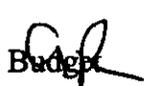


Board of County Commissioners

Date of Meeting: June 13, 2005

Date Submitted: June 7, 2005

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator 
Alan Rosenzweig, Director, Office of Management and Budget 

Subject: Preliminary FY 2006/2007 Budget Workshop

Statement of Issue:

To seek policy guidance from the Board regarding the development of the tentative FY 2006/2007 Budget and 5 Year Capital Improvement Program (CIP).

Background:

As part of the annual budget process, County staff is seeking policy guidance from the Board regarding the development of the tentative FY 2006/2007 and 5 Year Capital Improvement Program (CIP). County staff has developed preliminary revenue forecasts and planned appropriations. Per Board direction, a number of issues have been reviewed and are presented as separate budget discussion items.

This workshop is a preliminary step in the overall budget development process. If necessary, the Board has workshops tentatively scheduled for July 17th and 18th to review the tentative budget further. In September, the Board will conduct the final two budget hearings required per Florida Statute.

Analysis:

1. Budget Discussion Items

Table 1 summarizes the budget discussion items being presented to the Board of County Commissioners. At this point in the budget process a number of the items are recommended for funding. Other items have not been recommended for funding.

Workshop Item: Preliminary FY 2006/2007 Budget Workshop

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Table 1: Summary of Budget Discussion Items

Discussion Item	Included in Preliminary Budget	Not included in Preliminary Budget
1. FY06/07 Full-Time Career Service Employees Pay Increases	5% or \$1,000	
2. Preliminary Funding for Woodville Branch Library	\$1,500,000	
3. Management Internship Program to Support EEO Goals	\$38,500	
4. Wellness Program	\$50,000	
5. Deferred Comp Matching Program (employees making \$50,000 or less)	\$200,000	
6. EMS Paramedics/EMTs Pay Differentials for Leave or Training	\$196,000	
7. Line Item Funding	\$1,349,604	\$201,536
8. Miracle League	\$75,000	
9. Alternative Jail Programs and Jail Annex Renovation (capital/operating)	\$2,096,112	
Total Expenditures	\$5,505,216	\$201,536
10. Transportation Capital Project Funding		
11. Growth Management Fees		
12. Consideration of Initiating the Building Inspection Permit Review Process		
13. Executive Management Reclasses		
14. County Administrator Budget Amendment Authority		
15. Setting of FY06/07 Maximum Millage Rates		

2. Additional General Revenue Funding Requirements

Table 2 reflects a number of significant additional general revenue expenditure requirements included in the FY2006/2007 tentative budget. These expenditures are included as the result specific Board direction or policy and changes in the Florida Statutes. In addition, Table 3 reflects the budgetary increases in salary and benefits for existing general revenue Board employees and overall Constitutional Officer requirement. **The total costs of these changes are \$17.454 million.**

Table 2: New Expenditures Supported by General Revenues

	Increased Funding
Woodville Library	\$1,500,000
Jail Annex Renovation Capital Funds	\$1,400,000
EMS Facility	\$1,000,000
Sheriff Salary Study (year 2 or 3)	\$837,036
Continuity of Operations (Generators/Remote Center HVAC/Electrical)	\$750,000
Implementation of Annual HR Pay Plan/Market Study & Reclasses	\$415,274
Jail Annex – Operating Costs	\$399,612
Alternative Programs to Reduce Jail Population	\$300,000
Trauma Center	\$300,000
Joint Dispatch	\$200,000
Deferred Compensation Matching Program	\$200,000
Line Item Funding and Miracle League	\$155,000
Wellness Program	\$50,000
Management Internship Program to Support EEO Goals	\$38,500
Total	\$7,545,422

Table 3: Increases to Support Continued Operations

Constitutional Officer Increases*	\$2,582,692
Increased Cost of Salary and Benefits for Existing Employees	\$2,145,296
Transportation Trust Fund Increased Subsidy	\$1,502,005
Increased Cost of Fuel and Utilities	\$870,926
Anticipated Increase in Property Insurance Premium	\$848,590
Increase in Tax Increment Financing Payments	\$827,719
Increase in subsidy for Solid Waste Management (roll-off sites)	\$543,132
Increase cost of custodial, security and maintenance contracts	\$588,884
Total	\$9,909,244

Total Table 2 and Table 3	\$17,454,666
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* Does not include costs associated with Sheriff salary study, Jail Annex Operating Costs or Fuel/Utilities; these figures reflected elsewhere in Tables 2 & 3

3. Preliminary Revenue Forecast

Table 4 shows the anticipated major revenue collections for FY2006/2007. The table includes all anticipated revenues necessary to fund the operating and capital budgets. Highlights include:

- Per preliminary estimates from the Property Appraiser, Ad Valorem growth will be 14.9% over the FY2005/2006 budget. Table 4 includes countywide and MSTUs and therefore reflects a lower overall percentage.
- Overall resources have increased 11.4%.
- Fund balances have been realized for the purposes of supporting budgeted revenues and capital projects; the majority of the budgeted fund balance is associated with the previous infrastructure sales tax collections supporting transportation projects. Net of fund balances, the total revenues have increased 5.8%.
- The growth fees included the anticipated fee increases to support the expedited permitting process (separate discussion item).
- Reduction in other state shared result of Mahan Drive repayment from the State occurring in FY06.
- Interest and investment forecast associated with current overall increase in market rates.
- Reduction in "miscellaneous" associated with discontinuation of the Federal/State healthcare matching grant program.
- Increases in state shared revenue, ½ cent and 1 cent sales taxes associated with over all growth in the local and state economic activity.

Table 4: Preliminary Revenue Forecast

	Revenue (a)	FY2005/2006 Adopted (b)	FY2006/2007 Preliminary (c)	% Change (d)
1	Taxes and Assessments			
2	Property Taxes	107,282,678	121,571,382	13.3%
3	Public Services Tax	4,490,650	4,465,974	-0.5%
4	Communications Services Tax	3,086,550	3,401,836	10.2%
5	1Cent Sales Tax	3,362,000	3,831,197	14.0%
6	Stormwater Assessment	703,741	737,014	4.7%
7	Solid Waste Assessment	1,198,862	1,281,436	6.9%
8	TDC Taxes	3,079,308	3,341,543	8.5%
9	Franchise Fee	209,000	204,131	-2.3%
10	Subtotal Taxes & Assessments	\$123,412,789	\$138,834,513	12.5%
11	Licenses and Fees			
12	Building Permits	1,303,359	1,290,975	-1.0%
13	Growth & Environmental	1,735,511	2,186,243	26.0%
14	Other License/Fees	256,085	280,080	9.4%
15	Total Licenses and Fees	\$3,294,955	\$3,757,298	14.0%
16	Gas Taxes	\$8,766,168	\$8,820,718	0.6%
17	State Shared			
18	1/2 Cent	11,047,550	12,306,401	11.4%
19	Revenue Sharing	4,113,500	4,726,299	14.9%
20	Other State Shared	5,934,024	1,761,894	-70.3%
21	Subtotal State Shared	\$21,095,074	\$18,794,594	-10.9%
22	Other			
23	Interest/Investment	2,379,893	3,833,672	61.1%
24	Local Gov't Payments (GIS/EMS)	1,801,781	2,112,859	17.3%
25	Fines/Forefeitures	600,019	721,867	20.3%
26	Rents (BOA)	1,647,000	1,655,717	0.6%
27	Miscellaneous	1,854,871	379,891	-77.6%
28	Constitutional Officer Excess Fees	810,350	807,500	-0.4%
29	Internal Billings (Risk & Fleet)	6,806,949	8,466,885	24.4%
30	Subtotal Other	\$15,900,863	\$17,978,391	13.1%
31	Charges for Services			
32	EMS Fees	4,656,368	5,257,460	12.9%
33	9-1-1 Fees	1,473,198	1,557,059	5.7%
34	Transfer/Landfill	6,438,140	8,035,720	24.8%
35	SHIP	700,339	898,450	28.3%
36	BP2000 (County Share \$25 million Water Quality)	7,560,000	150,000	-98.0%
37	Probation/Pre-Trial	894,900	889,960	-0.6%
38	Other	2,717,721	3,285,281	20.9%
39	Subtotal Charges for Services	\$24,440,666	\$20,073,930	-17.9%
40	Fund Balances	\$13,171,695	\$25,670,400	94.9%
41	Total	\$210,082,210	\$233,929,844	11.4%
42	Total Less Fund Balance	\$196,910,515	\$208,259,444	5.8%

4. Preliminary Expenditure Plan

A detailed table illustrating the preliminary budget by department and agency is included as Attachment #1. Table 5 below summarizes this attachment. As reflected in the table, the overall operating budget increase is 7.4%; the capital increase is 36.8% for a total increase of 11.4%.

Table 5: Program / Agency Expenditure Summary

	Department / Agency (a)	FY 2005/2006 Adopted (b)	FY 2006/2007 Preliminary (c)	% Change (d)
1	Legislative / Administration	\$5,691,690	\$5,953,339	4.6%
2	Tourist Development (inc. 4 th Cent)	2,885,206	3,534,721	22.5%
3	Public Services (net of EMS)	14,988,506	14,764,799	-1.5%
4	Emergency Management Services (EMS)	9,459,973	10,527,665	11.3%
5	Management Services	14,139,735	16,088,365	13.8%
6	Growth & Environmental Management	4,537,148	4,941,749	8.9%
7	Public Works	24,106,002	27,164,200	12.7%
8	Sub-Total Board of County Commissioners	\$75,808,260	\$82,974,838	9.5%
9	Sub-Total Board of County Commissioners (Net of TDC & EMS)	\$63,463,081	\$68,912,452	8.5%
10	Clerk of Circuit Court	1,568,872	1,713,060	9.2%
11	Property Appraiser	4,298,282	4,468,416	4.0%
12	Sheriff	53,775,572	57,867,247	7.6%
13	Supervisor of Elections	2,667,451	2,409,630	-9.7%
14	Tax Collector Commissions	4,188,302	4,876,835	16.4%
15	Sub-Total Constitutional Officers	\$66,498,479	\$71,335,188	7.3%
16	Judicial	686,095	852,002	24.2%
17	Debt Service	8,931,325	9,392,385	5.2%
18	Non-Operating (i.e., TIF, Risk, Fire, etc.)	19,720,565	23,765,963	20.5%
19	Reserves	9,971,449	6,675,812	-33.1%
20	Sub-Total Operating	\$181,616,173	\$194,996,188	7.4%
21	Capital Projects	\$28,466,037	\$38,933,656	36.8 %
22	Operating and Capital Projects Total	\$210,082,210	\$233,929,844	11.4%

5. Budget Issues

Attachment #2 reflects all requested and recommended program changes included in the preliminary budget. This attachment also displays all new position requests and recommendations. In addition to the information provided in Tables 2 and 3, the following list provides a brief highlight of issues included in the FY2006/2007 preliminary budget.

- No changes in the non-ad valorem assessments for Solid Waste and Stormwater
- \$2,680,390 in Tax Increment Financing Payments (an increase of \$827,719)
- \$837,036 towards 2nd year funding of the Sheriff's Salary study
- \$242,690 additional operating costs for one new 12 hour/7 day a week ambulance
- \$415,274 to implement the annual Human Resources Personnel Audit and Market Review and department requested reclasses
- \$25,000 in increased funding for the library materials budget

There were 48.75 positions requested as a part of the budget process. The positions recommended for funding support public safety needs, maintenance of current service levels due to increased demand, or other areas of critical need. Table 6 summarizes the position changes currently recommended.

Table 6: Preliminary Position Recommendations

Department / Agency	Positions	Note
Growth and Environmental Management	1.0 FTE Environ. Review Biologist 1.0 FTE Engineer Intern 1.0 FTE Sr. Concurrency Mgmt. Planner 1.0 FTE Planner I 1.0 FTE Code Compliance Coordinator	4.0 FTEs supported by the Board at the streamlining of the permitting process workshop supported by fee increases 1.0 FTE for increased code enforcement supported by the Board the code enforcement workshop
Emergency Medical Services	4.0 FTE Paramedic/EMTs	Positions to support additional 12 hr/7 day truck for peak load
Public Works Engineering	1.0 FTE Construction Inspector Aide	Necessary to provide proper level of service for road construction inspection
Subtotal Board Non-General Revenue Supported	10.0 FTEs	
Geographical Information Services	3.0 FTE GIS Technicians	Conversion of 6.0 OPS positions; total net fiscal impact \$6,800
Housing	1.0 FTE Housing Rehab Specialist	85% funded through Community Development Block Grants (CDBG)
Subtotal Board Nominal Increased General Revenue Support	4.0 FTEs	
Planning	1.0 FTE Planner II	Necessary for implementation of Growth Management Act; funding split approx. 68% City 32% County
Management Information Services	1.0 FTE Applications Development Coordinator (Business Analyst)	To support business process engineering for Public Works
Parks & Recreation	1.0 FTE Park Attendant	Necessary to support increase in number of greenway acres
Facilities Management	1.0 FTE Construction Manager	Necessary to provide staff support for increase in number and dollar volume of capital projects
Subtotal Board General Revenue Support	4.0 FTEs	
Subtotal Board	18.0 FTEs	
Sheriff - Law Enforcement	1.0 FTE Communications Officer 1.0 FTE Latent Finger Print Examiner 1.0 FTE Bailiff 2.0 FTE Deputies (DUI and SRO) 1.0 FTE Paralegal 12.0 FTE Correction Officers	3.0 FTEs previously grant funded, condition of grant for Sheriff to provide 100% of funding at completion of grant period. 12.0 corrections offers related to operating the proposed renovated Jail Annex.
Property Appraiser	1.0 FTE Document Records Manager	Property Appraiser requesting position from Dept. of Revenue
Supervisor of Elections	1.0 FTE Voting Machine Technician	To support new touchscreen machines
Subtotal Constitutional	20.0 FTEs	
Total FTEs	38.0 FTEs	

6. Capital Improvement Projects

The following provides a brief summary highlighting the preliminary capital budget for FY07. Attachment #3 shows all capital project requests and recommendations through FY11.

Libraries/Community Centers:

- \$1,500,000 towards the construction of the Woodville Library
- \$100,883 towards the construction of the Lake Jackson Library
- \$436,156 towards the construction of the Southeast Library
- \$500,000 towards the construction of the Miccosukee Community Center

Law Enforcement/Public Safety:

- \$2,000,000 towards the construction of an Emergency Medical Services facility
- \$200,000 towards the construction of a Joint Dispatch Center
- \$1,400,000 towards the renovation of the Jail Annex
- \$80,000 for a Probation module that is integrated with Justice Information Services
- \$550,000 towards the replacement of the roof at the Leon County Jail
- \$348,796 for the construction of a heliport building for the Sheriff
- \$350,504 for fuel tank upgrades at the Sheriff office complex

Continuity of Operations/Disaster Recovery:

- \$300,000 for additional hardware/software for disaster recovery and business continuity and additional HVAC/electrical power at the Remote System Center
- \$450,000 towards emergency standby generators at County facilities
- \$148,117 for disaster recovery improvements to the Geographic Information System

Transportation:

- \$2,000,000 towards resurfacing arterial and collector roads
- \$500,000 towards community safety and mobility
- \$1,400,000 towards intersection and safety improvements
- \$400,000 towards the extension of Kerry Forest Parkway
- \$1,000,000 for major improvements to the Timberlane Road intersections
- \$1,000,000 towards improvements to Buck Lake Road
- \$9,700,000 towards improvements to Tharpe Street

Stormwater:

- \$1,000,000 towards flooded property acquisition
- \$500,000 towards Killearn Acres flood mitigation
- \$777,260 towards Lafayette Street improvements

Sewer:

- \$100,000 towards the Woodville project
- \$100,000 towards the Harbinwood project
- \$50,000 towards the Centerville Trace project

Parks and Recreation:

- \$90,000 for restrooms at the Miccosukee Greenway Trailhead
- \$500,000 for a grant match for the Red and Sams parcel
- \$90,000 for additional athletic field lighting

Solid Waste:

- \$602,000 for Landfill improvements
- \$100,000 for Transfer Station improvements
- \$140,000 for the construction of a resource recovery area

Management Information Services:

- \$50,000 towards County employee electronic timesheets
- \$75,000 for compensation system compliance software for Human Resources

Facilities Management:

- \$275,000 for American with Disability Act (ADA) improvements
- \$928,356 towards renovations of the Courthouse as offices are moved to the Bank of America building
- \$300,000 towards the modernization of County elevator generators

7. County Survey

The Office of Management and Budget conducted a survey of the 66 Florida Counties relating to budget, ad valorem and staffing. 60 out of the 67 Counties responded; the results of this survey are displayed on Attachment #4. The following are highlights of the survey:

- Leon County has the 5th lowest net budget per capita; and lowest within the comparable and surrounding Counties.
- Leon County has the 17th lowest staff per capita; and the 3rd lowest within the comparable Counties.
- Leon County has approximately 42% of its property tax base exempt from taxation which ranks 29 highest over all Counties.

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Options:

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

Recommendation:

Option 1. Accept staff's report

Attachments:

#1 Preliminary Budget Summary by Program

#2 Requested and Recommended Program Changes including Positions

#3 Capital Improvement Program

#4 All County Survey

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
LEGISLATIVE/ADMINISTRATIVE					
County Commission					
001-10X-511 County Commission	1,186,097	1,297,209	1,353,502	4%	
County Administration					
001-110-512 County Administration	475,787	472,186	507,576	8%	
001-110-512 County Administration	475,787	472,186	507,576	8%	
County Attorney					
001-120-514 County Attorney	1,535,358	1,935,212	1,905,386	-2%	
106-122-541 Emirent Domain	151,661	162,487	176,567	9%	
County Attorney	1,687,019	2,097,699	2,081,953	-1%	
Office of Management & Budget					
001-130-513 Management & Budget	561,751	659,735	738,066	12%	Salary impact due to mid-year promotions
501-132-513 Risk Management	208,985	217,337	222,430	2%	
Office of Management & Budget	770,736	877,072	960,496	10%	
Tourist Development					
180-301-552 Administration	366,449	394,195	538,932	37%	Includes one time costs for facility improvements
180-302-552 Advertising	468,269	488,000	600,000	23%	Media and printing cost increase, bi-annual "Get out and See Tallahassee Project"
180-303-552 Marketing	868,122	1,073,300	1,391,324	30%	Increase in Tallahassee Visitor Convention Bureau contract
180-304-552 Special Projects	147,525	165,615	175,000	6%	
180-305-552 1 Cent	120,795	764,096	829,465	9%	Projected increase in sales tax collections
Tourist Development	1,961,160	2,885,206	3,534,721	23%	
Human Resources					
001-160-513 Human Resources	875,255	947,524	1,049,712	11%	Employee Wellness Program, increase in tuition assistance
Legislative/Administrative					
	6,566,054	8,576,986	9,488,760	11%	
PUBLIC SERVICES					
Intergovernmental Affairs					
001-114-512 Intergovern. Affairs	739,929	803,028	870,436	8%	
Library Services					
001-240-571 Policy, Planning & Ops	785,131	838,793	899,348	7%	
001-241-571 Public Services	2,362,962	2,482,634	2,584,582	4%	
001-242-571 Collection Services	1,596,390	794,750	826,299	4%	
001-243-571 Extension Services	1,946,186	2,042,369	2,204,269	8%	Impact of fuel costs associated with Book Mobile
Library Services	6,700,669	6,158,546	6,514,488	6%	
Veteran Services					
001-390-553 Veteran Services	186,948	199,871	229,211	15%	Operational costs for parade and additional required training

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Volunteer Center					
001-113-513 Volunteer Center	173,828	174,477	208,493	18%	Impact of additional communications and printing costs
Cooperative Extension					
001-361-537 Environmental Education	243,367	246,320	262,677	7%	
001-362-537 Family & Consumer Sci.	114,063	121,009	127,727	6%	
001-363-537 4-H & Other Youth	101,140	143,929	143,897	0%	
Cooperative Extension	458,570	511,258	534,301	5%	
Health & Human Services					
001-190-562 Health Department	317,984	317,984	317,984	0%	
001-370-527 Medical Examiner	273,549	300,000	325,000	8%	Increase in Medical Examiner costs
001-370-562 Health	15,000	18,000	17,000	-6%	
001-370-563 Mental Health	540,694	602,281	614,580	2%	
001-370-564 Medicaid & Bunials	1,480,852	1,403,500	1,428,500	2%	
001-370-569 CHSP & Emerg. Asst	714,112	801,114	807,471	1%	
001-371-569 Housing Services	285,210	342,038	393,829	15%	HR reclass and market adjustments, and reallocation of portion of Directors salary
161-808-554 Housing Finance Auth.	130,265	21,375	121,000	466%	Appropriated fund balance for housing projects
163-971-562 Primary Healthcare	1,173,970	1,486,520	1,485,172	0%	Additional consulting contracts
163-974-562 Medicaid/Hospital Match	2,000,000	1,000,000	-	-100%	Match program discontinued
Health & Human Services	6,931,636	6,292,812	5,510,536	-12%	
Emergency Management Services					
135-185-526 EMS	7,520,250	9,459,973	10,527,665	11%	Four new EMT/Paramedic positions, and HR market adjustments
Planning Department					
001-817-515 Planning Department	925,681	848,514	889,324	6%	County share (approximately 1/3) of the cost of new Transportation Planner position split funded with the City.
Public Services	23,637,611	21,448,479	25,717,464	9%	
MANAGEMENT SERVICES					
Support Services					
001-126-513 Support Services	280,126	292,373	334,131	14%	HR reclass and market adjustments
County Probation					
111-542-523 County Court Probation	894,238	928,502	975,598	5%	
111-544-523 Pretrial Release	524,115	546,244	763,139	40%	New position and operating added mid-year FY 06 and HR market adjustments
County Probation	1,418,353	1,474,746	1,738,737	18%	
Facilities Management					
001-171-513 MIS	4,724,327	5,464,592	6,325,946	16%	Increase in utility, fuel and custodial contract costs, and new Construction Manager position
Mgmt. Information Services					
001-421-539 GIS	4,023,114	4,880,109	5,222,126	7%	New Program Analyst Position
Mgmt. Information Services	1,252,550	1,396,479	1,781,482	28%	Additional licensing costs for software for the City of Tallahassee per interlocal agreement. Cost to be offset by revenue from City
Mgmt. Information Services	5,275,664	6,276,588	7,003,608	12%	HR recommended reclasses

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Minority/Women Small Business Enter.					
001-112-513 MWBE	109,825	164,763	199,693	21%	Salary impact due to reorganization
Purchasing					
001-140-513 Procurement	238,467	246,870	254,877	3%	
001-141-513 Warehouse	165,909	170,494	190,250	12%	HR market adjustments, and increase in fuel costs
001-142-513 Property Control	40,571	49,509	41,123	-17%	Exercise of health insurance opt out
Purchasing	444,947	466,873	486,250	4%	
Management Services	2,252,842	4,339,735	16,968,365	74%	
GEM					
121-423-537 Support Services	709,365	754,607	831,261	10%	New Code Compliance Coordinator Position
120-220-524 Building Inspection	1,158,692	1,267,317	1,351,587	7%	
121-420-537 Environmental Compliance	1,251,786	1,317,470	1,541,723	17%	Two new positions for expedited permitting
121-422-537 Development Services	774,581	982,007	1,083,813	10%	Two new positions for expedited permitting
125-866-524 DEP Storage Tank	128,693	135,747	133,365	-2%	
123-760-537 Aquatic Weed Control	80,000	80,000	-	-100%	
GEM	4,103,117	4,537,143	4,941,749	9%	
PUBLIC WORKS					
Support Services					
106-400-541 Support Services	(159,384)	621,635	508,774	-18%	Position transferred to Engineering Services Division
Operations					
106-431-541 Transportation Maint.	1,930,409	2,135,253	2,515,507	18%	Inflationary costs of asphalt and other materials due to energy cost increases
106-432-541 Right-Of-Way Mgmt.	1,011,881	1,127,236	1,307,512	16%	Impact of overtime dollars for weekend Crew Chiefs, and the impact of an increase in fuel costs
106-438-541 Alternative Stabilization	714,785	769,616	809,945	5%	
123-433-538 Stormwater Maint.	2,182,259	2,354,089	2,595,583	10%	Inflationary costs of maintenance materials
Operations	5,839,334	6,386,194	7,228,547	13%	
Animal Services					
140-201-562 Animal Services	787,021	801,295	789,401	-1%	
Engineering Services					
106-414-541 Engineering Services	2,371,021	2,435,893	2,689,497	10%	New construction inspection position to ensure construction in county right-of-way is performed correctly; created from the one position transferred from PW Support Svcs
Fleet Management					
106-414-541 Engineering Services	1,951,623	1,944,327	2,377,633	22%	Increased fuel and repair/maintenance supplies
Mosquito Control & Stormwater					
122-214-562 Mosquito Control Grant	37,023	37,045	37,000	0%	
122-216-562 Mosquito Control	545,446	667,757	653,171	-2%	
123-213-562 Stormwater Maint.	1,044,643	1,155,295	1,237,625	7%	HR market adjustments, CIP operating impacts
Mosquito Control & Stormwater	1,627,112	1,860,097	1,927,796	4%	

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Parks & Recreations					
140-436-572 Parks and Recreation Services	1,193,734	1,509,624	1,809,720	20%	New Park Attendant Position, additional maintenance materials, and the impact of increased energy costs
Solid Waste					
401-435-534 Landfill Closure	33,034	75,750	65,750	-13%	Elimination of contract mowing
401-437-534 Rural Waste Collection	712,943	772,314	801,016	4%	Hauling contractor increase
401-441-534 Transfer Station	5,206,512	5,326,763	5,755,379	8%	Waste tire disposal increase
401-442-534 Solid Waste	1,697,556	1,713,157	1,832,591	7%	Day labor, interlocal agreement with City, increase in disposal costs
401-443-534 Hazardous Waste	232,737	257,079	358,417	39%	
401-471-534 Recycling Services	192,477	243,244	461,049	90%	Increase in recycling contract cost for electronic recycling and equipment rental costs, public education campaign
Solid Waste	8,075,259	8,388,307	9,274,202	11%	
Water Quality & TMDL Monitoring					
123-726-537 Water Quality & TMDL	138,030	158,630	558,630	252%	Program transferred from Growth Management and the Total Maximum Daily Load (TMDL) CIP moved to water quality operating organization
Public Works	21,823,750	24,106,002	27,164,200	13%	
TOTAL BOCC	60,770,374	75,906,360	82,974,838	9%	
CONSTITUTIONAL					
Clerk of the Circuit Court					
001-132-586 Finance Administration	1,317,899	1,336,577	1,413,977	6%	
110-537-614 Clerk Circuit Court Fees	252,110	232,295	299,083	29%	Cost impact of improved leased records storage space, and the one time construction of shelving
Clerk of the Circuit Court	1,570,009	1,568,872	1,713,060	9%	
Property Appraiser					
001-512-586 Property Appraiser	3,945,232	4,298,282	4,468,416	4%	
Sheriff					
110-510-586 Law Enforcement	26,332,882	27,628,613	30,208,067	9%	Addition of six law enforcement positions
110-511-586 Corrections	22,676,075	24,367,998	26,214,867	7%	Addition of 12 new correctional officers associated with the renovation of jail annex to add 150 additional prisoner beds
125-864-525 Emergency Mgmt.	230,312	244,910	258,689	6%	
130-180-586 Enhanced 911	1,389,516	1,514,051	1,185,624	-22%	Final lease payment for new E911 system occurring in February 2007
330-180-586 Enhanced 911	400,000	-	-	NA	
Sheriff	51,028,785	53,775,572	57,867,247	8%	

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Supervisor of Elections					
060-520-513 Voter Registration	1,259,142	1,551,033	1,559,422	1%	
060-521-513 Elections	573,107	1,116,418	850,208	-24%	Reduction due to election year cycle
060-522-513 Special Elections	34,352	-	-	NA	
Supervisor of Elections	1,866,601	2,667,451	2,409,630	-10%	
Tax Collector					
001-513-586 Tax Collector	3,741,298	3,936,408	4,716,137	20%	Increase in anticipated commissions
123-513-586 Tax Collector	14,474	15,000	15,450	3%	
135-513-586 Tax Collector	-	112,710	119,498	6%	
162-513-586 Tax Collector	6,187	-	-	NA	
163-513-586 Tax Collector	-	98,184	-	-100%	
401-513-586 Tax Collector	25,022	25,000	25,750	3%	
Tax Collector	3,786,981	4,184,302	4,876,835	16%	
Constitutional					
	82,187,808	86,488,479	71,335,188	7%	
JUDICIAL					
Court Administration					
001-540-601 Court Administration	171,967	176,110	188,047	7%	
State Attorney					
110-532-602 State Attorney	85,962	80,966	82,512	2%	
Public Defender					
110-533-603 Public Defender	85,448	89,576	95,141	6%	

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Other Court-Related Programs					
110-535-629 Indigent For Tax Costs	3,388	-	-	NA	
110-536-621 Parental Terminations	400	-	-	NA	
110-536-689 Dependency/Parental	8,150	-	-	NA	
110-538-621 Conflict Attorney	96,860	-	-	NA	
110-555-564 Legal Aid	71,910	-	-	NA	
113-546-714 Court Admin Law Library	14,541	20,000	9,000	-55%	Reduction in book budget in this fund off-set by increase in Law Library fund in Fund 117.
114-543-662 Court Admin Circuit Mediation	8,606	-	-	NA	
114-552-663 Court Admin Family Law	71,065	-	-	NA	
114-569-669 Court Admin Family Visitation	1,957	-	-	NA	
114-586-622 Teen Court	-	-	-	NA	
114-586-662 Court Admin Teen Court	59,461	98,354	112,376	14%	Additional OPS salary dollars provided
117-509-569 Alternative Juvenile Program	-	-	85,500	NA	Funding for Alternative Sanctions Coordinator
117-546-714 Law Library	-	35,000	85,500	144%	Increase in projected revenue
117-548-601 Judicial Programs/Article V	61,284	62,932	85,500	36%	Provide funding to Wakulla County to partially fund Web Administrator position created to automate court business processes
117-555-564 Legal Aid	38,652	54,150	85,500	56%	Realignment of payment to Legal Aide
117-586-662 Court Admin	38,533	-	-	NA	
117-888-589 Juvenile Assessment Funding	-	47,492	-	-100%	Funding realigned to alternative juvenile programs
Other Court-Related Programs	474,707	317,928	463,376	46%	
Guardian Ad Litem					
001-547-685 Guardian Ad Litem	16,771	21,515	22,926	7%	
Judicial	854,343	845,003	852,802	24%	
TOTAL PROGRAMS (BOCC, Constitutional & Judicial)	\$ 131,806,837	\$ 142,882,633	\$ 155,192,078	9%	
NON-OPERATING					
Fire Control					
140-838-522 Fire Services Payment	3,537,330	4,626,556	4,685,420	1%	
140-843-522 Volunteer Fire Department	109,763	137,577	144,304	5%	
Fire Control	3,647,113	4,764,133	4,829,724	1%	
Other Non-Operating					
Summer Youth Employment	69,806	75,000	77,835	4%	
Youth Sports Teams	5,000	5,000	5,000	0%	
Non Operating General	653,165	704,669	747,234	6%	
Tax Deed Applications	1,770	22,500	22,500	0%	
CRA-Payment	843,107	1,852,671	2,680,390	45%	Payment increase due to increase in property tax assessments
Reimbursement Admin Costs	-	(850,000)	(850,000)	0%	
Juvenile Detention	348,267	1,450,000	1,520,000	5%	
Drug Abuse	-	46,534	49,971	7%	
Grant Match Funds	-	81,419	101,081	24%	
Payment to City-Parks & Rec's	640,000	840,000	840,000	0%	
Bank of America	832,798	918,627	943,282	3%	
800 Mhz System Maintenance	-	395,394	441,435	12%	Minor remodeling and furnishing of conference room
Amtrak	-	1,330	25,000	1780%	Funding for jail diversionary programs to alleviate jail overcrowding
Diversionary Programs	-	-	300,000		
Other Non-Operating	3,393,913	5,543,144	6,903,728	25%	

FY 07 BUDGET SUMMARY BY PROGRAM

Program Description	FY 2005 Actual	FY 2006 Adopted	FY 2007 Budget	% Inc. (Dec.)	Notes
Other Non-Operating Continued					
Risk Financing & Workers Comp	3,338,987	4,111,733	5,402,265	31%	Includes additional \$1 million in property insurance coverage
Line Item Funding	1,889,729	1,881,180	2,083,104	24%	Includes \$300,000 for TM Trauma Center
Communications	474,017	550,900	595,700	8%	
Budgeted Reserves	-	9,971,449	6,675,812	-33%	Capital project reserves being realized to fund one time projects; and reduction to the overall reserves in the Solid Waste Fund consistent with the 5 year Board approved Pro-Forma.
Risk Allocations	1,819,868	1,917,776	2,831,595	48%	Risk Allocation rate adjustment increase
Grants Administration	4,278,358	1,151,699	1,119,847	-3%	
Other Non-Operating	11,800,959	19,384,737	18,708,323	-3%	
Non-Operating	18,841,985	29,992,911	30,441,776	3%	
Debt Service	8,771,934	8,931,325	9,392,385	5%	

TOTAL OPERATING (Programs, Non-Operating & Debt Service)	\$ 159,419,756	\$ 181,816,175	\$ 184,966,161	7%
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Capital Improvement Program Includes funding for Emergency Management Facility, Woodville Library, Renovation of Jail Annex

TOTAL EXPENDITURES (Operating & Capital Improvement Program)	\$ 186,141,095	\$ 210,082,210	\$ 233,929,441	11%
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SUMMARY				
Total Board	\$ 68,773,374	\$ 75,808,260	\$ 82,974,838	9%
Total Constitutional	\$ 62,197,608	\$ 66,498,479	\$ 71,335,188	7%
Total Judicial	\$ 834,855	\$ 686,095	\$ 852,002	24%
Total Non-Operating	\$ 18,841,985	\$ 28,692,014	\$ 30,441,775	3%
Total Debt Service	\$ 8,771,934	\$ 8,931,325	\$ 9,392,385	5%
Total Capital Improvements	\$ 28,721,339	\$ 28,466,037	\$ 38,933,656	37%
TOTAL BUDGET	\$ 186,141,095	\$ 210,082,210	\$ 233,929,441	11%

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FY07 Preliminary Change Requests and Budget Issue Recommendations

Group	Department	Funding Requested	Funding Recommended	Not Recommended	FTE'S Requested	FTE'S Recommended	Not Recommended
1	Legislative/Administrative						
2	County Attorney						
3	HR Recommended Reclases(es)	3,100	3,100	-	0.00	0.00	0.00
4	07 Dedicated Lap Top Computer	1,745	1,745	-	0.00	0.00	0.00
5	07 Rolling Library and File Room Shelves	10,000	-	10,000	0.00	0.00	0.00
6	07 Replacement Furniture	3,000	-	3,000	0.00	0.00	0.00
7	Tourist Development						
8	FY07 Program Increases	267,585	267,585	-	0.00	0.00	0.00
9	FY07 TDC 1-Time Expenditures	302,074	302,074	-	0.00	0.00	0.00
10	Human Resources						
11	Management Internship Program	38,500	38,500	-	0.00	0.00	0.00
12	Employee Wellness Program	50,000	50,000	-	0.00	0.00	0.00
13	* NPR Human Resources Records Technician	38,221	-	38,221	1.00	0.00	1.00
14	Executive Leadership Program	16,240	-	16,240	0.00	0.00	0.00
15	Employee Lunch and Learn Informational Sessions	2,060	-	2,060	0.00	0.00	0.00
16	SUBTOTAL	\$ 732,525	\$ 663,004	\$ 69,521	1.00	0.00	1.00
17	Public Services						
18	Intergovernmental Affairs						
19	Expansion of Services Provided by the PIO	20,000	20,000	-	0.00	0.00	0.00
20	Library Services						
21	07 Increase in cost of security services	30,280	30,280	-	0.00	0.00	0.00
22	07 Increased Costs for 3M Maintenance Agreements	1,695	1,695	-	0.00	0.00	0.00
23	07 Replacement of Book Return Bins	10,000	5,000	5,000	0.00	0.00	0.00
24	07 Increase Paperback Bookshelves for Youth Services	7,560	7,560	-	0.00	0.00	0.00
25	07 Increase in Materials Collection Budget	100,000	25,000	75,000	0.00	0.00	0.00
26	07 Expedition of library materials	2,300	2,300	-	0.00	0.00	0.00
27	07 Increased Costs for 3M Library Systems maintenance	1,901	1,901	-	0.00	0.00	0.00
28	07 New Bookmobile Annualized operating cost	5,619	5,619	-	0.00	0.00	0.00
29	07 Replace the Media Disc Repair Machine	7,000	-	7,000	0.00	0.00	0.00
30	NPR Library Services - Library Service Specialist	25,755	-	25,755	0.50	0.00	0.50
31	NPR Library Services - Information Specialist	30,943	-	30,943	0.50	0.00	0.50
32	07 NPR Library Extension Services - Information Professional	39,043	-	39,043	0.75	0.00	0.75
33	Veteran Services						
34	07 Increase Veteran Services Travel for Mandatory Events	2,566	2,566	-	0.00	0.00	0.00
35	Veteran's Parade Expenses	1,810	1,810	-	0.00	0.00	0.00
36	07 Increases Related to Local Veteran Services	835	-	835	0.00	0.00	0.00
37	Required Promotional Activities for Military Grant	1,671	-	1,671	0.00	0.00	0.00
38	Volunteer Center						
39	Wireless Service for Laptops	1,200	1,200	-	0.00	0.00	0.00
40	Printer Cartridges for Color LaserJet	2,080	2,080	-	0.00	0.00	0.00
41	NPR Volunteer Center - Volunteer	47,777	-	47,777	1.00	0.00	1.00
42	Communications Enhancement	1,600	-	1,600	0.00	0.00	0.00
43	Planning Department						
44	NPR Planner II (County's share)	27,994	27,994	-	1.00	1.00	0.00

*NPR = New Position Request

FY07 Preliminary Change Requests and Budget Issue Recommendations

Group	Department	Funding Requested	Funding Recommended	Not Recommended	FIE'S Requested	FIE'S Recommended	Not Recommended
44	Cooperative Extension						
45	07 Increase Travel Mileage	2,880	2,880	-	0.00	0.00	0.00
46	NPR - Agricultural Extension - Administrative Associate III	36,412	-	36,412	1.00	0.00	1.00
47	Health & Human Services						
48	Funding for Florida Healthy Kids Program	25,000	25,000	-	0.00	0.00	0.00
49	Estimated Required Increases	61,948	61,948	-	0.00	0.00	0.00
50	NPR Housing Services - Housing Rehabilitation Specialist	9,919	9,919	-	1.00	1.00	0.00
51	Reclass of Housing Specialist to Financial Compliance Admin	2,200	2,200	-	0.00	0.00	0.00
52	Emergency Medical Services						
53	Operation of Additional Ambulance	242,690	242,690	-	4.00	4.00	0.00
54	HR Recommended Reclasses	24,022	24,022	-	0.00	0.00	0.00
55	Radio Communication Tower Rental	25,000	25,000	-	0.00	0.00	0.00
56	Additional Dispatch Related Software Licenses	62,600	-	62,600	0.00	0.00	0.00
57	Special Pay for Staff Out On Leave	196,186	196,186	-	0.00	0.00	0.00
58	SUBTOTAL	\$ 1,058,486	\$ 724,850	\$ 333,636	9.75	6.06	3.75
59	Facilities Management						
60	Management Services						
61	Contractual Increases	234,060	234,060	-	0.00	0.00	0.00
62	Hansen Education	3,280	3,280	-	0.00	0.00	0.00
63	Additional Overtime Funding	32,000	32,000	-	0.00	0.00	0.00
64	Parkinglot Gate & Ticket Reader	9,350	9,350	-	0.00	0.00	0.00
65	Green Training	1,797	1,797	-	0.00	0.00	0.00
66	Aperture Training	4,034	4,034	-	0.00	0.00	0.00
67	Facilities - Truck Request	5,110	5,110	-	0.00	0.00	0.00
68	NPR Construction Manager Position	90,410	90,410	-	1.00	1.00	0.00
69	Renaissance Building Operating & Maintenance	116,809	116,809	-	0.00	0.00	0.00
70	Additional Operating Supply Request	12,600	-	12,600	0.00	0.00	0.00
71	Hanging Drawer File	1,425	-	1,425	0.00	0.00	0.00
72	Parking Garage Vacuum	2,100	-	2,100	0.00	0.00	0.00
73	Temporary Labor True-up	50,000	-	50,000	0.00	0.00	0.00
74	Management Information Services						
75	NPR MIS - Special Projects Coordinator PW	66,921	66,921	-	1.00	1.00	0.00
76	HR Recommended Reclass	5,298	5,298	-	0.00	0.00	0.00
77	Maintenance Contracts	38,000	38,000	-	0.00	0.00	0.00
78	Security Audit	50,000	50,000	-	0.00	0.00	0.00
79	NPR GIS - Conversion of OPS to Career Service	6,881	6,881	-	3.00	3.00	0.00
80	Increase in Oracle Software Costs	13,000	13,000	-	0.00	0.00	0.00
81	HR Recommended Reclass(es)	5,447	5,447	-	0.00	0.00	0.00
82	ESRI Enterprise Licensing Agreement	142,800	142,800	-	0.00	0.00	0.00
83	NPR MIS - Special Projects Coordinator HR	66,921	-	66,921	1.00	0.00	1.00
84	Minority/Women Small Business Enterprise						
85	07 Small Business Development Program ** will be FY06 carry-forward	157,518	-	157,518	0.00	0.00	0.00
86	SUBTOTAL	\$ 1,115,761	\$ 825,197	\$ 290,564	6.00	5.00	1.00

*NPR = New Position Request

FY07 Preliminary Change Requests and Budget Issue Recommendations

Group	Department	Funding Requested	Funding Recommended	Not Recommended	FIE'S Requested	FIE'S Recommended	Not Recommended
87	Growth & Environ. Mgmt.						
88	Support Services	58,899	58,899	-	1.00	1.00	0.00
89	NPR GEM Support Services Code Compliance Coordinator						
90	Environmental Compliance	68,353	68,353	-	1.00	1.00	0.00
91	NPR-Engineer Intern for Streamlined Permitting	62,948	62,948	-	1.00	1.00	0.00
92	NPR - Environmental Biologist Streamlined Permitting	2,598	2,598	-	0.00	0.00	0.00
93	FY07 Environmental Review Biologist Redfess	4,753	4,753	-	0.00	0.00	0.00
94	Realignement of funding of the AA V Position						
95	Development Services	50,712	50,712	-	1.00	1.00	0.00
96	NPR - Development Services Planner I	74,876	74,876	-	1.00	1.00	0.00
97	NPR Dev. Services Sr. Concurrency Management Planner						
98	DEP Storage Tank	(4,753)	(4,753)	-	0.00	0.00	0.00
99	Change in funding for Administrative Associate V	\$ 318,386	\$ 318,386	\$ 0	5.00	5.00	0.00
100							
101	PW- Support Services						
102	Transfer of Transportation Systems Coord to Engineering Services (net)						
103	Operations						
104	07 Increase Cost of Road Materials	171,636	148,136	23,500	0.00	0.00	0.00
105	07 Certification and Technical Training	2,291	2,291	-	0.00	0.00	0.00
106	07 Raised Pavement Markers (RPM)	6,000	6,000	-	0.00	0.00	0.00
107	07 Guardrail Installation and Maintenance	25,000	25,000	-	0.00	0.00	0.00
108	Salary adjustments for Altern Service Crew Chiefs	21,817	17,565	4,252	0.00	0.00	0.00
109	07 Enhanced Arboricultural Expertise	1,298	1,298	-	0.00	0.00	0.00
110	07 Increase cost of Road Maintenance Materials	10,652	10,652	-	0.00	0.00	0.00
111	07 Stormwater Material and Supplies Cost Realignment	23,580	23,580	-	0.00	0.00	0.00
112	07 City of Tallahassee General Maintenance Permit	11,256	11,256	-	0.00	0.00	0.00
113	07 Advertising Purchases for the Adopt-A-Tree Program	1,704	1,704	1,704	0.00	0.00	0.00
114	07 Roadside Wildflower Enhancement	5,340	-	5,340	0.00	0.00	0.00
115	Animal Services						
116	07 City Shelter Contract	109,120	60,000	49,120	0.00	0.00	0.00
117	07 Communication Cost for Wireless Service	3,000	3,000	-	0.00	0.00	0.00
118	Engineering Services						
119	Reclass to Senior Construction Inspector	2,021	2,021	-	0.00	0.00	0.00
120	Deletion of Trans Sys Coord, creation of new Const. Aide Position	(3,274)	(3,274)	-	1.00	1.00	0.00
121	NPR Admin Associate V Position	37,139	-	37,139	1.00	0.00	1.00
122	Reclass as approved by HR	1,856	1,856	-	0.00	0.00	0.00
123	Transfer of AAIM from PW Support Svcs and Reclass to AAIIV (net)	2,790	2,790	-	0.00	0.00	0.00
124	Fleet Management						
125	Shelving for Storage Area	9,000	9,000	-	0.00	0.00	0.00
126	Upgraded Copying/Scanner System	870	870	-	0.00	0.00	0.00
127	Mosquito Control & Stormwater Maintenance						
128	Transfer of OPS Community Education Coordinator to Solid Waste (net)						
129	07 Mower Replacement Program	6,000	6,000	-	0.00	0.00	0.00
130	07 Front-end Loader/backhoe	2,709	2,709	-	0.00	0.00	0.00
131	07 Six-inch Pump & Pipe	1,252	1,252	-	0.00	0.00	0.00
132	07 Utility Services Increase - Yard Waste	5,700	5,700	-	0.00	0.00	0.00
133	07 Sw Operating Permit Increase	2,000	2,000	-	0.00	0.00	0.00
134	07 Hansen Training	2,000	2,000	-	0.00	0.00	0.00
135	07 Increase Erosion Control Materials	4,000	4,000	-	0.00	0.00	0.00

*NPR = New Position Request

FY07 Preliminary Change Requests and Budget Issue Recommendations

Group	Department	Funding Requested	Funding Recommended	Not Recommended	FTE'S Requested	FTE'S Recommended	Not Recommended
136	07 Replacement of Truck Utlv Foggers	18,000	18,000	-	0.00	0.00	0.00
137	07 Utility Services Increase - Waste Tires	900	900	-	0.00	0.00	0.00
138	10 4x4 Truck with Utlv Fogging Unit	-	-	-	0.00	0.00	0.00
139	07 Bulldozer with Six-way Grading Blade	8,687	-	8,687	0.00	0.00	0.00
140	<u>Parks & Recreation</u>						
141	HR Recommended Reclasses	14,892	14,892	-	0.00	0.00	0.00
142	Maintenance Contracts Increases for Parks	29,700	29,700	-	0.00	0.00	0.00
143	Operating Supplies for parks and community centers	79,250	44,500	34,750	0.00	0.00	0.00
144	New Vehicles - Fuel, PM, Insurance	9,510	9,510	-	0.00	0.00	0.00
145	Replacement Machinery and Equipment	42,500	40,000	2,500	0.00	0.00	0.00
146	NPR Park Attendant	32,802	32,802	-	1.00	1.00	0.00
147	<u>Solid Waste</u>						
148	OPS Request	17,500	17,500	-	0.00	0.00	0.00
149	RWSC Container Refurbishing	6,000	6,000	-	0.00	0.00	0.00
150	RWSC Landscape Maintenance	6,400	6,400	-	0.00	0.00	0.00
151	Hauling Contractor Increases	588,845	588,845	-	0.00	0.00	0.00
152	Waste Tire Disposal 500 tons x \$50 increase per ton	27,000	27,000	-	0.00	0.00	0.00
153	800 MHz Radio for Resource Recovery Area	1,800	1,800	-	0.00	0.00	0.00
154	Increased Revenue from HHW Tipping Fee Surcharge	8,696	8,696	-	0.00	0.00	0.00
155	NPR Solid Waste - Community Education Coordinator	20,124	20,124	-	0.00	0.00	0.00
156	Electronics Recycling Program Revisions	33,100	33,100	-	0.00	0.00	0.00
157	Container Maintenance & Branding	15,000	15,000	-	0.00	0.00	0.00
158	Bobcat Equipment Rental	20,000	20,000	-	0.00	0.00	0.00
159	Compost Bin Sale/Campaign	16,000	16,000	-	0.00	0.00	0.00
160	Comprehensive Public Education Campaign	40,000	40,000	-	0.00	0.00	0.00
161	<u>Water Quality & TMDL Monitoring</u>						
162	Increase in TMDL Contract	200,000	200,000	-	0.00	0.00	0.00
163	SUBTOTAL	\$ 1,703,463	\$ 1,536,471	\$ 166,992	3.00	2.00	1.00
164	<u>Constitutional</u>						
165	Sheriff	602,655	602,655	-	0.00	0.00	0.00
166	Implementation of second year of salary study	51,897	51,897	-	0.00	0.00	0.00
167	Salary Study Implementation - 5% Minimum Salary Increase	549,812	360,784	189,028	10.00	6.00	4.00
168	LE-10 new FTEs	1,172,500	1,046,900	125,600	0.00	0.00	0.00
169	Capital Outlay-Fleet	65,157	61,157	4,000	0.00	0.00	0.00
170	Capital outlay-Sheriff's Staff	2,700	2,700	-	0.00	0.00	0.00
171	Capital outlay-SRO	7,200	7,200	-	0.00	0.00	0.00
172	Capital outlay-CIB	28,684	28,684	-	0.00	0.00	0.00
173	Capital outlay-Communications	40,000	40,000	-	0.00	0.00	0.00
174	Capital outlay-Administration	34,450	34,450	-	0.00	0.00	0.00
175	Capital outlay-Uniform Patrol	19,000	19,000	-	0.00	0.00	0.00
176	Capital outlay - Homeland Security/Training	25,470	25,470	-	0.00	0.00	0.00
177	Implementation of second year of salary study adjustments	70,782	70,782	-	0.00	0.00	0.00
178	Salary Study Implementation - 5% minimum adjustment	111,702	111,702	-	0.00	0.00	0.00
179	Capital outlay-Jail	393,914	110,276	283,638	0.00	0.00	0.00
180	Increase in Contract Services	222,370	222,370	-	0.00	0.00	0.00
181	Refurbishment of Old Jail for 150 additional prison beds	799,612	399,612	400,000	12.00	12.00	0.00
182	<u>Property Appraiser</u>						
183	NPR Records Manager (estimate)	40,000	40,000	-	1.00	1.00	0.00
184	Supervisor of Elections	57,209	57,209	-	1.00	1.00	0.00
185	Voting Machine Technician	4,295,114	3,292,848	1,002,266	24.00	20.00	4.00
186	SUBTOTAL	\$ 4,295,114	\$ 3,292,848	\$ 1,002,266	24.00	20.00	4.00

*NPR = New Position Request

FY07 Preliminary Change Requests and Budget Issue Recommendations

Group	Department	Funding Requested	Funding Recommended	Net Recommended	FTE'S Requested	FTE'S Recommended	Net Recommended
187							
188	Judicial						
	Public Defender						
189		28,165	28,165	-	0.00	0.00	0.00
190		3,800	3,800	-	0.00	0.00	0.00
191							
	Guardian Ad Litem						
192		1,561	1,561	-	0.00	0.00	0.00
193		1,764	-	1,764	0.00	0.00	0.00
194							
	07 Expansion of Parking Services						
194	SUBTOTAL	\$ 35,290	\$ 33,528	\$ 1,764	0.00	0.00	0.00
195							
196	Non-Operating						
197							
	Other Non-Operating						
198		2,835	2,835	-	0.00	0.00	0.00
199							
	Summer Youth Minimum Wage Increase						
199		478,289	341,753	136,536	0.00	0.00	0.00
200		300,000	300,000	-	0.00	0.00	0.00
201							
	2006-2007 Permanent Line Item Funding Increases						
202		200,000	200,000	-	0.00	0.00	0.00
203							
	Trauma Center Operating Costs						
203	SUBTOTAL	\$ 981,124	\$ 844,588	\$ 136,536	0.00	0.00	0.00
204							
	Reserves						
205							
	HR Employee Deferred Compensation Program						
205	Non-Departmental	237,462	237,462	-	0.00	0.00	0.00
206		455,111	450,111	5,000	0.00	0.00	0.00
207		726,257	726,257	-	0.00	0.00	0.00
208							
	HR Audit and Market Reviews						
208	Non-Departmental	1,418,830	1,413,830	5,000	0.00	0.00	0.00
209							
	Utility Rate Increases						
209	SUBTOTAL	\$ 1,418,830	\$ 1,413,830	\$ 5,000	0.00	0.00	0.00
210							
	Fuel Cost Increases						
210							
211	TOTAL	\$ 11,658,979	\$ 9,652,700	\$ 2,006,279	48.75	38.00	10.75

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY 07 - FY 11 Total	Project Cost Total
Public Safety												
Additional Ambulance & Equipment	096013	-	-	-	179,900	137,900	-	-	-	-	137,900	137,900
Emergency Medical Services Equipment	096010	72,060	77,000	-	80,000	80,000	80,000	80,000	80,000	80,000	400,000	549,060
Emergency Medical Services Facility	096008	-	250,000	-	2,000,000	2,000,000	1,000,000	1,000,000	-	-	4,000,000	4,250,000
Emergency Medical Services Technology	076058	-	-	-	557,500	22,500	12,500	12,500	12,500	12,500	72,500	72,500
EMS Vehicle & Equipment Replacement	026014	217,764	432,710	-	388,546	294,000	294,000	294,000	294,000	294,000	1,470,000	2,120,474
Fuel Tank Upgrades	086048	-	-	-	350,504	350,504	-	-	-	-	350,504	350,504
Integrated Probation Module	076046	-	-	-	80,000	80,000	-	-	-	-	80,000	80,000
Jail Hallways Enclosure	086045	-	-	-	45,288	45,288	-	-	-	-	45,288	45,288
Jail Management Information System	076043	519,200	187,200	32,025	187,200	187,200	-	-	-	-	187,200	893,600
Jail Renovations	086021	3,472,674	-	-	-	-	-	-	-	-	-	3,472,674
Jail Roof Replacement	086031	26,984	1,547,072	1,296	550,000	550,000	550,000	550,000	550,000	2,200,000	3,774,056	3,774,056
Jail Security Enhancements	096005	634,000	-	-	-	-	-	-	-	-	-	634,000
Joint Dispatch Center	096016	-	-	-	200,000	200,000	-	-	-	-	200,000	200,000
Mobile Command Storage Shed	096007	-	250,000	96,992	-	-	-	-	-	-	-	250,000
Renovation of Jail Annex	096025	-	600,000	-	1,400,000	1,400,000	800,000	600,000	600,000	600,000	3,800,000	4,400,000
Replacement Mobile Data Computers	096011	327,495	-	-	-	-	-	-	-	-	-	327,495
Sheriff Heliport Building Construction	086042	-	-	-	348,796	348,796	-	-	-	-	348,796	348,796
Sheriff Jail Upgrade	076021	2,699,133	255,000	(22,505)	46,170	-	-	-	-	-	-	2,954,133
Volunteer Fire Departments	096002	338,036	54,811	-	-	-	-	-	-	-	-	392,847
Public Safety Subtotal		8,307,346	3,653,793	107,808	6,413,904	5,696,188	2,536,500	2,536,500	1,536,500	986,500	13,292,188	25,253,327
Libraries												
BL Perry Library	081001	1,916,002	-	-	-	-	-	-	-	-	-	1,916,002
Bookmobile	096006	-	250,000	-	-	-	-	-	-	-	-	250,000
Bruce J. Host Center	084001	1,753,321	-	-	-	-	-	-	-	-	-	1,753,321
Fort Braden Library	082002	989,192	-	-	-	-	-	-	-	-	-	989,192
Lake Jackson Library	083001	66,365	3,512,488	12,222	100,883	100,883	-	-	-	-	100,883	3,679,736
Library DRA Hardware & Software Upgrade	076028	475,206	-	-	-	-	-	-	-	-	-	475,206
Library Services Bookmobile Storage	086041	-	-	-	50,000	-	-	-	-	-	-	50,000
Library Services Directors Station	096024	-	26,000	6,524	-	-	-	-	-	-	-	26,000
Library Services Live Reference Chat	076040	18,000	-	-	-	-	-	-	-	-	-	18,000
Library Services Self Checkout	096023	-	50,000	-	-	-	-	-	-	-	-	50,000
Library Services Technology	076011	-	-	-	227,115	79,315	-	-	-	-	79,315	79,315
Main Library Boiler Replacement	086040	-	-	-	62,400	62,400	-	-	-	-	62,400	62,400
Main Library Chiller Upgrades	086013	23,833	-	-	-	-	-	-	-	-	-	23,833
Main Library HVAC	086051	133,230	396,963	88,732	-	-	-	-	-	-	-	530,193
Main Library Improvements	086053	-	300,000	121,277	45,000	45,000	-	-	-	-	45,000	345,000
Main Library Security Gates	086023	12,560	-	-	-	-	-	-	-	-	-	12,560
Southeast Library	085001	7,336	3,267,664	-	436,156	436,156	524,207	-	-	-	960,363	4,235,363
Woodville Library	081004	-	-	-	1,500,000	1,500,000	-	-	-	-	1,500,000	1,500,000
Libraries Subtotal		5,395,045	7,803,115	228,756	2,421,554	2,223,754	524,207	-	-	-	2,747,961	15,946,121
Community Centers												
Chaires Community Center	045003	-	50,000	-	42,000	42,000	-	-	-	-	42,000	92,000
Fort Braden Community Center	042004	-	175,000	-	-	-	-	-	-	-	-	175,000
Fort Braden Renovations	082003	72,532	46,468	40,182	-	-	-	-	-	-	-	119,000
Fort Braden Water System	082001	10,000	-	-	-	-	-	-	-	-	-	10,000
Lake Jackson Community Center	043005	8,679	841,321	-	-	-	-	-	-	-	-	850,000
Micosukee Community Center	044005	15,082	510,206	90	500,000	500,000	-	-	-	-	500,000	1,025,288
Relocation of Bradfordville Community Center	086028	32,320	249,931	69,574	-	-	-	-	-	-	-	282,251
Woodville Community Center	041001	139,971	1,479,235	15,167	159,500	85,000	-	-	-	-	85,000	1,704,206
Community Centers Subtotal		278,384	3,352,161	125,013	701,500	627,000	-	-	-	-	627,000	4,267,745

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY 07 - FY 11		Project Cost Total
											Total	Total	
Parks & Recreation													
Apalachee Parkway Regional Park	045001	588,464	870,129	205,151	-	-	700,000	100,000	100,000	100,000	1,000,000	1,000,000	2,458,563
Athletic Field Lighting	046008	-	75,000	-	90,000	90,000	90,000	90,000	90,000	90,000	450,000	450,000	525,000
Ben Stoutamire Landing Park	042001	145,990	-	-	-	-	-	-	-	-	-	-	145,990
Capital Cascades Greenway	042003	34,049	241,412	-	-	-	-	150,000	50,000	-	200,000	-	475,461
Chaires - Capitola Community Park	045002	1,313,862	259,864	16,480	-	-	75,000	90,000	90,000	90,000	420,000	420,000	465,000
Greenways and Trails Management	046009	-	45,000	19,144	75,000	67,569	22,523	30,000	22,523	-	142,615	142,615	142,615
Half Ton Pickup Truck	046004	-	-	-	-	-	-	-	-	-	-	-	15,000
Hopkins Crossing Park	042002	3	14,997	4	-	-	-	-	-	-	-	-	68,783
J. Lee Vause Park	043001	68,783	-	-	-	-	-	-	-	-	-	-	75,000
J.R. Alford Greenway	045004	75,000	-	-	-	-	-	-	-	-	-	-	-
J.R. Alford Greenway - Shop Complex	045006	-	-	-	50,000	-	-	-	-	-	-	-	-
Jackson View Park	043004	57,154	242,845	2	-	-	-	-	-	-	-	-	298,999
Lake Jackson - Pelham Property	096004	331,942	-	-	-	-	-	-	-	-	-	-	331,942
Lake Micosukee Park	044004	13,385	-	-	-	-	-	-	-	-	-	-	13,385
Micosukee Community Park	044002	647,449	11,624	1,499	-	-	-	-	-	-	-	-	659,073
Micosukee Greenway	044003	261,052	-	-	-	-	-	-	-	-	-	-	261,052
Micosukee Greenway Trailhead	044006	-	-	-	90,000	90,000	-	-	-	-	90,000	-	90,000
Northeast Community Park	044001	16,395	2,600,000	-	-	-	-	-	-	-	-	-	2,616,395
Northwest Community Park	043002	927,025	-	-	-	-	-	-	-	-	-	-	927,025
Parks Expansion & Capital Maintenance	046001	233,255	80,000	24,830	140,000	140,000	145,000	150,000	155,000	160,000	750,000	750,000	1,063,255
Parks Improvements	046002	7,376	-	-	-	-	-	-	-	-	-	-	7,376
Pedrick Road Pond Walking Trail	045007	-	-	-	-	-	25,000	100,000	-	-	125,000	-	125,000
Playground Equipment	046006	-	-	-	120,000	-	-	-	-	-	-	-	-
Red and Sam Park	043007	-	25,000	-	500,000	500,000	-	-	-	-	500,000	-	525,000
St. Marks Headwaters Greenways	047001	59,006	40,994	-	-	-	-	-	-	-	-	-	100,000
Sunset Landing Restroom Repair	043006	-	-	-	25,000	-	-	-	-	-	-	-	-
Tower Road Park	043003	107,723	39,822	108	-	-	-	-	-	-	-	-	147,545
Tractor for Greenways Maintenance	046007	-	115,881	115,180	-	-	115,881	80,000	-	-	195,881	-	311,762
Tropical Storm Allison FEMA Boating Improvements	046003	5,110	-	-	-	-	-	-	-	-	-	-	5,110
Truck for Maintenance Supervisor	046005	13,500	-	-	-	-	-	-	-	-	-	-	13,500
Woodville Community Park	041002	513,221	-	-	-	-	-	-	-	-	-	-	513,221
Parks & Recreation Subtotal		5,419,744	4,662,568	382,399	1,157,568	962,569	1,173,404	790,000	507,523	440,000	3,873,496	3,873,496	13,955,808
Sewer													
Centerville Trace Sewer Project	064008	-	50,000	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000	300,000
Harbinwood Sewer Project	063008	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000	600,000
Killeam Lakes Sewer Project	064003	427,794	4,422,206	701,849	-	-	-	-	-	-	-	-	4,850,000
Woodville Sewer Project	062003	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000	600,000
Sewer Subtotal		427,794	4,672,206	701,849	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000	6,350,000
Stormwater													
Blue Print 2000 Water Quality Enhancements	067002	271	2,779,729	-	150,000	150,000	1,000,000	-	-	-	1,150,000	-	3,930,000
Bradfordville Pond 4 Outfall Stabilization	064005	-	175,000	-	-	-	-	-	-	-	-	-	175,000
Bradfordville Pond 6 Rehabilitation	064004	-	50,000	-	-	-	-	-	-	-	-	-	50,000
Casa Linda Court Improvements	063003	42,870	-	-	-	-	-	-	-	-	-	-	42,870
Deer Lane Drive Drainage Outfall	064009	-	250,000	-	-	-	-	-	-	-	-	-	250,000
Enhanced Stormwater Program	066011	137,616	-	-	-	-	-	-	-	-	-	-	137,616
Flood Warning Network	066017	251,821	-	-	-	-	-	-	-	-	-	-	251,821
Flooded Property Acquisition	066018	1,654,468	1,345,532	117,008	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000	8,000,000
Harbinwood Estates Drainage	063002	3,134,759	3,767,856	384,044	-	-	-	-	-	-	-	-	6,902,615
High Grove Pond Improvements	064007	-	310,000	400	-	-	-	-	-	-	-	-	310,000
Killeam Acres Flood Mitigation	064001	520,639	1,535,822	548	500,000	500,000	-	-	-	-	500,000	-	2,556,461

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2008	Year to Date FY 2005	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY07 - FY11 Total	Project Cost Total
Lafayette Oaks Tr-Basin Drainage	064002	2,865,603	64,039	2,051	-	-	-	-	-	-	-	2,929,642
Lafayette Street Stormwater	065001	-	-	-	777,260	777,260	422,740	-	-	-	1,200,000	1,200,000
Lake Munson Restoration	062001	11,257,906	350,190	5,768	-	-	-	-	-	-	-	11,608,096
Lakeview Bridge	062002	79,413	20,568	600	123,000	123,000	377,000	-	-	-	500,000	600,001
Lexington Pond Retrofit	063005	44,290	-	-	-	-	3,200,000	-	-	-	3,200,000	3,244,290
Liberty Ridge	067001	930,109	241,080	5,650	-	-	-	-	-	-	-	1,171,189
Longwood Subdivision Retrofit	062004	-	-	-	-	-	175,000	-	-	-	175,000	175,000
Okeehopee/Woodmont Pond	063004	666,823	3,448,027	940	-	-	-	-	-	-	-	4,114,850
Proctor Watershed	069003	1,303,736	-	-	-	-	2,400,000	-	-	-	2,400,000	1,303,736
Rhoden Cove Retrofit	063009	-	-	-	-	-	-	49,500	-	-	49,500	2,400,000
Stormwater 1 Ton Crew Truck & Tractor Trailer	066021	-	-	-	100,000	-	-	-	-	-	-	49,500
Stormwater Bull Dozer with Six Way Grading Blade	066025	-	-	-	-	-	-	-	-	-	-	-
Stormwater Facility Improvements	066007	206,743	-	-	-	-	-	-	-	-	-	206,743
Stormwater Filter Replacement	066026	-	53,000	2,240	72,000	72,000	112,000	64,000	80,000	136,000	464,000	517,000
Stormwater Menzi Muck	069004	-	254,917	-	-	-	-	-	-	254,917	254,917	509,834
Stormwater Plan Implementation	066005	605,622	-	-	-	-	-	-	-	-	-	605,622
Stormwater Repairs	066008	60,235	-	-	-	-	-	-	-	-	-	60,235
Stormwater Six Inch Pump & Pipe	066027	-	-	-	34,500	34,500	-	-	-	-	34,500	34,500
Stormwater Vehicle & Equipment Replacement	026004	1,861,572	746,985	364,854	788,500	788,500	720,000	650,000	782,210	860,431	3,801,141	6,409,888
Total Maximum Daily Loads Program	066019	13,939	247,061	578	-	-	-	-	-	-	-	261,000
Tropical Storm Allison FEMA Stormwater Projects	069001	31,399	-	-	-	-	-	-	-	-	-	31,399
Stormwater Subtotal		23,669,834	15,639,826	884,880	3,545,260	3,445,260	9,406,740	1,763,500	1,862,210	2,251,348	18,729,058	60,036,718
Transportation												
Arterial & Collector Roads Pavement Markings	026015	-	10,000	-	-	-	65,500	-	-	-	65,500	75,500
Arterial/Collector Resurfacing	056001	9,229,988	806,401	77,955	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	20,036,369
Balboa Drive	051003	149,019	310,980	-	-	-	-	-	-	-	-	459,999
Bannerman Road	054003	325,596	2,093,736	-	-	-	-	-	-	-	-	2,419,332
Beech Ridge Trail Extension	054010	176	599,824	-	-	-	-	-	-	-	-	600,000
Black Creek Restoration Project	057002	826,881	1,981,895	14,159	-	-	-	-	-	-	-	2,808,776
Bradfordville Road	054001	29,676	-	-	-	-	-	-	-	-	-	29,676
Bradfordville Road Culvert	054002	123,784	326,215	12,154	-	-	-	-	-	-	-	449,999
Buck Lake Road	055001	2,267,291	2,744,424	199,178	1,000,000	1,000,000	2,000,000	-	-	-	3,000,000	8,011,715
Capital Circle SW	052001	329,779	-	-	-	-	-	-	-	-	-	329,779
Chaires Cross Road	055007	-	-	-	-	-	1,659,720	2,978,832	3,261,448	-	7,900,000	7,900,000
Chaires Crossing (US-27 To US-90)	055003	401,854	-	-	-	-	-	-	-	-	-	401,854
Cloudland Drive	053004	69	299,931	22,899	-	-	-	-	-	-	-	300,000
Community Safety & Mobility	056005	933,202	1,763,480	4,105	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	5,196,662
Countywide Road District Projects	056009	1,810,466	-	-	-	-	-	-	-	-	-	1,810,466
Crawfordville Road	051002	25,500,000	-	-	-	-	-	-	-	-	-	25,500,000
Enhanced Right of Way	026016	78,000	-	-	-	-	-	-	-	-	-	78,000
Florida DOT Permitting Fees	056007	436,458	193,542	6,567	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,130,000
Gaines Street	051005	-	-	-	-	-	-	-	-	4,160,663	4,160,663	4,160,663
Guardrail Installation	056008	517,792	32,845	831	-	-	-	-	-	-	-	100,000
Heatherwood Road	054009	-	100,000	-	-	-	-	-	-	-	-	100,000
Intersection & Safety Improvements	057001	3,422,172	1,546,017	44,168	1,400,000	1,400,000	3,027,000	500,000	500,000	500,000	5,927,000	10,895,189
Kerry Forest Parkway Extension	054005	560	799,440	-	400,000	400,000	-	-	-	-	400,000	1,200,000
Kinhega Drive Culvert	054006	188,658	-	-	-	-	-	-	-	-	-	188,658
Local Road Resurfacing	057005	3,359,685	584,201	56,862	-	-	500,000	-	-	-	1,000,000	4,943,886
Magnolia Drive & Lafayette Street Intersection	055005	203,693	696,613	-	-	-	-	-	-	-	-	900,306
Mahan Drive	055002	6,939,598	-	-	-	-	-	-	-	-	-	6,939,598
Micosaukee Road	055004	17,494,488	-	-	-	-	-	-	-	-	-	17,494,488
Micosaukee Road Complex	026002	2,225,319	1,822,620	16,366	400,000	400,000	-	-	-	-	400,000	4,447,959

