date

- **LEON Listens**
  - The LEON Listens online system was launched in November 2008 under the brand: *LEON LISTENS - Your Ideas, Your Suggestions, Your Government*. This initiative was put in place to provide another venue for citizens' input and to reinforce the value we place on this input and the importance of citizens' ideas for improvements, cost-savings, and suggestions on how we can better serve them. The Public Information Officer (PIO) is currently tasked with reviewing, responding, and routing the citizens' ideas, questions, and suggestions to the correct recipient. The Public Information and MIS teams are continually working on refining this system for efficiency and effectiveness.
- **Enhanced Local Government Television Presence – Comcast Channel 16**
  - Leon County TV - This new monthly program will cover everything Leon County and will help viewers better navigate County services while providing useful information to keep themselves and their families informed. Episode 1 is currently airing, and episode 2 is currently in development.
  - Collaboration with MIS to revise format for rebroadcast of content building dynamic playlists that insert Leon County TV, original content (i.e. Leon County Economic Stimulus Video), Public Service Announcements, and special meetings into the cycle with the previously broadcast Commission Meetings, Workshops, and Character Generator
- **Enhanced Local Government Television Partnership – Comcast Channel 16**
  - Worked with Comcast leadership to increase Leon County's 15 hour broadcast cycle (previously beginning at 9 a.m.) on Tuesdays to a 24 hour cycle (midnight to midnight)
  - Working with Comcast leadership in preparation discussions for future digital channel switch to enhance programmable content, extend coverage, and increase broadcast cycle
- **Focus on Emergency Management Response: Emergency Information Portal (EIP)**
  - Collaboration with Emergency Management, MIS/GIS, Public Works, Health Department, City of Tallahassee, and many entities/organizations to plan, build, and launch to Leon County's EIP offering online visitors useful tips on protecting themselves and their family in the event natural or man-made disasters occur in Leon County or surrounding areas. Links to resources for preparation, response and recovery information, such as the status of available shelters, sandbag locations, road closures, local office and school closings, health advisories, evacuation routes, and volunteer information. Localized information such as rain gauges and how to create individual hurricane plans is also included. The portal is regularly updated with weather alerts, active events and other information valuable in or preparing for an emergency. Citizens can register to receive emergency alerts on their mobile devices or via email.
- **Citizen Subscription / Distribution List Service: GovDelivery**
  - Collaboration with MIS to add a technology option to the County's website and launch a new media subscription service, called GovDelivery, that provides citizens a range of subscription services or distribution lists to keep them informed with up-to-the-minute news via email or a mobile device.
- **Economic Stimulus Public Information and Education**
  - Collaboration with the Office of Intergovernmental Affairs and Economic Development to plan, create, and successfully execute the:
    - Leon County Local Stimulus Brochure
    - Tallahassee Regional Economic Stimulus Brochure
    - Tallahassee Regional Economic Stimulus Press Conference
    - Economic Stimulus Video

- **Website Technology Enhancements: New Media Components**
  - Revamped News Advisory/Release Content Management System
    - Collaboration with MIS to automate News Advisory/Release input system allowing for greater efficiency and flexibility in posting
  - Revamp of Interface Design Components
    - New large/short format buttons for easy access and direction of primary information
  - Video
    - Economic Stimulus – Full Version and Partial Segments
    - Leon County TV – Full Version and Partial Segments
- **Revamped Annual Report (award-winning) and Website Presence**
  - New larger format with larger photos, increased content, and more tidbits for accessing information related to departments and divisions within Leon County government
  - Revising website download format to be more accessible and more flexible providing online visitors the option to download the full version or department/division components
- **Household Hazardous Waste & Electronics Collection**
  - Collaboration with Solid Waste to increase public outreach and enhance promotion of the County's Household Hazardous Waste & Electronics Collection
- **Community Organizations Active in Disaster (COAD)**
  - Collaboration with VolunteerLEON to coordinate public information outreach and media relations for the newly-created COAD coalition
- **Climate Communities' Local Climate Action Week**
  - Collaboration with Public Works/Solid Waste to coordinate, successfully execute, and recognize Climate Communities' Local Climate Action Week through the creation of an educational experience, inclusive of a press conference and a guided tour of the Solid Waste Management Facility, for County Commissioners, staff and members of the media; the precursor to the 2009 Solid Waste Spectacular. The tour visited the electronics, Styrofoam and Household Hazardous Waste recycling centers and also provided an opportunity to ask questions about better ways to reduce pollution contributions and backyard composting.
- **2009 Solid Waste Spectacular**
  - Collaboration with Office of Sustainability and Public Works/Solid Waste to plan, launch, and successfully host inaugural event; planned for annual activity
- **2009 Hispanic Heritage Fest**
  - Collaboration and partnership with U.S. Census Bureau, local Complete Count Committee, and local organizations to plan, launch, and successfully host inaugural week of event; planned for annual activity
- **Septic System Community Meetings**
  - Collaboration with Leon County Health Department to promote and host community meetings related to public information and education
- **Increased Digital Photography Capture**
  - Increased presence for and capture of digital photography for the majority of all County events; creating enhanced image resources for traditional print media and new media solutions

### **Continuing Efforts**

- **Updating the Strategic Communications Plan**
  - Leon County Public Information continues to diligently work on executing previous recommended actions and current practices identified in the Strategic Communications Plan. Additionally, the Public Information Office has begun the effort to revise and update the plan and provide a recommended implementation schedule for moving forward with new enhancements.
- **Focus on Hurricane Preparedness**
  - Updating Hurricane Preparedness Communications Plan and associated public information and education campaign components.
  - Redesigning HaveAHurricanePlan.com website portal providing online visitors increased efficiency, effectiveness, and planning for a mobile access portal.
- **Mass Notification System**
  - A technology option that can be added to immediately contact citizens via phone with general informational updates and/or emergency management notifications, warnings, and updates. Services exist to offer unlimited uses to immediately contact our entire community—quickly and reliably—with voice, text, and email.
- **Emergency Management Technology Enhancements: Radio Communication**
  - Collaboration with Emergency Management, MIS, and WFSU increase communication flexibility and provide a back-up solution (hardware/technology and protocol/process) for the Emergency Operation Center (EOC) for the Response and Recovery phases of an event.
- **Electronic Display System**
  - Collaboration with MIS to strategize, design, and prepare for the forthcoming Electronic Display System in the Courthouse (Phase I)
  - Preparation for an Electronic Display System in the Main Library (potential Phase II)
- **2010 Sustainable Communities Summit**
  - Integrated Marketing Support for 2010 Sustainable Communities Summit
- **Website Interface Redesign**
  - Collaboration with MIS to strategize, prepare for, and coordinate a forthcoming Board website interface redesign (Phase I)
- **LeonPhotos.org**
  - Developing a new media solution and dynamic portal specifically design and developed for enhanced efficiency and effectiveness related to distributing digital photography from County activities and events
- **Parks & Recreation Greenway Tour**
  - Scheduled event to take place early 2010. Collaboration with Parks & Recreation to invite the community to participate in a Greenway Tour at the J.R. Alford Greenway, 2500 S. Pedrick Road, where residents will enjoy demonstrations, childrens' activities, and hayride tours of the open space available to hikers, cyclists, equestrians and general recreationists.
- **Emergency Management Outdoor Marketing Solution**
  - Working to create potential partnerships with local outdoor companies to provide immediate access for an outdoor public information/education campaign using digital signage during a disaster
- **Increasing Citizen Awareness of Current Services**
  - Immediate opportunities exist to enhance our informational outlets beyond our traditional media partner relationships. Continued steps are being taken in the Public Information Office to add community partners, homeowners/neighborhood associations, and legislative delegation members to our news distribution lists for greater outreach.
- **Increasing Citizen Awareness of Current Opportunities for Input**
  - Immediate opportunities exist to educate and inform citizens of current opportunities for input. Continued steps are being taken in the Public Information Office to reiterate, through various mediums,

that citizens are afforded the opportunity to provide direct public input to the Commission under the "Citizens to be Heard on Non-Agendaed Items" portions of the agenda.

**Future Considerations/Direction**

- **Hello! Leon**
  - In the Community Days – Mall, Community Centers, etc.
- **Partnership for Internship Recruitment and Retention**
  - Potential Internship Partnership w/ American Advertising Federation – Tallahassee (AAFT) and Florida Public Relations Association (FPRA) – Capital City Chapter
- **Growth and Development through Association Membership**
  - Future Membership – Florida Government Communicators Association (FGCA)
- **Annual Citizen Survey**
  - A common tool used by many local governments is to conduct an annual citizen survey to gain targeted input from a broad cross section of the community and to be able to draw meaningful conclusions on tax payer preferences. The County has not and does not currently perform an annual citizen survey.
- **Customer Relationship Management (CRM)**
  - Expansion of current communications technology to extend the responsiveness and tracking of citizens' ideas, suggestions, or questions submitted through the LEON Listens system as well as direct phone calls.

IV (C) (1) Economic Development and Growth Management



**Board of County Commissioners**

**Leon County, Florida**

www.leoncountyfl.gov

**Board Retreat Agenda Item**

December 7, 2009

**Title:**

Facilitating a Positive Economic Climate through Growth Management Practices

**Staff:**

Parwez Alam, County Administrator

Vincent S. Long, Deputy County Administrator

David McDevitt, Growth and Environmental Management Director

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**Issue Briefing:**

This agenda item seeks the Board's acceptance of a status report on actions that have been taken to facilitate a positive economic development climate through changes to the County development review and permitting process with the goal of clarifying and streamlining the associated regulatory processes.

**Fiscal Impact:**

This item is an informational status report and has no fiscal impact at this time.

**Analysis:**

Over the past three years the Board has taken numerous actions to clarify and streamline the County's required development review and associated environmental permitting process. Generally, these actions were initiated with the acceptance of the recommendations of the Board-appointed Growth and Environmental Management (GEM) Focus Group (a.k.a. Citizens Blue Ribbon Committee) in April of 2006. The Group's recommendations included providing the public enhanced preliminary project information and reviews by fully integrating available resources such as GIS, code revisions to allow for additional opportunities for administrative review and approval of projects, and providing the applicant the opportunity to undertake concurrent reviews in order to reduce overall project review and approval timeframes. The GEM Focus Group also included a recommendation for additional staffing at GEM to facilitate their recommendations, specifically a proposed project manager concept or what the Group also described as an "ad hoc" ombudsmen. Additionally, in October of 2006, the Board approved a second and final group of recommendations of the GEM Focus Group specifically addressing revisions to the County's code to clarify the tree protection and landscaping components of the Environmental Management Act.

Subsequent to the Board's approval of the recommendations of the GEM Focus Group, staff has undertaken actions to fully implement the direction of the Board. This included a complete reformatting of the County's Land Development Code (Chapter 10) to provide a format that is

generally consistent with the City of Tallahassee's related code provisions. Staff has also completed a series of code revisions that have been approved by the Board to specifically address the streamlining of the development review processes associated with various types of projects and to clarify the associated information required to demonstrate compliance. Additionally, staff completed a substantial revision to the County's environmental management regulations to address the recommendations of the GEM Focus Group.

The Board also approved additional positions for GEM. However, due to the downturn in the economy, the positions were never filled and were subsequently eliminated from the FY09/10 budget by the Board. This reduction in staff has impacted the ability to fully implement the project manager concept recommended by the GEM Focus Group. Therefore, the department is exploring other available mechanisms to achieve a similar result. These include formalizing an inter-divisional permitting consistency review memorandum and maintaining one staff person from each division on a specific project from permitted use verification stage to completion. The preliminary outcomes associated with these internal consistency enhancements are very encouraging.

In October of 2008, the Board approved several staff recommended economic development incentives, and directed staff to enhance the public information campaign for the existing Gum Road Target Planning Area economic development incentives. The Board approved a suspension on the assessment of fees for the requests to extend environmental permits, and also approved the delay in payment of land use and environmental permitting fees for specific sites targeted for development by the Tallahassee-Leon County Economic Development Council (EDC). Generally, the targeted developments are non-residential proposals located inside the Urban Service Area. The Board's action was generally consistent with actions previously taken by the City of Tallahassee. In addition, the EDC has assisted the County in promoting and informing the public regarding the development incentives that have been provided by the County within the Gum Road Target Planning Area as a component of their overall targeted incentives program.

Additionally, in February of 2009, the Board approved a fast tracking program for public sector projects to assist in providing an economic stimulus to the local economy. This program established an inter-department team specifically charged to facilitate and streamline the development review and permitting associated with public sector projects, directed staff to revise the County's code to allow under certain circumstances a greater impact for public sector linear infrastructure variances and to clarify acceptable mitigation necessary to demonstrate a net environmental benefit, and directed staff to provide preliminary environmental review for public projects. This preliminary review would proactively identify project issue areas, and if warranted, begin the preparation of any necessary variance requests. To date the department has provided assistance under this program for several public projects including Public Works sidewalk projects and a Leon County School Board project.

In summary, the code changes resulting from the GEM Focus Group recommendations that have been approved by the Board have substantially clarified and streamlined the County's development review and associated permitting processes. These enhancements assist in

facilitating a positive economic climate by reducing the time frames associated with the required development review and permitting for new, private funded developments in the County.

In addition, numerous applicants have taken advantage of the Board's suspension of fees associated with the extension of environmental permits. This has allowed property owners to maintain their initial permitting investment and their associated projects to remain valid during the current economic downturn. Several interested parties have inquired regarding development proposals within the Gum Road Target Planning Area; however, to date these proposals have not preceded forward due to the current economic downturn.

The Board's fast tracking program for public sector projects should provide additional streamlining of the required development review and associated permitting for public funded economic stimulus projects, which should provide a positive economic impact on local businesses. Furthermore, it is anticipated that this program will be especially important to the timely expenditure of federal stimulus funds that may be received by the County as well as proposed Blue Print 2000 projects.

**Options:**

1. Accept staff's status report on actions that have been taken to facilitate a positive economic development climate through changes to the County's Growth Management Practices.
2. Do not accept staff's status report on actions that have been taken to facilitate a positive economic development climate through changes to the County's Growth Management Practices.
3. Board Direction.

**Recommendation:**

Option #1.

IV (C) (2) – Policies to Keep Board Meetings On Track and On Time, While Preserving Opportunity for the Public to Communicate with the Board



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

www.leoncountyfl.gov

**Board Retreat Agenda Item**

December 7, 2009

**Title:**

Policies to Keep Board Meetings on Track and on Time, While Preserving Opportunity for the Public to Communicate with the Board

**Staff:**

Parwez Alam, County Administrator

Kim Dressel, Senior Assistant to the County Administrator

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**Issue Briefing:**

Staff was asked, during the November 17, 2009 Board meeting, to add the following to the Board Retreat agenda: consideration of policies to keep Board meetings on track and on time, while preserving opportunity for the public to communicate with the Board.

Commissioners discussed related issues during its 2006 Board Retreat. Actions taken during that retreat led to a January 9, 2007 agenda item, which presented revised Rules of Procedures for Meetings of the Leon County Board of County Commissioners (Policy No. 01-05), which the Board adopted. A copy of the January 9, 2007 agenda item is provided as Attachment #1, and a copy of the current procedures is provided as Attachment #2.

Staff is seeking direction from the Board as to revisions to Policy No. 01-05 it may seek, or other actions it seeks from staff in this regard.

**Staff Recommendation:**

Option #1: Board Direction

**Attachments:**

1. January 9, 2007 Agenda Item (without Attachment)
2. Policy No. 01-05, Rules of Procedures for Meetings of the Leon County Board of County Commissioners

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## Board of County Commissioners Agenda Request 28

Date of Meeting: January 9, 2007

Date Submitted: January 3, 2007

To: Honorable Chairman and Members of the Board  
From: Parwez Alam, County Administrator  
Vincent S. Long, Deputy County Administrator  
Subject: Adoption of Proposed Revisions to Policy No. 01-05, "Rules of Procedures for Meetings of the Leon County Board of County Commissioners"

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### **Statement of Issue:**

This agenda item seeks Board adoption of proposed revisions to Policy No. 01-05, "Rules of Procedures for Meeting of the Leon County Board of County Commissioners" (Attachment #1).

### **Background:**

During the Board's retreat December 11, 2006, the Board discussed potential revisions to the Rules of Procedures regarding the time allotted for citizens to be heard on agendaed, non-agendaed, and public hearing items. It was proposed that a 3-minute limit be adopted and enforced on all issues presented to the Board. There was also discussion on placing time limitations on the amount of time each Commissioners had to debate on issues presented to the Board, as well as under each Commissioner's discussion time.

There was considerable discussion about dais decorum at the Board's regular meetings and public hearings. The Board proposed restricting the use of cellular phones at the dais while citizens are speaking to the Commission and during debate on items and discussion items. In addition, the Board discussed limiting the number of public hearings to once a month.

### **Analysis:**

Policy No. 01-05 regarding Rules of Procedure does not have a uniform time limitation for citizen's input before the Board. Presently, citizens are limited to three minutes on Non-Agendaed Items before General Business and limited to six minutes on Non-Agendaed Items after public hearings. Citizens have a six minute limit to speak on agenda items, issues scheduled for public hearings, and workshop items. The proposed revisions to Policy No. 01-05 would limit citizens' time to three minutes on all items presented to the Board.

As previously mentioned, the Board discussed limiting time in which Commissioners may debate on agenda items, and the time Discussion Items by Commissioners. The Policy only addresses time limits on Discussion Items by Commissioners, which is limited to three minutes per Commissioner (Section V-I), unless time is extended by the Chairman. Discussion Items by Commissioner is also referred to as "Commissioner's Time" and takes place following public hearings and Citizen's to be heard on Non-agenda Items.

The Rules of Debate section of the Policy does not limit the time a Commissioner may speak on an item or the number of times a Commissioner may speak on an item. The proposed revisions do not address amending the Rules of Debate to limit a Commissioner's time to speak on an item.

In addition, the proposed revisions to the Policy would restrict the use of cellular phones at the dais. The revision would not restrict a Commissioner from excusing himself/herself from the dais in order to make or receive a phone call.

Currently, the Board conducts public hearings at 6:00 p.m. at the regularly scheduled Board meetings on the 2nd and 4<sup>th</sup> Tuesday of each month, as governed under Policy No. 03-09. The public hearing is the forum in which the Board conducts hearings on proposed ordinances. In 2006, the Board conducted 101 public hearings. Limiting the public hearings to one meeting per month would cause systematic delays. For example, those issues requiring more than one public hearing would then be conducted a month apart rather than the current two-week span. At this time, staff recommends that the Board continue to conduct public hearings twice a month, following their regular meetings.

**Options:**

1. Adopt the proposed revisions to Policy No. 01-05, "Rules of Procedures for Meetings of the Leon County Board of County Commissioners."
2. Do not adopt the proposed revisions to Policy No. 01-05, "Rules of Procedures for Meetings of the Leon County Board of County Commissioners."
3. Board Direction

Attachment # 1  
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**Recommendation:**

Option #1

Attachment:

1. Proposed revisions to Policy No. 01-05, "Rules of Procedures for Meetings of the Leon County Board of County Commissioners"

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

Attachment # 2  
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**Policy No. 01-05**

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

Date Adopted: January 9, 2007

Effective Date: January 9, 2007

Reference: Robert's Rules of Order Revised

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

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that a revised Policy No. 01-05 is hereby adopted. It is the policy of the Leon County Board of County Commissioners that these Rules of Procedure shall govern all official meetings of the Board of County Commissioners. The members of the Board, County Administrator, County Attorney, staff, and the public shall adhere to these rules, to wit:

**I. Governing Rules.**

Except as may be provided by these rules or by law, questions of order, the methods of organization and the conduct of business of the Board shall be governed by *Robert's Rules of Order Revised* in all cases in which they are applicable.

**II. Open to the Public.**

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

- B. Exempt Meetings. The exception shall be those meetings statutorily exempt, such as executive collective bargaining sessions, Section 447.605(1), F.S., meetings regarding risk management claims, Section 768.28(15), F.S., and litigation meetings pursuant to Section 286.011(8) F.S. The Board shall follow all statutory requirements for exempt meetings.
- C. Seating Capacity. Due to the need to comply with seating capacity requirements of the Fire Code, there may be occasions when entrance by the public to the Commission Chambers or other meeting rooms shall be limited.
- D. Accessibility. All meetings of the Commission will be conducted in a publicly accessible building.
- E. Signs, Placards, Banners. For public safety purposes, no signs or placards mounted on sticks, posts, poles or similar structures shall be allowed in County Commission meeting rooms. Other signs, placards, banners, shall not disrupt meetings or interfere with others' visual rights.

### III. Quorum.

- A. Quorum. A majority of the entire Board shall constitute a quorum. No ordinance, resolution, policy, or motion shall be adopted by the Board without the affirmative vote of the majority of the members present or, if required by the Florida Statutes, an extraordinary majority vote of the members present.
- B. Remaining in Chambers. During a Board meeting, Commissioners should remain in the Chambers at all times unless an emergency or illness should occur. Commissioners present in the meeting should not absent themselves for a particular item.
- C. Participation by Absent Commissioner: Upon the determination by a majority of the Board of County Commissioners present in the Commission Chambers and voting, that extraordinary circumstances exist to justify the absence of any County Commissioner from said meeting, and assuming a quorum of the Board of County Commissioners is otherwise present, the Board may allow the participation of the physically absent County Commissioner. The physically absent Commissioner may not vote on any motion authorizing such participation. The physically absent County Commissioner must take all steps necessary to provide an interactive communication between the County Commission meeting location and the location of the physically absent County Commissioner, and at a minimum must provide interactive voice communication, but should also endeavor to provide interactive video communication whenever possible. In instances in which the physically absent County Commissioner participates in the meeting, this Commissioner shall also be allowed to cast his/her vote, but only to the extent that the physically active County Commissioner's vote does not break a tie vote of those Commissioner present in Commissioner Chambers and voting. The decision of the Board of County Commissioners shall take place before the subject meeting, preferably at a prior meeting, and shall be based upon the facts and circumstances of each such request.

- D. Conflict of Interest. Any member of the Commission who announces a conflict of interest on a particular matter pursuant to Section 112.3143 or Section 286.012, Florida Statutes, and decides to refrain from voting or otherwise participating in the proceedings related to that matter, shall be deemed present for the purpose of constituting a quorum.
- E. Loss of Quorum. In the event that a Commissioner is required to depart a Board meeting prior to adjournment, and the departure causes a loss of quorum, no further official action may be taken until or unless a quorum is restored, other than adjournment.
- F. No Quorum. Should no quorum attend within 30 minutes after the hour appointed for the meeting of the Commission, or upon a meeting having commenced with a quorum, which quorum shall have been lost, the Chair or the Vice Chair, or in their absence, another Commissioner, in order of seniority, shall adjourn the meeting. The names of the members present and their action at such meeting shall be recorded in the minutes by the Clerk.

**IV. Presiding Officer.**

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

7. Remain objective. For the Chairman to make a motion, the gavel must be relinquished. Based upon these Rules & Procedures, the gavel shall be relinquished in the following order:

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

The "Rule Against Chair's Participation in Debate" states that the presiding officer who relinquishes the chair should not return to it until the pending main question has been disposed of, since he or she has shown himself or herself to be partisan as far as that particular matter is concerned.

8. Declare the meeting adjourned when the Board so votes, or at any time in the event of an emergency affecting the safety of those present.

B. Vice Chairman. In the absence of the Chairman or in the event of the Chairman's inability to serve by reason of illness or accident, the Vice Chairman shall perform the duties and functions of the Chairman until the Chairman's return to the County or recovery and resumption of duty.

#### V. Order of Business.

A. Official Agenda. There shall be an official agenda for every meeting of the Commission, which shall determine the order of business conducted at the meeting. All proceedings and the order of business at all meetings of the Commission shall be conducted in accordance with the official agenda.

B. Agenda Form; Availability; Support Information. The agenda shall be prepared by the County Administrator in appropriate form approved by the Commission. The County Administrator shall make available to the Commissioners a copy of the agenda before the meeting. All support information for agenda items shall be available no later than the morning of the business day before the regular meeting. If the support information is not available, the agenda item shall be removed from the agenda and considered at a later meeting.

C. Agenda Format for Regular Meeting. The agenda format for a regular Commission meeting shall be in substantially the form as set forth below:

1. Call to Order, Invocation and Pledge of Allegiance
2. Awards and Presentations
3. Consent
4. Citizens to be Heard on Non-Agendaed Items (3-minute limit; non-discussion by Commission)
5. General Business
6. Scheduled Public Hearings, 6:00 p.m.
7. County Attorney
8. County Administrator
9. Citizens to be Heard on Non-Agendaed Items
10. Discussion Items by Commissioners
11. Adjourn

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

- D. Consent Agenda. On the portion of the agenda designated as "Consent," all items contained therein may be voted on with one motion. Consent items are considered to be routine in nature, are typically non-controversial and do not deviate from past Board direction or policy. However, any Commissioner, the County Administrator, or the County Attorney may withdraw an item from the consent agenda, provided that such request is made in writing 24 hours (excluding holidays) before the subject meeting, and it shall then be voted on individually.
- E. Citizens to be Heard on Non-Agendaed Items (first). On the portion of the agenda designated as the first "Citizens to be Heard on Non-Agendaed Items" (3-minute limit; non-discussion by Commission), there shall be no debate and no action by the Commission.
- F. General Business. General business items are items of a general nature that require Board direction or pertain to Board policy.
- G. Scheduled Public Hearings, 6:00 p.m. Prior to placing a matter on the agenda that requires a public hearing, the consent of the Commission is required pursuant to Section V, Subsection K (Placing Items on Agenda) of this policy. Public hearings shall be held as required to receive public comments on matters of special importance or as prescribed by law. For regular Board meetings, public hearings shall be heard at 6:00 p.m., or as soon thereafter as is possible. This time designation is intended to indicate that an item will not be addressed prior to the listed time. Individual speakers are encouraged to adhere to a three (3) minute time limit when speaking on issues scheduled for public hearing. The Chairman has the discretion to either extend or reduce time limits, based on the number of speakers.
- H. Citizens to be Heard on Non-Agendaed Items (second). On the portion of the agenda designated near the end of the meeting as the "Citizens to be Heard on Non-Agendaed Items" (3-minute limit), there may be debate by the Commission, but the Commission shall take no policy action except to agenda the topic for a later date or by a unanimous vote of the Board.
- I. Discussion Items by Commissioners. On the portion of the agenda designated at "Discussion Items by Commissioners," no assignments shall be given to the County Administrator or County Attorney without the express approval of the majority of the Board. The Board shall take no policy action without an agenda item unless such is accomplished through a unanimous vote of the Board. The remarks of each commissioner during his or her "discussions items" time shall be limited to no more than three (3) minutes, unless the Chairman extends the time.
- J. Departure from Order of Business. Any departure from the order of business set forth in the official agenda shall be made only upon majority vote of the members of the Commission present at the meeting.

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

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- K. **Placing Items on Agenda.** With the consent of the Commission as a whole, matters may be placed on the agenda by any member of the Commission, the Administrator, or the County Attorney. When a Commissioner wishes to place a matter on the agenda, the Commissioner shall raise the matter at a regular Commission meeting, and seek the Commission's consent for inclusion of the matter on the next available regular agenda. A Commissioner may not unilaterally add a matter to an agenda without the Commission's prior approval.

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

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

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

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

**VI. Parliamentarian.**

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

**VII. Rules of Debate.**

**A. Decorum.**

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

**B. Motions.**

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

- C. Motions to Amend. An amendment to a motion must be germane, that is, it must relate to the substance of the main motion. An amendment may not introduce an independent question, and an amendment may not serve as the equivalent of rejecting the original motion. A Commissioner may amend the main motion in either of the following two ways:
1. By Consent of the Members. The Chairman, or another Commissioner through the Chairman, may ask for certain changes to be made to the main motion. If there are no objections from the maker of the motion, the motion shall stand as amended.
  2. Formal Amendment. An amendment may be presented formally by moving to amend the motion in some way. If it is in the form of a formal motion to amend, a second shall be required and discussion shall follow on the amendment. If an amendment passes, the main motion shall be the motion as amended. If it fails, the motion shall be the motion as it was before the amendment was presented.

#### VIII. Voting.

- A. Voice Vote. Unless otherwise directed by the Chairman, all votes shall be taken by voice.
- B. Tabulating the Vote. The Chairman shall tabulate the votes and announce the results. Upon any roll call, there shall be no discussion by any Commissioner prior to voting, and each Commissioner shall vote "aye" or "nay."
- C. Voting. Every member who was in the Commission Chambers when the question was put must give his or her vote, unless the member has publicly stated that he or she is abstaining from voting due to a conflict of interest pursuant to Sections 112.3143 or 286.012, Florida Statutes. If any Commissioner declines to vote "aye" or "nay" by voice, his or her silence shall be counted as an "aye" vote.
- D. Absent for Vote; Changing Vote. Any Commissioner momentarily absent for a vote on a particular item may record his or her vote, and any Commissioner may change his or her vote before the next item is called for consideration, or before a recess or adjournment is called, whichever occurs first, but not thereafter, except with the consent of all the Commissioners who voted thereon.
- E. Voting Conflict. No Commissioner shall vote on a matter when the Commissioner has a voting conflict of interest as specified in Section 112.3143 or Section 286.011, Florida Statutes. A Commissioner abstaining from voting due to a conflict shall announce the conflict prior to discussion on the matter. Within fifteen (15) days following that Commission meeting, the Commissioner shall file with the Clerk a Form 8B "Memorandum of Voting Conflict" which describes the nature of the interest in the matter. Form 8B shall be received by the Clerk and incorporated into the meeting minutes as an exhibit.

- F. Majority Vote; Extraordinary Majority Vote; Tie Vote. The passage of any motion, policy, ordinance or resolution shall require the affirmative vote of at least the majority of the members of the Commission who are present and eligible to vote. If an extraordinary majority vote is required by the Florida Statutes, this shall require the affirmative vote of an extraordinary majority of the members of the Commission who are present and eligible to vote. In the case of a tie in votes on any proposal, the proposal fails.

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

- A. Citizen Input. The Board recognizes the importance of protecting the right of all citizens to express their opinions on the operation of County government and encourage citizen participation in the local government process. The Board also recognizes the necessity for conducting orderly and efficient meetings in order to complete County business in a timely manner.
- B. Non-Agendaed Inquiries.
1. At regularly scheduled County Commission meetings, the Board provides two comment periods for citizens to speak on non-agendaed items. These public comment periods are denoted on the agenda as "Citizens to be Heard on Non-Agendaed Items." The remarks of each speaker at the initial comment period shall be limited to no more than three (3) minutes, unless the Chairman extends the time. Any citizen who did not speak during the first citizen comment period shall have the opportunity to speak during the second comment period. The remarks of each speaker at the second comment period shall be limited to no more than three (3) minutes. The Chairman has the discretion to either extend or reduce time limits, based on the number of speakers.
  2. Any citizens who have non-agendaed inquiries at regularly scheduled County Commission meetings will be directed to prepare a Citizen Inquiry Form to gain all the necessary information.
  3. The matter will then be addressed by staff in the ensuing days, and the County Administrator or County Attorney shall report back to the Board of County Commissioners by written memorandum.
  4. If the inquiry is unable to be addressed or resolved by staff, an appropriate agenda item will be prepared by the County Administrator or County Attorney if a change in policy, procedures, or ordinances is required and recommended by staff in order to address the general subject matter of the inquiry.
  5. This procedure shall not be used if "appeal" mechanisms already exist to address the inquiry.

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

F. Decorum.

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

X. Adjournment.

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

Revised 1-9-2006

**V. Commissioner Prioritization Process Outline – Commissioners,  
Facilitated by the County Administrator**

**A. Prioritization Rules**

**B. Draft Brainstorming List / Commissioner Ranking Sheet**

V (A). Commissioner Prioritization Process - The Board will engage in a collaborative prioritization process facilitated by the County Administrator.

#### Prioritization Rules

1. Each Commissioner will be given the opportunity to add/delete issues to those already identified (this will require four votes of the Commission).
2. Commissioners can combine issues that are similar to refine and focus the list.
3. Commissioners can discuss in more detail any of the issues and ask questions for clarification.
4. Commissioners will then rank the list of issues using the Individual Commissioner Ranking Sheet and assign individual scores to each issue.
  1. A number can be assigned only once.
  2. Commissioners should assign their highest ranked issue in descending order, with the highest number based on the number of issues that have been identified during the Board Retreat.
  3. The number one (1) ranking should be used to identify the Commissioner's LOWEST ranked issue.
  4. The issues with the most points will be ranked the highest priorities.

A draft brainstorming list, reflective of FY 08/09 Board Retreat priorities and issues the Board identified during its November 17, 2009 meeting, is provided for informational purposes.

A final Brainstorming List / Commissioner Ranking Sheet will be distributed at the Retreat for Commissioners to provide their individual rankings.



**VI. Finalization of Priority Ranking – Commissioners,  
Facilitated by the County Administrator**

- **Ratings will be combined to reflect the combined prioritization of issues.**
- **Commissioners will have the opportunity to discuss the relative ranking and determine if refining a “Top 5” or “Top 10” list is warranted.**
- **Commissioners will have the opportunity to discuss and provide additional direction to staff on the final prioritization of issues.**

## VII. Additional Discussion and Policy Direction – County Administration

- A. Commissioner Discussion Items Status Report – Materials Provided
- B. List of Major Continuing Projects - Materials Provided
- C. Additional Updates Which do not Require Board Prioritization

### 1. Consolidated 4-Day Workweek

**Staff Recommendation:**

**Option #3 - Board Direction**

### 2. Mass Citizen Communication/Outreach

**Staff Recommendations:**

**Option #1 – Have staff work with the City to learn of interest to jointly implement a mass notification system for the City of Tallahassee and Leon County.**

**Option #2 – Have staff develop a budget discussion item for a mass notification system for inclusion in the FY 10/11 budget.**

### 3. Indigent Healthcare Surtax

**Staff Recommendation:**

**Option #1 – Accept the Status Report on the ½-Cent Indigent Healthcare Surtax.**

- |  |
|--|
| <ul style="list-style-type: none"><li>○ Updates provided in workbook materials.</li><li>○ The Board may ask questions, request a presentation or discuss related issues.</li></ul> |
|--|

### D. County Administrator's Wrap Up



## Board of County Commissioners

Leon County, Florida

www.leoncountyfl.gov

### Agenda Item Executive Summary

November 10, 2009

**Title:**

Acceptance of the FY 2008/09 Combined Commissioner Discussion Items Status Report

**Staff:**

Parwez Alam, County Administrator

Vincent S. Long, Deputy County Administrator

Christine Coble, Agenda Coordinator

FA  
CC

**Issue Briefing:**

This item seeks Board acceptance of the status report on the FY 2008/09 Commissioner Discussion Items (Attachment #1).

At each regularly scheduled Board meeting, Commissioners have the opportunity, under Commissioners' Discussion Time, to make requests and/or inquiries of staff. If staff action is requested, Board approval is required.

The combined FY2008/09 (October 1, 2008 – September 30, 2009) Commissioner Discussion Items have generated 111 requests, of which 103 requests have been completed, two requests are listed as ongoing, and six items are scheduled for future meetings.

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Accept the FY 2008/09 combined status report on Commissioner Discussion Items.

## Report and Discussion

### Background:

At each regularly scheduled Board meeting, Commissioners have the opportunity, under Commissioners' Discussion Time, to make requests and/or inquiries of staff. If staff action is requested, Board approval is required. The County Administrator, as well as the County Attorney, then makes staff assignments, respectively. The status of such items is then tracked by Administration through the report. The County Administrator utilizes the status reports as a management tool to ensure staff is responding to Board requests.

### Analysis:

In the status report on the first quarter FY 2008/09 (October 1 – December 31, 2008), Commissioner Discussion Items, other than Resolutions, there were 19 requests that had been generated under Commissioners' Discussion time. Eighteen tasks were completed and one item were listed as ongoing.

The status report for the second quarter (January 1 – March 31, 2009), other than Resolutions, listed 32 requests generated under Commissioners' Discussion Time. Staff completed 30 items, with two items listed as ongoing. Therefore, the combined FY2008/09 Commissioner Discussion Items generated was 51 requests, of which 48 had been completed, and three items listed as ongoing.

Other than Resolutions, the third quarter status report (April 1 – June 30, 2009) generated 35 Commissioner Discussion requests. Staff completed 30 requests, with three items listed as ongoing, and two items scheduled for future meetings.

The fourth quarter status report (July 1 – September 30, 2009) generated 25 Commissioner Discussion requests. Staff completed 21 items; one item is ongoing and, three items are scheduled for future meetings.

Therefore, for FY 2008/09, there have been 111 Commissioners' Discussion Items generated. The number of tasks completed is 103, two requests are listed as ongoing, and six items are scheduled for future Board meetings.

### Options:

1. Accept the FY 2008/09 combined status report on Commissioner Discussion Items.
2. Do not accept the FY 2008/09 t combined status report on Commissioner Discussion Items.
3. Board Direction.

### Recommendation:

Option #1.

### Attachment:

1. Combined FY 08-09 (First, Second, Third, and Fourth Quarters) Commissioner Discussion Items Status Report

FY 2008/2009  
 Commissioner Discussion Items  
 Final Status Report FY 08-09  
 October 1, 2008 – September 30, 2009

| Meeting Date | Commissioner | Discussion Item   | Staff Assigned   | Status  |
|--------------|--------------|---|--|---|
| October 14   | DePuy        | Requested staff work with the residents of Winwood Hills regarding application for FEMA assistance.   | Public Works – Alan Rosenzweig/<br>Tony Park                                 | <b>Done.</b><br><i>Through October and November, staff worked with Winwood Hills and FEMA representatives to review potential funding options. Given the fact that it was a private road, FEMA determined that the project was ineligible for federal funding for the permanent repairs. Additional options have been reviewed and prepared by County staff. That information will be included in the January 29, 2009 workshop packet.</i> |
|              | Desloge      | Requested agenda item to discuss a policy to design a “check list” for intergovernmental collaboration when the County moves forward with a capital project.                | County Administration/Planning –<br>Vincent Long/Wayne Tedder                | <b>Done. February 26, 2009</b><br><i>Agenda Item #19</i>  |
|              | Desloge      | Motion: Direct staff to bring back an agenda item on an Ordinance to address the siting of rifles issue.  | County Attorney – Herb Thiele  | <b>Done. October 24, 2008</b><br><i>Memorandum to the Board.</i>  |
|              | Desloge      | Motion: County Attorney bring back an Ordinance, for a Public hearing, regarding a more restrictive sign moratorium.  | County Attorney – Herb Thiele  | <b>Done. November 25, 2008</b><br><i>Agenda Item #23</i><br><b>December 9, 2008</b><br><i>Agenda Item #28</i>   |
|              | Thaell       | Requested the Board allow for a presentation by the Supervisor of Elections, Ion Sancho, regarding the implementation of the Help Americans Vote Act (HAVA) in Leon County. | County Administration/Agenda<br>Coordinator – Ken Morris/ Christine<br>Coble | <b>Done. October 28, 2008</b><br><i>Presentation by Ion Sancho.</i>   |
|              | Thaell       | Requested that the Timberlake subdivision receive a waiver or variance to the prohibition of inter-basin storage transfer.  | Public Works/Engineering –<br>Alan Rosenzweig/ Tony Park/<br>Joe Brown       | <b>Done. January 29, 2009</b><br><i>Workshop on Stormwater/<br/>Transportation Infrastructure<br/>Improvements to Address Flooding<br/>Issues. Timberlake flooding solutions<br/>identified as a CARDS project.</i>   |

Attachment # 1  
Page 1 of 16

FY 2008/2009  
 Commissioner Discussion Items  
 Final Status Report FY 08-09  
 October 1, 2008 – September 30, 2009

| Meeting Date                     | Commissioner | Discussion Item  | Staff Assigned   | Status   |
|----------------------------------|--------------|--|--|--|
| October 14<br><i>(Continued)</i> | Rackleff     | Direct staff to address Mr. Tenace's concerns regarding the dangerous traffic intersection at St. Augustine and South Plantation Road.                                   | Public Works/Engineering – Alan Rosenzweig/ Tony Park/ Joe Brown         | <b>Done.</b><br><i>A temporary signal is being installed at the intersection. It should be in operation by February 2009.</i>  |
|                                  | Rackleff     | Motion: Direct the County Attorney to examine civil remedies and penalties to deal with unethical disclosure practices   | County Attorney – Herb Thiele  | <b>Done. January 29, 2009</b><br><i>Workshop– This matter relates to flooding, and CAO materials are included in the Stormwater/Transportation workshop materials.</i> |
| October 28                       | Desloge      | Requested staff bring back standards and procedure for recognizing long-standing, exemplary volunteers that serve on County citizen committees.                          | County Administration/Agenda Coordinator – Vincent Long/ Christine Coble | <b>Done. October 29, 2008</b><br><i>Discussed with Chairman that Community Service Awards are presented to volunteer committee members at the end of their term.</i>   |
|                                  | Desloge      | Requested the County Attorney bring back a Resolution supporting other municipalities in seeking legislation requiring the State Legislature to follow the Sunshine Law. | County Attorney – Herb Thiele  | <b>Done. November 25, 2008</b><br><i>Agenda Item #13</i>   |
|                                  | Rackleff     | Motion: Donate \$250 from his Commission account to the Big Bend Homeless Coalition in memory of Kay Freeman.  | OMB – Alan Rosenzweig  | <b>Done upon Board direction.</b>  |
|                                  | Proctor      | Motion: Donate \$150 from his Commission account to Jake Gaither Community Center for its Halloween Carnival and Spook House.  | OMB – Alan Rosenzweig  | <b>Done upon Board direction.</b>  |
| November 18                      | Proctor      | Motion: Approve travel request to Washington, DC for presidential election.  | OMB – Alan Rosenzweig  | <b>Done upon Board direction.</b>  |

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| Meeting Date | Commissioner | Discussion Item  | Staff Assigned  | Status   |
|--------------|--------------|--|---|--|
| November 25  | Thaell       | Motion: Direct staff to bring back an agenda item to discuss extending the distance allowed by a known sexual predator to 2500 feet from an area used by children to catch school bus. | County Attorney – Herb Thiele   | Done. January 15, 2009<br><i>Agenda Item #23</i>   |
|              | Thaell       | Motion: Direct staff to bring back an agenda item to discuss a restructuring of the way the County charges for garbage pick up   | OMB – Alan Rosenzweig   | Done. April 21, 2009<br><i>Agenda Item #16</i><br><i>Board directed staff to bring this back as part of the budget review.</i> |
|              | Desloge      | Requested staff bring back an agenda item to discuss the establishment of parameters on Resolutions and Proclamations.   | County Administration/<br>Agenda Coordinator – Vincent Long/<br>Christine Coble | <i>Staff will bring back an agenda item at a future meeting.</i>   |
|              |              |  |   |  |
| December 9   | Rackleff     | Motion: Authorize Commissioner Rackleff to contribute \$250 from his Commissioner account to the Council on Cultural Affairs.  | OMB – Alan Rosenzweig   | Done upon Board direction.   |
|              | Rackleff     | Motion: Authorize \$1,200 in travel expenses for Commissioner Rackleff to attend President-elect Obama's inauguration.   | OMB – Alan Rosenzweig   | Done upon Board direction.   |
|              | Desloge      | Motion: Direct staff to bring back an agenda item to determine what options might be available for the potential widening of Bannerman Road.   | Public Works/Engineering –<br>Alan Rosenzweig/Tony Park/<br>Joe Brown           | Done. March 12, 2009<br><i>Agenda Item # 19</i>  |
|              |              |  |   |  |