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY07 - FY11		Project Cost Total
											Total	Total	
Natural Bridge Road Bridge	051006	-	-	-	100,000	100,000	75,000	-	-	-	-	175,000	175,000
New Inmate Supervisor Equipment	026012	123,339	-	-	-	-	-	-	-	-	-	-	123,339
North Monroe Turn Lane	053003	106,298	2,868,673	118,227	-	-	-	-	-	-	-	-	2,974,971
Old Bainbridge Road	051001	663,953	-	-	-	-	-	-	-	-	-	-	663,953
Old Saint Augustine Road	055008	-	-	-	-	-	792,000	-	-	-	-	-	792,000
Open Graded Cold Mix Stabilization	026006	3,723,336	1,078,567	16,196	1,795,183	1,795,183	2,341,414	-	-	-	-	-	8,938,500
Orange Avenue	057007	16,568,803	22,145,743	6,234,969	-	-	-	-	-	-	-	-	38,714,546
Pavement Management System	056004	-	61,000	-	-	-	-	-	-	-	-	-	61,000
Prentiss Type Loader	026009	40,068	-	-	-	-	-	-	-	-	-	-	40,068
Public Works Vehicle & Equipment Replacement	026005	5,151,998	1,292,694	111,907	620,000	620,000	820,000	950,000	938,110	1,031,921	4,360,031	10,804,723	
Pullen Road at Old Bainbridge Road	053002	44,649	424,586	-	-	-	-	-	-	-	-	-	469,235
SAFE - Alternative Stabilization	056008	1,527,362	-	-	-	-	-	-	-	-	-	-	1,527,362
Sign Washing & Sign Inventory	056003	14,892	-	-	-	-	-	-	-	-	-	-	14,892
Smith Creek Road Bridge	052002	-	100,000	-	25,000	25,000	-	150,000	118,545	-	293,545	393,545	
Street Sign Upgrade	056002	188,240	-	-	-	-	-	-	-	-	-	-	188,240
Talpeco Road	053001	222,249	-	-	-	-	-	-	-	-	-	-	222,249
Talpeco Road & Highway 27 North	053005	-	-	-	-	-	-	250,000	-	-	-	-	250,000
Tharpe Street	057006	1,613,582	6,542,342	-	9,700,000	9,700,000	10,033,000	-	-	-	19,733,000	27,886,924	
Timberlane Road Intersections	054007	-	-	-	1,000,000	1,000,000	-	-	-	-	1,000,000	1,000,000	
Tower Road Railroad Crossing	053006	-	125,000	-	-	-	-	-	-	-	-	-	125,000
Tram Road & Galle Avenue	051004	524,909	-	-	-	-	-	200,000	-	-	200,000	200,000	
Tropical Storm Allison FEMA Road Projects	026008	640,549	-	-	-	-	-	-	-	-	-	-	640,549
Tropical Storm Helene FEMA Stabilization Projects	026007	640,549	-	-	-	-	-	-	-	-	-	-	640,549
Transportation Subtotal		107,948,431	51,350,769	6,936,564	19,040,183	19,040,183	13,088,634	18,453,832	7,916,103	8,292,584	66,793,336	226,092,536	
2/3 2/3 Program													
2/3 2/3 - Arvah Branch	057904	88,132	-	-	-	-	-	-	-	-	-	-	88,132
2/3 2/3 - Brechenridge Trail	057909	73,636	-	-	-	-	-	-	-	-	-	-	73,636
2/3 2/3 - Burgess Drive	057908	9,374	-	-	-	-	-	-	-	-	-	-	9,374
2/3 2/3 - Centerville Trace	057905	9,320	140,580	-	-	-	-	-	-	-	-	-	150,000
2/3 2/3 - Frontier Estates	057901	536,946	-	-	-	-	-	-	-	-	-	-	536,946
2/3 2/3 - Journey's End	057911	-	20,000	-	-	-	-	-	-	-	-	-	20,000
2/3 2/3 - Oakhills Farms	057910	-	200,000	-	-	-	-	-	-	-	-	-	200,000
2/3 2/3 - Program Start Up Cost	057900	21,784	80,000	5	100,000	100,000	100,000	100,000	100,000	100,000	500,000	601,784	
2/3 2/3 - Rainbow Acres	057906	257,885	366,113	66,897	-	-	-	-	-	-	-	-	623,998
2/3 2/3 - Rainbow Acres	057907	19,715	-	-	-	-	-	-	-	-	-	-	19,715
2/3 2/3 - Willowood	057903	139,159	362,499	-	-	-	-	-	-	-	-	-	501,658
2/3 2/3 - Winfield Forest	057902	426,861	-	-	-	-	-	-	-	-	-	-	426,861
2/3 2/3 Program Subtotal		1,582,812	1,169,292	66,902	100,000	100,000	100,000	100,000	100,000	100,000	500,000	3,252,104	
Mosquito Control													
Aerial Larviciding Unit	066024	-	-	-	-	-	-	42,000	-	-	-	42,000	42,000
Mosquito Control 4x4 Truck with ULV Fogging Unit	066023	57,051	-	-	-	-	-	-	28,445	-	-	28,445	85,496
Mosquito Control Front End Loader/Backhoe	066022	-	-	-	116,842	116,842	-	-	-	-	-	-	116,842
Mosquito Control Half Ton Truck	069005	-	-	-	-	-	28,445	-	-	-	-	-	28,445
Mosquito Control Security Fencing & Gates	066039	20,675	-	-	-	-	-	-	-	-	-	-	20,675
Mosquitofish Hatchery	066006	17,999	-	-	-	-	-	-	-	-	-	-	17,999
Tropical Storm Allison FEMA Mosquito Control	069002	87,520	-	-	-	-	-	-	-	-	-	-	87,520
Mosquito Control Subtotal		183,245	-	-	116,842	116,842	28,445	42,000	28,445	-	215,732	398,977	
Solid Waste													
Back-up Reserve Equipment	036008	10,235	-	-	-	-	-	-	-	-	-	-	10,235
Class III Materials Recovery Facility	036017	-	-	-	-	-	-	-	1,950,000	1,300,000	-	-	3,250,000

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY 07 - FY 11		Project Cost Total
											Total	Total	
Equipment Service Bay	036014	-	230,000	-	-	-	-	-	-	-	-	-	230,000
Half Ton Pickup	036020	-	-	-	22,523	22,523	-	-	-	-	22,523	-	22,523
Household Hazardous Waste Collection Center	036019	-	-	-	-	-	-	480,000	-	-	-	480,000	480,000
Household Hazardous Waste Locker	036016	-	24,000	-	-	-	-	-	-	-	-	-	24,000
Knuckleboom Trash Loader	036006	25,881	-	-	-	-	-	-	-	-	-	-	25,881
Landfill Gas Treatment System	036011	-	500,000	-	-	-	-	-	-	-	-	-	500,000
Landfill Heavy Equipment & Vehicle Replacement	036003	1,306,139	1,612,531	55,830	468,500	468,500	550,000	420,000	670,000	737,000	2,845,500	5,764,170	
Landfill Improvements	036002	519,789	41,043	25,311	602,000	602,000	-	-	-	-	602,000	-	1,162,832
Landfill Mowing Tractor Replacement	036004	2,056	-	-	-	-	-	-	-	-	-	-	2,056
Recycling Hybrid Vehicle	036025	-	-	-	28,400	28,400	-	-	-	-	28,400	-	28,400
Relocation of Apalachee Rural Waste Service Center	036015	-	230,000	-	-	-	-	-	-	-	-	-	230,000
Resource Recovery Area	036021	-	-	-	140,000	140,000	500,000	-	-	-	640,000	-	640,000
Rural Waste Service Center Attendant Sheds	036012	-	135,000	-	-	-	-	-	-	-	-	-	135,000
Rural Waste Service Center Compaction Equipment	036027	-	-	-	81,000	81,000	56,000	30,000	-	-	167,000	-	167,000
Scales/ Scalehouse	036013	-	150,000	-	50,000	50,000	-	-	-	-	50,000	-	200,000
Service Truck	036022	-	-	-	37,290	37,290	-	-	-	-	37,290	-	37,290
Transfer Station Compact Pickup	036024	-	-	-	17,037	17,037	-	-	-	-	17,037	-	17,037
Transfer Station Construction	036001	977,976	102,883	8,573	-	-	-	-	-	-	-	-	1,080,859
Transfer Station Emergency Standby Generator	036009	-	60,000	-	-	-	-	-	-	-	-	-	60,000
Transfer Station Heavy Equipment Replacement	036010	243,839	373,890	-	150,000	150,000	150,000	350,000	300,000	350,000	1,300,000	1,917,729	
Transfer Station Improvements	036023	-	-	-	100,000	100,000	100,000	-	200,000	-	400,000	-	400,000
Solid Waste Subtotal		3,085,915	3,459,347	89,714	1,696,750	1,696,750	1,356,000	1,280,000	3,120,000	2,387,000	9,639,750	-	16,365,012
Supervisor of Elections													
Accu Vote Optical Scan Units	098015	-	846,000	-	-	-	-	-	-	-	-	-	846,000
ADA Voting System Equipment	098012	-	912,000	-	-	-	-	-	-	-	-	-	912,000
Supervisor of Elections Cubicles	085054	-	-	-	15,000	15,000	-	-	-	-	15,000	-	15,000
Supervisor of Elections Technology	078005	141,141	17,308	15,095	18,000	18,000	-	-	-	-	18,000	-	176,449
Supervisor of Elections Subtotal		141,141	1,775,308	15,095	33,000	33,000	-	-	-	-	33,000	-	1,949,449
Courts													
County Court Facility	098003	29,473	-	-	-	-	-	-	-	-	-	-	29,473
Courtroom Minor Renovations	085007	61,269	47,671	-	33,000	33,000	33,000	33,000	33,000	33,000	165,000	-	273,940
Criminal Justice Information System Reengineering	078027	732,958	-	-	-	-	-	-	-	-	-	-	732,958
Justice Information System Data Warehouse	078012	1,080,703	312,000	66,339	347,000	150,000	150,000	-	-	-	300,000	-	1,692,703
Law Case Management	078013	60,000	-	-	-	-	-	-	-	-	-	-	60,000
Public Defender Cubicles	098021	-	30,000	-	-	-	-	-	-	-	-	-	30,000
Public Defender Technology	078051	15,679	15,000	-	259,160	65,000	30,000	30,000	30,000	30,000	185,000	-	215,679
State Attorney Technology	078047	10,780	9,500	-	106,560	57,000	30,000	30,000	30,000	30,000	177,000	-	197,280
State Attorney Vehicle Replacement	098009	29,882	-	-	-	-	-	-	-	-	-	-	29,882
Technology in Courtrooms	078023	302,357	34,427	3,715	151,000	50,000	50,000	25,000	25,000	25,000	175,000	-	511,784
Traffic Court Building	085003	1,398,805	-	-	-	-	-	-	-	-	-	-	1,398,805
Courts Subtotal		3,721,906	448,598	70,054	896,720	355,000	293,000	118,000	118,000	118,000	1,002,000	-	5,172,504
General Government													
Aerial Footbridge (Courthouse - Bank of America)	088036	-	250,000	15,579	1,305,444	-	-	-	-	-	-	-	250,000
Agriculture Center Roof Replacement	088030	91,182	-	-	-	-	-	-	-	-	-	-	91,182
Architectural & Engineering Services	088011	49,493	54,600	2,138	60,000	60,000	60,000	60,000	60,000	60,000	300,000	-	404,093
Bank of America Building Exterior Signage	088026	-	-	-	70,000	-	-	-	-	-	-	-	70,000
Bank of America Building Window Options	088033	-	-	-	296,700	-	-	-	-	-	-	-	296,700
Banner Hardware & Software	078001	145,910	-	-	-	-	-	-	-	-	-	-	145,910
Banner Hardware Upgrade	078032	17,581	-	-	-	-	-	-	-	-	-	-	17,581
Bar Coding for Records Storage	088012	-	-	-	16,450	-	-	-	-	-	-	-	16,450

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY07 - FY11		Project Cost Total
											Total	Total	
BOA Acquisition/Renovations	086025	16,138,561	3,036,989	933,395	215,760	-	267,960	1,793,160	-	-	-	2,061,120	21,236,670
C/ITRIX Upgrade	076054	-	-	-	90,000	45,000	45,000	-	-	-	-	90,000	90,000
Common Area Furnishings	086017	221,748	33,000	-	53,000	53,000	39,000	33,000	33,000	-	-	191,000	445,748
Comnet	076002	554,380	-	-	-	-	-	-	-	-	-	-	554,380
County Long Term Facility Needs	096001	1,635,560	-	-	-	-	-	-	-	-	-	-	1,635,560
County Storage Warehouse	086015	584,179	-	-	-	-	-	-	-	-	-	-	584,179
Countywide ADA Compliance	086010	1,506,415	300,959	1,000	275,000	275,000	100,000	-	-	-	-	375,000	2,182,374
Courthouse Cooling Towers	086002	93,625	-	-	-	-	-	-	-	-	-	-	93,625
Courthouse Holiday Decorations	086009	24,798	-	-	-	-	-	-	-	-	-	-	24,798
Courthouse Interior Decorating	086004	57,019	-	-	-	-	-	-	-	-	-	-	57,019
Courthouse Renovations	086027	127,909	8,334,343	355,873	1,772,912	928,356	120,057	340,398	2,355,028	-	-	3,743,839	12,206,091
Courthouse Repairs	086024	5,000,198	499,850	162,604	-	-	-	-	-	-	-	-	5,500,048
Courthouse Security	086016	565,061	-	-	-	-	-	-	-	-	-	-	565,061
Courthouse Signage System	086008	200,000	-	-	-	-	-	-	-	-	-	-	200,000
Courthouse Booster Water Pump Replacement	086034	-	-	-	21,600	21,600	-	-	-	-	-	-	21,600
Data Wiring	076003	338,855	77,170	16,280	-	-	25,000	25,000	25,000	-	-	100,000	516,025
Dental Health Clinic	081002	864,398	-	-	31,200	-	-	-	-	-	-	-	864,398
Digital Phone System	076004	510,864	122,500	-	175,000	100,000	175,000	100,000	-	-	-	375,000	1,008,364
Disaster Recovery	076044	47,540	-	-	-	-	-	-	-	-	-	-	47,540
Electronic Document Management	076006	619,930	38,608	-	105,000	30,000	-	-	-	-	-	30,000	688,538
Electronic Timesheets	076048	8,535	116,465	14,567	50,000	50,000	-	-	-	-	-	50,000	175,000
Elevator Generator Upgrades	086037	-	200,000	-	300,000	300,000	220,000	220,000	220,000	-	-	960,000	1,160,000
ESCO Project	086032	-	4,476,238	-	-	-	-	-	-	-	-	-	4,476,238
Facilities Management Technology	076056	39,400	73,100	1,186	-	-	-	-	-	-	-	-	112,500
Facilities Management Utility Cab Work Trucks	086050	-	-	-	78,000	78,000	-	-	-	-	-	78,000	78,000
File Server Upgrade	076008	538,618	60,500	9,775	50,000	25,000	25,000	25,000	25,000	25,000	-	125,000	724,118
Fleet Management Shop	086019	1,729,998	-	-	-	-	-	-	-	-	-	-	1,729,998
Gadsden Street Parking Lot	086038	43,969	-	-	-	-	-	-	-	-	-	-	43,969
GEM Automation Enhancement	016002	9,492	43,643	-	9,492	-	-	-	-	-	-	-	53,135
GEM Facility Minor Renovations	086005	7,949	-	-	-	-	-	-	-	-	-	-	7,949
GEM Global Positioning Systems	016001	13,400	-	-	-	-	-	-	-	-	-	-	13,400
GEM Mobile Vehicle Office	076038	44,823	23,970	-	-	-	-	-	-	-	-	-	68,793
GEM Renaissance Building	086006	179,640	6,625,550	1,061	-	-	-	-	-	-	-	-	6,805,190
GEM Technology	076055	25,721	109,725	4,176	57,600	57,600	-	-	-	-	-	57,600	193,046
General Vehicle & Equipment Replacement	026003	2,014,748	209,322	52,696	278,000	278,000	357,000	378,500	455,760	501,336	-	1,970,596	4,194,666
GIS Incremental Basemap Update	076060	199,324	270,677	31,259	235,000	235,000	258,500	284,350	312,785	344,064	-	1,434,699	1,904,700
GIS/PETS	076009	5,622,991	342,712	96,634	398,117	398,117	300,000	300,000	300,000	300,000	-	1,598,117	7,563,820
Health Department Entry Doors Replacement	086035	-	-	-	60,442	60,442	-	-	-	-	-	60,442	60,442
Health Department HVAC	086052	9,071	299,736	(204)	-	-	-	-	-	-	-	-	308,807
Health Department Roof Replacement	086047	-	300,000	4,257	-	-	-	-	-	-	-	-	300,000
Housing & Human Services Renovations	086020	36,617	-	-	-	-	-	-	-	-	-	-	36,617
Human Resources Technology	076007	-	-	-	75,000	75,000	-	-	-	-	-	75,000	75,000
Internet Related Projects	076010	415,172	39,072	-	-	-	-	-	-	-	-	-	454,244
Inventory Software	076049	30,000	-	-	-	-	-	-	-	-	-	-	30,000
Johnson Controls Upgrades	086001	378,700	-	-	-	-	-	-	-	-	-	-	378,700
Laptop Pool	076015	-	-	-	15,000	-	-	-	-	-	-	-	-
LIDAR Acquisition Project	076039	750,898	-	-	-	-	-	-	-	-	-	-	750,898
Mahan Drive Land Use Corridor Study	014001	100,000	-	-	-	-	-	-	-	-	-	-	100,000
Mail Meter Machine	086049	-	-	-	26,520	26,520	-	-	-	-	-	26,520	26,520
Messaging System Conversion	076016	-	-	-	500,000	50,000	75,000	-	-	-	-	125,000	125,000
Microosuke Road Network	076034	44,629	-	-	-	-	-	-	-	-	-	-	44,629
Microsoft 2000 Software Upgrade	076050	55,660	-	-	-	-	-	-	-	-	-	-	55,660
Minority/Women Business Enterprises Relocation	086018	73,779	-	-	-	-	-	-	-	-	-	-	73,779

Leon County Capital Improvement Program

Project	#	Life to Date FY 2005	Adjusted Budget FY 2006	Year to Date FY 2006	FY 2007 Request	FY 2007 Budget	FY 2008 Planned	FY 2009 Planned	FY 2010 Planned	FY 2011 Planned	FY 07 - FY 11 Total	Project Cost Total
MIS Cargo Van	076033	27,503	-	-	-	-	-	-	-	-	-	27,503
MIS Computer Room Reorganization	076026	12,133	-	-	-	-	-	-	-	-	-	12,133
MIS Renovations	076017	38,863	-	-	-	-	-	-	-	-	-	38,863
MIS Security	076059	19,580	-	-	100,000	-	-	-	-	-	-	19,580
MIS Training	076031	7,485	-	-	-	-	-	-	-	-	-	7,485
MIS Travel	076030	5,010	-	-	-	-	-	-	-	-	-	5,010
MIS Van	076041	18,940	-	-	-	-	-	-	-	-	-	18,940
Network Backbone Upgrade	076018	444,686	81,499	-	105,000	50,000	50,000	-	-	100,000	-	626,185
Network Software Upgrade	076019	208,075	-	-	-	-	-	-	-	-	-	208,075
New Vehicle Requests	026018	-	80,950	-	-	-	-	-	-	-	-	80,950
P-3 Rewiring	076036	16,172	-	-	-	-	-	-	-	-	-	16,172
Parking Garage Floor Sweeper	086029	14,958	-	-	-	-	-	-	-	-	-	14,958
Portable Sound System	076029	19,966	-	-	-	-	-	-	-	-	-	19,966
Public Works Geographic Information Systems	076037	5,400	35,279	17,500	-	-	-	-	-	-	-	40,679
Public Works Technology	076057	-	30,000	-	100,475	25,475	-	-	-	-	25,475	55,475
Purchasing Warehouse	086022	12,732	-	-	-	-	-	-	-	-	-	12,732
Remote System Center	076053	30,000	327,500	227,562	300,000	300,000	-	-	-	-	300,000	657,500
Southern Strategy Sector Planning	016005	46,000	-	-	-	-	-	-	-	-	-	46,000
Stairway Rehabilitation	086014	9,963	-	-	-	-	-	-	-	-	-	9,963
Standby Generators	086046	-	-	-	700,000	450,000	250,000	-	-	-	700,000	700,000
Technology in Chambers	076022	414,519	6,070	-	-	-	-	-	-	-	-	420,589
Uninterruptible Power Supply	086043	4,103	125,897	-	25,000	-	-	-	-	-	-	130,000
User Computer Upgrades	076024	2,195,158	300,000	10,415	315,000	315,000	300,000	300,000	300,000	300,000	1,515,000	4,010,158
Waterproof Record Storage Containers	086044	116,930	-	-	-	-	-	-	-	-	-	116,930
Web Learning Technology	076035	39,071	-	-	-	-	-	-	-	-	-	39,071
WIN 32 Upgrades	076025	146,491	-	-	-	-	-	-	-	-	-	146,491
Wordperfect Conversion	076052	38,330	-	-	-	-	-	-	-	-	-	38,330
Work Order Management	076042	191,509	146,292	-	100,000	100,000	50,000	-	-	-	150,000	487,801
General Government Subtotal		45,831,917	27,072,216	1,957,754	8,357,220	4,387,110	2,717,517	3,859,408	4,086,573	1,588,400	16,639,008	89,543,141

Total Capital Improvement Program	207,993,714	125,099,199	11,566,589	44,730,502	38,933,656	31,474,447	29,193,240	19,527,354	16,413,832	135,542,529	468,595,442
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Leon County Government

Comparative Data for All Florida Counties

Attachment # 4
Page 1 of 11

Net Budget per Countywide Resident

County	Net Budget Per Capita	Staff Per 1000	% Exempt
Gadsden	619	4.3	49%
Jackson	630	4.6	55%
Santa Rosa	702	7.1	39%
Holmes	711	8.3	59%
Leon	758	6.7	42%
Baker	913	4.0	55%
Alachua	938	4.1	46%
Volusia	943	6.2	32%
Bradford	998	6.1	54%
Calhoun	1,042	5.1	53%
Levy	1,051	13.3	49%
Clay	1,071	8.2	33%
Citrus	1,079	8.7	29%
Okaloosa	1,092	4.1	28%
Lafayette	1,120	8.6	66%
Highlands	1,147	9.0	45%
Lake	1,152	7.0	25%
Broward	1,183	7.6	31%
Escambia	1,202	8.2	44%
Madison	1,204	9.3	49%
Bay	1,220	6.5	30%
Jefferson	1,238	10.0	63%
Brevard	1,246	5.0	48%
Nassau	1,249	16.5	27%
Hamilton	1,254	4.9	46%
Washington	1,256	4.7	43%
Dixie	1,338	7.4	53%
Wakulla	1,353	3.5	40%
Sumter	1,413	3.3	39%
Putnam	1,439	8.8	43%
Seminole	1,511	6.9	26%
Hardee	1,579	7.9	53%
Duval	1,580	9.8	34%
Marion	1,617	7.2	37%

County	Net Budget Per Capita	Staff Per 1000	% Exempt
Osceola	1,678	10.7	24%
Hernando	1,722	10.7	36%
Liberty	1,730	13.6	77%
Polk	1,766	7.7	31%
Manatee	1,768	11.5	27%
Orange	1,779	7.2	26%
Okeechobee	1,825	11.1	48%
Hillsborough	1,832	9.2	33%
Pasco	1,865	8.6	35%
Pinellas	1,868	6.8	32%
Gulf	1,875	10.2	37%
Saint Lucie	1,931	4.1	37%
Palm Beach	2,087	8.7	28%
Sarasota	2,152	10.1	27%
Martin	2,304	12.1	34%
Indian River	2,316	12.8	29%
Lee	2,326	5.2	22%
Walton	2,370	10.2	19%
Miami-Dade	2,485	12.6	31%
Franklin	2,564	18.2	30%
Collier	2,608	12.4	21%
Saint Johns	2,899	12.4	29%
Flagler	2,928	9.1	25%
DeSoto	3,075	8.2	52%
Monroe	3,407	16.5	32%
Charlotte	3,998	13.2	27%
Columbia	NR	NR	45%
Gilchrist	NR	NR	56%
Glades	NR	NR	84%
Hendry	NR	NR	48%
Suwannee	NR	NR	53%
Taylor	NR	NR	38%
Union	NR	NR	65%

*NR = No Response

Leon County Government

Comparative Data for All Florida Counties

Attachment # 4
Page 2 of 11

Percent of Exempt Property

County	% Exempt	Net Budget Per Capita	Staff Per 1000
Walton	19%	2,370	10.2
Collier	21%	2,608	12.4
Lee	22%	2,326	5.2
Osceola	24%	1,678	10.7
Lake	25%	1,152	7.0
Flagler	25%	2,928	9.1
Orange	26%	1,779	7.2
Seminole	26%	1,511	6.9
Nassau	27%	1,249	16.5
Manatee	27%	1,768	11.5
Charlotte	27%	3,998	13.2
Sarasota	27%	2,152	10.1
Okaloosa	28%	1,092	4.1
Palm Beach	28%	2,087	8.7
Indian River	29%	2,316	12.8
Saint Johns	29%	2,899	12.4
Citrus	29%	1,079	8.7
Franklin	30%	2,564	18.2
Bay	30%	1,220	6.5
Broward	31%	1,183	7.6
Miami-Dade	31%	2,485	12.6
Polk	31%	1,766	7.7
Volusia	32%	943	6.2
Monroe	32%	3,407	16.5
Pinellas	32%	1,868	6.8
Hillsborough	33%	1,832	9.2
Clay	33%	1,071	8.2
Duval	34%	1,580	9.8
Martin	34%	2,304	12.1
Pasco	35%	1,865	8.6
Hernando	36%	1,722	10.7
Saint Lucie	37%	1,931	4.1
Marion	37%	1,617	7.2
Gulf	37%	1,875	10.2

County	% Exempt	Net Budget Per Capita	Staff Per 1000
Taylor	38%	NR*	NR
Sumter	39%	1,413	3.3
Santa Rosa	39%	702	7.1
Wakulla	40%	1,353	3.5
Leon	42%	758	6.7
Washington	43%	1,256	4.7
Putnam	43%	1,439	8.8
Escambia	44%	1,202	8.2
Columbia	45%	NR	NR
Highlands	45%	1,147	9.0
Alachua	46%	938	4.1
Hamilton	46%	1,254	4.9
Hendry	48%	NR	NR
Okeechobee	48%	1,825	11.1
Brevard	48%	1,246	5.0
Gadsden	49%	619	4.3
Madison	49%	1,204	9.3
Levy	49%	1,051	13.3
DeSoto	52%	3,075	8.2
Suwannee	53%	NR	NR
Calhoun	53%	1,042	5.1
Dixie	53%	1,338	7.4
Hardee	53%	1,579	7.9
Bradford	54%	998	6.1
Jackson	55%	630	4.6
Baker	55%	913	4.0
Gilchrist	56%	NR	NR
Holmes	59%	711	8.3
Jefferson	63%	1,238	10.0
Union	65%	NR	NR
Lafayette	66%	1,120	8.6
Liberty	77%	1,730	13.6
Glades	84%	NR	NR

*NR = No Response

Leon County Government

Comparative Data for All Florida Counties

Attachment # 4
Page 3 of 11

Total County Employees per 1,000 Residents

County	Staff Per 1000	% Exempt	Net Budget Per Capita
Sumter	3.3	39%	1,413
Wakulla	3.5	40%	1,353
Baker	4.0	55%	913
Okaloosa	4.1	28%	1,092
Saint Lucie	4.1	37%	1,931
Alachua	4.1	46%	938
Gadsden	4.3	49%	619
Jackson	4.6	55%	630
Washington	4.7	43%	1,256
Hamilton	4.9	46%	1,254
Brevard	5.0	48%	1,246
Calhoun	5.1	53%	1,042
Lee	5.2	22%	2,326
Bradford	6.1	54%	998
Volusia	6.2	32%	943
Bay	6.5	30%	1,220
Leon	6.7	42%	758
Pinellas	6.8	32%	1,868
Seminole	6.9	26%	1,511
Lake	7.0	25%	1,152
Santa Rosa	7.1	39%	702
Marion	7.2	37%	1,617
Orange	7.2	26%	1,779
Dixie	7.4	53%	1,338
Broward	7.6	31%	1,183
Polk	7.7	31%	1,766
Hardee	7.9	53%	1,579
Escambia	8.2	44%	1,202
DeSoto	8.2	52%	3,075
Clay	8.2	33%	1,071
Holmes	8.3	59%	711
Pasco	8.6	35%	1,865
Lafayette	8.6	66%	1,120
Citrus	8.7	29%	1,079

County	Staff Per 1000	% Exempt	Net Budget Per Capita
Palm Beach	8.7	28%	2,087
Putnam	8.8	43%	1,439
Highlands	9.0	45%	1,147
Flagler	9.1	25%	2,928
Hillsborough	9.2	33%	1,832
Madison	9.3	49%	1,204
Duval	9.8	34%	1,580
Jefferson	10.0	63%	1,238
Sarasota	10.1	27%	2,152
Walton	10.2	19%	2,370
Gulf	10.2	37%	1,875
Osceola	10.7	24%	1,678
Hernando	10.7	36%	1,722
Okeechobee	11.1	48%	1,825
Manatee	11.5	27%	1,768
Martin	12.1	34%	2,304
Collier	12.4	21%	2,608
Saint Johns	12.4	29%	2,899
Miami-Dade	12.6	31%	2,485
Indian River	12.8	29%	2,316
Charlotte	13.2	27%	3,998
Levy	13.3	49%	1,051
Liberty	13.6	77%	1,730
Nassau	16.5	27%	1,249
Monroe	16.5	32%	3,407
Franklin	18.2	30%	2,564
Columbia	NR	45%	NR
Gilchrist	NR	56%	NR
Glades	NR	84%	NR
Hendry	NR	48%	NR
Suwannee	NR	53%	NR
Taylor	NR	38%	NR
Union	NR	65%	NR

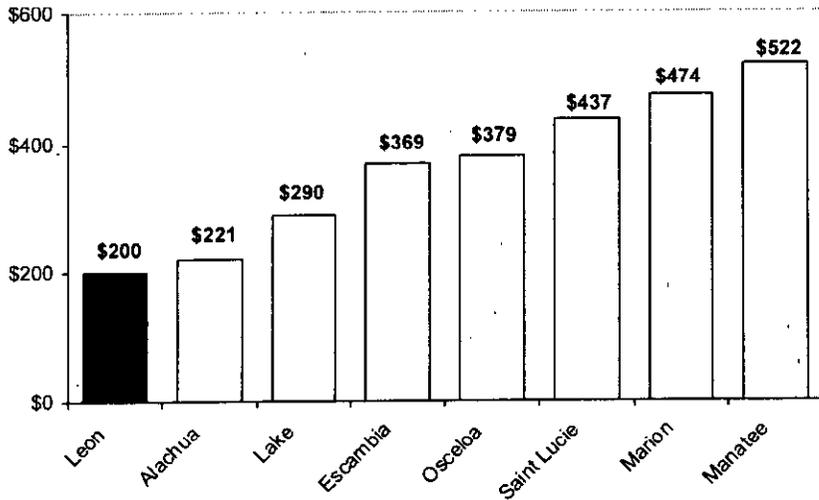
*NR = No Response

Leon County Government

Comparative Data for Like-Sized Counties

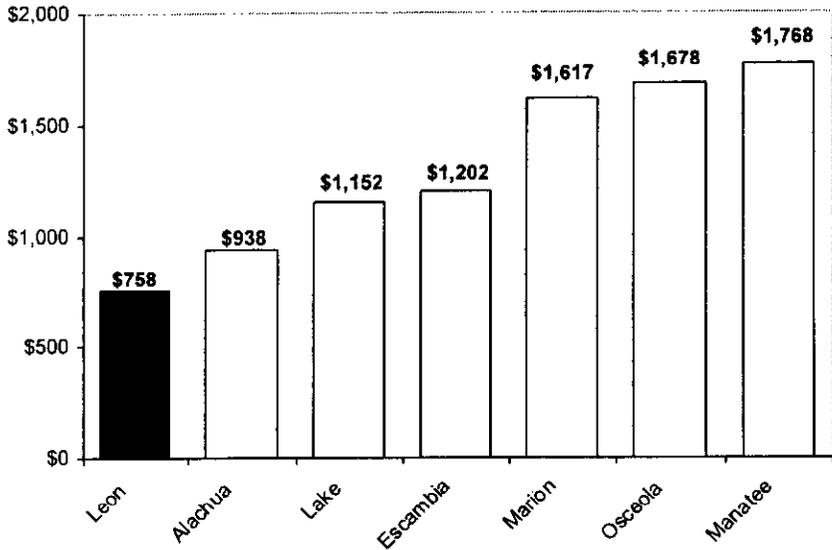
Total Net Budget (FY06)

Millions



Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$20 million. The next highest net budget is Alachua County which is nearly 5% greater than that of Leon County. The largest total net budget is that of Manatee County is 62% higher than Leon County.

Net Budget Per Countywide Resident (FY06)



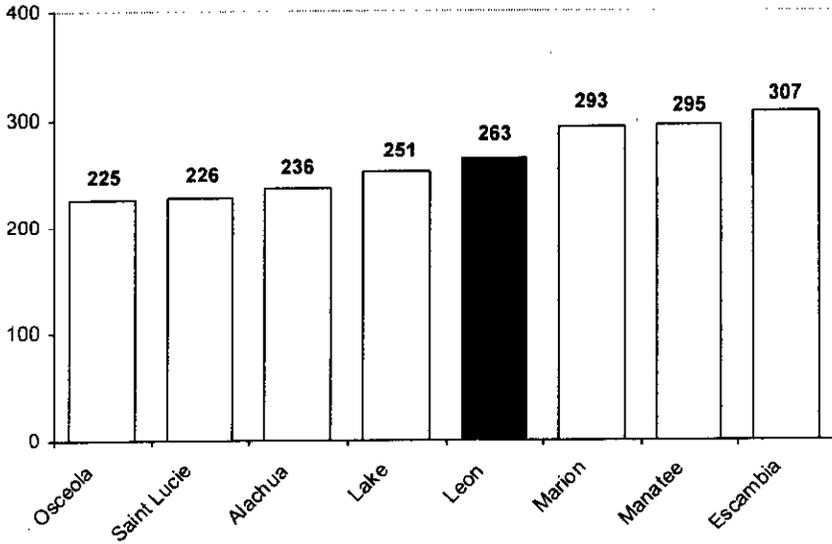
Leon County is the lowest for dollars spent per County resident. Collier County spends three times more per resident than Leon County.

Leon County Government

Comparative Data for Like-Sized Counties

Countywide Population (2004)

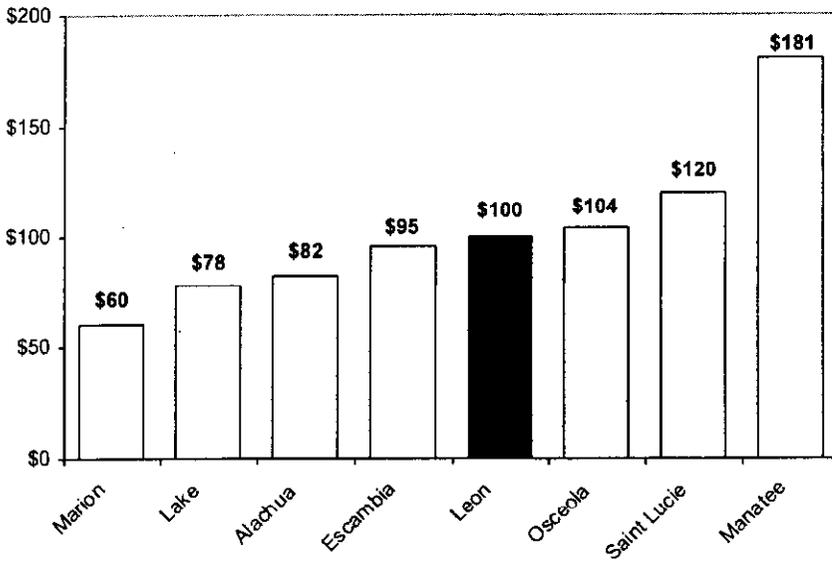
Thousands



In 2004 the U.S. Census estimated Leon County contained 263,896 residents. The selection of comparative counties is largely based on population.

Anticipated Ad Valorem Tax Collections (FY06)

Millions

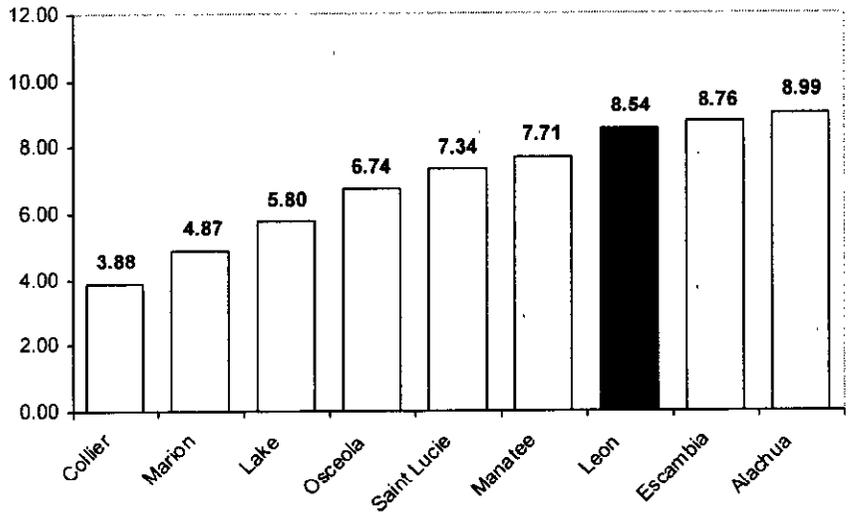


Among the like-sized Counties, Leon County collects a moderate amount of Ad Valorem taxes. All comparative counties anticipate a reasonable increase in property tax collections over prior year collection rates.

Leon County Government

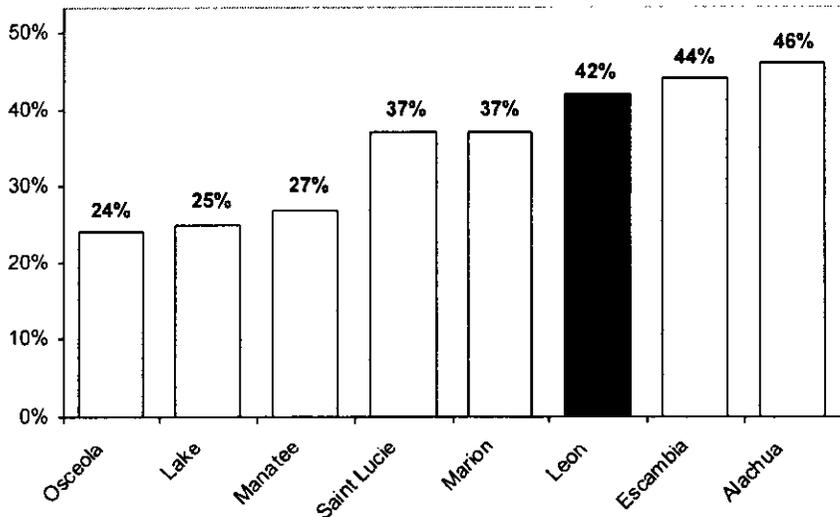
Comparative Data for Like-Sized Counties

Total Countywide Millage Rates (FY06)



Florida statute 200.071 limits the amount of ad valorem tax millage to no more than 10 mills. Leon County has consistently maintained or lowered the millage rate since FY 1993.

Percentage of Exempt Property (FY06)



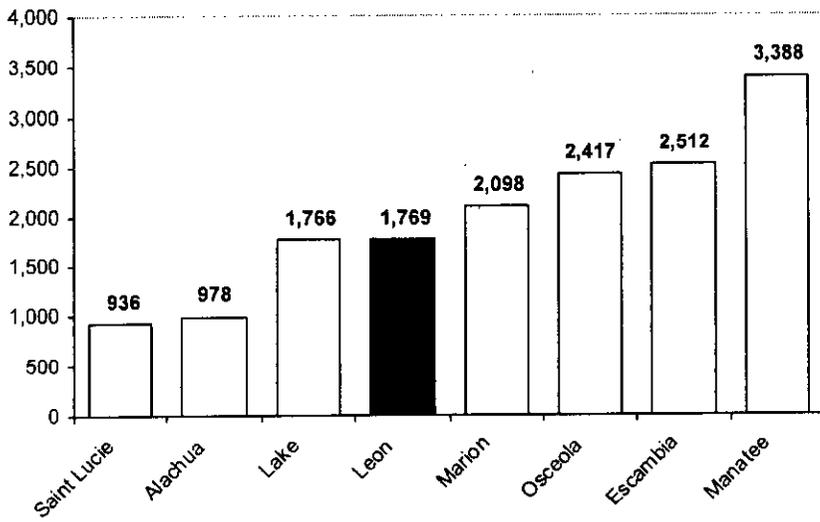
Florida Statute 196.199 states that all property of the Nation and State which is used for governmental purposes is exempt from ad valorem taxation.

Leon County has a relatively high level of exempt property. Leon County hosts Florida's state government, two universities, one community college, and a large area of the Apalachicola National Forest. All of which are exempt from property taxation. Among like-sized counties, Leon County ranks the third highest in percent of property that is exempt from ad valorem taxation.

Leon County Government

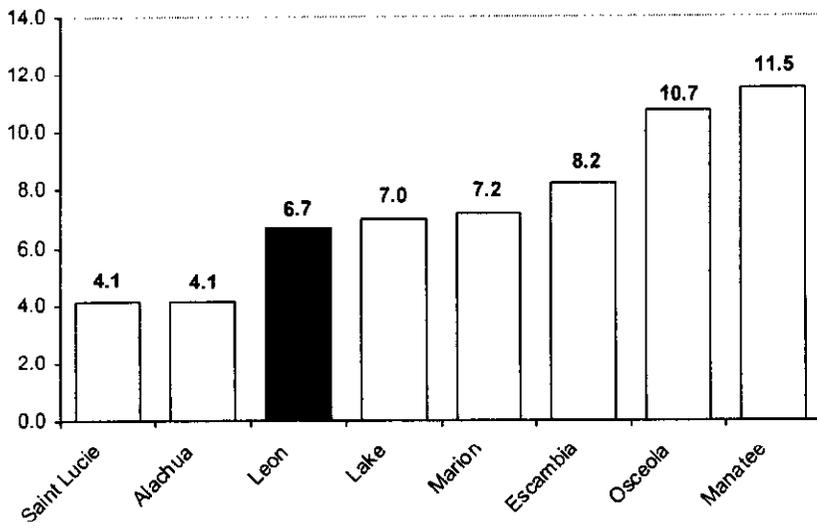
Comparative Data for Like- Sized Counties

Total Number of County Employees (FY06)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County has the fourth lowest number of County Employees.

County Employees per 1,000 Residents (FY06)



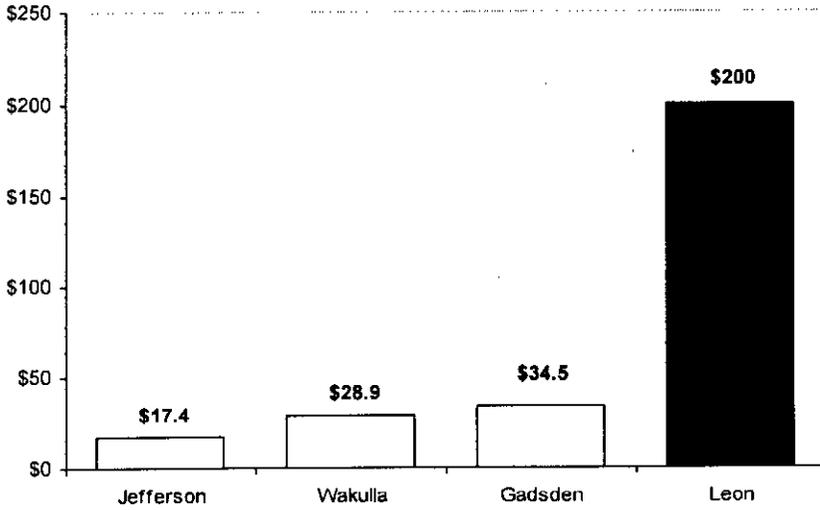
Leon County has a ratio of 6.7 employees for every thousand County residents. When compared to like-sized counties, Leon County is one of the lowest.

Leon County Government

Comparative Data for Surrounding Counties

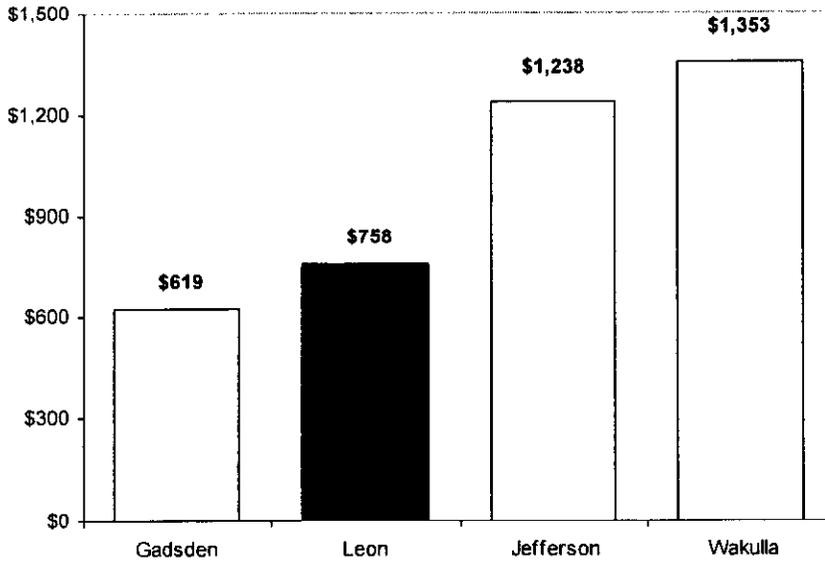
Total Net Budget (FY06)

Millions



Leon County ranks highest in operating budget among surrounding counties, with a net budget of \$200 million. Gadsden County ranks second highest with a net budget of \$35 million.

Net Budget Per Countywide Resident (FY06)



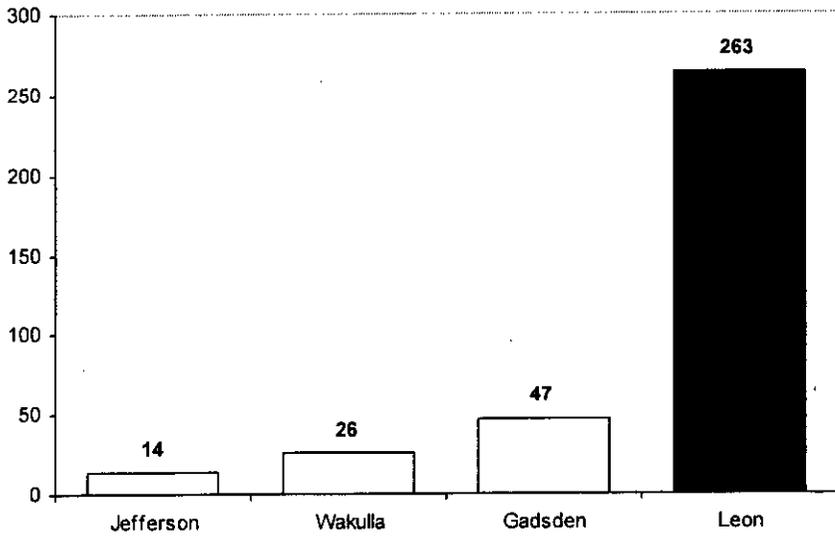
Leon County is the second lowest for dollars spent per County resident.

Leon County Government

Comparative Data for Surrounding Counties

Countywide Population (2004)

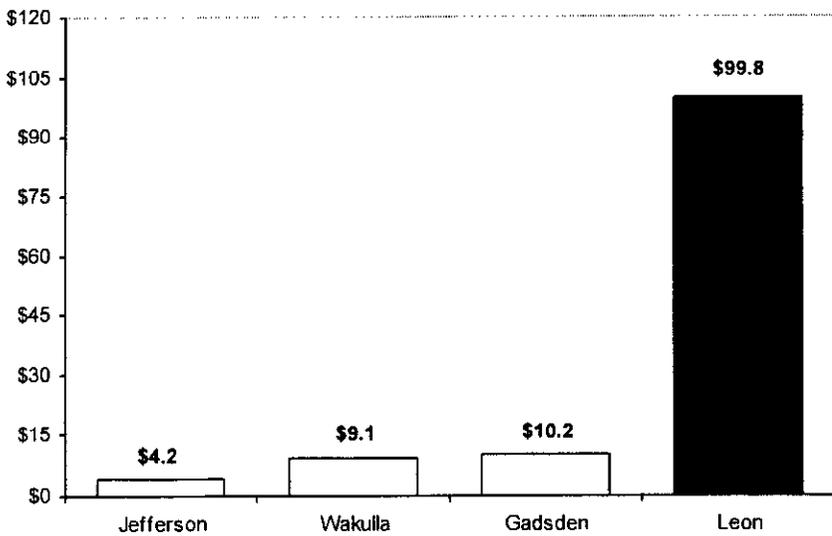
Thousands



Leon County has more 200,000 more residents than neighboring Gadsden County which as the next highest population. In 2004 the U.S. Census estimated Leon County contained 263,896 residents.

Anticipated Ad Valorem Tax Collections (FY06)

Millions

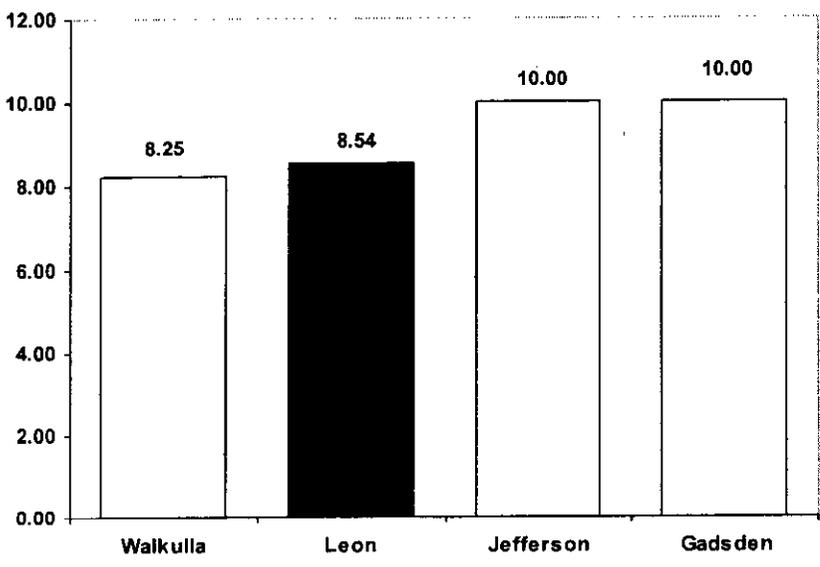


Among the surrounding Counties, Leon County collects the highest amount of Ad Valorem taxes.

Leon County Government

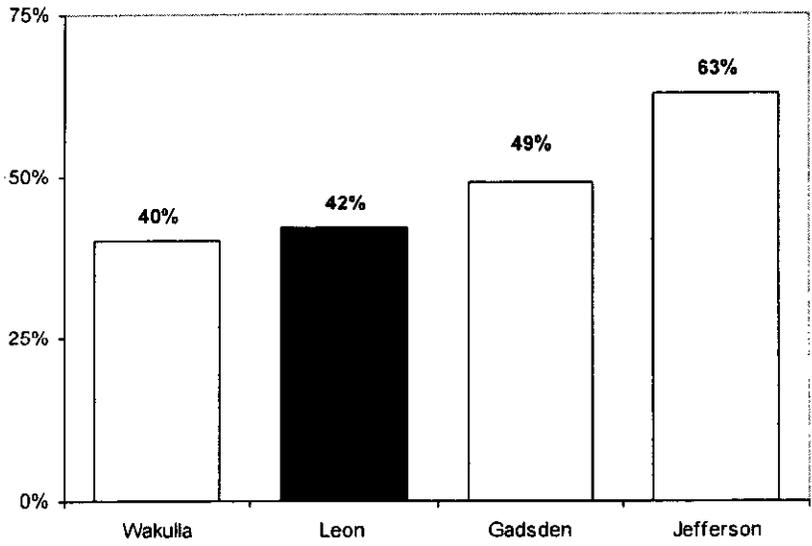
Comparative Data for Surrounding Counties

Total Countywide Millage Rates (FY06)



Florida statute 200.071 limits the amount of ad valorem tax millage to no more than 10 mills. Two of the surrounding Counties currently impose the maximum millage. Leon County has consistently maintained or lowered the millage rate since FY 1993.

Percentage of Exempt Property (FY06)

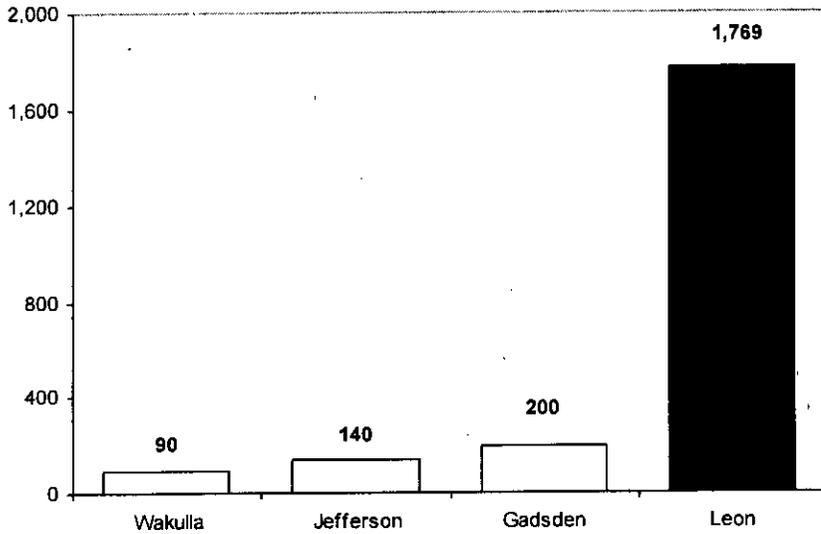


Florida Statute 196.199 states that all property of the Nation and State which is issued for governmental purposes is exempt from ad valorem taxation. Leon County as well as its surrounding counties has a high level of exempt property. Leon County hosts Florida's state government, two universities, one community college and a large area of the Apalachicola National Forest. All of which are exempt from property taxation. However, among surrounding counties, Leon County ranks the lowest in percent of property that is exempt from ad valorem taxation.

Leon County Government

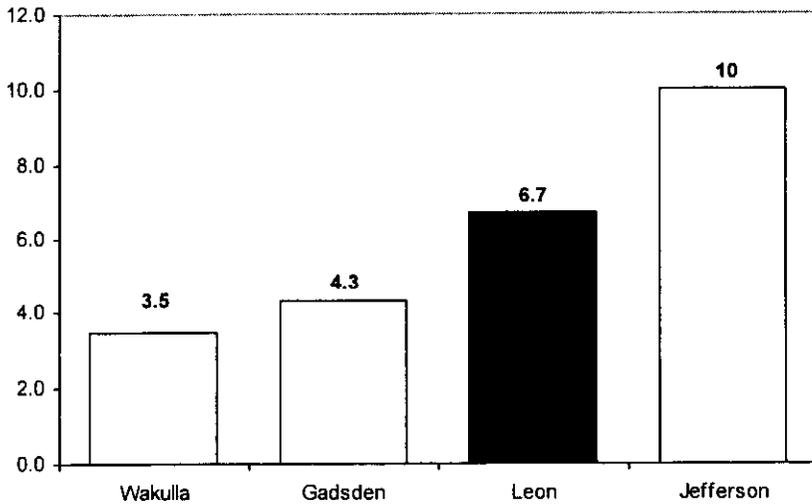
Comparative Data for Surrounding Counties

Total Number of County Employees (FY06)



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

Total County Employees per 1,000 Residents (FY06)



Leon County has a ratio of 6.7 employees for every thousand County residents. When compared to surrounding counties, Leon County ranks second to the highest.

Board of County Commissioners

Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator *PA*
Alan Rosenzweig, Director, Office of Management & Budget *AR*
Lillian Bennett, Human Resources Director *LB*
Subject: FY06/07 Full-Time Career Service Employees Pay Increases and Bonuses

Statement of Issue:

This item discusses the recommended pay increases and bonuses for full-time career service employees for FY06/07.

Background:

As part of the development of the annual budget, the County determines the pay increases and bonuses for full-time career service employees for the subsequent budget year, which take effect on October 1st. In FY05/06, the Board approved giving all full-time career service employees a pay increase in an amount equal to the greater of 5% or \$1,000 and the opportunity to receive a one-time transitional bonus in an amount up to \$300. On April 11, 2006, the Board adopted a "Pay for Performance" policy and a "Performance Bonus" system to take effect in FY06/07.

Analysis:

The tentative FY06/07 budget is contemplated utilizing 5% pay increases for full-time career service employees rated on their performance review "Fully Competent" or "Excelling" and 3% pay increases for full-time career service employees rated "Development Needed". These increases will take effect on October 1, 2006. Also contemplated is a one-time performance based bonus between \$600 and \$1,200 for which full-time career service employees rated "Excelling" may be considered. These bonuses will be awarded in December of 2006.

Options:

1. Approve for inclusion in the FY06/07 budget 5% pay increases for "Fully Competent" or "Excelling" rated full-time career service employees and 3% pay increases for "Development Needed" rated full-time career service employees as well as one-time performance based bonuses between \$600 - \$1,200 for "Excelling" rated full-time career services employees to be considered.
2. Approve for inclusion in the FY06/07 budget pay increases and bonuses for full-time career service employees in an amount to be determined by the Board.
3. Board Direction.

Recommendation:

Option #1 (included in the tentative budget)

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator *PA*
Vincent Long, Assistant County Administrator *VL*
Alan Rosenzweig, Director, Office of Management & Budget *AR*
Subject: Preliminary Funding for the Construction of a Woodville Branch Library

Statement of Issue:

This item seeks approval of including \$1.5 million in the FY06/07 budget towards the construction of a branch library in Woodville.

Background:

At the December 12, 2005 County Commission Retreat, the Board set as its 2006 Priority #5 the construction of a branch library in the Woodville community.

Analysis:

The CIP contemplates a 10,000 square foot facility to be located in the Woodville community. Site selection and acquisition will begin upon approval of a budget.

The total cost, including land, design, construction, and furnishings, is projected at \$4.5 million. Depending upon final site selection, the costs may need to be adjusted. The tentative budget includes \$1.5 million in FY07. When appropriate, the County will apply for a State grant to help offset the capital costs. Subsequent year budgets will need to address the additional funding requirements.

The total estimated operating impact is \$425,000. Facilities Management estimates \$82,000 for maintenance, repairs and contracts. Library Services estimates \$343,000; this includes an additional 8.5 FTE's, operating supplies and library materials.

The actual construction schedule will be determined pending the final selection of a site and approval of additional capital funds in subsequent year budgets.

Options:

1. Approve the inclusion of \$1.5 million in the FY06/07 budget towards the construction of a branch library in Woodville.
2. Do not approve the inclusion of \$1.5 million in the FY06/07 budget towards the construction of a branch library in Woodville.
3. Board Direction.

Recommendation:

Option #1 is included in the tentative budget.

Board of County Commissioners Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parvez Alam, County Administrator *PA*
Alan Rosenzweig, Director, Office of Management and Budget *AR*
Lillian Bennett, Human Resources Director *LWB*

Subject: Approval of a Paid Management Internship Program to Assist in
Addressing EEO Underutilization Goals

Statement of Issue

This budget discussion item provides \$38,500 for a paid Management Internship Program to address EEO underutilization of protected groups in Technical and Professional job categories (Attachment #1).

Background

At the May 10, 2005 meeting, the Board directed staff to look at the development of a Management Internship Program with local universities and college to address underutilization goals in technical and professional job categories. Subsequent to this time, staff has proceeded to develop a program to be considered for funding. At the May 9, 2006 meeting, staff presented the creation of the internship program as one option to be utilized in addressing the EEO goals.

The FY 2005/06 goals established by the Board for FY2005/2006 were as follows: Female Administrator (4), Female Protective Service (6), Female Technicians (4), Female Service Maintenance (4), African American Technician (4), and African American Protective Service (6). Much progress was made; however, the goals for 2005-2006 were not met. The potential for increase in underutilization is tied to turnover in the affected job categories. Minimal turnover occurs in Senior Management level positions. On occasions when turnover does occur, it has been the County's practice to look internally for promotional opportunities for existing employees. For FY 05/06 a total of 22 Senior Management positions became vacant, 16 of these positions were filled with existing employees as promotional opportunities. Seventy-three percent (73%) of Senior Management positions were filled as internal promotional opportunities (Attachment #2).

Analysis

Staff has proposed a paid Management Internship program that will focus on the underutilization of protected groups in technical and professional job categories (Attachment 1). The positions will be assigned to staff in Management Information Systems (MIS)/Geographic Information Systems (GIS), Growth Management, Health and Human Services, Facilities and Public Works.

Budget Discussion Item: Approval of a Paid Management Internship Program to Assist in Addressing EEO Underutilization Goals

June 13, 2006

Page 2

Staff has requested \$38,500 in the FY 06/07 budget to establish a paid Management Internship program which will focus on the underutilization of protected groups in technical and professional job categories. The participating county departments/divisions have outlined an internship program for their area in which each intern will participate in. Six program areas have interest in using a management intern. MIS/GIS, Growth Management, Health and Human Services, Facilities and Public Works have provided minimum job competencies for their use of the management internship applicant. Attachment #1 provides specific information for each department, as well as, the colleges and university programs being considered for partnering. The proposed Management Internship program is not intended to replace management commitment to diversity in the recruitment process at all levels of the County organization. However, the program is to be used as a tool to introduce students to technical and professional level positions with the potential for recruitment opportunities in the future.

Staff has requested \$38,500 in the FY 06/07 budget to establish a Management Internship program which will focus on the underutilization of protected groups in technical and professional job categories.

Options

1. Approve the establishment of a paid Management Internship Program in the amount of \$38,500 to address EEO underutilization goals of protected groups in technical and professional job categories.
2. Do not approve the establishment of a paid Management Internship Program in the amount of \$38,500 to address EEO underutilization goals of protected groups in technical and professional job categories.
3. Board Direction.

Recommendation

Option #1 is included in the tentative budget.

Attachments

1. Proposed paid Management Internship Program to address EEO underutilization goals.
2. Senior Management Internal Promotions and Vacancies FY 05-06

Management Internship Program Proposal

Statement of Issue:

The 2005 Affirmative Action/Equal Employment Opportunity Annual Report was presented to the Board of County Commissioners for approval on May 10, 2005. The Board directed staff to look at the development of a Management Internship Program with local universities and colleges that would enhance the interest of women and minorities in Technical and Professional Positions within the Leon County Workforce, thereby, providing another tool for the organization to address underutilization of protected class groups.

Background

Human Resources Staff collaborated with Florida A&M University, Florida State University and Tallahassee Community College in establishing a Management Internship Program in the areas of Engineering, Health Administration, Facilities Management, and Management Information Systems. HR Staff also coordinated with various department/division directors that have experienced underutilization in the Technicians and Professional Job Categories to determine the feasibility of a Management Internship Program in their respective departments/divisions.

Analysis

This analysis explores the feasibility of establishing a paid Management Internship Program for Leon County by identifying local university and college programs interested in partnering with Leon County to establish paid internship programs with Leon County. Coordination is in progress to establish internship programs with these local university programs and schools:

UNIVERISTY	COLLEGE AND SCHOOL	POINT OF CONTACT
Florida A&M	Management Information Systems	Barbara Black (850) 599-3042
Florida A&M	School of Allied Health	Cynthia H. Harris (850) 599-3819
Florida A&M/Florida State	College of Engineering	Kamal Tawfiq Ph.D (850) 410-6143
FSU	School of Geography	Professor Joe Starling
FSU	School of Urban Planning	Dr. Ervin Cornelly
FSU/FAMU	Director , Industry and Research Services	Braketta R itzenthaler, Ph.D (850)410-6546

These divisions have an interest in establishing a paid Management Internship Program:

Management Information Systems – Computer Information Systems

General Description	12-Week Management Internship for current undergraduate in Computer Information Systems at FAMU/FSU
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Database management systems, programming language, advanced database management.
Second Four Week Assignment	Computer Design, Analysis, and architecture.
Third Four Week Assignment	Program fundamentals, file, and data structure, programming language

Management Information Systems – Geographic Information Systems

General Description	12-Week Management Internship for current undergraduate in Ground Information Systems at FAMU/FSU
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Map reading Skills (Aerial photo interpretation, topographic mapping or hydrographic analysis and land record interpretation)
Second Four Week Assignment	GIS Computer skills (ArcView, ArchInfo, ArcGIS, CAD)
Third Four Week Assignment	Basic investigative/problem solving skills, Communications, etc.

Health and Human Services – Health Administration

General Description	12-Week Management Internship for current Master in Health Administration graduate students at FSU or FAMU within one year of graduation.
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Clinical Field Work – The intern will be placed by the Division Director in a health care clinic to provide exposure to clinical operating programs and activities.
Second Four Week Assignment	Emergency Department Field Work – The intern will be placed by the Division Director in hospital emergency departments to provide exposure to operating programs and activities.
Third Four Week Assignment	Healthcare and Social Services – The intern will work with the Division of Health and Human Services Director and staff with the administration of the County Health and Human Services functions.