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|--------------|--------------|--|---|--|
| January 15   | Akinyemi     | Motion: Authorization to donate \$500 to the Tallahassee Boys Choir and \$500 to the FAMU Marching 100 Band, from his Commissioner Budget.   | OMB – Alan Rosenzweig/<br>Scott Ross                  | Done upon Board direction.   |
|              | Thael        | Motion: Requested travel to Washington, D.C. be funded through Climate Action Summit monies.   | OMB – Alan Rosenzweig/<br>Scott Ross                  | Done upon Board direction.   |
|              | Rackleff     | Motion: Approve the expenditure of \$20,000 from the Contingency Fund for the Transportation Disadvantaged Program, to include the appropriate budget action.  | OMB – Alan Rosenzweig/<br>Scott Ross                  | Done upon Board direction.   |
|              | Desloge      | Requested an agenda item be brought back with policy recommendations on the use of Leon County Commission letterhead.  | County Administration/PIO – Vincent Long/Jon Brown    | Done. October 13, 2009<br><i>Agenda Item #12</i>   |
| January 29   | Proctor      | Inquired if assistance is available to elderly individuals who require that their home be modified as handicapped accessible.  | Health & Human Services – Vincent Long/Candice Wilson | Done. May 5, 2009<br><i>Memorandum to the Board</i>  |
|              | Proctor      | Motion: County Attorney to bring back an agenda item clarifying the roles and function of the Comprehensive Plan and the University's Master Plan in reviewing and approving future developments and expansions. | County Attorney – Herb Thiele                         | Done. February 26, 2009<br><i>Agenda Item #1</i>   |
|              | Akinyemi     | Suggested that PSA's be done to publicize and encourage use of the LEONListens web site.   | Public Information –<br>Vincent Long/Jon Brown        | Done.<br><i>PIO continues to advertise LEON Listens through all communication tools available to the County.</i> |
|              | Dailey       | Motion: Bring back an agenda item to revisit the Marketing and Advertising budget for the Tourist Development Council.   | Tourist Development Council – Ken Morris              | Done. April 21, 2009<br><i>Agenda Item #4</i>  |
|              | Desloge      | Motion: Direct staff to bring back an agenda item to reconsider the construction of showers in the Courthouse.   | Facilities Management – Alan Rosenzweig/Tom Brantley  | Done. April 9, 2009<br><i>Agenda Item #14</i>  |

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| Meeting Date | Commissioner | Discussion Item  | Staff Assigned  | Status  |
|--------------|--------------|--|---|---|
| February 12  | Thaell       | Motion: Agenda item brought back with options for the Board to consider assisting the Extreme Home Makeover family in property tax relief for five years for the new home.   | OMB – Alan Rosenzweig/<br>Scott Ross                                    | Done.<br><i>Property Appraiser's Office responded, via phone conversation, to the Commissioner's Aide.</i>      |
|              | Sauls        | Requested a status report on a proposed 697 acre, 697 home development, Chasen Woods, in the Woodville area.   | GEM – Vincent Long/<br>David McDevitt/Tony Biblio                       | Done. March 24, 2009<br><i>Individual briefings were held with the Commissioners re: this proposed project.</i> |
|              | Sauls        | Motion: Agenda for further discussion the possibility of moving Commission meetings back to Tuesday  | County Administration – Vincent Long/Christine Coble                    | Done. February 26, 2009<br><i>Agenda Item #22</i>   |
|              | Desloge      | Motion: Agenda item relative to how the County would address administrative issues associated with accelerating local projects forward if stimulus monies become available.  | Public Services/<br>Intergovernmental Affairs – Vincent Long/Ken Morris | Done. February 26, 2009<br><i>Agenda Item #19</i>   |
|              | Desloge      | Motion: Authorize the County Administrator to expend an amount not to exceed \$20,000 to hire a lobbyist to pursue stimulus funds and staff draft an agreement for regional representation for inclusion in the economic stimulus agenda item at the next Board meeting. | County Administration –<br>Parwez Alam                                  | Done. February 26, 2009<br><i>Agenda Item #21</i>   |
|              | Desloge      | Suggested that a link to the Extreme Home Makeover project be added to the County's web site.  | Public Services/PIO – Vincent Long/Jon Brown                            | Done. February 6, 2009<br><i>A link had been created to the Myddleton Parker website.</i>                       |

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| Meeting Date | Commissioner | Discussion Item   | Staff Assigned   | Status  |
|--------------|--------------|---|--|---|
| February 26  | Proctor      | Motion: Authorize \$400 from his Commission account, to support the 14 <sup>th</sup> Annual Hoops of Fire Men's Basketball Tournament to be held March 27-28, 2009.   | OMB – Alan Rosenzweig/<br>Scott Ross   | Done upon Board direction.  |
|              | Proctor      | Motion: Schedule a Workshop to review, discuss, and address property tax issues.  | OMB – Alan Rosenzweig/<br>Scott Ross   | Done. March 19, 2009<br><i>Addressed at Budget Workshop.</i>  |
|              | Akinyemi     | Motion: Commit \$2,500 from the Contingency Fund in support of Florida Association of Counties (FAC) Legislative Day activities.  | OMB – Alan Rosenzweig/<br>Scott Ross   | Done upon Board direction.  |
|              | Dailey       | Motion: Contribute up to \$20,000 from TDC funds to support the Springtime Tallahassee Parade and Jubilee in the Park events  | TDC – Ken Morris   | Done upon Board direction.  |
|              | Desloge      | Motion: Requested staff bring back an agenda item regarding the development of "check list" to be used when implementing a policy, ordinance, or resolution to more formally evaluate how it compares to policies, ordinances, etc. with the City of Tallahassee. | County Administration –<br>Vincent Long/Alan Rosenzweig  | Done. March 1, 2009<br><i>Agenda items now include an analysis on how the proposed policy, ordinance, or resolution compares to same subject in City.</i> |
|              | Desloge      | Requested authority to write a letter on the County's behalf to ensure that some County road projects remain a priority for the district.   | Public Services/<br>Intergovernmental Affairs –<br>Vincent Long/Ken Morris   | Done. February 27, 2009<br><i>Letter sent to FDOT District 3 Secretary Kelley.</i>  |
| March 19     | Thaell       | Motion: Request an agenda item to set a date certain to hold the public hearing the On-site Sewage Disposal Systems Ordinance.  | County Administration/ Health<br>Department/ GEM/ Public Works/<br>Planning/ OMB<br><br>Kim Dressel/Alex Mahon/<br>David McDevitt/Tony Park/ Wayne<br>Tedder/Alan Rosenzweig | Done. May 12, 2009<br><i>Workshop on the proposed On-site Sewage Disposal Systems Ordinance.</i>  |
|              | Thaell       | Requested that the April 23, 2009 meeting be rescheduled due to FAC training.   | County Administration/ Agenda<br>Coordinator – Vincent<br>Long/Christine Coble   | Done. March 26, 2009<br><i>Agenda Item #3</i>   |

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| Meeting Date                   | Commissioner | Discussion Item   | Staff Assigned   | Status   |
|--------------------------------|--------------|---|--|--|
| March 19<br><i>(Continued)</i> | Sauls        | Requested staff provide an update on the Chason Woods Development.  | GEM/Development Services<br>Vincent Long/David McDevitt/Tony Biblo       | Done. March 24, 2009<br><i>Individual briefings were held with the Commissioners regarding the proposed project.</i> |
|                                | Sauls        | Requested staff bring back an agenda item in April or May (May 12) to discuss the criteria used to evaluate the capacity of special events held at the County parks. In particular, the impact of recent events at Williams Landing on residents and the fishing community. | Public Works/Parks & Rec. - Alan Rosenzweig/Tony Park/ Pat Plocek        | Done. May 12, 2009<br><i>Agenda Item #19</i>   |
|                                | Sauls        | Requested staff look into the possibility of creating a 100-foot hard surface "landing strip" at the Apalachee Regional Park for the Seminole Radio Control Club.   | Public Works/Parks & Rec. - Alan Rosenzweig/Tony Park/ Pat Plocek        | Done.<br><i>In discussions with the Seminole Radio Control Club, it was determined as not necessary.</i>             |
|                                | Rackleff     | Motion: Authorization to travel to Washington, DC to visit several federal agencies and investigate possible programs that the County could receive funding and expend no more than \$700.  | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction.   |
|                                | Rackleff     | Motion: Authorization to expend \$250 from his Commission account for the Wine Festival reception at the Brogan Museum.   | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction.   |
|                                | Rackleff     | Motion: Direct staff to prepare an agenda item to appropriate \$30,000 from the Tourist Development Council Reserve Fund as a one-time grant for the Mary Brogan Museum to put on the Bernard Kinsey exhibit that begins in September.                                      | OMB – Alan Rosenzweig/ Scott Ross  | Done. April 9, 2009<br><i>Agenda Item #7</i>   |
|                                | Desloge      | Requested staff schedule a presentation by Big Bend Regional Healthcare Information Organization (BBRHIO) regarding broadband in the County's rural areas.  | County Administration/ Agenda Coordinator – Vincent Long/Christine Coble | Done. April 9, 2009<br><i>Presentation made.</i>   |
|                                | Desloge      | Requested staff provide an update on the Apalachee Regional Park running trail.   | Public Works/Parks & Rec. - Alan Rosenzweig/Tony Park/ Pat Plocek        | Done. March 24, 2009<br><i>Memorandum to Board.</i>  |

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| Meeting Date | Commissioner | Discussion Item   | Staff Assigned   | Status   |
|--------------|--------------|---|--|--|
| March 26     | Thaell       | Motion: Direct staff to make a request to the appropriate federal agency for funding the additional health educator positions as a component of Healthy Start Coalition.  | Public Services/<br>Intergovernmental Affairs –<br>Vincent Long/Ken Morris | Done.<br><i>Staff has added this issue to Federal legislative priorities.</i>          |
|              | Akinyemi     | Motion: Direct staff to agenda an item evaluating alternative revenue sources, especially renewable energy.   | OMB – Alan Rosenzweig/ Scott Ross  | Done. May 12, 2009<br><i>Agenda Item #17</i>   |
| April 9      | Proctor      | Motion: Requested authorization to donate \$100 from his account to the Kappa Alpha Psi Guide Right Foundation of Tallahassee, Inc. for a full-page ad for its annual Beautillion.                                    | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction.   |
|              | Proctor      | Motion: Direct staff to bring an agenda item to consider a funding request for sponsorship of the Crescent Moon Gala, benefiting the Sickle Cell Foundation, in the amount of \$5,000.                                | OMB – Alan Rosenzweig/ Scott Ross  | Done. April 21, 2009<br><i>Agenda Item #19</i>   |
|              | Proctor      | Motion: Requested travel approval to attend a summit addressing ongoing relations between Tallahassee and St. Maarten from the County perspective of a continued relationship, on April 26 – May 3, 2009.             | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction.   |
|              | Thaell       | Motion: Waive the purchasing requirement, and authorize the County Administrator to spend up to \$7,000 to issue a contract to Sean McGlynn and Jess Van Dyke for eradication of apple snails at Martha Wellman Park. | Public Works/Engineering – Alan Rosenzweig/Tony Park/Joe Brown             | Done. April 10, 2009<br><i>Purchase Order issued.</i>                                  |
|              | Thaell       | Motion: Direct staff to agenda consideration of an RFP for broker services for all County insurance needs.  | OMB/Risk Management – Alan Rosenzweig/ Scott Ross/Karen Harrell            | Done. June 9, 2009<br><i>Agenda Item #23</i>   |
|              | Thaell       | Motion: Direct staff to agenda an item to consider the hiring of an agent to handle the County's health coverage and work with staff on the Internet. Based Benefits Communication Program.                           | Human Resources –<br>Lillian Bennett                                       | Done. June 9, 2009<br><i>Taken up at Budget Workshop as an add-on discussion item.</i> |

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|-------------------------------|--------------|--|--|--|
| April 9<br><i>(Continued)</i> | Dailey       | Motion: Direct staff to prepare two separate agenda items regarding Fairbanks Ferry Road and Crooked Road.   | Public Works/Engineering – Alan Rosenzweig/Tony Park/<br>Joe Brown | Done. November 10, 2009<br><i>Agenda Item scheduled.</i> |
|                               | Dailey       | Motion: Direct staff to bring an agenda item on the County's sidewalk project policy.  | Public Works/Engineering – Alan Rosenzweig/Tony Park/Joe Brown     | Done. July 14, 2009<br><i>Agenda Item #49</i>            |
| April 21                      | Thaell       | Motion: Request staff bring back an agenda item regarding options for preservation of a predominately African-American Historic Cemetery located on County-owned property on the corner of Mahan Drive and Edenfield Road. | Planning – Vincent Long/ Wayne Tedder                              | Done. October 13, 2009<br><i>Agenda Item #27</i>         |
|                               | Dailey       | Motion: Approve the expenditure of \$375 from his travel budget for conference registration fee only to the Florida Chamber of Commerce Leadership Annual Meeting.   | OMB – Alan Rosenzweig/ Scott Ross                                  | Done upon Board direction.                               |
|                               | Desloge      | Motion: Direct staff to bring an agenda item regarding functionally consolidating City and County Growth Departments   | GEM/ – Vincent Long/<br>David McDevitt/                            | Done. June 9, 2009<br><i>Budget Discussion Item #10</i>  |
|                               | Desloge      | Motion: Direct staff to bring an agenda item to the Board regarding juvenile curfew.   | County Administration – Vincent Long                               | Done. August 25, 2009<br><i>Agenda Item #26</i>          |

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|--------------|--------------|--|---|--|
| May 12       | Proctor      | Requested information regarding the County's Summer Youth Program  | Human Resources – Lillian Bennett   | Done. May 12, 2009   |
|              | Proctor      | Motion: Direct staff to bring an agenda item on the issue of consolidating the City and County MWSBE programs.   | OMB – Alan Rosenzweig/ Scott Ross   | Done. June 9, 2009<br><i>Budget Workshop Discussion Item #8.</i>                                   |
|              | Thaell       | Motion: Direct staff to bring back an agenda item to reconstitute the Septic System Advisory Committee, based on the recommendations for membership presented by Anthony Gaudio, Chairman of the previous Septic System Advisory Committee.                                      | County Administration – Kim Dressel   | Done. June 9, 2009<br><i>Agenda Item #22</i><br>Done. September 22, 2009<br><i>Agenda Item #24</i> |
|              | Thaell       | Direct the Science Advisory Committee to analyze the issue of air pollution and bring back to the Board as an agenda item for consideration.   | GEM/Environmental Compliance<br>Vincent Long/ David McDevitt/<br>John Kraynak | Scheduled for December 2009  |
|              | Sauls        | Motion: Direct staff to bring back an agenda item regarding the dissolution of the Woodville Community Center Focus Group and the Woodville Recreation Council.  | Public Works/Parks & Rec – Alan Rosenzweig/Tony Park/ Pat Plocek              | Done. June 9, 2009<br><i>Agenda Item #16</i>   |
|              | Akinyemi     | Requested that a Public Hearing on Septic System be scheduled.   | County Administration – Kim Dressel   | Done. October 13, 2009<br><i>Agenda Item #10</i>   |
|              | Akinyemi     | Requested a Resolution be written to FDOT, to put on the record, that there be a review of all tree removals to minimize the number of trees removed, urge design changes that are minor, and do not hold up the project, and retain the original concept of the landscape plan. | Public Works/Engineering – Alan Rosenzweig/Tony Park/<br>Joe Brown            | Done. May 13, 2009   |
|              | Rackleff     | Approve travel request to attend the Climate Summit in Washington, D.C.  | OMB – Alan Rosenzweig/ Scott Ross   | Done upon Board direction.   |

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| Meeting Date                 | Commissioner | Discussion Item   | Staff Assigned  | Status   |
|------------------------------|--------------|---|---|--|
| May 12<br><i>(Continued)</i> | Desloge      | Requested a presentation on single-payer healthcare system.   | County Administration – Vincent Long/<br>Christine Coble  | Done. May 26, 2009<br><i>Presentation by Dr. Brummel-Smith on proposed Health Care Resolution.</i> |
|                              | Desloge      | Requested a presentation by Tallahassee Memorial Healthcare on the Trauma Center be scheduled for a future Board meeting.   | County Administration – Vincent Long/<br>Christine Coble  | Done. September 22, 2009<br><i>Presentation by Mark O'Bryant, CEO, TMH</i>                         |
|                              | Desloge      | Motion: Direct staff to review the business tax and bring back as a budget discussion item  | OMB – Alan Rosenzweig/ Scott Ross   | Done. June 9, 2009<br><i>Budget Discussion Item #4</i>   |
| May 26                       | Sauls        | Requested the County Attorney review the regulations and requirements regarding the operation of a stand-alone, self-contained barbeque trailer on property zoned commercial and provide the information to her.  | County Attorney –<br>Herb Thiele  | Done.  |
|                              | Dailey       | Motion: Direct staff to prepare two separate agenda items regarding Fairbanks Ferry Road and Crooked Road.  | Public Works/Engineering – Alan Rosenzweig/<br>Tony Park/Joe Brown  | Done. November 10, 2009<br><i>Agenda Item scheduled.</i>   |
|                              | Thaell       | Motion: Direct staff to bring an agenda item to consider the establishment of a Climate Change Advisory Board.  | Sustainability Office –<br>Vincent Long/ Maggie Theriot   | <i>Staff will bring back an agenda item at a future meeting.</i>                                   |
|                              | Rackleff     | Motion: Instruct staff to prepare an agenda item to explore the feasibility of "bundling" County sidewalk projects that total \$20 million or more to be submitted to the Federal Department of Transportation for possible funding through the Competitive Grants Program. | Public Works/Engineering – Alan Rosenzweig/<br>Tony Park/Joe Brown<br>County Administration – Vincent Long/Ken Morris/Shington Lamy | Done. July 14, 2009<br><i>Agenda Item #49</i>  |
|                              | Desloge      | Motion: Staff to provide information on the feasibility of continuing the Bradfordville Community Center's Advisory Committee.  | Public Works/Parks & Recreation<br>Alan Rosenzweig/Tony Park/<br>Pat Plocek   | Done. July 14, 2009<br><i>Agenda Item #36</i>  |

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| Meeting Date | Commissioner | Discussion Item   | Staff Assigned   | Status   |
|--------------|--------------|---|--|--|
| June 9       | Proctor      | Motion: Authorize the expenditure from his account of \$50 for the Capital City Women's Club Golden Democrats luncheon.   | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction                        |
|              | Proctor      | Motion: Authorize the expenditure from his account of \$200 for the Dade Street Community Center Teen Summit.   | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction                        |
|              | Proctor      | Motion: Authorize the expenditure from his account of \$200 for the NFL Youth Celebrity Camp,   | OMB – Alan Rosenzweig/ Scott Ross  | Done upon Board direction                        |
|              | Thaell       | Requested a Resolution in support of the purchase of the Chasen Woods property (which is located within the Wakulla Springs Watershed) by the State of Florida. | County Administration/<br>Intergovernmental Affairs –<br>Vincent Long/Ken Morris | Done.  |
|              | Thaell       | Motion: Request an agenda item to consider providing \$12,500 to the Census Count committee to assist in public awareness campaign.                             | OMB – Alan Rosenzweig/ Scott Ross  | Done. July 14, 2009<br><i>Agenda Item #7</i>     |
|              | Thaell       | Requested staff schedule presentation by Dr. Ronald Saff regarding "anti-idling" legislation,   | County Administration – Vincent Long/ Christine Coble                            | Done. July 14, 2009<br><i>Presentation made.</i> |
|              | Dailey       | Motion: Request an agenda item regarding the possible formation of a Leon County Human Relations Advisory Commission.   | County Attorney – Herb Thiele  | Done. July 14, 2009<br><i>Agenda Item #50</i>    |

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|--------------|--------------|--|--|--|
| July 14      | Proctor      | Motion: Direct staff to bring back an agenda item to review the County's policy on the effects of high temperatures to employees who work outside, including heat exhaustion and hydration   | Human Resources/ Risk Management – Lillian Bennett/<br>Karen Harrell<br><br>Public Works – Tony Park/<br>Leigh Davis | Ongoing<br><br>PW - Done. July 14, 2009<br>Email sent to Commissioners and County Administrator. |
|              | Thaell       | Motion: Direct staff to bring back an agenda item regarding assisting Second Harvest Food Bank and address: 1) providing continuous drop off barrel for non perishable items at branch libraries and community center locations; 2) providing storage availability at Tharpe Street, and 3) run public service announcements on the County's Web-site requesting donations for the organization. | County Administration/Special Projects – Vincent Long/<br>Shington Lamy  | Done. August 25, 2009<br>Agenda Item #23   |
|              | Thaell       | Motion: Direct staff to bring an agenda item to explore the feasibility of a revolving loan fund up to \$1 million dollars (amount to be determined) to assist qualified residents in the cost of weatherizing their homes.  | Office of Sustainability – Vincent Long/Maggie Theriot   | Staff will bring back an agenda item at a future meeting.  |
|              | Sauls        | Motion: Direct staff to review information and explore the feasibility of the installation of benches in parks and greenways; the cost paid for by bench advertisers.  | Public Works/Parks & Recreation<br>Alan Rosenzweig/Tony Park/<br>Pat Plocek  | Done. September 22, 2009<br>Agenda Item #20  |
|              | Akinyemi     | Suggested staff bring back possibilities and site ideas for holding community outreach meetings  | Public Information Office/<br>Special Projects – Vincent Long/Jon Brown/ Shington Lamy)                              | Done. August 25, 2009<br>Agenda Item #31   |
|              | Akinyemi     | Motion: Place on the September 22 Board meeting agenda a discussion on the scope of a Procurement Review Committee, to include not only MBE, but also open access and promotion of contracting, and consider the establishment of a Procurement Advisory Committee.  | Purchasing/MWSBE –<br>Alan Rosenzweig/<br>Keith Roberts/Iranetta Burnett   | Done. October 27, 2009<br>Agenda Items #25, #26, and #27 addressed the issues.                   |