Facilities Management - Construction Engineering

General Description	12-Week Management Internship for current graduate level student in CAD
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Performing computer support services (CAD, CAFM, CMM'S. Conduct facilities survey, inspections, auditing & inventory, provide construction management support
Second Four Week Assignment	Leading project development design & reviews, attending meetings w/county staff, architects, subcontractors. Furnishing interior space planning, utilization & management studies.
Third Four Week Assignment	Analysis of facilities layout, CAFM operations & CAD drawings, participate in facilities operations & Management, estimating construction costs & project time schedules, review & approval of project invoices, project information management & retrieval, digitalization of plan metric records.

Public Works Engineering

General Description	12-Week Management Internship for current graduate level student in CAD
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Identified competencies
Second Four Week Assignment	Identified competencies
Third Four Week Assignment	Identified competencies

Growth Management (Civil Engineering)

General Description	12-Week Management Internship for current graduate level student in CAD
Length of Internship	12-Weeks
Stipend	\$8 - \$12 per hours
Start Date of Internship	May 1 st of each year beginning FY2007
First Four Week Assignment	Review AS-Built Plans & Stormwater Operating Permits data to verify compliance with the permitted construction plans.
Second Four Week Assignment	Assisting staff in creating maps for determining Environmentally Sensitive Features. Coordinating with professional engineer staffs review of stormwater calculations
Third Four Week Assignment	Documenting plans data (i.e., site area, proposed impervious, proposed landscape, etc.) in a spreadsheet (Excel). Additional duties based on observed level of competencies

The charts below show the funding for a Management Internship Program at \$8.00 and \$12.00 per hours. Internship offers may be made from \$8.00 to \$12.00 per hours.

Item	Costs
Salary (480 hours @ 8.00/hr.)	\$ 3,840.00
FICA	\$ 293.76
Workers' Compensation	\$ 26.67
Drug test, materials, postage	\$ 62.00
Total per intern	\$ 4,222.43

Item	Costs
Salary (480 hours @ 12.00/hr.)	\$ 5,760.00
FICA	\$ 440.64
Workers' Compensation	\$ 142.37
Drug test, materials, postage	\$ 62.00
Total per intern	\$ 6,405.01

Staff recommends that an internship be setup in the following six (6) program areas; Management Information Systems (MIS); Computer Information and Geographic Information Systems, Health and Human Services Allied Health, Facilities: Construction Engineering, Growth Management: Civil Engineering, and Public Works: Civil Engineering, and one internship per program area be offered per year. Based on the analysis by cost, the total cost of the six (6) internships per year at a stipend of \$12.00 per hour will be \$38,500.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS MANAGEMENT INTERNSHIP PROGRAM



STUDENT INTERNSHIP AGREEMENT

This document certifies that _____ is a student at Florida
Student Name
A&M University/Florida State University/Tallahassee Community College (circle one) who intends to intern
with the Leon County Board of County Commissioners _____
Program Area/Division

This document states the expectations the Board of County Commissioners places on the participating
University or College and on the students.

The participating University or College is expected to:

1. Provide a list of competencies that students are expected to accomplish.
2. Provide an evaluation tool for the division/program area to perform an end of internship evaluation.
3. Provide a mid-point evaluation tool to be completed by the division/program area for the university or college.

The student is expected to:

1. Complete the Internship Participation form identifying the employing organization and the period of internship.
2. Exhibit regular and punctual attendance.
3. Behave in a professional manner.
4. Complete all assigned project tasks in a timely manner.
5. Develop teamwork with other employees on the project.

The Leon County division/program area is expected to:

1. Provide a written job description or project description.

2. Ensure that the job assignment or project provide the student a change to apply the skills learned in the classroom.
3. Provide adequate supervision and direction throughout the internship period.
4. Perform a mid-point of the student using the mid-point instrument provide by the university or college. This evaluation should occur after the first 4 weeks, and should provide guidance for areas of improvement the student may require. At this time modifications may be made to the project description.
5. Perform a final evaluation of the student internship using the instrument provided by the university or college.

Student Signature: _____ Date: _____

Faculty Advisor: _____ Title: _____ Date: _____

LCBCC Program Supervisor: _____ Date: _____

FY05-06 Senior Management Internal Promotions and Vacancies
October 2005-April 2006

PROMOTIONS		Pay	Position	Race	Sex
	Grade	Number			
Literacy Project Coordinator	55	5400-20	W	F	
Mgmt & Budget Analyst	55	0400-02	B	F	
Special Projects Coordinator	56	1520-02	W	M	
Sr Mgmt & Budget Analyst	56	0400-09	W	F	
Sr Mgmt & Budget Analyst	56	0400-11	W	M	
Field Operations Supervisor	56	0500-07	W	M	
Facilities Operations Manager	56	1300-40	W	F	
Affordable Housing Coordinator	57	0240-01	W	M	
Intergov. Affairs Coordinator	57	0200-08	W	M	
Quality Improvement & Education Manager	57	0500-08	B	M	
Growth and Env. Mgmt Suppt. Director	58	3100-10	W	M	
Budget Manager	58	0400-16	W	M	
Asst to County Administrator	59	0200-02	W	M	
Director of HHS	59	0230-01	W	F	
Development Services Director	59	3100-10	W	M	
Director of GEM	62	3100-01	W	M	
Total=16					

Positions filled by External Applicants/Current Vacancies		Pay	Requisition	Open	Race	Gender
	Grade	Number	Number			
MIS Special Projects Coordinator	56	013-06	1520-01	11/6/2005	W	F
Probation Supervisor	56	028-06	6600-10	1/8/2006	B	F
Development Services Administrator	57	066-06	323002	4/9/2006		
Senior Design Engineer	57	002-06	2210-03	10/2/2005		
Senior Environmental Engineer	57	025-06	3200-16	12/18/2005	W	F
Sr. Design Engineer	57	051-06	2210-03	2/19/2006		
Total=6						

Grand Total Sr. Mgmt Vacancies = 22
No. Positions Filled by Promotion = 16
% Filled by Promotion = 73%
% Filled External Applicants/Current Vacancies - 27%

Board of County Commissioners Budget Discussion Item

Date of Meeting: June 13, 2006

Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parvez Alam, County Administrator *PA*
Alan Rosenzweig, Director, Office of Management and Budget *AR*
Lillian Bennett, Human Resources Director *LWB*

Subject: Approval to Implement a Leon County "Bonafide Wellness" Program in accordance with the Health Insurance Portability and Accountability Act which includes a Tobacco Surcharge

Statement of Issue:

This discussion item provides \$50,000 to implement a Leon County "Bonafide Wellness" Program which includes a Tobacco Surcharge for Board employees and their dependents that use tobacco products and participate in the County's health insurance program (Attachment #1). The "Bonafide Wellness" program will be developed in accordance with the requirements of the Health Insurance Portability and Accountability Act (HIPAA).

Background:

A number of government and private entities around the country are implementing new strategies to slow rising health care costs. Several states, such as Georgia, Alabama and West Virginia are charging public employees who use tobacco products more for their health insurance premiums. Employers are legitimately concerned about tobacco use among its employee population and believe that smokers overall medical costs are higher than that of non-smokers. In 2002, the Centers for Disease Control (CDC) estimated the total costs for medical expenses for smokers reached \$75 billion and lost productivity cost businesses another \$82 billion. The average combined annual cost per smoker is estimated at \$3,391. Smoking is affecting the bottom line of many businesses and governments. These added costs are making a significant impact on employer health care budgets. As a result, employers are beginning to implement medical plan premium differentials and/or surcharges for smokers and nonsmokers. Currently, the Board has a Smoking Policy which prohibits smoking in all County owned or leased buildings and vehicles (Attachment #2).

At the request of the Board, staff presented an agenda item at the March 28, 2006 meeting on the feasibility of establishing a County Health Insurance Tobacco Abatement Program. The Tobacco Abatement Program would assess Board employees and their dependents that use tobacco products a surcharge or a higher employee contribution rate on their County health insurance premium (Attachment #3).

Budget Discussion Item: Approval to Implement a Leon County "Bonafide Wellness" Program in Accordance with the Health Insurance Portability and Accountability Act (HIPAA) which includes a Tobacco Abatement Surcharge.

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In a March 23, 2006 memo, the County Attorney's Office opined that if Leon County desires to assess a higher premium or contribution rate based on an employee's status as a smoker, that same should be joined with a health promotion or disease prevention program as described in Section 627.65625(4)(b)2, Florida Statutes (Attachment #4).

The Board directed staff to develop a "Bonafide Wellness Program" in accordance with the Health Insurance Portability and Accountability Act (HIPAA) which includes financial incentives. Staff was also directed to review tobacco surcharge revenues as a potential funding source for the operation of the Wellness program. This discussion item details the financial and budgetary impacts of implementing such a program.

Analysis:

A worksite wellness program is primarily intended to assist employees and their family members in making voluntary behavior changes which reduce their health and injury risks, improve their health consumer skills, and enhance their individual productivity and well being. To an employer, the purpose of most worksite wellness programs is to improve the health and productivity of employees and reduce health related costs, primarily by helping change the pattern of lifestyle and behavioral choices of individuals within the employee population.

An analysis of the Leon County workforce shows that 65% of employees are age 40 and over and are most at risk for having health related problems. 72% of all workers in the Service Worker category are in the age 40 and over category. The Service Worker occupational category is prone to job related injuries due to the manual labor component of their jobs.

Comparable County/City Wellness Programs

Staff conducted a preliminary review of comparable counties and cities that currently have wellness programs. The following counties and/or cities were contacted, Alachua, Hernando, Sarasota, Charlotte, Collier, Clay, Escambia, Okaloosa, Hillsborough and the City of Gainesville and City of Tallahassee. Some county wellness programs focused on quality of work life with minimal incentives, some are more traditional focusing on health and risk reduction with modest incentives while others focused on health, risk reduction and productivity management with major incentives. A summary of the types of Wellness Programs offered by other counties and cities in Florida is attached (Attachment #5).

City of Gainesville "LifeQuest" Wellness Program

At the recommendation of the Board, staff contacted and subsequently made a site visit to the City of Gainesville to learn more about their wellness program. The City of Gainesville's wellness program, called "LifeQuest" is nationally recognized by the Wellness Council of America (WELCOA). Life Quest was awarded the Platinum Well Workplace Award in 2002, which represents the pinnacle of results-oriented worksite wellness programming.

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The City of Gainesville was the first municipality in the nation to receive a platinum award from WELCOA and the first platinum ever awarded in the State of Florida. The LifeQuest Wellness Program was so impressive that Walt Disney World paid a visit to the City of Gainesville in 2004 to learn of ways to implement a successful wellness program (Attachment #6).

"Life Quest" is managed in the Risk Management Division of the City of Gainesville. Life Quest is a fully integrated program that works in conjunction with the City's self-funded insurance plans as well as Employee Health Services, Safety & Loss Control and Workers Compensation. The Wellness Team Management consists of a Risk Manager, Benefits Coordinator, Safety Engineer, LifeQuest Director (Registered/Licensed Dietician), Wellness Specialist and an Athletic Trainer. The LifeQuest Wellness Program offers a comprehensive array of programs and services which includes an on-site health clinic for basic health screenings, and physical fitness gyms at most City facilities.

The City Commission of Gainesville and senior level management are committed to the wellness program and actively participate in it, ensuring its success. In addition, health insurance premium rates have remained below usual markets rates, which management attributes to (1) being self-insured and (2) commitment to the LifeQuest Wellness Program.

Proposed Leon County Wellness Program

According to the Wellness Council of America (WELCOA) and industry professionals, in order to ensure success when developing a Wellness program, there are seven benchmarks that every organization should follow.

1. Capture Senior Level Management Commitment
2. Create Cohesive Wellness Teams
3. Collect Data to Drive the Health Efforts
4. Craft an Operating Plan
5. Choose Appropriate Interventions
6. Create a Supportive Environment
7. Consistently Evaluate Outcomes

Staff has developed a proposed County Wellness programs that follows the WELCOA guidelines above (Attachment #1). The first year of funding is estimated at \$50,000 and will focus mainly on data collection, claims analysis, health risk appraisals and employee input on the types of wellness activities desired. Some programming will be offered such as Smoking Cessation classes and discounts to physical fitness programs.

If the Board approves a Wellness Program, a Wellness Team will be established with appointments made by the County Administrator. The Wellness Team will develop an Operating Plan that outlines they type of wellness interventions that will be offered to employees.

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Leaders and Managers will need to be supportive of the program and encourage their employees to participate. The Wellness Team will monitor the ongoing progress of the Wellness Program and report on measurable outcomes annually. Additional funding and staffing will be required in future years to continue operations of the Wellness program; as such, the Wellness Team will develop an itemized budget.

WELCOA recommends that any health promotion initiative begin with a solid foundation and meet the organizations strategic priorities. **If measurable results are to be achieved, the wellness program must be designed insightfully, funded adequately and executed correctly. If this is not the case for an organization, WELCOA recommends waiting for policy-maker and senior level management commitment prior to embarking on a comprehensive wellness program.**

Tobacco Surcharge

In order to implement a Tobacco Surcharge Program, HIPAA requires the establishment of a "Bonafide Wellness" Program. Under HIPAA, a "Bonafide Wellness" Program must meet the following criteria:

The Program will:

1. Add a premium surcharge that does not exceed 10%, 15% or 20% of the total premium cost of employee-only/single coverage;
2. Be reasonably designed to promote good health or prevent disease;
3. Allow any employee whom it is unreasonably difficult to quit tobacco use to satisfy a reasonable alternative to quitting; and
4. Ensure all health insurance plan materials describing the wellness program will have to disclose the availability of the reasonable alternative to quitting

In accordance to HIPAA, as a result of charging employees who use tobacco products more for their health insurance, Leon County will be required to offer them a means, apart from quitting, to remove the surcharge. The alternative method of removing the surcharge must be reasonably related to the goal of reducing the harmful affects of tobacco use.

Requiring smokers to attend smoking cessation classes is a common example of a reasonable alternative; therefore Leon County's proposed Wellness Program will meet the requirements of HIPAA. **Also, in accordance with HIPAA regulations, an employer must discontinue the tobacco use surcharge for employees who participate in a smoking cessation program, even if the employee ultimately does not quit smoking.**

Leon County currently contracts with Capital Health Plan, United Health Care and Vista for employee medical services. Leon County has a fully insured group health plan that includes Board and Constitutionals Officers employees. Leon County's total enrollment in the health plan is 1,415 employees. The Board has a total of 615 employees enrolled in the health plan.

Budget Discussion Item: Approval to Implement a Leon County "Bonafide Wellness" Program in Accordance with the Health Insurance Portability and Accountability Act (HIPPA) which includes a Tobacco Abatement Surcharge.

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Based on enrollment and national statistics, it is estimated that on average at least 20% of the workforce are smokers or use some type of tobacco products. If this 20% national average is applied to Leon County's workforce, the estimate is that there are at least 283 tobacco users countywide and 123 smokers employed by the Board. At this time, the tobacco surcharge and wellness program is being implemented for Board employees only. Constitutional Offices may voluntarily participate but will be required to follow the Board's Wellness Program and Tobacco Surcharge.

Tobacco Surcharge Savings

Under HIPPA, a tobacco surcharge cannot exceed 10%, 15% or 20% of the total premium for employee-only/single coverage. The surcharge is in addition to what employees currently pay for health insurance coverage. The following table provides an analysis of the tobacco surcharge and estimated revenues based on the assumption that at least 20% (123 Board employees) of County's workforce smokes:

Table #1

Estimated Tobacco Surcharge Savings and Employee Increased Costs (Smokers Only)
(Based on 20% or 123 employees assessed tobacco surcharge)

Tobacco Surcharge %	Additional Tobacco Surcharge Amount	Current Employee monthly cost of health insurance at 7.5%	Total Employee monthly costs including tobacco surcharge	Estimated Tobacco Surcharge Savings
10% Surcharge				
Single	\$39.25	\$29.44	\$ 68.89	\$57,933.00
Employee +1	\$39.25	\$60.94	\$100.19	
Family	\$39.25	\$78.02	\$117.27	
15% Surcharge				
Single	\$58.88	\$29.44	\$ 88.32	\$86,907.00
Employee +1	\$58.88	\$60.94	\$119.82	
Family	\$58.88	\$78.02	\$136.90	
20% Surcharge				
Single	\$78.50	\$29.44	\$107.94	\$115,866.00
Employee +1	\$78.50	\$60.94	\$139.44	
Family	\$78.50	\$78.02	\$156.52	

Employee health insurance rates will increase for employees that smoke. The amount of the increase is contingent upon Board approval of a 10%, 15% or 20% tobacco surcharge. Estimated savings are \$57,933, \$86,907 and \$115,866 respectively based on the surcharge percentage selected. Savings collected via the tobacco surcharge will be utilized to support funding of the County's Wellness Program including the provision of smoking cessation programs to assist employees that are addicted to nicotine. **It is important to note that once an employee has completed a smoking cessation program, the tobacco surcharge will be discontinued in accordance with HIPPA guidelines, regardless of whether or not the employee ultimately quits smoking. As a result, projected revenues for each surcharge scenario above could be significantly less.**

Budget Discussion Item: Approval to Implement a Leon County "Bonafide Wellness" Program in Accordance with the Health Insurance Portability and Accountability Act (HIPPA) which includes a Tobacco Abatement Surcharge.

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Certification

Annually, during open enrollment covered employees and their dependents will certify that the employee and the employee's dependents do not use tobacco products in any form (Attachment #7). This will be based on the honor system and there will be no testing for tobacco use. Testing for tobacco use costs approximately \$35 per test and would cost the County about \$26,250 to test 750 employees. Employee and dependents that use tobacco products will not receive the discounted rate for their health care coverage. Those employees agreeing to participate in a smoking cessation program will receive the discounted rate upon completion of the program. For those employees and or dependents who do not attempt to end the use of tobacco products, the savings from the surcharge or non-discounted rates will help fund the wellness program.

Conclusion

It is incumbent of all employees to become proactive in becoming healthier and managing their health. A wellness program offers employees the opportunity to take a stake in their health by providing education, early detection and/or avoidance, regular health screenings and check-ups to detect possible medical conditions that may require treatment. Earlier detection of a medical condition not only could save lives but money as well. Over a period of time the wellness program should result in savings of claim dollars and a healthier workforce. **However, it will require adequate funding, staffing and senior level management support to be successful.**

Savings from a Tobacco Surcharge will be utilized to help subsidize the Wellness Program in future years, in addition to County funds that may be required for additional staffing and programs.

Budget Discussion Item: Approval to Implement a Leon County "Bonafide Wellness" Program in Accordance with the Health Insurance Portability and Accountability Act (HIPPA) which includes a Tobacco Abatement Surcharge.

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Options:

1. Approve the County Wellness Program and provide start-up funding in the amount of \$50,000 as outlined in the agenda item with funding to be partially offset by a Tobacco Surcharge of 20% of the single coverage rate.
2. Approve the County Wellness Program and provide start-up funding in the amount of \$50,000 as outlined in the agenda item with funding to be partially offset by a Tobacco Surcharge rate of 10% or 15% of the single coverage rate.
3. Do not approve the County Wellness Program in the amount of \$50,000 at this time or approve the Tobacco Surcharge Program.
4. Board Direction.

Recommendation:

Option #1 is included in the Tentative Budget.

Attachments:

1. Proposed Leon County Wellness Program
2. Leon County Board of Commissioners Smoking Policy
3. March 28, 2006 Agenda Item (without attachments)
4. County Attorney Office Opinion on Higher Contribution Rate
5. County/City Wellness Program Benchmarking
6. City of Gainesville LifeQuest Wellness Program
7. Employee Non-Tobacco Certification Form

Proposed Leon County Wellness Program

A worksite wellness program is primarily intended to assist employees and their family members in making voluntary behavior changes which reduce their health and injury risks, improve their health consumer skills, and enhance their individual productivity and well being. To an employer, the purpose of most worksite wellness programs is to improve the health and productivity of employees and reduce health related costs, primarily by helping change the pattern of lifestyle and behavioral choices of individuals within the employee population.

According to the Wellness Council of America (WELCOA) and industry professionals, in order to ensure success when developing a Wellness program, there are seven benchmarks that every organization should follow:

1. Capture Senior Level Management Commitment
2. Create Cohesive Wellness Teams
3. Collect Data to Drive the Health Efforts
4. Craft an Operating Plan
5. Choose Appropriate Interventions
6. Create a Supportive Environment
7. Consistently Evaluate Outcomes

Following the guidelines established by WELCOA for the design and development of a successful Wellness Program as well as input received from the City of Gainesville, staff has structured the County's program as follows:

1. Senior Level Management Commitment
 - a. Staff is requesting funding in the amount of \$50,000 in the FY 2006/07 budget to begin the planning and implementation phase of a County Wellness Program. The funds will primarily be used to design a first year Wellness program which will mainly focus on data collection, health assessments and wellness communications and smoking cessation programs.
 - b. Smoking cessation programs will be included in the first year of the program and are required under HIPPA as a result of establishing a tobacco surcharge program. Based on measurable outcomes of the first year activity, staff will report back to the Board to determine future year activity.
 - c. Future funding for the wellness program will be contingent upon revenues collected from the tobacco surcharge. At this time, staff is not certain of the number of Board employees who smoke. After the first full year of operation, staff will have a better projection of revenues that could potentially be utilized to fund the activities designed in the Wellness Program.

- d. An assessment will be made of staffing needs to continue the operations of the Wellness Program in future years and a request will be made in the FY2007/08 budget.

2. Integrated Wellness Teams

- a. To ensure that the County Wellness Program is embraced by employees at all levels within the organization, it is imperative to develop a Wellness Team. The Wellness Team will be appointed by the County Administrator and be comprised Senior Management and Career Service employees with a genuine interest in health.
- b. The Wellness Team will have a representative(s) from Human Resources, Risk Management, Public Information Office, Management Information Services, Growth Management, Public Services, Management Services and Public Works.
- c. The Wellness Team will develop, guide and oversee the County's wellness efforts; establish a vision which drives the team; decide on program goals and communicate program opportunities and successes.

3. Data Collection to Drive the Health Efforts

- a. Staff estimates that approximately \$20,000 of the first year funding will be used in data collection efforts.
 1. Health Risk Appraisals
 2. Annual Health Fair and Health Screenings (blood pressure, height/weight ratios, cholesterol, etc.)
 3. Risk Management and Worker's Compensation claims analysis
 4. Employee Input on Types of Wellness Programs desired
- b. Annual review of claims data from insurance carriers (CHP, Vista and United)
- c. Tobacco Surcharge data - determination of number and percentage of employees that smoke

4. Operating Plan

- a. The final operating plan will be developed by the Wellness Team. The team will review and analyze the health related data collected in #3 above to determine the major illnesses and injuries within our employee population as well as receive input from employees on programs desired. From this analysis, specific wellness programs targeted and tailored to the County's employee population will be developed.

b. The operation plan will include the following:

1. Vision Statement
2. Goals
3. Measurable Objectives
4. Implementation Plan and Timeline
5. Marketing and Communications Plan
6. Itemized Budget
7. Evaluation Plan

5. County Tailored/Focused Interventions

a. Upon establishment of the Wellness Team, collection of health data and development of goals and objectives, staff will implement programs based on those goals and objectives.

b. Staff has made contact with providers of some services as follows:

1. Smoking Cessation Programs – (CHP, American Lung Association)
2. Negotiated Discounts for Physical Fitness Programs
 - a) Gold's Gym
 - b) Women's World
 - c) Curves for Women (30 minute Circuit Training)
3. Annual "Walk Through Florida" Competition
4. Weight Management Programs
 - a) Weight Watchers
 - b) Curves 6 Week Solutions
 - c) Capital Health Plan Weight Management
5. Lunch and Learn Consumer Health Education (United Health Care)

c. Wellness Incentives

1. The wellness team will develop financial incentives, prizes and recognition programs to encourage employees to participate and recognize success stories through communications mediums.
2. Staff estimates that the Wellness Incentives and Wellness classes will cost approximately \$25,000 and will be awarded as long as funds are available. Due to the tobacco surcharge and HIPPA requirements, funding priority will go to smokers who enroll in smoking cessation programs.
3. Staff would like to review physical fitness loan programs, where the County advances funds for employees to participate in gym memberships and purchase physical fitness equipment. The employee then pays the County back through payroll deduction. The City of Gainesville has implemented such a program.

6. Create a Supportive Environment

- a. Employees who feel cared for are naturally more loyal and productive. The Wellness Team, leaders and managers will work with employees to produce a supportive environment where employees feel that the organization provides them with encouragement, rewards and opportunity for healthy lifestyles.
- b. The Wellness Program will support the environment in the following ways:
 1. Maintain Friendly Facilities – Vending machines and Snack Bar with healthy food choices.
 2. Proactive Policies – Smoking Policy review, Flexible Work Schedules to allow exercise, Employee Assistance Program, Excessive overtime is discouraged, etc.
 3. Recognitions and Rewards for Successes made in Wellness Programs
 4. Managers setting the model for healthy behavior
 5. On-going health promotion programs

7. Evaluate Outcomes of the Wellness Program

- a. The Wellness Team will evaluate the effectiveness of the Wellness Program annually. Measurable outcomes will be developed based on program goals and objectives. Claims data from medical and worker's compensation, injuries, participation, absenteeism and total health costs will be compared from one year to the next and program activities will be modified accordingly.

Tobacco Surcharge

In order to implement a Tobacco Surcharge, HIPPA requires the establishment of a "Bonafide Wellness" Program. Under HIPPA, a "Bonafide Wellness" Program must meet the following criteria:

The Program will:

1. Add a premium surcharge or higher contribution rate that does not exceed 10%, 15% or 20% of the total premium cost of employee-only/single coverage;
2. Be reasonably designed to promote good health or prevent disease;
3. Allow any employee whom it is unreasonably difficult to quit tobacco use to satisfy a reasonable alternative to quitting; and
4. Ensure all health insurance plan materials describing the wellness program will have to disclose the availability of the reasonable alternative to quitting

In accordance to HIPPA, as a result of charging employees who use tobacco products more for their health insurance, Leon County will be required to offer them a means, apart from quitting, to remove the surcharge.

Under the Tobacco Surcharge alternative, employee health insurance rates will increase for employees that smoke. The amount of the increase is contingent upon Board approval of a 10%, 15% or 20% tobacco surcharge. Estimated tobacco revenues are \$57,933, \$86,907 and \$115,866 respectively based on the surcharge percentage selected. Revenues collected via the tobacco surcharge will be utilized to support funding of the County's Wellness Program including the provision of smoking cessation programs to assist employees that are addicted to nicotine. **It is important to note that once an employee has completed a smoking cessation program, the tobacco surcharge will be discontinued in accordance with HIPPA guidelines, regardless of whether or not the employee ultimately quits smoking. As a result, projected revenues for each surcharge scenario above could be significantly less.**

Savings from the Tobacco Surcharge will be utilized to support the funding of the Wellness Program.

Conclusion

It is incumbent of all employees to become proactive in becoming healthier and managing their health. A wellness program offers employees the opportunity to take a stake in their health by providing education, early detection and/or avoidance, regular health screenings and check-ups to detect possible medical conditions that may require treatment. Earlier detection of a medical condition not only could save lives but money as well. Over a period of time the wellness program should result in savings of claim dollars and a healthier workforce. **However, as indicated by WELCOA, it will require adequate funding, staffing and senior level management support to be successful.**

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

Policy No. 05-4

Title: Leon County Smoking Policy
Date Adopted: July 12, 2005
Effective Date: July 12, 2005
Policy Superseded: Policy 05-4, Leon County Smoking Policy, adopted June 14, 2005, Policy 93-17, Leon County Smoking Policy, adopted January 12, 1993; Policy No. 76-10, No Smoking During Commission Meetings, adopted November 16, 1976; and, Policy No. 74-1, Courtroom No Smoking Policy, adopted April 16, 1974

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

Policy No. 05-4, adopted by the Board of County Commissioners on June 14, 2005, is hereby amended in part, to wit:

In accordance with the responsibilities identified in the Florida Clean Indoor Act, the Board of County Commissioners does hereby adopt the following "Leon County Smoking Policy" in all County owned or leased buildings and all County owned or leased vehicles:

There will be no smoking in any area of the Leon County Courthouse or in any other buildings or vehicles owned or leased by the County.

Managers and supervisors of all agencies occupying County owned or leased buildings shall assist in the responsibility of monitoring their respective areas. The County Administrator or designee may designate specific areas located outside of any County owned or leased building in which employees may be permitted to smoke during approved break time.

Adherence to this policy is neither voluntary nor optional. Violation of this policy is grounds for disciplinary action up to, and including, termination of employment.

Board of County Commissioners Agenda Request 6

Attachment # 3
Page 1 of 4

of Meeting: March 28, 2006
Submitted: March 22, 2006

Honorable Chairman and Members of the Board

Parwez Alam, County Administrator
Lillian Bennett, Director of Human Resources

Subject: Acceptance of Status Report on Feasibility of Establishment of a Leon County Employee Health Insurance Tobacco Abatement Surcharge Program

Statement of Issue:

This agenda item requests Board acceptance of a status report on the feasibility of establishing a Tobacco Abatement/Surcharge Program for Leon County Employees. Additionally, this agenda requests Board approval to develop a "Bonafide Wellness Program", in accordance with the Health Insurance Portability and Accountability Act (HIPAA) that provides employee incentives as an alternative to or in conjunction with a Tobacco Abatement/Surcharge Program.

Background:

At the January 10, 2006 meeting, the Board directed staff to review the feasibility of establishing a Tobacco Abatement Program. The Tobacco Abatement Program would assess tobacco using employees and their dependents a surcharge or higher employee contribution percentage rate on their County health insurance. Currently, the County pays 92.5% of the employees pay 7.5% of total health insurance premiums.

Analysis:

A number of government and private entities around the country are implementing new strategies to slow rising health care costs. Some states are charging public employees who use tobacco products more for their health insurance premiums. Employers are legitimately concerned about tobacco use among its employee population and believe that smokers overall medical costs are higher than that of non-smokers. In 2002, the Centers for Disease Control (CDC) estimated the total costs for medical expenses for smokers reached \$75 billion and lost productivity cost businesses over \$82 billion. The average combined annual cost per smoker is estimated at \$3,391. In addition, the 2004 Surgeon General Report expands the list of diseases caused by smoking (Attachment #1). Smoking is affecting the bottom line of many businesses and governments.

According to the American Cancer Society, employees who smoke make about six more visits to health care facilities per year than do nonsmokers. Additionally, smokers have a longer average length of stay, higher average costs for patient visits, and a higher average insured payment for health care. Average lifetime medical care costs for smokers are 24 to 32% more than for nonsmokers. The Society for Human Resource Management indicates many employers are targeting the precursors (ex. Smoking and obesity) to serious health conditions (Attachment #2). These elevated costs are making a significant impact on employer health care budgets. As a result, employers are beginning to implement medical plan premium differentials and surcharges for smokers and nonsmokers.

Several states have implemented tobacco surcharges to employees that either smoke or use tobacco products. The states of Georgia, Alabama, South Dakota, and West Virginia have implemented the following tobacco surcharge programs (Attachment #3):

- Effective July 1, 2005, the State of Georgia charges its state employees/dependents an extra \$40 per month for

Agenda '6'

- coverage if they or their dependents admit to using tobacco products in the previous year. Georgia has a self funded health plan which covers 646,000 members and dependents.
- Effective October 1, 2005, the State of Alabama applied a \$20 monthly surcharge to state workers if covered employees or spouses report themselves as tobacco users. Unlike Georgia, Alabama offers a smoking cessation program. Alabama's self insured plan covers 100,000 active employees, retirees and dependents.
- Since 1997, South Dakota has had different health premium structures for smoking and non smoking state employees. Smokers pay an \$30 extra per month for health insurance coverage
- West Virginia requires state employees and retirees to sign a "Tobacco Affidavit" certifying that they are tobacco-free in order to obtain discounts on health and life insurance premiums.

ality of Tobacco Surcharge in Florida

rently, Chapters 626.9541 and 627.65625 of Florida Statutes do not allow for unfair discrimination by an insurance tier under a group health insurance policy on the basis of a medical condition (ex. Smoking, Obesity, Alcohol and stance Abuse, etc) (Attachment #4). Therefore, the establishment of a Tobacco Surcharge Program by a carrier or the County's health insurance program is not currently permitted by law. While some state governments are acted to enact tobacco-use premium differential policies in the future, new federal rules will limit the ability to implement such policies. The Health Insurance Portability and Accountability Act (HIPAA) nondiscrimination rules prohibit a health plan from providing different eligibility rules or benefits or charging similarly situated individual's different premiums or contributions on the basis of an individual's health status. There is a government "opt-out" provision for non-federal government entities that offer self-insured health plans. However, insured health plans, similar to that of Leon County are not allowed the HIPPA government opt-out provision.

PA regulations do allow a fully insured group health plans to establish increased employee contribution rates, premium discounts, co-payments, or deductibles based on medical condition in return for adherence to programs of health promotion and disease prevention. The regulations allow variations in premiums, discounts and employee contribution rates under a "Bonafide Wellness Program" (Attachment #5).

n County, as an employer, may encounter other legal challenges in establishing a tobacco surcharge program. Charges which are targeted at a particular group based on an unhealthy behavior (ex. smoking, overeating, and alcohol use) may be considered as "Lifestyle Discrimination" (Attachment #6). In addition, Leon County might be seen as engaging in the practice of targeting one group of unhealthy behaviors over another. As such, civil rights laws regarding discrimination on the basis of race, gender or disability may apply. If the numbers, by race and gender, are disproportionately high in Leon County's employee population, it may be argued that a violation of Title VII of the Civil Rights Act of 1964 has occurred, which prohibits discrimination in the workplace on the basis of race and gender as a result of disparate impact

bonafide Wellness Program

Under HIPPA, a "Bonafide Wellness Program" must meet the following criteria:

1. Employers will only be able to add a premium surcharge of up to twenty percent of the total cost of employee-only/single coverage;
2. The wellness program will have to be reasonably designed to promote good health or prevent disease;
3. The wellness program will have to allow any employee whom it is unreasonably difficult to quit tobacco use to satisfy a reasonable alternative to quitting; and
4. All health insurance plan materials describing the wellness program will have to disclose the availability of the reasonable alternative to quitting.

summary, if the Board elects to charge employees who use tobacco products more for their health insurance, Leon County will be required to offer them a means, apart from quitting, to remove the surcharge. The alternative method of moving the surcharge must be reasonably related to the goal of reducing the harmful affects of tobacco use. Requiring smokers to attend smoking cessation classes is a common example of a reasonable alternative (Attachment #6). In accordance with HIPAA regulations, an employer must discontinue the tobacco use surcharge for employees

Agenda '6'

participate in a smoking cessation program, even if the employee ultimately does not quit smoking.

Employers will continue to search for ways to reduce medical insurance expenses. Wellness programs are useful tools to assist, educate and encourage employees in healthy behaviors ranging from quitting smoking and starting exercise programs, how to keep weight, blood pressure and cholesterol in check and joining disease management programs.

Positive incentives are becoming more common than negative or punitive ones. Most Human Resource professionals believe that a punitive approach to the problem is fair and effective only when attached to a wellness program which provides the employee assistance from the unhealthy habit.

Presently, Leon County is an active participant in the "Walking through Florida" (WTF) health program developed by the University of Florida's IFAS Extension. This program is presented at least annually for County employee participation. The purpose of the program is to promote physical activity and personal wellness. Employees register online and log physical activity on the Walking through Florida website, <http://www.leoncountyfl.gov/walk>. In 2005, one-hundred and four (104) County employees participated in the Walking through Florida program. The program lasts for eight weeks each year. Attached are the results from the 2005 Walk through Florida Program (Attachment #8)

The Board requests approval to expand upon the "Walk through Florida" program by researching and developing a comprehensive year-round wellness program for County employees. The wellness program will meet the HIPAA discrimination requirements, and provide financial incentives and programs designed to inform, train, and educate employees on healthy lifestyles. The ultimate goal will be to increase the general health and well being of County employees and consequently reduce future County health care costs. Attached is an example of health components to be considered in the development of a wellness program which was developed by the Hay Group (Attachment #9).

A wellness program may include the following components: Health Risk Assessments, Health Fairs, Smoking cessation, Weight Management and Nutrition Education Classes, Physical Fitness Program, Financial Incentives and periodic wellness communications (Attachment #10).

The current financial impacts of implementing a Wellness Program are unclear. If the Board approves staff developing a program, the financial and budgetary impacts could be brought back to the Board as a budget discussion item during the June 13, 2006, FY 07 budget workshop.

Additionally, staff will work with the County's health insurance providers to determine the major health risks found in the employee population and what wellness programs can be offered through the County's health insurance providers. In determining the health risk within the County, staff will develop a proposal for a comprehensive County Wellness Program.

Recommendations:

Accept status report on the feasibility of establishing a Leon County Insurance Tobacco Abatement/Surcharge Program.

Direct staff to develop a "Bonafide Wellness Program" in accordance with the Health Insurance Portability and Accountability Act (HIPAA) which may include financial incentives and direct staff to prepare a budget discussion item for the June 13, 2006, FY 07 budget workshop that details the financial and budgetary impacts of implementing such a program.

Do not develop a "Bonafide Wellness Program" in accordance with the Health Insurance Portability and Accountability Act (HIPAA) which may include financial incentives.

Board direction.

Recommendation:

Recommendations #1 and #2

Attachments:

Attachment # 3
Page 4 of 4

- 2004 Surgeon General Report on List of Diseases Caused by Smoking
- SHRM article on "Targeting the Precursors to Serious Health Conditions"
- Workforce Management article on "States hit Public Employees with Smoking Surcharge"
- Florida Statute 626.9541 and 627.65625
- Notice of Proposed Rulemaking for Bon Fide Wellness Program under HIPAA
- National Work Rights Institute Article on "Lifestyle Discrimination in the Workplace".
- SHRM article on "Investing in Smoking Cessation Pays Dividends to Employers and Employees Alike".
- Walking through Florida" 2005 Participation Results
- Hay Group Pay-for Performance Wellness Strategy
- SHRM article on Workplace Wellness and Developing a Cutting-Edge Wellness Program

Additional Information



BOARD OF COUNTY COMMISSIONERS

INTER-OFFICE MEMORANDUM

To: Lillian E. Bennett, Director of Human Resources

From: Herbert W.A. Thiele, Esq. 
County Attorney

Date: March 23, 2006

Subject: Legal queries re: tobacco abatement / surcharge program

This analysis is being provided in response to legal queries posed by the Leon County Human Resources Department regarding the legality of establishing a tobacco abatement / health insurance surcharge program for Leon County employees.

Query 1: Can an employer in Florida charge a higher insurance contribution rate or insurance premium for smokers?

Chapter 627, Florida Statutes, governs insurance rates and contracts, and Part VII of Chapter 627 addresses group, blanket, and franchise health insurance policies. Section 627.65625, Florida Statutes (2005) prohibits an insurer that offers a group health insurance policy from discriminating against individual participants based on the health status of the individual or a dependent of the individual. First, the insurer may not establish rules of eligibility for enrolling under a policy based on health status. Section 627.65625(1), Florida Statutes. Second, an insurer that offers health insurance coverage "may not require any individual, as a condition of enrollment or continued enrollment under the policy, to pay a premium or contribution that is greater than such premium or contribution for a similarly situated individual enrolled under the policy on the basis of any health-status-related factor." Section 627.65625(4)(a), Florida Statutes. However, there is an exception. Pursuant to Section 627.65625(4)(b)2., Florida Statutes, an insurer may establish premium discounts or rebates, or may modify copayments or deductibles, in return for adherence to programs of health promotion and disease prevention.

Chapter 626, Florida Statutes, governs insurance field representatives and operations, and Part IX of Chapter 626 addresses unfair insurance trade practices. The purpose of Part IX is to regulate trade practices relating to the business of insurance. Section 626.941, Florida Statutes. Pursuant to Section 626.9521(1), Florida Statutes, no person shall engage in any trade practice which is defined in Part IX as an unfair method of competition, or an unfair or deceptive act or practice involving the business of insurance. "Person" is defined under Section 626.9511(1) to be an "individual, corporation, association, partnership, reciprocal exchange, interinsurer, Lloyds insurer, fraternal benefit society, or business trust or any entity involved in the business of insurance." Section 626.9541(1)(g), Florida Statutes prohibits unfair discrimination between

individuals of the same actuarially supportable class in the amount of premiums, policy fees or rates charged for any health insurance policy.

There are no reported cases in Florida that address the query. In any event, a plain reading of Section 627.65625(4)(a), Florida Statutes, indicates that charging higher insurance premiums or contribution rates on the basis of any health-status-factor is not allowed. However, in accordance with Section 627.65625(4)(b)2., Florida Statutes, there is an exception which allows premium discounts or rebates for persons who adhere to health promotion and disease prevention programs. Therefore, any differences in health insurance premiums or contribution rates for similarly situated individuals would have to be tied to participation in a health promotion or disease prevention program. Without the incumbent health promotion or disease prevention program, charging higher premiums or contribution rates based on an employee's status as a smoker would appear to be in contravention to Florida law.

It should be noted that Section 627.65625 governs an insurer that offers a group health insurance policy, and Leon County does not fall within the definition of an insurer. See Section 627.652, Florida Statutes (2005) (providing definitions of "insurer" and "group health insurance policy"). Likewise, Part IX of Chapter 626 is directed at persons or entities engaged in the business of insurance, and Leon County is not engaged in the business of insurance. Therefore, one cannot say for certain that these provisions would necessarily prohibit an employer such as Leon County from charging a higher insurance contribution rate or premium for smokers, with or without a health promotion or disease prevention program. Nevertheless, in the abundance of caution, it would be advisable for an employer to have a health promotion or disease prevention program in place before charging higher premiums or contribution rates based on an employee's status as a smoker.

Query 2: Are variations in insurance premiums, discounts and employee contribution rates under HIPAA's "Bonafide Wellness Program" allowable under Florida law?

Pursuant to 45 C.F.R. § 146.121(c)(1), a group health plan may not require an individual to pay a premium or contribution that is greater than the premium or contribution for a similarly situated individual based on any health factor that relates to the individual or a dependent of the individual. However, pursuant to 45 C.F.R. § 146.121(c)(3), a plan may establish a premium or contribution differential based on whether an individual has complied with the requirements of a bona fide wellness program.

In January 2001, the Department of Health and Human Services proposed rules to amend § 146.121(f) to implement and clarify the term "bona fide wellness programs." The proposed rules actually give an example of an acceptable group health plan which assesses a surcharge to plan participants who do not certify that they have not used tobacco products in the preceding twelve months. In the example, the premium surcharge is permissible when used in conjunction with a bona wellness program if the program satisfies four requirements, as follows: (1) the total reward under the program is limited to 10%-20% of the total cost of the employee's coverage; (2) the

Lillian E. Bennett, Director of Human Resources
March 23, 2006
Page 4

Attachment # 4
Page 3 of 3

within the coverage of the ADA, under well-settled Supreme Court precedent.
Sutton v. United Airlines, Inc., 527 U.S. 471, 119 S.Ct. 2139, 144 L.Ed.2d 450
(1999).

See also Rose v. Home Depot U.S.A., Inc., 186 F. Supp.2d 595, 615, n. 7 (D. Md. 2002).

In light of the above analysis, one must conclude that charging smokers a higher insurance premium or contribution rate would not violate the ADA.

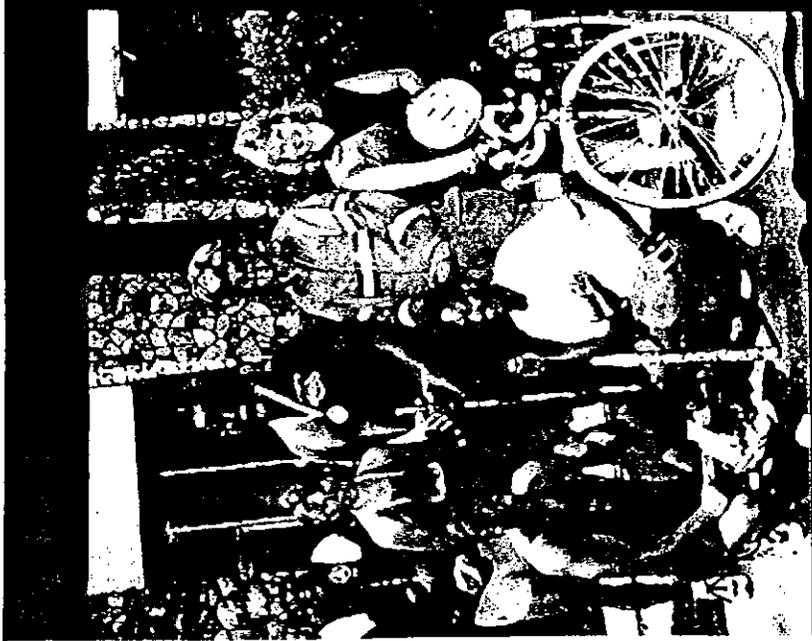
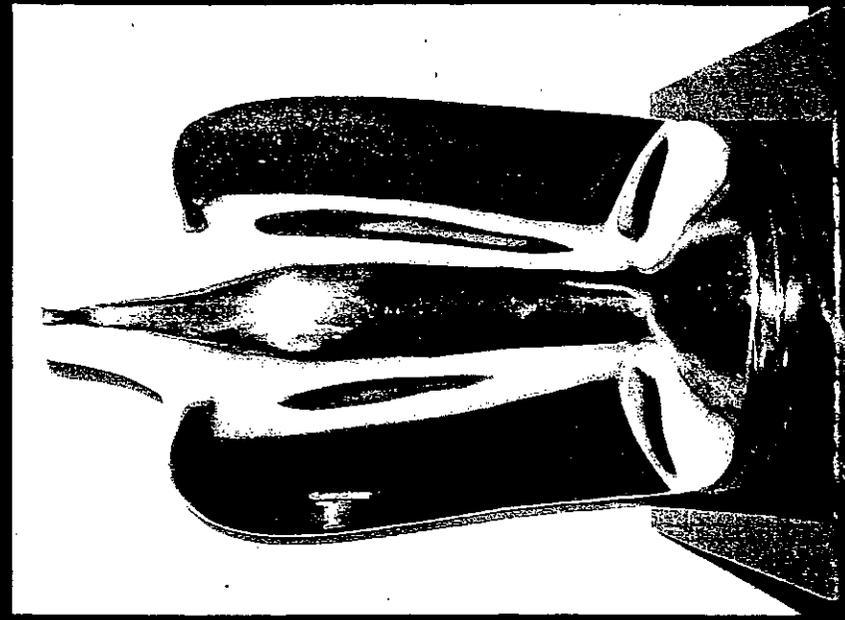
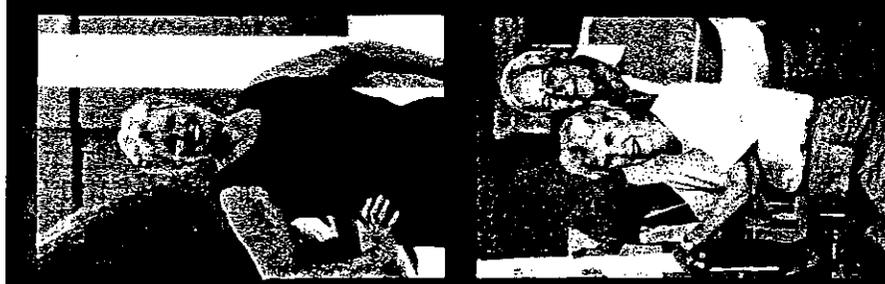
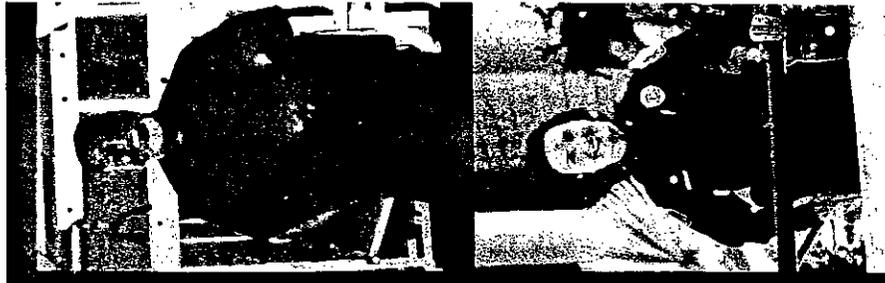
In conclusion, it is the opinion of the County Attorney's Office that if Leon County desires to assess a higher premium or contribution rate based on an employee's status as a smoker, that same should be joined with a health promotion or disease prevention program as described in Section 627.65625(4)(b)2., Florida Statutes. Should you have any questions regarding the above, please contact our office.

HWAT/PTK/plp

COUNTIES	WELLNESS PROGRAM BEGIN DATE	WHAT IS YOUR ANNUAL BUDGET FOR THE WELLNESS PROGRAM?	HOW MANY STAFF & WHAT POSITIONS ARE FUNDED?	DO YOU OFFER INCENTIVES TO WELLNESS PROGRAM PARTICIPANTS?	DO YOU HAVE AN ANNUAL HEALTH FAIR?	DO YOU HAVE AN ON SITE HEALTH CLINIC?	DO YOU HAVE ON SITE GYM FACILITIES? HOW MANY GYMS?	TYPES OF WELLNESS PROGRAMS/CLASS	HOW MANY EMPLOYEES PARTICIPATE OUT OF THE TOTAL?	RESULTS ex. (reduction in health care cost, healthier work force, etc.)
ALACHUA	1992	\$30,000.00	existing staff using existing employees	yes	yes	no	no	exercise, walking, wellness seminars, walking, 5k run	don't know 432 joined but only 100 active	reduction in health care cost and to have healthier employees 100 soon to tell
CHARLOTTE CITY OF GAINESVILLE	10/1/2005	\$60,000.00	3	yes	yes	no	yes, 9	walking, nutrition, aerobics, cancer, yoga spin		reduction in health care cost and to have healthier employees
CLAY	\$300 benefit in health plan	\$150,000	existing staff	no	yes	no	no	health screenings at health fair	not tracked	reduction in health care cost. healthier employees
COLLIER	1/31/2001	\$74,000.00	1.5	yes	yes	yes	4 soon to be 5	many	542 out of 2200, 800 completed HRAs	\$430,350 savings in 2005 due to the reduction of health risk to have healthier employees
ESCAMBIA	2 years ago	not sure - \$5,000	existing staff	no	yes	no	gym discounts	weight loss, smoking, Get Healthy Pensacola	less than 100	improve interest in wellness and wellness program
HERNANDO	2 years ago	none, requesting money this fiscal year in Oct.	2 existing staff	in development	yes	no	no	weight watchers, smoking cessation	450 annually	reduction in health care cost and to have healthier employees
OKALOOSA	Approx. 2 years ago	none	existing staff	yes	yes	no	gym discounts	Fitness Friday, nutrition, leaf program for gym equipt. diabetes, weight mgmt, stress, exercise, b/p body	approx. 50	reduction in health care cost.
SARASOTA	1992	\$385,000.00	3	yes	yes, 4	yes	yes, 3.		40-50% of employees almost 700	Reduce BMI and BP
CITY OF TALLAHASSEE	2000	\$25,000	none	\$10 for health assessments; Prizes for Big Loser Tournament	yes	no	police and fire departments do	2 Big Loser Tournaments; Developing a Wellness day benefit (B) hours leave	participated in the two Big Loser Tournaments	Currently developing data to track to determine ROI for wellness activities

Please email or mail a copy of your wellness program to Ernie Peirier at the email shown or to Leon County Human Resources 301 South Monroe Street, Suite 201, Tallahassee, Florida 32301

LifeQuest



WE'RE PLATINUM

THE FIRST PLATINUM

The Platinum Well Workplace

Award represents
the pinnacle of

results-oriented worksite wellness programming.

The Platinum Award is granted to organizations that have previously achieved a Gold Well Workplace designation and are now forging new ground by linking health promotion objectives to business outcomes. The

Platinum Award process is by invitation only, and is rigorous in its expectations. Each year, a very limited number of organizations world-class in their approach to worksite wellness, will receive the Platinum Well Workplace Award.



2002

LifeQuest

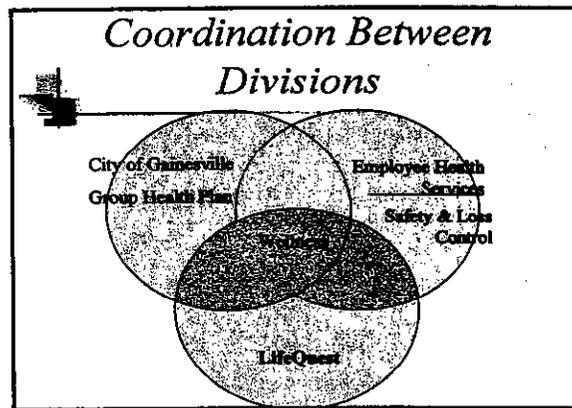
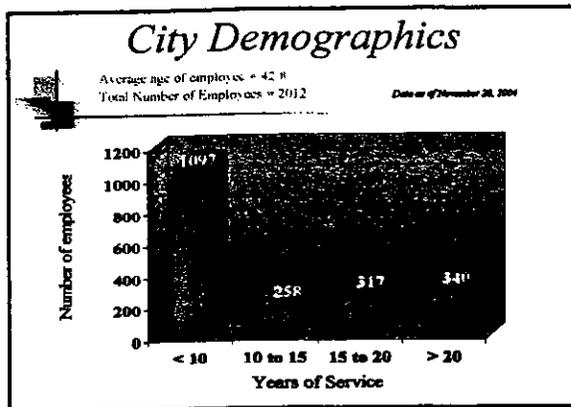
The first municipality in the nation to receive a Platinum.
The First Platinum awarded in the state of Florida.



Welcoming Committee

City of Gainesville
 Steve Varvel, Director of Risk Management
 Gene Prince, former Union President Local 2157
 Gary Porter, MS., AT/C., Athletic Trainer
 Aliza Bar-David, MPH, CSCS, Exer. Phys.

Consultant to City
 Kathryn A. Parker, RD., LD. LifeQuest Director



Risk Management

Mission Statement

The Risk Management Department is committed to providing quality safety, loss control and benefits to our customers utilizing the most innovative approaches to reduce the overall cost of the City's exposures to risk.

- Goals and Objectives**
- Promote employee and retiree wellness through our wellness program, LifeQuest.
 - Offer 20 free health care screenings through Employee Health Services and LifeQuest.
 - Increase participation in the Retiree Wellness Conferences by ten percent.

Long Term Goals *2-5 years*

- Provide an exercise opportunity within walking distance of every City facility.
- Continue to expand LifeQuest participation to include all individuals covered by the City's self-insured health plan.

Benefits of Wellness in the Workplace

DECREASED	INCREASED
■ Absenteeism	■ Productivity
■ Lifestyle related illnesses	■ Attendance
■ Lifestyle related Rx	■ Sense of well being
■ Depression	■ Self Esteem
	■ Energy
	■ Recruitment/Retention

Improved attitudes toward employer

Wellness

An attitude that your health is your wealth.
And, taking time to care for it is a worthwhile investment for both labor and management.

Wellness Directors sell ice to Eskimos!
Kathryn Parker



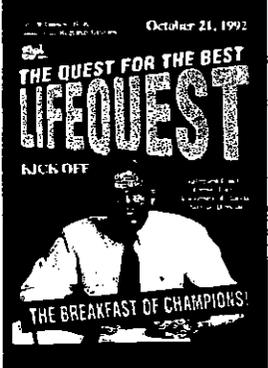
W E R E P L A T I N U M

Kathryn A. Parker, R.D.,L.D.
LifeQuest Director

Our Mission

*To reduce healthcare costs
through positive lifestyle
changes.*

WORK HARD PLAY HARD



 *The City of Gainesville is Having Company*

**An Evening with
C. EVERETT KOOP, MD**
*Former Surgeon General
of the United States*

**Two Great Fitness Programs
Come Together!**

Lifeguard



**City of Gainesville
Wins the Platinum Award
2002**

First Platinum Municipality in the Nation
First Platinum Award in the State of Florida



■ December 2004

- Cast Manager
- Wellness Program Manager
- Site visit
- Florida Power & Light



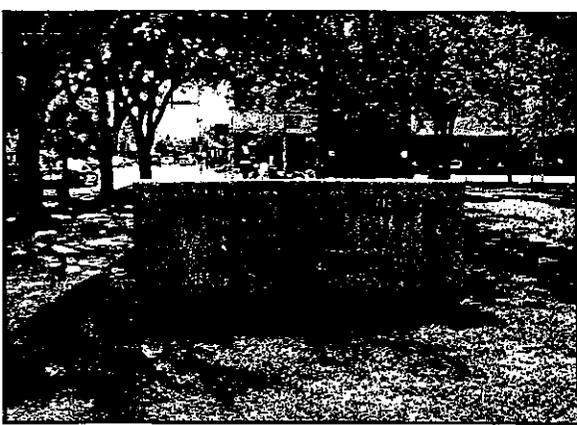
The Team

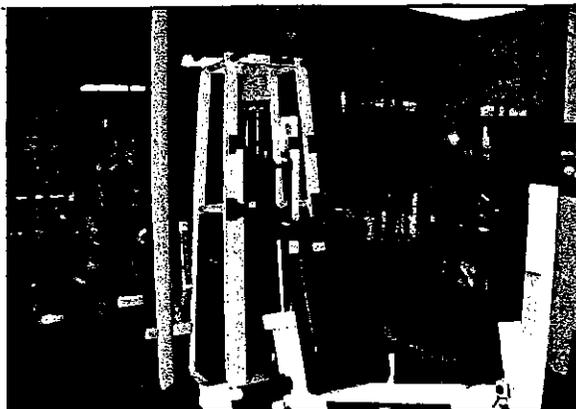
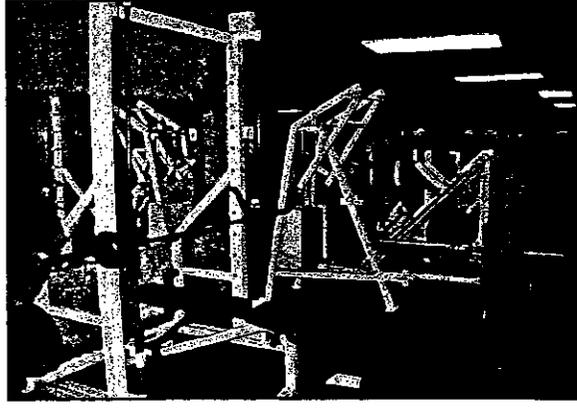
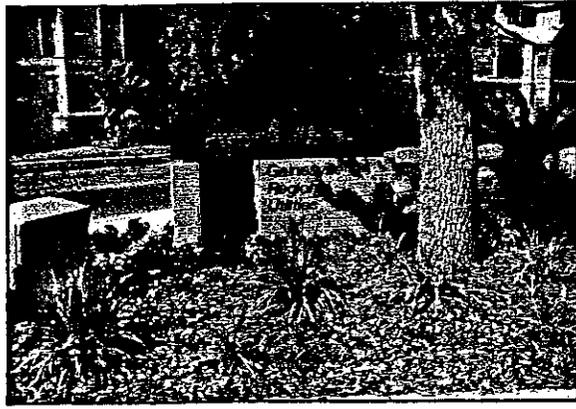
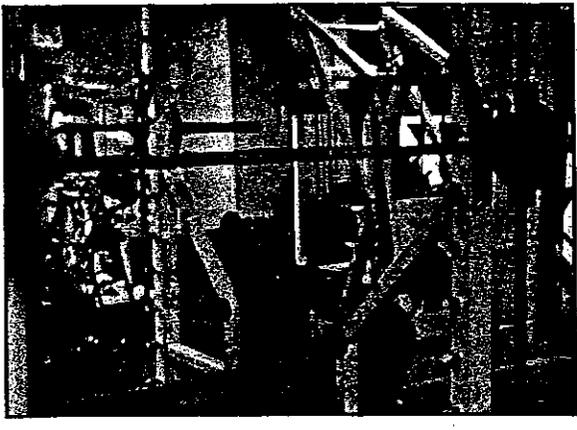
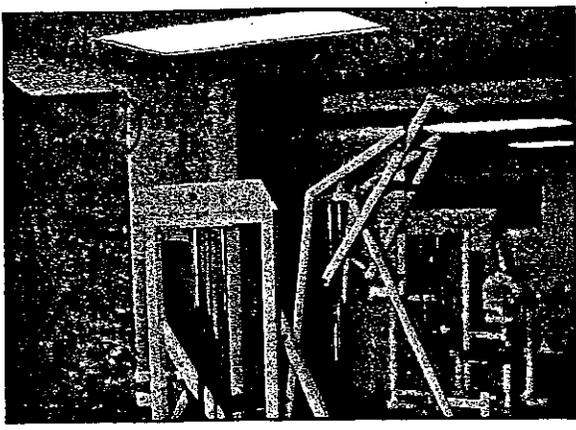
Risk Manager
Group Benefits Coordinator
Safety Engineer
Registered Dietitian
Exercise Physiologist
Athletic Trainer



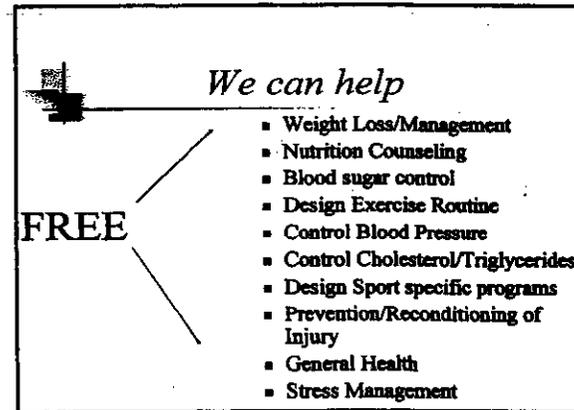
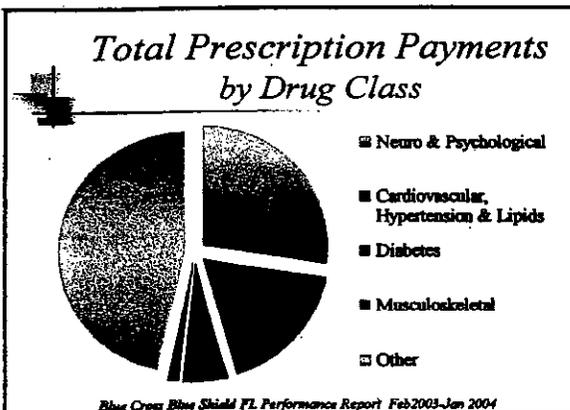
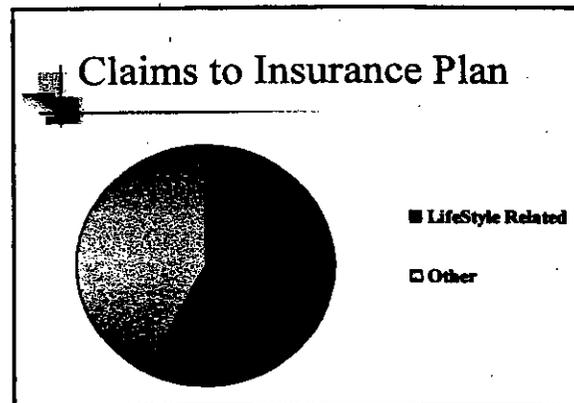
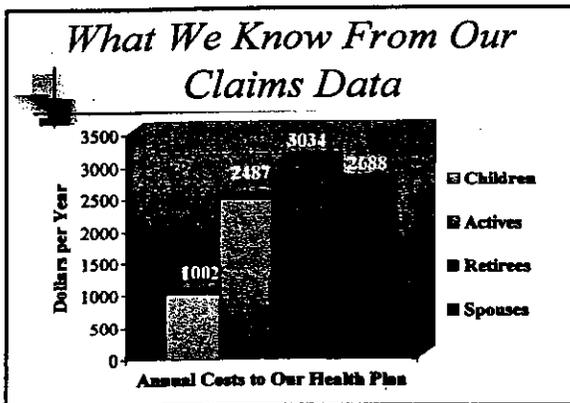
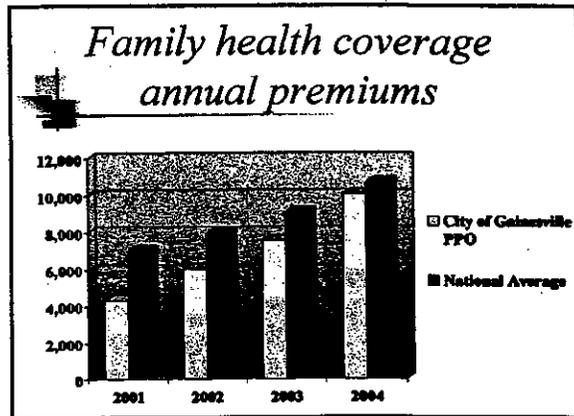
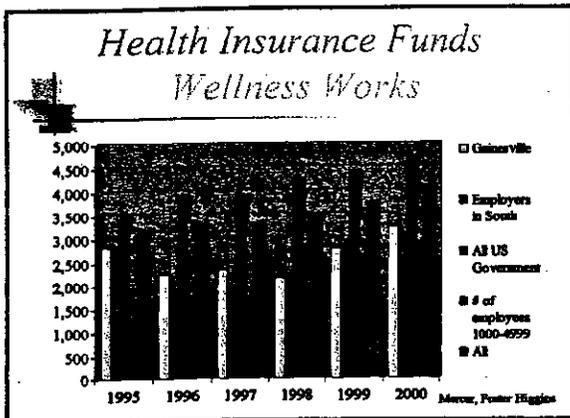
Internships

- University of Florida College of Health & Human Performance and IFAS
- University of Minnesota





<u>Gyms</u>	<u>Coming Soon</u>
City Hall	39 th Ave. Compound
GFR (x7)	
GPD	
GRU Deerhaven	
GRU Kanaspeka	
GRU Kolly Plant	
GRU Male St.	
MLK, Jr.	
Murphree Water Plant	
	53 rd Ave. Training Facility
	RTS



Spouses & Retirees

- May use:
 - City Hall gym
 - GRU Wellness Center
 - MLK (8th Ave. and Waldo Rd.)

Programs

- Club 500+
- Spin 2000+
- Retiree's Wellness Conference - 2 annually
- Women's Extravaganza
- Men's Wealth Conference
- Spring Into Fitness
- ProClub Incentive Plan
- Athletes of the Year
- Employee Rally

Employee Rally

- Since implementation of LifeQuest
 - Increased participation in screenings
 - Increase number of salads ordered
 - Increase number of chicken ordered
 - Decrease number of hotdogs and hamburgers
 - Decrease number of sodas

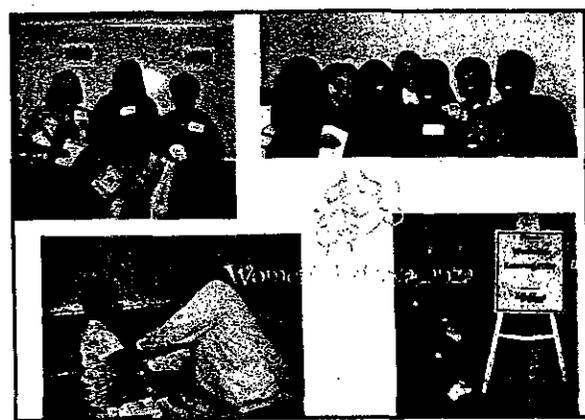
Athletes of the Year

- Departmental Athletes are chosen by their peers and honored each year.
- "LifeQuest Athlete of the Year" is selected by the Risk Management Department for their success in reducing healthcare costs through lifestyle changes.