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|--------------|--------------|---|---|---|
|              | Dailey       | Motion: Approve travel for the Florida Chamber of Commerce Leadership Florida Advisory Council meeting; not to exceed \$300 from his Commissioner account   | OMB – Alan Rosenzweig/ Scott Ross                                     | Done upon Board direction   |
| August 25    | Thaell       | Motion: Direct staff agenda item to consider sponsorship for the Florida Green Building Coalition's Green Living Expo on October 17, 2009 in the amount of \$1,000.                                 | OMB – Alan Rosenzweig/ Scott Ross                                     | Done. September 9, 2009<br><i>Agenda Item #23</i>                                   |
|              | Thaell       | Motion: Direct staff to schedule a workshop on the status of Leon County's Research and Development Authority, to include its vision and direction.   | Legislative Affairs & Economic Development – Vincent Long/ Ken Morris | Done. October 27, 2009<br><i>Agenda Item # 10</i>                                   |
|              | Sauls        | Requested hand sanitizers be placed in County facilities.   | Facilities Management – Alan Rosenzweig/Tom Brantley                  | Done upon Board direction   |
|              | Dailey       | Motion: Direct staff to agenda item on sidewalk requirements in the Lake Jackson Protection Zone.   | GEM/Development Services -- David McDevitt/Adam Biblo                 | Done. November 10, 2009<br><i>Agenda Item scheduled</i>                             |
|              | Desloge      | Motion: Direct staff to agenda item to discuss the future of the Downtown Babies Program, including its viability and options on ways to continue the program.                                      | County Administration – Kim Dressel                                   | Done. September 22, 2009<br><i>Agenda Item #4</i>                                   |
|              | Desloge      | Motion: Direct staff to bring back recommendations on the administration of Commission Account 108.   | OMB – Alan Rosenzweig/ Scott Ross                                     | Done. October 13, 2009<br><i>Agenda Item #32</i>                                    |
| September 8  | Thaell       | Without Objection: Invite the Ochlockonee River Soil and Water District and Florida Fish and Wildlife Commission to make a brief presentation to the Board on the Munson Slough realignment project | Commission Aide – Martin Green  | Ongoing.  |
|              | Sauls        | Requested information on the Palmer-Monroe Community Center and a proposed Teen Center  | Chairman Desloge  | Done.<br><i>The Chairman provided status and will continue to update the Board.</i> |
|              | Akinyemi     | Requested a staff report on whether the goals and criteria are being achieved regarding the Agreement for revenue guarantee to Delta Airlines.  | OMB/Legislative Affairs and Economic Development?                     | Done. September 25, 2009<br><i>Memorandum and Email update from City.</i>           |

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| Meeting Date                      | Commissioner | Discussion Item   | Staff Assigned   | Status   |
|-----------------------------------|--------------|---|--|--|
| September 8<br><i>(Continued)</i> | Rackleff     | Motion: Direct the County Attorney to bring back information and a draft ordinance relating to the establishment of quiet zones at railroad crossings in the City.  | County Attorney – Herb Thiele  | Done. October 13, 2009<br><i>Agenda Item #29</i>                 |
|                                   | Rackleff     | Requested staff review and provide an inventory of vacant County-owned land suitable for use as community gardens.  | Planning – Vincent Long/Wayne Tedder                                       | Ongoing.   |
|                                   | Desloge      | Motion: Invite Big Bend Hospice to make a presentation to the Board on "Five Wishes" at the September 25, 2009 Board meeting.   | County Administration/Agenda Coordinator – Vincent Long/Christine Coble    | Done. September 22, 2009<br><i>Presentation made.</i>            |
| September 22                      | Proctor      | Motion: Approve a \$500 expenditure from his commission account to purchase a table at the Bond 25 <sup>th</sup> Anniversary Gala.  | OMB – Alan Rosenzweig/<br>Scott Ross                                       | Done upon Board Direction  |
|                                   | Proctor      | Motion: Direct staff to bring back an agenda item regarding the County's inclusion in the Sister City Partnership with the Island of St. Maarten and the City of Tallahassee.   | Legislative Affairs and Economic Development – Vincent Long/<br>Ken Morris | <i>Staff will bring back an agenda item December 8, 2009.</i>    |
|                                   | Thaell       | Motion: Direct staff to schedule a workshop on the under utilization of assets in the homelessness continuum of care to develop strategies on long-term resolution and ways to effectively maximize resources. The workshop should include leaders from the homeless community. | Health & Human Services –<br>Vincent Long/Candice Wilson                   | <i>The Workshop will be schedule for February 2010.</i>          |
|                                   | Dailey       | Motion: Approve \$400 for travel to Orlando on October 14-15 to attend the Florida Chamber of Commerce, Leadership Florida Board and Council of Advisors Meeting.   | OMB – Alan Rosenzweig/<br>Scott Ross                                       | Done upon Board Direction  |
|                                   | Rackleff     | Motion: Direct staff to bring back an agenda item to apply for a Federal Department of Transportation (FDOT) grant for extension of bus services for October 13, 2009 meeting.  | Grants Program –<br>Vincent Long/Don Lanham                                | <i>Staff will bring back an agenda item at a future meeting.</i> |

**FY 2008/2009**  
**Commissioner Discussion Items**  
**Final Status Report FY 08-09**  
**October 1, 2008 – September 30, 2009**

| Meeting Date                       | Commissioner | Discussion Item  | Staff Assigned                      | Status  |
|------------------------------------|--------------|--|-------------------------------------|---|
| September 22<br><i>(Continued)</i> | Rackleff     | Motion: Instruct staff to develop a plan to relieve the parking and accessibility problem at the Bank of America Building (on-street parking and handicapped parking in the garage). | County Administration – Kim Dressel | Done. October 13, 2009<br><i>Agenda Item #24</i>                            |
|                                    | Desloge      | Requested a presentation/agenda item on "Project Search"   | Human Resources – Lillian Bennett   | Done. October 27, 2009<br><i>Agenda Item #1</i><br><i>Presentation made</i> |

Attachment # 1  
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## **VII (B) - Ongoing Major Board-Assigned Projects (Incomplete & Require Continued Staff Resources)**

### Culture and Recreation

- Apalachee Regional Park Comfort Station Restroom – Construction (Facilities)
- Branch Libraries – Planning, Design, Construction (Facilities, Library, MIS)
  - Eastside Branch – New Construction
  - Woodville Community Branch - Expansion
  - Northwest (Lake Jackson) Branch – Expansion
  - Northeast Branch - Expansion
  - Dr. B. L. Perry, Jr. Branch – Expansion
- Fred George Greenway/Park - Development (Parks and Recreation)
- Loop Trail to the Sea – Coordinate with partners in the development of a cycling/hiking trail from Tallahassee, including Cascades Park, south to St. Marks, west to Panacea, up to Sopchoppy, down to Carrabelle, and back to Tallahassee (Parks and Recreation)
- NCAA Division 1 Men’s and Women’s Cross Country South Regional - Coordination (Parks and Recreation)
- Northeast Park - Site Identification (Parks and Recreation)
- Okeechepkee Area Park Improvements – Construction (Parks and Recreation)
- Tower Road Park Comfort Station – Design and Construction (Facilities)

### General Government

- Charter Review Committee – Provide staff support (County Administration, County Attorney)
- Energy Conservation and Sustainability
  - American Recovery & Reinvestment Act – Identify and pursue funding (Sustainability, Grants)
  - Energy Conservation Measures – Install HVAC replacements, window replacements, building insulation, E2 lighting and continue monitoring energy usage (Sustainability, Facilities)
  - Florida Green Building Coalition Green Government Certification – Pursue (Sustainability, various County and Constitutional offices)
  - Solar Opportunities – Identify and implement (Sustainability, Facilities)
  - Sustainable Communities Summit - Coordinate (May 2010) (Sustainability, PIO)
  - Sustainability Task Force - Develop and provide staff support (Sustainability)
  - Vehicle Idle-reduction Campaign – Develop and implement (Sustainability, Fleet)
- Facilities (General)
  - Public Works Truck Sheds – Construction/Contract Management (Facilities)
- Growth and Environmental Management (General)
  - Greenspace Reservation Area Credit Exchange (GRACE) – Develop Ordinance and process (GEM, County Attorney)
  - Land Development Code - Proposing expanded requirements and criteria to be added to the Land Development Code to address the issues associated with the

## VII (B) - Ongoing Major Board-Assigned Projects

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- interconnection of new developments, expansion of opportunities for on-street parking, and implementation of low-impact development practices including associated criteria and standards. (GEM)
- Legal support for a variety of Development Review matters (County Attorney)
- Sand Mines - Completing a comprehensive review of existing sand mining sites to determine current use and conformity status, and providing site owners with options regarding nonconforming use and permitting status, including identification of any outstanding development review and permitting requirements. (GEM)
- Signs - Developing proposed amendments to the County's off-site sign regulations to address the current Mahan Drive Corridor Overlay District and tree protection related issues related to off-site signs, in conjunction with industry and citizen input. (GEM)
- Subdivision and Sight Development Plan Regulations - Developing amendments to the County's subdivision and site and development plan regulations that would prohibit new private infrastructure subdivisions, except under very limited circumstances. (GEM)
- Zoning – Mahan Corridor Node - Drafting new zoning regulations and companion design standards to implement the Mahan Corridor Node comprehensive plan amendments approved by the Board. (GEM)
- Human Resources (General)
  - Employee Health Insurance - RFP development (Human Resources)
  - Four Day Work Week – Analyze for Board Retreat (Human Resources)
  - Group Health Insurance Consortium with School Board and City of Tallahassee (County Attorney)
  - Human Relations Advisory Committee – Provide staff support (Human Resources, County Attorney)
  - Project SEARCH (employment assistance for disabled residents) (Human Resources)
  - Wellness Works Program – Program implementation (Human Resources, Risk Management, representation from County offices)
- Information Technology (General)
  - Banner Financial Self Service Module – Install for the Clerk and Board (MIS)
  - Electronic Time Sheets for the Board – Implementation (MIS)
  - Mobile Work Order Management for Public Works, Facilities, Growth Management – Implementation (MIS, Public Works, Facilities, Growth Management)
  - Public Works Work Order Management System (Hansen) – Installation (MIS, Public Works)
  - Virtualized Desktop Environment for User PC – Install upgrades (MIS)
  - Virtualized Server Environment (Year 2 of 5 Year Planned Implementation)- Installation (MIS)
  - Web and Technical Communications – Provide support for the PIO's Office (MIS, PIO)
- Legal Matters (General)

## VII (B) - Ongoing Major Board-Assigned Projects

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- *Birdwell Properties v. Leon County and Blueprint 2000*, inverse condemnation lawsuit re: construction of Martha Wellman Park, assisting in defense (County Attorney)
- *Brock v. Collier County*, on behalf of the Florida Association of County Attorneys, assisting in this litigation in seeking review by Florida Supreme Court (County Attorney)
- Buck Lake Road Widening Project (Davis Drive to Pedrick Road) (County Attorney)
- “Citizen Input” Amendment to Board Policy on Rules of Procedure for Meetings (County Attorney)
- Discussions with the Department of Environmental Protection regarding Lake Talquin Water Quality Studies Findings (County Attorney)
- Florida Gas Transmission route through southern Leon County (County Attorney)
- Honest Services Presentation to the Board of County Commissioners and Senior Management Staff (County Attorney)
- Infrastructure Issues regarding Aeon Church Road Warehouse project (County Attorney)
- *John Pretti v. Leon County*, Veterans’ Preference Complaint (County Attorney)
- Killearn Lakes drainage permitting authority (County Attorney)
- *Leon County v. Lewis*, ruling in Leon County’s favor is on appeal to the Florida Supreme Court; Florida counties are not responsible for funding the Regional Conflict Counsel offices (County Attorney)
- Leon County’s Permit Challenge to the Engelhard Plant with the Georgia Environmental Protection Department is pending – awaiting response from Georgia EPD (County Attorney)
- Review and research on proposed Big Bend Regional Health Information Organization Agreement (County Attorney)
- Twin Lakes neighborhood culvert/access mediation and legal support (County Attorney)
- On-Site Treatment and Disposal Systems
  - Ordinance – Revise and present to the Board (Health Department, County Administration, County Attorney)
  - Phase I Feasibility Study, Develop RFP for identification of on-site treatment and disposal options and management options, in coordination with the City of Tallahassee and Wakulla County (Health Department, County Administration)
  - Septic System Loan and Inspection Programs Planning Committee – Provide staff support (Health Department)
- Outreach to the Public
  - Information Display Boards – Installation (MIS)
- Planning (General)
  - County Corridor Management Program - Right-of-Way preservation development (Planning)

## VII (B) - Ongoing Major Board-Assigned Projects

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- Evaluation and Appraisal Report (EAR) – Implementation (Planning, Public Works relative to Solid Waste, Parks and Recreation and Transportation Elements)
- Fairgrounds Redevelopment (Planning)
- Inventory of vacant County-owned lands for use for community gardens - Develop (Planning, Cooperative Extension, Sustainability)
- Multimodal Transportation District Implementation – Complete the necessary land development code provisions (Planning)
- Timberlane Road Area Bicycle and Pedestrian Plan – Develop (Planning)
- Public Works (General)
  - Canopy (Welaunee) Linear Infrastructure Variance and JPA (Public Works)
  - Cemetery Issues – Including Munree Cemetery adjacent to Edenfield Road (Public Works)
  - Community Safety & Mobility (Deer Lake Road from Killlearn Lakes Elementary School to Chadwick Way; Kinhega Drive from Thomasville Road to Deer Lake Road; Stimulus Projects (Dempsey Mayo Sidewalk, Perkins Road, Velda Dairy Road) (Public Works)
  - Crosswalk at the Moon (Public Works)
  - Intersection & Safety Improvements (Beech Ridge Trail Intersection (Public Works, County Attorney); Buck Lake Road Intersection (Public Works, County Attorney); Lafayette/Magnolia Intersection; Meridian/Rhoden Cove Intersection; Miles Johnson/Miccosukee Intersection; Old St. Augustine/Blairstone Intersection; Pullen/Old Bainbridge; Tram Road/Galle Avenue; Stimulus Projects (Meridian/Bannerman Intersection, Meridian/Ox Bottom Intersection) (Public Works)
  - Jackson Bluff Dam Spillway modification issues (County Attorney, Public Works)
  - Killlearn Lakes Plantation Roadway Issues (Public Works)
  - Private Subdivision Access Issues (Public Works)
  - Roadway Projects (Balboa Drive Improvements; Bannerman Road at Bullheadly Road Intersection Improvements; Bannerman Road at Tekesta Drive Intersection Improvements; Bannerman Road Corridor Study; Black Creek Restoration Project; Natural Bridge Road Bridge; North Monroe Turn Lane; Intersection at Talpeco and US 27; Springhill Road Bridge Repair) (Public Works)
  - Sewer Expansion Issues – Southside, Woodville (Public Works)
  - Two-Thirds Projects – Buckfield, Centerville Trace, Rainbow Acres, Wolf Creek, Oak Hill Farm Unit (Public Works)
  - Water Quality Enhancements (Blueprint 2000) (Lake Heritage Outfall; Lake Munson Dam Replacement; Sharer Road Outfall Stabilization) (Public Works)
  - Welcome Signs, Entrance Roads into Leon County (Public Works)
  - Design Manual for Development (Public Works, Growth Management)
- Purchasing and Minority/Women/Small Business Enterprise (General)
  - CCNA and Pre-qualification Processes (Purchasing, County Administration, County Attorney)

## VII (B) - Ongoing Major Board-Assigned Projects

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- Local Preference Ordinance (Purchasing, County Administration, County Attorney)
- MWSBE Enhancements (MWSBE, County Administration)

### Health and Safety

- Fire/EMS Consolidation – Address Operational Considerations (County Administration, EMS)
- Fire Services Fee - Implementation (County Administration, OMB, County Attorney)
- Justice Information System Enhancements for the Leon County Justice Community (specifically mental health systems, e-filings, electronic document management, and jail management) (MIS)
- Killlearn Lakes Sewer Project – Provide continuing support (Public Works)
- Public Safety Complex – Planning, Design, Construction (County Administration, Facilities Management, MIS, EMS, County Attorney)
- Public Safety Communications Board Support (County Administration, County Attorney, OMB, Facilities Management, MIS)
- Public Safety Complex Management Agreement for Joint Ownership/Operation - Development – County Administration, Facilities, MIS, County Attorney
- Regional Air Pollution Report – Develop with assistance from the County’s Science Advisory Committee (GEM)
- R.S. Stevens Clinic & Community Services Building – Mechanical Plant Replacements (Facilities)
- Sheriff’s Heliport Addition – Construction/Contract Management (Facilities)
- Smoking Cessation Classroom at R.S. Stevens Clinic – Construction Management (Facilities)
- Traffic Court Building – Renovations (Facilities, MIS)

### Solid Waste

- Anti-Litter Program – Develop in coordination with the City’s program (Solid Waste)
- “Green Yarders” yard debris public education campaign (Solid Waste, Cooperative Extension)
- Household Hazardous Waste Addition at Landfill – Design and Construction (Facilities, Solid Waste)
- Household Hazardous Waste Remote Collection Events (Solid Waste)
- Iron Groundwater Contamination Remediation - Planning (Solid Waste)
- Regional Glass Recycling Working Group – Participation (includes participants from Georgia and Alabama; Representative Vasilinda has attended one of the meetings) (Solid Waste, Sustainability)
- Sustainable Tallahassee Recycling Committee (Solid Waste)
- Waste Stewardship Model – Develop public education tool (Solid Waste)
- Yard Debris Management Program – Develop in response to changes in Marpan Recycling’s operating procedures (Solid Waste)

## VII (B) - Ongoing Major Board-Assigned Projects

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### Stormwater

- Bradfordville Pond 4 Outfall Stabilization (Public Works)
- Killlearn Acres Flood mitigation (Upper and Lower) (Public Works)
- Killlearn Lakes Plantation Stormwater and Drainage (Public Works)
- Lafayette Street Stormwater (Public Works)
- Lake Munson Shore Protection (Public Works)
- Lake Shore Pond Spillway (Public Works)
- Lakeview Bridge; Lexington Pond Retrofit (Public Works)
- Longwood Subdivision Retrofit; Okeeheepkee/Woodmont Pond Phase 2 (Public Works)
- Revising stormwater regulations to implement volume control, 100-year rate control, and establishing applicable low-impact development criteria (GEM)
- Rhoden Cove Ecological Restoration (Public Works)
- TMDLs for Lake Munson and other water bodies (County Attorney, Public Works)
- Tropical Storm Fay Projects (Alexandrite Court, Autumn Woods, Ben Boulevard, Edenfield/Barfield Roads Area, Edinberg Estates, Hawkbill Court, Killlearn Acres III, Lakeview Drive, Lawndale Drive, Maylor and Taylor Roads, Park Hill, Portsmouth Circle/Apalachee Parkway, Raymond Tucker Road, Salamanaca and Palencia, Southbrooke/Otter Creek/Chadwick/Wildlife, Sunflower Road, Surrey Farms Subdivision) (Public Works)

VII (C) (1) – Consolidated 4-Day Workweek



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

www.leoncountyfl.gov

**Board Retreat Agenda Item**

December 7, 2009

**Title:**

Consideration of Compressed Four-Day Work Week

**Staff:**

Parvez Alam, County Administrator

Lillian Bennett, Human Resources Director

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**Issue Briefing:**

In 2008, with gas prices nearing around \$4 a gallon, staff submitted for consideration a budget discussion item on July 8, 2008, to convert most county operations to a compressed work week. (Attachment #1). The Board decided at that time to not move forward with the compressed work week. At the October 13, 2009 Board Meeting, Commissioner Bill Proctor requested staff prepare a board retreat item re-addressing the four day work week and consider having Friday off.

The Board's current personnel policies authorize the County Administrator and Department/Division management to determine the hours of operation for each County Department/Division, in accordance with the needs of the County (Attachment #2). The policies further authorize supervisors to allow employees to work around traffic congestion, school and day care schedules, etc. through the approval of flextime/staggered work schedules for employees. However, the supervisors are required to assure the operational needs of the County are met, and that sufficient numbers of employees are at their work stations during normal work hours to perform routine work functions and provide services to the public.

As indicated in the previous Budget Discussion Item (Attachment #1), approximately 167 employees are currently working a 4-day work week. Some employees are working Monday through Thursday and others are working Tuesday through Friday. Approximately 104 of those employees work in Public Works' Operations Division, which adopted the 4-day work week during the 1970s energy crisis when fuel became scarce and prices soared. Approximately 63 other employees are working a flextime/staggered work schedule consistent with the Board's personnel policies. The following Divisions currently have the flexibility to offer staff the availability of working 3 or 4 days per week: Emergency Medical Services, Public Works Engineering Survey section, Public Works Solid Waste, Public Works Operations, Public Works Parks and Recreation Greenway staff and the Library for part time staff.

In the previous budget discussion item, Staff identified the potential benefits and potential drawbacks of a condensed workweek based on a review of articles found on the subject; the

estimated savings and reduced greenhouse emissions, as well as the results of an informal alternative work schedule employee survey. Staff also provided an option for a compressed work week schedule.

If the Board wants to pursue a formal compressed work week, Human Resources will work with Directors and propose policy changes to institute the compressed work week. It is anticipated that the policy would address, but not be limited to the following guidelines:

1. Hours: Standard hours of operation, permitting employees to schedule a one-half to one-hour lunch break, consistent with the needs of the organization and with their supervisor's approval.
2. Eligibility: Identify which employee groups participate.
3. Impact on Paid Leave, Holidays, Employee Benefits, Attendance Policies, Pay Policies and Performance Measurement: Address what the impact will be on compressed workers for these matters.
4. Management Rights: State that compressed work schedules may be discontinued, suspended and/or altered if the schedule is not permitting the County to operate effectively or if changes in circumstances necessitate the return to a different schedule, with reasonable notice where possible.

**Options:**

1. Direct staff to bring back a Board Agenda Item on changing Leon County to a compressed work week with Friday's off.
2. Maintain current policy of the Flextime/Staggered Work Hours which gives Group and/or Division Directors flexibility to implement a compressed work week based on the needs of their area.
3. Board direction

**Staff Recommendation:**

Board Direction

**Attachments:**

1. Budget Discussion Item of July 8, 2008 with Attachments
2. Personnel Policies and Procedures-Section VII-Attendance and Leave, Flextime/Staggered Work Hours

**Board of County Commissioners**  
**Budget Discussion Item**

Date of Meeting: July 8, 2008  
Date Submitted: July 2, 2008  
To: Honorable Chairman and Members of the Board  
From: Parwez Alam, County Administrator *PA*  
Vince Long, Deputy County Administrator *VSL*  
Alan Rosenzweig, Assistant County Administrator  
Kim Dressel, Management Services Director *KD*  
Subject: Approval of a Compressed Work Week and a Change to Board Meeting Schedules

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**Statement of Issue:**

This Budget Discussion Item seeks Board approval to convert most County operations to a compressed work week; to reduce the number of Board meetings from twice a month to once a month; and to reschedule the Board meeting day from Tuesday to Thursday.

**Background:**

With gas hovering around \$4 a gallon, up some 30% from a year ago, according to the American Automobile Association (AAA), government agencies from the Florida capital to Miami-Dade County are trying to help workers deal with the high cost of fuel by having them drive to the office less often. The state is encouraging some employees to work a four-day week with longer days or to work from home; Florida school districts, including Bay and Hernando are discussing shortening the school week for the 2009-2010 school year; and Brevard, Hernando, and Putnam Counties are offering a 4-day schedule to employees on a voluntary basis as an effort to help employees cope with rising fuel costs. "The price of gasoline doing what it's doing, saving one day of driving hundreds of thousands of miles on a statewide basis can result in some very significant cost savings," said Ruth Melton, director of legislative relations for the Florida School Boards Association.

Currently, approximately 167 of the Board's 817 FTE are on a 4-day work week. Roughly, 104 of those employees work in Public Works' Operations Division, which adopted the 4-day work week during the 1970s energy crisis when fuel became scarce and prices soared. Approximately 63 other employees are working a flextime/staggered work schedule consistent with the Board's personnel policies.

Budget Discussion Item: Approval of a Compressed Work Week and a Change to Board Meeting Schedules.

July 8, 2008

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The Board's personnel policies authorize the County Administrator and Department/Division management to determine the hours of operation for each County Department/Division, in accordance with the needs of the County. The policies further authorize supervisors to allow employees to work around traffic congestion, school and day care schedules, etc. through the approval of flextime/staggered work schedules for employees. However, the supervisors are required to assure the operational needs of the County are met, and that sufficient numbers of employees are at their work stations during normal work hours to perform routine work functions and provide services to the public.

In response to the 30% increase in gasoline prices, which is not anticipated to abate, a 4-day work schedule is recommended to be adopted by the Board as the standard for the County. Such a schedule would permit employees to finish their usual number of working hours in 4 work days, at the rate of 10 hours per work day (a 4/10 schedule). Under this plan, employees would work the usual 40 hours on Tuesday through Friday, with most County offices closed on Monday. Services to the public would be available from 7 am to 6 pm on Tuesday through Friday. While the Fair Labor Standards Act (FLSA) does not require employees take a meal break during the day, it is recommended that employees do so, with that break ranging from one-half to one hour per work day. On that basis, employees' work days may range, for example, from 7 am to 6 pm with a one-hour lunch, or from 7:30 am to 6 pm or 7 am to 5:30 pm with a one-half hour lunch, consistent with the needs of the organization and with their supervisor's approval.

Staff is also seeking Board approval to change its regular meeting day from Tuesday to Thursday, so that the Board's schedule is not in conflict with the School Board's schedule, and to begin meeting monthly rather than twice a month.

**Analysis:**

In the past month, the average price of regular gasoline crept up over \$4 a gallon for the first time. According to a recent report given by the U.S. Energy Department's statistical agency, the Energy Information Administration, motorists should expect gasoline prices to peak at \$4.15 in August and remain close to \$4 a gallon through 2009; other sources have predicted \$5 per gallon prices this summer.

As gasoline prices continue to rise, more employers are offering additional benefits to help employees offset those costs. A 2007 survey by the Society of Human Resource Management (SHRM) found 38% of companies offering alternative work schedules for some employees as part of flexible work benefits, with the compressed four-day week being among many options being used by employees and employers in the U.S. to keep transportation costs down. SHRM's most recent survey, "What Employers Are Doing to Help Their Employees with High Gas Prices in 2008", showed that the most common approach (42%) was to raise the mileage reimbursement to the IRS maximum. Other benefits include offering a flexible work schedule (26%), telecommuting (18%), public transportation discounts (14%), and rewarding employee performance with a gas card (14%). "Rising gas prices are cutting into everyone's personal budgets, so employees are taking a closer look at benefits such as compressed work weeks and public transportation discounts to reduce their costs," said Susan R. Meisinger, president and CEO of SHRM.

Budget Discussion Item: Approval of a Compressed Work Week and a Change to Board Meeting Schedules  
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According to a recent survey conducted by the Florida Association of Counties (FAC), 64% of counties surveyed, including Bay, Brevard, Charlotte, Putnam and Sarasota, are either offering a four-day work week or beginning to explore the possibility. In addition, state agencies such as the Florida Attorney General's Office and the Department of Health are encouraging some employees to work a four-day week or to work from home to help reduce their commute expenses.

Employees pay, on average, approximately \$23.10 per week to commute to and from work. This estimate assumes: (1) the average round trip employee commute is 22.58 miles (based on a survey of mileage estimates through the GIS system); (2) an average of 19.8 miles per gallon (based on the most recent estimate provided by the U.S. Department of Transportation, Federal Highway Division); and (3) a cost of \$4.05 per gallon of gasoline. Reducing the work week from five to four days would be comparable to reducing employees' commute costs by approximately \$231/year and giving them a \$300 pay increase, adjusting for payroll taxes. For the average employee, earning \$19.41 per hour, this is comparable to a 0.75% pay increase.

It is important to note, however, that many employees' commutes fall far beyond the average, for example: 64 employees commute more than 50 miles round trip, 8 of whom travel approximately 125 miles (at an estimated cost of \$26/day), and one employee commutes approximately 160 miles round trip (at an estimated cost of \$33/day).

From a recent article in the Review of Public Personnel Administration, Alternative Work Schedules and Work Family Balance: A Research Note, noted that research conducted on the use of alternative work arrangements in the private sector showed significant relationships between alternative work arrangements and decreased employee turnover; increased productivity and job performance; decreased levels of work-family conflict; as well as an indirect relationship with job satisfaction and general health. More specifically, according to the report, research shows that employees participating in a compressed work week (4-days/week, 10 hours/day) schedule report increased job satisfaction and decreased levels of perceived anxiety and stress. In addition, reported organizational benefits associated with compressed work weeks include decreased absenteeism, increased productivity, and more favorable employee attitudes regarding both job and coworkers (Attachment #1). Regarding their 4/10 work week experience:

- More than three-fourths of the employees responding to the research survey reported a positive experience with the 4/10 work week (62.8% strongly agreed and 15.7% agreed);
- More than 60% reported that they agreed (15.8%) or strongly agreed (46.7%) that, as a result of the 4/10 work week, they were more productive at their job;
- Few employees reported they had experienced inefficiencies because of other coworkers' not being available on Fridays (11.5% agreed or strongly agreed);
- Employees reported fairly strong agreement that citizen access had improved (63.9% agreed or strongly agreed); and
- Very few employees reported that childcare arrangements were more difficult under the 4/10 work week (2.7% agreed or strongly agreed).

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Staff identified the following potential benefits and potential drawbacks of a condensed work week based on a review of articles found on the subject. It appears that most, if not all, of these indicators are anecdotal, and not based on facts or study.

| Potential Benefits and Drawbacks Identified from Staff's Review of Articles                                  |  |
|--|--|
| Potential Benefits:  | Potential Drawbacks  |
| Reduced work commute costs   | Some employees may have reduced productivity at the end of the shift   |
| Reduced greenhouse gas emissions related to work commutes  | Employees' child care coverage may be a challenge to adjust  |
| Increased productivity, including less time spent during the week to start-up and close-down work production | Some employees, who regularly interact with outside agencies that are on a 5-day work week, may have difficulties in scheduling meetings                 |
| Extended blocks of time to complete projects without interruption  | While there are 3 full days per week to complete personal errands, after-hours time during the 4 days of work are reduced for completing such activities |
| Full day off while preserving income   | There may be a public perception that employees are working less for the same pay  |
| Higher employee job satisfaction   |  |
| Increased employee morale  |  |
| Enhanced employee recruitment and retention  |  |
| Reduced absenteeism as more appointments can be scheduled during the employee's day off                      |  |
| Increased ability to balance family and work needs   |  |
| Reduced commute time (as commute would not occur during peak travel times)                                   |  |
| Reduced road congestion  |  |
| Increased availability to the public before and after work   |  |

Attachment #2 details estimated cost savings and reductions in greenhouse gas (GHG) emissions that are anticipated to be realized with the transition to the 4-day compressed work week by all County offices with the exception of: EMS, the Main Library, health departments, some Parks and some Supervised Pretrial Release employees. Those estimated cost savings and GHG reductions are summarized as follows:

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| Condensed 4-day Work Week - Estimated Savings and Reduced GHG Emissions |  |                            |                  |                            |                  |                            |
|---|--|----------------------------|------------------|----------------------------|------------------|----------------------------|
| Item  | Employees                                      |                            | County           |                            | Total            |                            |
|   | Cost Savings                                   | GHG Reductions (tons eCO2) | Cost Savings     | GHG Reductions (tons eCO2) | Cost Savings     | GHG Reductions (tons eCO2) |
| 1. Reduced Vehicle Miles Traveled                                       |  |                            |                  |                            |                  |                            |
| a. Reduced Fuel Costs   | \$97,955<br>(\$231 per employee)               |                            | \$138,064        |                            | \$236,019        |                            |
| b. Reduced GHG Emissions Due to Reduced Fuel Consumption                |  | 285.4                      |                  | 412.2                      |                  | 697.6                      |
| 2. Uniform Cleaning   |  |                            | \$2,897          |                            | \$2,897          |                            |
| 3. Custodial Services   |  |                            | \$10,387         |                            | \$10,387         |                            |
| 4. Utility Costs  |  |                            | \$8,502          |                            | \$8,502          |                            |
| 5. Reduced GHG Emissions Due to Reduced kWh Consumption                 |  |                            |                  | 41.2                       |                  | 41.2                       |
| <b>GRAND TOTAL</b>  | <b>\$97,955</b><br><b>(\$231 per employee)</b> | <b>285.4</b>               | <b>\$159,850</b> | <b>453.39</b>              | <b>\$257,805</b> | <b>738.8</b>               |

Overall, the majority of employees reported that they support a 4-day work week. In June 2008, staff sent out an informal Alternative Work Schedule Employee Survey to current employees to determine their opinion on converting to a 4-day compressed work week (with most County offices would be closed one day during the regular workweek). Approximately 71% of 583 out of 817 Board employees responded to the survey. A summary of the survey results are outlined as follows:

- 86% of the employees responding to the survey were either strongly supportive, supportive or somewhat supportive of the County converting to a 10 hour day/4 days per week work week. Only 9% were not supportive.
- 79% of respondents indicated that a 4 day, 40 hour work week would benefit them and 81% felt that it would assist them in reducing travel to work and the amount of fuel used in their personal vehicles weekly.
- 88% of respondents indicated that they would be able to work a schedule of 10 hours per day/4 days per week and 10% could not.
- 75% of respondents would prefer to work 10 hours per day/4 days per week and 19% of respondents would prefer to maintain their current work schedule.

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- 68% of respondents would not have any family/personal issues which would prevent them from working 10 hours per day/4 days per week, however 12% would experience problems with child pick up/drop off.
- 88% of respondents did not feel that a 4 day, 32 hour work week would benefit them and only 7% felt that it would benefit them.
- 60% of respondents, if given a choice, would prefer that County offices are closed on Friday, 35% would prefer Monday.

Overall, employees seemed to be positive about changing to a 4-day compressed work week. Attachment #3 provides the full results of the survey and comments made by employees.

If a compressed work week is approved, Human Resources will propose policy changes to institute the 4/10 work week. It is anticipated that the policy would address, but not be limited to the following guidelines:

1. Hours: Standard hours of operation, permitting employees to schedule a one-half to one-hour lunch break, consistent with the needs of the organization and with their supervisor's approval.
2. Eligibility: Identify which employee groups participate.
3. Impact on Paid Leave, Holidays, Employee Benefits, Attendance Policies, Pay Policies and Performance Measurement: Address what the impact will be on compressed workers for these matters.
4. Management Rights: State that compressed work schedules may be discontinued, suspended and/or altered if the schedule is not permitting the County to operate effectively or if changes in circumstances necessitate the return to a different schedule, with reasonable notice where possible.

Regardless of whether the Board approves the condensed work week schedule, staff recommends that the regular Board meeting day be moved to Thursday. The School Board meets on Tuesday and the City of Tallahassee meets on Wednesday. A Thursday meeting day would enable the public to attend any of the local government meetings without conflict. Further, meeting on the same day as the School Board has posed scheduling conflicts, particularly with the Budget.

Transitioning from two to one meeting per month was raised by Board members during a recent Board meeting. Such a transition would result in savings to the County in terms of reduced travel costs (estimated at 483.56 miles per year) and productivity. Approximately forty-two County employees attend Board meetings, including the Commission Aides. Scheduling one meeting per month would result in savings, in terms of time recovered for other County business, of \$7,287 per meeting (based on gross salary, with fringe benefit costs). The reduction of nine meetings per year would result in the production realignment of approximately \$80,152 annually for other County business.

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Staff recommends the closure of offices on Monday, rather than Friday:

1. The branch libraries are closed on Monday.
2. For Leon County Growth and Environmental Management, direct customer service interaction seems to be more intense on Fridays than on Mondays. The major customer initiatives include picking-up permits that are ready for issuance. Contractors indicate a need to get the permit in order to make final arrangements to dispatch sub-contractors for projects tentatively scheduled to start the following week, and/or to keep construction crews busy as may be necessary over the weekend. Another major contractor activity on Friday is obtaining approved final inspections in order to get certificates of occupancy issued which are necessary to close construction loans which are necessary to make payroll.
3. Local businesses with a weekday closure often choose Monday to close.

Staff has compiled a list of agencies that are implementing or considering the compressed work week (Attachment #4):

Staff recommends that these proposed Board meeting changes be effective beginning in October 2008 and the compressed work week be effective the first full pay period, October 11, 2008.

**Options:**

1. Adopt a standard work week of four days per week, ten hours per day for most County operations, with most offices closed on Monday.
2. Adopt standard public service office hours of 7 am to 6 pm, Tuesday through Friday.
3. Schedule Board meetings on Thursday.
4. Convert to one Board meeting per month.
5. Do not modify the standard public service office hours of 8 am to 5 pm, Monday through Friday.
6. Do not change the Board meeting day from Tuesday to Thursday.
7. Do not convert to one Board meeting per month.
8. Board Direction.

**Recommendation:**

Options #1, #2, #3 and #4.

**Attachments:**

1. Review of Public Personnel Administration, Alternative Work Schedules and Work Family Balance: A Research Note
2. Condensed 4-day Work Week, Estimated Savings and Reduced Greenhouse Gas Emissions
3. Employee Survey Results
4. Agencies Implementing or Considering a Compressed Work Week

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## Alternative Work Schedules and Work Family Balance: A Research Note

Rex L. Facer, II and Lori Wadsworth

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# Alternative Work Schedules and Work-Family Balance

## A Research Note

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For many years, employers have sought to improve employee productivity and work environments. One common strategy is alternative work arrangements, which include flextime, job sharing, telecommuting, and a compressed workweek. In this article, the authors examine the effects of implementing a compressed workweek (four 10-hour days) for employees in city government. This study examines the impact of the compressed workweek schedule on the job satisfaction and work-family conflict of the participating employees. Employees perceived that the alternative schedule increased their productivity and their ability to serve the citizens. Additionally, the authors report that employees working the 4/10 workweek experience lower levels of work-family conflict than their counterparts who are working other schedules, but no significant difference for most measures of job satisfaction. Overall, the authors argue that the impacts of alternative work schedules need more careful study.

**Keywords:** work-family balance; work schedules; compressed work schedules; job satisfaction

In recent years, changes in the world of work and workers' attitudes have made studying the relationship between work and family more important. Researchers in both the public and the private sector have shown increased interest in learning how the work and family domains interact and in understanding the extent to which these two domains affect each other, specifically in the area of work-family conflict (e.g., Ezra & Deckman, 1996; Kossek & Ozeki, 1998; Saltzstein, Ting, & Saltzstein, 2001).

For many years, employers have sought to improve employee productivity and work environments. Evidence has shown that the activities and experiences in the family domain can influence employee experiences and productivity within the work domain. In response, many organizations have sought to assist employees in balancing their demands from work and family. One way that has found increased usage in the workplace has been offering alternative work arrangements, which include flextime, job sharing, telecommuting, and compressed workweek. In this article, we examine the effects of implementing a compressed workweek (four 10-hour days) for employees in

city government. This study examines the impact of the compressed workweek schedule on the job satisfaction and work-family conflict of the participating employees.

## Literature Review

### Alternative Work Arrangements

Although public sector organizations have led the way in offering alternative work arrangements and other family-friendly programs, Durst (1999) found that very few public organizations actually perform an evaluation of the benefits of these policies. However, notable exceptions do exist (Duxbury & Haines, 1991; Silverstein, 1995).

In contrast, research has been conducted on the use of alternative work arrangements in the private sector, showing significant relationships between alternative work arrangements and decreased employee turnover intentions (Cohen, 1997), increased productivity and job performance (Lynch, Eisenberger, & Armeli, 1999), and decreased levels of work-family conflict (Shockley & Allen, 2007), as well as an indirect relationship with job dissatisfaction and general health (Thomas & Ganster, 1995).

More specifically, research shows that employees participating in a compressed workweek schedule report increased job satisfaction (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Ivancevich, 1974) and decreased levels of perceived anxiety and stress (Ivancevich, 1974). In addition, reported organizational benefits associated with compressed workweeks include decreased absenteeism (Tippins & Stroh, 1993), increased productivity (Duxbury & Haines, 1991; Tippins & Stroh, 1993; Vega & Gilbert, 1997), and more favorable employee attitudes regarding both job and coworkers (Tippins & Stroh, 1993).

### Work-Family Conflict

Role conflict theory suggests that participation in one role makes it difficult to participate simultaneously in an additional role because of the potentially conflicting expectations from these different roles (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Mitchell (1968) describes role conflict as an "incompatibility between performing certain prescriptions of one of [an individual's] roles and carrying out those of another of [that same individual's] roles" (p. 151). Work-family conflict is a form of role conflict in which the demands of one role (e.g., that of worker) interfere with the demands of another role (e.g., that of family member). Greenhaus and Beutell (1985) define work-family conflict as the degree to which "role pressures from the work and nonwork domains are incompatible in some respect" (p. 77). Work-family conflict can often carry additional weight when compared with other forms of role conflict, because family and work are often considered a person's most important domains (Rane & McBride, 2000; Wadsworth & Owens, 2007). Recent research in this area has found work-family conflict to be

directional, with both work-to-family conflict and family-to-work conflict (Carlson, Kacmar, & Williams, 2000; Frone, Russell, & Cooper, 1992; Netemeyer, Boles, & McMurnian, 1996; Wadsworth & Owens, 2007).

Previous research has shown that work-family conflict is related to decreased productivity, absenteeism, and turnover (Glass & Estes, 1997), increased psychological distress (Frone et al., 1992), and life stress (Parasuraman, Greenhaus, & Granrose, 1992). Each of these outcomes can be detrimental not only to individuals but also to organizations. In the current study, we look at the relationship between the compressed workweek schedule and the levels of work-family conflict experienced, both work-to-family conflict and family-to-work conflict.

### Job Satisfaction

Satisfaction has been researched and studied extensively in many fields. A measure of job satisfaction is often included in studies within the field of management and organizational behavior. Previous research has shown a negative relationship between job satisfaction and turnover intentions (Busch, Fallon, & Petersen, 1998; Trevor, 2001) and between job satisfaction and absenteeism (Busch et al., 1998). In addition, Judge, Heller, and Mount (2002) found a strong positive relationship between job satisfaction and job performance. Lambert, Kass, Piotrowski, and Vodanovich (2006) found a significant positive relationship between job satisfaction and organizational commitment. Kossek and Ozeki (1998) found a negative relationship between work-family conflict and job satisfaction. The current study will consider this relationship but will also include the relationship between the compressed workweek and job satisfaction.

### Method

Data for this study were collected from a small growing community in the West. This city has a current population of nearly 30,000, having increased in population by more than 170% since 1990. As the city has grown rapidly, many service delivery issues have arisen. The city provides a full range of urban services, including garbage collection, pressurized irrigation, cable television, and high-speed Internet service. In an effort to enhance service delivery and minimize costs, the city adopted a modified work schedule in 2003 for some departments. Employees who are on the compressed workweek schedule generally work Monday through Thursday, 7:30 a.m. to 6:00 p.m., with offices closed on Fridays.