Athletes of the Year



Sheryl Wetzel 2000 Cliff Thibault 2001 Howard Sharp 2002 Peggy Williams 2003 Mary Brooke 2004

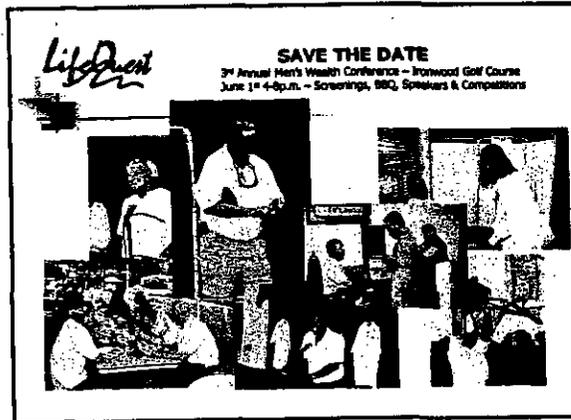


**Cost Savings of Wellness Intervention
 Women's Extravaganza**

Intervention Cost: \$15,000 (Pfizer Pharm)
 \$3,000 (Risk Mgmt)

Intervention Benefit: Total: \$29,710-\$64,830
 \$9,990 (Diabetes)
 \$6,630-\$15,730 (BP)
 \$7,650-\$18,150 (Chol)
 \$4,080-\$9,600 (Osteo)
 \$11,360 (DEXA scan)

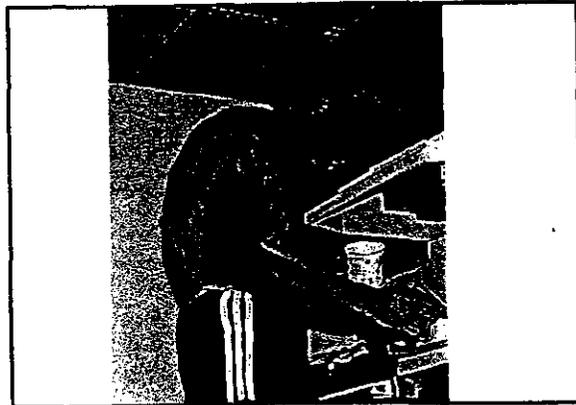
National Stats on CV disease in women: before age 65 is \$6,700/year and after age 65 is \$30,700/year; Diabetes \$3,350 and \$23,000/year and Osteoporosis is \$29,400/year



**Cost Effectiveness of Wellness Intervention
 Men's Wealth Conference**

• **Intervention Cost:** \$4,800.00

• **Intervention Benefit: Total:** \$12,688.00 - \$15,839.38
 \$10,389.60 Diabetes/Blood Sugar
 \$2,298.40-\$5,449.60 Blood Pressure

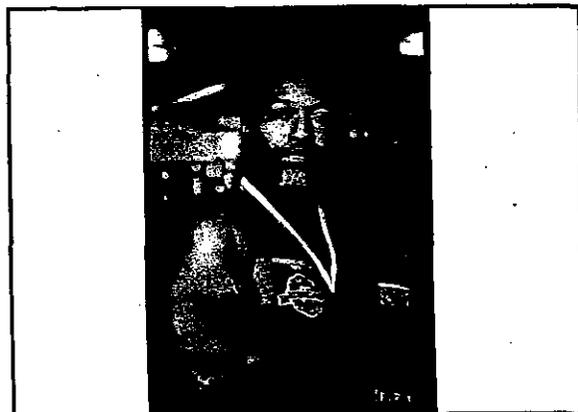


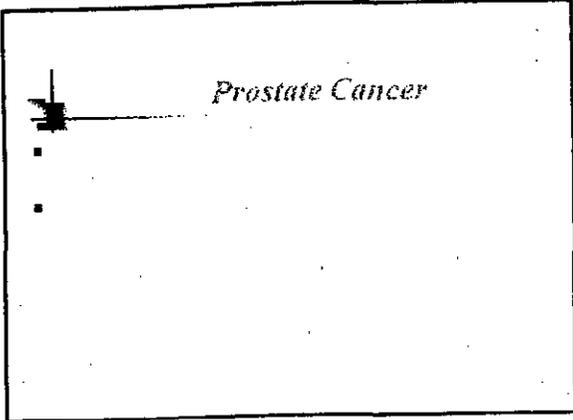
**Cost Savings of Wellness Intervention
 Osteoporosis**

• **Intervention Cost:** \$5,000 (Risk Mgmt)

• **Intervention Benefit:** \$5,222.88-\$7,099.38
 \$1,387.53-\$3,264.03 (MD visits)
 \$3,835.35 (DEXA scans)

Potential savings to health plan based on national average cost/person with Osteoporosis is between \$29,400-\$147,000/year



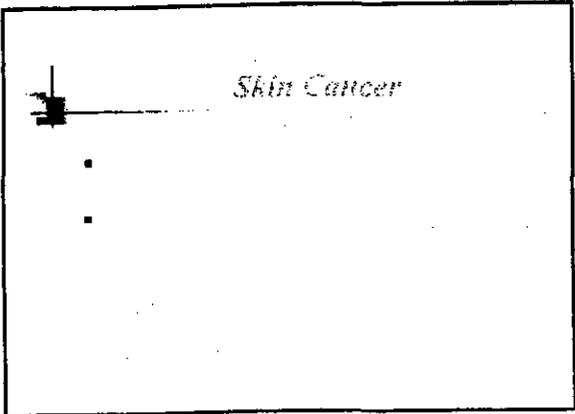


**Cost Savings of Wellness Intervention
 Diabetes – Type 2**

Intervention Cost: \$0
 Intervention Benefit: \$13,750 (MD visits)
 Potential savings in one department \$60,500/year

Intervention Cost: \$0
 Intervention Benefit: \$6,993 (MD visits)
 Potential savings in one department \$49,950/year

Intervention Cost: \$0
 Intervention Benefit: \$52,800 (MD visits)
 Potential savings City wide \$333,000/year



**Cost Savings of Wellness Intervention
 Nutrition**

- Intervention cost: \$1,700.00 for 8 employees
- Intervention benefit: \$1,691.25 for MD visits
 \$22,619.58 for Medications
- Total savings to health plan: \$24,310.83/one year

IT'S GOOD FOR YOUR EMPLOYER, THE CITY OF GAINESVILLE AND GAINESVILLE REGIONAL UTILITIES.

WHY? Employees who are in poor health

often miss work. They also contribute to higher health care costs. In 1992, in an effort to confront growing health care costs, the

City Commission created a wellness program, LifeQuest. LifeQuest's goal is simple: to take a

proactive approach to improving the health of city employees.

Since then LifeQuest has had a major impact not only on lowering health care costs, but also on the lives of many employees.

With the continued support and commitment of elected officials, charter officers, management and the employees of the City of Gainesville and Gainesville Regional Utilities, LifeQuest earned the coveted Platinum Award for its Wellness Program from the Wellness Council of America

in 2003.

TAKE CARE OF YOURSELF: Sign up for these LifeQuest programs

PRO CLUB: Our ongoing incentive program for all employees to earn points during the year towards healthy living. Points are tallied in December and for those qualifying, \$100 is reimbursed on their insurance claims the following year.

CLUB 500+ A: A walking club with the goal of walking at least 500 miles in a year. If accomplished, the City reimburses the cost of pedometer up to \$20. Miles can be logged walking, running, stepping or just walking around day to day.

SPIN 2000+ A: A cycling club similar to Club 500. Odometers keep track of miles traveled whether on the road, in the gym or at home.

YOGA: Taught at lunch time by two fellow employees. Flexibility and strength training are also included. Available at beginner and advanced levels.

AEROBICS: Taught at various times during the day by fellow employees. Advanced and beginner levels.

CIRCUIT TRAINING: Taught at various times and locations during the day by fellow employees.

WALKING CLUB: Join fellow employees in a healthy walk during lunch, breaks and after work.

NUTRITION COUNSELING: Personalized diet programs geared towards lowering cholesterol, controlling blood sugars and blood pressure. Nutrition counseling is available for you and family members.

"LifeQuest saved my life. I had no idea I had prostate cancer until attending one of their programs. I thought if I was bench pressing over 400 pounds I was completely healthy. Because we caught my cancer early, I am cancer free!"

-HAROLD BATE,
Retired Firefighter

SPRING INTO FITNESS: The annual expo features area businesses in the field of fitness. Businesses are invited to showcase their equipment and/or facilities and employees can payroll deduct up to \$3,000 worth of goods and/or services (interest free). The main focus is on cardiovascular health. More than \$670,000 has been spent by employees to date.

WOMEN'S EXTRAVAGANZA: This annual event celebrates women's health. Emphasizes that women are not dying of breast cancer, but heart disease. Screenings are provided: cholesterol, glucose, blood pressure, body mass index. Speakers present the latest research and answer questions. Dinner served.

RETIREE'S WELLNESS CONFERENCE: Retirees can attend four Wellness Conferences per year. Various screenings available. Experts in insurance, medications, physical therapy, exercise and nutrition present latest research and answer questions.

HYDRATION TRAINING: A program provided to departments that work outside in the heat. Goal is to prevent dehydration and related injuries and increase productivity.

PROSTATE AWARENESS: Hear survivors speak and promote early detection.

SKIN CANCER SCREENINGS: Physicians from Stantec Skin Cancer Center provide free skin cancer screenings twice annually.

DEPARTMENTAL ATHLETES OF THE YEAR: Each year division/department supervisors nominate an employee who lives a healthy lifestyle (does not use tobacco products, exercises regularly and in good health) to represent their area. Awards are given to each nominee at the Employee Rally.

LIFEQUEST ATHLETE OF THE YEAR: LifeQuest staff selects the outstanding employee of the year who has saved the health plan money by improving his/her lifestyle. The employee receives a gift and plaque.

"I'm thankful for an employer that values good health."

WEIGHT CONTROL LUNCH GROUPS: Meet with others to discuss the trials and tribulations of weight related issues.

STEP IT UP! Offered throughout the year, this program is a step aerobics class specifically designed for beginners or for those folks not interested in high impact aerobics.

EMPLOYEE RALLY: During the annual employee rally, health screenings for cholesterol, blood sugar, blood pressure and percent body fat are offered free to all employees. Results are discussed and appropriate referrals are made.

EXERCISE PRESCRIPTION: Contact LifeQuest for a free personalized exercise program.

LifeQuest
WE'RE PLATINUM

THE CITY OF GAINESVILLE, FLORIDA

LifeQuest has on staff two Athletic Trainers, one Exercise

Physiologist and one Registered Dietitian.

For more information, call 352.334.5000, ext. 5893, or email us at patkerka@ci.gainesville.fl.us.

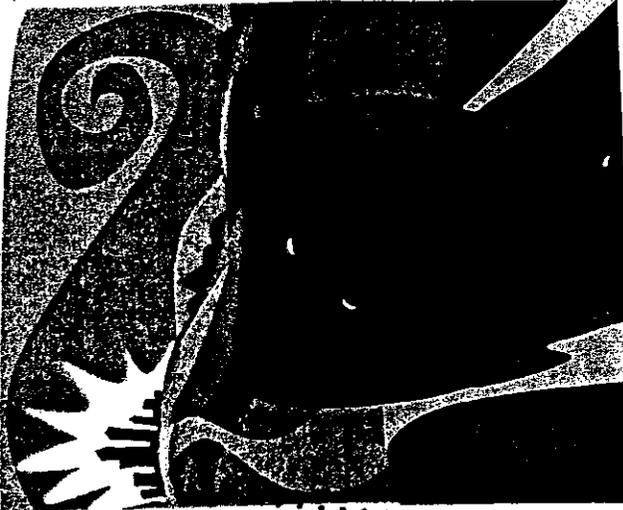
Also, check out our web site at

www.lifequest.cityofgainesville.org

City of Gainesville

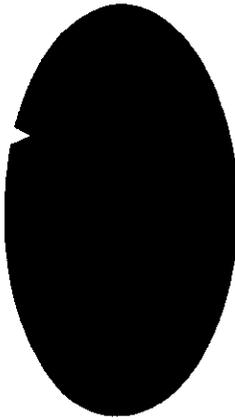
Employee Health Services

Tel: 352-334-5037

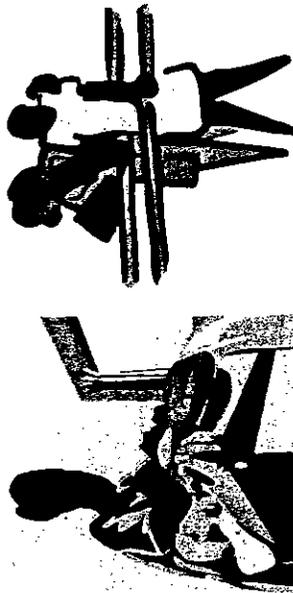


In summary,
the City of Gainesville
rolls out the red carpet treatment
at Employee Health Services
to help reduce your out of pocket
expenses and save the insurance
bucket for the future.

**Please call for appointments
at 352-334-5037.**



To Gary Porter, athletic trainer
can be made for injuries that require
treatment at no cost to employee or retiree
for home or
work-related injuries.



EAP referrals for psychological
assessment and treatment services.
(3 free visits/ employee and
family member per year).



Available Services

5-year physicals

All employees are eligible at 30 yrs old, 40 yrs old, and every 5 yrs thereafter.

The employee is responsible for payment of the taxes only. Services require appointments to be scheduled through Employee Health Services.



Physicals provided by a doctor.

Blood Draws

Health Panel (includes electrolytes, iron, kidney function, liver function, glucose, cholesterol) and **PSA** (for prostate cancer) for men over 40 yrs old and / or family history / concern, at no cost to employee/retiree.

Complete Blood Count (includes tests for Infection and / or disease processes) at the City's discounted price of \$4.00.

The tests listed above can be done **ONCE A YEAR** without a doctor's order and at any other time with a doctor's order.

Also, a number of other lab tests can be drawn with a doctor's order at the City's discounted price. Please call for pricing and **SCHEDULE** appointment in advance.

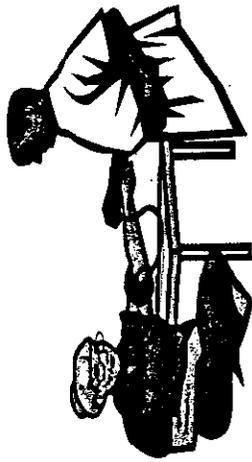
Spouses of employees or retirees can go to Doctors Lab to get blood work at the City's discounted price.

Injections

given by medical staff for RX by doctor free of charge

if medication is brought to clinic with Primary Care Providers approval and prescription. (Employees only)

- Free tetanus injections for home and work related injuries and/or 10-year booster injections. (Employees and Retirees only)
- Flu shots given at the worksite and by appointment in the clinic. (Employees, Retirees, and Retiree's spouse only)



Help control your healthcare costs by monitoring your risks for heart disease and diabetes. Take advantage of these free screenings.

CALL FOR APPOINTMENT.

Blood Pressure and Blood Sugar

checks are offered when an employee is concerned or by appointment for daily / weekly monitoring. (Employees/retirees only)

Durable medical equipment

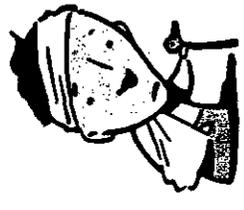
available for work or non-work related injuries when available.

(I.e., crutches, walker, braces, etc.) Call to check availability. (Employees/retirees only)



Consultations available

to review lab results and / or answer questions regarding health issues. This can be for non-work related problems as well.



Evaluation and treatment of personal illness or injury

with referrals as needed.



Over The Counter medications offered

(Cold, Cough, Flu, Pain, etc)

City of Gainesville
Employee Health
Services

Athletic Training Sports Medicine

Gary K. Porter, Jr., MS, ATC/L
Certified Athletic Trainer
Employee Health Services
City of Gainesville
222 East University Avenue
Station 44
PO Box 490
Gainesville, FL 32602-0490
352 334-5000 x5362
portergrk@ci.gainesville.fl.us

Lifeguard

Attachment # 6
Page 14 of 15



Athletic Training Sports Medicine

City of Gainesville
Employee Health Services

Gary K. Porter, Jr., MS, ATC/L
Certified Athletic Trainer
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City of Gainesville
222 E. University Ave.
Station 44
PO Box 490
Gainesville, FL 32602-0490
Phone: 352 334-5000 x5362
Fax: 352 334-3185
Email: portergrk@ci.gainesville.fl.us

Lifeguard

Orthopedic Injury Assessment and
Management

Orthopedic Injury Rehabilitation

Physical fitness assessments

Exercise Prescription

Ergonomic Analysis

Injury Prevention

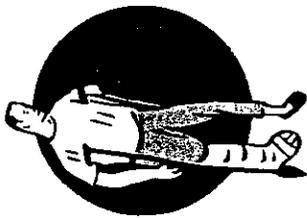
Weight Control



Athletic Training Sports Medicine

What is an Athletic Trainer?

An Athletic Trainer has many services to offer the public. The Certified Athletic Trainer (A.T., C.) is trained to prevent, assess, manage, and treat orthopedic injuries—acute or chronic. An Athletic Trainer is similar to a Physical



Therapist in that both professionals are knowledgeable in rehabilitating their patients. Athletic Trainers are educated to give electrical stimulation, ultrasound, massage, joint mobilization, therapeutic

exercise, infrared modalities, and other interventions. The difference between the two professionals is that the Athletic Trainer often evaluates and manages

patients' orthopedic injuries prior to the patient seeing a physician, whereas the Physical Therapist usually sees patients after a



physician's diagnosis. Also, the Athletic Trainer is usually on-site and readily available for the prevention and treatment of injury.

Additionally, an Athletic Trainer is skilled in giving physical fitness assessments, creating exercise prescriptions, and performing ergonomic analyses. The Athletic Trainer works with orthopedic physicians to cover sports teams, orthopedic rehabilitation clinics, high schools, and industrial/occupational settings.

Services Offered

- Have the Athletic Trainer perform your physical fitness assessment and create an exercise program for you.

- Set an appointment for an ergonomic analysis for a more comfortable working environment.

- Invite your Athletic Trainer to perform injury prevention work shops.

- Your Athletic Trainer is available to assess and/or treat your non-emergent work related or personal injury. If you have an emergency, then please call 911.

- The Athletic Trainer also fits crutches, splints, and braces, which are available for free rental.

Who may receive these Services?

Any City of Gainesville employee, retiree, or spouse, may utilize the Athletic Trainer's services. **There is no charge!**

Please, call or e-mail for an appointment.

Facts About Certified Athletic Trainers

(Source: National Athletic Trainers' Association)

- There are approximately 24,000 Certified Athletic Trainers world wide.
- All Athletic Trainers have a bachelor's degree from an accredited college or university.
- 70% of Athletic Trainers have a master's or doctorate degree.
- The American Medical Association (AMA) granted Uniform Billing (UB) codes for athletic training (Your services are free at the City of Gainesville!).
- Athletic Trainers specialize in patient education to prevent injury / re-injury and reduce rehabilitative and other health care costs.

- Athletic Trainers are allied health care professionals who provide equivalent functional and physical outcomes in clinical settings as other providers, including physical therapists.



Feel better, stronger, and healthier.

Attachment # 6
Page 15 of 15

ACTIVE EMPLOYEE TOBACCO CERTIFICATION FOR 2007

To qualify for a tobacco-free premium discount on your medical insurance contribution, you and any of your covered dependents must **NOT** have used tobacco products in any form in the previous **3 months**. Complete and return this affidavit to Human Resources as soon as possible. You will not receive your premium discount until this form is returned to Human Resources.

NAME
(Print): _____

PERSONAL ID NUMBER: _____

DIVISION: _____

Please mark which member of the family (if any) use tobacco and sign the affidavit. If none of the members of your family uses tobacco, you will receive a discount on your health premiums.

Have you or any of your covered dependents used any tobacco products in the previous 3 months?:
_____ **No Tobacco Users**
_____ **Yes**

Who uses tobacco: _____ **Employee**
_____ **Dependent (Spouse and/or children)**

I certify that this information is correct and if this information changes on or before 12/31/2007, I agree to notify the County of the change in writing. I certify that the above information is true and correct and understand that providing false information on this form may will lead to disciplinary action and may will be required to repay all discounts.

EMPLOYEE SIGNATURE: _____

DATE: _____

How to Qualify for a Discount?

- *You must attend a smoking cessation program sponsored by _____ or a program that has been approved by Human Resources.
- *You must submit an attendance certification form to Human Resources that you have completed the smoking cessation program.
- *The change in premiums will be effective based on the next payroll period following approval by Human Resources. No refund in contributions will be made for previous health deductions that included the higher contribution amount.

Board of County Commissioners Budget Discussion Item

Date of Meeting: June 13, 2006

Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator *PA*
Alan Rosenzweig, Director, Management and Budget *AR*
Lillian Bennett, Human Resources Director *LB*

Subject: Approval to Develop a Deferred Compensation Cash Match Retirement Savings Program for Lower Wage Earning Board Employees

Statement of Issue:

This budget discussion item seeks Board approval to provide \$200,000 to fund a Deferred Compensation Match Program for lower wage earning employees with base salaries of less than \$50,000 annually.

Background:

This discussion item is in response to concerns expressed by lower wage earning employees regarding retirement savings being inadequate to afford basic health care coverage upon retirement. Staff reviewed the possibility of providing a County match for those low wage earning employees to encourage savings for retirement and increase participation in the Deferred Compensation Program. Currently, 36% of the Leon County employee population are age 50 and over and could potentially retire within the next 5 to 10 years. Twenty-nine employees who are participating in the FRS DROP program will leave employment within the next 5 years.

Analysis:

Retirement security has become a national priority since Americans are living longer due to good health. Retirement may last many years and individuals will need additional income to support themselves for a longer period of time. Many employees will not be able to maintain their pre-retirement standard of living due to the low rate of savings for retirement during their working years. A study conducted by the Center for Retirement Research at Boston College reflects that rising retiree health care costs will pose a threat to an individual's savings for retirement (Attachment #1). Currently, Leon County does not subsidize retiree health costs.

The 2006 National Summit on Retirement Savings has provided trend data on retirement savings challenges for targeted groups in which the Department of Labor has identified as facing challenges to obtaining adequate savings for retirement (Attachment #2).

The trend data includes the following groups:

- 1) Low income workers;
- 2) Small business employees;
- 3) New employees to the workforce; and
- 4) Workers nearing retirement.

Staff is requesting Board approval to address the lack of retirement savings raised by employees, through the establishment of a Deferred Comp Match Program for lower wage earning employees with base salaries of less than \$50,000 annually. The match program will encourage retirement savings by providing a cash match to lower income employees, however, the cash match will be based on the employee's level of contribution into the plan, thereby ensuring that employees are also taking responsibility for their long-term retirement savings.

Preliminary market data indicates several state and government employers have cash match programs for employees. Attachment #3 provides information on the type of plan and formula that some of the states provide for employees. Collier and Hillsborough Counties as well as the St. John Water Management District have implemented cash match programs for their employees. A summary of these plans is provided in Attachment #3.

The proposed cash match program will be an employer contribution into a 401(a) plan. The County will provide a 50% match on employee savings that are put into a 457(b) plan, up to an employee contribution amount of 3% of an employees' base pay. The County match will equate to a maximum of 1.5% of the employees' base pay. Employees can maximize their County match by contributing 3% of their base pay to their 457(b) account. Employees can contribute more than 3% to their 457(b) account, but the 50% match will not be provided on employee contributions which exceed 3% of base pay.

Table #1 shows examples of the dollar amounts of the employee and County match based on base pay.

Table #1
Examples of Employee Contribution and County Match

Base Pay	If Employee Contribution is 3% of Base Pay:	50% County Match (1.5% of base pay) is:	Total Employee/Employer Contribution
\$30,000	\$900	\$450	\$1,350
\$40,000	\$1,200	\$600	\$1,800
\$49,000	\$1,470	\$735	\$2,205

Staff has calculated a preliminary cost impact analysis of providing a cash match program as shown in Table #2 below. The match program would apply to eligible employees with base salaries of less than \$50,000 annually. With 100% participation at the maximum contribution rates, the total estimated annual cost of the program is \$260,956. The minimum employee contribution level will be set at \$10 per pay period or \$20 per month.

**Table #2
 Deferred Compensation Match Summary Analysis
 (Board Employees with Base Salaries less than \$50,000)**

Salary Ranges	# of County Employees	# in 457 Plan	% in 457 Plan	3% of Base Salary Maximum Employee Contribution	50% County Match (1.5% of base pay)
< \$30,000	385	90	23%	\$255,407	\$127,704
< \$40,000	143	45	31%	\$148,718	\$74,359
< \$50,000	88	31	35%	\$117,788	\$58,894
Grand Total	616	166	27%	\$521,913	\$260,956

Staff has included \$200,000 in the Budget, which reflects an estimated 75% employee participation in the program. A cost impact of providing the cash match program to all Board employees is shown in Attachment #4.

A cash match program can provide an enhancement to retirement savings to assist eligible employees in preparing for retirement. Sample retirement benefit projections were compiled by 457(b) vendor VALIC to illustrate the impact to an employee on retirement savings by implementing a match program (Attachment #5). For example, under the proposed 50% county match, an employee initially earning \$30,000 per year, could accumulate over a 30 year period approximately \$181,000 assuming an interest rate of 7% and annual pay increases of 3%.

In summary, staff requests Board approval to develop a Deferred Comp Match Program in the amount of \$200,000 for lower wage earning employees with base salaries of less than \$50,000 annually.

Options:

1. Approve \$200,000 in funding to support a Deferred Compensation Cash Match Retirement Savings Program (401A) with a 50% County match (up to 1.5% of base pay) of employee deferred compensation contributions up to a maximum of 3% of base salary for eligible employees earning less than \$50,000 annually.
2. Do not approve the development of a Deferred Compensation Cash Match Retirement Savings Program (401A) with a 50% County match (up to 1.5% of base pay) of employee deferred compensation contributions up to a maximum of 3% of base salary for eligible employees earning less than \$50,000 annually.
3. Board Direction

Recommendation:

Option #1 is included in the Tentative Budget.

Attachments:

1. Article by Center for Retirement Research at Boston College
2. Publication by the 2006 National Summit on Retirement Savings
3. Survey by NAGDA on Government Match Programs and Summary of Florida County Plans
4. Estimated Cost Impact of Providing Match to All Employees
5. Sample Retirement Benefit Projections by VALIC

in 401(k) plans, IRAs, stocks or real estate.

Can Money Really Buy Happiness?

The Lincoln Long LifeSM Survey indicates that the old adage "Money can't buy happiness," may not always be true. Forty-five percent of successful executives with a net worth of more than \$750,000 report having no major

life disappointments (of the six choices polled in the survey), as compared to 30 percent of less affluent survey participants. The survey defined disappointments as leaving behind close friends after a move, health effecting lifestyle, death of a spouse, losing touch with a child, retiring before ready to stop working, and being forced to sell a business. Survey

results also revealed a noteworthy relationship between the number of major life disappointments and the participants' marital status. Married participants were more than twice as likely to experience zero disappointments than those who were not married. ☺

ABOUT THE SURVEY Sponsored by the Lincoln Long LifeSM Institute, this survey was conducted by Mathew Greenwald & Associates, Inc., a research firm in Washington, D.C. The Lincoln Long LifeSM Institute is an organization within Lincoln Financial Group that recently has been created to conduct research, organize the intellectual capital of the company and work with external thinkers on retirement subjects relevant to the boomer generation. More information is available online at www.lfg.com.

DC Plans

Will Health Care Costs Erode Retirement Security?

By Richard W. Johnson and Rudolph G. Penner, Center for Retirement Research at Boston College

EDITOR'S NOTE: It is generally accepted that one of the biggest wildcards when planning for retirement income is rising health care costs. Several recent studies project that the Baby Boomers, who were born between 1946 and 1964 and are now approaching traditional retirement ages, will on average receive more income in later life than earlier generations of older Americans; however, rising health care costs might offset these income gains. Retirement counselors need to keep in mind the need to "keep some powder dry."

Introduction

Retirement security depends on both the income of the aged and their consumption needs. Several recent studies project that the Baby Boomers, who were born between 1946 and 1964 and are now approaching traditional retirement ages, will on average receive more income in later life than earlier generations of older Americans.¹ But increases over time in consumption needs might offset these income gains. In particular, rising health care costs may threaten the Baby Boomers' retirement security. This brief projects future income and out-of-pocket health care spending at older ages. If current policies continue, income after taxes and health care spending for the typical older married couple will be no higher in 2030 than it was in 2000 — despite 30 years of productivity growth. The increased health care burden will be particularly painful for those at the lower end of the income distribution who do not qualify for Medicaid.

Future Income and Health Costs

To assess the potential impact of rising health care costs on the economic well-being of older Americans, we project income and out-of-pocket spending to 2030, when the youngest Baby Boomers will be 66 years old. We examine outcomes for unmarried adults ages 65 or older and married couples in which one or both spouses are at least 65 years old. The simulations are based on an Urban Institute

model that forecasts future demographic, social, and economic characteristics of the population by simulating births, deaths, marriages, divorces, work decisions, and earnings.² The projection of health costs is based on the intermediate assumptions used by the Medicare trustees, which imply that real per beneficiary health costs will grow at an average annual rate of 3.2 percent between 2000 and 2030.³ We assume that per capita out-of-pocket payments to providers and private premiums grow at this rate. It roughly equals the actual growth rate in real per beneficiary Medicare costs from 1990 to 2003, when costs grew relatively slowly, but falls nearly 1 percentage point below the actual rate from 1980 to 2003. Our projections account for the introduction of Medicare prescription drug benefits, which will likely reduce beneficiaries' out-of-pocket drug costs and Medigap premium payments. Future Medicare premiums are also based on the trustees' intermediate cost assumptions, which imply an average annual real growth rate of 3.2 percent for Part B premiums and 4.5 percent for Part D premiums.

Future Income and Costs for Typical Older Americans

Median before-tax income will grow steadily over time for older married couples, even after adjusting for inflation (see Table 1). We project that typical older married couples will receive 38 percent more income in real terms in 2030 than in 2000. Income will increase in each decade,

...continued on next page

though growth rates will slow over time. *If current entitlement policies continue, however, typical older married couples will devote almost all of these income gains to taxes and health care [emphasis added.]* Between 2000 and 2030, federal tax liabilities will more than quintuple, and total out-of-pocket health care spending will nearly triple, primarily because of rising Medicare premiums and payments to health care providers. *As a result, the share of after-tax income that the typical older married couple devotes to health care will increase from 16 percent in 2000 to 35 percent in 2030 [emphasis added.]* Real after-tax income net of health spending will rise slowly between 2000 and 2020, and then decline between 2020 and 2030. Median income net of out-of-pocket health spending and taxes for older married couples in 2030 will not significantly exceed what it was in 2000.

Table 1. Median Income and Health Care Spending for Older Married Couples, 2000-2030

	2000	2010	2020	2030
Before-Tax Family Income (\$)	36,800	42,380	47,410	50,690
Federal Taxes (\$)	710	1,190	2,590	3,910
After-Tax Income (\$)	36,090	41,190	44,810	46,780
Out-of-Pocket Health Care Spending (\$)	5,760	9,810	12,990	16,400
After-Tax Income Net of Health Spending (\$)	30,330	31,370	31,810	30,380
Health Spending as Share of After-Tax Income (%)	16.0	23.8	29.2	35.1

Table 2. Median Income and Health Care Spending for Older Unmarried Adults 2000-2030

	2000	2010	2020	2030
Before-Tax Family Income (\$)	15,390	17,650	20,320	23,180
Federal Taxes (\$)	20	40	40	90
After-Tax Income (\$)	15,370	17,610	20,270	23,090
Out-of-Pocket Health Care Spending (\$)	2,670	4,180	5,300	6,970
After-Tax Income Net of Health Spending (\$)	12,700	13,430	14,970	16,020
Health Spending as Share of After-Tax Income (%)	17.3	23.7	26.2	30.3

Source: Authors' estimates.

Note: All amounts are computed as the mean value between the 45th and 55th percentiles of the before-tax income distribution, approximately equal to the median value. Values are expressed in constant 2004 dollars. Estimates for married couples are restricted to couples in which at least one spouse is age 65 or older. Income projections come from the Urban Institute's DYNASTY model. Health care cost projections are based on the intermediate assumptions used by the Medicare trustees. Components do not always sum to the total because of rounding.

Tables 1 and 2

Older unmarried adults will better maintain their economic position than married couples, but rising health care costs will erode some income gains for single people over the next quarter century. Before accounting for taxes or health care spending, median real income for older unmarried adults will increase by 50 percent between 2000 and 2030 (see Table 2 above). Federal taxes will rise by only \$70 (in 2004 dollars) over the period, because even in 2030 typical older single adults will not receive enough income to make their Social Security benefits subject to federal income taxes. But health care costs will rise rapidly, consuming nearly 30 percent of after-tax income in 2030, up from 17 percent in 2000. Almost one-half of the income gains experienced by typical older unmarried adults over the next quarter century will pay for higher

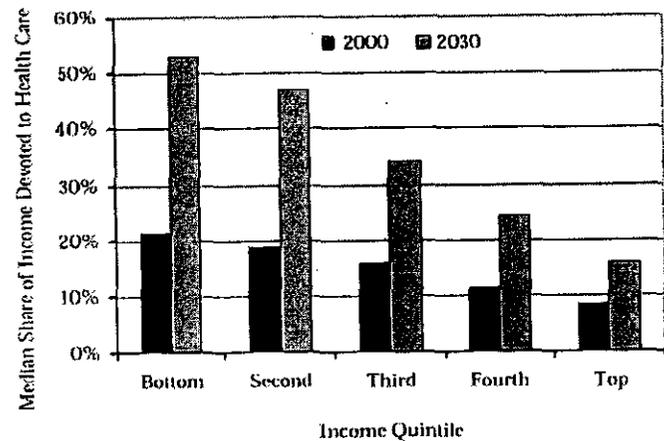
health care costs. Median real income net of taxes and health care spending will increase by only 26 percent between 2000 and 2030.

Health care spending, of course, can make people better off. Increases in out-of-pocket costs, combined with higher government subsidies of medical services, will finance an ever greater quantity and quality of health care. Individual welfare can even rise as income net of health care falls, because the improvement in health care that results from an increase in spending can compensate for the reduction in consumption of other goods. Otherwise, people would change their behavior and break with past trends. For example, older adults might drop Medigap coverage and otherwise economize on out-of-pocket costs by consuming fewer health care services. But they would probably continue to enroll in Medicare Parts B and D, because the government subsidizes 75 percent of the cost of these programs.

Distributional Considerations

The financial burden of rising health care costs will be particularly painful at the lower end of the income distribution. In 2000, health care spending as a share of after-tax income for older married couples declined steadily with income (see Figure 1 below).

Figure 1. Health Care Spending as Share of After-Tax Income for Older Married Couples, 2000 and 2030



Source: Authors' estimates.

Figure 1

The share devoted to health spending will rise over the next 30 years for all income groups, but especially for those with limited incomes. For example, if current policies continue, those in the bottom income quintile (whose before-tax income falls in the bottom 20 percent of the

...continued on next page

istribution) would spend more than one-half of their after-tax incomes on insurance premiums and medical expenses, up 30 percentage points from the share in 2000. For those in the top income quintile, by contrast, the share would increase by only 8 percentage points. Median real after-tax income net of health spending for older married couples would fall between 2000 and 2030 for those in the bottom two income quintiles and remain essentially unchanged for those in the middle quintile (see Figure 2).

Older married couples with limited incomes often face catastrophic health care costs because they lack Medicaid coverage. The median married couple in the bottom income quintile received too much income in 2000 to qualify for full Medicaid benefits. Some couples with high health care costs qualify for benefits through Medicaid's medically needy provisions, but only after they have spent much of their incomes on medical expenses. The holes in Medicaid coverage become even more obvious in 2030, as the growth in real incomes further shrinks the ranks of those eligible for Medicaid.

Medicaid better protects older unmarried adults with limited incomes, but rising health costs impose a severe burden on those with moderate incomes. In 2000, the typical older unmarried adult in the bottom income quintile spent only 7 percent of after-tax income on health care, compared with 18 percent for the median unmarried adult in the second-from-the-bottom quintile, who did not qualify for Medicaid benefits (see Figure 3). In 2030, the typical single

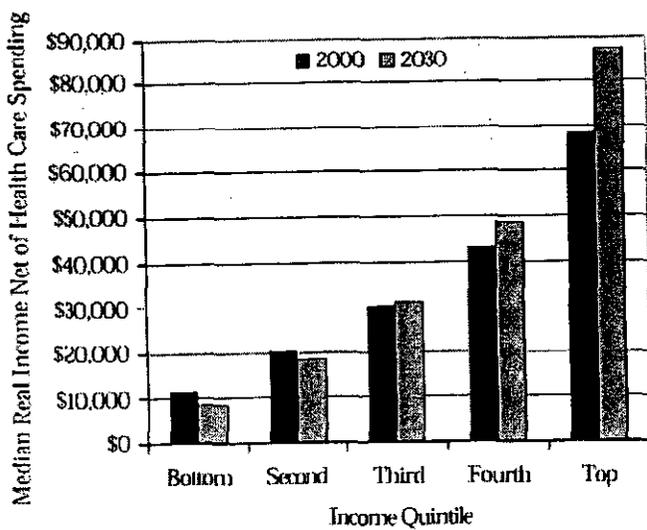
person in the bottom income quintile will continue to receive Medicaid benefits through the medically needy provisions, but will have to spend down more income to qualify, as income grows faster than the Medicaid eligibility thresholds. Between 2000 and 2030, median real after-tax income net of health spending will remain essentially flat for older unmarried adults in the bottom two income quintiles, will grow modestly for those in the next two quintiles, and will grow strongly for those in the top quintile. Among older married couples, only those in the top income quintile would experience large gains in income over the next quarter century after accounting for taxes and health care spending.

The typical older unmarried adult will devote a similar share of after-tax income to health care. Under the high-cost assumption, in which annual health care costs grow 1 percentage point faster than in the baseline case, health care costs in 2030 will consume nearly half of after-tax income for the typical older married couple if current policies continue.

Conclusion

Our projections imply that by 2030, when the youngest Baby Boomers are old enough to qualify for Medicare, older adults will devote implausibly large shares of income to health care. Future out-of-pocket spending will soar despite the introduction of costly new drug coverage for Medicare beneficiaries in 2006. As a result, many boomers may not be as well prepared for retirement as some studies suggest. The increased financial burden of health care costs

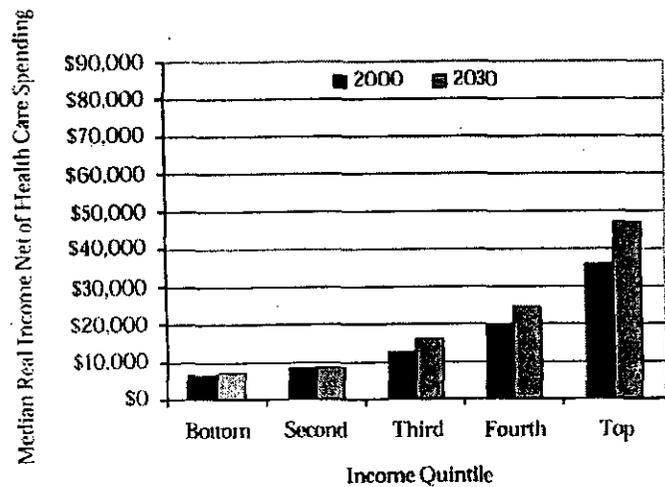
Figure 2. Real After-Tax Income Net of Health Spending for Older Married Couples, 2000 and 2030



Source: Authors' estimates.

Figure 2

Figure 3. Real After-Tax Income Net of Health Spending for Older Unmarried Adults, 2000 and 2030



Source: Authors' estimates.

Figure 3

...continued on next page

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will be particularly painful for low income adults who do not qualify for Medicaid. State governments may need to expand Medicaid coverage in the future to better protect vulnerable older adults, further increasing budgetary pressures.

How reliable are these long-run projections? Some of the largest errors in forecasting the spending side of the budget over the medium term stem from misjudgments about the growth of Medicare and Medicaid costs. Given the unreliability of health cost projections within a 10-year horizon, it is natural to be skeptical of 30-year forecasts. But these uncertainties are no excuse for ignoring the projections of the Medicare trustees and what they might mean for different groups of older Americans. Our estimates would have to turn out to be extremely pessimistic in order to make current policy sustainable. If anything, our high cost assumption is more consistent with the historical growth in health care spending than the intermediate-cost projections that we emphasize in this analysis.

Alternative Health Cost Projections

Even if health care costs grow more slowly than the Medicare trustees expect, out-of-pocket medical expenses will strain household budgets for older Americans over the next quarter century. For example, under our low-cost assumption, in which health care costs per beneficiary grow at an annual rate that is 1 percentage point less than the baseline intermediate case, median out-of-pocket payments will consume one-quarter of after-tax income for older married couples in 2030. The typical older unmarried adult will devote a similar share of after-tax income to health care. Under the high-

cost assumption, in which annual health care costs grow 1 percentage point faster than in the baseline case, health care costs in 2030 will consume nearly half of after-tax income for the typical older married couple if current policies continue.

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¹ Butrica, Barbara A., Howard M. Iams, and Karen E. Smith. 2003. "It's All Relative: Understanding the Retirement Prospects of Baby Boomers." Working Paper No. 2003-21. Chestnut Hill, MA: Center for Retirement Research at Boston College.

² Favreault, Melissa, and Karen Smith. 2004. "A Primer on the Dynamic Simulation of Income Model (DYNASIM3)." Retirement Project Discussion Paper No. 02-04. Washington, DC: The Urban Institute. Available at http://www.urban.org/UploadedPDF/410961_Dynsim3Primer.pdf.

³ Medicare Board of Trustees. 2004. "2004 Annual Report of the Boards of Trustees of the Federal Hospital Insurance and Federal Supplementary Medical Insurance Trust Funds." Washington, D.C.: Medicare Board of Trustees.

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SECRETARY OF LABOR
WASHINGTON, D.C. 20210

March 1, 2006

Dear Friends:

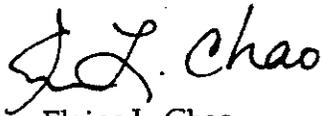
Welcome to the 2006 National Summit on Retirement Savings, the third quadrennial event designed to expand public awareness of the value of personal savings. I am pleased to welcome such a distinguished group of delegates to consider retirement security initiatives that encourage more American workers to understand and plan for their retirement.

The Summit is particularly timely this year as the first Baby Boomers reach the age of 60. The Summit features experts on a wide range of important issues, including public education programs, identifying barriers to savings, and recommendations for appropriate action. Our openness to new ideas and willingness to embrace change will determine our ability to ensure the retirement security of the 21st century workforce. This Summit is an important part of that effort.

I encourage you to take maximum advantage of this opportunity to gain new insights, share best practices, and explore innovative savings strategies so that even more workers can build the safe and secure retirement they deserve.

Thank you for joining us. I hope that you find this Summit useful and beneficial!

Sincerely,


Elaine L. Chao

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The opinions expressed in this publication are solely those of the authors and do not necessarily reflect the official views or policies of the International Foundation of Employee Benefit Plans or the U.S. Department of Labor.

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SECTION 1

THE SAVER SUMMIT CHALLENGE

To educate, to persuade

To advance the public's understanding of the importance of retirement savings, Congress enacted the Savings Are Vital to Everyone's Retirement (SAVER) Act of 1997. In accordance with that act, the U.S. Department of Labor (DOL) is required to maintain a public outreach program and hold three bipartisan national retirement savings summits.

The national summits have three primary objectives:

1. To improve the public's knowledge and understanding of the vital importance of retirement savings to the future well-being of individual American workers and their families
2. To facilitate the development of a broad-based public education program to inspire and enhance individual commitment to a personal retirement savings strategy
3. To develop recommendations for further research, reforms and actions in the field of private pensions and individual retirement savings.

At the first National Summit on Retirement Savings, convened June 4-5, 1998 in Washington, D.C., delegates focused on identifying barriers faced by individuals saving for retirement and by employers trying to help workers save. The critical importance of retirement savings education emerged as the central theme of the 1998 Summit.

The second National Summit on Retirement Savings, convened February 27-March 1, 2002, focused on a generational approach to retirement savings education: targeting specific action plans to workers based on their age and life stage. Common themes that emerged were the importance of investment education for all individuals regardless of their age; the need to simplify and encourage implementation of employment-based retirement plans, especially among small businesses; and the need for government agencies, business groups, unions and others to work together to develop effective action plans.

The 2006 National Summit on Retirement Savings will be held in Washington, D.C., March 1-2, 2006 at the Willard InterContinental Washington. The summit will be hosted by Elaine L. Chao, U.S. Secretary of Labor, and will be convened by President George W. Bush and co-hosted by leaders of the United States Congress.

The 2006 Summit welcomes the participation of approximately 250 delegates. Statutory delegates include the congressional leadership and officials of the executive branch. In addition, the summit includes 200 appointed del-

legates, half appointed by President Bush and the Republican leaders in Congress and half appointed by the Democratic leaders in Congress. This diverse group of delegates represents state and local governments, professionals and other individuals with expertise in the fields of employee benefits and retirement savings, private sector employers, financial educators, the general public and members of Congress.

The 2006 Summit delegates share a common goal: to help all Americans retire with security and dignity. The summit challenges delegates to produce action plans that develop the most important and compelling messages and to explore the best means and methods of delivering those messages to those who need to hear them.

SAVING FOR YOUR GOLDEN YEARS: TRENDS, CHALLENGES AND OPPORTUNITIES

The theme of the 2006 SAVER Summit is "Saving for Your Golden Years: Trends, Challenges and Opportunities." The key factor in successful retirement planning is to make savings a "spending" priority. The obstacles and challenges of life—bills, car payments, mortgages and the like—seem immediate and insurmountable. But the reality is that saving for retirement is an immediate priority as well, and the summit will focus on how to make targeted groups of Americans aware of this fact and able to overcome the challenges to savings by making them aware of their current savings opportunities. This summit will focus on the challenges faced by four distinct, targeted groups.

TARGETED GROUPS

- A. Low-Income Workers
- B. Small-Business Employees
- C. New Entrants to the Workforce
- D. Workers Nearing Retirement

These cohorts were identified by the U.S. Department of Labor and the International Foundation of Employee Benefit Plans as groups facing specific challenges to achieving adequate savings for retirement. New entrants to the workforce tend to be younger, primarily in their twenties, while workers nearing retirement tend to be older, primarily in their fifties and sixties. Low-income workers and small-business employees, however, can be any age.

By examining the challenges facing these groups, discussing ways to reach them with the retirement savings message, and recommending solutions to assist them in overcoming their savings obstacles, the summit will address the central issues facing real workers and real families.

In focusing on these target groups, the 2006 Summit recognizes that certain life circumstances have a powerful influence on individuals' attitudes,

concerns and behaviors regarding both retirement in particular and life in general. As a result, many members of these targeted groups share similar interests, outlooks, goals and behavior.

Low-income workers, for example, tend to focus much more on the pressing, here-and-now difficulty of making ends meet and therefore pay less attention to the future concern of saving for retirement. One challenge in reaching this cohort, therefore, is to help low-income workers see saving as a spending priority when they already struggle to heat their homes and put food on the table.

Similarly, many employees of small businesses see the immediate need for higher wage or a health insurance plan as more important than a pension plan. So one important challenge in reaching this group rests on helping small-business employees recognize retirement planning as a high priority.

Of course, any attempt to categorize people—whether according to life circumstance, generation or any other shared criteria—must acknowledge the diversity that exists within any segment. Using specific life circumstances to help develop appropriate action plans for different segments of the workforce does not presuppose uniformity in these segments, only the existence of meaningful similarities among people based on income levels, life stage or the size of their employers.

Each of the factors on which the 2006 Summit will focus—*income, size of employer, new entrants and the number of years until retirement*—has a demonstrable impact on retirement savings. For this reason, any effective action plans for improving retirement planning need to take these life circumstances into account.

The best action plans go beyond providing information to inspiring new ideas, attitudes and behaviors. A combination of public education and social marketing both informs and persuades the public, changing not only what people *know*, but also what they *do*. In order to be persuasive, public education campaigns need to make use of proven “sales” techniques used by commercial marketers. Public health campaigns have already demonstrated the effectiveness of this strategy. One of the most successful sales techniques involves targeting specific groups and then tailoring campaigns to the interests, needs, concerns and lifestyles of those groups. The 2006 Summit aims to develop these kinds of targeted campaigns to encourage retirement savings plans.

HOW TO PREPARE

The summit is organized as two days of working sessions, including plenary sessions and breakout sessions, which will divide delegates into four teams, one for each targeted group:

-
- Low-Income Workers
 - Small-Business Employees
 - New Entrants to the Workforce
 - Workers Nearing Retirement.

To prepare for the summit, delegates should read more about each targeted group. In the pages that follow, delegates will find a discussion of general retirement security trends and concerns, followed by a brief description of each cohort that outlines the status of the group's retirement savings and identifies some key obstacles that the group will need to overcome in order to achieve retirement security.

The 2006 Summit is the final summit mandated by the SAVER Act of 1997. Delegates to the summit are therefore urged to build upon the successes of the first two summits. To learn about the issues addressed and progress made at both prior summits, delegates can read the background materials and final reports from both the 1998 and 2002 Summits, available at www.saversummit.dol.gov. By first taking a constructive look at past accomplishments, delegates can then look forward and develop effective action plans to achieve their common goal for the future: retirement security for all Americans.

SECTION 2

RETIREMENT SECURITY

A national priority, a personal responsibility

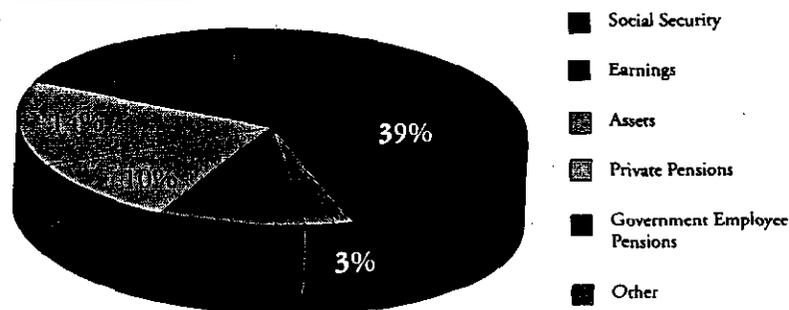
Retirement security has become a national priority. A quick look at the overall picture shows why:

- Nearly one-third (33%) of American employees work for employers who do not sponsor a retirement plan.¹
- Nearly half (49%) of American workers do not participate in an employment-based retirement plan.²
- Employees today shoulder a larger burden of risk and responsibility for their retirement savings, as more and more employers shift from defined benefit plans to defined contribution plans.
- Many Americans will not be able to maintain their preretirement standard of living with their current rate of saving toward retirement.

Today, every American must assume responsibility for developing a personal retirement savings plan. Government, employers and policy makers will help, but individuals will increasingly need to turn to earnings, personal savings, and their own contributions to individual or employment-based retirement plans to maintain a comparable standard of living after they retire. (See Illustration 1 for sources of aggregate income of the aged in 2003.)

People aged 65 and over are very dependent upon Social Security benefits as a source of income. The typical family aged 65 and over received 60% of its income from Social Security in 2002. On average, 65 and over families in the highest quintile of money income received only 24% of money income from Social Security, 32% from work earnings and 17% from assets. Conversely, those 65 and over in the lowest quintile received on

**ILLUSTRATION 1:
AGGREGATE INCOME OF THE AGED BY SOURCE,
2003**



Source: Fast Facts and Figures About Social Security, September 2005.

average, 78% of money income from Social Security benefits.³ (See Illustration 2 for income sources of the aged by income quintile.) Tomorrow's retirees, if they want their aged years to be golden, will need to rely more on earnings, pensions and other retirement plans.⁴

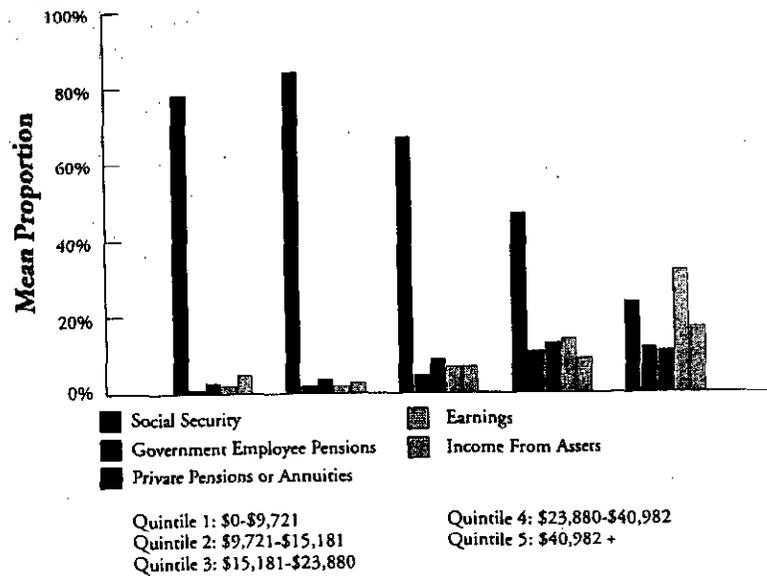
EMPLOYMENT-BASED RETIREMENT PLANS

In 2004, 67% of all wage and salary workers in the United States worked for an employer that sponsored a retirement plan.⁵ Yet not all employees of these firms are eligible to participate in their employers' retirement plans. The workers most likely either to work for an employer that does not sponsor a plan or to be ineligible to participate in the retirement plan offered by their employer include low-income workers, younger workers, employees of small businesses and part-time or temporary employees.⁶

Increasingly, the retirement plans offered by employers are defined contribution plans—to which the employee contributes part of his or her salary, often matched to some degree by the employer—rather than defined benefit plans, which are usually funded and managed solely by employers.⁷

Even with employment-based retirement plans, then, employees are shouldering a growing share of the responsibility for accumulating adequate retirement savings. With many defined contribution plans, employees determine both the level of contribution from their salaries and often where and how to invest and allocate these funds. Employees can choose to entirely liquidate these accounts—rather than rolling over their funds into another retirement account—when they leave an employer. Retirement security is thus increasingly in the hands of the employee.

**ILLUSTRATION 2:
 RELATIVE IMPORTANCE OF INCOME SOURCES
 FOR FAMILIES 65 OR OLDER, 2002**



Source: Income of the Population 55 or Older, 2002. SSA Publication No. 13-11871, Table 6.A2., March 2005.

INDIVIDUAL RETIREMENT PLANS

Despite the growing responsibility to plan for their own retirements, many Americans have not yet done so. Americans are spending more, saving less, and accumulating more and more debt—not the best way to prepare for retirement.

The personal savings rate is very low. After holding steady at 7-11% from 1960 to the early 1990s, America's personal savings rate—the percentage of personal disposable income not spent on personal outlays—has fallen in the last seven years to levels not seen since the Great Depression, and was negative at the close of 2005.⁸

Less than half of all Americans own an IRA. In this no-savings climate, it is not surprising that a minority of Americans have opened individual retirement accounts (IRAs). According to the Investment Company Institute, about 40% of American households owned IRAs in 2004, with total assets reaching \$3.5 trillion in 2005.⁹ Unfortunately, only one-fourth of these IRA owners made contributions to them that year. Overall, the Employee Benefit Research Institute (EBRI) estimates that only about 3% of Americans make annual IRA contributions.

Many Americans are not saving enough for retirement. Among American workers, retirement is the single most common savings goal—with 69% naming it as one of their savings goals in 2005. Yet just 69% of workers reported having saved *any* money for retirement—and even less (62%) reported they were currently saving toward retirement. Despite their good intentions, then, many Americans are not saving—or not saving enough—to preserve their preretirement lifestyles.¹⁰

Many Americans have false confidence in their retirement planning. Nearly two-thirds of American workers are very confident or somewhat confident that they will have enough money in retirement to live comfortably.¹¹ This false confidence—and Americans' low savings rate—may arise from a variety of misperceptions regarding both investments and retirement. Common misperceptions include overestimating returns on investments, underestimating life expectancy and longevity, underestimating the amount of savings needed to preserve one's lifestyle, underestimating health care costs, and counting too much on Social Security.

RETIREMENT INCOME ADEQUACY

Beginning to save for retirement is a critical first step—but how much does one need to save to ensure adequate retirement savings? According to a recent General Accounting Office study, "workers from Generation X are estimated to have similar levels of retirement income in real terms (adjusted for inflation) at age 62 as their counterparts in the Baby Boom, but Generation X may be able to replace a smaller percentage of their preretirement income."¹² The General Accounting Office estimated that the median

household income replacement rates for Baby Boomers would range from 71% to 75% depending on the assumptions, whereas the corresponding replacement rates for Generation X would range from 60% to 68%.

A 2000 study by Moore and Mitchell, based on data from the Health and Retirement Study, estimated the median household would need to increase its annual savings to 16% of annual income to achieve a 69% replacement of household wealth at age 62.¹³

The key question, however, is whether a 70% household income replacement rate will be adequate for people nearing retirement given increasing health care costs and longevity, and whether a 60% replacement rate will be adequate 30 or more years from now.

THE FUTURE OF RETIREMENT

Workers today are already retiring later than those in the past. Starting in 2000, the eligibility age for unreduced Social Security benefits began a phased increase from 65 to 67. This increase will reduce early Social Security benefits and may also help reverse the decline in average retirement age seen in the 1990s. Social Security also offers workers an incentive to work longer by increasing recipients' benefits for each year they delay retirement after normal retirement age.

Retirees are still working! Earned income has become increasingly important to older Americans in recent years. The average annual earnings from work for individuals aged 65 to 69 is more than \$10,000 a year. As a result, in 2004, earnings accounted for the largest share of the average annual income of 65- to 69-year-olds: earnings provided 37% of the average individual income, up from 26% in 1987. Social Security accounted for the second largest share (32%), followed by pensions and annuities (18%), and income from assets (12%).¹⁴

Significantly, many Americans are even working—although not necessarily full time—beyond age 70. Earnings accounted for 24% of the income of those individuals ages 70 to 74 in 2004—nearly double the 12% share they provided in 1987 and second only to Social Security (41%) as a source of income for this individual cohort.

Health care coverage keeps people working. One important factor that keeps people working beyond normal retirement age is the desire to maintain or pay for health care coverage. With health care costs rising significantly every year, many older workers want to supplement Medicare coverage, which begins at the age of 65. Yet the number of employers that offer retiree health benefits steadily dwindled throughout the 1990s before leveling off over the last five years. Surveys conducted by Mercer Human Resource Consulting found that just 28% of larger employers (those with 500 or more employees) offered health benefits to Medicare-eligible retirees in 2004—down from 44% in 1993.¹⁵

The combination of sharply increasing medical costs and declining employer-provided health benefits for retirees has posed a serious threat to many Americans' retirement security.

Phased retirement provides a gradual transition. More and more retirees are stepping down gradually to retirement. Rather than going from full employment to full retirement, they are using bridge jobs or phased retirement as a transitional phase. At first, most workers who chose phased retirement did so as a transition to early retirement. In recent years, however, workers aged 65 and older—whether prompted by financial necessity, rising health care costs, or simply the desire to continue working—have chosen phased retirement *after* retirement age. Rising longevity, coupled with higher retirement costs, has made working after retirement age an appealing option.¹⁶

CHALLENGES TO SAVING FOR RETIREMENT

At the first National Summit on Retirement Savings in 1998, delegates dedicated their efforts to identifying the biggest barriers to retirement savings for individuals and their employers, as well as the barriers to raising public awareness of the value of saving. Many of the barriers they identified, as you will see at the 2006 Summit, apply to one or more of the four targeted groups:

- Low-income workers
- Employees of small businesses
- New entrants to the workforce
- Workers nearing retirement.

Here are some of the barriers for individuals identified by the 1998 SAVER Summit delegates:

- **Difficulty Saving:** Especially for low-income workers, struggling to make ends meet, saving can be difficult.
- **Competing Priorities:** Workers seem more willing to save for more concrete items—a car, a house, college education—than for retirement.
- **Short-Term Thinking:** People don't think they'll live that long and don't appreciate that the length of retirement is increasing for most individuals.
- **Consumer Culture:** American culture encourages spending, living beyond one's means, misusing credit and accumulating debt—rather than saving.
- **False Sense of Security:** Social Security creates complacency, since people expect that the government will take care of them if they don't do it themselves.
- **Limited Access:** Half of U.S. workers do not participate in employment-based retirement plans.
- **Financial Illiteracy:** Many Americans lack the knowledge, education and skills needed to save. Workers need better, clearer information on the importance of saving, the greater responsibility and risk of workers under defined contribution plans, the investment choices they will face in 401(k) plans, when (and when not) to invest conservatively, the impact of inflation, and money management in general.

- **Complexity:** Retirement planning and saving are complicated. Most people don't have the tools they need to digest so much information and make so many difficult choices. Workers need some focused information to avoid feeling overwhelmed.
- **Enormity:** The problem seems too big. The large numbers on retirement needs—intended to scare people into action—instead paralyze them. Workers don't see how small amounts now will make any kind of difference in the long run.
- **Health Care Costs Neglected:** Most retirement plans do not address postretirement health issues.
- **Few Tax Incentives:** The government does not offer enough incentives (tax breaks) to save. The tax system promotes spending more than saving.*
- **IRA Restrictions:** The difficulty of applying IRA deduction rules has made them disincentives.*
- **Low Limits on Retirement Savings:** The tax code limits what people can save in an employer-based retirement plan.*
- **No Chance to Catch Up:** Rules regulating IRAs and pensions have no "catch-up" provisions that would allow older workers to save faster as they near retirement.*
- **Limited Portability:** Portability of pensions is not encouraged, making it too easy for workers to spend their retirement savings when they change employers.

Besides the barriers individuals face, employers confront barriers too. Here are some of the barriers identified by the 1998 SAVER Summit delegates:

- **"What's in It for Me?":** Many employers don't appreciate that sponsorship of retirement plans gives them a competitive advantage. They fail to see that employee pensions make good business sense by helping them to retain and recruit the best employees and to keep morale high.
- **High Costs:** Small employers shy away from the setup, administrative and employer contribution costs of retirement plans—especially on top of the costs of other benefits. Many seem unaware of the declining costs required to set up plans, or of low-cost alternatives.
- **Hard to Manage:** Complex administrative burdens, accounting rules, IRS, DOL and SEC regulations, reporting requirements, and possible penalties make it difficult to manage retirement plans, scaring off many smaller employers.*

* Progress has been made on overcoming some of the barriers such as contribution limits, catch-up contributions, rollovers and safe harbor rules. But not all barriers have been overcome.

-
- **Fiduciary Risk:** Many employers, especially small businesses, fear employee litigation accusing them of giving bad financial advice or mismanaging pension accounts. They also fear inadvertent non-compliance with regulations.
 - **Merged Plan Complexity:** Merging plans after companies merge adds administrative complexity.
 - **Understanding Options:** Too many employers don't know much about available retirement programs such as SIMPLE and SEP.

As you consider the barriers that remain, think of how they apply in particular to the four groups on whom the 2006 Summit will focus. What are the best ways to overcome these challenges and both encourage and make it easier for these groups in particular—and for all Americans in general—to save more toward a secure retirement?

** Progress has been made on overcoming some of the barriers such as contribution limits, catch-up contributions, rollovers and safe harbor rules. But not all barriers have been overcome.*

SECTION 3

LOW-INCOME WORKERS

Trying to make ends meet

Under pressure simply to pay for day-to-day expenses, low-income workers have managed to save little toward retirement.

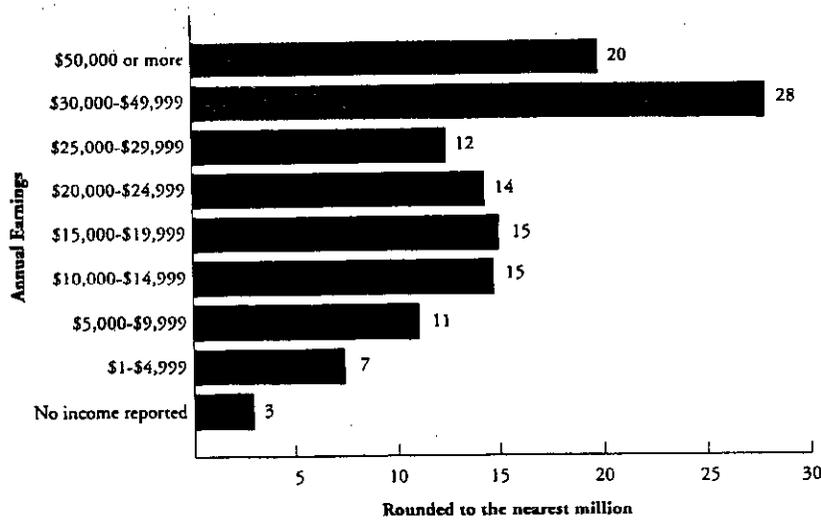
Low Participation in Employment-Based Retirement Plans: In general, the greater the annual salary workers earn, the more likely they are to participate in an employment-based retirement plan. The reverse, however, is also true: the less money workers earn, the less likely they are to participate in an employment-based retirement plan. Among all workers who earned less than \$20,000 in 2003, for example, less than 30% participated in an employment-based retirement plan.¹⁷

Low Participation in Individual Retirement Savings Plans: What's more, low-income workers have very few individual retirement savings plans either.

Again, the smaller the annual earnings, the less likely a person is to have an IRA or Keogh. Among all workers, less than 10% of those with annual earnings below \$20,000 had an IRA or Keogh in their name in 2002—and less than one-quarter of those who owned a retirement account actually made tax-deductible contributions that year.¹⁸

Low Participation in Any Type of Retirement Plan: Looking at all types of retirement plans, again a direct correlation exists between annual earnings levels and participation in retirement

**ILLUSTRATION 3:
 TOTAL WAGE AND SALARY WORKERS
 BY INCOME GROUP, 2003**



Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

plans. In fact, more than 60% of those making less than \$20,000 have *never* participated in an employment-based retirement plan or a private retirement plan of any kind, including IRAs.¹⁹ Only one-third of all workers who earned less than \$20,000 participated in any type of retirement plan in 2003, while just 38% of these workers had ever participated in a retirement plan.

LOW-INCOME WORKERS BY THE NUMBERS

PARTICIPATION OF WORKERS IN EMPLOYMENT-BASED RETIREMENT PLANS, 2003

Annual Earnings	Participation Rate
All workers	51%
\$1-\$4,999	13%
\$5,000-\$9,999	19%
\$10,000-\$14,999	28%
\$15,000-\$19,999	40%
\$20,000-\$24,999	52%
\$25,000-\$29,999	60%
\$30,000-\$49,999	71%
\$50,000 or more	78%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

OWNERSHIP AND CONTRIBUTIONS TO IRA OR KEOGH PLANS, 2002

Annual Earnings	Owned	Contributed
All workers	17%	5%
\$1-\$4,999	10%	3%
\$5,000-\$9,999	9%	2%
\$10,000-\$14,999	9%	3%
\$15,000-\$19,999	11%	3%
\$20,000-\$24,999	13%	4%
\$25,000-\$29,999	15%	5%
\$30,000-\$49,999	21%	6%
\$50,000 or more	32%	9%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

CHALLENGES TO RETIREMENT SAVING FOR LOW-INCOME WORKERS

Many low-income workers are tagged with an inaccurate preconception: that the poor are either unwilling or unable to save. Given the opportunity and the right incentives to save, however, many low-income workers have

shown themselves to be both willing and able. So what gets in the way of low-income workers who want to save toward retirement?

Limited Access to Employment-Based Retirement Plans: Many low-income workers have no access to employment-based retirement plans. In 2003, for example, 79% of all employees whose employers did not sponsor any pension or deferred compensation programs made less than \$30,000.²⁰ Even if their employer sponsored a plan, many of these workers were ineligible to participate. For example, more than half of those earning less than \$20,000 were ineligible to participate in a 401(k) or similar type of salary reduction arrangement offered by their employers, many due to part-time status or short employment periods.²¹ They didn't work enough hours, didn't have enough job tenure, or weren't allowed to participate.