This research uses data from an employee survey to explore the impact of alternative work schedules on other issues, ranging from work-family issues to perceptions of employee productivity and job satisfaction. Surveys were administered to employees in their place of work. Survey packets were prepared by the research

**Table 1**  
**Descriptive Statistics for Survey Respondents**

| Variable                     | Frequency (%)  | Mean       |
|------------------------------|--|------------|
| Compensation                 | Hourly: 62.8<br>Salary: 37.2   |            |
| Work status                  | Full-time: 83.3<br>Part-time: 16.7   |            |
| Marital status               | Single: 7.7<br>Married: 89.2<br>Divorced: 3.1  |            |
| Number of dependents at home | 0: 5.2<br>1-2: 40.5<br>3-4: 39.7<br>5-7: 14.7  | 2.8        |
| Ethnicity                    | White: 96.2<br>Minority: 3.8   |            |
| Age                          | 20-29: 21.1<br>30-39: 30.5<br>40-49: 23.4<br>50-66: 25.0   | 39.5 years |
| Gender                       | Male: 73.5<br>Female: 26.5   |            |
| Length of service to date    | 5 years or less: 45.1<br>6-10 years: 28.7<br>11-15 years: 6.6<br>16-20 years: 8.2<br>21-33 years: 11.5 | 9.4 years  |

team and distributed to department heads at their weekly meeting. A disclaimer that clearly indicated that participation was completely voluntary was included in the survey materials. The department heads then distributed the survey to employees, who were given work time to complete the 30-item survey instrument. Employees placed their completed survey in an envelope, which was then returned to the research team. Completed and usable surveys were received from 132 full-time and part-time employees. The response rate from full-time employees was 76%. Table 1 presents basic descriptive statistics for survey respondents. It should be noted that the ethnicity statistics are similar to the ethnicity for the general population of the city. According to the 2000 U.S. Census, 95.5% of the population is White, and 4.5% is minority.

One purpose of this research note is to discover if employees on the alternative 4/10 work schedule experience different levels of work-family conflict and job satisfaction than those who are on a more traditional work schedule. The following section explores whether statistically significant and meaningful differences exist among employees, specifically comparing employees who work the 4/10 workweek

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with all other employees. For each variable of interest, we discuss the general findings and then include a comparison between the 4/10 and non-4/10 employees.

### 4/10 Workweek Experience

Because the impetus of the data collection focused on the experience with the alternative work schedule, we asked several questions about the employees' experiences with the 4/10 workweek. Sixty percent of responding employees indicated they work a 4/10 schedule. Eighty-five percent of respondents (85.3%) indicated that they work the same number of hours as they had when working the traditional workweek, whereas 5.2% of employees reported working more and 9.5% reported working fewer hours. All employees were asked to evaluate their experience with the 4/10 workweek.

More than three-fourths of responding employees reported a positive experience with the 4/10 workweek (62.8% strongly agreed and 15.7% agreed). More than 60% of employees reported that they agreed (15.8%) or strongly agreed (46.7%) that, as a result of the 4/10 workweek, they were more productive at their job. Few employees reported that they had experienced inefficiencies because of other coworkers' not being available on Fridays (11.5% agreed or strongly agreed). Employees reported fairly strong agreement that citizen access had improved (63.9% agreed or strongly agreed). Finally, very few employees reported that childcare arrangements were more difficult under the 4/10 workweek (2.7% agreed or strongly agreed).

*Differences between 4/10s and non-4/10s.* We asked all employees several questions about their experiences with the alternative work schedule. This was important to gauge whether the 4/10 schedule created problems for those employees who were not working the 4/10. First, we asked employees whether the 4/10 workweek changed the number of hours they work. Only 2 (1.7%) of those not working 4/10s reported that they now have to work more hours; none reported working fewer hours. For employees on the 4/10 schedule, 15 (14.1%) reported that their work hours had changed, with 4 (3.5%) working more hours and 11 (9.6%) working fewer hours.

Employees were then asked five different questions about their experience with the 4/10 workweek (see Table 2). Overwhelmingly, employees working the 4/10 had strong positive experiences with the 4/10 schedule. Employees not working the 4/10 had slightly positive experiences with the schedule. Overall, 4/10 employees perceived that they were more productive at their jobs as a result of the 4/10; non-4/10 employees, however, were neutral about how their individual productivity related to the 4/10 workweek. Nearly all 4/10 employees disagreed that they experienced inefficiencies as a result of colleagues being gone on Fridays. Interestingly, non-4/10 employees were neutral about inefficiencies. The largest difference between employees' perceptions relates to citizen access. Employees on the 4/10 schedule perceived that citizen access improved as a result of the 4/10, whereas non-4/10 employees felt neutral about citizen access. Finally, one might conclude that the 4/10 workweek

**Table 2**  
**4/10 Experiences: *t* Test for Differences**

|  | 4/10 Employee | Non-4/10 Employee | Sig. |
|--|---------------|-------------------|------|
| 4/10 experience positive                       | 4.7           | 3.5               | .000 |
| As a result of 4/10, I am more productive      | 4.4           | 3.0               | .000 |
| As a result of 4/10, experience inefficiencies | 1.5           | 2.8               | .000 |
| 4/10 improved citizen access                   | 4.4           | 3.0               | .000 |
| Childcare under 4/10 more difficult            | 1.8           | 2.6               | .000 |

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

would create additional childcare challenges. However, employees working the 4/10 did not perceive this challenge. Perhaps more interesting is that non-4/10 employees perceived that childcare would be a more significant challenge. As illustrated by these findings, it is clear that employees working the 4/10 reported very positive experiences with the 4/10 schedule and its impact on their jobs.

### Job Satisfaction

Overall, employees reported extremely high levels of satisfaction with their jobs. Ninety-five percent of responding employees strongly agreed (63.8%) or agreed (31.5%) that they were satisfied with their jobs. When asked if they liked working for the city, slightly more respondents indicated that they agreed (27.5%) or strongly agreed (67.9%) than when asked about general job satisfaction. Employee satisfaction with pay and benefits was much lower though still quite positive. Slightly less than two thirds of employees (64.9%) reported that they agreed or strongly agreed that they were satisfied with their pay and benefits. However, that lower level of satisfaction does not translate into employees wanting to leave their employment with the city. Slightly more than four fifths (80.9%) of responding employees disagreed or strongly disagreed that they intended to look for another job outside of the city in the next year. Using the four variables mentioned, we created the job satisfaction scale shown in Table 3 (intention to look for another job was reverse coded). The combined scale had a modest but reasonable alpha score (.667). High scores on the scale indicate high levels of job satisfaction as measured by four independent variables.

*Differences between 4/10s and non-4/10s.* Of the four satisfaction variables we explored, only the question "I like working for the city" demonstrated statistical differences (see Table 3). The overall job satisfaction scale approaches a statistically significant difference at  $p = .077$ . In general, employees working the 4/10 reported higher levels of satisfaction than their peers who were not working 4/10s, though not at statistically significant levels. Employees working the 4/10 reported that they were less likely to look for another job in the next year, although this difference was not

**Table 3**  
**Job Satisfaction: *t* Test for Differences**

|                                 | 4/10 Employee | Non-4/10 Employee | Sig. |
|---------------------------------|---------------|-------------------|------|
| Job satisfaction scale          | 17.6          | 16.8              | .077 |
| Satisfied with job              | 4.6           | 4.5               | .363 |
| Intend to look for another job  | 1.5           | 1.9               | .076 |
| Satisfied with pay and benefits | 3.7           | 3.6               | .554 |
| I like working for the city     | 4.7           | 4.4               | .013 |

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

**Table 4**  
**Work-Family Balance: *t* Test for Differences**

|   | 4/10 Employee | Non-4/10 Employee | Sig. |
|---|---------------|-------------------|------|
| Work-to-family conflict scale                         | 6.3           | 8.2               | .000 |
| Come home too tired                                   | 2.2           | 2.7               | .005 |
| Work takes away from personal interests               | 2.1           | 2.6               | .013 |
| Work takes time I'd like to spend with family/friends | 2.0           | 3.0               | .000 |
| Family-to-work conflict scale                         | 4.7           | 5.8               | .004 |
| Too tired at work because of home                     | 2.0           | 2.0               | .959 |
| Personal demands take away from work                  | 1.6           | 2.0               | .006 |
| Personal life takes up time I'd like to spend at work | 1.6           | 1.7               | .166 |

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

statistically significant at  $p = .076$ . The other two variables, general job satisfaction and satisfaction with pay and benefits, did not approach any statistically significant difference, even though 4/10 employees reported higher levels of satisfaction on both measures. Accordingly, although 4/10 employees reported higher levels of satisfaction on all four job satisfaction measures, only the measure of satisfaction of working for the city was statistically significant.

### Work-Family Conflict

The six items in the work-family conflict scales were taken from Gutek, Searle, and Klepa (1991)—three items each for work-to-family conflict and family-to-work conflict (see Table 4). Cronbach's alpha for the two scales are .77 and .86, which are well within accepted norms for reliability. High scores on these scales indicate high levels of conflict between work and family or personal demands.

A significant source of conflict for individuals comes from the impact of work on family issues. However, only 13% (13.2%) agreed or strongly agreed that they were too tired when they came home. Slightly fewer (12.5%) agreed or strongly agreed

that they had so much work that it took away from their personal interests. Nearly 18% (17.8%) agreed or strongly agreed that work takes up time that they would like to spend with family/friends.

The other source of conflict we examined is family-to-work conflict. Only 3% agreed or strongly agreed that they were too tired at work because of activities they have to do at home. Slightly fewer employees (2.3%) indicated agreement or strong agreement that their personal demands were so great that they took away from work. Finally, only one respondent agreed and none strongly agreed that their personal life took up time that they would like to spend at work. Family-to-work conflict, although reported with less frequency by our respondents, is still an important source of role conflict.

*Differences between 4/10s and non-4/10s.* For each variable examined, with the exception of being too tired at work because of home, employees working the 4/10 schedule reported lower levels of work-family conflict. The differences were statistically significant for four of the six variables examined, as shown in Table 4. Additionally, the two scales for work-to-family conflict and family-to-work conflict both demonstrate significant differences between 4/10 and non-4/10 employees, with non-4/10 employees reporting higher levels of work-family conflict.

### Multivariate Analysis

What impact do any of these differences hold? We used ordinary least squares (OLS) regression to examine the relationships among variables on the job satisfaction and the two work-family conflict scales. The previous analysis suggests that those employees on the 4/10 workweek differed from non-4/10 workweek employees on some measures of job satisfaction and the two work-family conflict scales. How do other factors influence these variables? This section uses OLS multivariate regression to explore the impact of work schedule, compensation structure (salaried vs. hourly employees), tenure with the city, and the number of dependents at home on each of these scales.

The job satisfaction model explains very little of the variance using the variables displayed in Table 5. Notably, the overall model only approaches significance. The only individual variable to approach any significant influence is the family-to-work conflict scale ( $p = .072$ ). When holding constant the other features, this suggests that employees with low levels of family-to-work conflict will perceive high levels of job satisfaction. However, because the model is not significant, we cannot express any confidence in these relationships. Next, we explore the two work-family conflict models to see if any organizationally controllable or individual factors influence work-family conflict.

To explore this issue, we modeled the two work-family conflict scales using the same set of variables and included job satisfaction (see Tables 6 and 7). The overall model for work-to-family conflict is statistically significant, explaining about 21%

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**Table 5**  
**Regression Analysis: Dependent Variable—Job Satisfaction Scale**

| Independent Variables   | B      | SE B  | $\beta$ | Sig. |
|-------------------------|--------|-------|---------|------|
| (Constant)              | 20.026 | 1.642 |         | .000 |
| 4/10 work schedule      | 0.28   | 0.557 | .057    | .617 |
| Work-to-family conflict | -0.152 | 0.106 | -.171   | .157 |
| Family-to-work conflict | -0.242 | 0.133 | -.208   | .072 |
| Compensation structure  | 0.302  | 0.539 | .063    | .577 |
| Tenure with city        | 0.031  | 0.035 | .112    | .377 |
| Number of dependents    | 0.014  | 0.16  | .009    | .931 |
| Age                     | -0.023 | 0.028 | -.103   | .412 |

Note:  $R^2 = .125$ , Adj.  $R^2 = .05$  ( $F = 1.672$ ,  $p = .127$ ).

**Table 6**  
**Regression Analysis: Dependent Variable—Work-to-Family Conflict Scale**

| Independent Variables   | B      | SE B  | $\beta$ | Sig. |
|-------------------------|--------|-------|---------|------|
| (Constant)              | 9.313  | 2.634 |         | .001 |
| 4/10 work schedule      | -1.311 | 0.554 | -.238   | .020 |
| Family-to-work conflict | 0.382  | 0.132 | .291    | .005 |
| Job Satisfaction        | -0.16  | 0.112 | -.142   | .157 |
| Compensation structure  | 1.027  | 0.542 | .192    | .062 |
| Tenure with city        | 0.045  | 0.036 | .146    | .206 |
| Number of dependents    | 0.049  | 0.165 | .029    | .765 |
| Age                     | -0.039 | 0.029 | -.153   | .179 |

Note:  $R^2 = .272$ , Adj.  $R^2 = .21$  ( $F = 4.386$ ,  $p = .000$ ).

of the variation in work-to-family conflict. Specifically, two variables are significant, and one approaches significance. Holding other factors constant, employees working the 4/10 work schedule exhibit lower levels of work-to-family conflict ( $p = .020$ ). Also, employees with higher levels of family-to-work conflict exhibit higher levels of work-to-family conflict ( $p = .005$ ). The variable approaching statistical significance is compensation structure, with employees who are salaried demonstrating higher levels of work-to-family conflict ( $p = .062$ ). Interestingly, other variables, such as job satisfaction, the number of dependents at home, the length of time employed with the city, and the employee's age, did not exhibit a significant influence on work-to-family conflict.

The final model explores family-to-work conflict (see Table 7). This model explains 14% of the variation in family-to-work conflict. Only one variable is significant, work-to-family conflict ( $p = .005$ ), and only one approaches significance, job satisfaction ( $p = .072$ ). Holding other factors constant, employees with higher

**Table 7**  
**Regression Analysis: Dependent Variable—Family-to-Work Conflict Scale**

| Independent Variables   | B      | SE B  | $\beta$ | Sig. |
|-------------------------|--------|-------|---------|------|
| (Constant)              | 7.235  | 2.101 |         | .001 |
| 4/10 work schedule      | -.0474 | 0.453 | -.098   | .364 |
| Work-to-family conflict | 0.241  | 0.084 | .317    | .005 |
| Job satisfaction        | -.0161 | 0.088 | -.188   | .072 |
| Compensation structure  | -.0524 | 0.437 | -.129   | .234 |
| Tenure with city        | -.0005 | 0.029 | -.022   | .857 |
| Number of dependents    | -.0009 | 0.131 | -.007   | .944 |
| Age                     | -.0012 | 0.023 | -.059   | .619 |

Note:  $R^2 = .207$ ; Adj.  $R^2 = .14$  ( $F = 3.066$ ,  $p = .006$ ).

levels of work-to-family conflict will exhibit higher levels of family-to-work conflict, a mutually reinforcing set of stressors. Additionally, employees with high levels of job satisfaction appear to be less likely to have high levels of family-to-work conflict. Other variables, such as age, the number of dependents, or tenure with the city, do not have a significant influence on family-to-work conflict.

### Conclusion

What are the implications of this study? First, the exercise of critically exploring employee responses to changes in management practices is profitable both from a practical and from an academic perspective. It is important for organizations to assess the benefits and potential costs of changes as they are made in the organization, particularly in light of future decisions. As alternative work arrangements increase in popularity and usage in the workplace, the impact of these programs should be evaluated. Are these programs meeting the expected benefits for the employees and the organization?

Second, there are lessons that can be learned from assessing employee perceptions of the 4/10 workweek. It appears, for example, that employees working the 4/10 workweek experience lower levels of work-family conflict than their counterparts who are working other schedules in the city. Given the relationship between both directions of work-family conflict, this finding clearly influences the productivity and satisfaction of employees. This is especially important as high levels of work-family conflict are related to decreased productivity, absenteeism, and turnover (Glass & Estes, 1997), all significantly negative outcomes for any organization. It should be noted that the relationship between the 4/10 workweek and work-to-family conflict is stronger than between the 4/10 workweek and family-to-work conflict. This finding is similar to previous research on the use of two forms of alternative work arrangements, namely flextime and flexplace (Shockley & Allen, 2007).

This research is one of a limited group looking at the impact of a compressed workweek on work-family conflict and job satisfaction. In particular, there is little research on this topic in the public sector domain. In addition, the study includes both directions of work-family conflict, namely work-to-family and family-to-work conflict. The generalizability of the current study is limited, because of the use of employees of only one city. Although this is acceptable for exploratory research, future studies would benefit from multiple workplace settings.

We understand that employees on a compressed workweek schedule experience lower levels of work-family conflict, but further research is needed to understand why that relationship exists. What is it about the compressed workweek schedule that leads to lower levels of work-family conflict? In addition, further research on alternative work schedules would help us better understand the relationship between work-to-family conflict and family-to-work conflict and how organizationally controllable factors affect these issues. Another avenue of future research would be to study levels of customer/client satisfaction with alternative work schedules. Clearly, there are benefits of alternative work schedules for the employees, but are the needs of the citizens (who serve as customer/clients in the public sector) being met?

We believe this brief analysis is one step in the right direction to understanding one controllable factor and its influence on work-family conflict and job satisfaction.

### Note

1. There was a very small negative (nonstatistically significant) correlation between childcare responses and the number of children at home ( $r = -.75$ ). Additionally, there was no statistical difference between the childcare responses of male and female employees or married and unmarried (either single or divorced) employees.

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Condensed 4-day Work Week - Estimated Savings and Reduced Greenhouse Gas (GHG) Emissions

|  | Employees |            |                                   | County     |            |                                   | Grand Total |                                   |
|--|-----------|------------|-----------------------------------|------------|------------|-----------------------------------|-------------|-----------------------------------|
|  | Basis     | \$ Savings | Reduced GHG Emissions (tons eCO2) | Basis      | \$ Savings | Reduced GHG Emissions (tons eCO2) | \$ Savings  | Reduced GHG Emissions (tons eCO2) |
| <b>1. Reduced Vehicle Miles Traveled</b>   |           |            |                                   |            |            |                                   |             |                                   |
| Miles/Commute  | 22.58     |            |                                   |            |            |                                   |             |                                   |
| Miles/Year/Employee (50 wks.)  | 1,129     |            |                                   |            |            |                                   |             |                                   |
| # Employees Transitioning to 4 day Work Week   | 424.18    |            |                                   |            |            |                                   |             |                                   |
| Total Reduced Vehicle Miles Traveled   | 478,899   |            |                                   | 460,701    |            |                                   |             |                                   |
| <b>2. Reduced Gasoline Costs</b>   |           |            |                                   |            |            |                                   |             |                                   |
| Miles/Per Gallon   | 19.8      |            |                                   |            |            |                                   |             |                                   |
| Cost Per Gallon  | \$4.05    |            |                                   | \$3.95     |            |                                   |             |                                   |
| Total Gasoline Cost Savings Savings/Employee   | \$231     | \$97,955   |                                   | \$138,064  |            | \$236,019                         |             |                                   |
| <b>3. Reduced GHG Emissions due to Reduced Vehicle Miles Traveled</b>  |           |            |                                   |            |            |                                   |             |                                   |
| eCO2/Gallon  | 23.6      |            |                                   | 23.6       |            |                                   |             |                                   |
| Total Gallons  | 24,186    |            |                                   | 34,933     |            |                                   |             |                                   |
| Pounds Reduced eCO2  | 570,800   |            |                                   | 824,424    |            |                                   |             |                                   |
| Tons Reduced eCO2  |           |            | 285.4                             |            |            | 412.2                             |             | 697.6                             |
| **19 pounds eCO2/gallon for tank-to-wheels fuel use, and 4.6 pounds eCO2/gallon for upstream well-to-tank use. |           |            |                                   |            |            |                                   |             |                                   |
| <b>4. Reduced Uniform Cleaning</b>   |           |            |                                   |            |            |                                   |             |                                   |
|  |           |            |                                   | \$ 2,897   |            | \$2,897                           |             |                                   |
| <b>5. Reduced Custodial Services</b>   |           |            |                                   |            |            |                                   |             |                                   |
|  |           |            |                                   | \$ 10,387  |            | \$10,387                          |             |                                   |
| <b>6. Reduced Utility Bills</b>  |           |            |                                   |            |            |                                   |             |                                   |
|  |           |            |                                   | \$ 8,502   |            | \$8,502                           |             |                                   |
| <b>7. Reduced GHG Emissions from Reduced Kwh</b>   |           |            |                                   |            |            |                                   |             |                                   |
| Reduced Kwh  |           |            |                                   | 62,689     |            |                                   |             |                                   |
| Kwh FY 06/07   |           |            |                                   | 26,192,010 |            |                                   |             |                                   |
| Tons eCO2 from Buildings FY 06/07  |           |            |                                   | 17,205.7   |            |                                   |             |                                   |
| % Reduction Tons eCO2 Reduced from Energy to Operate Buildings   |           |            |                                   | 0.2393%    |            | 41.2                              |             | 41.2                              |
| <b>Total Savings and GHG Reductions:</b>   |           |            |                                   |            |            |                                   |             |                                   |
|  |           | \$ 97,955  | 285.4                             | \$ 159,850 | 453.39     | \$ 257,805                        |             | 738.79                            |
| <b>Total GHG Emissions, FY 06/07</b>   |           |            |                                   |            |            |                                   |             |                                   |
|  |           |            |                                   |            |            |                                   |             | 22,549.30                         |
| <b>**% GHG Emission Reductions</b>   |           |            |                                   |            |            |                                   |             |                                   |
|  |           |            |                                   |            |            |                                   |             | 3.28%                             |

\* Note: Assumptions regarding employee commutes are more precise with this current estimate of GHG emissions from employee commutes than with the GHG Inventory; therefore, total GHG emission reduction from FY 06/07 are overstated.