When offered the chance to participate in employment-based retirement plans, however, a majority of low-income workers take advantage of the opportunity. Among those low-income workers who are eligible to participate in their employer's 401(k) plans, for example, the participation rate is nearly as high as those who earn more money. Given the opportunity, more than two-thirds of workers earning less than \$20,000 participated in a 401(k) or similar salary reduction plan.²²

**PARTICIPATION RATES (NOW OR EVER)
IN SOME TYPE OF RETIREMENT PLAN, 2003**

Annual Earnings	Currently Participating	Ever Participated
All workers	55%	59%
\$1-\$4,999	22%	27%
\$5,000-\$9,999	26%	31%
\$10,000-\$14,999	33%	37%
\$15,000-\$19,999	45%	49%
\$20,000-\$24,999	57%	60%
\$25,000-\$29,999	64%	68%
\$30,000-\$49,999	75%	78%
\$50,000 or more	81%	83%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

No Incentives to Save: Although the government offers many tax breaks to encourage savings, many low-income individuals either are not eligible or have limited incentives to participate in these tax breaks. For example, a recent simulation estimates that, although 40% of all income tax filers would qualify for the Savers Credit in 2005, only one-seventh of them would benefit from the credit by contributing to an IRA or 401(k) because the credit is nonrefundable.²³ For these workers, tax-based savings incentives that reduce tax liability but are not refundable provide limited incentive to save. In

addition, households that accumulate \$2,000 or more in assets, including retirement savings, become ineligible for some basic welfare programs.²⁴

Other Priorities: Many low-income workers struggle to pay their day-to-day bills: rent, food, clothing, medical bills. It all adds up. So when low-income workers receive their paychecks, many have already committed all or most of the money to covering these day-to-day expenses. Making savings a spending priority by setting aside money in a personal retirement account seems next to impossible. Even those low-income workers who do save money may place a higher priority on saving toward a home purchase or their children's education costs than on saving for retirement.

REACHING LOW-INCOME WORKERS

Given the right incentives and financial counseling, many low-income workers have already demonstrated a willingness to arrange for payroll deductions in order to save money toward the down payment on a house, their children's college education, job training or starting a business. The same strategy could be used to spur retirement savings, if that became a spending priority for them.

IDAs and FSAPs: Throughout the country, programs have shown that low-income workers can and will save. Michigan's Individual Development Accounts (IDAs), for example, use state and foundation funding to provide matching funds (matching deposits of up to \$1,000 by two- or three-to-one) for low-income savers. The program, open only to those with incomes at or below 200% of the poverty level, has led to 451 home purchases, 128 higher education or training programs and 89 business startups since its inception in 2001. Pennsylvania's Family Savings Account Program (FSAP), which uses state and federal funds, has had similar success. This program requires participants to deposit at least \$10 every week in their accounts and attend a series of financial-planning classes in order to receive matching funds. Throughout the United States, more than 20,000 low-income participants in 33 states have taken advantage of over 500 programs like these to start building assets toward home buying, education or training, or the founding of small businesses. Asset-building programs have also worked in other nations as diverse as Canada and the Philippines. Similar programs to make retirement savings a spending priority might prove effective.²⁵

Automatic Enrollment in 401(k) Plans: Automatic enrollment programs make participation the default option for employers' retirement programs, requiring workers to "opt out" to avoid participating rather than "opt in" if they decide they do want to participate.²⁶

Incentives for Automatic Tax Refund Deposits: According to a 2005 study by the National Bureau of Economic Research in association with H&R Block, a significantly higher percentage of low- and middle-income taxpayers will take advantage of H&R Block's Express IRA product, which

allows the deposit of all or part of an individual's tax refund into an IRA that can be set up by the tax preparer, if given financial incentives to do so. Given no financial incentives, just 3% of filers used the express IRA. Among filers offered a 20% match on any deposit, however, participation increased to 8%; among those offered a 50% match, participation increased to 14%. This type of program could effectively increase savings since, for many low-income workers, their tax refund is the single largest sum of money they receive during the year.²⁷

Savers' Tax Credit: The Savers' Tax Credit, enacted in 2001 and set to expire in 2006, encouraged savings by offering low-income taxpayers a 50% tax credit on their savings. Because it was nonrefundable, however, it provided little incentive to those who had little or no tax liability.

**INELIGIBILITY CITED AS REASON FOR NONPARTICIPATION
 IN AN EMPLOYER-SPONSORED SALARY REDUCTION PLAN, 2003**

Annual Earnings	Ineligibility as Reason for Not Participating
\$1-4,999	81%
\$5,000-\$9,999	70%
\$10,000-\$14,999	55%
\$15,000-\$19,999	47%
\$20,000-\$24,999	44%
\$25,000-\$29,999	37%
\$30,000-\$49,999	37%
\$50,000 or More	41%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

**PARTICIPATION RATE AMONG THOSE ELIGIBLE FOR
 A COMPANY-SPONSORED SALARY REDUCTION PLAN, 2003**

Annual Earnings	Participation Rate if Eligible
\$1-\$4,999	71%
\$5,000-\$9,999	67%
\$10,000-\$14,999	68%
\$15,000-\$19,999	73%
\$20,000-\$24,999	79%
\$25,000-\$29,999	80%
\$30,000-\$49,999	86%
\$50,000 or More	91%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

SECTION 4

SMALL-BUSINESS EMPLOYEES

Offered few options

Financial constraints and requirements of administering retirement savings plans discourage many small businesses from offering them to their employees. As a result, less than one-third of small-business employees have a retirement plan.

Low Participation in Employment-Based Retirement Plans: Only 23% of all workers at firms with fewer than 25 employees participated in an employment-based retirement plan in 2003, compared to the average participation rate of American workers (51%). In addition, just 33% had ever participated in an employment-based retirement plan, compared to the American average of 58%. The participation rate among businesses with 25-99 workers, although higher, is still significantly less than the American averages: 41% participated in 2003 and 49% had ever participated in an employment-based retirement plan.²⁸

Low Participation in Individual Retirement Savings Plans: In 2002, 18% of workers at firms with fewer than 25 employees owned an IRA or Keogh. Among firms who employed 25 to 99 workers, 17% of employees owned an IRA or Keogh—the same rate as for the average American worker. A significantly higher percentage of employees of the smallest firms (fewer than 25 employees) actually contributed to their IRA or Keogh accounts in 2002. Six percent of these employees—nearly one-third of those who own an account—added to it in 2002. Yet, among firms that employed 25 to 99 workers, the percent of employees who contributed to their personal accounts was slightly less than the U.S. average.²⁹

Low Participation in Any Retirement Savings Plans: Only 33% of workers employed by firms with fewer than 25 workers and just 49% of workers at firms with 25 to 99 workers had any type of private retirement plan in 2003—compared to 55% of all workers. Furthermore, just 38% of workers employed by firms with fewer than 25 employees have ever participated in any type of private retirement plan, whether employment based or individual. This is significantly less than the American worker (59%).³⁰

SMALL-BUSINESS EMPLOYEES BY THE NUMBERS

PARTICIPATION OF WORKERS IN EMPLOYMENT-BASED RETIREMENT PLANS, 2003

Firm Size (Employees)	Participation Rate
All workers	51%
Fewer than 25	23%
25-99	41%
100 or more	58%
Public sector	74%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

OWNERSHIP AND CONTRIBUTIONS TO IRA OR KEOGH PLANS, 2002

Firm Size	Owned	Contributed
All workers	17%	5%
Fewer than 25	18%	6%
25-99	17%	4%
100 or more	16%	4%
Public sector	18%	5%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

CHALLENGES TO RETIREMENT SAVING FOR SMALL-BUSINESS EMPLOYEES

Employees of small businesses who are afforded the opportunity have shown a marked willingness to save toward retirement. Their participation rate in employment-based retirement plans offered to them exceeds that of employees of large businesses and a higher percentage of them own personal retirement accounts, too. But, for employees of small businesses, their options for participating are limited.³¹

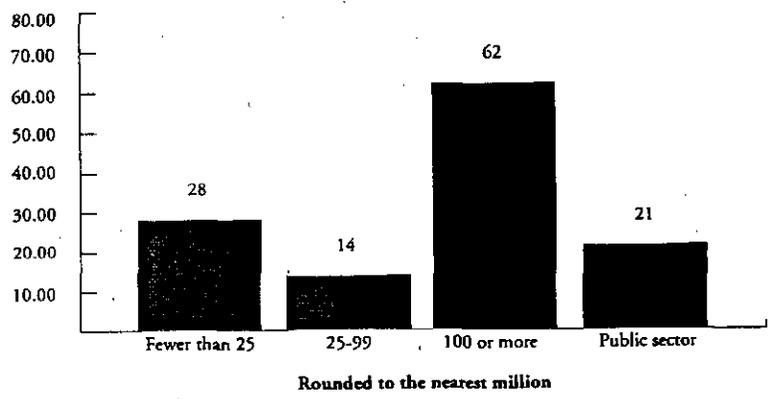
Limited Access to Employment-Based Retirement Plans: For employees of smaller businesses, the single biggest obstacle to retirement savings is the lack of savings options offered by their employers. In the case of the smallest businesses—firms that employ fewer than 25 workers—only 31% of employees worked for companies that sponsored retirement plans in 2003. The picture gets better for smaller businesses—companies that employ 25 to 99 workers—where 57% of employees worked for companies that sponsored retirement plans. Neither figure, however, approaches the average American employer's sponsorship rate of 67% for American workers as a whole.³²

More than half of small-business employees who do not participate in their

employer's plans are not eligible to do so. The net result of this limited access: Nearly four-fifths of employees of smaller businesses and more than 90% of employees of the smallest firms have no access to employment-based salary reduction retirement plans.

Six of every seven employees of small businesses, who were eligible to participate in salary reduction plans in 2003, actually did so. This participation rate—85% of eligible workers in smaller businesses and 86% of eligible workers in the smallest firms—exceeds that of eligible workers in firms that employ more than 100 workers (81%) as well as eligible workers in the public sector (80%).³³

**ILLUSTRATION 4:
 TOTAL WAGE AND SALARY WORKERS BY FIRM SIZE, 2003**



Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

**PARTICIPATION RATES (NOW OR EVER)
 IN SOME TYPE OF RETIREMENT PLAN, 2003**

Firm Size	Currently Participating	Ever Participated
All workers	55%	59%
Fewer than 25	33%	38%
25-99	49%	53%
100 or more	63%	66%
Public sector	78%	80%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

EMPLOYERS' SPONSORSHIP OF RETIREMENT PLANS, 2003

Firm Size	Sponsorship Rate
All workers	67%
Fewer than 25	31%
25-99	57%
100 or more	79%
Public sector	87%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

REACHING SMALL-BUSINESS EMPLOYEES

Those employees of small businesses who are afforded the opportunity have shown a willingness to participate in 401(k) or similar salary reduction plans. With this cohort, reaching out to small-business employers rather than employees is key.

In 2003, just 29% of small-business owners said they were very or somewhat likely to start a retirement plan for their employees within the next two years. This figure, down from 42% in 1998, suggests a steadily declining willingness on the part of small-business owners to initiate employee retirement plans.³⁴

Educating Small-Business Owners: According to a 2003 survey of small-business owners, the single biggest factor that would motivate them to sponsor a retirement plan for their employees would be increasing profits. Next on the list, however, was "a plan that requires no employer contributions," which 67% of small-business owners said would make them much more or somewhat more likely to sponsor a plan. In addition, 60% said they were more likely to sponsor a plan if a plan could be customized to their business needs. Such plans do exist, however, which points to the necessity of educating small-business owners about the options available to them and their workers. Although new retirement plans have been introduced specifically for small businesses, many

small-business owners know little or nothing about them. The need to educate small-business owners is also demonstrated by the 55% who said they would be more likely to sponsor a plan if easy-to-understand information were available.

Incentives for Small Businesses, Their Owners and Employees: The third biggest motivator for small-business owners was "increased business tax credits for starting a plan," which would make 66% of those surveyed more likely to sponsor a retirement plan. But 58% of small-business owners would also more likely sponsor a plan if it provided greater tax advantages to their employees.

Rob Zeldenrust, general manager of the Fremont Co-Operative Produce Company—a farm supply cooperative with just 36 employees that serves farmers in western Michigan—recognizes how a good benefits package can help his company hold on to the best employees. "The farmers we deal with want to work with people who know what's going on with their farms," he explains. "If I had a lot of employee turnover, I would lose the confidence of our members." In an industry with an average annual turnover rate of 32%, Fremont has held its turnover to just 7%. "I rarely have employee turnover," says Zeldenrust. "I don't have to spend a lot of time training employees. I can attract good people and expect results from them. A lot of that is due to the benefits package."

In addition to medical insurance for employees and retirees, Fremont offers its employees a profit-sharing plan, a defined-benefit pension plan, and a 401(k) plan with an employer match of 20% on up to 5% of an employee's pay. Seventy-nine percent of Fremont's employees participate in its 401(k) plan and the average deferral is the full 5%. "We're a farm supply co-op, so we operate on a very thin profit margin," admits Zeldenrust. "Others like us have dropped benefits, but we're committed to keeping our benefits package intact." And he has no doubt that he's making a winning investment.³⁵

Reducing Administrative Requirements: Another factor that would prompt more than half of small-business owners to be more likely to sponsor a retirement plan for employees would be a reduction in administrative requirements. Making it easier to start and administer a plan would make 57% of those surveyed more likely to sponsor one.

**PARTICIPATION RATE AMONG THOSE ELIGIBLE FOR
 A COMPANY-SPONSORED SALARY REDUCTION PLAN**

Firm Size	Participation Rate if Eligible
Fewer than 25	86%
25-99	85%
100 or more	81%
Public sector	80%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

**SMALL-BUSINESS OWNERS' KNOWLEDGE
 OF RETIREMENT PLANS, 2003**

Plan	Never Heard of	Not Too Familiar
SEP	47%	26%
Defined benefit	37%	21%
Deferred profit sharing	24%	32%
SIMPLE	32%	20%
401(k) plans	2%	13%

Source: Findings from the 2003 *Small Employer Retirement Survey (SERS)*, EBRI, September 2003.

SECTION 5

NEW ENTRANTS TO THE WORKFORCE

Needing to think long term

Eligibility to participate in employment-based retirement plans often depends upon length of service with the employer, so people with brief job tenures generally have less access to retirement plans. Yet more than half of American workers (54%) have worked their current job for less than five years. The net result: nearly two-thirds of these employees do not participate in employment-based retirement plans.³⁶

Low Participation in Employment-Based Retirement Plans: Just 36% of workers with less than five years' tenure with their current employer participated in an employment-based retirement plan in 2003. That's considerably less than the participation rate for all American workers (51%) and less than half the rate of workers with 15 or more years of tenure (76%).³⁷

Low Participation in Individual Retirement Savings Plans: Relatively few workers with less than five years' tenure on the job make contributions to individual retirement savings plans to compensate for their lack of an employment-based retirement plan. Just 13% of these short-term employees owned a Keogh or IRA in 2002 and only 3% made a contribution to it that year. Both these figures fall short of the national averages of 17% who owned an individual retirement savings plan and 5% who deposited funds in the account in 2002. Long-term employees—those with 15 or more years of tenure with their current employer—have nearly twice the ownership rate (25%) and more than twice the contribution rate (7%) of short-tenure employees.

NEW ENTRANTS TO THE WORKFORCE BY THE NUMBERS

PARTICIPATION OF WORKERS IN EMPLOYMENT-BASED RETIREMENT PLANS, 2003

Job Tenure	Participation Rate
All workers	51%
Less than 1 year	25%
1-4 years	43%
5-9 years	60%
10-14 years	68%
15 or more years	76%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

Low Participation in Any Retirement Savings Plans: Fewer than half of short-tenure workers have ever participated in any type of retirement plan, whether employment based or individual. This figure is significantly less than the American average of 59%, and it pales in comparison to the nearly 80% of long-term employees who have participated in retirement plans.

OWNERSHIP AND CONTRIBUTIONS TO IRA OR KEOGH PLANS, 2002

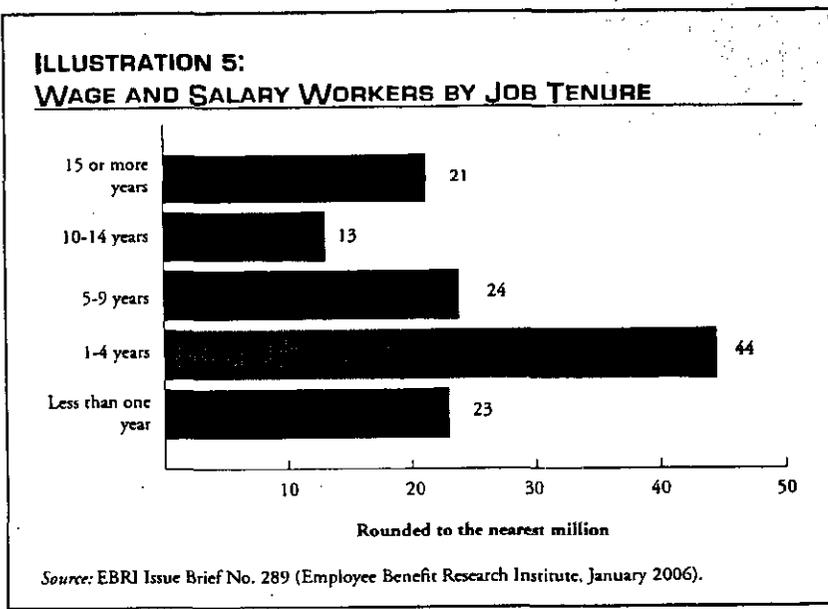
Job Tenure	Owned	Contributed
All workers	17%	5%
Less than 1 year	11%	3%
1-4 years	14%	4%
5-9 years	18%	5%
10-14 years	20%	6%
15 or more years	25%	7%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

CHALLENGES TO RETIREMENT SAVING FOR NEW ENTRANTS TO THE WORKFORCE

New entrants to the workforce—most of them young and perhaps not yet ready to settle into a long-term job—tend to give less thought to the distant prospect of retirement than veteran employees. New entrants also may have fewer employment options. Full-time wage and salary employees between 21 and 24 are less likely to work for an employer that sponsors a plan, and even less likely to participate.³⁶

Limited Access to Employment-Based Retirement Plans: The vast majority of workers whose employers do not sponsor pension or deferred compensation programs have relatively short job tenures. In 2003, 82% of these workers had been with their employer for less than ten years. Yet, although two-thirds of all employers today offer employment-based retirement plans, the



majority of employees with short job tenures, especially those employed for less than a year, are not eligible for them. Among workers whose employers offer 401(k) or other salary reduction plans, for example, only 26% of first-year employees are eligible to participate—the majority due to their brief length of service with their employers. For workers with one to four years of job tenure, the eligibility rate rises to 54%; and, among those who are ineligible, the number of hours worked is more often the cause than their job tenure.³⁹

Their Youth Works Against Them: Many workers with brief tenure in their current jobs are relatively young; and, when it comes to retirement planning, their youth works against them. Whether these workers see retirement as too distant to worry about or they have more pressing financial concerns (e.g., paying off student loans, saving for the down payment on a house), retirement planning seems less of a priority for them. In 2004, fewer than half of full-time workers aged 21-24, for example, worked for employers that sponsored a retirement plan and fewer than one-third participated in one.⁴⁰ The percentage of workers whose employers sponsor retirement plans—and the percentage of workers who participate in those plans—rises with both the age and the tenure of the employee. But, for those just starting to earn, or those with short job tenure, participation in retirement planning remains very small. Saving for retirement has yet to become a spending priority.

**PARTICIPATION RATES (NOW OR EVER)
 IN SOME TYPE OF RETIREMENT PLAN, 2003**

Job Tenure	Currently Participating	Ever Participated
All workers	55%	59%
Less than 1 year	33%	39%
1-4 years	48%	52%
5-9 years	63%	65%
10-14 years	69%	72%
15 or more years	75%	78%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

**INELIGIBILITY CITED AS REASON FOR NONPARTICIPATION
 IN AN EMPLOYER-SPONSORED SALARY REDUCTION PLAN, 2003**

Job Tenure	Ineligibility as Reason for Not Participating
Less than 1 year	74%
1-4 years	46%
5-9 years	33%
10-14 years	32%
15 or more years	24%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

REACHING NEW ENTRANTS TO THE WORKFORCE

New entrants to the workforce, who are often young, may need a nudge to help them see the importance of retirement savings and to participate in the opportunities available to them. Programs that make it easier to join by requiring them to opt out if they *don't* want to participate rather than opt in if they do, as well as programs that educate new workers about the importance of retirement savings, have been the most successful in reaching these workers.

Automatic Enrollment: Automatic enrollment, discussed earlier in relation to low-income workers, could increase enrollment for new entrants, too. Employees who have to "opt out" are much more likely to participate in an employment-based retirement plan than those who have to "opt in." The Moran Towing Corp., for example, a maritime-services provider based in New Canaan, Connecticut, provides its employees with an automatic 3% contribution into their 401(k) plans—and then matches employee contributions up to 2%. The average employee deferral is 9%. The employer match becomes fully vested after just one year of service. The company, named by the Principal Financial Group as one of the Principal 10 Best Companies for Employee Financial Security in 2005, has had enormous success with this program—achieving a 95% participation rate.⁴¹

"Benefits are very important," says Jeff McAulay, vice president of finance and administration for Moran. "They are attracting and retaining our employees." The program works for both the employees and their employer: Moran's voluntary turnover rate is less than the industry average. This saves the company the substantial cost of recruiting and training new employees.

Educating Short-Tenured Employees: New and short-term employees need to be made aware that the sooner they start putting money into a retirement account, the more time it will have to grow. Moran Towing offers its new employees educational material that shows how it pays to put money in a 401(k) plan at an early age. The company also educates its workers about asset allocation, encouraging younger workers to avoid putting all of their money in fixed income investments. "We want to get to employees and say, 'Hey, even when you are first starting out, it is important to save,'" says McAulay.

Automatic Rollovers: Workers with short tenure who quit, are fired or change jobs often take any retirement plan savings with them in the form of a lump-sum payment. Education campaigns that inform workers of the tax liabilities they will incur by accepting a lump sum instead of rolling over their pension could encourage rollovers.

SECTION 6

WORKERS NEARING RETIREMENT

Escalating health costs threaten savings

Compared to the other at-risk cohorts under consideration at the 2006 Summit—and compared to younger workers—workers nearing retirement would seem at first glance to be much better off. After all, 73% of workers in their 50s and 70% of workers in their early 60s have participated in some type of retirement savings plan, whether employment based or personal, at some point in their lives. No other age groups have a higher participation rate. In addition to employment-based retirement plans, older workers also have the highest percentage of ownership of personal retirement savings accounts. Two of every seven workers (28%) over the age of 50 owned an IRA or Keogh in 2002, and 7% made tax-deductible contributions that year—much better rates than the American averages.⁴²

Inadequate Participation in Retirement Savings Plans: Look at these numbers from the other side and they present quite a different picture. Nearly 30% of workers over the age of 50 have *never* participated in any type of private retirement plan. More than one-third (36%) of all workers over the age of 60 have *never* participated in an employment-based retirement plan. Five of every seven workers over the age of 50 do *not* own an IRA or Keogh! And they are running out of time.

No Cushion for Phased Retirement: Many workers nearing retirement have expressed interest in phased retirement, gradually cutting down their hours until fully retired. As originally conceived, phased retirement referred to the years leading up to retirement age. But for those with inadequate retirement savings, phased retirement means something quite different: working full time until the age of 65 or 67 and only then beginning to cut back on their work hours. Although some workers will continue to work after retirement age because they enjoy it, many will continue to work because they have no other choice. In a 2003 survey, “of those (over the age of 40) who are currently covered by health insurance but who do not expect to receive coverage from a former employer or union, 62% plan to work longer than they would like in order to continue receiving health insurance.”⁴³

Rising Health Costs Eating Into Retirement Savings: As the cost of health care in the United States continues to rise and the extent of retiree health benefits shrinks, aging baby boomers increasingly sense that they may not have saved enough to cover health costs in retirement. The Employee Benefit Research Institute estimates that those who retired in 2004 will need \$72,000

to \$580,000 to cover their health costs in retirement—depending on how long they live, how fast premiums increase and the extent of their health care needs—and that’s only if they also have access to employment-based health benefits in retirement. It is important to note that this survey did not take into account the new Medicare Part D. In 2002, just 13% of private sector employers offered such benefits to retirees; and, according to a 2004 survey, 85% of employers said they were very or somewhat likely to increase retiree contributions to health insurance premiums in 2005.⁴⁴

WORKERS NEARING RETIREMENT BY THE NUMBERS

OWNERSHIP AND CONTRIBUTIONS TO IRA OR KEOGH PLANS, 2002

Age	Owned	Contributed
All workers	17%	5%
16-20	1%	0%
21-30	7%	2%
31-40	15%	4%
41-50	19%	6%
51-60	28%	8%
61-64	31%	8%
65+	30%	5%

Source: EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

CHALLENGES TO RETIREMENT SAVING FOR WORKERS NEARING RETIREMENT

For workers approaching retirement age, the biggest obstacle to overcome in accumulating retirement assets is the sheer lack of time they have to correct any shortfall in savings. Most workers in their late 50s and early 60s plan on retiring within the next decade.

Little Time to Supplement Savings: Those workers in their late 50s and early 60s who do not have adequate retirement savings have little time in which to correct their course. Making retirement savings a spending priority may be difficult at this stage of their lives, especially if they are still paying for their children’s college education. The 29% of workers over the age of 50 who have never participated in any private retirement plan should start, but lack of time will make it almost impossible for them to accumulate adequate retirement savings through this route.⁴⁵

Little Time to Correct for Rising Health Costs: Health savings accounts (HSAs) provide the opportunity to set aside money to defray some of the soaring health costs expected after retirement. Unfortunately, a 55-year-old individual who opened an HSA in 2004 could save a maximum of only \$44,000 by the age of 65. This amount will not come close to covering the

FAST FACT:

According to a 2004 survey, 44% of those aged 55 and older had less than \$100,000 in total savings and investments (not including their primary residence). The picture gets grimmer if you leave out the 30% of those surveyed who said they didn’t know or refused to answer. Among those who provided a concrete response, 63% had assets worth less than \$100,000.⁴⁶

Source: EBRI, ASEC, and Mathew Greenwald & Associates, Inc., 2004 Retirement Confidence Survey.

anticipated cost of health insurance premiums and out-of-pocket medical expenses of the typical retiree. (Assuming a 7% annual increase in costs, a retiree who lives to the age of 80 would need \$137,000.)⁴⁷

Little Chance of Early Phased Retirement: Already, Americans over the age of 65 depend on earnings for 25% of their aggregate income. In the future, they may need even more earnings to cover their retirement spending needs. In order to conserve assets needed for retirement, phased retirement for those approaching retirement age today will probably commence after the age of 65 rather than before.

FAST FACT:

Among retirees who have returned to work, the average "retiree" works 29 hours a week.

Source: "New Retirees: One-Third Go Back to Work, Putnam Study Shows," Putnam Investments, December 9, 2005.

WORKERS NEARING RETIREMENT WHO HAVE NEVER PARTICIPATED IN ANY TYPE OF RETIREMENT PLAN, 2003

Age	Never Participated
41-50	31%
51-60	27%
61-64	30%
65 and older	42%

Source: EBRI analysis of data from EBRI Issue Brief No. 289 (Employee Benefit Research Institute, January 2006).

TOTAL SAVINGS AND INVESTMENTS (NOT INCLUDING THE VALUE OF A PRIMARY RESIDENCE) OF THOSE AGED 55 AND OLDER, 2004

Value of Assets	Percentage of Those Aged 55 and Older
Less than \$25,000	29%
\$25,000-\$49,999	5%
\$50,000-\$99,999	10%
\$100,000-\$249,999	13%
\$250,000 or more	13%
Don't know/refused	30%

Source: EBRI, ASEC, and Mathew Greenwald & Associates, Inc., 2004 Retirement Confidence Survey.

REACHING WORKERS NEARING RETIREMENT

For workers nearing retirement, the biggest challenges to a secure retirement are the lack of time to accumulate savings and the rise of health care costs. Overcoming these challenges will require encouraging these workers to extend their time as earners through phased retirement, to save more in the time they have left as earners and to protect themselves against rising health care costs.

Encouraging Phased Retirement After Retirement Age: With both life expectancy and the costs of life in retirement on the rise, it may be time for a new vision of retirement. Many workers who are nearing retirement are saying they actually want to keep working.

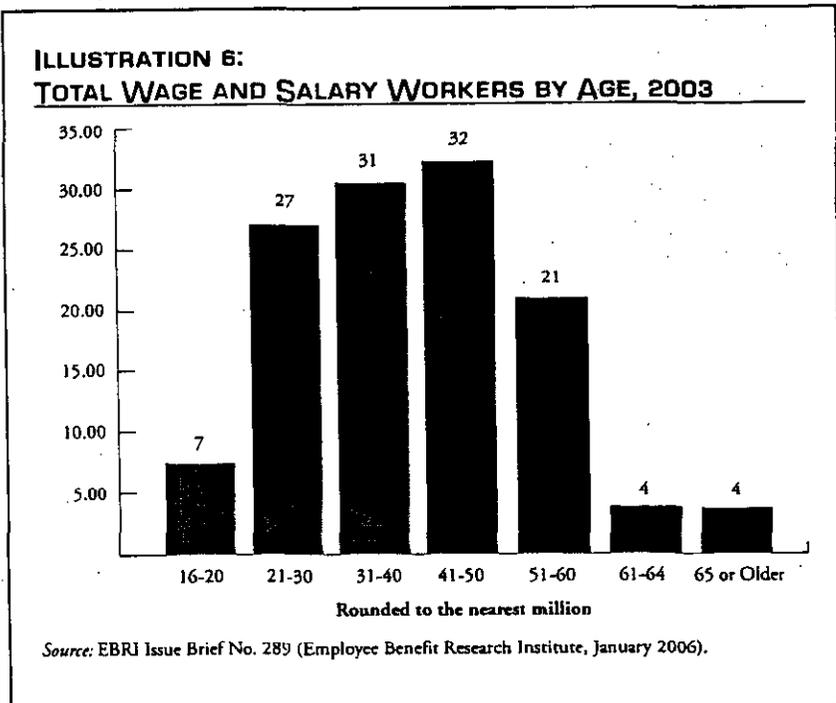
The desire to continue working can be seen in the number of retirees today who have come out of retirement. According to a 2005 study by Putnam Investments, seven million retirees—almost one-third of all American retirees—had returned to work after an average of 18 months of full retirement. Just over one-third (36%) of these workers worked full time, while 54% worked part time and 10% were still looking for work. Although one-third of retirees who return to work cite financial need as the reason, twice as many say they wanted to work.⁴⁸

For those who want to work, encouraging phased retirement *after* normal retirement age can not only satisfy their desire to work, but also defer or diminish the depletion of their retirement savings.

Encouraging Workers Nearing Retirement to Save More: Workers in their 50s and 60s who have inadequate retirement savings need to save as much as possible, as fast as possible, while they are still earning. If implemented while workers are still in their early 50s, programs like Save More Tomorrow—which encourages workers to commit to devoting a significant portion of each pay raise to increasing their contribution to their retirement plan—could greatly enhance the savings rate of workers nearing retirement. Although tried at only one firm thus far, Save More Tomorrow—introduced to workers on a one-to-one basis by a financial consultant retained by the employer—has had very impressive results. Among those offered the plan, 78% chose to join. Eighty percent of participants remained in the program through four pay raises, increasing their average savings rate from 4% to 14% in just 40 months.⁴⁹

IN CONCLUSION

This review has shown that the four targeted groups—low-income workers, small-business employees, new entrants to the workforce and workers nearing retirement—face real challenges, but also have real opportunities to save and achieve security for their golden years.



ENDNOTES

1. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
2. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
3. *Income of the Population 55 or Older 2002*, Social Security Administration, 2005.
4. Calculations based on the data contained in EBRI Issue Brief No. 289 suggest that actual pension plan participation is slightly higher in 2003 than it was in 1998. These data are drawn from the *Survey of Income and Program Participation*. Another analysis done by the Employee Benefit Research Institute (EBRI Issue Brief No. 286) based on the March 2005 *Current Population Survey* suggests that pension plan participation among full-time wage and salary workers between the ages of 21 and 64 has declined since 1998. Therefore it is uncertain whether current employees are positioned to generate more retiree income from pension plans.
5. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
6. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
7. *The State of Private Pension: Current 5500 Data*, Center for Retirement Research at Boston College, February 2006. Based on the calculations contained in the report, the number of defined benefit plans with more than 100 participants has declined from more than 20,000 in 1990 to just under 12,000 in 2003, whereas the number of defined contribution pension plans with more than 100 participants has increased from approximately 33,000 in 1990 to 59,000 in 2003.
8. "News Release: Personal Income and Outlays," Bureau of Economic Analysis, U.S. Department of Commerce, January 30, 2006.
9. *Appendix, Additional Data on IRA Ownership in 2005*, Investment Company Institute, January 2006, and EBRI Notes, Employee Benefit Research Institute, January 2006.
10. *The 2005 Retirement Confidence Survey*, EBRI Issue Brief No. 280, Employee Benefit Research Institute, April 2005.
11. *The 2005 Retirement Confidence Survey*, EBRI Issue Brief No. 280, Employee Benefit Research Institute, April 2005.
12. "Intergenerational Comparisons of Wealth and Future Income," U.S. General Accounting Office, April 2003.
13. Moore, James and Olivia Mitchell. "Projected Retirement Wealth and Adequacy," in *Forecasting Retirement Needs and Retirement Wealth*, ed. Olivia Mitchell et al., 2000.
14. EBRI Notes, Employee Benefit Research Institute, January 2006.
15. "Retiree Health Benefits," U.S. General Accounting Office, February 2005.
16. *The 2005 Retirement Confidence Survey*, EBRI Issue Brief No. 280, Employee Benefit Research Institute, April 2005; and Katharine G. Abraham and Susan N. Houseman, "Work and Retirement Plans Among Americans," in *Reinventing the Retirement Paradigm*, New York, Oxford University Press, 2005.
17. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006. Low income workers are defined here as those with low earnings. Some may have other income sources.
18. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
19. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
20. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
21. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
22. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
23. Gale, William G. et al. "Improving Tax Incentives for Low-Income Savers: The Saver's Credit," Discussion Paper No. 22, Brookings Institution, June 2005.
24. Requirements vary from \$1,000 for TANF to \$2,000 for Medicaid in some states.
25. Ashraf, Nava, Dean Karlan and Wesley Yin. "Tying Odysseus to the Mast: Evidence From a Commitment Savings Product in the Philippines" (Forthcoming), *Quarterly Journal of Economics*, 2006.
26. "Individual Responsibility and the Imperfect Investor: The Need for Automating the 401(k) Plan," Lori Lucas, *Benefits Quarterly*, Vol. 21, No. 4, Fourth Quarter 2005.
27. Duflo, Esther et al. "Saving Incentives for Low- and Middle-Income Families: Evidence From a Field Experiment With H&R Block," National Bureau of Economic Research, September 2005.
28. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
29. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
30. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
31. Ward, Judy. *Innovations at Work: A Guide to Best Practices in Employee Benefits*, Principal Financial Group, January 2006.
32. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
33. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
34. VanDerhei, Jack. *Findings From the 2003 Small Employer Retirement Survey (SERS)*, EBRI Notes, September 2003.
35. Ward, Judy. *Innovations at Work: A Guide to Best Practices in Employee Benefits*, Principal Financial Group, January 2006.
36. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006. New entrants to the workforce have, by definition, limited tenure; but limited tenure is not the complete story because new entrants are likely to be younger and have fewer skills and experience. As a result, they may work for employers that serve as the typical ports of entry to the workforce and that do not sponsor retirement plans because they are not required to do so to compete in the marketplace.

37. EBRI Issue Brief No. 289, Employee Benefit Research Institute, October 2005.
38. EBRI Issue Brief No. 286, Employee Benefit Research Institute, January 2006.
39. VanDerhei, Jack. *Findings From the 2003 Small Employer Retirement Survey (SERS)*, EBRI Notes, September 2003.
40. EBRI Issue Brief No. 286, Employee Benefit Research Institute, October 2005.
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42. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
43. *2003 Health Confidence Survey Summary of Findings*, Employee Benefit Research Institute, September 2003.
44. EBRI Issue Brief No. 271, Employee Benefit Research Institute, July 2004; EBRI Issue Brief No. 279, Employee Benefit Research Institute, March 2005; and "Current Trends and Future Outlook for Retiree Health Benefits," Kaiser Family Foundation and Hewitt Associates, December 2004.
45. EBRI Issue Brief No. 289, Employee Benefit Research Institute, January 2006.
46. The respondents are asked to provide an estimate of savings and investments, and the authors recognize that respondents may not be able to provide a direct value to an employer-provided defined benefit plan.
47. EBRI Issue Brief No. 271, Employee Benefit Research Institute, July 2004.
48. "New Retirees: One-Third Go Back to Work, Putnam Study Shows," *Putnam Investments*, December 9, 2005.
49. Benartzi, Shlomo and Richard H. Thaler. "Save More Tomorrow: Using Behavioral Economics to Increase Employee Saving," *Journal of Political Economy*, Vol. 112, No. 1, S164-S167, February 2004.

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SUMMARY OF GOVERNMENTAL MATCH PLANS IN FLORIDA

	LEON COUNTY PROPOSED	HILLSBOROUGH COUNTY	COLLIER COUNTY	ST. JOHN'S RIVER WATER MGMT DISTRICT
PLAN TYPE	401(a)	457(b)	457(b)	401(a)
FORMULA FOR: EXECUTIVE EMPLOYEES DIRECTORS OTHER EMPLOYEES EMPLOYEES ELIGIBLE FOR LUMP SUM MERIT ALL EMPLOYEES		3% of Salary	Up to \$3,000 Up to \$1,500 Up to \$500	
	50% up to 3% of salary for any employee earning less than \$50,000			50% up to 4% of salary



NAGDCA
Match Plan Profiles
 January 2003

Organization: Maryland
Representative: John Barry
Year Plan Began: 1999
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: Match based on contribution to 401(k), 457 or 403(b).
100% Vested? Yes
Formula: \$600 annual maximum, \$ for \$ match
Employee Eligibility: State
of Eligible Employees: 50,000
Impact on Participation: 50% increase. Estimate 85% of eligible group will participate.
Est. Annual Govt. Cost: \$24 million

Organization: Minnesota
Representative: Ken Lang
Year Plan Began: 1992
Plan Type for Match: 457
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: Most are \$100 - \$200 per year; by law, max is \$2000 per year. \$ for \$ match.
Employee Eligibility: State, City, County, School District
of Eligible Employees: ~220,000
Impact on Participation: Maintains 80% participation rate for state employees.
Est. Annual Govt. Cost: Not determined.

Organization: Missouri
Representative: Allen Scott
Year Plan Began: January 1, 1996
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: \$25 per month contingent upon \$25 employee contribution. One year employment eligibility clause.
Employee Eligibility: State
of Eligible Employees: 60,000
Impact on Participation: 100+% increase from July 1994 to July 1998.
Est. Annual Govt. Cost: \$10.5 million

Organization: Oklahoma
Representative: Ray Pool
Year Plan Began: January 1, 1998
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: \$25 per month for deferred plan participants.
Employee Eligibility: State
of Eligible Employees: 38,000
Impact on Participation: Increase from 20% to 78% participation rate.
Est. Annual Govt. Cost: \$7 million

Organization: Tennessee
Representative: Deana Reed Hannah
Year Plan Began: January 1, 1996
Plan Type for Match: 401(k)
Plan Type for Employee Contribution: 401(k)
100% Vested? Yes
Formula: \$ for \$, up to \$20 per month (\$240 per year).
Employee Eligibility: State, Higher Education
of Eligible Employees: 60,000
Impact on Participation: Increase from 20% to 58% since match plan inception.
Est. Annual Govt. Cost: \$10 million, \$5 million of which is appropriated.

Organization:	County of Los Angeles			
Representative:	Frank Frazier			
	Plan 1	Plan 2	Plan 3	Plan 4
Year Plan Began:	1985	1984	1984	1991
Plan Type for Match:	401(k) Deferred Earnings	401(k) Savings	457 Horizons	457 SS Alternative Pension Savings
Plan Type for Employee Contribution:	Same	Same	Same	Same
100% Vested?	Contribution: Yes Match: 5 yr	Contribution: Yes Match: 5 yr	Contribution: Yes Match: 5 yr.	Contribution: Yes Match: Yes
Formula:	\$ for \$ to 4%	\$ for \$ to 3%	\$ for \$ to 3%	Contribution: 4% Match: 3.5%
Employee Eligibility:	Mgmt., Mgmt. Support, & Attorneys	Physicians	All full time permanent	All part time employees
# of Eligible Employees:	8,000	1,000	80,000	5,000
Impact on Participation:	90%	90%	50%	100%
Est. Annual Govt. Cost:	\$20.8 million	\$1.4 million	\$40 million	\$6.6 million

Organization: Boise City Police Department
Representative: Doug Borah
Year Plan Began: 1985
Plan Type for Match: 457 – Social Security Replacement Program (SSRP)
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: 3.5% match, based on officers' base pay, matched dollar for dollar
Employee Eligibility: sworn officers only
of Eligible Employees: 260
Impact on Participation: 96% participation
Est. Annual Govt. Cost: \$400,000

Organization: Virginia
Representative: Laura Pugliese
Year Plan Will Begin: April 2000
Plan Type For Match: 401(a)
Plan Type for Employee Contribution: Match covers 457 and 403(b) plans. The Virginia Retirement System (VRS) is responsible for the 401(a) Match Plan that corresponds to the 457 Plan. VRS does not oversee the match plans that correspond with 403(b) Plans. Each institution of higher education is responsible for overseeing their own match plan as it relates to 403(b) participation.
 The data below corresponds to the match plan as it relates to the 457 Plan and does not include match plans related to 403(b) Plans.
100% Vested? Yes
Formula: On a semi-monthly basis: 50% of the employee's contribution to the 457 Plan of \$20 per payday, whichever is less.
of Eligible Employees: 59,547 (excludes 36,908 state employees who can contribute to 403(b) Plans.
Impact on Participation: Prior to the Cash Match Plan the active contributor participation rate was 15.2%. The active participation rate as of December 30, 2000 was 38%.
Est. Annual Govt. Cost: \$1,400,000

Organization: Colorado PERA
Representative: Don Schaefer
Year Plan Will Begin: January 1, 2001
Plan Type for Match: 401(k), 401(a)
Plan Type for Employee Contribution: 401(k), 457, 403(b) or 401(a)
100% Vested? Yes
Formula: \$ for \$ match up to: 3% for state & local school members; 2% municipal members, and 7% for judges in 2001 calendar year.
Additional Match Info. Colorado PERA must be fully funded before match can occur; matching amounts may change each year. SB 90 enacted in 1999 authorizes Colorado PERA to direct affiliated employers to reduce the portion of their employer contributions normally sent to PERA and use this amount to match members' voluntary contributions to DC plans.
Employee Eligibility: All Colorado PERA members, including part-time, temporary, or seasonal members, who contribute authorized 401(k), 457, 403(b) or 401(a) savings plan. All active Colorado PERA members may participate in PERA's 401(k) plan.
of Eligible Employees: 165,000
Impact on Participation: Not available. Match first implemented January 2001 – New enrollments in PERA's 401(k) plan four months prior to implementation totaled more than 15,000.
Est. Annual Govt. Cost: No direct cost. Match dollars are provided by a reduction in the contributions to the defined benefit plan operated by PERA.

Organization: Indiana
Representative: Doris-Anne Sadler
Year Plan Will Begin: October 27, 1999
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: \$ for \$ match, not to exceed \$15 per 2-week pay period (\$390 per year).
Employee Eligibility: State
of Eligible Employees: 40,000
Impact on Participation: TBD. 6,000 new participants have indicated they will participate when program begins.
Est. Annual Govt. Cost: ~\$60 million

Organization: Medical College Of Virginia Hospitals Authority
Now-VCU Health Systems Authority
Representative: Ronald Croy
Year Plan Will Begin: 1999
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457
100% Vested? Yes
Formula: 50% up to maximum of 2% of bi-weekly salary
Employee Eligibility: Employees hired on or after 7/1/98
of Eligible Employees: 1,164
Impact on Participation: TBD
Est. Annual Govt. Cost: TBD

Organization: State of Michigan
Representative: Elaine L. Lewter, Plan Administrator
Year Plan Began: 1997
Plan Type for Match: Defined Contribution
Plan Type for Employee Contribution: Defined Contribution/401(k)
100% Vested? After four years of service
Formula: Match dollar for dollar up to 3% of compensation.
Employee Eligibility: From date of hire
of Eligible Employees: 12,443 as of 9/30/00
Impact on Participation: 9,641 take advantage of match.
Est. Annual Govt. Cost: \$10,9021737 for match.

The Michigan plan also includes a 4% mandatory State contribution in addition to the match.

Organization: State of South Carolina
Representative: Robert C. Toomey
Year Plan Began: 1980 (Match 1999)
Plan Type for Match: 401(k)
Plan Type for Employee Contribution: 401(k), 403(b), 457
100% Vested? Yes
Formula: Matching contribution up to \$300 per year.
Employee Eligibility: Full-time employee participating in an eligible plan.
 Certain employers contribute to a discretionary account for employees earning less than \$20,000 per year.
of Eligible Employees: 120,000
Impact on Participation: Increased approximately 50%.
Est. Annual Govt. Cost: \$17,500,000

Organization: State of Delaware
Representative: Susan McNamara, Program Specialist
Year Plan Began: 2001
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457

100% Vested?

Yes

Formula:

\$10/pay to each actively contributing employee, months after enrollment in the 457 plan.

Attachment # 3
SIX Page 7 of 8

Employee Eligibility:

of Eligible Employees:

30,000

Impact on Participation:

Increase from 4,400 active contributors at the time the match was announced (7/1/00) to current participation of 6,300 (1/1/01).

Est. Annual Govt. Cost:

\$1,200,000 (first full fiscal year).

Organization:

Irvine Ranch Water District

Representative:

Terry Loomis

Year Plan Began:

The 401(k) plan was effective January 1, 1997. IRWD has provided a match for 15+ years (formerly included in the 457 plan.

Plan Type for Match:

401(a)

Plan Type for Employee

Contribution:

457

100% Vested?

Yes

Formula:

1) After 1 year of service, 15% match of employee contribution up to a maximum of \$500. 2) After 2 years of service 1% of employee's base salary.

Employee Eligibility:

of Eligible Employees:

270

Impact on Participation:

Encourages many employees to participate to obtain 15% match (\$3,333 contribution). All employees with more than 2 years service become participants in the 401(a) plan even if not a participant in or contributing to the 457 plan.

Est. Annual Govt. Cost:

IRWD pays about \$7,000 to one investment provider. Employee pays 65 basis points with the other provider.

Organization: Port of Seattle

Representative: David Henderson

Year Plan Began: 2000

Plan Type for Match: 401(a)

Plan Type for Employee Contribution: 457

100% Vested?: Yes

Formula: 2 components: Port contribution of \$500/year (paid quarterly) for employees with 6 months to 5 years of service. Contribution increases \$100 with every 5 years of service. Match = If employee is in 457 Plan, deferrals are matched \$ for \$ on first \$1,000 for employee with 6 months to 5 years of service. Match increase \$200 with every 5 years of service.

Employee Eligibility: Employees must complete 6 month probationary period. Plan is for non-represented (non-union) employees.

Number of Eligible Employees: 850

Impact on Participation: Has increased participation. Still not as high as I would like.

Estimated Annual Government Cost: \$1.3 million

Organization: State of Iowa

Name of Representative: Jennifer Dixon

Year Plan Began: 2000

Plan Type for Match: 401(a)

Plan Type for Employee Contribution: 457
100% Vested?: Yes
Formula: \$1 for every \$2 an employee contributes up to \$25 a month
Employee Eligibility: all except one union
Number of Eligible Employees: 21,828
Impact on Participation: nearly doubled
Estimated Annual Government Cost: \$2.5M

Attachment# 3
Page 4 of 8

Organization: City of Pasadena
Name of Representative: Jay M. Goldstone
Year Plan Began:
Plan Type for Match: 457
Plan Type for Employee Contribution: 457
100% Vested?: Yes
Formula: Maximum annual \$12,000 plus all of the permitted catch-up provisions.
Employee Eligibility: Permanent City Employee
Number of Eligible Employees: 1,600
Impact on Participation: The advantage of tax deferring a portion of income.
Estimated Annual Government Cost: None

Organization: Virginia Retirement System,
Name of Representative: June Metts Dennis
Year Plan Began: 2002
Plan Type for Match: 401(a)
Plan Type for Employee Contribution: 457 or 403(b)
100% Vested?: Yes
Formula: STATE:50% of employee contribution not to exceed \$20.00 per pay. Political Subdivisions establish the amount of cash match through action of their governing boards
Employee Eligibility: Salaried
Number of Eligible Employees: 106,000
Impact on Participation: Increased 457 participation about 25% in first year offered
Estimated Annual Government Cost: \$12,000,000.00

Organization: Metropolitan Washington Airports Authority
Name of Representative: Edward C. Cousins
Year Plan Began: 1989
Plan Type for Match: 457
Plan Type for Employee Contribution: Sec. 457
100% Vested?: Yes
Formula: \$1.00/\$1.00 for the first 2% of employee contributions and \$.50/\$1.00 for the next 2% of contributions (or, expressed differently, 4% will get you 3%).
Employee Eligibility: Immediate
Number of Eligible Employees: 968
Impact on Participation: 901/968 are participating
Estimated Annual Government Cost: \$1.4 million

**** Information is believed to be accurate at the time of printing. Interested persons should seek confirmation from Plan representatives. ****

Estimated Summary of Cost Impact									
Assumptions:	Total	Count in	Percent	Annual	3%	75%	50%	25%	
Current 457 Participants Only	Count of	457 in	in	Base	Contribution	Match	Match	Match	
Cost Impacts	Employees	457	457						
Under \$30,000	385	90	23	\$2,203,806.32	\$66,114.19	\$49,585.64	\$33,057.09	\$16,528.55	
Under \$40,000				\$1,596,532.08	\$47,895.96	\$35,921.97	\$23,947.98	\$11,973.99	
SubTotal under \$40,000	143	45	31	\$3,800,338.40	\$114,010.15	\$85,507.61	\$57,005.07	\$28,502.54	
Under \$50,000				\$839,196.00	\$25,175.88	\$18,881.91	\$12,587.94	\$6,293.97	
SubTotal under \$50,000	55	19	34	\$4,639,534.40	\$139,186.03	\$104,389.52	\$69,593.01	\$34,796.51	
Under \$60,000				\$263,970.52	\$7,919.12	\$5,939.34	\$3,959.56	\$1,979.79	
SubTotal under \$60,000	14	5	36	\$4,903,504.92	\$147,105.15	\$110,328.86	\$73,552.57	\$36,776.30	
Under \$70,000				\$127,703.68	\$3,831.11	\$2,873.33	\$1,915.56	\$957.78	
Total for Career Service, Ex Supt & EMS	602	161	27	\$5,031,208.60	\$150,936.26	\$113,202.19	\$75,468.13	\$37,734.08	
Senior Management	141	58	41	\$4,076,664.45	\$122,299.93	\$91,724.95	\$61,149.97	\$30,574.98	
Grand Total	743	219	29	\$9,107,873.05	\$273,236.19	\$204,927.14	\$136,618.10	\$68,309.06	
75% Participation									
Under \$30,000				\$6,365,184.74	\$191,555.54	\$143,666.66	\$95,777.77	\$47,888.89	
Under \$40,000				\$3,717,939.60	\$111,538.19	\$83,653.64	\$55,769.09	\$27,884.55	
SubTotal under \$40,000				\$10,103,124.34	\$303,093.73	\$227,320.30	\$151,546.87	\$75,773.43	
Under \$50,000				\$1,824,148.98	\$54,724.47	\$41,043.35	\$27,362.23	\$13,681.12	
SubTotal under \$50,000				\$11,927,273.32	\$357,818.20	\$268,363.65	\$178,909.10	\$89,454.55	
Under \$60,000				\$566,570.45	\$16,997.11	\$12,747.84	\$8,498.56	\$4,249.28	
SubTotal under \$60,000				\$12,493,843.77	\$374,815.31	\$281,111.48	\$187,407.66	\$93,703.83	
Under \$70,000				\$243,398.82	\$7,301.96	\$5,476.47	\$3,650.98	\$1,825.49	
Total for Career Service, Ex Supt & EMS				\$12,737,242.59	\$382,117.28	\$286,587.96	\$191,058.64	\$95,529.32	
Senior Management				\$7,059,691.96	\$211,790.76	\$158,843.07	\$105,895.38	\$52,947.69	
Grand Total				\$19,796,934.55	\$593,908.04	\$445,431.03	\$296,954.02	\$148,477.01	

	Annual Base	3% Contribution	75% Match	50% Match	25% Match
100% Participation					
Under \$30,000	\$8,513,579.66	\$255,407.39	\$191,555.54	\$127,703.69	\$63,851.85
Under \$40,000	\$4,957,252.81	\$148,717.58	\$111,538.19	\$74,358.79	\$37,179.40
SubTotal under \$40,000	\$13,470,832.47	\$404,124.97	\$303,093.73	\$202,062.48	\$101,031.25
Under \$50,000	\$2,432,198.65	\$72,965.96	\$54,724.47	\$36,482.99	\$18,241.49
SubTotal under \$50,000	\$15,903,031.12	\$477,090.93	\$357,818.20	\$238,545.47	\$119,272.74
Under \$60,000	\$755,427.27	\$22,664.20	\$16,998.15	\$11,332.10	\$5,666.05
SubTotal under \$60,000	\$16,658,458.39	\$499,755.13	\$374,816.35	\$249,877.57	\$124,938.79
Under \$70,000	\$324,531.76	\$9,735.95	\$7,301.96	\$4,867.98	\$2,433.00
Total for Career Service, Ex Supt & EMS	\$16,982,990.15	\$509,491.08	\$382,118.31	\$254,745.55	\$127,371.79
Senior Management	\$9,412,922.63	\$282,287.68	\$211,790.76	\$141,193.84	\$70,596.92
Grand Total	\$26,395,912.78	\$791,778.76	\$593,909.07	\$395,939.39	\$197,968.71

**Leon Board of County Commissioners
 SAMPLE RETIREMENT BENEFIT PROJECTION**

*401(a) Discretionary Match
 50% Match to 3% Compensation*

INITIAL ANNUAL SALARY	TOTAL INITIAL MONTHLY CONTRIBUTION	YEARS CONTRIBUTING TO PLAN	ESTIMATED ACCOUNT VALUE AT RETIREMENT	MONTHLY RETIREMENT BENEFIT PAYABLE
\$20,000	\$75.00	10	\$14,514	\$107
		20	\$48,056	\$353
		30	\$120,749	\$886
\$30,000	\$112.50	10	\$21,770	\$160
		20	\$72,083	\$529
		30	\$181,117	\$1,329
\$45,000	\$168.75	10	\$32,656	\$240
		20	\$108,124	\$794
		30	\$271,673	\$1,994
\$60,000	\$225.00	10	\$43,541	\$320
		20	\$144,167	\$1,058
		30	\$362,238	\$2,659
\$85,000	\$318.75	10	\$61,683	\$453
		20	\$204,235	\$1,499
		30	\$513,168	\$3,767

ASSUMPTIONS:

- RETIREMENT AT AGE 65 WITH A LIFE-ONLY ANNUITY
- ER CONTRIBUTION RATE: 1.500% ANNUALLY
- EE CONTRIBUTION RATE: 3.000% ANNUALLY
- TOTAL CONTRIBUTION RATE OF: 4.500% ANNUALLY
- ANNUAL PAY INCREASES OF: 3.000% ANNUALLY
- INITIAL INTEREST RATE OF: 7.000% APR

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator *PA*
Vincent S. Long, Assistant County Administrator *VSL*
Alan Rosenzweig, Director, Office of Management and Budget *ARB*
Lillian Bennett, Human Resources Director *LWB*

Subject: Approval to Pay EMS Paramedics and EMT's Pay Differentials While Out on Leave or Training

Statement of Issue:

This discussion item seeks approval of an additional \$196,000 in the Emergency Medical Services (EMS) budget to incorporate pay differentials above base pay for EMS Paramedics/EMT's when participating in approved training or on paid leave.

Background:

This discussion item addresses the amount paid to Paramedics/EMT's (who do not work the 24/48 hour shift) while in training or on paid leave. Currently, a Paramedic/EMT receives pay based on a base hourly rate plus a differential rate for all hours worked in System Status, Field Training Officer (FTO) or High Plus status. Pay for any leave time (Annual, Sick, Holidays, Swing Holidays, Training) is based on the Paramedic/EMT base rate of pay and not on their differential pay. *As a result, Paramedics/EMT's take home less pay when participating in approved training and on paid leave.*

Analysis:

All Leon County employees, with the exception of EMS, are currently fully compensated for their time off of work due to holidays or use of accrued leave balances. When the original compensation package was developed, the EMS employees had a separate pay plan developed, which includes shift differential pay. However, no other County employees receive a shift differential. EMS employees only receive pay for their time off based on their base hourly rate which does not include any differential rate of pay (System Status, FTO, High Plus). Therefore, the pay a Paramedic/EMT receives for time off is less than their normal regular pay for that pay period.

Staff has calculated a preliminary cost impact of \$196,000 which includes all differentials in the payment of leave time and training days. This calculation assumes an employee takes 32 days or 384 hours (based on working a 12 hour shift) annually. The total number of employees currently impacted is 57.

It is recommended that the Board approve the differential pay in the calculation of leave and training pay per the amended Leon County EMS Standard Operating Guideline (Attachment #1).

Options:

1. Approve an additional \$196,000 in the Emergency Medical Services (EMS) budget to incorporate pay differentials above base pay for EMS Paramedics/EMT's when participating in approved training or on paid leave
2. Do not approve an additional \$196,000 in the Emergency Medical Services (EMS) budget to incorporate pay differentials above base pay for EMS Paramedics/EMT's when participating in approved training or on paid leave.
3. Board Direction.

Recommendation:

Option # 1 (included in the tentative budget)

Attachment:

1. Leon County EMS Standard Operating Guideline-Pay Plan (Shift Differentials)

LEON COUNTY E.M.S.
Standard Operating Guideline

Title: Pay Plan
Effective: June 1, 2005
Reviewed: March, 2005
Revision: 1
Pages: 1

I. PURPOSE:

To provide guidelines for shift differential and FTO pay for EMS field employees.

II. GUIDELINE:

1. Shift differential

- a. Shift differential is designed as an incentive for non-exempt EMS employees designated to work system status and night shifts. It is paid in addition to the base rate of pay. Shift differentials are paid when employees are on sick or annual leave and were scheduled to work a shift where the shift differential would have been paid if the employee would have worked. ~~Shift differentials are not paid when employees are on sick or annual leave or when the employee is participating in training or seminar activities that are in addition to their regularly scheduled shifts.~~
- b. The system status management shift differential will be paid to employees scheduled to work under the system status management plan, for the entire shift and until the employee has been released from duty. Employees scheduled for twenty-four hour shifts at the rural County stations, ~~who spend more than 12 of their 24 hours in the system status management plan,~~ shall be paid the system status management shift differential for the hours they spend in the system status plan. To be considered in the system status plan the 24 hour crew must either be posted ~~or on calls in the City~~ at a location other than their regularly assigned post location or respond to a call from a post other than their regularly assigned post location. Employees are responsible for recording the hours worked in the system status plan on their time sheet. System status management shift differential is payable to EMTs and Paramedics only.
- c. The high plus differential for working night shifts is only paid to EMT, Paramedic and EMS Lieutenant positions. ~~An employee that is assigned to a "night shift" as determined by LCEMS administration will be eligible for the high plus differential.~~ Non Twenty-four hour shifts that begin in the evening and lasts until the next morning or any hours worked after 8 pm as determined by EMS administration will be eligible for the high plus differential.

Example:

- i. **The 1800-0600, 1900-0700 & 2000-0800 shifts are paid high plus for all 12 hours worked.**
- ii. **The 1100-2300 shift is paid high plus from 2000-2300 or 3 hours**
- iii. **The 1500-0300 shift is paid high plus from 2000-0300 or 7 hours**

2. **Field Training Officer Special Pay**

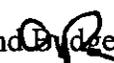
- a. Paramedics and EMTs who serve as Field Training Officers (FTO) will be paid FTO pay in addition to their base pay. ~~FTO pay will not be paid when the employee is on sick or annual leave.~~ It will be paid when the FTO is attending an official work related training or event, when the time spent at the training is in place of the FTO's regularly scheduled shift.

3. **Timesheets**

- a. **It is the responsibility of each employee to accurately record the number of hours worked with in each shift differential and special pay on their timesheets.**

Board of County Commissioners

Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator 
Alan Rosenzweig, Director, Office of Management and Budget 
Subject: Line Item Funding Requests for Fiscal Year 2006/2007

Issue

The item considers the funding of permanent line items for FY2006/2007.

Background

Staff requested and received Board direction regarding the FY2006/2007 budget and discretionary funding levels for outside agencies at the February 28th meeting. As required by Policy 06-2, Discretionary Funding Guidelines (Attachment #1), the Board directed staff to include \$1,249,851 to support permanent line items in the tentative FY2006/2007 budget.

Included in the policy direction given at the February 28th meeting, the Board directed staff to seek applications for line item funding from the following agencies:

- Big Brothers/Big Sisters
- Cultural Resources Commission – Local Arts Agency
- Cultural Resources Commission – Grants Program
- DISC Village
- Keep Tallahassee-Leon County Beautiful
- Legal Services – Low Income Families
- Legal Services – Team Child
- Mission San Luis
- St. Francis Wildlife
- Tallahassee Senior Citizens Foundation
- Tallahassee Trust for Historic Preservation
- United Partners for Human Services
- Whole Child Leon

In addition, the Corey Simon Success Center and the Dick Howser Center for Childhood Services, Inc. received Board approval to submit line item funding applications.

Analysis

As reflected in Table #1, the total agency requests submitted is \$1,551,140. Included in the budget workshop packet (under separate tabs) are all of the individual agency applications. The recommended funding levels for FY06/07 total \$1,349,604. This includes the Board directed base level of funding, plus the addition of the Corey Simon Center and the Dick Howser Center requests.

Table #1: Funding Requests and Recommendations

	FY05/06	FY06/07 Request	FY06/07 Recommended
Big Brothers/Big Sisters	\$25,000	\$25,000	\$25,000
Cultural Resources Comm. – Art Agency	50,000	50,000	50,000
Cultural Resources Comm. – Grants	407,000	527,000	438,000
Cultural Resources Comm. – Cultural Plan	115,000	150,000	115,000
Disc Village	110,500	195,536	120,500
HOPE Community	56,000	(1)	(1)
Keep Tall/Leon Co. Beautiful	20,000	25,000	22,500
Legal Aid - Services Indigent Citizens	23,000	(1)	(1)
Legal Services - Low Income Families	40,000	70,000	70,000
Legal Services - Team Child	45,000	(1)	(1)
Mothers in Crisis	50,000	(1)	(1)
San Luis Mission	50,000	50,000	50,000
St. Francis Wildlife Association	75,000	75,000	75,000
Tallahassee Senior Citizen Foundation	141,351	152,104	152,104
Tallahassee Trust – Historic Preservation	62,500	66,500	66,500
United Partners for Human Services	N/A	25,000	25,000 (1)
Whole Child Leon	N/A	40,000	40,000
Subtotal	\$1,270,351	\$1,451,140	\$1,249,604 (2)
Corey Simon Success Center	N/A	50,000	50,000 (1)
Dick Howser Center	N/A	50,000	50,000
Total	\$1,270,351	\$1,551,140	\$1,349,604

(1) One time funding (2) The Feb. 28th Board adopted funding level was \$1,249,851

Options

1. Incorporate the following funding recommendations into the 2006/2007 Leon County Budget totaling \$1,349,604:

- a) Big Brothers/Big Sisters - \$25,000
- b) Corey Simon Success Center - \$50,000 (one-time)
- c) Cultural Resource Commission – Local Arts Agency - \$165,000
- d) Cultural Resource Commission – Grants - \$438,000
- e) DISC Village – \$120,500
- f) Dick Howser Center for Childhood Services - \$50,000
- g) Keep Tall/Leon Co. Beautiful - \$22,500
- h) Legal Services – Low Income Families - \$70,000
- i) Mission San Luis - \$50,000
- j) St. Francis Wildlife Foundation - \$75,000
- k) Tallahassee Senior Citizen Foundation - \$152,104
- l) Tallahassee Trust - Historic Preservation - \$66,500
- m) United Partners for Human Services - \$25,000 (one-time)
- n) Whole Child Leon Project - \$40,000

2. Board direction.

Recommendation

Option #1 is included in the tentative budget

Attachments

Leon County Policy 06-2, Discretionary Funding Guidelines

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

Policy No. 06-2

Title: Discretionary Funding Guidelines

Date Adopted: January 10, 2006

Effective Date: January 10, 2006

Reference: N/A

Policies Superseded: Policy No. 05-1, Midyear Funding Request, adopted March 22, 2005; Policy No. 00-4, Human Service Requests for Discretionary Funding, adopted February 29, 2000; Policy No. 99-1, Youth Sports Team Funding, adopted March 16, 1999

It shall be the policy of the Board of County Commissioners of Leon County that Policy No. 05-1, Midyear Funding Request, Policy No. 00-4, Human Service Requests for Discretionary Funding, and Policy No. 99-1, Youth Sports Team Funding are superseded and a new policy "Discretionary Funding Guidelines" is hereby adopted, to wit:

This policy shall govern the allocation of discretionary funds and provide the Board a maximum amount of annual funding available in each of the following categories:

- Community Human Services Partnership (CHSP) Fund
- Community Human Services Partnership – Emergency Fund
- Commissioner District Budget
- Midyear Fund
- Non-departmental Fund
- Youth Sports Teams Fund

1. General

a. Funding:

Funding for these purposes shall be subject to an annual appropriation by the Board of County Commissioners in accordance with this policy.

b. Definitions:

- 1) Community Human Services Partnership fund:
Funds eligible for allocation to social service programs.
- 2) Community Human Services Partnership (Emergency funds):
Funds eligible for allocation for one time funding to meet an emergency situation that would prohibit or severely impact the ability of a currently funded CHSP agency to provide services.

- 3) Commissioner District budget:
Funds eligible for allocation to each Commissioner for activities relating to their district or the County at large.
- 4) Midyear fund:
Funds eligible for allocation for requests that occur outside of the regular budget process.
- 5) Non-departmental fund:
Funds eligible for allocation for non-profit agencies that are included, by direction of the Board, as part of the regular adopted budget.
- 6) Non-profit:
An entity that has been designated as a 501(c)(3) by the U.S Internal Revenue Services and/or registered as a non-profit corporation with the Florida Department of State.
- 7) Youth Sports Teams fund:
Funds eligible for allocation for temporary and nonrecurring youth sporting events such as tournaments and playoffs, and events recognizing the accomplishments.

c. Application Process:

- 1) The County Administrator or his designee is authorized to develop forms and procedures to be used by a non-profit, group or individual when submitting a request for funding consistent with the provisions herein.
- 2) The County Administrator or his designee shall establish a process for evaluating requests for funding made pursuant to this policy.

2. Funding Category Guidelines

a. Community Human Services Partnership Program Fund:

- 1) Non-profits eligible for Community Human Service Partnership (CHSP) funding are not eligible for funding in any other category, except when requesting funding for an activity that is not CHSP eligible, such as capital improvements.
- 2) Annually, as part of the budget process, the Board of County Commissioners will confirm the allocation of funding set aside for the Community Human Services Program.

b. Community Human Services Partnership Program - Emergency Fund:

- 1) Non-profits that are funded through the CHSP process are eligible to apply for emergency, one time funding through the Community Human Service Partnership Emergency Fund.
- 2) Annually, as part of the budget process, the Board of County Commissioners will confirm the allocation of funding set aside for the Community Human Services Program Emergency Funds.
- 3) These funds are available to any agency that is currently funded through the CHSP process.
- 4) The request for emergency funding must be made at a regular meeting of the Leon County Board of County Commissioners and acted upon by the Board.