## Alternative Schedule Work Survey

### Employee Survey

In June 2008, staff sent out an informal Alternative Work Schedule Employee Survey to current employees to determine their opinion on converting to a 4 day compressed work week. County offices would be closed one (1) day during the regular workweek. Approximately seventy-one (71%) percent or 583 out of 817 Board employees responded to the survey. A summary of the survey results are outlined as follows:

- 86% of the employees responding to the survey were either strongly supportive, supportive or somewhat supportive of the County converting to a 10 hour day/4 days per week work week. Only 9% were not supportive.
- 79% of respondents indicated that a 4 day, 40 hour work week would benefit them and 81% felt that it would assist them in reducing travel to work and the amount of fuel used in their personal vehicles weekly.
- 88% of respondents indicated that they would be able to work a schedule of 10 hours per day/4 days per week and 10% could not.
- 75% of respondents would prefer to work 10 hours per day/4 days per week and 19% of respondents would prefer to maintain their current work schedule.
- 68% of respondents would not have any family/personal issues which would prevent them from working 10 hours per day/4 days per week, however 12% would experience problems with child pick up/drop off.
- 88% of respondents did not feel that a 4 day, 32 hour work week would benefit them and only 7% felt that it would benefit them.
- 60% of respondents, if given a choice, would prefer that County offices are closed on Friday, 35% would prefer Monday.

Overall, employees seemed to be positive about changing to a 4 day compressed work week.

## Employee Alternative Work Schedule Survey

All Divisions 

**1. How supportive are you with the County converting to a 10 hour day/4 days per week work week?**

- 18 - No Opinion
- 54 - Not Supportive
- 86 - Somewhat Supportive
- 112 - Supportive
- 301 - Strongly Supportive
- 12 - Didn't Answer

**2. Would a 4 day, 40 hour work week benefit you?**

- 463 - Yes
- 110 - No
- 10 - Didn't Answer

If yes, please check how:

- 392 - Reduced fuel costs
- 331 - More personal time
- 67 - Reduced child care costs
- 282 - More time with family
- 54 - Other:

[Click here to View Responses](#)

**3. Would a 4 day, 32 hour work week benefit you? (regular gross pay reduced from 40 hours per week to 32 hours per week)**

- 46 - Yes
- 514 - No
- 23 - Didn't Answer

If yes, please check how:

- 34 - Reduced fuel costs
- 33 - More personal time
- 5 - Reduced child care costs
- 22 - More time with family
- 14 - Other:

[Click here to View Responses](#)

**4. Would the 4 day compressed workweek assist you in reducing travel to work and reduce the amount of fuel in your personal vehicle used weekly?**

- 470 - Yes
- 96 - No
- 17 - Didn't Answer

**5. Can you work a schedule of 10 hours per day/4 days per week?**

- 512 - Yes
- 61 - No
- 10 - Didn't Answer

**6. What family/personal issues do you have which would prevent you from working 10 hours per day/4 days per week:**

- 398 - None
- 71 - Child pick up/drop off
- 5 - Elder parent or relative pick up/drop off
- 5 - Medical Appointments (self or family)

5

- 28 - Sports Team Activities (self or children)
- 7 - Volunteer/Mentor Activities
- 32 - Church, Civic group or other meetings/activities
- 17 - Education/School
- 45 - Other:

[Click here to View Responses](#)

7. If you had a choice, which work schedule would you prefer:

- 437 - 10 hours per day/4 days per week with a 3 day weekend.
- 17 - 8 hours per day/4 days per week with a 3 day weekend.  
(regular gross pay would be reduced from 40 hours per week to 32 hours per week)
- 112 - Maintain current work schedule and days
- 17 - Didn't Answer

8. If you had a choice, which day of the week would you prefer County offices to be closed?

- 205 - Monday
- 353 - Friday
- 25 - Didn't Answer

9. What time do you normally begin work each day?

- |                    |               |                     |
|--------------------|---------------|---------------------|
| 1 - Before 6:00 AM | 91 - 7:30 AM  | 9 - 9:30 AM         |
| 3 - 6:00 AM        | 164 - 8:00 AM | 4 - 10:00 AM        |
| 11 - 6:30 AM       | 36 - 8:30 AM  | 13 - After 10:00 AM |
| 175 - 7:00 AM      | 64 - 9:00 AM  | 12 - Didn't Answer  |

10. What time do you normally leave work each day?

- |                    |               |                    |
|--------------------|---------------|--------------------|
| 7 - Before 3:00 PM | 159 - 5:00 PM | 0 - 7:30 PM        |
| 1 - 3:00 PM        | 146 - 5:30 PM | 6 - 8:00 PM        |
| 24 - 3:30 PM       | 77 - 6:00 PM  | 12 - After 8:00 PM |
| 51 - 4:00 PM       | 15 - 6:30 PM  |                    |
| 64 - 4:30 PM       | 8 - 7:00 PM   | 13 - Didn't Answer |

11. How frequently do you have to stay at work after hours (after 5:00pm or after your shift was scheduled to end)

- 89 - Not Applicable
- 283 - Rarely
- 161 - Weekly
- 36 - Monthly
- 14 - Didn't Answer

12. How many miles is it from your home to your work site/office (one-way)?

- |        |         |         |         |        |        |        |                    |
|--------|---------|---------|---------|--------|--------|--------|--------------------|
| 0 - 6  | 10 - 51 | 20 - 23 | 30 - 19 | 40 - 6 | 50 - 4 | 60 - 0 | 70 - 0             |
| 1 - 14 | 11 - 9  | 21 - 1  | 31 - 1  | 41 - 1 | 51 - 0 | 61 - 0 | Over 70 - 1        |
| 2 - 19 | 12 - 36 | 22 - 7  | 32 - 5  | 42 - 2 | 52 - 0 | 62 - 0 |                    |
| 3 - 32 | 13 - 15 | 23 - 8  | 33 - 0  | 43 - 0 | 53 - 0 | 63 - 0 | Didn't Answer = 16 |
| 4 - 23 | 14 - 14 | 24 - 7  | 34 - 2  | 44 - 0 | 54 - 0 | 64 - 0 |                    |
| 5 - 34 | 15 - 34 | 25 - 22 | 35 - 1  | 45 - 2 | 55 - 1 | 65 - 0 |                    |
| 6 - 27 | 16 - 9  | 26 - 7  | 36 - 1  | 46 - 0 | 56 - 0 | 66 - 0 |                    |
| 7 - 38 | 17 - 11 | 27 - 4  | 37 - 0  | 47 - 0 | 57 - 0 | 67 - 0 |                    |
| 8 - 31 | 18 - 12 | 28 - 7  | 38 - 0  | 48 - 2 | 58 - 0 | 68 - 0 |                    |
| 9 - 16 | 19 - 2  | 29 - 0  | 39 - 0  | 49 - 0 | 59 - 0 | 69 - 0 |                    |

13. What division are you in?

- 35 - County Administration (also includes Commission Aides, Support Services, PIO, Intergovernmental Affairs, OMB, HR)

- 7 -Tourist Development
- 9 -County Attorney
- 59 -Management Services (also includes Support Services, MIS, GIS)
- 42 -Facilities Management
- 13 -Probation
- 11 -PreTrial Release
- 10 -Purchasing & M/WSBE (also includes Warehouse)
- 10 -Cooperative Extension
- 5 -EMS
- 11 -Health & Human Services (also includes Veterans, Housing, Social Services & Volunteer Center)
- 86 -Library Services
- 59 -Growth and Environmental Management
- 19 -Planning Department
- 6 -Animal Control
- 30 -Public Works Engineering
- 9 -Fleet Management
- 15 -Mosquito & Stormwater
- 85 -Public Works Operations
- 27 -Solid Waste
- 22 -Park & Recreation
- 3 -Public Works Administration
- 10 -Didn't Answer

[Back to Main Menu](#)

All Divisions

[Question 2](#)

[Question 3](#)

[Question 6](#)

How would a 4 day, 40 hour work week benefit you?

More time to take care of housework, lawn care, etc. Also, the opportunity to take mini-vacations.

[View This Survey](#)

I currently spend \$16.00 per day in fuel cost commuting to and from work. This would be a great personal savings as well as savings for the County in reducing electric/fuel and maintenance costs.

[View This Survey](#)

I could schedule all appointments on that day off so I would not have to take any time off from work, unless I am sick.

[View This Survey](#)

ability to use day off for appointments that would normally require time off from work.

[View This Survey](#)

Would prefer 4 day, 36 hour work week.

[View This Survey](#)

Take care of personal business that is hard to do during the week on a 1 hr lunch break.

[View This Survey](#)

5

Opportunity for second or part time job.

[View This Survey](#)

Reduces Leave (Annual + Sick) taken for Dr.'s Appointments, and miscellaneous appointments during the work week. So far, attempts to schedule appointments after my shift ends (7:00AM to 4:00PM) has not been very successful.

[View This Survey](#)

Volunteer time part time job

[View This Survey](#)

This would give us a day to take care of personal business and appointments that we normally have to take annual leave for.

[View This Survey](#)

leaving a business work week day off to conduct personal business (banking, bill paying, and appointments

[View This Survey](#)

Less time taking off work for medical appointments and personal appointments during working hours. I'm in favor of working 7:00 AM - 5:30 PM with a 30 minute lunch like Public Works does.

[View This Survey](#)

REDUCE WEAR AND TEAR ON VEHICLE.

[View This Survey](#)

I'm not certain if I would qualify for a change in work hours being senior mgmt status, but is the option of telecommuting being considered? Work at the office four days and work from home one day.

[View This Survey](#)

5

Please do not let a few staff members personal reasons for not changing stop what is good for the county and most individuals. Thank you

[View This Survey](#)

Would be able to make appointments on day off, instead of through the work week.

[View This Survey](#)

More time to relax and alleviate stress in order to get ready for the next work week.

[View This Survey](#)

It takes me 45 minutes to arrive at my office every morning. My son's before school program does not open until 7:00 a.m. and they close promptly at 6:00 p.m.--with late fees for every minute after 6:00 p.m. There is no possible way I could get to work by 7:00 and leave work in time to pick up my child by 6:00 p.m.

[View This Survey](#)

The county would be helping reduce CO2 emissions by not operating its fleet on Fridays and from the X number of employees not making the additional journey to work that one extra day. Additional savings would be created with the decreased amount of utility consumption with county buildings not operating that day. One day off per week would save me (based on the type of vehicle I drive and miles per gallon used), based on my trip to daycare and journey to work, approximately \$3.73 that one day off (in fuel savings) which would equate to \$14.92 a month...

[View This Survey](#)

CAN ARRANGE DOCTORS APPOINTMENT AND OTHER APPOINTS ON DAY OFF INSTEAD OF USING SICK OR ANNUAL TIME.

[View This Survey](#)

i would have more time to devote to community service activites. and less travel time due to less traffic at these hours.

5

[View This Survey](#)

Survey Comments

Can get more work done in the field with a longer day

[View This Survey](#)

I may actually be able to use annual leave for rest, recuperation, and spending time with family instead of appointments (i.e. termite inspection, air conditioning maintenance, other personal business or house maintenance and repairs).

[View This Survey](#)

none of the above

[View This Survey](#)

I'm doing 4 day 10 hours

[View This Survey](#)

7:00 am to 5:30 pm 1/2 lunch break 2-15 min breaks.

[View This Survey](#)

already doing

[View This Survey](#)

This is a great idea and should be applied across the board.

[View This Survey](#)

Less overhead costs to my program.

[View This Survey](#)

An all around saving for everyone!

[View This Survey](#)

Car Pooling would become an option if Mondays were the day off.

[View This Survey](#)

Less tired. I currently work 8 days in a row, have a single day off, work 2 days and have 3 days off.

[View This Survey](#)

I am already on the 10 hour work day and it does help in all of the above.

[View This Survey](#)

LESS STRESS

[View This Survey](#)

40 hour work week would be hard to adjusted being that my job is shift work.

[View This Survey](#)

I think we would spend one day recovering, and then maybe more driving?

[View This Survey](#)

I'm not sure how it benefit the Library because we are open for the Public and we want to make it convenient for the public and Staff. So if the hours are from 7-6 how will this benefit the public - Library and branches. Our Schedules varies so we may come in at 9 am - 6 or we may work at 11 am and leave at 8 pm

[View This Survey](#)

5

Fridays would allow me to attend Saturday personal workshops out of town without taking a personal day off.

[View This Survey](#)

I am enrolled in Grad school and hence need more time for studying.

[View This Survey](#)

I would like a 4-day, 40-hr work week personally. However, as a library employee and manager, I work occasional Saturdays and evenings. Working 4 days and 40 hours consistently would be difficult for me. Also, I live only 2.5 miles from the main library so fuel costs aren't such a big consideration.

[View This Survey](#)

I am a 20-hour employee. I would vote for a 4-day week that was: Tuesday, Wed., Thurs., Fri.

[View This Survey](#)

One less day that I have to see

[View This Survey](#)

I already work four days a week.

[View This Survey](#)

No fuel savings because I live only 1/2 mile from work, so I walk to and from work every day.

[View This Survey](#)

Less stress, health benefit

[View This Survey](#)

However, child care becomes a problem, 3/6 hr or a 4-day / 9 hr day is workable.

[View This Survey](#)

I would even be in favor of two 15 hour days and a 10 hr day I have to travel 50 miles one way per day and paying 130:00 per week for gas

[View This Survey](#)

3 DAY WEEKENDS ARE GREAT LIKE HAVING A MINI VACATION EVERY WEEK PLUS I SET ALL DR. APPOINTMENTS ON MY DAY OFF

[View This Survey](#)

Would not have to bear personal work expense 1-day a week (bath, clothes, etc)

[View This Survey](#)

Task efficiency- move hrs consecutive to spend on a project.

[View This Survey](#)

While it will not offer me any fuel savings (my wife and I commute together a few days each week, but the change in hours of operation will make it impractical), it will provide me time without distractions to complete publications and other project in a quiet environment.

[View This Survey](#)

Right now I work 2-ten hour days, 2-eight hour days and 1-4 hour day, and the new schedule would allow me to have a more regular routine. I am anxiously waiting to hear the decision whether we will be changing or not. I think it would be a positive move for the County.

[View This Survey](#)

5

the cockeyed greenhouse gas foolishness has nothing to do with my decision

[View This Survey](#)

already work 4 day

[View This Survey](#)

Already work a four day work week

[View This Survey](#)

improved morale and reduced stress

[View This Survey](#)

It would actually increase costs. My child would have to begin to participate in the Before School Program at an additional \$80 a month. The earliest this program begins is 7:00 a.m. His school begins at 8:35 a.m. This expense is in addition to the expense of the After School Program of \$45 a month - which I already use (and my child has to be picked up by 6:00 p.m.). So I think this would offset any savings in fuel I might have by not coming in one day a week. These programs are the Leon County "Before School" and "Extended Day Care" or After School Program. The costs are pretty much the same within \$5 to 10\$ a month from school to school for all Elementary schools in Leon County.

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It will reduce the cost of fuel, allow me to have a day for personal priorities such as doctor/ dental appointments without having to take a day from business hours and allow me to spend more quality and not rushed time with family and friends.

[View This Survey](#)

When I have to change to driving my vehicle instead of the County vehicle home, it will cost me less.

[View This Survey](#)

unsure, possibly more personal time

5

[View This Survey](#)

I all ready work 4-10's

[View This Survey](#)

Comments; As an \_\_\_\_\_ for over 9 years, I have found that my working hours are spread over 7 days per week and not restricted to 8 AM - 5 PM. We serve at the pleasure of \_\_\_\_\_ I work over half my hours from home, with \_\_\_\_\_ permission and encouragement. This reduces my energy costs, though that was not the original objective. I will continue to work all 7 days, regardless of whether this measure passes or not. I will still need to access my office in the courthouse, even if the HVAC is off on one day per week, as I have done in the past, on weeknights and weekends.

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How would this change affect part time or 20hour week?

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If employees were allowed to work from home one day of the week that would assist with the cost that it takes to run the county. Additionally, it would not be totally effective unless the other governmental agencies were on board with doing the same thing. A four day work week would not keep employees at home and off the road, it only increase the number of citizens hanging out in town, shopping, running errands, etc. during the day. Traffic on the weekend is often times worse than weekdays because everyone is out around the same time of the day. Regardless of the situation with the high price of gas and electricity, the bottom line is that many people really don't care and will continue to do what we have always done, complain about it, but continue to spend money.

[View This Survey](#)

Days to take care bizz.

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Why not let each department be in charge of there own schedules. It does not serve well the citizens if all offices are closed on Friday. This could be addressed by each department staying open the entire week, but having split staff on 4 day work weeks(mon-thur and.tues-fri)

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5

66 Record(s) Listed

[Back to Main Menu](#)

All Divisions

[Question 2](#)

[Question 3](#)

[Question 6](#)

How would a 4 day, 32 hour work week benefit you?  
(regular gross pay reduced from 40 hours per week to 32 hours per week)

It would reduce my pay!

[View This Survey](#)

Would prefer 4 day, 36 hour work week.

[View This Survey](#)

I could not afford to lose 8 hours pay a week. That would be 32 hours a month. That would be over 300.00 a month. Who could afford this?

[View This Survey](#)

same comment as #4.

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I already work two days per week just to pay for the gas to come to work. When I figure that out a few weeks ago, I was quite depressed. While reduced hours would result in a lower paycheck, it might not be so bad if I didn't have to drive out here every day. Would the county consider telecommuting or alternative office sites? Since my work laptop is setup to do everything I do at work (check email, access to g drive, web updates, etc.), I could easily set up at home or at a nearby, un-occupied office/space in a branch library.

[View This Survey](#)

Need 40 hours

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5

This would be a good option during certain life events such as needed family or personal care. While my finances are not set up to handle this at this time, the option would be desirable.

[View This Survey](#)

Cannot afford the reduction in pay.

[View This Survey](#)

How about working 8 hour days/4 days per week and 1 / 8 hour day telecommuting

[View This Survey](#)

I could not afford that change in my budget.

[View This Survey](#)

Not sure, need the money, like the personal time, but may spend it driving around doing errands.

[View This Survey](#)

As a part time employee do not feel justified in answering these questions as they would not impact me as they would full time staff. as a part timer I would prefer 4 five hour days as opposed to 5 four hour days. The impact of these changes are very much 'stage of life' and economic issues that could adversely affect family life. on the other hand I like the option of a 32 hr work week as opposed to just the 20 or 40 choice currently available. and on the other third hand feel that library services and hours are doubly important in economically tight times to the public and should be available as much as possible.

[View This Survey](#)

Can't afford the reduction in pay but seems a good option for those who can!

[View This Survey](#)

5

Yes, but to restate number 2, a 36 hr work week is a better option.

[View This Survey](#)

But will result in less pay....(?)

[View This Survey](#)

reduce pay bad but will be good for child care hrs & my education.

[View This Survey](#)

I don't believe I could afford the cut in pay and the extra expenses that I would have with medical for myself and my child in my employee monthly contribution costs, co-pays of prescriptions and co-pays for office visits. Therefore I would try and work the 4/10 hour days.

[View This Survey](#)

Has a 4 day-9 hour work day been considered? Parents could alternate pick-up and drop-off with kids and only lose 4 hours per week of pay? I will have to alter pick-up of my granddaughter to once a week only on Monday.

[View This Survey](#)

unsure

[View This Survey](#)

part time 20 hour week?

[View This Survey](#)

No, but a discounted or free StarMetro pass would be a progressive idea that actually would reduce travel cost and green house gas emissions.

[View This Survey](#)

5

21 Record(s) Listed

[Back to Main Menu](#)

All Divisions

[Question 2](#)

[Question 3](#)

[Question 6](#)

What family/personal issues do you have which would prevent you from working 10 hours per day/4 days per week?

Weekly civic organization meeting ends at 8 AM. I will be President next year.

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I have a daughter currently in a preschool that does not take children until 7:45 a.m. Pick up time is preferred by 5:15 p.m. but no later than 5:30 p.m. I CANNOT work a 10-hour work day nor can I afford to take a payout. This schedule would pose a threat to my livelihood as well as what I feel is in the best interest of my daughter. I strongly oppose this proposition.

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I think that the library employees should have a choice of 4 or 5 days a week since we will not just be open 4 days. I also think that since we are different...perhaps we could have schedules between 7am and closing for those of us not in public service areas. Flexing schedules for public service areas could make it easier to cover the hours we are open.

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It may prove difficult to maintain a high level of concentration in reviewing plans for 10-hours straight. I would be willing to try the alternative schedule, just hard to evaluate since fairly significant departure from previous work schedules. Any consideration to 9-hr days Mon-Thur w/ every other Friday off.

[View This Survey](#)

2nd job

[View This Survey](#)

only work 20 hours per week

5

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I am single, so some personal issues sometimes need direct attention. This can be handled though via annual leave/comp time requests.

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While I could see the benefit to the organization and the additional free time, scheduling child care and transportation would be difficult. My child depends on me for transportation to school each AM since he is out of his normal school zone due to a disability. In addition, he has routine visits with physicians and counselors. The additional child care costs would eliminate any cost savings from driving. If the change were to occur, I could adjust and make use of the time.

[View This Survey](#)

I coach youth Soccer and Baseball. It might be a struggle to make it to practices and games. Would the county consider allowing leave for such things? With a supervisor's permission, could I make up the hours on other days?