Policy No. 06-2
Discretionary Funding Guidelines

- 5) The request for emergency funding shall then go before a CHSP sub-committee consisting of members from the CHSP Review Boards of each of the partners (Leon County, City of Tallahassee and the United Way of the Big Bend). The sub-committee will determine if the situation would qualify as an emergency and what amount of financial support would be appropriate.
- 6) The County Administrator is authorized to approve the recommendation of the sub-committee and authorize payment.
- 7) In the event the Board does not meet in a timely manner, as it relates to an agency's request, the County Administrator will have the authority to appropriate expenditures from this account.

c. Commissioner District Budget:

- 1) Annually, as part of the budget process, the Board of County Commissioners shall determine the allocation of funding set aside for the Commissioner District budgets.
- 2) All non-profits, groups and individuals are eligible for funding through this process.
- 3) Expenditures shall only be authorized from this account at a regular meeting of the Board of County Commissioners.

d. Midyear Funding

- 1) Non-profits, groups or individuals that do not fit into any of the other categories of discretionary funding as outlined in this policy are eligible to apply for midyear funding.
- 2) Annually, as part of the budget process, the Board of County Commissioners shall determine the allocation of funding set aside for midyear funding.
- 3) In the event the Board does not meet in a timely manner, as it relates to the agencies request, the County Administrator will have the authority to appropriate expenditures from this account.

e. Non-Departmental Funding

- 1) Non-profits eligible for non-departmental funding are not eligible for funding in any other category. Eligible funding activities in this category are festivals and events and outside service agencies. An exception to this policy is the funding of Legal Services of North Florida for the provision of legal services to the indigent.
- 2) Annually, **prior to March 1**, the Board of County Commissioners shall:
 - a) Determine the amount of funding set aside for the Non-departmental funding.
 - b) Determine the list of permanent line item funded agencies that can submit applications for funding during the current budget cycle.
 - c) Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.
- 3) Non-profits eligible for funding through the Cultural Resources Commission (CRC) Leon County Grant Program (funded through the non-departmental process) are not eligible for funding in any other category.

f. Youth Sports Teams Funding

- 1) Non-profits or athletic teams of the Leon County School system that are eligible for the County's Youth Athletic Scholarship Program are not eligible for funding in any other category.
- 2) Annually, as part of the budget process, the Board of County Commissioners will determine the amount of funding set aside for the Youth Sports Teams funding.
- 3) The award for youth sports teams shall not exceed \$500 per team.
- 4) Youth sports teams requesting funding from the Board shall first submit their requests in writing to the County Administrator or his designee for full review and evaluation. The request must include certified documentation establishing the legitimacy of the organization.
- 5) Funding will be allocated on a first-come, first-served basis. In the event that more than one (1) request is received concurrently when the fund's balance is reduced to \$500, the remaining \$500 will be divided equally among the applicants meeting the evaluation criteria.
- 6) Applicants must have participated in a City, County, or School Athletic Program during the year in which funding is sought.
- 7) Team participants must be 19 years of age or younger.
- 8) The requested funding must support post-season activity, e.g. tournament play, awards banquets associated with extraordinary performance.
- 9) In the event the Board does not meet in a timely manner, as it relates to an agency's request, the County Administrator will have the authority to appropriate expenditures from this account.

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator *PA*
Alan Rosenzweig, Director, Office of Management & Budget *AR*
Subject: Consideration of Providing \$75,000 In Funding to the Miracle League

Statement of Issue:

This item considers providing \$75,000 to the Miracle League to assist in the construction of an adaptive barrier-free baseball facility for disabled children.

Background:

At the April 25, 2006 Board meeting, the Board directed staff to agenda a budget discussion item on a funding request of \$75,000 from the Florida Miracle League. The request was made subsequent to the Executive Director of the Florida Miracle League making a presentation to the Board. The Miracle League provides opportunities for children with disabilities to play the team sport of baseball on a field designed to accommodate varying disabilities and prevent injury. A history of the Miracle League obtained from their web site is shown as Attachment # 1.

Analysis:

The Miracle League has approached Leon County and the City of Tallahassee regarding providing a possible location and funding to assist in constructing a Miracle League baseball facility in Leon County. Currently, there are no fields located in Leon County that are constructed to meet the barrier-free needs of the league. Miracle League fields are constructed of a cushioned rubberized turf that will accommodate wheelchairs and walker, and are designed to prevent injury to players.

The City of Tallahassee has shown strong support for the project, and funding will be considered during their budget cycle. In addition, the City is currently reviewing areas in Tom Brown Park that could accommodate the construction of a Miracle League Field. Representatives from the Miracle League are also confident that there will be strong community support for the project, and they anticipate being able to do additional fund raising for matching dollars in order to complete the project.

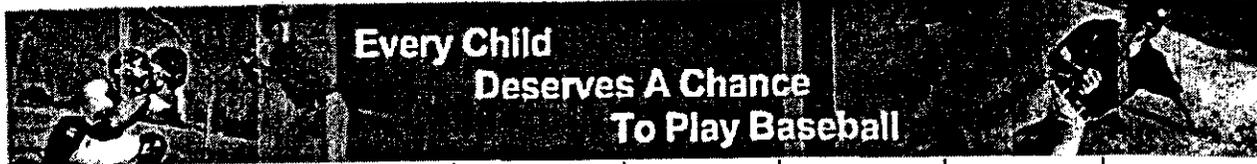
The Little League Challenger Division that is active in Leon County also provide opportunities for children with disabilities to play baseball, but this league plays on a typical little league field which hinders children who need additional assistance from fully participating. The construction of a Miracle League field would allow for more children with disabilities the opportunity to participate in team sports. Staff has spoken with the current president of the Challenger league who indicated support for the program since it would allow more opportunities for children with disabilities to participate in athletic activities.

Options:

1. Direct staff to include \$75,000 for the Miracle League in the FY 07 budget and to work with the City of Tallahassee in identifying a location at Tom Brown Park for a facility.
2. Do not direct staff to include \$75,000 for the Miracle League in the FY 07 budget and to not work with the City of Tallahassee in identifying a location at Tom Brown Park for a facility.
3. Board Direction.

Recommendation:

Option #1 is included in the tentative budget



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Miracle League History

In the 1997 Rockdale Youth Baseball Association's coach, Eddie Bagwell invited the first disabled child, Michael Moore to play baseball on his team; Watching this 7 years old in his wheel chair attending every game and practice, while cheering on his 5 year old brother play America's favorite pass-time.

And in 1998, the Rockdale Youth Baseball Association (RYBA) formed the Miracle League to further its mission of providing opportunities for all children to play baseball regardless of their ability. The disabled children in the community had expressed the desire to dress in uniforms, make plays in the field, and round the bases just like their healthy peers. The league began with 35 players on four teams.

There were no programs for the Miracle League to copy. It was decided that:

- .. Every player bats once each inning
- .. All base runners are safe
- .. Every player scores a run before the inning is over (last one up gets a home run)
- .. Community children and volunteers serve as 'buddies' to assist the players
- .. Each team and each player wins every game

The main concern was that the Miracle League teams played on the same grass fields as the RYBA teams, presenting potential safety hazards for players in wheelchairs or walkers.

In its spring, 1999 season, the Miracle League gained support and became a source of pride for all involved as participation grew to over 50 players. During that season, the magnitude of the need for such a program was recognized. It was learned that there are over 50,000 plus children in Metro Atlanta who are disabled to some degree that keeps them from participating in team sports. That is when the dream of building a unique baseball complex for these special children was conceived.

The Rotary Clubs of Rockdale County and Conyers stepped forward to form the Rotary Miracle League Fund, Inc., a 105(c) 3 organization. The new organization had two objectives: (1) raise the funds necessary to build a special complex with facilities that meet the unique needs of the Miracle League players, and (2) assist in the outreach efforts for the Miracle League.

With the help of community volunteers and companies, the design and construction of the first Miracle League complex was underway. The complex would include a custom-designed field with a cushioned rubberized turf to help prevent injuries, wheelchair accessible dugouts, and a completely flat surface to eliminate any barriers to wheelchair-bound or visually impaired players. The design also included three grass fields, which could be converted to the synthetic turf as the league grew. In addition, accessible restrooms, a concession stand, and picnic pavilion were included in the design

The Miracle League complex was completed in April 2000. On opening day, the Miracle League rosters had grown to over 100 players. The players raced around the bases and chatted with their teammates in the dugouts as they celebrated. Nicholas Slade, a player who had been in a coma just a week before, threw out the first ball.

The players' enthusiasm has continued to grow. By spring, 2002, over 250 players filled the Miracle League rosters. The parents tell stories of their children insisting on playing despite bouts with kidney stones, broken bones, and recent hospitalizations. The thrill of playing, the cheers from the stands, and the friendships they develop make the Miracle League Field an oasis away from their everyday battles.

In its first season, there were no programs to copy. It was decided that each player would bat once each inning that all batters would be safe and score a run before the inning was over. Each team and each player always wins. Our

umpire describes this as the only league where no one ever gets mad at him or her.

"Buddies" assist Miracle League player. These buddies are mainstream children who play baseball, youth church groups, boys and girls scouts to mention a few. As a result, the parents, children and volunteers are all brought together — special need and mainstream alike—in a program, which serves them all through service to children with special needs. The program is opened to children from any community and, until December 1, 2001 was one of a kind.

The Miracle League has received local and national media attention. The league has been chronicled in the local newspaper, televised both locally on NBC,

ABC Connecting With Kids and FOX Atlanta affiliates and nationally on CNN, MSNBC and Fox Sports. In July 2001, the league was profiled on a segment of HBO's Real Sports. Articles profiling the league appeared in People, Family Circle and Rotary International magazines. In January 2002 two men from the Miracle League were awarded the Martin Luther King Humanitarian Award and on January 24th PAX TV's "It A Miracle" told the story of Conyers Miracle League Player Lauren Gunder. February 2002 the Miracle League Players were featured in Rotary Internationals' PSA, chosen out of 500 applicants. Winter of 2002 the Miracle League again was profiled in the Georgia Tech Alumni Magazine. January of 2002 won the 11ALIVE TV Community Service Award and June of 2002 took the Jefferson Award, The American Institute for Public Services, founded by Jacqueline Kennedy Onassis and Senator Robert Taft, Jr. The publicity from these media events, coupled with positive word of mouth, raises awareness among the families of special need children and allows the Miracle League Association to take the program across the country.

As of April 2006 there are 143 Miracle League Organizations across the country, 41 completed rubberized fields, 61 fields under construction and another 30 plus groundbreaking scheduled for 2006. Our immediate goal of 500 plus Miracle League fields including several international locations, will serve approximately 1.3 million children, this being made possible with the help of communities, volunteers, parents, donators, individual sponsors, and corporate sponsors this program will be offered to every city in the country so special needs children around the globe will have this same opportunity. The Miracle League believes;

"Every Child Deserves A Chance to Play Baseball."

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Board of County Commissioners

Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator 
Alan Rosenzweig, Director, Office of Management & Budget 
Subject: Consideration of Funding Renovations to the Jail Annex in Place of Pursuing the Creation of a "Work Camp" and Funding Alternative Programs that Result in Reductions to the Jail Population

Statement of Issue:

This budget discussion item requests the Board authorize the renovation of the jail annex to provide 150 additional minimum security beds, in place of pursuing a "Work Camp" and to allocate \$300,000 for Public Safety Coordinating Council (PSCC) to review and recommend alternative programs for the Board to consider funding.

Background:

During the May 24, 2005 Workshop on Leon County Jail issues, the Board and the Sheriff discussed the concept of a work camp to potentially address long term issues related to jail population management. At the June 14, 2005 budget workshop, the Board directed the inclusion of \$600,000 in funding towards the potential development of a work camp.

Subsequent to this time, staff has been reviewing the work camp concept, as well as, other alternatives for providing additional beds at the Jail. In addition, staff has reviewed all of the existing divisionary programs and their impact on reducing the number of inmates.

Analysis:

The analysis section of this item is divided into three sections:

- Current Jail Population and Crime Statistics
- Existing Alternative Jail Population Management Programs
- Work Camp
- Renovations to the existing Jail Annex

Current Jail Population and Crime Statistics

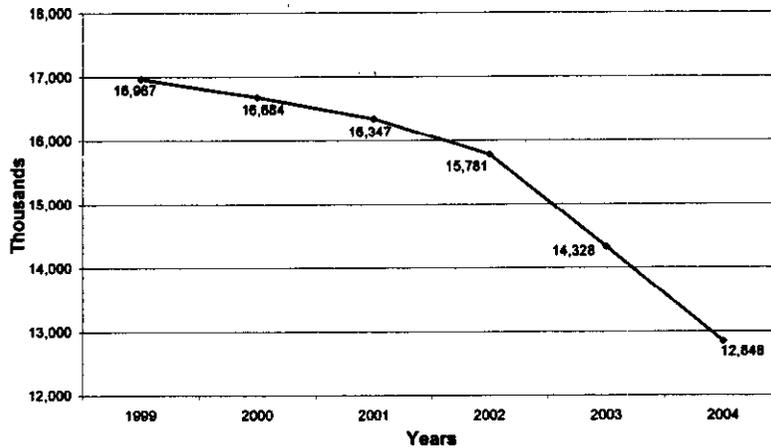
As illustrated in Graph 1, Leon County has experienced a 24% decrease in the total index of crime from 1999 to 2004, which includes violent and property crime, compared to an 8.9% decrease across the state of Florida.

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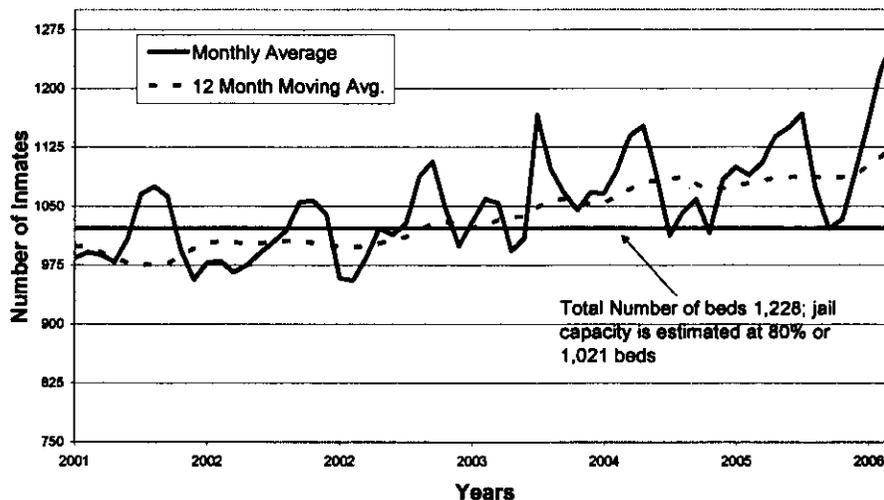
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**Graph #1: Total Index Crime for Leon County
1999-2004**



The existing jail has 1,276 total beds. In managing the jail population, the Sheriff's Office has indicated that the jail is deemed to be at capacity when the population reaches 80% of the total number of beds or 1,021. The classification of the individual inmates often dictates how they need to be housed (i.e. male, female, juvenile, minimum security, etc.)

**Graph #2: Average Daily Jail Population
2001-2006**



Graph #2 shows the average daily jail population on a monthly basis and a moving average. As of May 30, 2006 the Leon County Jail contained 1,228 inmates and the 12 month moving average is 1,127 inmates. The monthly average has increased by 28% between 2001 and 2006. However, as seen in the chart, the monthly average moves up and down on a regular basis. The moving average

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has grown over 15% for the same period. The jail population has shown a steady increase over the past 6 years, with an acceleration in growth the past six months. **As reflected in the chart, the jail population has exceeded the 1,021 capacity 78% of the time since 2003.**

According to the Department of Corrections most current statistics (February 2006), Leon County had an average daily incarceration rate of 3.9% per 1,000 County residents. The statewide average for the same period was 3.4%. Of the Counties reporting, there were 31 counties with higher percentages than Leon and 29 counties with percentages lower than Leon.

Existing Alternative Jail Population Management Programs

On May 15, 2001, the Board conducted the Preliminary Action Plan, Jail Population Management Workshop to discuss issues surrounding jail population management with the Sheriff, Public Defender, State Attorney and Judiciary. Since the 2001 Jail Population Management Workshop, the Board has taken significant and proactive steps to manage and reduce the population of the Leon County Jail. The Public Safety Coordinating Council (PSCC) was established in Leon County in the summer of 2001 to monitor the jail's population as well as increase efforts of coordination between the many agencies of the criminal justice system, and recommend continuation of existing programs, or establishment of new programs that may aid in the alleviation of jail crowding, pursuant to Section 951.26, Florida Statutes. The PSCC has continued to meet regularly since 2001 to weigh in on managing the jail's population including the creation and expansion of Board supported programs such as the Sheriff's Work Release Program, the County Probation Work Program, Global Positioning Satellite (GPS) Program, Secured Continuous Random Alcohol Monitoring (SCRAM), and the creation of the Detention Review Coordinator and Mental Health Coordinator positions in court administration.

Sheriff's Day Labor Program – Annual Cost of Program \$1,031,000

The Sheriff's Day Labor Program does not house inmates, but allows offenders to serve their sentence while participating in the program while remaining in their jobs, with their families, and in their communities. In addition to keeping offenders out of the jail, the inmates of the Day Labor Program provide important services to Leon County. The following agencies and organizations are a sample list of entities that have been provided inmate labor assistance: Habitat for Humanity, Mother's In Crisis, Boy Scout's of America, Leon County Schools, City of Tallahassee Parks and Recreations, Mosquito Control, Leon County Heath Department, Leon County Public Works, American Red Cross, The Salvation Army, Riley House, Ronald McDonald House, Department of Children and Family Services, Tallahassee Boys and Girls Club, Pyramid Inc., Tallahassee Community College, Florida State University, Red Hills Horse Trails, City of Tallahassee Streets and Drainage and Leon County Waste Management. The Day Labor program also provides inmate work crews to assist in picking up roadside trash on Leon County roads and streets.

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During the FY 2001/2002 budget process after the boot camp closed, the Board funded eight new correctional officer positions in the Sheriff's budget to allow for expansion of the weekend work camp to a seven day operation. Since that time, the program averages approximately 45 offenders per day during the week and 50 offenders on the weekend. On Average, this program has saved over 12,000 jail bed days annually since 2003 at the Leon County Jail.

County Probation Work Program – Annual Cost of Program \$42,599

The County Probation Work Program is used as an alternative sanction by the Court in lieu of jail time. Referrals are received from County Probation, Department of Corrections, and the State Attorney Diversion Program. For both County Probation and the Department of Corrections the sanction is used as a condition of probation. County Probation supervises clients sentenced for misdemeanor offenses with, in most instances, a minimum of three months probation and a maximum penalty of one year imprisonment. Clients assigned to the Program are required to work 10 hours of manual labor for each day. Most of the defendants assigned to this program serve a one day sentence. Therefore, the figures illustrated below are the minimum amount of jail bed days saved by the County Probation Work Program, based on a one day sentence. On site supervision is provided by staff from the Leon County Division of Operations. Tasks may include: picking up litter, making and stacking sand bags, pulling weeds, cutting brush, graffiti removal and other duties as needed.

Global Positioning Satellite Program (G.P.S.) – Annual Cost of Program \$156,209

The GPS Program continues to serve as a viable alternative sanction to the Judiciary. Although clients are required to pay a portion of the costs for the devices, the Leon County Sheriff's Inmate Trust Fund also provides funding to cover the cost of the GPS units. Since 2003, the GPS alternative has increased by an average of 37% annually.

At the August 30, 2005, Workshop on Jail Population Management, the Board directed staff to bring back an agenda item requesting additional GPS monitoring units and appropriate staffing needs in an effort to reduce the jail population. On March 14, 2006, the Board provided \$32,530 for GPS fee waivers for indigent offenders and funded an additional FTE for a Pretrial Release Specialist to support increased GPS utilization.

Secured Continuous Random Alcohol Monitoring (SCRAM) – Annual Cost of Program \$132,180

During the May 24, 2005 Workshop on Jail Population Management, the Board authorized a pilot program to electronically monitor the presence of alcohol in defendants assigned by the courts with a device called Secured Continuous Random Alcohol Monitoring (SCRAM). SCRAM is the industry's first and only continuous, automated, remote alcohol-testing ankle bracelet that automatically tests driving while intoxicated (DWI) and other alcohol-fueled offenders at least 24 times a day, regardless of location. SCRAM's technology uses transdermal analysis (through the skin) to determine an offender's blood alcohol content (BAC). Transdermal alcohol testing measures

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insensible perspiration, which is the constant, unnoticeable excretion of sweat through the skin. The average person will emit approximately one liter of insensible perspiration each day.

The six month pilot SCRAM program was successful. Five monitoring units were used on ten different defendants. These defendants were selected by the courts based on their history of repeated alcohol related arrests, including driving under the influence and domestic battery offenses. Similar to the GPS devices, SCRAM allows an offender to work, go to school, and provide for his/her family rather than occupying a jail bed. The PSCC assessed that the technology served to monitor for the presence of alcohol intake of the defendants ordered to wear the device and also deterred their use of alcohol as none were violated for failure to abide by the court's order to abstain from alcohol.

On May 23, 2006, the Board approved an agreement with Alcohol Monitoring Systems Inc. (AMS) for 20 SCRAM devices and monitoring services. The Leon County Probation Office will be responsible for the monitoring of the SCRAM units and long term SCRAM program needs will be addressed during the 2006/2007 budget process.

Detention Review Coordinator – Annual Cost of Program \$73,660

Shortly after the May 15, 2001, Jail Population Management Workshop, the Board created and funded the Detention Review Coordinator position in court administration. The Detention Review Coordinator was hired to facilitate speedy identification, processing, and case management of jailed criminal defendants. Weekly lists of jailed misdemeanor and traffic defendants are prepared manually and provided to the judges and attorneys for expedited review and disposition of cases. The Detention Review Coordinator maintains a biweekly list of felony technical probation violators and a weekly list of misdemeanor and traffic technical probation violators to provide judges and attorneys for easy identification and review.

Mental Health Coordinator – Annual Cost of Program \$74,980

During the FY 2003/2004 budget process, the Board approved the creation of a Mental Health Coordinator position within the Court Administrator's Office. This position is modeled after the success of the Detention Review Coordinator, and is focused on improving case processes, information availability, and problem resolution specifically associated with mentally ill defendants.

The Court Mental Health Coordinator's primary focus is to identify areas in the criminal justice process where improvements can be made to decrease any and/or all delays with cases involving mentally ill defendants, thus decreasing the cost of caring for this population.

Over the past two years, the Mental Health Coordinator has screened nearly 4,000 inmates for mental illness. In 2005, approximately 30 inmates, under the provisions of the Baker Act governing the treatment of mental illness, were required to transfer to a psychiatric facility. The identification of these mentally ill inmates led to their removal from the Leon County Jail and they were subsequently placed in a treatment facility.

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The table below illustrates the number of jail bed days saved as a result of alternative programs available to offenders.

Jail Bed Days Saved from Alternative Programs and Program Costs*

Program	Cost	2001	2002	2003	2004	2005
Sheriff's Work Release Camp	\$1,031,000	4,299	7,852	12,183	11,111	13,283
County Probation Work Program	\$42,599	2,671	2,802	2,912	2,793	3,240
GPS	\$156,209		1,470	3,480	4,950	6,540
Detention Review Coordinator	\$73,660			2,553	1,752	1,830
Total	\$1,303,468	6,970	12,124	21,128	20,606	24,893
Mental Health Coordinator**	\$74,980				1,543	2,445

* SCRAM program not included as not in existence during 2005

** Numbers reflect persons screened for mental illness, not bed days

The total cost of all the alternative programs is \$1.377 million. To further address the current and projected overcrowding issues at the jail, an increase of 22% or \$300,000 is recommended to be included in the budget for purposes of identifying new or enhancing existing alternative programs. The purpose of this funding is to maximum the number of bed days saved at the jail. The PSCC regularly meets to discuss the issues relating to managing the jail population. The Board should direct the PSCC in evaluating new and existing programs and make recommendations on how to allocate these resources.

Inmate 24 hour a day 7 day a week Work Camps:

Currently, there are six other counties in the state of Florida operating work camps. Out of the six counties, Escambia County is the only county with a work camp that houses the inmates onsite in barracks. Other counties, such as Polk, Pasco, Manatee, Marion, and Brevard, have work camps that provide the inmates with housing at the jail and transport them to and from the camp.

According to Florida Statutes 950.002(3) the work camp plan must include two provisions, one for the "use of the county work camp inmates on projects within the county" and the other provision must provide for the "inmate classification, health services, basic education, basic abuse testing and treatment and job or vocational training within the county work camp." The proposed Leon County Inmate Work Camp would be a self-contained minimum security facility to house sentenced and pretrial inmates. The inmates will be utilized to assist in overall facility construction, maintenance, and agricultural services/programs.

Escambia County Road Prison:

Out of the six counties operating work camps, the Escambia County Road Prison is the most comparable to the proposed Leon County Inmate Work Camp. Escambia's road prison has been in

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operation since the 1970s and houses 262 inmates. These inmates are nonviolent offenders and are housed in a minimum security facility. The prison is located on 88 acres which is shared with the Escambia Road Department. The annual budget for the Escambia Road Prison is \$4.7 million. Escambia County currently employs 82 individuals to operate the prison. The staff includes administrative, food service, maintenance support and correctional officers. In 2003, Escambia County expanded the road camp facility's administrative and training buildings as well as increased the number of beds by 40.

The programs implemented by the Escambia County Road Prison include, road department projects (drainage, holding ponds, and bridges), farming, carpentry/cabinet making, landscaping/horticulture, welding, cattle operations, catfish production, chicken farming and hay production. The prison uses approximately 25 out of the 88 acres for the farmland program in order to grow crops such as sweet potatoes, cabbage, squash, and corn. Carpentry, landscaping and welding programs are in coordination with the local vocational school.

Leon County Inmate Work Camp:

The Leon County Sheriff's Office has stated that a work camp could house 300-400 sentenced and pretrial detainees. The proposed programming for the Leon County Inmate Work Camp includes facility construction, maintenance, and agricultural services/programs. A detailed staffing plan has not been developed to run the proposed camp. However, as mentioned previously, Escambia County currently has 82 employees operating a work camp that consists of 262 inmates and an operating budget of \$4.2 million.

In order to provide administrative support, housing barracks, other facilities, and farmland the work camp would need to be located on approximately 100 to 150 acres. Research has indicated that 25 to 30 acres would need to be designated for farmland use. Potential land improvements could include clearing the parcel of land, roads, water and utilities, and fencing. According to the Leon County Sheriff Office, construction of the following buildings would need to be considered: kitchen, administrative building, facility service building (laundry, maintenance, etc.), housing barracks, farm processing center, equipment ship, guard house, and support services building. In addition, several large pieces of equipment would need to be purchased for operational needs: heavy duty trucks, tractors, backhoe, loader, planters, harrows, box blade, sprayers, mowers, spreaders, and vans.

In reviewing the work camp option, there are a number of significant costs and obstacles that would need to be addressed:

- Considerable costs associated with the initial capital construction. A large portion of these costs will be associated with constructing duplicative facilities that are already at the main jail, such as, kitchen, medical, laundry, etc.
- Siting of the facility
- On-going operating costs; Escambia County \$4.2 million annual for 242 prisoners

Budget Discussion Item: Consideration of Funding Renovations to the Jail Annex in Place of Pursuing the Creation of a "Work Camp" and Funding Alternative Programs that Result in Reductions to the Jail Population

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Renovations to the existing Jail Annex

Based on the trend data, it appears additional bed space is necessary to alleviate the current conditions at the existing jail. As an alternative to the work camp, staff reviewed options to provide additional bed space at the existing jail. **Preliminary indications are that the addition of two pods with 300 beds would cost in excess of \$25 million.** This figure does not include the replacement of parking that would be displaced with the expansion.

Another option considered was the renovation to the Jail Annex. This is an existing 10,000 sq. ft. structure located on the present site. The facility was originally an annex to the first jail. Once the new jail was constructed, the facility was converted and used as part of the boot camp site until 2001. Since 2001, the Sheriff's Vice division has occupied the boot camp administrative offices while approximately half the structure has remained vacant.

The Sheriff's Office and County staff have reviewed the possibility of renovating the jail annex space to be converted into a minimum security facility. Minimum security inmates are those incarcerated on a non-violent charge and have a non-violent criminal history. The building could house 150 inmates.

It is estimated to cost \$2.0 million to renovate the annex into usable prison space and convert one of the existing barracks to administrative space for the relocation of Vice. A large portion of the funds will be used to connect the annex into the main jails control system. This will allow the annex to act as a pod in terms of staffing and not create an "island" for the corrections officers working in the annex. The Sheriff's Office has stated that it will require 12 new positions to operate this facility. This provides 2 positions twenty-fours a day, seven days a week with a relief factor. The total annualized operating impact is \$800,000 which includes positions, supplies, and utilities. Based on a mid-year opening of the renovated facility, partial year funding for FY06/07 is anticipated at \$399,612.

As opposed to the work camp, this option utilizes the entire existing infrastructure of the main jail: medical, kitchen, laundry, etc. In addition, it will not require the siting of another facility elsewhere in Leon County.

Budget Discussion Item: Consideration of Funding Renovations to the Jail Annex in Place of Pursuing the Creation of a "Work Camp" and Funding Alternative Programs that Result in Reductions to the Jail Population

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Options:

1. Direct the inclusion of \$300,000 in the tentative FY06/07 budget for the purposes of the Public Safety Coordinating Council (PSCC) recommending to the Board new or enhancing existing alternative programs for the purpose of maximizing the number of jail bed days saved.
2. Direct the following:
 - a. \$1.400 million be included in the FY06/07 tentative budget to make the total project budget \$2.0 million for the renovation of the jail annex for the purpose of becoming a 150 bed minimum security pod at the jail to address on-going jail overcrowding.
 - b. Authorize the inclusion of \$399,612 in on-going operating funds, including 12 new positions, in the Sheriff's budget for purposes of operating the new minimum security pod.
 - c. Authorize staff to proceed immediately with the renovation of the jail annex utilizing the existing \$600,000 in capital project funds appropriated for the Work Camp.
3. Do not pursue the creation of a stand alone Work Camp.
4. Board Direction.

Recommendation:

Options #1, #2 and #3 are included in the tentative budget

Board of County Commissioners

Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator *PA*
David McDevitt, Director, Growth and Environmental Management
Tony Park, Director, Public Works
Alan Rosenzweig, Director, Office of Management & Budget
Subject: Transportation Capital Projects Funding

Statement of Issue

Direct staff to reallocate the \$16.56 million of funding previously set aside for advance funding to the State for Mahan Drive; to allocate the \$2.156 million of funding received as payment for the Southwood Phase 2a DRI agreement; and to conduct a workshop on the overall impacts of SB360 on transportation concurrency.

Background

At the April 11, 2006 meeting, the Board directed staff to develop a budget discussion item to consider the reallocation of the \$16.56 million the County had committed in future capital projects for the advanced funding of a portion of Mahan Drive. As part of this process, staff was also directed to review road projects that might require funding as a result of implementing SB360, the new growth management act. In addition, at the April 25, 2006 Board meeting, the County approved the agreement of the Southwood Phase 2a DRI proportionate share traffic mitigation payment for \$2.156 million.

Analysis

SB360 was approved during the 2005 legislative session, with minor changes made during the 2006 session. The new law made wide sweeping changes to transportation concurrency management implementation at a local level. Specifically, the law states that, except for a single family residential lot, any development that causes a road segment to exceed 110% of capacity can not be permitted. The law does provide for a number of planning methods in which the local governments can address some of the issues. All of those methods are beyond the scope of this item and it is recommended that a separate workshop be held in the fall to review all of the planning options available to the Commission. In Attachment #1, the Planning Department has provided a preliminary review of some of the alternatives. Additional options may be considered at the workshop.

In order to continue to move forward with the planning process where funding is available, staff reviewed all of the County maintained road segments that are currently at or above 110% of committed capacity (Attachment #2). The following methodology was utilized to determine how to allocate the limited funds available:

- Remove projects that can not be constructed (i.e. canopy road segments).
- Defer projects for consideration that may be solved through alternative means (i.e. multimodal, exception zones, etc.). These mainly involved segments within the City limits that should be addressed concurrently with City deficient segments.
- After reducing the list for the first two bullets, evaluate the cost to correct the deficiencies on the remaining segments.

Funding available for allocation is the \$16.56 previously allocated for Mahan Drive and the anticipated Southwood Phase 2a DRI proportionate share traffic mitigation payment of \$2.156. A portion of these funds can be committed to address a majority of the deficiencies noted on Attachment #2, with the exception of Bannerman Road. Based on final approval by the Department of Transportation, it is recommended the Southwood funds be allocated to Tharpe Street. The following table summarizes the recommended reallocation of funding, followed by a brief description of each project:

Projects	Funding
Tharpe Street	\$12.189 million
Buck Lake	\$ 3.000 million
Additional Intersection Improvements	\$ 3.527 million
Total	\$18.716 million

Tharpe Street

Current Appropriation:	\$6,800,000
Existing CIP Funding:	\$9,700,000
Mahan Reallocation:	\$10,033,000
<u>Southwood Payment:</u>	<u>\$2,156,000</u>
Total Funding:	\$28,689,000

This is a significant east-west corridor in Leon County that will provide relief to traffic loads on Interstate 10 and Highway 90 where it parallels those roads. The project has been developed through the County's P-Squared citizen input process. It is currently expected that final design of this project will be completed in January of 2007 after which right-of-way acquisition will commence, preparing the project for actual construction. At the current time, the total cost of the Tharpe Street project is estimated to be \$35,000,000. Future budget processes will need to address the additional funding.

Buck Lake Road

Current Appropriation:	\$3,000,000
<u>Mahan Reallocation:</u>	<u>\$3,000,000</u>
Total Funding:	\$6,000,000 (does not include developer costs)

Buck Lake Road is being widened from two lanes to four lanes from Mahan Drive to Davis Drive under a Joint Project Agreement (JPA) with AIG Baker. This includes intersection improvements at Mahan Drive and Buck Lake Road. From Davis Drive to Pedrick Road, intersection improvements in the form of eastbound left turn lanes at Charlais Drive and Highland Drive will be constructed. At the intersection of Buck Lake Road and Pedrick Road, major intersection improvements will be constructed under a JPA with the City of Tallahassee. These improvements will consist of left turn lanes on all approaches, a right turn lane eastbound on Pedrick Road and complete new signalization system. Between Pedrick Road and Walden Road, a right turn lane will be constructed at Nabb Road, and a left turn lane will be constructed onto Walden Road.

Intersection Improvements

Current information indicates that several Leon County road segments are currently operating below the adopted level of service as established by the Comprehensive Plan. The following intersection improvements will be incorporated into the County's Intersection Improvements Capital Improvement Project to address the level of service issues by increasing the capacity on the approaching road segments. The total cost of these projects is \$3.527 million.

Aenon Church Road at Highway 20 (\$427,680) - Construct Southbound right turn lane to Highway 20.

Chaires Cross Road at Capitola Road (\$441,600) - Construct Northbound right turn lane to Capitola Road.

Blountstown Highway at Geddie Road (\$598,000) - Construct Southbound right turn lane to Blountstown Highway and signalize, if the need is warranted.

Kinhega at Deer Lake (\$1,148,013) - Construct Northbound right turn lane onto Deer Lake and signalize, if the need is warranted.

Tekesta at Deer Lake (\$912,294) - Construct Northbound right turn lane onto Deer Lake and signalize, if the need is warranted.

Bannerman Road

This roadway is currently in the County's Capital Improvement Program as a safety improvement project from Thomasville Road to Meridian Road. Improvements to be considered, within budget limitations, are lane widening, shoulder paving, intersection improvements, stormwater treatment and other improvements that might enhance safe use of the roadway.

The current projections regarding level of service and the 2030 Long Range Transportation Plan call for four-laning of the roadway from Thomasville to Tekesta. By only improving the Tekesta section, a level of service problem will be created from Bull Headley to Tekesta. As such, the two segments should be considered simultaneously. Roadway reconstruction of this magnitude in Leon County typically calls for full reconsideration of the roadway's uses and functions.

Accordingly, this project will consider bike lanes, sidewalks, medians and other aesthetic improvements typical of recent projects.

The anticipated cost of the total improvement from Thomasville Road to Bull Headley is \$59.0 million in current dollars. The County has approximately \$2.0 million currently appropriated for the safety and resurfacing improvements. Given the magnitude of the cost, it is unclear how the project can be funded in the near future. It is recommended that this project be discussed further in a fall workshop that will address other planning techniques for the overall implementation of the growth management act, specifically SB 360.

Transportation Trust Fund

As reflected above, the County has seen a considerable growth in the cost of transportation related projects. In addition to the construction of new roadway segments and intersection improvements required to accommodate growth, the County also has to maintain its transportation infrastructure.

The Transportation Trust Fund is a special revenue fund established by Florida Statute 129.02(2). Major revenue sources for the Transportation Fund include proceeds from local and State gas taxes. The fund is used to account for resources dedicated and expenditures restricted to the maintenance and construction of roads and bridges.

In the recent past, the Transportation Trust Fund has had the ability to sustain itself with revenues derived from local and State gas taxes. However, current trends indicate that this fund will no longer be able to sustain itself without substantial support from general revenues. Over the next 5 years, the general revenue subsidy will increase dramatically in order to cover the projected shortfall. As shown in the chart below, in FY2005 the Transportation Trust Fund received a \$154,000 general revenue subsidy. However, as a result of significant increases in the cost of materials and modest revenue growth, the general revenue subsidy will be \$2 million in FY2007 and is project to grow to \$4.8 million by FY2011.

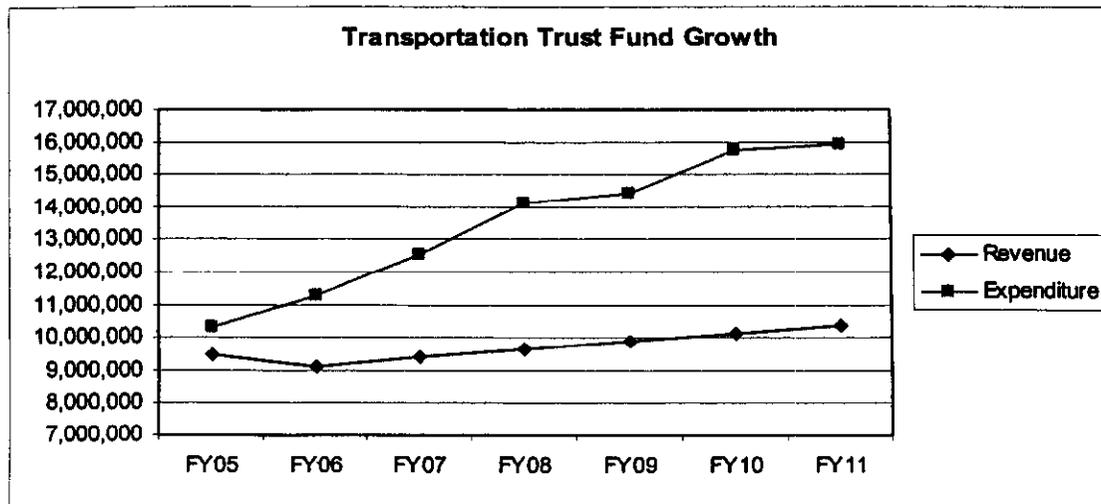


Figure 1

As depicted in Figure 1, it is anticipated that revenues will grow at a nominal 3% each year. With increasing fuel prices, it appears travelers are beginning to limit the amount of fuel consumption; therefore, instead of our fuel tax dollars increasing, they are relatively flat with nominal growth anticipated.

Expenditures are growing at an average rate of 9% each year. In particular, road material costs and usages have increased substantially in the last several months. The increasing cost of fuel has had an adverse effect in many areas. Some of the greatest impacts have been a 51% increase in the cost of asphalt in FY2006, with a projected increase of 66% by FY2007. Over the next 5 years, capital improvement projects such as arterial/collector road maintenance is projected to need \$6 million and intersection and safety improvement is projected to need \$2.4 million.

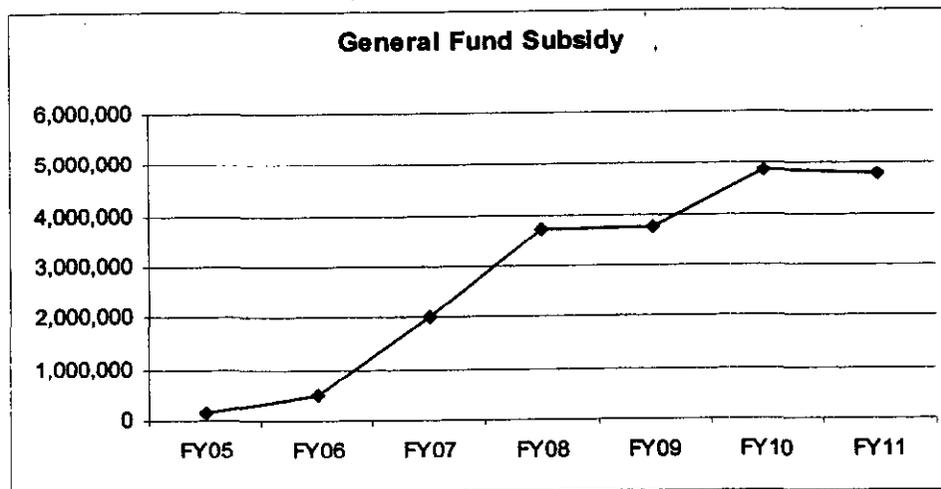


Figure 2

As depicted in Figure 2, in FY2005, the Transportation Trust Fund received only \$154,000 in general revenue support. This number grew to \$500,000 in FY2006. The subsidy is projected to be \$4.8 million by FY2011 or an 954% increase over the 5 years. This subsidy is placing transportation related projects in direct competition with other general revenue supported programs (i.e. libraries, parks and public safety needs).

Options:

1. Direct staff to reallocate the \$16.56 million in FY2009 previously allocated towards an advanced funding of Mahan Drive and the \$2.156 million Southwood Phase 2a payment as follows:
 - a. \$12.189 Tharpe Street (includes the Southwood payment)
 - b. \$3.0 Buck Lake Road
 - c. \$3.527 Additional Intersection Improvements

Discussion Item: Transportation Capital Projects Funding

June 13, 2006

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2. Direct staff to prepare a workshop to discuss transportation concurrency management implementation issues relating to SB360.
 3. Direct staff to reallocate the \$16.56 million in FY2009 previously allocated towards an advanced funding of Mahan Drive and the \$2.156 million Southwood Phase 2a payment to projects as determined by the Board.
 4. Board direction.

Recommendations:

Options 1 and 2 are included in the tentative budget and CIP

Attachments:

#1 Planning Department Memorandum

#2 Transportation Segments Currently Over Capacity



MEMORANDUM

*Tallahassee-Leon County
Planning Department*

To: Alan Rosenzweig, Leon County OMB Director
From: Wayne Tedder, Director, Tallahassee-Leon County Planning Department
Date: 6/2/2006
Subject: Use of a Multimodal Transportation District or a Transportation Concurrency Exception Area on Bannerman Road

In order to address the new growth management regulations of Chapter 163 of the Florida Statutes, staff is investigating various methods of dealing with concurrency requirements for roadways that are near or above capacity. County OMB staff asked the Planning Department to evaluate the following two concepts to address capacity problems on Bannerman Road.

1) A "Multimodal Transportation District" (MMTD) is defined as an area:

"in which secondary priority is given to vehicle mobility and primary priority is given to assuring a safe, comfortable and attractive pedestrian environment with convenient interconnection to transit." (F.S. 163.3180)

- An amendment to the Comprehensive Plan is required to create a MMTD, and DCA will review for the following criteria;
- Must include "community design elements" that will reduce the number of automobile trips/vehicle miles traveled (F.S. 163.3180(15)(a));
- "Community design elements" of such a district include: (F.S. 163.3180(15)(b))
 - a complementary mix and range of land uses, including educational, recreational, and cultural uses;
 - interconnected networks of streets designed to encourage walking and bicycling, with traffic-calming where desirable;
 - appropriate densities and intensities of use within walking distance of transit stops;
 - daily activities within walking distance of residences, allowing independence to persons who do not drive;
 - public uses, streets, and squares that are safe, comfortable, and attractive for the pedestrian, with adjoining buildings open to the street and with parking not interfering with pedestrian, transit, automobile, and truck travel modes.

2) A "Transportation Concurrency Exception Area" (TCEA) can be created by Comprehensive Plan amendment for: (F.S. 163.3180(5))

- An area(s) designated to encourage:
 - Urban infill development;
 - Urban redevelopment;
 - Downtown revitalization
- A development that promotes public transportation

While it may seem that the MMTD appears to be the appropriate tool to address concurrency deficiencies directly on Bannerman Road, a Transportation Concurrency Exception Area could, possibly, be located within the Killearn development. Staff has not analyzed these options or the effectiveness of incorporating mass transit in and around the surrounding areas. The incorporation of a mass transit system in activity areas such as the intersection of Thomasville Road and Bannerman Road, Bull Run, and Northhampton could also free up additional roadway capacity on the surrounding roadway networks. As you are aware we are planning to conduct a workshop with the Board in the fall and we will fully explore these options to address the concurrency issues presented by Senate Bill 360.

WT/CB

Attachment: Excerpt from FDOT's "Multimodal Transportation Districts and Areawide Quality of Service Handbook"

Table 1. Characteristics of Development Appropriate for Multimodal Transportation Districts

Urban Center (Ex: Miami, Downtown Orlando)	Regional Center (Ex: Miami Beach)	Traditional Town or Village (Ex: DeLand)
<p>Intense Development and Major Employment Supported By Residential and Retail</p> <p>General</p> <ul style="list-style-type: none"> • Population >50,000 • Jobs > 50,000 • Jobs: Dwelling Units, 1:1 • Area: 10 square miles • Compact Core of Community & Commercial Services • Pedestrian Orientation • High Density • Mix of Land Uses <p>Transportation</p> <ul style="list-style-type: none"> • Multiple Modes of Transit • Walking is Significant • Parking Provided, but Limited • Significant Amenities • Dense Network of Narrow Local Streets Plus Arterial Roadways 	<p>Significant Area of Development Smaller Than Urban Center</p> <p>General</p> <ul style="list-style-type: none"> • Population: 25,000 - 50,000 • Jobs > 5,000 • Jobs: Dwelling Units: 1:1 • Area: 5 square miles • Compact Core of Community and Commercial Services • Pedestrian Orientation • Mid to High Density • Mix of Land Uses <p>Transportation</p> <ul style="list-style-type: none"> • Multiple Transit Services Available • Walking is Significant • Parking Provided, but Limited • Significant Amenities 	<p>Communities Organized Around a Focal Point With Sense of Community Identify</p> <p>General</p> <ul style="list-style-type: none"> • Population < 25,000 • Jobs < 5,000 • Area: 2 square miles • Compact Core of Community Services • Pedestrian Orientation • Mid Density • Mix of Land Uses <p>Transportation</p> <ul style="list-style-type: none"> • May Have Bus • Walking is Significant • Parking is Provided • Significant Amenities

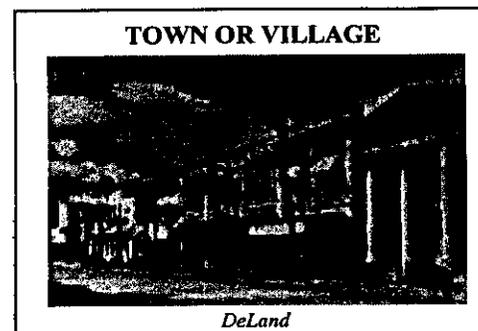
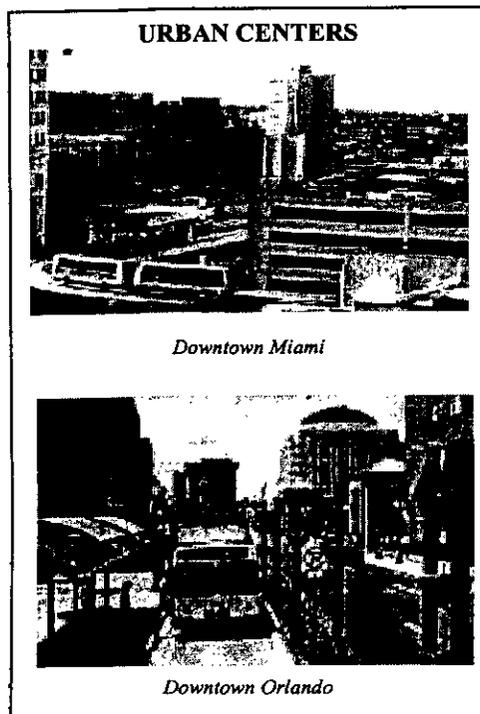
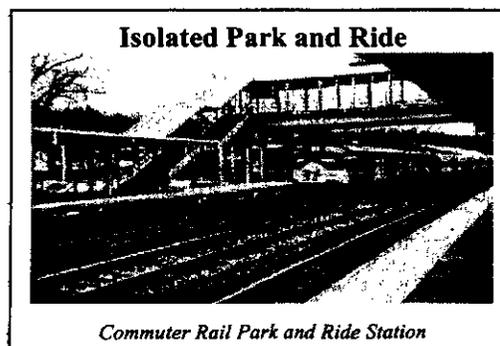
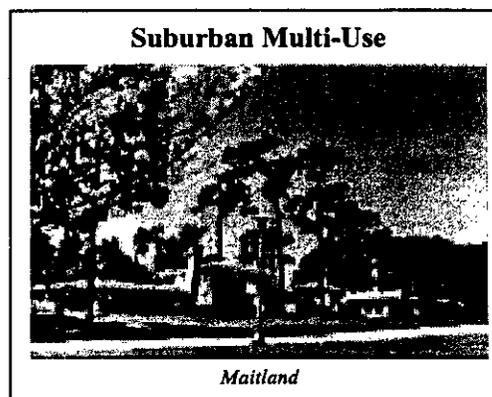
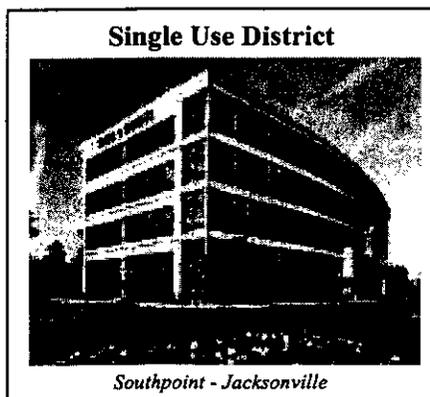


Table 2. Characteristics of Development Not Suited for Multimodal Transportation Districts

Single Use District (Ex: Southpoint -Jacksonville)	Suburban Multi-Use (Ex: Hathaway Maitland -Orlando)	Isolated Park and Ride (Ex: Golden Glades Park & Ride)
<p>Area With One Land Use Such As Residential or Office or Industrial</p> <p>General</p> <ul style="list-style-type: none"> • No Central Core • Mid to Low Density • Dominated by One Land Use <p>Transportation</p> <ul style="list-style-type: none"> • May Have Bus • Walking Access is Limited • Parking Provided • Few Amenities 	<p>Suburban Area With No Central Focus and A Mix of Land Uses</p> <p>General</p> <ul style="list-style-type: none"> • No Central Core • Low Density • May Have a Mix of Land Use <p>Transportation</p> <ul style="list-style-type: none"> • May Have a Bus • Walking Access is Limited • Parking Provided • Few Amenities • Required to Drive to Transit 	<p>Isolated Park and Ride or Transit Stations Without a Mix of Supporting Land Uses or Pedestrian Access</p> <p>General</p> <ul style="list-style-type: none"> • Isolated Station and Parking • Mid to Low Density • May Have Mix of Land Use But Poorly Organized <p>Transportation</p> <ul style="list-style-type: none"> • May Have Bus • Walking Access is Limited • Parking Provided, May Include Park and Ride • Required to Drive to Regional Transit



Road Improvements to Meet Concurrently Requirements

Estimated
Project Cost
(Including ROW)

Road Name	From Segment	To Segment	% Capacity Committed	% Capacity After Improvement	Proposed Improvement	Estimated Project Cost (Including ROW)
Included in Tentative FY07-FY11 Capital Improvement Program						
Anon Church Road	Gum Road	SR 20	152.2	100.0	Southbound Right Turn Lane to SR 20	427,680
Buck Lake Road	US 90	Fallschase Entrance	115.0	63.0	Intersection Improvements	*
Buck Lake Road	Fallschase Boulevard	Davis Road	124.3	63.0	Widening from Two Lanes to Four Lanes with Curb and Gutter	3,000,000
Buck Lake Road	Davis Road	Walden Road	137.8	99.0	Intersection Improvements at Charlais Dr, Highland Dr, Nabb Rd & Walden Rd	441,600
Chaires Cross Road	US 27	Capitola Road	114.0	95.0	Northbound Right Turn Lane to Capitola Road	598,000
Geddie Road	US 90	SR 20	147.1	100.0	Southbound Right Turn Lane to SR 20 with Signals	1,148,013
Kinhega Drive	Thomasville Road	Deer Lake	224.2	100.0	Northbound Right Turn Lane to Deer Lake with Signals	912,294
Tekesta Drive	Bannerman Road	Deer Lake	166.4	84.8	Northbound Right Turn Lane to Deer Lake with Signals	
Tharpe Street	San Luis Road	Mission Road	116.4	68.0	Widening from Two Lanes to Four Lanes with Curb and Gutter	35,000,000**

Not Included in Tentative FY07-FY11 Capital Improvement Program

Bannerman Road	Thomasville Road	Bull Headley Road	157.6	78.8	Widening from Two Lanes to Four Lanes with Curb and Gutter	59,114,752
Old Bainbridge Road	US 27	Lake Jackson Landing Road	161.8	NA	Potential Level of Service Change	0
Old Bainbridge Road	Lake Jackson Landing	Gadsden County	115.8	NA	Potential Level of Service Change	0

County Roads Inside City Limits

*These road segments will require participation with the City.
Options for improvement include designation as an exception zone or multimodal.*

Blairstone Road	Publix	Apalachee Parkway	131.9			
Blairstone Road	Key Avenue	Old St. Augustine Road	114.7			
Fred George Road	Old Bainbridge Road	North Monroe Street	214.9			
Micosaukee Road	Riggins Road	Capital Circle NE	152.5			
Micosaukee Road	Medical Drive	Magnolia Drive	113.8			
Old Bainbridge Road	Alabama Street	Tharpe Street	112.1			
Springhill Road	Springsax	Orange Avenue	111.7			
Canopy Roads						
Meridian Road	Lakeshore Drive	Timberlane Road	167.1			
Meridian Road	Timberlane Road	Macley Road	152.7			
Meridian Road	Bannerman Road	Ox Bottom Road	120.7			
Meridian Road	Timberlane Road	Macley Road	154.3			
Old Bainbridge Road	Fred George Road	Capital Circle NW	229.0			
Old Bainbridge Road	Stone/Salmon	High Road	139.8			
Old Bainbridge Road	Fred George Road	Capital Circle NW	127.2			

NOTES:

- *Joint Participation Agreement with AIG Baker.
- ** Final cost estimates will be available upon design completion. Future CIPs may need to address additional funding.
- Italicized items are County roads inside City limits.

Board of County Commissioners

Budget Discussion Item

Date of Meeting: June 13, 2006

Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parvez Alam, County Administrator *PA*
David McDevitt, Director, Growth and Environmental Management *DM*
Alan Rosenzweig, Director, Office of Management and Budget *AR*

Subject: Consideration of Increasing Growth and Environmental Management Permitting Fees Subsequent to a Fee Study and the Ratification of the Growth Management Permit Process Citizen's Focus Group Recommendations on Improving the Permitting Process

Statement of Issue:

This item discusses implementing a revised fee schedule for Growth and Environmental Management to address the Growth and Environmental Management Permit Process Improvement Citizen's Focus Group's recommendations ratified at the April 25, 2006 Board meeting, and recommendations as a result of the *Maximus* fee study (Attachment # 1).

Background:

During FY 2002, *Maximus* conducted a study of GEM permitting fees. After consideration, the Board voted to raise the permitting fees that support this fund. The Board also decided to review fees for the fund at a minimum interval of three years. During the FY 2005 budget cycle, the Board approved funding for a fee study to determine if the existing permitting fees were covering the costs of providing the related services.

During the FY 2006 June budget workshop, the Board deferred discussing increasing GEM permitting fees until after the recently convened GEM Permit Process Improvement Citizen's Focus Group reviewed a GEM workshop package that identified ways to improve the permitting process. Staff presented the work of the focus group at an April 11, 2006 workshop and the Board ratified the recommendations at their April 25, 2006 meeting. These recommendations included raising permitting fees to cover the costs of adding four new positions to expedite the permitting process.

Analysis:

Maximus, a nationally recognized consulting firm with expertise and qualifications in analyzing government fee related services, was hired to review the current permitting fee structure for GEM. The study computed the total cost for GEM to provide permitting services and non-fee related services to the citizens of Leon County. The *Maximus* study utilized permitting data from FY 2004 since this is the last complete year permitting revenue was collected using the current fee schedule. Staff also requested that *Maximus* utilize a cost variable based on inflation in order to adjust fees in future years.

Workshop Item: Consideration of Increasing Growth and Environmental Management Permitting Fees Subsequent to a Service Cost Analysis and the Ratification of the Growth Management Permit Process Citizen's Focus Group Recommendations on Improving the Permitting Process

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Overall, the *Maximus* study concluded that the Department does not completely cover the costs for its permitting activities, and that the Department spends approximately 50 percent of its time on non-fee related activities. *Maximus* recommends that fees be increased for growth related permits by \$190,749. The latter figure contemplates increasing development site plan review fees by \$256,952 and reducing environmental permitting fees by \$66,203.

At their May 24, 2005 meeting, the Board finalized appointments to a Growth and Environmental Management Permit Process Improvement Citizen's Focus Group. The focus group was established to review a permit and development workshop package prepared by staff, and to recommend ways to improve the current permitting process. The Group provided recommendations to staff on streamlining the permitting process, and staff presented these recommendations to the Board during an April 11, 2006 workshop.

The Board gave direction at that time to incorporate a request for additional positions as recommended by the focus group into the GEM proposed FY06/07 budget, and to identify the appropriate level of development review and environmental permitting fee increases required to support the additional staff. Staff analysis indicated that fees would need to be increased an additional \$232,515 to fund the four positions recommended by the focus group. The Board ratified these recommendations at their April 25, 2006 meeting.

In order to implement the *Maximus* (\$190,719) and focus group (\$232,515) recommendations, permitting fees need to be increased by \$423,264. Attachment # 2 compares the existing fee schedule with the *Maximus* findings, and staff recommendations. Staff recommendations incorporate funding for the four new positions recommended by the focus group. Select fees were adjusted 25 percent for permits that specifically address permitting areas targeted by the citizen's focus group with fees rounded to the nearest ten. In cases where *Maximus* recommended raising fees for permits that have historically been kept at a lower rate pursuant to Board direction (e.g. variance requests, pre-application meetings, and tree removal permits), staff recommends leaving the fee flat, or adjusting the current fee by 25 percent if the permit type is associated with funding the expedited permitting process.

Workshop Item: Consideration of Increasing Growth and Environmental Management
Permitting Fees Subsequent to a Service Cost Analysis and the Ratification of the Growth
Management Permit Process Citizen's Focus Group Recommendations on Improving the
Permitting Process

June 13, 2006

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Options:

1. Approve the implementation of the fee schedule as shown in Attachment # 1, effective October 1, 2006, which incorporates the *Maximus* recommendations and the necessary fee adjustments to pay for the four new Growth Management positions recommended by the Growth Management Citizen's Focus Group.
2. Direct staff to adjust the permitting fees at levels determined by the Board.
3. Board Direction.

Recommendation:

Options # 1, is incorporated into the tentative budget

Attachments:

1. Staff Recommended New Fee Schedule
2. Fee Comparison Chart

PA/DM/RGG

Development Services Recommended Fee Schedule

Fee Category	Fee
Administration	
A. Copy of Chapter 10, Code of Laws (recover cost)	\$50
B. Copy of Land Development Regulations Policies and Procedures (recover cost)	\$10
Zoning	
A. Letter of Zoning Certification	\$75
B. Permitted Use Verification Certification	\$202
C. Project Status Determination	
1. Single Family/Manufactured Housing/Other Development Orders	\$100
D. Board of Adjustments and Appeals Variance Request	\$250
(Plus Direct Notice and actual cost of Legal Advertising Fees)	\$550
E. Planned Unit Development	
1. Residential or Non- residential Concept Plan (Plus \$2.00 Per Dwelling Unit or \$10.00 Per Acre)	\$2,500 (Max- \$5000)
2. Density or Concept Revisions to PUD Concept Plan	\$4,000
3. Other Minor PUD Revisions	\$1,250
1. Each Concept Plan and Density or Concept Revision (Plus Direct Notice and actual cost of Legal Advertising Fees)	\$625 \$550
Concurrency	
A. Residential	\$130 First dwelling
B. Nonresidential	\$190 First 1,000
Subdivisions and Site and Development Plans	
A. Sketch Plan (required for Pre-application)	Type A and Limited
B. Subdivision Exemptions	
Boundary Settlement	\$630
Conveyance to Gov't and Franchise	\$450
Creation of Equal or Larger Parcels	\$630
Corrective Instruments	\$450
Additional Dwelling Unit without Subdivision (per unit)	\$190
Prior Improperly Subdivided Lots (Letter of Exception)	\$190
Unity of Title	\$130
Judicial Exception	\$250
C. Policy 2.1.9 Subdivision	\$750
D. Limited Partition Subdivision	\$3,190
E. Type "A" Site and Development Plan	
Non-Residential	\$2030 plus \$0.71 per
(Plus Direct Notice and actual cost of Legal Advertising Fees)	square foot of building
Residential	\$3730 plus \$80 per
(Plus Direct Notice and actual cost of Legal Advertising Fees)	dwelling unit with a
F. Type "B" Site and Development Plan	
Non-Residential	\$3190 plus \$0.47 per
(Plus Direct Notice and actual cost of Legal Advertising Fees)	square foot of building
Residential	\$5020 plus \$65 per
(Plus Direct Notice and actual cost of Legal Advertising Fees)	dwelling unit with a

G. Type "C" Site and Development Plan	
Non-Residential (Plus Direct Notice and actual cost of Legal Advertising Fees)	\$3130 plus \$0.46 per square foot of building
Residential (Plus Direct Notice and actual cost of Legal Advertising Fees)	\$3750 plus \$40 per dwelling unit with a
H. Exceptions to Site and Dev. Plans	\$500
I. Minor Modification to Approved Site and Development Plan	\$630
J. Major Modification to approved Site and Development Plan	\$1,250
K. Substantial Change to Approved Site and Development Plan	see review fees
L. Request for Deviation from Development Standards	\$500
Plats	
A. Residential (Public Works)	\$300 plus \$5 per
B. Nonresidential Plat (Public Works)	\$300 plus \$50 per
C. Vacate and Abandonment of Recorded Plats	
Roads, Plats, or Utility/Drainage Easements	\$500
Direct Notice and Legal Advertisement Fee per Request	\$300
Other	
A. Request for Parking Standards Committee Review	\$500
B. Street Name Change Application (Plus Direct Notice and actual cost of Legal Advertising Fees)	\$200 \$550
C. New Address Assignment	\$130
D. Street Name Change Application	\$200
E. Notice of Claim of Vested Rights	\$300

Environmental Compliance Recommended Fee Schedule

Fee Category	Fee
A. Short Form A (Residential & Non-residential)	\$310
B. Stormwater Short Form B - Low Intensity	Base Fee of \$600 1st 5,000 sq. ft. of disturbed area plus \$0.02/sq. ft. in excess of 5,000 sq. ft.
C. Stormwater Short Form B - High Intensity	Base Fee of \$1120 1st 5,000 sq. ft. of disturbed area plus \$0.01/sq. ft. in excess of 5,000 sq. ft.
D. Stormwater Standard Form	
Residential Subdivisions (One dwelling unit per lot) Max \$75,000	Base Fee of \$1990 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft.
Stormwater Standard Form Other	Base Fee of \$1990 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.20/sq. ft. 100,000 sq. ft. and above
E. Tree Removal Permit	Base fee of \$95 for first 100 trees plus \$1.64 per tree in excess of 100 trees
F. Landscape	Base fee of \$650 1st 5,000 sq. ft. of impervious area plus \$0.01/sq. ft. in excess of 5,000 sq. ft., but less than 50,000 sq. ft. plus a fee of \$0.02/sq. ft. 50,000 sq. ft. and above

G. Environmental Analysis	
Part 1, Natural Features Inventory	\$1320 base fee plus \$23 per acre over 5 acres
Part 1, with Flood Plain, Natural Features Inventory	\$1720 base fee plus \$24 per acre over 5 acres
Part 2, Environmental Impact Analysis	\$1130 base fee plus \$20 per acre over 5 acres
Part 2, with Flood Plain, Environmental Impact Analysis	\$1575 base fee plus \$25 per acre over 5 acres
Part 2, with Flood Plain, Environmental Impact Analysis & Stormwater Discharge	\$1575 base fee plus \$30 per acre over 5 acres
Natural Features Inventory - No Impact	\$150
H. Amendments/Re-submittal /Extensions	50% of initial fee up to max of \$1000
I. Board of County Commissioners' Variance Request	\$1,200
J. General Utility Permit	\$11,825
K. Operating Permit	\$523
L. Operating Permit Renewal	\$100 less than 5000 sq ft impervious and no structures or filters, all others \$250
M. Discovery - After the Fact Permits	\$100-\$1,000
N. Repeat Final Inspection	\$240
O. Follow-up Inspection	\$200
P. Communication Tower Bonds	\$852
Q. Communication Tower Bond Renewals	\$450
R. Communication Tower Bond Cancellation	\$300
S. Vegetative Management Plan	\$100
T. Natural Features Inventory w/ Policy 2.1.9	\$940

Development Services

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
Administration					
A. Copy of Chapter 10, Code of Laws	\$35	A. Copy of Chapter 10, Code of Laws	\$35	A. Copy of Chapter 10, Code of Laws	50 covers copying costs
B. Copy of Land Development Regulations Policies and Procedures	\$10	B. Copy of Land Development Regulations Policies and Procedures	\$10	B. Copy of Land Development Regulations Policies and Procedures	\$10
Zoning					
A. Letter of Zoning Certification	\$75	A. Letter of Zoning Certification	\$75	A. Letter of Zoning Certification	\$75
B. Permitted Use Verification Certification	\$202	B. Permitted Use Verification Certification	\$202	B. Permitted Use Verification Certification	\$202
C. Project Status Determination		C. Project Status Determination		C. Project Status Determination	
1. Single Family/Manufactured Housing	\$100	1. Single Family/Manufactured Housing/Other Development Orders	\$100	1. Single Family/Manufactured Housing/Other Development Orders	\$100
2. Other Development Orders	\$80	2. Other Development Orders Combine with Single Family		2. Other Development Orders Combine with Single Family	
D. Board of Adjustments and Appeals Variance Request	\$200	D. Board of Adjustments and Appeals Variance Request	\$8,625	D. Board of Adjustments and Appeals Variance Request	\$250
(Plus Direct Notice and Legal Advertisement Fee)	\$550	(Plus Direct Notice and Legal Advertisement Fee)	\$550 plus actual cost of advertising	(Plus Direct Notice and Legal Advertisement Fee)	\$550 plus actual cost of advertising

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
E. Planned Unit Development		E. Planned Unit Development		E. Planned Unit Development	
1. Residential or Non-residential Concept Plan (Plus \$2.00 Per Dwelling Unit or \$10.00 Per Acre)	\$2,000 (Max- \$5000)	1. Residential or Non-residential Concept Plan	\$9,812	1. Residential or Non-residential Concept Plan (Plus \$2.00 Per Dwelling Unit or \$10.00 Per Acre)	\$2,500 (Max- \$5000)
2. Density or Concept Revisions to PUD Concept Plan	\$2,000	2. Density or Concept Revisions to PUD Concept Plan	\$15,522	2. Density or Concept Revisions to PUD Concept Plan	\$4,000
3. Other Minor PUD Revisions	\$1,000	3. Other Minor PUD Revisions	\$8,692	3. Other Minor PUD Revisions	\$1,250
1. Each Concept Plan and Density or Concept Revision (Plus \$550 Direct Notice and Legal Advertising Fees)	\$500	1. Each Concept Plan and Density or Concept Revision (Plus \$550 Direct Notice and actual cost of advertising)	\$10,347	1. Each Concept Plan and Density or Concept Revision (Plus \$550 Direct Notice and actual cost of advertising)	\$625
Concurrency					
A. Residential	\$100 First dwelling unit plus \$20 each additional dwelling unit	A. Residential	\$100 First dwelling unit plus \$7 each additional dwelling unit	A. Residential	\$130 First dwelling unit plus \$20 each additional dwelling unit
B. Nonresidential	\$150 First 1,000 square feet plus \$40 each additional 1,000 square feet	B. Nonresidential	\$250 First 1,000 square feet plus \$95.50 each additional 1,000 square feet	B. Nonresidential	\$190 First 1,000 square feet plus \$40 each additional 1,000 square feet
Subdivisions and Site and Development Plans					
A. Sketch Plan (required for Pre-application)	Type A and Limited Partition and All others \$500	A. Sketch Plan (required for Pre-application)	Type A \$950	A. Sketch Plan (required for Pre-application)	Type A and Limited Partition and All others \$500
B. Subdivision Exemptions		B. Subdivision Exemptions		B. Subdivision Exemptions	
Boundary Settlement	\$500	Boundary Settlement	\$228	Boundary Settlement	\$630

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
Conveyance to Gov't and Franchise	\$450	Conveyance to Gov't and Franchise	\$54	Conveyance to Gov't and Franchise	\$450
Creation of Equal or Larger Parcels	\$500	Creation of Equal or Larger Parcels	\$575	Creation of Equal or Larger Parcels	\$630
Corrective Instruments	\$450	Corrective Instruments	\$450	Corrective Instruments	\$450
Additional Dwelling Unit without Subdivision (per unit)	\$150	Additional Dwelling Unit without Subdivision (per unit)	\$270	Additional Dwelling Unit without Subdivision (per unit)	\$190
Prior Improperly Subdivided Lots (Letter of Exception)	\$150	Prior Improperly Subdivided Lots (Letter of Exception)	\$1,407	Prior Improperly Subdivided Lots (Letter of Exception)	\$190
Unity of Title	\$100	Unity of Title	\$200	Unity of Title	\$130
Judicial Exception	\$200	Judicial Exception	\$500	Judicial Exception	\$250
C. Policy 2.1.9 Subdivision	\$750	C. Policy 2.1.9 Subdivision	\$900	C. Policy 2.1.9 Subdivision	\$750
D. Limited Partition Subdivision	\$2,547	D. Limited Partition Subdivision	\$3,432	D. Limited Partition Subdivision	\$3,190
E. Type "A" Site and Development Plan		E. Type "A" Site and Development Plan		E. Type "A" Site and Development Plan	
Non-Residential	\$1623 plus \$0.71 per square foot of building area with a maximum of \$5,000 and \$550 Notice Fee	Non-Residential	\$1762 plus \$0.38 per square foot of building area with a maximum of \$5,000 and \$550 Notice Fee plus actual cost of advertising	Non-Residential	\$2030 plus \$0.71 per square foot of building area with a maximum of \$5,000 and \$550 Notice Fee plus actual cost of advertising
Residential	\$2980 plus \$80 per dwelling unit with a max. of \$5,000 and \$550 Notice Fee	Residential	\$5040 plus \$900 per dwelling unit with a max. of \$15,000 and \$550 Notice Fee plus actual cost of advertising	Residential	\$3730 plus \$80 per dwelling unit with a max. of \$5,000 and \$550 Notice Fee plus actual cost of advertising

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
F. Type "B" Site and Development Plan		F. Type "B" Site and Development Plan		F. Type "B" Site and Development Plan	
Non-Residential	\$2,545 plus \$0.47 per square foot of building area with a maximum of \$10,000 and \$550 Notice Fee	Non-Residential	\$2,821 plus \$0.20 per square foot of building area with a maximum of \$10,000 and \$550 Notice Fee plus actual cost of advertising	Non-Residential	\$3190 plus \$0.47 per square foot of building area with a maximum of \$10,000 and \$550 Notice Fee plus actual cost of advertising
Residential	\$4011 plus \$65 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee	Residential	\$5000 plus \$150 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee	Residential	\$5020 plus \$65 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee
G. Type "C" Site and Development Plan		G. Type "C" Site and Development Plan		G. Type "C" Site and Development Plan	
Non-Residential	\$2500 plus \$0.46 per square foot of building area with a maximum of \$10,000 and \$550 Notice Fee	Non-Residential	\$7500 plus \$02.20 per square foot of building area with a maximum of \$15,000 and \$550 Notice Fee	Non-Residential	\$3130 plus \$0.46 per square foot of building area with a maximum of \$10,000 and \$550 Notice Fee
Residential	\$3000 plus \$40 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee	Residential	\$3000 plus \$30.65 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee plus actual cost of advertising	Residential	\$3750 plus \$40 per dwelling unit with a max. of \$10,000 and \$550 Notice Fee plus actual cost of advertising
H. Exceptions to Site and Dev. Plans	\$500	H. Exceptions to Site and Dev. Plans	\$248	H. Exceptions to Site and Dev. Plans	\$500
I. Minor Modification to Approved Site and Development Plan	\$500	I. Minor Modification to Approved Site and Development Plan	\$3,577	I. Minor Modification to Approved Site and Development Plan	\$630

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
J. Major Modification to approved Site and Development Plan	\$1,000	J. Major Modification to approved Site and Development Plan	\$1,000	J. Major Modification to approved Site and Development Plan	\$1,250
K. Substantial Change to Approved Site and Development Plan	see review fees	K. Substantial Change to Approved Site and Development Plan	see review fees	K. Substantial Change to Approved Site and Development Plan	see review fees
L. Request for Deviation from Development Standards	\$500	L. Request for Deviation from Development Standards	\$500	L. Request for Deviation from Development Standards	\$500
Plats					
A. Residential (Public Works)	\$300 plus \$5 per dwelling unit	A. Residential (Public Works)	\$300 plus \$5 per dwelling unit	A. Residential (Public Works)	\$300 plus \$5 per dwelling unit
B. Nonresidential Plat (Public Works)	\$300 plus \$50 per acre in excess of 1.0 acres	B. Nonresidential Plat (Public Works)	\$300 plus \$50 per acre in excess of 1.0 acres	B. Nonresidential Plat (Public Works)	\$300 plus \$50 per acre in excess of 1.0 acres
C. Vacate and Abandonment of Recorded Plats		C. Vacate and Abandonment of Recorded Plats		C. Vacate and Abandonment of Recorded Plats	
Roads, Plats, or Utility/Drainage Easements	\$500	Roads, Plats, or Utility/Drainage Easements	\$500	Roads, Plats, or Utility/Drainage Easements	\$500
Direct Notice and Legal Advertisement Fee per Request	\$300	Direct Notice and Legal Advertisement Fee per Request	\$300	Direct Notice and Legal Advertisement Fee per Request	\$300
Other					
A. Request for Parking Standards Committee Review	\$500	A. Request for Parking Standards Committee Review	\$600	A. Request for Parking Standards Committee Review	\$500
B. Street Name Change Application	\$200	B. Street Name Change Application	\$730	B. Street Name Change Application	\$200
(Plus Direct Notice and Legal Advertising Fees)	\$550	(Plus Direct Notice and actual cost of advertising)	\$550	(Plus Direct Notice and actual cost of advertising)	\$550

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
C. New Address Assignment	\$100	C. New Address Assignment	\$100	C. New Address Assignment	\$130
D. Street Name Change Application	\$200	D. Street Name Change Application	\$200	D. Street Name Change Application	\$200
E. Notice of Claim of Vested Rights	\$300	D. Notice of Claim of Vested Rights	\$100	E. Notice of Claim of Vested Rights	\$300

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
Environmental Compliance					
A. Short Form A (Residential & Non-residential)	\$244	A. Short Form A (Residential & Non-residential)	\$244	A. Short Form A (Residential & Non-residential)	\$310
B. Stormwater Short Form B - Low Intensity	Base Fee of \$475 1st 5,000 sq. ft. of disturbed area plus \$0.02/sq. ft. in excess of 5,000 sq. ft.	B. Stormwater Short Form B - Low Intensity	Base Fee of \$475 1st 5,000 sq. ft. of disturbed area plus \$0.01/sq. ft. in excess of 5,000 sq. ft.	B. Stormwater Short Form B - Low Intensity	Base Fee of \$600 1st 5,000 sq. ft. of disturbed area plus \$0.02/sq. ft. in excess of 5,000 sq. ft.
C. Stormwater Short Form B - High Intensity	Base Fee of \$890 1st 5,000 sq. ft. of disturbed area plus \$0.01/sq. ft. in excess of 5,000 sq. ft.	C. Stormwater Short Form B - High Intensity	Base Fee of \$890 1st 5,000 sq. ft. of disturbed area plus \$0.01/sq. ft. in excess of 5,000 sq. ft.	C. Stormwater Short Form B - High Intensity	Base Fee of \$1120 1st 5,000 sq. ft. of disturbed area plus \$0.01/sq. ft. in excess of 5,000 sq. ft.
D. Stormwater Standard Form		D. Stormwater Standard Form		D. Stormwater Standard Form	
Residential Subdivisions (One dwelling unit per lot)	Base Fee of \$1585 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft.	Residential Subdivisions (One dwelling unit per lot)	Base Fee of \$1585 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.20/sq. ft. 100,000 sq. ft. and above	Residential Subdivisions (One dwelling unit per lot) Max \$75,000	Base Fee of \$1990 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft.
Stormwater Standard Form Other	Base Fee of \$1585 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.20/sq. ft. 100,000 sq. ft. and above	Stormwater Standard Form Other	Base Fee of \$1585 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.20/sq. ft. 100,000 sq. ft. and above	Stormwater Standard Form Other	Base Fee of \$1990 1st 5,000 sq. ft. of impervious area plus \$0.11/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.20/sq. ft. 100,000 sq. ft. and above

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
E. Tree Removal Permit	Base fee of \$95 for first 100 trees plus \$1.64 per tree in excess of 100 trees	E. Tree Removal Permit	Base fee of \$226 for first 100 trees plus \$2.00 per tree in excess of 100 trees	E. Tree Removal Permit	Base fee of \$95 for first 100 trees plus \$1.64 per tree in excess of 100 trees
F. Landscape	Base fee of \$517 1st 5,000 sq. ft. of impervious area plus \$0.01/sq. ft. in excess of 5,000 sq. ft., but less than 50,000 sq. ft. plus a fee of \$0.02/sq. ft. 50,000 sq. ft. and above	F. Landscape	Base fee of \$250 1st 5,000 sq. ft. of impervious area plus \$0.01/sq. ft. in excess of 5,000 sq. ft., but less than 100,000 sq. ft. plus a fee of \$0.02/sq. ft. 100,000 sq. ft. and above	F. Landscape	Base fee of \$650 1st 5,000 sq. ft. of impervious area plus \$0.01/sq. ft. in excess of 5,000 sq. ft., but less than 50,000 sq. ft. plus a fee of \$0.02/sq. ft. 50,000 sq. ft. and above
G. Environmental Analysis		G. Environmental Analysis		G. Environmental Analysis	
Part 1, Natural Features Inventory	\$1050 base fee plus \$23 per acre over 5 acres	Part 1, Natural Features Inventory	\$1050 base fee plus \$4 per acre over 5 acres	Part 1, Natural Features Inventory	\$1320 base fee plus \$23 per acre over 5 acres
Part 1, with Flood Plain, Natural Features Inventory	\$1375 base fee plus \$24 per acre over 5 acres	Part 1, with Flood Plain, Natural Features Inventory	\$1000 base fee plus \$4 per acre over 5 acres	Part 1, with Flood Plain, Natural Features Inventory	\$1720 base fee plus \$24 per acre over 5 acres
Part 2, Environmental Impact Analysis	\$1130 base fee plus \$20 per acre over 5 acres	Part 2, Environmental Impact Analysis	\$740 base fee plus \$6 per acre over 5 acres	Part 2, Environmental Impact Analysis	\$1130 base fee plus \$20 per acre over 5 acres
Part 2, with Flood Plain, Environmental Impact Analysis	\$1575 base fee plus \$25 per acre over 5 acres	Part 2, with Flood Plain, Environmental Impact Analysis	\$850 base fee plus \$15 per acre over 5 acres	Part 2, with Flood Plain, Environmental Impact Analysis	\$1575 base fee plus \$25 per acre over 5 acres
New Item		Part 2, with Flood Plain, Environmental Impact Analysis & Stormwater Discharge	\$850 base fee plus \$6 per acre over 5 acres	Part 2, with Flood Plain, Environmental Impact Analysis & Stormwater Discharge	\$1575 base fee plus \$30 per acre over 5 acres
Natural Features Inventory - No Impact	\$150	Natural Features Inventory - No Impact	\$227	Natural Features Inventory - No Impact	\$150

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Current		Maximus		Recommended	
Fee Category	Fee	Fee Category	Fee	Fee Category	Fee
H. Amendments/Re-submittal /Extensions	50% of initial fee up to max of \$800	H. Amendments/Re-submittal /Extensions	50% of initial fee up to max of \$800	H. Amendments/Re-submittal /Extensions	50% of initial fee up to max of \$1000
I. Board of County Commissioners' Variance Request	\$1,200	I. Board of County Commissioners' Variance Request	\$2,570	I. Board of County Commissioners' Variance Request	\$1,200
J. General Utility Permit	\$11,825	J. General Utility Permit	\$11,957	J. General Utility Permit	\$11,825
K. Operating Permit	\$523	K. Operating Permit	\$524	K. Operating Permit	\$523
L. Operating Permit Renewal	\$100 less than 5000 sq ft impervious and no structures or filters, all others \$250	L. Operating Permit Renewal	\$200 less than 5000 sq ft impervious and no structures or filters, all others \$600	L. Operating Permit Renewal	\$100 less than 5000 sq ft impervious and no structures or filters, all others \$250
M. Discovery - After the Fact Permits	\$100-\$1,000	M. Discovery - After the Fact Permits	\$100-\$1,000	M. Discovery - After the Fact Permits	\$100-\$1,000
N. Repeat Final Inspection	\$240	N. Repeat Final Inspection	\$290	N. Repeat Final Inspection	\$240
O. Follow-up Inspection	\$200	O. Follow-up Inspection	\$174	O. Follow-up Inspection	\$200
P. Communication Tower Bonds	\$852	P. Communication Tower Bonds	\$1,369	P. Communication Tower Bonds	\$852
Q. Communication Tower Bond Renewals	\$450	Q. Communication Tower Bond Renewals	\$1,182	Q. Communication Tower Bond Renewals	\$450
R. Communication Tower Bond Cancellation	\$291	R. Communication Tower Bond Cancellation	\$300	R. Communication Tower Bond Cancellation	\$300
S. Vegetative Management Plan	\$100	S. Vegetative Management Plan	\$275	S. Vegetative Management Plan	\$100
T. Natural Features Inventory w/ Policy 2.1.9	\$750	T. Natural Features Inventory w/ Policy 2.1.9	\$940	T. Natural Features Inventory w/ Policy 2.1.9	\$940

Note: Fee categories and fees that are in bold type represent a fee increase associated to cover the cost of the new positions proposed by the GEM Citizen's Focus Group. These amounts are reflected as a 25% increase over the targeted base fee.

Board of County Commissioners Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator *PA*
David McDevitt, Director, Growth and Environmental Management *DM*
Alan Rosenzweig, Director, Office of Management and Budget *AR*
Subject: Consideration of Initiating the Process to Evaluate the Building Inspection Permit Review Fees

Statement of Issue:

This budget discussion item seeks Board consideration of initiating the process to evaluate the building inspection permit review fees with recommendations to be brought to the Board in early FY 07.

Background:

The Board has historically taken the position that the Building Inspection Office will be an enterprise fund and will generate revenues through permit fees adequate to cover 100% of budgeted expenditures with no general revenue support. Leon County last increased Building Inspection fees in 1995. Over time, the fees generated were adequate to fund the entire Building Inspection function and to create a sufficient fund balance. The fund balance has been utilized to maintain the current fee schedule and defer the need for fee increases. Previous budget documents have shown that a fee increase would be necessary at some point in the future.

During FY 05, the Board retained the Maximus consulting group to perform a service fee/cost analysis of the building permitting fees. The Maximus study reviewed the services provided by Building Inspection along with their associated costs and recommended fees to cover the total cost of providing each service. A previous service cost analysis of the Building Inspection Fund presented to the Board at the June 11, 2002 Budget Workshop, indicated a Building Inspection shortfall of \$195,824 in revenue versus expenditures; however, due to the a fund balance of \$1,042, 811, the Board directed staff to fund the revenue shortfall from the Building Inspection unappropriated fund balance.

The Building Inspection Fund has continued to rely on fund balance to meet the expenditure needs of the division. Table 1 shows the amount of fund balance that has been appropriated annually since FY 02, and shows that fund balance appropriations have generally increased since FY 02 as expenditures have outpaced revenues.

Table 1
 History of Appropriated Fund Balance for the Building Inspection Fund

Fiscal Year	Appropriated Fund Balance
FY 02	289,188
FY 03	224,706
FY 04	351,387
FY 05	461,625
FY 06	368,010

The FY 03 and FY 04 adopted budgets showed that the fund would not have enough revenue and fund balance to support expenditures by FY 06, with funding deficits in excess of \$300,000. A robust permitting economy over the past two years has delayed this negative balance and the need to raise fees; however, out-year budgets presented to the Board by staff have consistently shown that this fund would need a future fee increase to ensure that the program would continue to be entirely funded by permitting revenue. Current forecasts indicate that the fund balance for this fund will be \$370,469 at the end of FY 06. However, this forecast can be higher or lower depending upon actual permitting activity.

Analysis:

The proposed FY 07 Building Inspection budget is \$1,645,467 and is designed to maintain current service levels with no enhancements. Building Inspection revenues based on the current fee schedule are estimated to be \$1,340,568, which will require that \$304,899 be appropriated from the Building Inspection Fund fund balance, leaving \$65,570 of unappropriated fund balance. Even with modest expenditure growth in the fund, the projected FY 08 budget shows that the remaining \$65,570 in fund balance will not be enough to cover the difference between revenue and expenditures. Additional out-years show the gap between revenues and expenditures further increasing. Table 2 shows projected Building Inspection deficits from FY 08 – FY11 without a fee increase.

Table 2
 Projected Building Fund Deficit FY 08 – FY 11 without a Fee Increase

Fiscal Year	Projected Fund Deficit
FY 08	(413,903)
FY 09	(517,018)
FY 10	(593,216)
FY 11	(677,645)

Budge Discussion Item: Consideration of Initiating the Process to Evaluate the Building Inspection Permit Review Fees

June 13, 2006

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Since FY 03, staff has been monitoring the revenue in this fund as the fund balance has continued to decrease, and as authorized by the Board hired Maximus in FY 05 to conduct an updated service cost analysis of the current building inspection fees. This study was completed in March 2006 and indicated that building permit fees would need to be increased in order for the division to continue to maintain the current level of service and to be 100 percent funded by permitting revenue.

Before building permitting fees can be adjusted, Chapter 5, Section 108.11, Leon County Code of Laws requires that the Board of County Commissioners receive recommendations from an advisory committee appointed by the Board that consists of the following members: a residential contractor, a commercial contractor, a representative of the Tallahassee Home Builders Association, an architect, a realtor, the Building Official, and the Director of Management and Budget. Currently, this committee is not in effect and would need to be created by the Board. This Committee could be appointed by the Board at the July 11, 2006 meeting, and fee recommendations could be brought to the Board at the December 12, 2006, meeting for possible implementation in early, 2007. The Director of Building Inspection would provide a list of possible candidates for the committee to the Board prior to the July meeting.

Options:

1. Direct staff to initiate the process to convene the Advisory Committee on Building Permit Fees, pursuant to Chapter 5, Section 108.11 Leon County Code of Laws, to provide recommendations to the Board on permit fees.
2. Do not direct staff to initiate the process to convene the Advisory Committee on Building Permit Fees, pursuant to Chapter 5, Section 108.11 Leon County Code of Laws, to provide recommendations to the Board on permit fees.
3. Board Direction

Recommendations:

Option #1

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006

Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator 

Subject: Reclassification of Executive Management Positions

Statement of Issue:

This agenda item requests approval to reclassify the existing Assistant County Administrator to Deputy County Administrator and the OMB Director to Assistant County Administrator.

Background:

Periodically, the County Administrator reviews the organizational structure and makes recommendations on the need to modify or change certain titles or functions.

Analysis:

Assistant County Administrator

The existing Assistant County Administrator's role has evolved over the past several years. This position has continued to take on more responsibility in representing the County in key policy discussions. This position also acts as County Administrator in the absence of the County Administrator. A partial list includes: the development and passage of the County Charter, the development of the EMS Department, the Fallschase 163 Agreement, economic development issues, and the upcoming Smart Growth Summit. It is recommended that the existing Assistant County Administrator be reclassified to a newly created position of Deputy County Administrator. There is no new funding required to support this reclassification.

Director of Management and Budget

Over the past several years, the Director of Management and Budget's (OMB) role has evolved beyond the preparation of the annual budget and CIP. The OMB Director has become instrumental in numerous non-fiscal assignments, continually taking on a larger role in developing policy recommendations for the Board's consideration.

The OMB Director has been the lead staff member for the majority of the recent interlocal agreements executed with the City of Tallahassee. His responsibilities ranged well beyond a fiscal nature. These agreements include:

- Planning Department
- Animal Shelter
- Water and Sewer
- Killeran Lakes Sewer
- Transfer Station
- Advanced Life Support (ALS)
- Parks and Recreation
- Fire Services.

In addition to the above agreements, the OMB Director was a key member of the policy team for the creation of the County's EMS and uninsured primary healthcare programs. The OMB Director also supported Commissioner Sauls in the recent elections equipment issue, and brought resolution for the provision of water and sewer service to the planned Convington Creek subdivision.

Currently, the OMB Director is the lead staff person assigned to the following projects:

- Joint Dispatch
- Solid Waste Franchise negotiations
- Performing Arts Center
- Downtown Community Redevelopment Agency
- 800 Mhz Management Oversight Committee

In the absence of myself and the existing Assistant County Administrator, Vince Long, I have appointed the OMB Director as the Acting County Administrator.

For these reasons, it is recommended that the Director of OMB be reclassified to Assistant County Administrator. There is no new funding required to support this reclassification.

Options:

1. Approve the reclassification of the existing Assistant County Administrator to Deputy County Administrator and OMB Director to Assistant County Administrator
2. Board Direction.

Recommendation:

Option 1

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator 
Alan Rosenzweig, Director, Office of Management & Budget
Subject: Consideration of increasing the County Administrators Budget
Amendment Authority to \$50,000.

Statement of Issue:

This item seeks consideration of increasing the County Administrator's Budget Amendment Authority to \$50,000.

Background:

On October 14, 1997 the Board adopted policy 97-11, giving the County Administrator the authority to approve intra-fund transfers up to \$20,000 (Attachment #1). Intra-transfers and inter-fund transfers greater than \$20,000 would require Board approval. At the December 13, 2005 meeting, the Board authorized increasing the County Administrator's purchasing authority from \$20,000 to \$50,000.

Analysis:

Historically, the County Administrator's purchasing authority and budget authority have remained consistent. With the change to the purchasing authority to \$50,000, it is recommended that the budget authority for the Administrator also be changed to \$50,000.

Options:

1. Approve the increase in the County Administrators Budget Amendment Authority to \$50,000.
2. Do not approve the increase in the County Administrators Budget Amendment Authority to \$50,000.
3. Board Direction.

Recommendation:

Option #1

Attachments:

1. County Policy 97-11

Board of County Commissioners

Leon County, Florida

Policy No. 97-11

Title: Amending the Budget

Date Adopted: October 14, 1997

Effective Date: October 14, 1997

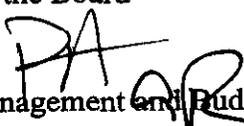
Reference: FY 1996/97 Annual Budget and Capital Improvement Program

Policy Superseded: Policy for Amending the Budget: Policy No. 94-6, Adopted April 26, 1994; effective October 1, 1994

The County will establish practices for the operation and amending of the annual budget to:

1. provide that all amendments/transfers of funds will first be reviewed by the director(s) of the requesting department/division, followed by a second review by the Office of Management and Budget, prior to submission and subsequent approval/denial by the County Administrator and/or the Board of County Commissioners, as set forth by the following provisions of this policy.
2. provide that:
 - a. notwithstanding the provisions of paragraph 1, program managers shall have the flexibility to amend their operating expenditure budgets and personnel services budgets by up to 10-percent of the total on an aggregate basis between line items within programs with a \$20,000 cap, contingent upon approval by the County Administrator;
 - b. the County Administrator delegates to the Office of Management and Budget the responsibility for monitoring and enforcing the provisions of this paragraph based on policies adopted by the Board of County Commissioners.
3. provide that, in addition to the provisions of paragraph 2, the County Administrator may authorize intrafund transfers up to \$20,000.
4. provide that intrafund transfers greater than \$20,000, and all interfund transfers, must be approved by a majority vote of the Board of County Commissioners.
5. provide that all requests for use of reserves for contingency must be approved by a majority vote of the Board of County Commissioners.

Board of County Commissioners
Budget Discussion Item

Date of Meeting: June 13, 2006
Date Submitted: June 7, 2006
To: Honorable Chairman and Members of the Board
From: Parwez Alam, County Administrator 
Alan Rosenzweig, Director Office Management and Budget
Subject: Establishing Maximum FY06/07 Millage Rates

Statement of Issue:

This item seeks Board consideration in establishing the maximum FY06/07 Millage Rates.

Background:

The Board currently levies three countywide millage rates: General Countywide, Emergency Medical Services (EMS) MSTU and the Primary Healthcare Program MSTU. As part of the budget process the Board must establish the maximum millage rates to be levied.

Analysis:

Countywide Millage Rate

The tentative budget includes a constant millage rate of 8.54 mills.

Emergency Medical Services MSTU

The tentative budget includes a constant millage rate of 0.5 mills.

Primary Healthcare MSTU

At the May 23, 2006 meeting, the Board approved scheduling of a public hearing on June 13, 2006 to authorize a ballot be placed on the November election for purposes of imposing a ½ cent sales tax to support the primary healthcare program. The actual citizen vote will not take place until after the beginning of the fiscal year (October 1, 2006), therefore, if the sales tax initiative passes the revenues can not be contemplated as part of the budget process. To avoid the possibility of having both the property tax and sales tax in place at the same time, it is recommended that assuming the sales tax initiative is placed on the ballot that the millage rate be established at zero (0.0) mils for FY06/07.

For purposes of developing the FY06/07 budget, the program will be funded utilizing all of the fund balance in the Primary Healthcare Fund (\$1.124 million) and \$307,000 in Fund Balance from the General Fund for a total of \$1.431 million. **Both of these resources are one-time in nature and are not recurring.** If the 0.12 mills were levied, the property tax collection would be \$1.6 million.

Establishing Maximum FY06/07 Millage Rates

June 13, 2006

Page 2

Options:

1. Establish the maximum FY06/07 as follows:
 - a. Countywide 8.54 mills
 - b. Emergency Medical Services MSTU 0.5 mills
 - c. Primary Healthcare MSTU 0.0 mills
2. Establish the maximum FY06/07 millage rates at a level determined by the Board.
3. Board Direction.

Recommendation:

Option #1 is included in the FY06/07 tentative budget.



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: Big Brothers Big Sisters of the Big Bend, Inc.
2. Street Address/ Mailing Address:
565 East Tennessee Street
Tallahassee, FL 32308
3. Total Agency Budget: 2005/06 (current) \$373,625 2006/07 (proposed) \$428,281
4. Date of agency incorporation: October 14, 1981
5. Does the agency have a 501(C)(3) status? Yes No _____
6. Agency representative: Leah D. Sandridge, MSW, LCSW
7. Mailing address (if different from agency mailing address): n/a
8. Telephone: (850) 386-6002
9. Fax: (850) 385-7382
10. E-mail Address: Leah@BigBrothers-BigSisters.org

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

Big Brothers Big Sisters of the Big Bend, Inc. (BBBS) serves children, between the ages of 6 and 18, whose circumstances demonstrate the need for additional one-to-one adult support. In our Community-Based Mentoring program (CBM) carefully screened Big Brother and Big Sister volunteer mentors commit to spending time with their "little" on at least two or three occasions a month, for a minimum of one calendar year. These mentors provide friendship and support by sharing experiences, celebrating accomplishments and listening to the child's concerns.

Our CBM services also include two specialized programs: Adopt-A-Cop and For Kids' Sake. The Adopt-A-Cop program incorporates our traditional mentoring techniques in matches involving law enforcement officers in the critical role as a mentor. The primary thrust is prevention, with the child being guided in a positive direction so that inappropriate behavior and minor infractions do not escalate into more serious involvement with the juvenile justice system. For Kids' Sake, Big Sisters for teenage moms, is designed to assist pregnant teenagers adapt to their new role as a parent. The Big Sister and Little Sister address issues of self-esteem, parenting, access to health care, continuing education and strengthening life skills.

In 1999, BBBS established a School-Based Mentoring program (SBM) that targets children attending school in kindergarten through 12th grade. This program is quite similar to our CBM program in that there is an emphasis placed on one-to-one mentoring and the establishment of a friendship. However, there is also a focus on academic enhancement. The volunteers spend a minimum of one hour per week, for a minimum of one school year, at the child's school focusing on academic improvement and social development.

For all of our programs, the clients must exhibit at least one of the following: poor academic performance, delinquent behavior, low self-esteem, poor relationship skills, alcohol and/or drug use, isolated environment, promiscuity, etc. The Client Enrollment, Volunteer Enrollment, Match, and Match Support Processes outlined below are the same for participants in both mentoring programs. The only differences for the SBM program are that a home visit and automobile insurance verification are not completed because the volunteers are not permitted to meet with the children away from school, unless for a group activity supervised by BBBS staff, and are not allowed to transport them.

* Client Enrollment Process – A client inquiry/referral comes to BBBS from: interested children and parents, teachers, guidance counselors, Department of Children and Families and Juvenile Justice case workers, as well as other community-based organizations. After the referral is deemed appropriate, the Client Enrollment form is sent to the parent and client. An Enrollment & Match Specialist (EMS) then completes a Client Interview, during which individualized and age-appropriate Sexual Abuse Prevention and Recognition Training is also conducted. In addition, a Parent Interview and Teacher and/or Counselor Assessment are completed. These are compiled and reported in a comprehensive Psychosocial Assessment and the case is clinically staffed and typically referred to our waiting list, and/or auxiliary community resources, until an appropriate "match" can be made.

* Volunteer Enrollment Process – When a volunteer inquiry is made, the prospective volunteer is scheduled for an individual Orientation and Interview session. At this individual session, the EMS also provides Abuse Prevention/Recognition Training. Additionally, a Volunteer Enrollment form and Pre-Interview Questionnaire are completed. Our thorough assessment of the volunteer also includes receiving three references, a nationwide FBI Fingerprint-based Background Check, a Driver's License Record Check and Automobile Insurance Verification. From the responses given by the volunteer, along with the extra information derived during the enrollment process, the need to follow-up with a home visit is determined. The assessment information is compiled and reported in a comprehensive Psychosocial Assessment, the volunteer's case is clinically staffed and an appropriate "match" is made.

* "Match" Process – Once an EMS identifies a compatible "match", general preliminary information is shared with the parent and volunteer. If the proposed "match" is mutually acceptable, a Match Conference is scheduled to occur at the agency office or the child's school in order to introduce the child and volunteer to one another with the EMS, parent, child and volunteer all present. At this time, the volunteer is given a *Resource Guide* which contains written information regarding: Developmental Stages, Building Self-Esteem, Communication Skills, Relationship Building, Suggestions for Big Brothers and Sisters, Suggested Learning Experiences/Activities, and Responsibilities of a Mentor. A Career Choices folder is also made available, which provides age-appropriate activities and resources to help integrate career awareness into their time together.

* Match Support Process – Contact is made with the child, parent, and volunteer during the first two weeks of the match. A Case Plan is established within the first three months of the match, with supervision and support provided by a Match Support Specialist (MSS), on at least a monthly basis for the first year. Of course, training needs always fluctuate according to various circumstances surrounding the match. As such, a constant assessment of needs occurs as part of every support contact and additional training and/or information is provided, whenever necessary. When a match reaches its one-year anniversary, an annual Match Evaluation is completed to assess the benefits of the relationship to the child. Regardless of the degree of success, match support continues to be provided regularly by a MSS for the remainder of the match. If it is determined that the match needs to be closed, steps are taken to officially terminate the match. In situations where this action is deemed appropriate, the child and mentor are both considered for the possibility of re-match and are contacted to determine their respective interest in continued program participation.

2. Who is the target population intended to be served or benefit from this program?

The target population for the BBBS programs is children, between the ages of 6 and 18, whose circumstances demonstrate the need for additional adult support. In our community, there are over 12,427 female-headed households (Census 2000), of which an estimated 20% (2,485) are in need of a Big Brother or Big Sister. At least 80% of our clients live at or below the poverty level, based upon information provided by the parent/guardian on the child's enrollment form. In addition, and unfortunately, at least 70% of the children we serve have self-reported being abused physically, emotionally, and/or sexually.

For the SBM program we specifically aim to serve children attending schools that received a grade of C, or lower according to 2004-2005 Florida Department of Education (FLDOE) statistics provided in the School Accountability Report (SAR). The FLDOE annually assigns each school a letter grade that is based upon: student scores on the math, reading and writing portions of the Florida Comprehensive Assessment Test; the amount of progress students have made over the past school year; and how many students are performing at or above their grade level. In Leon County, there are 31,878 children attending public schools. 23.8% of these schools received a grade of C or lower in the 2004-2005 school year and, therefore, have students that would benefit from a relationship with a Big Brother or Big Sister.

3. What methods are being used to effectively reach this program's target population?

BBBS makes at least weekly public service announcements about the program, special events and our need for additional volunteers. We actively pursue avenues of free publicity through television spots, newspaper articles, and other agency newsletters, which inevitably lead to additional client and volunteer inquiries. In addition, agency representatives meet with various schools, civic groups and organizations in the community to elicit program participation for clients, volunteers and donors. We also distribute program information, flyers and newsletters throughout the year. Our website provides prospective volunteers, clients and donors with additional information about BBBS. This website is also linked to a variety of other mentoring association web sites (i.e.: BBBS of America, BBBS Association of Florida, Florida Mentoring Partnership, etc.).

For our SBM program, we emphasize our volunteer-related outreach methods by speaking to people that are initially willing to make a smaller time commitment as volunteers (i.e.: students) or are given incentives for volunteering (i.e.: state and

county employees). It is through the collaborative efforts on the part of the county school boards, principals, teachers, counselors, parents, mentors and BBBS staff that our SBM program goals and objectives are attained. By making presentations during their respective staff meetings, agency staff encourages each school's guidance counselors and teachers to refer prospective program participants, using permission slips provided for distribution to prospective program participants. In addition, any parent that contacts our agency is educated about our SBM program and appropriate information is immediately sent.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

Project Phases	Time Frames	Completion Status
Raise funds for down payment to purchase building	7/2001 – 6/2005	completed 10/2004
Raise funds for Capital Campaign	11/2004 – 3/2015	ongoing
Locate building & secure contract	11/2004 – 2/2005	completed 2/2005
Obtain financing for building loan	1/2005-2/2005	completed 2/2005
Close on building purchase	3/15/2005 – 3/31/2005	completed 3/15/2005
Repairs and renovations for new building: restore wood floors in original structure and replace carpet in additions; paint walls and trim throughout; repair and clean hv/ac units; install new ductwork and vapor barrier for downstairs unit; install kitchen sink; install light and motion censored light fixtures by front door.	3/2005 – 4/2005	completed 4/2005
Erect new sign	1/2006 – 4/2006	plan and design complete; installation to occur in 4/2006
Work on repairs and renovations for new building: repair wood rot and mold in one exterior wall, bathroom floor and foyer; install new roof; repair electrical wiring; repair galvanized plumbing; install additional windows in three offices; install new doors in three offices; renovate kitchen and install hot water heater; install ceiling fans; install additional bathroom; renovate existing bathrooms; complete landscaping design and landscape accordingly; reinforce rear deck and install loading ramp; install new hv/ac units; install digital marquee for sign; etc.	3/15/2005 – 6/31/2009	ongoing
Establish designated funds for ongoing/unexpected maintenance and repairs	1/1/06 – 6/31/06	ongoing

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

According to "Big Brothers Big Sisters Quick Facts", children who have a Big Brother or Sister experienced improved: self-esteem, school grades and attendance, relations with friends and family, and interest in new activities. According to P/PV's study, "with the support of a 'Big', young people in the study used less drugs and alcohol, cut classes less often, and trusted their parents more". In addition, "what mattered to these children was that they had a caring adult in their lives, someone to confide in, relax with and look up to. But as a result, they were doing better in school and at home, and avoiding violence

and substance abuse at a pivotal time in their lives when even small changes in behavior, or choices made, can change the course of their future."

Also according to P/PV's study, "Big Brothers Big Sisters programs work by taking a positive approach to youth and connecting them to a caring adult." P/PV's study indicated dramatic findings, "particularly at a time when many people contend that nothing works in reaching teenagers." In addition, the Big Brothers Big Sisters program "suggests a strategy the country can build on to make a difference, especially for youth in single-parent families." With the cost of incarcerating a juvenile offender exceeding \$36,500 per year, the BBBS mentoring program would pay for itself if it deterred only seven children per year from engaging in delinquent behavior, including yet not limited to drug and alcohol use. However, not all successes can have a dollar amount placed on them.

For example, according to P/PV's study, observed improvements in attitudes, performance and behavior after such a short time strongly suggests that having a Big Brother or Sister does have an effect on deterring anti-social behaviors. P/PV researchers completed the first nationwide impact study of a mentoring organization which provided evidence that one-to-one mentoring "works" as a strategy for supporting children at risk.

Program-based Outcome Evaluation Questionnaires completed by parents, children and volunteers along with school records and student report cards enable us to evaluate our strengths and weaknesses, as well as make any necessary changes to improve our program. After all, an effective mentoring program has built-in accountability systems that increase mentor and program reliability as well as effectiveness.

Locally, BBBS has outcomes that consistently meet or exceed the P/PV research findings. The following data, compiled from the most recent Parent/Guardian and Mentor Program-Based Outcome Evaluation Questionnaires of our CBM program, indicates that:

- ❖ 86% of the Littles had improved self-confidence,
- ❖ 77% of the Littles were able to express their feelings more appropriately and developed improved relationships with their peers,
- ❖ 86% of the Littles developed more positive attitudes toward school,
- ❖ 69% of the Littles had developed better relationships with their families,
- ❖ 71% became more involved in new interests and/or hobbies, and were
- ❖ 50% more likely to avoid delinquent behaviors.

We have experienced similar outcomes with regards to our SBM program. In fact, our local BBBS outcomes consistently meet or exceed the National and Statewide Mentoring Outcome Goals. The following data was compiled from the local BBBS 2004-2005 SBM Outcome Summary:

- ❖ 93% maintained or improved their academic performance,
- ❖ 86% maintained or improved their school attendance,
- ❖ 82% showed improvement on behavioral evaluation, and
- ❖ 91% were promoted to the next grade level.

We are making a difference in the lives of young people through professionally supported one-to-one relationships and assisting them in reaching their highest potential as they grow into responsible men and women.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

This funding has been requested to assist with the purchase, repairs and renovations of a building to permanently house BBBS of the Big Bend. This funding will enable our agency to make a long-term investment in the lives of children throughout our community. In 2005-2006 the Leon County Commissioners committed to funding \$100,000 for this project, payable over four years at \$25,000 per year.

The new BBBS building is located in an extremely high-traffic area of town on a common thoroughfare. Additionally, it is more centrally located for not only our clients, but also volunteer sources. This increased exposure will enable us to maximize our community education and volunteer recruitment efforts in order to serve more children that would benefit from our mentoring services.

Our agency does receive funding through the Community Human Service Partnership (CHSP) process. However, these funds cannot be utilized for a Capital Campaign. Rather, they must be used to provide direct program services. This is also the case for the vast majority of other funding sources from which our agency currently receives funds.

These requested funds from Leon County would allow the time and efforts of the staff to focus on our mentoring services, as opposed to working to find alternate financial resources. As such, without this funding, BBBS will be limited in its ability to continue having a match growth rate of at least 20%, as it has over the past three years. As previously discussed, BBBS programs are a proven prevention program for at-risk youth. Ultimately, without such an effective prevention program in our community, taxpayers will have to pay additional money for intervention and/or incarceration programs that do not have the same positive measurable outcomes.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

There are a variety of other mentoring agencies in Leon County, including but not limited to: 100 Black Men, Boys & Girls Clubs, Boy Scouts, Communities in Schools, Girls Scouts, H.O.S.T.S., Project KICK, Take Stock in Children, etc.

However, it should be noted that all of these mentoring programs are based upon a group mentoring philosophy and none have the audited outcome measures that have consistently been produced by our established one-to-one BBBS mentoring program. In addition, many of these mentoring programs do not complete a thorough background check on their volunteer mentors nor carry the specialized liability insurance necessary to protect their volunteers and clients.

In addition, according to P/PV and the Office of Juvenile Justice Delinquency Prevention Bulletin (April 1997), the Big Brothers Big Sisters program delivery structure has proven to be successful because "the relationships were built using an approach that defines the mentor as a friend, not a teacher or preacher. The mentor's role is to support the young person in his or her various endeavors not explicitly to change the youth's behavior or character." Also, "mentoring works when the relationships have the kinds of support Big Brothers Big Sisters provides: thorough screening of mentors, youths and their families; training for mentors; intensive supervision; and support from professional staff." It should be noted that in past research, P/PV has found that mentoring relationships do not last in programs without these support.

C. Funding Information

1. Total cost of program: **\$500,000** (building purchase, repairs and renovations)
2. Funding requested from Leon County: **\$100,000** *This total amount was initially requested and awarded in 2005/2006 by the Leon County Commissioners to be payable over four years, at \$25,000 per year.
3. Please list the following Revenue Sources for the current year and the upcoming year.

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	25,000	25,000
City of Tallahassee (not CHSP):	0	0
United Way (not CHSP):	3,000	3,000
Community Human Services Partnership (CHSP):	97,500	97,500
State:	60,000	90,000
Federal:	98,625	123,281
Grants:	0	0
Contributions/Special Events:	85,000	85,000
Dues/Membership:	0	0
Program Service Fees:	3,000	3,000
Other Income (please itemize):	1,500	1,500
TOTAL INCOME	373,625	428,281

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	230,105	276,781
Professional Fees	9,800	13,000
Occupancy/Utilities/Network	38,720	40,000
Supplies/postage	11,000	12,000
Equipment Rental, Main., purchase	5,000	5,000
Meeting costs/travel/transportation	16,500	16,500
Staff/Board Development/ Recruitment	0	0
Awards/Grants/Direct aid	0	0
Bad Debts/Uncollectibles	0	0
Bonding/liability/directors insurance	13,000	15,000
Other expense (please itemize)	49,500	50,000
TOTAL EXPENSES	373,625	428,281

5. Describe actions to secure funding.

Board Member Dan Winchester has spearheaded our Capital Campaign effort. He, along with the entire Board of Directors, plans to raise at least \$500,000 in order to cover the costs related to the purchase, repairs and renovations of our new building. To date, \$11,000 has been raised, not including in-kind donations or funds from this grant.

BBBS is also making a similar \$100,000 funding request from the City of Tallahassee. In addition, the agency's staff is pursuing a variety of foundation grants as well as alternative fundraising efforts to assist with securing the necessary funds for our Capital Campaign.

6. Will this project or event recur every year?

No Yes _____

* In 2005-2006 the Leon County Commissioners committed to funding \$100,000 for this project, payable over four years at \$25,000 per year.

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No Yes _____

* See above note.

If "yes," estimate: the amount of next year's funding request.

8. Has Leon County ever contributed funds to this project in the past?

No Yes _____

* See above note.

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: n/a

Recipient: n/a

Project Title: n/a

Funding Level: n/a

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Leah D. Sandridge, MSW, LCSW

Signature: Leah D. Sandridge

Date Signed : 3.23.06



Big Brothers Big Sisters of the Big Bend, Inc.

565 East Tennessee Street
Tallahassee, FL 32308
www.BigBrothers-BigSisters.org

Phone: (850) 386-6002
Fax: (850) 385-7382
Toll Free: (888) 220-BIGS

Leon County Non-Departmental Funding Request

C. Funding Information 2005/06

Other Income @ \$1,500
Interest Income @ \$1,000
Miscellaneous @ \$500

Other Expenses @ \$49,500
Volunteer Recruitment @ \$10,000
Volunteer Background Checks @ \$4,000
Due & Subscriptions @ \$3,500
Affiliation Fees @ \$5,000
Banking & Miscellaneous @ \$1,500
Taxes & Licenses @ \$500
Building Repairs & Maintenance @ \$25,000

C. Funding Information 2006/07

Other Income @ \$1,500
Interest Income @ \$1,000
Miscellaneous @ \$500

Other Expenses @ \$50,000
Volunteer Recruitment @ \$10,000
Volunteer Background Checks @ \$4,000
Due & Subscriptions @ \$3,500
Affiliation Fees @ \$5,500
Banking & Miscellaneous @ \$1,500
Taxes & Licenses @ \$500
Building Repairs & Maintenance @ \$25,000

Little Moments. BIG Magic!



A United Way Agency



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: THE COREY SIMON SUCCESS CENTER
2. Street Address/ Mailing Address: 901 ORANGE AVE.
TALLAHASSEE FL 32310
3. Total Agency Budget 2005/06 (current) \$ 20,000 2006/07 (proposed) \$ STATIC
FOR CAPITAL FUNDRAISING
- Date of agency incorporation: 01/2003
5. Does the agency have a 501(C)(3) status? Yes No
6. Agency representative: GREGG HOLGATE
7. Mailing address (if different from agency mailing address): SUITE 400
3500 FINANCIAL PLAZA
TALLAHASSEE FL 32312
8. Telephone: 850 701 1419
9. Fax: 850 894 4268
10. E-mail Address: gholgate@gaboragency.com

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

SEE ATTACHED DOCUMENT

2. Who is the target population intended to be served or benefit from this project?
THE CENTER IS TO BE LOCATED NEXT TO NIMS MIDDLE SCHOOL. CHILDREN AGES 7-17 FROM THE SURROUNDING AREA WILL BE THE PRIMARY FOCUS FOR THE PROGRAMS OFFERED BY THE CSSC.

3. What methods are being used to effectively reach this program's target population?
DURING THIS CAPITAL FUNDRAISING PHASE COREY SIMON IS ACTIVELY SPEAKING AT LOCAL SCHOOLS AND COMMUNITY CENTERS TO MOTIVATE THE YOUTH ON THE SOUTH SIDE OF TALLAHASSEE.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

SEE ATTACHED DOCUMENT

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

SEE ATTACHED DOCUMENT

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

A MATCHING BOND OF 50,000 IS BEING REQUESTED TO DEMONSTRATE A PARTNERSHIP BETWEEN LOCAL GOVERNMENT AND THE PRIVATE SECTOR TO PROVIDE A MUCH NEEDED RESOURCE FOR THE YOUTH OF TALLAHASSEE.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

THE BOYS AND GIRLS CLUB AND SEVERAL OTHER SMALL PHILANTHROPIC GROUPS HAVE SIMILAR PROGRAMS. WE BELIEVE OUR PROGRAM WILL PROVIDE A UNIQUE EXPERIENCE.

C. Funding Information

1. Total cost of program: \$3.4 million
2. Funding requested from Leon County: 100,000 (50,000 05/06) (50,000 06/07)
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):		
City of Tallahassee (not CHSP):		
United Way (not CHSP):		
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants:		
Contributions/Special Events:	80,000	250,000
Dues/Membership:		
Program Service Fees:		
Other Income (please itemize):		

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	—	—
Professional Fees	—	—
Occupancy/Utilities/Network	1200	1200
Supplies/postage	200	200
Equipment Rental, Main., purchase	—	—
Meeting costs/travel/transportation	—	—
Staff/Board development/Recruitment	—	—
Awards/Grants/Direct aid	—	—
Bad Debts/uncollectibles	—	—
Bonding/liability/directors insurance	—	—
Other expense (please itemize)	—	—

5. Describe actions to secure funding.

SEE ATTACHED DOCUMENT

6. Will this project or event recur every year?
No _____ Yes ✓

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?
No _____ Yes ✓
If "yes," estimate: the amount of next year's funding request. 50,000

8. Has Leon County ever contributed funds to this project in the past?
No ✓ Yes _____
If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: _____

Recipient or agency: _____

Project Title: _____

Funding Level: _____

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Gregg Holcomb

Signature: [Handwritten Signature]

Date Signed: 3-24-06

03/23/06

Corey Simon Success Center
Balance Sheet
All Transactions

Mar 23, '06

ASSETS	
Current Assets	
Checking/Savings	
Checking	<u>59,573.80</u>
Total Checking/Savings	<u>59,573.80</u>
Total Current Assets	<u>59,573.80</u>
TOTAL ASSETS	<u>59,573.80</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Orange Ave prop	<u>360,000.00</u>
Total Other Current Liabilities	<u>360,000.00</u>
Total Current Liabilities	<u>360,000.00</u>
Total Liabilities	360,000.00
Equity	
Opening Bal Equity	-344,809.00
Net Income	<u>44,382.80</u>
Total Equity	<u>-300,426.20</u>
TOTAL LIABILITIES & EQUITY	<u>59,573.80</u>



2006/07 Non-Departmental Funding Request Application

A. Organizational Information

{Application 1 of 2: Cultural Resources Commission }

1. **Legal name of Agency:** Tallahassee/Leon County Cultural Resources Commission (CRC)
2. **Street Address/Mailing Address:** 2222 Old St. Augustine Road
3. **Total Agency Budget:**
2005/06 (current) \$1,692,295 2006/07 (proposed) \$1,783,440
4. **Date of Agency incorporation:** 1985
5. **Does Agency have a 501(c)3 status?** Yes No
6. **Agency representative:** Peggy Brady, Executive Director
7. **Mailing Address (if different from agency mailing address):**
8. **Telephone:** 850-224-2500
9. **FAX:** 850-224-2515
10. **Email Address:** peggy@netcrc.org

B. Project Information

1. **Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary)** The Cultural Resources Commission (CRC), created by Statute and resolved into being by the County Commission in 1985, serves as the designated public arts and culture agency for Leon County. This is the annual request for funding through this process.
Funds are used to assist with a portion of overhead costs as well as materials, staff and supplies for programs and services of the County's designated arts and culture agency. With the adoption of the Cultural Plan significant additional work was anticipated of the CRC and the CRC has stepped up to the challenge with Leon County's assistance. (*see 2005 Progress Report on Cultural Plan included for an update on the CRC's efforts and accomplishments*) This application includes a request for \$35,000 in additional funding to support the expanding programs and services that are contributing to the development of a substantial and thriving creative industry.
2. **What is the target population intended to be served or benefit from this program?**
This agency serves the county at large and is the only designated agency providing this service.
3. **What methods are used to effectively reach this program's targeted population?** As you will see from the attached, this agency utilizes print, electronic, one on one meetings, public forums, committee meetings, speaking engagements and websites to reach intended audience. In addition all programs of the CRC are intended to serve a broad segment of the community.
4. **Outline the phases and time frames in which this program will be accomplished if funded.** Annual request
5. **Projected Program impact/outcome results-what is the projected impact on the target population.**
 - ✓ Incubation of developing artists and cultural businesses will provide a rise in the presence of a strong creative industry, an indicator of a healthy local economy that will attract and retain highly qualified workforce.
 - ✓ The economic impact of the arts will continue to rise with additional funding investments made by Leon County bringing a return of private and public dollars into the community. (*See Cultural Dollars Earned by Leon County Grantees included*)

Cultural Dollars Earned By Leon County Grantees*

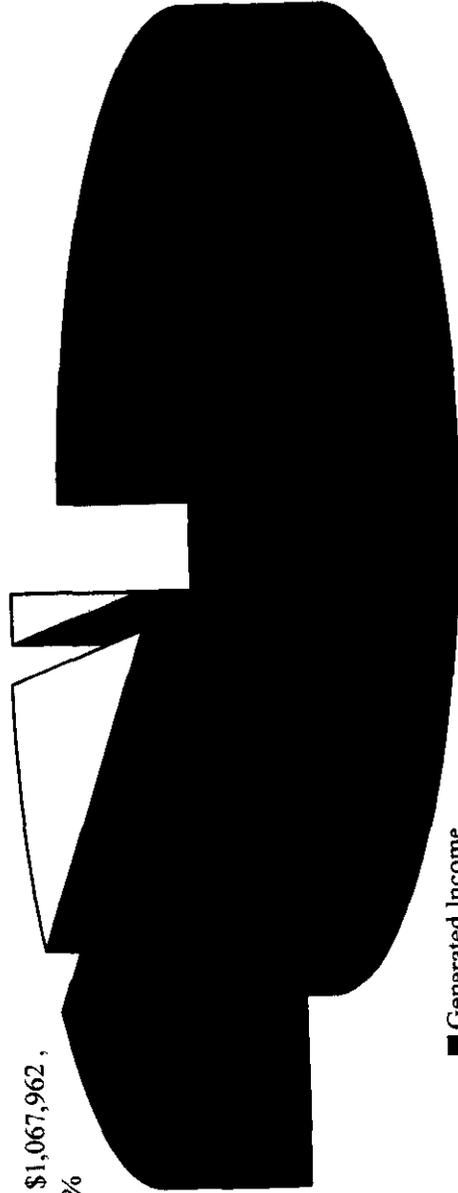
(most recently completed fiscal year)

Total = \$7,205,494 for FY04

- Generated Income
- Local Grants
- State Grants
- Federal Grants

□ State Grants, \$667,570, 9%
□ Federal Grants, \$123,087, 2%

■ Local Grants, \$1,067,962, 15%



■ Generated Income,
\$5,346,875, 74%

*represents only dollars earned by recipients of local government grants. Total economic impact is significantly higher with university, civic center and other creative industry dollars included.

- ✓ Audience Development for a growing arts and culture industry through CRC publications and marketing efforts will pave the way for the success of projects like the Performing Arts Center and Cultural Support Space.
- ✓ The CRC's Educational Expo and Educational Directory projects will create more equal access to the arts by broadening opportunities for all school children in Leon County not just those who can afford to pay for after school programs.
- ✓ Efforts of the visitor industry will be enhanced through the additional publication and media projects of the CRC.
- ✓ A fair and accountable process for the distribution of public dollars will continue to be a model for other counties around the nation.
- ✓ The unique presence of participatory opportunities in the arts will be preserved and maximized impacting efforts to promote Leon County not only as a visitor destination but as a location for new residents and businesses.

6. Why is the funding requested? If this funding is not approved what would be the impact on your agency or program for which funding is sought? --

- Limitations on this agency include the admonition to refrain from fundraising efforts in the local community on its own behalf. Rather the CRC assists local cultural organizations in learning to raise and earn those funds from the limited private and corporate sources resident to Leon County and grant sources that are increasingly competitive. In order to meet the growing demands of a growing county, adequate primary funding support from both local governments is necessary to keep this agency operating and functioning to serve the public.
- This funding support enables the CRC to leverage specific local arts agency grants from the State and Federal governments and national foundations using this local support as match and as evidence of local government's commitment to the viability of this agency in the development of the cultural resources of our County.
- Without this funding this agency would curtail some current programs and services and cancel plans for expansion of programs as indicated in the Cultural Plan.

7. What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding.

- No other department at either the city or county exists to meet this need nor is there any private organization available to serve the county in this manner.

Funding Information:

1. Total Cost of program: \$ 1,783,440 (see Operating Budget Detail included)

2. Funding Requested from Leon County: \$200,000

Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 Current	2006/07 Proposed
Leon County (not CHSP)	\$572,000	\$727,000
City of Tallahassee (not CHSP)	\$867,469	\$877,704
United Way (not CHSP)	\$0	\$0
Community Human Services Partnership (CHSP)	\$0	\$0
State:	\$20,000	\$20,000
Federal:	\$0	\$15,000
Grants:	\$37,815	\$60,000
Contributions/Special Events:	NA	NA
Dues/Membership:	\$9,000	\$9,000
Program Service Fees:	\$20,000	\$21,000
Other Income: (please itemize)		
Sales of artwork (this is paid out directly to artists after 10% merchant fee is deducted); ad sales	\$7,000	\$8,000
CRA funding-for Performing Arts Center Consultants*	\$59,800	\$0
Transitional receipt of funding on behalf of Tallahassee Boys Choir	\$44,526	\$0
Interest earned	\$2,000	\$3,000
Cash carry forward (cash flow account)	\$52,685	\$42,736
TOTAL	\$1,692,295	\$1,783,440

*received in this fiscal year for expenses paid in previous fiscal year plus current year's anticipated expenses

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 Current	2006/07 Proposed
Compensation and Benefits	\$375,142	\$390,090
Professional Fees	\$23,000	\$10,417
Occupancy/Utilities/network	\$47,450	\$47,450
Supplies/Postage	\$12,500	\$12,500
Equipment rental, Maintenance, purchase	\$7,200	\$7,200
Meeting costs/travel/transportation	\$6,000	\$6,000
Staff/Board development/Recruitment	\$1,200	\$1,200
Awards/Grants/Direct Aid	\$1,051,209	\$1,156,550
Bad Debts/uncollectibles	\$0	\$0
Bonding/liability/directors insurance	\$3,959	\$4,033
Other Expense (please itemize)		
Special Projects: education program; special committees (PAC and Arts Park); Gallery public receptions	\$39,000	\$32,000
Marketing/Publications: First Friday brochure/map, flags; More than you thought.com advertising; local arts calendar; How to Buy Art for Businesses; Chamber of Commerce Gallery program; Education Directory; 4 websites maintained in house; new design for primary website-also in-house; Capital Culture magazine increased from 3 to 4 issues per year in '07	\$50,000	\$60,000
Performing Arts Center Consultants	\$27,000	\$0
Miscellaneous: bank charges, artist sales paid to artists	\$5,899	\$6,000
Cash Carry Forward	\$42,736	\$50,000
TOTAL	\$1,692,295	\$1,783,440

Cultural Resources Commission

	FY06 current	FY07 proposed
County Grants Fund (paid out to grantees)	\$407,000	\$527,000
City Grants Fund (paid out to grantees)	\$622,209	\$629,550
CRA for Performing Arts Center consultants	\$59,800	\$0
Special Projects: Boys Choir transition	\$44,526	\$0
City Local Arts Agency contract with CRC	\$245,260	\$248,154
County Local Arts Agency contract with CRC	\$165,000	\$200,000
Grants Received for CRC projects	\$57,815	\$95,000
Interest earned	\$2,000	\$3,000
License Plates Fund for special projects	\$9,000	\$9,000
Memberships/Fees	\$9,000	\$9,000
Other Generated Revenue	\$18,000	\$20,000
Cash Carry Forward	\$52,685	\$42,736
	\$1,692,295	\$1,783,440

	FY06 current	FY07 proposed
County Grant Fund- Payments to Grantees	\$407,000	\$527,000
City Grant Fund-Payments to Grantees	\$622,209	\$629,550
Dues/Subscriptions	\$1,200	\$1,200
Equipment	\$5,000	\$5,000
Finance/Bank Charges	\$500	\$500
Insurance	\$30,133	\$31,000
Maintenance	\$5,800	\$5,800
Marketing/Advertising	\$50,000	\$60,000
Miscellaneous	\$1,000	\$1,000
Office/Space Rental	\$33,750	\$33,750
Payroll	\$348,967	\$363,223
Perf Arts Center Consultants (CRA paid)	\$27,000	\$0
Postage/Delivery	\$3,500	\$3,500
Professional Services	\$23,000	\$10,417
Receptions/Public Meetings/Events	\$12,000	\$6,000
Recognitions	\$2,000	\$2,000
Special Committees	\$5,000	\$2,000
Special Project: Education	\$30,000	\$30,000
Special Project: Boys Choir	\$20,000	\$0
Supplies	\$9,000	\$9,000
Telephone/Internet	\$6,500	\$6,500
Travel/Hospitality	\$6,000	\$6,000
Cash Carry Forward	\$42,736	\$50,000
	\$1,692,295	\$1,783,440

65% of total budget is awarded to community organizations
 35% percent of total budgeted for CRC programs, projects, service and admin
 Payroll line item includes all personnel including
 marketing, educational programming, arts in public places,
 community events coordination, contract labor and
 administrative.

5. Describe actions to secure funding:

The CRC is charged with representing and assisting local arts organizations in their solicitation of funds from the private sector and is not permitted to solicit for its own operations. CRC staff recruit members and solicit advertising sales to offset the cost of publications, submit grants to the limited funders of local arts agencies but also submit grants for special community projects. Without the funding received from the city and county for operating, the CRC would not be able to leverage that kind of funding for those projects.

6. Will this project recur every year.

No _____ Yes X

7. Would funding by Leon County be requested in subsequent years for successful completion of the project.

No _____ Yes X

This is an ongoing effort of Leon County.

If yes estimate the amount of next year's funding request. At the present time I would estimate that it would remain at this expanded level.

8. Has Leon County ever contributed funds to this project in the past

No _____ Yes X

If yes, list date(s) recipient or agency, project title and amount of funding:

Date: Every fiscal year since 1985

Recipient or agency: Cultural Resources Commission

Project Title: Designated Local Arts Agency

Funding level.

FY05-\$165,000 for Cultural Resources Commission.

(please note a separate request is submitted by this agency for the Cultural Development Grant Program Funding)

9. Attach a copy of the Agency's most recent financial report

CERTIFICATION

I, the undersigned, representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed name: Peggy Brady, Executive Director

Signature: _____

Date Signed: March 24, 2006

CULTURAL RESOURCES COMMISSION
Statement of Assets, Liabilities, and Net Assets
As of September 30, 2005

	Sep 30, 05
ASSETS	
Current Assets	
Checking/Savings	36,108
Total Current Assets	36,108
TOTAL ASSETS	<u>36,108</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	-16,576
Total Current Liabilities	-16,576
Total Liabilities	-16,576
Equity	52,685
TOTAL LIABILITIES & EQUITY	<u>36,108</u>



2006/07 Non-Departmental Funding Request Application

1. Organizational Information

{Application 2 of 2: Leon County Cultural Grant Program}

- 1) **Legal name of Agency:** Tallahassee/Leon County Cultural Resources Commission (CRC)

- 2) **Street Address/Mailing Address:** 2222 Old St. Augustine Road,
Tallahassee, FL 32301

- 3) **Total Agency Budget:**
2005/06 (current) \$1,692,295 2006/07 (proposed) \$1,783,440

- 4) **Date of Agency incorporation:** 1985

- 5) **Does Agency have a 501(c)3 status?** Yes No

- 6) **Agency representative:** Peggy Brady, Executive Director

- 7) **Mailing Address (if different from agency mailing address):**

- 8) **Telephone:** 850-224-2500

- 9) **FAX:** 850-224-2515

- 10) **Email Address:** peggy@netcrc.org

2. Project Information

- 1) **Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary)** The Cultural Resources Commission (CRC), created by Statute and resolved into being by the County Commission in 1985, serves as the designated public agency for Leon County in the absence of any department or division of cultural affairs at the local level. This is the annual request for funding for grants paid out directly to local arts and cultural organizations that have successfully applied, been reviewed and recommended for funding by a citizen's panel. This year's request will accomplish the objective of bringing equity to all levels of funding within the grants program.

- 2) **Who is the target population intended to be served or benefit from this program?** The CRC provides the administration for a grant program that serves Leon County at large and all eligible applicants must reside and provide programming in Leon County.

- 3) **What methods are used to effectively reach this program's targeted population?** The CRC utilizes print, electronic, one on one consultation with applicants, instructional grants workshops, task force meetings, and websites to reach as broad an audience as possible. All guidelines for grants are provided online at the CRC's website as well as in CD format. Hard copies are provided upon request.

- 4) **Outline the phases and time frames in which this program will be accomplished if funded.** Each year the grant cycle begins in October with the allocation of funding for which applicants were reviewed and recommended in the prior year. In addition, the CRC receives interim reports in April of each year and final reports in November for the previous year's grants. A task force comprised of former applicants, panelists and interested citizens meets with the CRC each year to evaluate the program and make suggestions for improvements. These suggestions are taken to the CRC Board for approval and, if so approved, are incorporated in the guidelines printed each year. The review panel of citizens is selected from nominations by the community and is provided orientation workshops by the CRC. The review panel meeting where scores are given and recommendations finalized is a public meeting with availability for input from all applicants.

5) Projected Program impact/outcome results-what is the projected impact on the target population.

- ✓ A fair and accountable process for the distribution of public dollars will continue to be a model for other counties around the nation.
- ✓ The funding received by grantees leverages other foundation, corporate and individual contributions to produce and present cultural events for the public.
- ✓ The ROI for Leon County is substantial. For every \$1 Leon County invests in this grant fund, grantees have earned an additional \$12.
- ✓ Combined local government funding contributed 15% of the \$7 million dollars generated by grantees for the most recently completed year impacting the local economy with the purchase of goods and supplies, the creation of jobs, and the development of arts and entertainment products for local consumers.
- ✓ Access to and participation in the arts will be enhanced for all members of the population through innovative programs like Dance Chance, an effort of the Tallahassee Ballet partially funded by to this grant, to open doors to dance instruction for children who may not have the means to the participate in after-school. (*see list of sample projects funded with current year's Leon County dollars*).

6) Why is the funding being requested? If this funding is not approved what would be the impact on your agency or program for which funding is sought? -- As recommended by the Cultural Plan, this grant process continues to be a competitive and accountable way to provide local government support to local arts and cultural organizations. As our community has grown, so have the cultural organizations themselves and the call for the services they provide. Since the adoption of the Cultural Plan adjustments have been made in the City's grant program to address the need for a more consistent distribution at appropriate levels of funding for all eligible cultural organizations. Similarly, Leon County's program has just two remaining areas to address in order to ensure the distribution process observes the same equity standards as the City's process.

1. *Major Cultural Institutions* is the category that designates those organizations whose budgets are over one million dollars. Grant funds are used by these grantees to leverage federal, state and foundation dollars by showing an adequate level of local support. Prior to the adoption of the Cultural Plan the funding for the Mary Brogan Museum was provided outside of the grant process. Since that time,

the Mary Brogan Museum has submitted successful grants through the grant process and has joined the Tallahassee Museum of History and Natural Science as members of the grant program's Major Cultural Institutions category. Over the past three years Leon County has begun the process of working toward equity of funding for both of these major institutions without severely impacting grantees in the mid level and smaller categories. This request for an increase to the overall grant fund will reach that goal allowing both of these Museums to apply for an appropriate level of funding for their category.