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It may effect my part time job, do not know for sure.

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I supervise a department, and would have to be here 5 days/week, 40 hours at least anyway.

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It would increase my childcare expenses because as it stands now I only have to pay for afterschool care, which ends at 6:00. With the new 4/10 work week, I would have to have before and afterschool care.

[View This Survey](#)

As of now none...minus medical appointments, which cannot be scheduled on the one day that the county choices to be closed

5

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Prepare dinner for family before evening activities and homework.

[View This Survey](#)

I'm not sure how the library would benefit from this 10 hours a day and open 4 days a week. Our Schedules some work from 11:15 - 8 while others work from 9:15 - 6:15 branches

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Church, I am a pastor of a church

[View This Survey](#)

All of Above

[View This Survey](#)

If this becomes policy (which I hope) than none of the above would really matter. I would have to adjust.

[View This Survey](#)

Another job

[View This Survey](#)

The County already offers flex time, if I wanted to reduce my "fuel consumption" I would choose a four day work week. I feel it should be a personal decision not one forced on us.

[View This Survey](#)

family time

5

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daily work responsibilities around house and property; time for daily physical exercise needed for health; HIGH STRESS JOB - eight hours in one day frequently pushes you to your limits; if not beyond.

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At present I do work an additional part-time position in retail at Gov. Sq., which I report to at 6:00 pm 2 or 3 days during the week and some Saturdays... (hopefully not much longer) I think they could work with me over a few minutes tho.

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There are no family issues; however, I work in the library and currently there are only 8 full-time employees in my department. There is no possible way we could maintain the current level of service without altering our hours or adding additional staff. We would need to have either 5 or 6 ten hour days and have different shifts to make the schedule work for it. It would be wonderful!!

[View This Survey](#)

I'm 64 years old and in excellent health due in no small part to the fact that I have been a life-long runner and a physically active person who bikes, skates and does resistance training. These activities must be maintained on a regular daily basis to be of value. I spend at least an hour a day in some physical activity. A 10 hour work day would not give me the time for that hour of physical activity and would therefore be deleterious to my health and emotional well-being. Neither can I afford to take an 8 hour a week pay cut. I work at one of the branch libraries. Surely the commission wouldn't consider having the libraries open only four days a week. I think there would be a huge public outcry if that were to come about.

[View This Survey](#)

The Collins Main Library is open seven days and 4 evenings a week. Having us do 4 ten hour days will stretch our staff very thin.

[View This Survey](#)

Less time in the evening with family - Library opens at 10 am and staff would have to work until 9 pm Friday, Saturday and Sunday are "short" days and a 10 hour day is not possible on those days. An optional plan is best for the library.

[View This Survey](#)

Various school activities for children.

[View This Survey](#)

Only once night per week, however if I could make those hours up on another day I could.

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I think productivity would go down, that is a long day. Whereas now, I rarely take a break, I am sure I would take them with so long a day.

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I would make new arrangements to accommodate our new work schedule. Thanks for offering. It is a progressive idea.

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I have a part time night job two nights a week as well as school one night a week. If it wasn't for these two things I would like the 4 days per week schedule.

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Possible child care issues

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The only way we could make this work would be to get more staff members and/or reduce our operating hours. We are open Mon - Thurs: 10 AM to 9 PM, Fri. 10 AM to 6 PM, Sat. 10 AM to 5 PM, Sun: 1 PM to 6 PM. We are already stretched thin with unfilled positions. Maybe closing on Sundays would help. Also, my child gets on the school bus at 8:15 AM. I commute from Crawfordville, so I work from 9:15 to 6:15, which is about perfect for me. In a few years my child will go to middle school and he will get on the bus earlier so I could opt to work earlier. But for now I would have to pay extra to drop my child off before work and not see him get on the bus every morning.

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LIBRARY HOURS: IF WE CAN BE CLOSED THE SAME HOURS AS THE BRANCHES, BE CLOSED TWO NIGHTS EARLY TUESDAYS AND THURSDAYS OPPOSITE THE BRANCHES HOURS. ALL LIBRARIES HOURS BE THE SAME 8-5 OR 9-6 MONDAYS THRU FRIDAYS. THE PUBLIC WILL ADJUST.

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I am considering a part-time job which would conflict.

[View This Survey](#)

Library employees need to be at work while the Library is open to the public, in order to staff the buildings and serve library users. The Library schedule would mean that employees would have to work into the evenings, thus losing dinner/family time four evenings a week. This would be a true hardship for employees arranging child care, care of elders in the family, or participating in outside activities at church, school, sports or clubs. Perhaps the 4-day, 40-hr schedule could be optional for employees at the library and other county departments who need to work outside standard office hours.

[View This Survey](#)

The main library hours should be the same as the Branches: Closed Sundays and Mondays, Tuesdays & Thursdays 11am to 8pm, Wednesdays & Fridays 10am to 6pm, and Saturdays 10am to 4pm

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WORK NEEDING TO BE DO AROUND THE HOUSE DURING THE MIDDLE OF THE WEEK

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Would cut into my tai chi practice but would not be an undue burden

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Assuming annual leave and sick leave can still be taken as needed, there will be no conflicts for me.

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5

Currently, The LeRoy Collins Leon County Public Library (Main) is open 7 days/week. The weekend days are shortened, and we would have to come in a fifth day to make up time...also, we are already short-staffed. This would complicate matters further in terms of scheduling. My full-time team members currently have to take annual leave or come in extra hours during the week to get 40 hours. Obviously, that defeats the purpose of working 4 days a week. In my opinion, the only way this would be easily managed is to close the main Library on Sundays and Mondays, and to be open until 8:00 on Saturday.

[View This Survey](#)

Currently I have my children enrolled in before and after school programs which take in no earlier than 7:00 a.m. and requires that they be picked up before 6:00 p.m. School does not start until 8:50 a.m. and lets out at 3:20 p.m. And I have to take advantage of every minute. I am unaware of any childcare for school age children that take in before 7:00 a.m. and provide transportation to school and after 6:00 pickup times. Also, Activities for Children outside of school such as sports usually start at 6:00 p.m. Is the school board, Parks & Recreation, local daycares and other resources willing to accomodate this?

[View This Survey](#)

To restate, a 36 hr 4day 9hr work week is an option.

[View This Survey](#)

As a person with a disability doing 10 hour days is very difficult to manage.

[View This Survey](#)

pet care and appointments

[View This Survey](#)

Car pool, no w/wife may be violated..?(?)

[View This Survey](#)

Wife and I ride together. The State of Florida is on a 5 day workweek.

5

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45 48

Would prevent car-pooling.

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I can only work the 10 hours/4 days per week with the help of my ex-husband picking up our son from school everyday. If that arrangement was not available, or if it should change for any reason I would be in a situation where I would have to try and hire someone to pick up my child from school everyday in addition to the Before and Aftercare Expenses. Has anyone mentioned a 9 hour day as an option? It would be less of a pay cut. Several people in my Division have mentioned it makes for a better alternative than the 32 hours per week - Wondering if that would possibly be less of an increase in medical expense coverages as well that would need to be paid by the employee - Might that be considered?

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My department will most likely not fall into the 7:00 to 6:00 time frame. This means that I will most likely be working a 9:00 to 8:00 schedule 4 days a week. Add to that my travel time of 40 to 60 minutes, and I end up really working four 12-hour days. I can do it if I have to, in order to keep my job, but I would prefer not to work four 12 hour days that end at 8:00 pm.

[View This Survey](#)

i have to cook for my husband

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I am a part-time employee, 20 hours per week.

[View This Survey](#)

I feel that I would tire easily.

[View This Survey](#)

Regulatory Requirement for 5 days/wk inspection of water systems

5

[View This Survey](#)

1  
46 # 48

Additional comments: I answered "Yes I can work a 4-day, 10hour week." The real answer is "Yes, but it would be painful." I believe that if the standard changes throughout local and state government that the daycare agencies will adapt hours to accommodate. However, it won't be a childcare cost savings because it still requires longer hours for daycare staff and is still at least 40 hours of care. Schools are less likely to adapt to this schedule and this would remain an issue for parents of school-aged children. One more thought is that this makes for a really long day for a small child to be at daycare or school aftercare. Our family would require an adjustment to my spouse's work hours which may not be, and for one parent to drop off and the other to pick up (which is what we already do for the most part). For MIS, unless all offices would be closed on the same day, we would need to provide some level of service if some offices were still open. Several years ago, FSU had "summer hours" in order to save energy. We worked 7:30 - 5:00 M-Th, and 7:30 - 1:30 F. The idea was to allow air conditioning reduction on hot summer afternoons. Perhaps someone at FSU could testify to whether or not they felt it was successful. Thanks for the opportunity for input!!

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Health limitations would not allow me to work 10 hour days at any time other than BOCC meeting days. Although I listed 8 AM to 8 PM as "average" workdays, I often start earlier and end later, but have intermittent periods of rest during each work day. I'm assuming that \_\_\_\_\_ are not being included in the data, as was not listed on the menu. I felt my feedback may be of use anyway.

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I agree that the compressed work week is a great option, but find there are a number of other factors to consider. How will those with disabilities be affected with longer work hours? What about single parents' obligations for their children? How about those on fixed incomes who cannot work 10-hour days but cannot survive a 20% pay cut? It is common practice by child care providers to require payment for the full month regardless of the number of days a child will be present, ie, there is no cost savings for only needing care 4 days per week.

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part time 20hours per week

[View This Survey](#)

Since mornings are not my favorite time of the day, I would need a grace period to adjust and learn how to get to work so early in the morning.

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5

60 Record(s) Listed

| List of Agencies Implementing or Considering Compressed Work Week |                    |                               |                                   |                               |  |
|---|--------------------|-------------------------------|-----------------------------------|-------------------------------|--|
| Agency  | Work Four Days     |                               | Work Four Days/Open Five Days     |                               | Explanation Notes  |
|   | Four Day Work Week | Which Employees Participating | Four Day Work Week/Open Five Days | Which Employees Participating |  |
| Bay County, FL  | Yes                | All Public Works              |                                   |                               | Public Works only. No fuel cost savings calculations. Savings from reduced mobilization.   |
| Brevard County, FL  |                    |                               | Yes                               | Voluntary                     | Primarily Road/Bridge and Solid Wastestaffs. Reduce staff fuel costs and reduce traffic congestion   |
| Charlotte County, FL  |                    |                               | Yes                               | Voluntary                     | Public Works. Other departments are considered if it meets a business need.  |
| Dixie County, FL  |                    |                               | Yes                               | Road Department Only          | Savings from transportation reductions due to fewer mobilizations and the ability to complete projects.  |
| Hernando County, FL   |                    |                               | Yes                               | Voluntary                     |  |
| Miami-Dade County, FL   |                    |                               |                                   |                               | Resolution on July 1, 2008 Commission agenda to expand an earlier Resolution to direct Mayor or designee to conduct study of four day work week and other flexible hours |
| Putnam County, FL   |                    |                               | Yes                               | Voluntary                     | Plan to implement in July. Employee benefit to reduce gas consumption.   |

|                                  |     |                           |     |                      |   |
|----------------------------------|-----|---------------------------|-----|----------------------|---|
| Washington County, FL            | Yes | All                       |     |                      | Commission agenda June 19, 2008: Est. 20% savings based on closing buildings one day per week. Employee benefit to provide fuel savings for employees.              |
| State of Florida                 | No  |                           | Yes | Determined by Agency | Each Agency will tell DMS at what level it can participate and that will determine the savings  |
| City of Chipley, FL              | Yes | Road Department only      |     |                      | Beginning July 7. No data on fuel savings.  |
| City of Coconut Creek, FL        | Yes | All except vital services |     |                      | Saving employees about 20% in commute costs.  |
| Oakland County Michigan          |     |                           | Yes | Voluntary/Pilot      | Passed by Commission June 12, 2008. Saving employees about 20% in commute costs.  |
| Seattle Housing Authority        |     |                           | Yes | Voluntary            | Employee scheduling flexibility and reduction in traffic congestion.  |
| City of Birmingham, Alabama      |     |                           | Yes | Voluntary            | Pilot program until September.  |
| City of Vallejo, California      |     |                           | Yes | Voluntary            | Requests are considered by Department based on business needs. Pilot closing City Hall one day resulted in utility savings, but citizens wanted services five days. |
| Bay County, FL School Board      |     |                           |     |                      | Considering reducing the school week to four days in School Year 2009-2010.   |
| Hernando County, FL School Board |     |                           |     |                      | Discussed among other cost saving options reducing the school week to four days.  |

**SECTION VII**  
**ATTENDANCE AND LEAVE**

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**7.01 Hours of Operation**

The hours of operation for each Department/Division shall be determined by the County Administrator and Department/ Division management in accordance with the needs of the County. Work schedules may vary according to the needs of the individual organization, subject to the approval of the Division Director.

**7.01.1 Flexitime/Staggered Work Hours**

Flexitime/staggered work hours allow employees to work around traffic congestion, school and day care schedules, etc., when it is not in conflict with the County's operations. While it is desirable to accommodate the work schedule of employees where possible, the operational needs of the County must come first. Supervisors shall ensure that a sufficient number of employees are at their work stations during normal hours to perform routine work functions and provide services to the public. Because of individual work assignments, supervisors and other employees may be subject to special restrictions being applied to their work schedules and flexitime may not be an option. Additional guidelines for EMS employees are found in the Emergency Medical Services Standard Operating Guidelines Manual.

**7.01.2 Procedure: Flexitime/Staggered Work Hours**

- A. All full-time career service employees are subject to working forty hours per week.
- B. In all cases, including flexitime/staggered work hour schedules, adherence to starting times, lunch periods and end of work day is required.
- C. Each Division Director is expected to institute reliable managerial controls to ensure that employees arrive and leave at their appointed time and are involved in performing their assigned duties.
- D. Flexitime/staggered work hours may be altered or canceled by supervisors as is deemed necessary to fulfill the responsibilities of the work unit.
- E. Employee abuse of flexitime/staggered work hours may result in withdrawal of flexitime privileges or more severe disciplinary actions.

**7.02 Attendance and Leave Records**

Finance/Payroll Division shall maintain complete and accurate attendance and leave records. The Department/Division Directors shall be responsible for forwarding all associated documentation of attendance and leave to Finance/Payroll Division. Bi-weekly timesheets are due in to the Finance/Payroll Division by 10:30 a.m. on Monday following the end of the

VII (C) (2) – Mass Citizen Communication/Outreach



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

www.leoncountyfl.gov

**Retreat Agenda Item**  
December 7, 2009

**Title:**

Mass Citizen Communication/Outreach

**Staff:**

Parwez Alam, County Administrator  
Alan Rosenzweig, Assistant County Administrator  
Pat Curtis, MIS Director

**Issue Briefing:**

This agenda item seeks the Board's acceptance of a report on technology solutions for public notification, and approval to develop a budget discussion item for the FY 10/11 budget.

**Fiscal Impact:**

This item is an informational report and has no fiscal impact at this time. Should a public notification solution be desired, funding will need to be contemplated in the FY 10/11 budget process in the range of \$100,000 to \$300,000.

**Analysis:**

Enhanced citizen outreach is available through mass notification systems which leverage the technologies of the Internet, radio systems, land and cell phone systems, and/or personal digital assistants (PDA's). A mass notification system can notify large numbers of citizens via voice, text, and/or email messages using databases with citizen phone numbers and site and/or email addresses. GIS mapping abilities exist in most solutions where a set of citizens based on address, zip code, or any user defined zones can be targeted to receive messages relevant for them. Historically, mass notification systems supported the emergency and law enforcement agencies, but now other organizations such Public Works, Elected Officials, Parks & Recreation, Elections, the Health Department, and the County Administrator's Office can be supported. Specific examples of notifications are:

- Missing/Found Child or Senior
- Hazardous Materials Spills
- Smoke Hazards from Forest Fires
- Bomb Threats
- Evacuation Alerts
- Suspect in Area Warnings
- Fire Season Safety Reminders
- Water Outages, Boiling & Flushing Alerts
- Power Outages (Planned or Unplanned)
- Street Closures
- Flu Clinics & Innoculations
- Neighborhood Watch Alerts
- Polling Location and Schedule Changes

- Community Event Announcements
- Updates to the Media

These systems are able to broadcast hundreds or thousands of messages per minute through specialized computing centers and phone system infrastructure that access provider databases of contact information. Provider software manages the outgoing calls to the local area's phone infrastructure and records the status of each call made. Web interfaces to these systems allow local administrators from any location to record messages, set up broadcast parameters, update phone numbers and addresses, as well as access reports of usage. The web interface provides self-service for citizens to subscribe, unsubscribe, and/or change their contact number as desired. Reports provide statistics of every message, how many calls were answered, how many calls encountered a busy signal, how many calls went to an answering machine, and if any calls did not go through.

Costs for a mass notification system are based on the population of the area, development or usage of a private database of contact information, and the message plan. Use of a jurisdiction's 911 emergency phone database limits message broadcasting for only emergency purposes. For non-emergency messages, a private database of contact information must be used. Vendors generate these contact databases from other sources and provide them at a cost. Message plans are devised with several factors: 1) the length of each message, 2) the number of calls, 3) the number of messages, and 4) the guaranteed through-put. Unlimited messaging plans are available, too.

Cost scenarios developed from initial reviews of specific vendor solutions are:

|                    |   |
|--------------------|---|
| 3 cents – 19 cents | - Per minute per call examples:                             |
|                    | 30 second message for 100,000 contacts = \$1,500 - \$9,500  |
|                    | 60 second message for 100,000 contacts = \$3,000 - \$19,000 |
| \$20,000 - free    | - Contact database  |

Local offerings are available through the Avaya Phone system and Embarq. Both of those solutions require one time upfront hardware/software purchases from \$50,000 – \$75,000. Calls would be assessed charges of up to 20 cents per call per minute. Therefore, a 60 second message for 100,000 contacts could be \$20,000. Additional costs would be incurred for the development of a non-emergency contact database, if non-emergency messages are to be broadcasted.

The annual costs of a system under a usage cost plan could range from \$10,000 for two messages a year to \$100,000 for five messages a year. An unlimited messaging plan for the population area of 275,000 ranges from \$142,500 - \$295,556, based on initial reviews of specific vendor solutions.

Speed of broadcasting is another consideration for selecting a mass notification system. Some providers claim to have the infrastructure to guarantee 100,000 broadcasts in 15 minutes. A local implementation on the County's phone system will be slower with 144,000 broadcasts being completed within four hours. Speed of broadcasting will need to be defined depending on the type of message (emergency versus non-emergency).

Should the County consider implementation of a mass notification system, such systems are easily shared with other organizations in the locale. As an example, the City of Tallahassee or the Leon County School Board could be granted administrative rights to use the web interfaces to send out messages and/or update contact information. Including other organizations could assist with cost sharing.

**Options:**

1. Have staff work with the City to learn of interest to jointly implement a mass notification system for the City of Tallahassee and Leon County.
2. Have staff develop a budget discussion item for a mass notification system for inclusion in the FY 10/11 budget.
3. Board Direction.

**Recommendation:**

Options #1 and 2.

VII (C) (3) – Additional Discussion and Policy Direction, Indigent Health Care Surtax



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

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)

**Retreat Agenda Item**  
December 7, 2009

**Title:**

Status Report on the 1/2-Cent Indigent Healthcare Surtax

**Staff:**

Parwez Alam, County Administrator  
Vincent S. Long, Deputy County Administrator

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**Issue Briefing:**

At the Board's annual retreat of December 12, 2005, Commissioners voted to place the issue of enhancing healthcare for the uninsured as their second highest priority. Included in the priority was direction to develop a comprehensive plan for addressing this issue and to pursue a referendum to consider a ½-cent sales tax to fund such a plan. On January 10, 2006, the Board received a report from the Primary Healthcare Implementation Advisory Board (PHIAB) which recommended that the County pursue the development and implementation of a Comprehensive Healthcare Plan for the Uninsured and Indigent Citizens of Leon County. The Board voted to accept PHIAB's report and authorized the County Administrator to hire a consultant to develop a Comprehensive Healthcare Plan for the community. Leon County hired Mercer Government Human Services Consulting (Mercer) in January 2006 to meet with local stakeholders and develop the healthcare plan.

On May 23, 2006, the Board directed staff to prepare an ordinance providing for the imposition of the ½-cent surtax and healthcare plan for providing healthcare services to the indigent and medically poor persons of Leon County, Florida. On June 13, 2006, the Board conducted the first and only public hearing to adopt an Ordinance which authorizes the levy and imposition of a voter-approved discretionary surtax of 1/2 cent for indigent healthcare and adopted the ordinance. Subsequent to the approval of the Ordinance, the County initiated a brief education campaign to inform citizens of the comprehensive healthcare plan developed by Mercer. On November 7, 2006, 60 percent of Leon County voters rejected the proposed ½-cent surtax.

The County continues to fund general healthcare services through ad valorem revenues but has not levied the Primary Healthcare MSTU (set at 0.00 mills) since FY 06. Given the state legislative property tax reform efforts of 2007, the Board can not increase the Primary Healthcare MSTU without a corresponding reduction in the general millage rate or an extraordinary vote of the County Commission.

**Fiscal Impact:**

Should the Board wish to pursue the ½-cent surtax, subject to voter approval, this sales tax would generate \$18.2 million per year for indigent healthcare services.

**Staff Recommendation:**

Option #1: Accept the Status Report on the ½-Cent Indigent Healthcare Surtax.

VII (D) – County Administrator’s Wrap Up



**Board of County Commissioners**

**Leon County, Florida**

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)

**Board Retreat Agenda Item**

December 7, 2009

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The County Administrator will summarize the outcomes of the Board Retreat and may raise other issues.

## **VIII. Miscellaneous Items by Each Commissioner**

Each Commissioner may raise other issues which do not need to be part of the prioritization process.