2. Likewise, prior to the Cultural Plan, those organizations in the Mid Level category were restricted to a request for a maximum award of \$10,000 with the exception of one similar sized organization who has been eligible to continue to request the pre-Plan level of \$20,000. To close that gap would achieve in this category what would be achieved in the Major Cultural Institutions category and would bring equity across the entire program. The four organizations affected by this increase would be The John G. Riley Foundation, Tallahassee Ballet, African-Caribbean Dance Theatre and the Tallahassee Little Theatre.

The CRC is requesting an increase of \$120,000 to the FY07 grant fund to make those adjustments bringing the total grant fund to \$527,000. *(The city's FY06 cultural grant fund totals \$622,290.00.)*

7. **What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding.** The Cultural Resources Commission is the designated arts council for the county and city. No other organization provides and services and programs provided by this agency.

Funding Information:

1. Total Cost of program: \$ 527,000
2. Funding Requested from Leon County: \$ 527,000
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 Current	2006/07 Proposed
Leon County (not CHSP)	\$407,000	\$527,000
City of Tallahassee (not CHSP)		
United Way (not CHSP)		
Community Human Services Partnership (CHSP)		
State:		
Federal:		
Grants:		
Contributions/Special Events:		
Dues/Membership:		
Program Service Fees:		
Other Income: (please itemize)		
TOTAL	\$407,000	\$527,000

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 Current	2006/07 Proposed
Compensation and Benefits		
Professional Fees		
Occupancy/Utilities/Network		
Supplies/Postage		
Equipment rental, Maintenance, purchase		
Meeting costs/travel/transportation		
Staff/Board development/Recruitment		
Awards/Grants/Direct Aid	\$407,000	\$527,000
Bad Debts/uncollectibles		
Bonding/liability/directors insurance		
Other Expense (please itemize)		
TOTAL	\$407,000	\$527,000

5. Describe actions to secure funding:

This request is for the funding for the Leon County Cultural Development Grant Program.

The increase of \$120,000 will be awarded to eligible and successful grant applicants through the citizen's grant review process managed by the CRC. Specifically, this increase will make possible equity in the eligible level of request amounts for the Major Cultural Institution category as well as the Mid Level Cultural Organizations.

6. Will this project recur every year.

No _____ Yes X

Leon County has become proactive in its efforts to support a strong cultural climate recognizing its effect on economic vitality of the community. This grant funding will be a strong component of that effort.

7. Would funding by Leon County be requested in subsequent years for successful completion of the project.

No _____ Yes X

This is an ongoing effort of Leon County and not a single project that has an ending point.

If yes estimate the amount of next year's funding request.

The total level of funding that will be achieved through this adjustment will be requested for the coming year along with an annual CPI increase to meet the growing costs and potential new applicants.

8. Has Leon County ever contributed funds to this project in the past

No _____ Yes X

If yes, list date(s) recipient or agency, project title and amount of funding

Date: Annual-by fiscal year request through this process

Recipient: CRC, as contractor for Leon County Cultural Development Grants Program Management

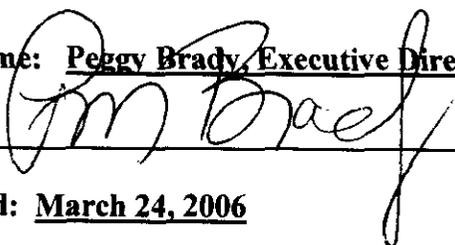
Project Title: Leon County Cultural Development Grants Program FY06-\$407,000

9. Attach a copy of the Agency's most recent financial report

CERTIFICATION

I, the undersigned, representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed name: Peggy Brady, Executive Director

Signature: _____


Date Signed: March 24, 2006

CULTURAL RESOURCES COMMISSION
Statement of Assets, Liabilities, and Net Assets
As of September 30, 2005

	Sep 30, 05
ASSETS	
Current Assets	
Checking/Savings	36,108
Total Current Assets	36,108
TOTAL ASSETS	<u>36,108</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	-16,576
Total Current Liabilities	-16,576
Total Liabilities	-16,576
Equity	52,685
TOTAL LIABILITIES & EQUITY	<u>36,108</u>

Cultural Resources Commission

	FY06 current	FY07 proposed
County Grants Fund (paid out to grantees)	\$407,000	\$527,000
City Grants Fund (paid out to grantees)	\$622,209	\$629,550
CRA for Performing Arts Center consultants	\$59,800	\$0
Special Projects: Boys Choir transition	\$44,526	\$0
City Local Arts Agency contract with CRC	\$245,260	\$248,154
County Local Arts Agency contract with CRC	\$165,000	\$200,000
Grants Received for CRC projects	\$57,815	\$95,000
Interest earned	\$2,000	\$3,000
License Plates Fund for special projects	\$9,000	\$9,000
Memberships/Fees	\$9,000	\$9,000
Other Generated Revenue	\$18,000	\$20,000
Cash Carry Forward	\$52,685	\$42,736
	\$1,692,295	\$1,783,440

	FY06 current	FY07 proposed
County Grant Fund- Payments to Grantees	\$407,000	\$527,000
City Grant Fund-Payments to Grantees	\$622,209	\$629,550
Dues/Subscriptions	\$1,200	\$1,200
Equipment	\$5,000	\$5,000
Finance/Bank Charges	\$500	\$500
Insurance	\$30,133	\$31,000
Maintenance	\$5,800	\$5,800
Marketing/Advertising	\$50,000	\$60,000
Miscellaneous	\$1,000	\$1,000
Office/Space Rental	\$33,750	\$33,750
Payroll	\$348,967	\$363,223
Perf Arts Center Consultants (CRA paid)	\$27,000	\$0
Postage/Delivery	\$3,500	\$3,500
Professional Services	\$23,000	\$10,417
Receptions/Public Meetings/Events	\$12,000	\$6,000
Recognitions	\$2,000	\$2,000
Special Committees	\$5,000	\$2,000
Special Project: Education	\$30,000	\$30,000
Special Project: Boys Choir	\$20,000	\$0
Supplies	\$9,000	\$9,000
Telephone/Internet	\$6,500	\$6,500
Travel/Hospitality	\$6,000	\$6,000
Cash Carry Forward	\$42,736	\$50,000
	\$1,692,295	\$1,783,440

65% of total budget is awarded to community organizations
 35% percent of total budgeted for CRC programs, projects, service and admin
 Payroll line item includes all personnel including
 marketing, educational programming, arts in public places,
 community events coordination, contract labor and
 administrative.

Cultural Dollars Earned By Leon County Grantees*

(most recently completed fiscal year)

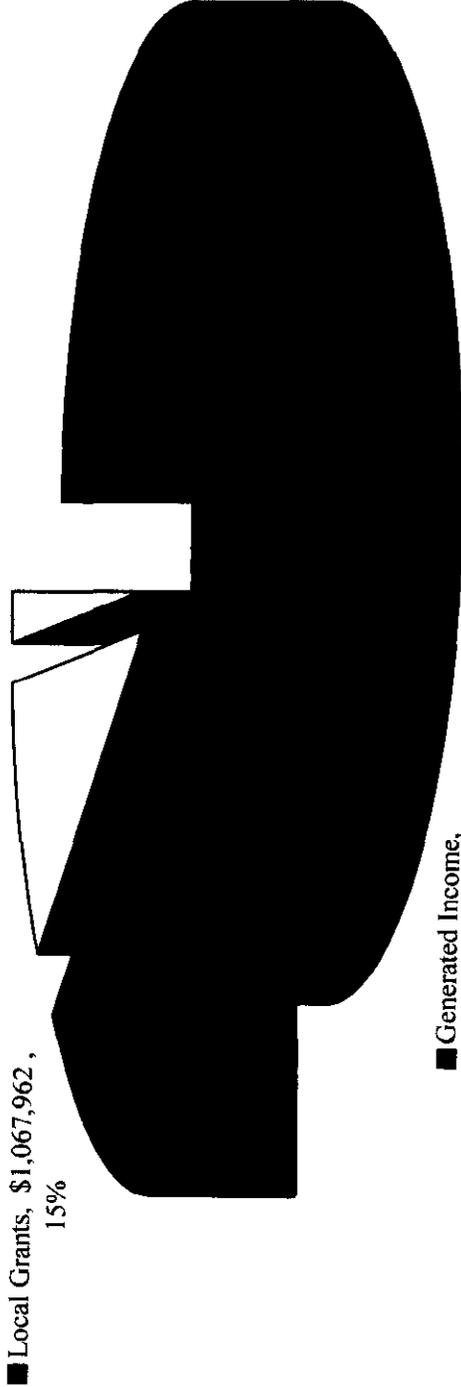
Total = \$7,205,494 for FY04

- Generated Income
- Local Grants
- State Grants
- Federal Grants

■ Local Grants, \$1,067,962, 15%

□ State Grants, \$667,570, 9%

□ Federal Grants, \$123,087, 2%



■ Generated Income,
\$5,346,875, 74%

*represents only dollars earned by recipients of local government grants. Total economic impact is significantly higher with university, civic center and other creative industry dollars included.



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: **The Dick Howser Center for Childhood Services, Inc**
2. Street Address/ Mailing Address: **240 Mabry Street
Tallahassee, FL 32304**
3. Total Agency Budget 2005/06 (current) \$ 1,791,215 2006/07 (proposed) \$ 1,890,561
4. Date of agency incorporation: **October, 1974**
5. Does the agency have a 501(C)(3) status? Yes X No _____
6. Agency representative: **Pam Kuhlmeier, Executive Director**
7. Mailing address (if different from agency mailing address):
8. Telephone: **(850) 671-3569**
9. Fax: **(850) 671-3024**
10. E-mail Address: **dhcpam@earthlink.net**

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

For almost 19 years, the Leon Dick Howser Center on Mabry Street has been a special place for many families in Leon County. At our center, very young children who have a developmental disability (or who are considered at risk of disability or delay) receive the extra help they need, while learning and playing with their friends who are typically developing. Services available include exceptional student education and early intervention, as well as speech/language, occupational, and physical therapy. In addition, full day childcare is provided for both children with disabilities and children who are developing typically. This creates a unique and inclusive atmosphere where children with varying gifts and abilities enjoy a nurturing, and natural environment which encourages the growth of both self-esteem and personal independence.

At our center, teachers who are employed by the Dick Howser Center and the Leon County School System (LCS) work in teams. They share classroom space that is provided jointly by our agency and the public school system. Numerous community volunteers lend their services at the center and we also host many education and therapy students from local universities for internships, research projects, and practicum experiences. We participate in the Foster Grandparent Program and have two "grandmas" who assist with the infants and toddlers.

Our physical therapist, occupational therapist, and speech/language pathologist are pediatric specialists who can meet the challenges presented by working with very young children. Medically prescribed therapy is available on-site to children who are enrolled at the center as well as children who come in only for therapy. Some children also receive educationally relevant therapy services through Leon County Schools.

As our community has grown, so have the needs of our families. Our facility on Mabry Street was built in 1988 and served 21 children in the program. Now we serve over 90 children in our facility alone, as we have been operating at capacity for over 2 years and have been turning away children and families weekly. It is our goal to build a new facility which would enable us to provide our community an expanded, family friendly, child care and preschool program, afterschool program, and summer camp program. We plan to utilize our current facility as therapy space for babies, toddlers, and elementary age children and to provide space for social events for older children with special needs.

A larger facility will allow us to expand our programs not only to include more children from birth to five, but to grow our afterschool and summer programs as well. There is a significant shortage of after school and summer programs in our community for children with special needs and parents are frequently struggling to find quality services. We would not only be able to provide these programs, but also be able to provide therapy services to this population as well.

2. Who is the target population intended to be served or benefit from this project?

Our Leon Center targets children from birth to age five who are in need of early intervention and education services due to disability, delay, or risk factors such as economic or environmental issues.

We also attempt to meet the needs of the general community by providing early childhood education and quality childcare through subsidized childcare and private tuition to children who are developing typically. This year, we were able to expand our target population to include children from five to twelve years, with priority given to children with special needs and then to children from families we currently serve, as we began a small summer school program for school age children. Due to the success of the summer school program, we also began providing services to older children during winter break and spring break. Several children entered into this program after other programs were unable to accept them due to special needs.

We currently have an enrollment of 91 children at our Leon Center: 36 children with special needs through Leon County Schools and Children's Home Society (up from 35 last year); 52 children from families of low income through school readiness funding (up from 37 last year); and approximately 15 children through private tuition paid by their parents. Additional children receive therapy services on an outpatient basis, but are not enrolled in the center. In addition, this past year we were happy to serve two children who were hurricane Katrina evacuees.

Of the 91 children who attend our center at the time of this writing, at least 76 (or 84%, up from 50% last year) are enrolled in programs to assist families with minimal income. Seventy-two children (or 79%, up from 70% last year) of the children attending our center are enrolled in the free or reduced lunch program due to low family income.

3. What methods are being used to effectively reach this program's target population?

We participate in many public relations and public education efforts in Leon County. These include open houses and presentations before civic and parent groups. We participate in events on behalf of United Way. Our fundraising activities, particularly our Celebrity Waiter Dinner & Auction and the Capital City Chili Cook-off, generate a tremendous amount of publicity and information about our programs. We also take part in other community health and human services fairs and events. We work hand in hand with Leon County Schools, Children's Home Society, ARBOR E & T, and Developmental Services to ensure an understanding of all of the services we have available to families. We distribute brochures and information through a variety of outlets. We participate in several interagency councils and various local organizations. Word of mouth, from families who participate or who have participated in our program, has been effective. For the second year, we have fostered a partnership with local radio and television stations to create public service announcements for The Dick Howser Center which continue to air throughout the year.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

The project for The Dick Howser future facility is projected to take at least 24-36 months. The Dick Howser Center is committed to becoming a haven for families with special needs infants, toddlers and elementary school age children and will provide our specialized services for the entire community.

Phase I.

We are now in Phase I, and have created a coalition with individuals from both the private and public sectors. The following list is a sample of the kind of partnerships we have established to make this project a success in our community.

We are working with the City of Tallahassee in an effort to acquire additional land surrounding the site where the Dick Howser facility is now located. We have been in negotiations with the City for the last 6 months.

The Parrish Group is a partner and has already donated time, money and expertise to our project. Robert Parrish is meeting with City officials and civil engineers to review the land options for a new facility on behalf of The Dick Howser Center.

The Department of Corrections is also a partner in our plans for establishing a new and improved facility. They have officially scheduled The Dick Howser Center as one of their "Helping Hands" projects, and will be providing inmate labor once we begin construction.

Cumulus Broadcasting and WCTV6 are partners and supporters in this project. We are in the planning stages to publicly promote The Dick Howser project as it evolves.

Florida State University and Florida A & M University are also partners and supporters of The Dick Howser Center. Both universities are participating in the project and in our year-round fund raising efforts.

The Leon County School System is also a partner and supporter of Dick Howser. Superintendent Bill Montford is part of our coalition and is working with us throughout each phase of the project.

Other partners include local banks, restaurants, law firms, medical groups, construction companies, shopping centers, etc.

In addition, we are adding new leadership to our Board of Directors. These individuals will enhance our efforts for private donations for our building fund. A more extensive list of businesses and individuals are available upon request.

Phase II.

Phase II is our building phase. We hope to break ground by January, 2007.

Hospital partnerships:

We will continue to build our community coalition. Although the medical community is involved with the children at Dick Howser, we plan to develop a strong partnership with hospitals.

Funding:

Additional funding sources will be established through state and local sources.

Grant proposals for new program money will be a major project for The Dick Howser Center.

Community Outreach Campaign:

Community outreach and The Dick Howser message will be enhanced through our media partnerships so. This campaign will be targeted to all families with infants, toddlers and older special needs children. We will be promoting The Dick Howser Center and the expanded services we will be able to provide in the new facility.

Phase III.

Phase III will be the creation of The Dick Howser Campus. This will include the final completion of our new facility, and the enhancement of our old facility. Our plans include:

A new larger Dick Howser Center main facility

Expanded specialized play areas

Expanded facilities exclusively designed for therapy services

We are projecting that in the next 3 years, with funding provided by our public and private partners, we will be able to offer our community an expanded family friendly, and child oriented day school program, after school program, and summer camp program.

We will also utilize our old facility as a therapy facility for babies, toddlers and elementary age children. We will utilize the existing rooms for specific services that will benefit all families in Leon and surrounding counties.

Our goal is to provide a child friendly environment therapy center where families from across the county can bring their children. We will work with our local hospitals and medical community so that our special campus will provide alternative to the clinics and sterile environments families must go to if they seek these specialized services.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

Today The Dick Howser Center turns away a minimum of 10 families each week based on the lack of space. This has been going on for the past 2 years. That number represents a group of citizens who know about the Dick Howser Center and their specialized services. We are always filled to capacity and have a waiting list.

If we believe that our community is growing and that our population will continue to increase at a reasonable rate, the numbers that The Dick Howser Center could and should serve is beyond our comprehension.

Fact:

There are many families that fear taking their babies to hospitals and clinics. They are concerned over costs for therapy and they are fearful of sterile and cold hospital environments.

Fact:

There are many families that are not provided the necessary information needed to come to a facility like Dick Howser, and they have no idea what The Dick Howser Center could offer their child.

Fact:

Other than the Dick Howser Center, our community does not provide a child friendly facility for child care services and out patient services for special needs infants, toddlers and elementary age children. Many children are not able to attend regular child care centers or preschools. They have a variety of emotional, behavioral, physical and developmental disabilities which require special care and treatment a typical child care facility is unable to provide.

Fact:

Our community does not offer enough quality after school programs for children with special needs. These children need friends and mentors like any other child. They need specialized playground areas for those with physical handicaps, and should be provided a community based facility where they can continue their friendships and activities on a year-round basis.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

Simply put, "We can't do it without the Leon County support".

- We are requesting funding from the Leon County Commission because we believe that The Dick Howser Center is a service provider to this entire community.
- We are now and will continue to serve a population that is countywide.
- It is necessary to work within a system that brings the community together for the better good of all.
- Our local governments are the first responders to citizens in need.
- Private Citizens are committed to making this project a success by offering their time, personal financial support and community contacts.
- We cannot rely on individuals alone to take the lead in establishing this new facility for our babies in Leon County.
- Business leaders have given and continue to give their time, money and expertise to this project.
- This project must have the support of our local governments, school system, community businesses, and both universities.
- The City of Tallahassee is working with Dick Howser so we can acquire additional land for our campus needs.

- **Without the financial support of the Leon County government the project will not be supported by all our community leaders.**

If Leon County does not assist The Dick Howser Center in this effort, our most vulnerable citizens will not be provided the services and facility that this community desperately needs.

7. **What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?**

There is not another agency or private entity in Leon County able to provide the specialized services The Dick Howser Center provides by having on-site therapy services for children ages birth to five in an inclusive, natural environment. Here, therapists can model and train teachers in therapeutic interventions throughout the day to enhance the children's development and progress. They are also able to work closely with the parents to facilitate carryover of intervention goals and techniques.

The Leon County Schools operates preschools for children with disabilities but **no longer serves the birth to three population.** They do provide therapy services for preschool children ages 3-5, however, these children must meet certain educationally relevant guidelines in order to receive services. This results in many children who would benefit from early intervention services not being able to receive the additional help they need.

Children in our community are able to receive medically necessary therapies at private clinics and hospitals (such as TMH). However, this requires parents or caregivers to transport the children to these facilities causing hardship to most working parents. In addition, these settings are not deemed as natural environments which are the most beneficial settings for children's services.

C. Funding Information

1. Total cost of program: **Estimate from \$375,000-\$500,000 depending upon material costs and final architectural plans.**
2. Funding requested from Leon County: **\$150,000 total: (\$50,000 for 3 subsequent years)**
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):		
City of Tallahassee (not CHSP):		
United Way (not CHSP):		
Community Human Services Partnership (CHSP):	106,472	120,000
State:	40,078	42,078
Federal:		
Grants:		
Contributions/Special Events:	2,000	2,000
Dues/Membership:		
Program Service Fees:	293,267	295,000
Other Income (please itemize):		

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	292,540	307,167
Professional Fees	19,130	19,513
Occupancy/Utilities/Network	45,761	50,337
Supplies/postage	5,232	5,755
Equipment Rental, Main., purchase	4,564	4,792
Meeting costs/travel/transportation	892	981
Staff/Board development/Recruitment	400	440
Awards/Grants/Direct aid	38,083	43,795
Bad Debts/uncollectibles		
Bonding/liability/directors insurance	7,025	7,728
Other expense (please itemize)		

5. Describe actions to secure funding.

The community coalition is the vehicle for financing this project. In addition to our coalition we are establishing fund raising projects over and above our annual events. We are also soliciting private individual donations, business support, and writing grants---please see question 4 for specific coalition outline.

6. Will this project or event recur every year?

No Yes _____

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes
If "yes," estimate: the amount of next year's funding request. _____ \$50,000 _____

****Requesting a total: \$150,000 in 3 increments of \$50,000 per year.**

8. Has Leon County ever contributed funds to this project in the past?

No Yes _____

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: _____

Recipient or agency: _____

Project Title: _____

Funding Level: _____

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: _____ Pamela J. Kuhlmeier _____

Signature: _____ *Pamela J. Kuhlmeier* _____

Date Signed: _____ 4/20/06 _____

THE DICK HOWSER CENTER FOR CHILDHOOD SERVICES, INC.
STATEMENT OF FINANCIAL POSITION
June 30, 2005

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 56,144
Cash held to retire debt	49,690
Accounts receivable	76,413
Grants receivable	28,978
Prepaid expenses	<u>7,764</u>
TOTAL CURRENT ASSETS	218,989

PROPERTY AND EQUIPMENT, net 327,252

OTHER ASSETS

Loan costs (net of accumulated amortization)	7,489
Deposits	<u>10,445</u>
	<u>17,934</u>
	<u>\$ 564,175</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 37,955
Accrued salaries & wages	33,520
Accrued expenses	9,216
Income taxes payable	2,088
Current portion of long-term debt	<u>37,009</u>
TOTAL CURRENT LIABILITIES	119,788

LONG-TERM DEBT, less current portion 202,139

NET ASSETS

Unrestricted	
Operating	154,144
Property and equipment	<u>88,104</u>
	<u>242,248</u>
	<u>\$ 564,175</u>

The accompanying notes are an integral part of this statement.

THE DICK HOWSER CENTER FOR CHILDHOOD SERVICES, INC.
STATEMENT OF ACTIVITIES
Year Ended June 30, 2005

**UNRESTRICTED PUBLIC SUPPORT
AND OTHER REVENUE**

Public Support	
Local match and contributions	\$ 248,668
Other Revenue	
Governmental grants and fees	471,890
Program service fees	933,164
Gain on sale of asset	62,538
Other revenue	<u>16,547</u>
	<u>1,484,139</u>
TOTAL UNRESTRICTED PUBLIC SUPPORT AND OTHER REVENUE	1,732,807

Expenses	
Program services	1,410,345
Supporting services	<u>323,136</u>
TOTAL EXPENSES	1,733,481

CHANGE IN UNRESTRICTED NET ASSETS
BEFORE INCOME TAXES (674)

PROVISION FOR INCOME TAXES 2,865

CHANGE IN UNRESTRICTED NET ASSETS (3,539)

NET ASSETS AT BEGINNING OF YEAR 245,787

NET ASSETS AT END OF YEAR \$ 242,248

The accompanying notes are an integral part of this statement.

THE DICK HOWSER CENTER FOR CHILDHOOD SERVICES, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended June 30, 2005

	<u>Supporting Services</u>			<u>Program Services</u>	
	<u>Management and General</u>	<u>Fund Raising</u>	<u>Total Supporting Services</u>	<u>Community Support</u>	<u>Leon</u>
Salaries	\$ 114,658	\$ -	\$ 114,658	\$ 12,784	\$ 233,995
Payroll taxes	10,191	-	10,191	1,013	18,325
Workers compensation	2,274	-	2,274	205	5,049
Fringe benefits	4,647	-	4,647	20	17,142
Employee recognition	<u>121</u>	<u>-</u>	<u>121</u>	<u>-</u>	<u>394</u>
Total salaries and related expenses	<u>131,891</u>	<u>-</u>	<u>131,891</u>	<u>14,022</u>	<u>274,905</u>
Accounting fees	13,613	-	13,613	-	-
Advertising	1,131	-	1,131	71	189
Bank charges	243	-	243	-	12
Dues and subscriptions	155	-	155	-	-
Equipment rental	-	-	-	-	3,828
Food program expenses	3,558	-	3,558	-	39,666
Fund raising	-	15,685	15,685	-	-
Insurance	4,315	-	4,315	632	5,402
Interest expense	12,314	-	12,314	-	-
Legal fees	2,500	-	2,500	-	-
Licenses and permits	361	-	361	-	99
Miscellaneous	940	-	940	40	161
Office supplies	1,917	-	1,917	-	385
Postage	196	-	196	-	33
Professional services	33,740	-	33,740	43	22,886
Program supplies	3,100	-	3,100	-	5,630
Rent	-	-	-	-	-
Repairs and maintenance	794	-	794	-	1,488
Telephone	2,919	-	2,919	-	1,637
Training and certification	227	-	227	-	122
Travel	619	-	619	2,051	-
Utilities	1,856	-	1,856	-	12,359
In-kind services	<u>-</u>	<u>84,817</u>	<u>84,817</u>	<u>-</u>	<u>-</u>
Total expenses before depreciation	216,389	100,502	316,891	16,859	368,802
Depreciation and amortization	<u>6,245</u>	<u>-</u>	<u>6,245</u>	<u>340</u>	<u>6,588</u>
TOTAL EXPENSES	\$ <u>222,634</u>	\$ <u>100,502</u>	\$ <u>323,136</u>	\$ <u>17,199</u>	\$ <u>375,390</u>

Program Services

<u>Gadsden</u>	<u>Wakulla</u>	<u>Therapy</u>	<u>Day Care</u>	<u>Total Program Services</u>	<u>Total Expenses</u>
\$ 384,142	\$ 153,572	\$ -	\$ 457	\$ 784,950	\$ 899,608
30,896	12,570	-	35	62,839	73,030
6,185	4,415	-	-	15,854	18,128
14,285	3,555	-	-	35,002	39,649
<u>1,455</u>	<u>275</u>	<u>-</u>	<u>-</u>	<u>2,124</u>	<u>2,245</u>
<u>436,963</u>	<u>174,387</u>	<u>-</u>	<u>492</u>	<u>900,769</u>	<u>1,032,660</u>
-	-	-	-	-	13,613
698	416	-	-	1,374	2,505
-	-	-	-	12	255
-	-	-	-	-	155
2,747	2,078	-	-	8,653	8,653
27,035	15,971	-	-	82,672	86,230
-	-	-	-	-	15,685
6,817	7,944	-	-	20,795	25,110
-	-	-	-	-	12,314
-	-	-	-	-	2,500
91	200	-	-	390	751
454	2,588	-	-	3,243	4,183
310	133	-	5	833	2,750
-	-	-	-	33	229
18,389	21,129	161,036	253	223,736	257,476
6,924	5,954	-	6	18,514	21,614
26,984	47,500	-	-	74,484	74,484
1,305	469	-	-	3,262	4,056
3,943	1,278	-	-	6,858	9,777
3,666	588	-	120	4,496	4,723
1,070	1,346	-	544	5,011	5,630
13,691	7,079	-	-	33,129	34,985
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>84,817</u>
551,087	289,060	161,036	1,420	1,388,264	1,705,155
<u>10,841</u>	<u>4,312</u>	<u>-</u>	<u>-</u>	<u>22,081</u>	<u>28,326</u>
<u>\$ 561,928</u>	<u>\$ 293,372</u>	<u>\$ 161,036</u>	<u>\$ 1,420</u>	<u>\$ 1,410,345</u>	<u>\$ 1,733,481</u>

The accompanying notes are an integral part of this statement.

THE DICK HOWSER CENTER FOR CHILDHOOD SERVICES, INC.
STATEMENT OF CASH FLOWS
Year Ended June 30, 2005

CASH FLOWS FROM OPERATING ACTIVITIES	
Decrease in net assets	\$ (3,539)
Adjustments to reconcile decrease in net assets to net cash provided by (used in) operating activities:	
Depreciation and amortization	28,326
Gain on sale of property and equipment	(62,538)
Deposit	(2,000)
(Increase) decrease in operating assets:	
Accounts receivable	(11,217)
Grants receivable	23,380
Prepaid expenses	(241)
Increase (decrease) in operating liabilities:	
Accounts payable	(14,291)
Accrued salaries & wages	7,313
Accrued expenses	<u>1,678</u>
NET CASH USED IN OPERATING ACTIVITIES	<u>(33,129)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Proceeds from sale of property and equipment (net of cost)	153,225
Acquisition of equipment	<u>(14,353)</u>
NET CASH PROVIDED BY INVESTING ACTIVITIES	<u>138,872</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Proceeds of short-term borrowings	73,088
Proceeds of long-term borrowing	7,838
Principal payments on short-term borrowings	(73,088)
Principal payments on long-term debt	<u>(35,470)</u>
NET CASH USED IN FINANCING ACTIVITIES	<u>(27,632)</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	78,111
CASH AND CASH EQUIVALENTS - BEGINNING	<u>27,723</u>
CASH AND CASH EQUIVALENTS - ENDING	<u>\$ 105,834</u>
SUPPLEMENTAL DISCLOSURES:	
Interest paid	<u>\$ 12,314</u>

The accompanying notes are an integral part of this statement.

2006/07 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: **DISC Village, Inc.**
2. Street Address/ Mailing Address: **3333 W. Pensacola Street
Tallahassee, FL 32304**
3. Total Agency Budget:
2005/06 (current) **\$8,300,000** 2006/07 (proposed) **\$8,500,000**
4. Date of agency incorporation: **06/15/1973**
5. Does the agency have a **501(C)(3)** status? Yes No
6. Agency representative: **Thomas K. Olk**
7. Mailing address (if different from agency mailing address): **N/A**
8. Telephone: **(850) 575-4388**
9. Fax: **(850) 576-5960**
10. E-mail Address: **TO1995@aol.com**

B. Project Information

- 1. Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary):**

The funding will support two components of the Juvenile Assessment Center (JAC): the Booking Unit (Correctional Officers) and the Civil Citation program. Both components provide significant benefits and cost savings for the local community. The JAC Booking Unit provides the base foundation for our local collaborative juvenile justice efforts. Civil Citation provides second chances for first time misdemeanor juvenile offenders, helps to address disproportionate minority representation and saves valuable community resources.

The Correctional Officers who work at the Booking Unit are charged with the care, custody, and control of the JAC at all times. Their duties include conducting security searches when youth enter the center, ensuring the youth are medically/psychologically stable enough to be accepted, and fingerprinting and photographing the youth before a counselor sees them. They also are charged with providing overall safety for youth and staff at the JAC. They allow JAC counselors to screen and assess youth in a safe and controlled environment as a key part of our coordinated community response to delinquency.

The Civil Citation program offers early intervention, counseling, education and other appropriate community resources to divert first time juvenile misdemeanor offenders from the juvenile justice system. Diverted youth complete community service hours assigned by law enforcement officers at approved local community worksites. Clients must accomplish all assigned sanctions in order to graduate from the program and be successfully diverted. The DISC Village Civil Citation Coordinator determines youth eligibility, obtains parental signatures, conducts assessments for treatment needs, coordinates with worksites and provides case management services. The Civil Citation component saves money for court proceedings, law enforcement time and other judicial expenses while it provides youth a "second chance".

- 2. What is the target population intended to be served or benefit from this program?**

The Booking Unit of the JAC serves youth arrested in Circuit 2 and Department of Children and Families (DCF) District 2B. Leon County youth represent the vast majority of the targeted population since most of the youth (78%) are arrested in Leon County.

The target population for the Civil Citation program is dependent upon local law enforcement discretion to refer first time misdemeanor offenders. Officers are

trained by Civil Citation staff to use the program as a way of addressing disproportionate minority representation. Eligibility for the program is based on the current offense, lack of a delinquency history, residency of the youth, officer discretion, and the willingness of the youth and parent/guardian to participate.

3. What methods are used to effectively reach this program's target population?

The target population for the JAC is determined by law enforcement when a decision is made to arrest a youth.

The target population for the Civil Citation program is determined by law enforcement discretion. If an officer determines that a youth would be appropriate for a Civil Citation, they call the JAC to determine if the youth has any type of prior delinquency history on file. At that point, if the youth meets the other criteria, they give the youth a citation and advise them to call the Civil Citation office within 7 days. Law enforcement officers receive training from the coordinator to ensure consistent application of the program, especially in regards to disproportionate minority representation.

4. Outline the phases and time frames in which this program will be accomplished if funded.

The JAC operates 24 hours a day, 365 days a year, every year. At least one Correctional Officer is required to be on duty at all times.

The Civil Citation program also operates 24 hours a day, every day of the year. Office hours are 8:00 a.m. to 5:00 p.m., Monday through Friday. Accommodations are made for youth/families that cannot visit the program office during regular business hours.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

The JAC has partnered with local law enforcement and other county, city and state agencies since November of 1995 and is associated with the County's reduced delinquency rates (currently 26%). The JAC provides three community benefits: First, the JAC Booking Unit allows local law enforcement officers to get "back on the streets" within a few minutes. Secondly, the Booking Unit has staff on duty 24 hours a day, 365 days a year to offer support to law enforcement and the community. And third, the Booking Unit enables a coordinated assessment process that ensures collaborative community resources are used more effectively and efficiently to address the needs of delinquent youth.

The Civil Citation program has been operating for the past ten years to give law enforcement officers the discretion to provide a "second chance" for first time misdemeanor youth. The program allows law enforcement to outline required community services hours and other sanctions to assist offending youth at a considerable cost savings compared to an arrest. Since the program operates outside of the juvenile justice system, it has been estimated to have saved hundreds of thousands of dollars each year in costs normally associated with processing arrested youth. It works to reduce recidivism through the provision of earliest possible treatment interventions and clear and immediate consequences for youth, and it functions as a tool to minimize disproportionate minority representation in the local juvenile justice system. Last year, the Civil Citation program successfully diverted 80% of its program youth and accounted for 8,407 community service hours in Leon County.

6. Why is this funding requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

The requested funding is vital to continuation of these components and the coordinated efforts of our community's collaborative juvenile justice system.

The JAC Booking Unit is currently in a budget crisis because it has continually functioned with the same level of funding for the past eleven years. In an attempt to continue services with our lack of resources, we have been forced to eliminate two certified correctional officers for our JAC Booking Unit. Unless there is relief, we will continue to suffer from excessive burnout and staff turnover in our efforts to provide basic staff coverage. The budget crisis we are facing is jeopardizing the core infrastructure of our collaborative community response to juvenile justice. Our local juvenile justice system is dependent upon the JAC providing a secured centralized location for coordinated, safe, efficient and effective processing of delinquent juveniles in a manner that spans several agencies and disciplines while upholding individual human rights. The impact of continued under-funding will further erode the community's overall service array and promote slippage back to our old, uncoordinated, wasteful use of juvenile justice resources.

The Civil Citation program also faces the risk of closing if it is not funded. This would be a waste of resources since the Civil Citation program tends to save thousands of dollars more than it costs to operate. The Civil Citation program has become an invaluable tool for addressing disproportionate minority representation. Loss of the program would eliminate a model program that provides a second chance opportunity for first time misdemeanor offenders while it creates reliable accountability for delinquent behavior.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

The Sheriff's Office provides similar centralized booking services for arrested adults. Only the JAC provides a centralized booking unit for arrested juveniles.

There are no other agencies in Leon County that provide services similar to the Civil Citation program.

Both programs provide coordinated entry to Leon County's various delinquency prevention, treatment and intervention programs. They are the result of a synergetic endeavor that involves eleven partner agencies, including:

- The Leon County Sheriff's Office
- The Leon County School Board
- Capital City Youth Services
- Department of Juvenile Justice
- City of Tallahassee Police Department
- The State Attorney's Office
- Public Defender's Office
- The Clerk of Courts
- Florida State University Police Department
- Department of Children and Families, and
- DISC Village, Inc.

C. Funding Information

1. **Total cost of program:** Correctional Officers - \$312,050
Civil Citation - \$79,022
2. **Funding requested from Leon County:** \$195,536
(Correctional Officers \$156,025 and Civil Citation \$39,511)
3. **Please list the following Revenue Sources for the current year and the upcoming year**

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	\$107,000	\$195,536
City of Tallahassee (not CHSP):	\$133,000	\$195,536
United Way (not CHSP):		
Community Human Services Partnership (CHSP):		
State:	\$33,333	\$0
Federal:		
Grants:		
Contributions/Special Events:		
Dues/Membership:		
Program Service Fees:		
Other Income (please itemize):		

4. **Please list the following expenses for the current year and the upcoming year**

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	\$290,715	\$370,448
Professional Fees	\$0	\$0
Occupancy/Utilities/Network	\$7,345	\$7,918
Supplies/postage	\$27	\$28
Equipment Rental, Main., purchase	\$2325	\$2325
Meeting costs/travel/transportation	\$838	\$859
Staff/Board development/Recruitment	\$116	\$537
Awards/Grants/Direct aid	\$211	\$223
Bad Debts/uncollectibles	\$0	\$0
Bonding/liability/directors insurance	\$985	\$1,034
Other expense (please itemize)		
Educational Materials	\$5070	\$5,300
Uniforms	\$2349	\$2,400

5. **Describe actions to secure funding other than County funds.**

DISC Village is consistently working with partner organizations, foundations and other governmental agencies in an effort to optimize program funding.

6. **Will this project or event recur every year?**

No _____ Yes X _____

7. **Would funding by Leon County be requested in subsequent years for successful completion of the project?**

No _____ Yes X _____

8. **If "yes," estimate: the amount of next year's funding request.**
\$201,402 (includes a 3% cost of living increase)

9. **Has Leon County ever contributed funds to this project in the past?**

No _____ Yes X _____

10. **If "yes," list date(s), recipient or agency, project title and amount of funding:**

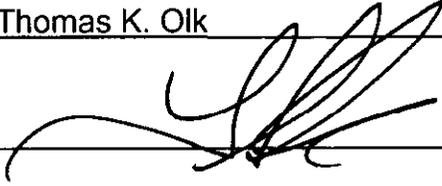
Date: October 1, 2005 to September 30, 2006
Recipient: DISC Village, Inc
Project Title: Juvenile Assessment Center/ Civil Citation
Funding Level: \$107,000

11. **Attach a copy of the Agency's most recent financial report.**

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Thomas K. Olk

Signature:  _____

Date
Signed : 3/20/2006

Leon County
FY 2006/07 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: Economic Development Council of Tallahassee/Leon County, Inc.

2. Street Address/ Mailing Address: 100 N. Duval Street, Tallahassee, FL 32301/P. O. Box 1639, Tallahassee, FL 32302

3. Total Agency Budget:
2005/06 (current) \$820,653.00 2006/07 (proposed) \$880,553.00

4. Date of agency incorporation: May 5, 1995

5. Does the agency have a **501(C)(3)** status? Yes _____ No _____

6. Agency representative: R. Bradley Day, Executive Director

7. Mailing address (if different from agency mailing address):
n/a

8. Telephone: (850) 521-3110

9. Fax: (850) 425-1056

10. E-mail Address: rbd@taledc.com

B. Project Information

1. Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary):

Act as the primary marketing agent for Leon County and the Capital Region for business retention, expansion and recruitment as related to value-added, private sector job creation. Additionally, the EDC will serve as the source for economic and market-related trends. (Please see Executive Summary of Services included in Attachment A.)

2. What is the target population intended to be served or benefit from this program?

All segments of the community and region will benefit from the initiatives.

3. What methods are used to effectively reach this program's target population?

The EDC has broad community representation as evidenced by its public/private partnerships, memberships and Roundtable Industry Sector Programs. Eligible workforce as well as current governmental employees would have the opportunity to benefit from private sector recruitment. In addition, targeted programs to address the Southern Strategy area have been created.

4. Outline the phases and time frames in which this program will be accomplished if funded.

FY 2006-2007 (October 1, 2006-September 30, 2007)

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

Creation, retention and expansion of local companies necessary to promote quality employment and investment opportunities in Leon County and the Region.

Continued progress in the economic diversification of Leon County and the Region through cooperative work with Leon County, the City of Tallahassee, the educational community and private sector partners to leverage technical and financial resources to support progressive business development.

Continued recruitment of new capital investment and jobs to Leon County and

the Region.

6. Why is this funding requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

This funding is requested to continue the Economic Development public/private partnership between Leon County and the EDC. If this funding request is not approved, new business establishments and existing business retentions and expansions, in terms of jobs created, would be significantly reduced. Additionally, business assistance and services would be negatively affected. Existing companies located in Leon County and the Region would not have access to the resources available through the EDC.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

none

C. Funding Information

1. Total cost of program: \$880,553.00
2. Funding requested from Leon County: \$190,000.00
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	<u>210,000.00</u>	<u>190,000.00</u>
City of Tallahassee (not CHSP):	<u>175,000.00</u>	<u>190,000.00</u>
United Way (not CHSP):	<u>0</u>	<u>0</u>
Community Human Services Partnership (CHSP):	<u>0</u>	<u>0</u>
State:	<u>0</u>	<u>0</u>
Federal:	<u>0</u>	<u>0</u>
Grants:	<u>0</u>	<u>0</u>
Contributions/Special Events:	<u>8,000.00</u>	<u>8,000.00</u>
Dues/Membership:	<u>435,000.00</u>	<u>450,000.00</u>

Program Service Fees:	<u>42,253.00</u>	<u>42,253.00</u>
Other Income (please itemize):	<u>400.00</u>	<u>400.00</u>

(please see Proposed Budget included in Attachment A)

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	<u>435,040.00</u>	<u>467,200.00</u>
Professional Fees	<u>50,000.00</u>	<u>50,000.00</u>
Occupancy/Utilities/Network	<u>58,153.00</u>	<u>61,553.00</u>
Supplies/postage	<u>5,200.00</u>	<u>6,200.00</u>
Equipment Rental, Main., purchase	<u>12,000.00</u>	<u>11,000.00</u>
Meeting costs/travel/transportation	<u>40,200.00</u>	<u>51,000.00</u>
Staff/Board development/Recruitment	<u>2,900.00</u>	<u>3,000.00</u>
Awards/Grants/Direct aid	0	0
Bad Debts/uncollectibles	<u>21,750.00</u>	<u>22,500.00</u>
Bonding/liability/directors insurance	<u>2,200.00</u>	<u>2,300.00</u>
Other expense (please itemize)		

(please see Proposed Budget included in Attachment A)

5. Describe actions to secure funding other than County funds.

Private Sector \$450,000.00
City of Tallahassee \$190,000.00

6. Will this project or event recur every year?

No _____ Yes x _____

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes x _____

8. If "yes," estimate: the amount of next year's funding request. \$190,000.00

9. Has Leon County ever contributed funds to this project in the past?

No _____ Yes x _____

10. If "yes," list date(s), recipient or agency, project title and amount of funding: (please see Previous Leon County Funding Worksheet included in Attachment A)

Date:

Recipient:

Project Title:

Funding Level:

11. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: R. Bradley Day

Signature: R. Bradley Day

Date Signed : 3/7/06

Project Tomorrow Revenue Year 1 through Year 5(budgeted), 6(projected)

Year	Private	City	County	Total
2001-02	355,255.00	150,000.00	150,000.00	655,255.00
2002-03	458,459.79	150,000.00	185,000.00	793,459.79
2003-04	465,644.07	150,000.00	185,000.00	800,644.07
2004-05	483,031.51	150,000.00	185,000.00	818,031.51
2005-06	435,000.00	150,000.00	185,000.00	770,000.00
	(budgeted)			(budgeted)
2006-07	450,000.00	190,000.00	190,000.00	830,000.00 *
	(projected)			(projected)

**EXECUTIVE SUMMARY OF SERVICES
PROVIDED TO LEON COUNTY**

ECONOMIC DEVELOPMENT COUNCIL OF TALLAHASSEE/LEON COUNTY, INC.
FY 2006-2007

1. EDC will provide Economic Development services to the local area.
2. EDC will provide activities that result in the recruitment of new businesses to the area.
3. EDC will provide activities that assist in the retention and expansion of existing businesses in the area.

(EDC will submit mid-year and annual reports to the Board detailing their efforts in business recruitment, retention and expansion.)

4. EDC will continue to serve as the Enterprise Zone Coordinator for this area.
5. EDC will continue to serve as the QTI administrator for this area.
6. EDC will coordinate with the County and the City of Tallahassee in the creation of a series of new direct incentive packages to offer companies looking to relocate to the Leon County area.

(These incentive packages will be standardized and provide a consistent approach to recruitment efforts. Recommended incentives will contemplate the following:

industry type
spec. building needs
direct incentives that complement the Targeted Business Pilot Program and QTI with local government participation
planned construction/land acquisition programs.)

The Economic Development Council Proposed Budget 06-07

Proposed Budget

Income

Income

Capital Regional Partnership	5,000.00
Grants - City of Tallahassee	190,000.00
Grants - Leon County	190,000.00
In-Kind Chamber	42,253.00
Interest Income	300.00
Private Sector Funding	450,000.00
Sponsorship	3,000.00
Total Income	<u>880,553.00</u>

Total Income **880,553.00**

Expense

Bad Debt Expense-Membership Due	22,500.00
Depreciation	16,000.00

Oper Exp

Accounting, audit	17,000.00
Advertising & P.R.	-
Auto	16,000.00
Board Expenses	3,000.00
Computer & Web Operations	11,500.00
Dues/publications/subscriptions	9,500.00
Equipment op./maint./purchase	11,000.00
Insurance	2,300.00
Office Supplies	4,900.00
Postage	1,300.00
Printing	15,500.00
Recognition & awards	3,700.00
Rent in-kind	42,253.00
Staff seminars	7,000.00
Taxes, licenses, fees, other	1,600.00
Telephone	7,800.00
Total Oper Exp	<u>154,353.00</u>

First Focus Exp

Advertising & P.R.	19,800.00
Business Retention	55,000.00
Industry Sector Committees	7,000.00
Quarterly Meetings & Committees	-

Total First Focus Exp **81,800.00**

Enterprise Zone Exp

Advertising & P.R.	19,800.00
Committees	6,000.00

Total EZ Exp **25,800.00**

Recruitment Exp

Advertising & P.R.	26,400.00
Florida's Great Northwest	16,000.00
Project Development	30,000.00

Total Recruitment Exp **72,400.00**

The Economic Development Council
Proposed Budget 06-07

Proposed Budget

Pers Exp	
401K EDC Match, administration	6,200.00
Contract Services	-
Health Insurance	26,000.00
Payroll Outsourcing	2,800.00
Payroll Taxes	33,277.50
Salaries	435,000.00
WC/UC	4,000.00
Total Pers Exp	<u>507,277.50</u>
Total Expense	<u>880,130.50</u>
Net Income	<u>422.50</u>

Economic Development Council of Tallahassee/Leon County, Inc
Statement of Financial Position
As of January 31, 2006

	<u>Jan 31, 06</u>	<u>Jan 31, 05</u>
ASSETS		
Current Assets		
Checking/Savings		
Bank-Checking	140,441.54	269,631.50
Bank-Savings	1,154.67	1,153.52
Total Checking/Savings	<u>141,596.21</u>	<u>270,785.02</u>
Other Current Assets		
A/R- Leon County	185,000.00	185,000.00
A/R - City of Tallahassee	150,000.00	150,000.00
A/R - Leon County (CD)	25,000.00	25,000.00
Accounts Receivable - Other	1,114.83	904.02
Barter Receivable	58,674.42	40,403.10
Member Dues	82,768.75	130,757.50
Prepaid Expenses	426.00	9,592.75
Total Other Current Assets	<u>502,984.00</u>	<u>541,657.37</u>
Total Current Assets	644,580.21	812,442.39
Fixed Assets		
Accumulated Depreciation	-84,779.57	-75,449.40
Capitalized Equipment	99,714.94	94,094.72
Total Fixed Assets	<u>14,935.37</u>	<u>18,645.32</u>
Other Assets		
Due to/from Leadership Tallahas	-250.00	0.00
Investments	185,990.29	159,861.62
Investments - Reserves	200,000.00	0.00
Total Other Assets	<u>385,740.29</u>	<u>159,861.62</u>
TOTAL ASSETS	<u><u>1,045,255.87</u></u>	<u><u>990,949.33</u></u>
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	400.00	0.00
Total Accounts Payable	<u>400.00</u>	<u>0.00</u>
Other Current Liabilities		
A/P - Executive Search	2,680.81	0.00
A/P - Recognition	2,200.00	0.00
Due to/from Chamber	28,409.11	68,232.21
ED Investment Fund	185,990.29	159,861.62
Unearned Revenue	510,701.21	495,951.04
Total Other Current Liabilities	<u>729,981.42</u>	<u>724,044.87</u>
Total Current Liabilities	<u>730,381.42</u>	<u>724,044.87</u>

Economic Development Council of Tallahassee/Leon County, Inc
Statement of Financial Position
As of January 31, 2006

	<u>Jan 31, 06</u>	<u>Jan 31, 05</u>
Total Liabilities	730,381.42	724,044.87
Equity		
Fund Balance	293,120.01	180,066.85
Net Income	21,754.44	86,837.61
Total Equity	<u>314,874.45</u>	<u>266,904.46</u>
TOTAL LIABILITIES & EQUITY	<u>1,045,255.87</u>	<u>990,949.33</u>

The Economic Development Council
Statement of Activities
October 2005 through January 2006

	<u>Jan 06</u>	<u>Oct '05 - Jan 06</u>	<u>Budget</u>	<u>% of Budget</u>
Income				
Income				
Capital Regional Partnership	0.00	0.00	5,000.00	0.0%
Grants - City of Tallahassee	12,500.00	50,000.00	150,000.00	33.33%
Grants - Leon County	15,416.67	61,666.68	185,000.00	33.33%
In-Kind Chamber	3,521.08	14,084.32	42,253.00	33.33%
Interest Income	0.00	96.94	300.00	32.31%
Private Sector Funding	40,911.62	155,708.93	435,000.00	35.8%
Special Projects	1,200.00	1,600.00		
Sponsorship	0.00	0.00	3,000.00	0.0%
Total Income	<u>73,549.37</u>	<u>283,156.87</u>	<u>820,553.00</u>	<u>34.51%</u>
Total Income	73,549.37	283,156.87	820,553.00	34.51%
Expense				
Bad Debt Expense-Membership Due	4,568.75	4,943.75	21,750.00	22.73%
Depreciation	720.00	2,880.00	14,000.00	20.57%
Oper Exp				
Accounting, audit	455.00	2,930.00	16,000.00	18.31%
Advertising & P.R.	10,991.43	39,726.00	66,000.00	60.19%
Auto	2,177.48	3,995.39	15,940.00	25.07%
Business Retention	4,516.20	14,316.95	52,450.00	27.3%
Computer & Web Operations	2,897.82	9,910.56	10,100.00	98.12%
Cost of Events	50.00	4,568.91		
Dues/publications/subscriptions	835.37	4,639.61	9,080.00	51.1%
Equipment op./maint./purchase	207.78	867.50	10,000.00	8.68%
Florida's Great Northwest	0.00	2,508.32	15,000.00	16.72%
Golf Tournament	1,000.00	1,000.00		
Industry Sector Committees	-18.38	287.90	3,900.00	7.38%
Insurance	142.00	568.00	2,200.00	25.82%
Office Supplies	1,090.63	1,309.40	4,800.00	27.28%
Postage	355.92	657.32	1,200.00	54.78%
Printing	412.60	531.40	15,130.00	3.51%
Project Development	726.33	28,370.21	29,000.00	97.83%
Quarterly Meetings & Committees	833.33	3,933.36	12,000.00	32.78%
Recognition & awards	0.00	490.35	3,600.00	13.62%
Rent in-kind	3,521.08	14,084.32	42,253.00	33.33%
Staff seminars	250.00	537.40	6,600.00	8.14%
Taxes, licenses, fees, other	6.32	503.35	1,500.00	33.56%
Telephone	501.80	1,907.21	7,200.00	26.49%
Total Oper Exp	<u>30,952.71</u>	<u>137,643.46</u>	<u>323,953.00</u>	<u>42.49%</u>
Pers Exp				
401K EDC Match, administration	324.00	1,364.03	5,765.00	23.66%
Contract Services	3,500.00	12,993.25	92,500.00	14.05%
Health Insurance	1,862.03	7,478.23	24,800.00	30.15%
Payroll Outsourcing	235.35	704.76	2,600.00	27.11%
Payroll Taxes	1,702.81	6,514.56	23,600.00	27.6%
Salaries	22,258.66	86,347.26	308,500.00	27.99%

The Economic Development Council
Statement of Activities
 October 2005 through January 2006

	<u>Jan 06</u>	<u>Oct '05 - Jan 06</u>	<u>Budget</u>	<u>% of Budget</u>
WC/UC	492.43	533.13	3,085.00	17.28%
Total Pers Exp	30,375.28	115,935.22	460,850.00	25.16%
Total Expense	66,616.74	261,402.43	820,553.00	31.86%
Net Income	<u>6,932.63</u>	<u>21,754.44</u>	<u>0.00</u>	<u>100.0%</u>



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: *Keep Tallahassee-Leon County Beautiful*
2. Street Address/ Mailing Address: *P.O. Box 191
Tallahassee, FL 32302*
3. Total Agency Budget 2005/06 (current) \$ *110,000* 2006/07 (proposed) \$ *115,000*
4. Date of agency incorporation: *7-15-97*
5. Does the agency have a 501(C)(3) status? Yes *X* No _____
6. Agency representative: *Diana Hanson*
7. Mailing address (if different from agency mailing address):
8. Telephone: *(850) 681-8587*
9. Fax: *(850) 222-1221*
10. E-mail Address: *keeptallahasseebeaut@comcast.net*

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):
Continuation of clean up/beautification projects and programs for KTLCS.
2. Who is the target population intended to be served or benefit from this project?
Neighborhoods, businesses, schools, forest and lakeshore areas
3. What methods are being used to effectively reach this program's target population?
*Lake/Neighborhood/Street Cleanups Litter free events - trash boxes
Education programs for schools Volunteer coordination
Litter hot line*
4. Outline the phases and time frames in which this project or event will be accomplished if funded. *Fall: Shore clean up / we noticed recognition program
Spring: Super Clean Sweep/Tallahassee Recycles Day/ Earth Day
On-going: litter free events / litter hot line / Cleanup- Beautification Projects*
5. Projected Program Impact/outcome results - What is the projected impact on the target population?
*Raised awareness/education
Reduced litter /increased recycling
County Parks Program impact to see attached*
6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?
We rely on fund raisers (4 per year) and have one small grant for our programs. This funding is very vital to our organization.
7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?
City of Tallahassee 'Your Own Utilities' sponsors our golf tournament.

C. Funding Information

1. Total cost of program: 110,000
2. Funding requested from Leon County: 25,000
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	15,000	25,000
City of Tallahassee (not CHSP):		
United Way (not CHSP):		
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants: <i>SPECIAL Keep America Beautiful grant \$10,000 for Co. Bays Parks</i>		
Contributions/Special Events/ <i>Fund Raisers</i>	40,000	42,000
Dues/Membership:	2600	2600
Program Service Fees:		
Other Income (please itemize):		

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	66,500	68,500
Professional Fees		
Occupancy/Utilities/Network	7500	7500
Supplies/postage	6000	6000
Equipment Rental, Main., purchase	800	2300
Meeting costs/travel/transportation	3000	3500
Staff/Board development/Recruitment		100
Awards/Grants/Direct aid		
Bad Debts/uncollectibles		
Bonding/liability/directors insurance	800	900
Other expense (please itemize)		

5. Describe actions to secure funding.

*Continually apply for grants -
Received the KAB one for County parks this year*

6. Will this project or event recur every year?

No _____ Yes x

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes x

If "yes," estimate: the amount of next year's funding request. 25,000

8. Has Leon County ever contributed funds to this project in the past?

No _____ Yes x

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: 10/1/4 / 10/17/5

Recipient or agency: KTLCB

Project Title: Keep Tallahassee - Leon County Beautiful

Funding Level: 15,000

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Diana Hanson

Signature: Diana Hanson

Date Signed: March 20, 2006



FY 2006/07 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: Legal Services of North Florida, Inc.
2. Street Address/ Mailing Address:
2119 Delta Blvd.
Tallahassee, Florida 32303
3. Total Agency Budget:
2005/06 (current) \$ 3,209,378 2006/07 (proposed) \$ 3,334,533
4. Date of agency incorporation: August 25, 1976
5. Does the agency have a **501(C)(3)** status? Yes No
6. Agency representative: Kristine Knab
7. Mailing address (if different from agency mailing address): SAME
8. Telephone: (850) 385-9007, Ex. 16
9. Fax: (850) 205-6540
10. E-mail Address: kris@lsnf.org

B. Project Information

1. Succinctly describe the program for which funding is requested. Please include types of services provided (attach additional pages as necessary):

LSNF is a non-profit, 501(c)(3) organization founded in 1976 to serve the civil legal needs of low-income persons, initially only in Leon County. LSNF has expanded to serving a 16-county region in the Florida Panhandle, from Escambia County on the west to Jefferson County on the east. Last year LSNF resolved 2296 cases on behalf of Leon County residents, 38% of the total cases closed. LSNF provides free legal

representation serving families primarily with incomes under 125% of the federal poverty guidelines, with priority emphasis on preservation of the home and promotion of home ownership; support for families and improved outcomes for children; promotion of employment, economic security and health; promotion of safety and stability; and protection of vulnerable populations. The program provides an opportunity for justice through a multilingual, multi-cultural, dedicated staff including 17 attorneys in five office locations, 30 paralegal, secretarial, and administrative staff, and a pro bono panel of over 300 active contributing-attorney members. The growth of the program since its inception has included the addition of special projects to address the legal needs of children; night clinics to enable the working poor to access attorneys; implementation of small claims clinics; special programs to resolve domestic violence issues throughout our service area; outreach clinics at senior citizens' centers, homeless shelters and domestic violence shelters to reach our most vulnerable citizens; and creation of a legal advice hotline staffed by volunteer attorneys. LSNF currently enjoys productive partnerships and affiliations with numerous community based organizations and social service agencies and collaborates professionally with the State Attorney's Office, the Clerks of the Court, and the Public Defender's Office. LSNF's services include not only direct representation, but also public education and outreach regarding legal issues in a variety of substantive areas.

Oversight of the project is managed by LSNF's Executive Director Kristine E. Knab, a highly respected attorney and legal services director with 27 years experience at LSNF, with assistance from LSNF Director of Litigation Scott Manion, who has over 27 years of public law experience. The attorney assigned to manage direct representation of Leon County clients is Marc Taps who has been with LSNF for twenty six years and has specialized in consumer, family and housing law. He is assisted by five other attorneys and two paralegals.

There is no cost for services provided and all of the families and children served are low-income, unable to advocate successfully for themselves.

2. What is the target population intended to be served or benefit from this program?

The 43,101 persons or 15,673 families living below the poverty level within Leon County reflect a comparatively diverse racial profile. They are 66.4% Caucasian, 29.1% African-American, 3.5% Hispanic and 1.9% Asian according to demographic data.

According to percentages taken from the 1995 ABA Legal Needs Among Low-and-Moderate Households extrapolated for Florida, 34% or 5,329

families will have a need for legal services annually (some having multiple needs). According to this same study these families will have a total of 9,220 legal needs. When one subtracts the total number of people served in Leon County in 2005 (2,702 by LSNF and 602 by the Legal Aid Foundation) from this total number of civil legal needs, at least 5,916 needs are unmet. It should be noted that many of the people served by LSNF receive limited representation due to available resources, but would greatly benefit from more extended services.

County	Poverty Families	Legal Needs/One Legal Need	Two Legal Needs	Three Plus Legal Needs	Number Civil Legal Needs Total	People Served 2004	Unmet Need
Leon	15,673	5,329/3,038	1,386	4,796	9,220	3,304	5,916

A comparison between the number of eligible persons in a county and the number of persons served is a simple but telling indication of the gap between needs and resources. According to a 1991 report by The Florida Bar/Florida Bar Foundation Joint Commission on the Delivery of Legal Services to the Indigent in Florida, the Commission concluded that only approximately 20% of the legal needs of Florida's poor are being addressed. A recent report released by Legal Services Corporation (LSC) continues to support this conclusion.

Civil legal services will be provided primarily to local citizens whose income does not exceed 125% of the federal poverty guidelines. LSNF will provide legal representation on a variety of civil legal issues with an emphasis on cases that increase and protect Leon County residents' physical safety and resources, such as domestic violence, WAGES and Food Stamp claims, healthcare access, Social Security and Supplemental Security Disability claims, homelessness prevention, low-income housing issues, tax disputes and issues impacting our senior citizens. Services will be prioritized to assist vulnerable populations such as domestic violence victims and the homeless. LSNF will also provide limited assistance in conjunction with the Senior Center's Elder Law Clinic and Refuge House to individuals who don't meet the guidelines but cannot afford an attorney, and for persons up to 250% of the poverty guidelines who speak English as a second language and/or have tax controversies with the IRS.

3. What methods are used to effectively reach this program's target population?

To generate awareness of the program and educate those individuals/agencies who could identify clients in need of Legal Services, information about LSNF's services is shared with judges, law enforcement officials, community leaders and area agencies who would potentially refer clients. Visits are made to senior citizens' centers and the Refuge House

regularly, low-income tax workshops are held in Leon County, and brochures describing LSNF's services are provided to the Clerk's Office and different social service agency offices. Annual fundraising events contribute to raising awareness, developing community partnerships, and providing a vital funding component. Lastly, through the Internet, Legal Services provides information through four websites, www.roctrack.org, www.taxserv.org, www.lsnf.org and www.FloridaLawHelp.org.

4. Outline the phases and time frames in which this program will be accomplished if funded.

If funded, the program time frame will run from October 1, 2006 to September 30, 2007. No phases are planned as this is an ongoing program with no anticipated changes requiring phase implementation.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

Program funds available to Leon residents, including funds from Leon County will allow LSNF to maintain 2005 outcomes. In 2005, LSNF provided civil legal services to 2,702 citizens of Leon County. Of these, 997 were family law cases; 566 consumer related issues; 294 housing matters; 91 juvenile cases, 93 public benefits issues; 53 employment matters; 15 individual rights issues; 29 education law matters; 15 health related legal issues, and the balance were miscellaneous legal matters.

As a result of its services, LSNF provided 140 protective orders for Leon County citizens, monthly child support of \$4,622; \$35,798 in back Social Security benefits, and \$3,449 in monthly Social Security benefits.

When community members have the opportunity to solve their differences with the help of the courts, the potential for personal injury and property damage or loss of the home is diminished. When victims of domestic violence can find a permanent avenue to safety for themselves and their children, they live a safer and more productive life, and the children have fewer problems in the educational system. When there is a place to go to receive legal counsel and help, people are less likely to take the law into their own hands, and the overall community is safer. And when those less fortunate receive legal services, it often eliminates the need for other community-funded social services.

Additionally, LSNF's representation of indigent clients reduces stress on an already overburdened court system. Judges and court personnel find it

easier and less time consuming to assist clients who are represented than those who are attempting to represent themselves pro se.

6. Why is this funding requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Many people living in Leon County cannot afford traditional legal representation and are in danger of becoming homeless, are caught in the bureaucratic maze of government assistance programs, are victims of domestic violence, are elderly victims of predatory lending, or are children waiting for civil legal assistance to be financially protected and/or reunited with their families. LSNF cannot keep pace with the ever-growing needs in Leon County. A loss of continued core funding from our home county would have a serious negative impact on our current ability to provide the minimal essential services currently offered.

Our largest funder, the Legal Services Corporation, received a reduction in funds that will likely be deeper next year as a result of federal cutbacks. Combined, LSNF anticipates a consequent reduction of \$81,200. Translated into Leon County services, LSNF will need \$30,856 just to meet current expenses, not adjusting for inflation. As a result, LSNF is requesting \$30,000 in additional funds, which have been at the current level for the last nine years.

Without Leon County funding, LSNF will be forced to reduce services to Leon County's indigent residents. This will result in more homeless families and more reliance on community services and will increase the numbers of elderly citizens and families with children who are unable to solve their legal problems.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

None besides the Legal Aid Foundation (sponsored by the Tallahassee Bar Association) who provides volunteer lawyers (as available) to the indigent of Tallahassee.

C. Funding Information

1. Total cost of program: \$1,247,493
2. Funding requested from Leon County: \$ 70,000
3. Please list the following Revenue Sources for the current year and the upcoming year.

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP)*:	183,529	142,000
City of Tallahassee (not CHSP):	0	0
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	36,979	36,979
State: Ad Litem, Dependency Grants	100,000	100,000
Federal: LSC, Title III, LITC, VOCA, VAWA	613,128	588,085
Grants: FBF, General, Children's Grants	125,404	150,404
Contributions/Special Events:	30,000	30,000
Dues/Membership:	0	0
Program Service Fees: FLAP	45,000	45,000
Other Income (please itemize)**:	59,350	78,000
Funds to be Raised:	0	77,025
TOTAL REVENUE	1,193,390	1,247,493

* FLAP, General Funds, Team Child. ** Rent, Interest, Partners in Service.

4. Please list the following expenses for the current year and the upcoming year. (LSNF ONLY)

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits:	915,000	960,750
Professional Fees:	9,619	9,908
Occupancy/Utilities/Network:	76,732	79,034
Supplies/postage:	42,803	44,087
Equipment Rental, Main., purchase:	33,875	34,891
Meeting costs/travel/transportation:	22,963	23,652
Staff/Board development/Recruitment:	0	0
Awards/Grants/Direct aid:	0	0
Bad Debts/uncollectibles:	0	0
Bonding/liability/directors insurance:	6,240	6,427
Other expense (please itemize)*:	86,158	88,744
TOTAL EXPENSES	1,193,390	1,247,493

* Litigation Funds for Clients, Library Updates, Contract Services (including \$ to Public Defender), PR/Fundraising.

5. Describe actions to secure funding.

LSNF actively seeks and applies to federal, state, and local government and non-government sources of grant and foundation funding as well as soliciting funds from local individuals and businesses to provide resources for programs targeting Leon County residents on a year round basis.

6. Will this project or event recur every year?

No _____ Yes X

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X

If "yes," estimate: the amount of next year's funding request. \$75,000

8. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

2005	Legal Services of North Florida	\$ 40,000
2004	Legal Services of North Florida	\$ 40,000
2003	Legal Services of North Florida	\$ 40,000
2002	Legal Services of North Florida	\$ 40,000
2001	Legal Services of North Florida	\$ 40,000
2000	Legal Services of North Florida	\$ 40,000
1999	Legal Services of North Florida	\$ 40,000
1998	Legal Services of North Florida	\$ 40,000
1997	Legal Services of North Florida	\$ 40,000
1988,90,92-96	Legal Services of North Florida	\$ 20,000/yr
1991	Legal Services of North Florida	\$ 21,000
1989	Legal Services of North Florida	\$ 18,000
1985-87	Legal Services of North Florida	\$ 15,000/yr

9. Attach a copy of the Agency's most recent financial report.

(2004 Attached - note: 2005 audited statement not yet received from our auditors at the time this application is due; however, we will be happy to provide a copy as soon as it is received.)

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Kristine E. Knab

Signature: *Kristine E. Knab*

Date Signed : March 16, 2006

Received by: Shanya Walker
3/21/06



FY 2006/07 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: Legal Services of North Florida, Inc.
2. Street Address/ Mailing Address:
2119 Delta Blvd.
Tallahassee, Florida 32303
3. Total Agency Budget:
2005/06 (current) \$ 3,209,378 2006/07 (proposed) \$ 3,334,533
4. Date of agency incorporation: August 25, 1976
5. Does the agency have a **501(C)(3)** status? Yes No
6. Agency representative: Kristine Knab
7. Mailing address (if different from agency mailing address): SAME
8. Telephone: (850) 385-9007 Ex 16
9. Fax: (850) 205-6540
10. E-mail Address: kris@lsnf.org

B. Project Information

1. Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary):

Team Child provides legal, social and life management services to children and their families to enable them to overcome and cope with problems that impede the maintenance of healthy, loving, nurturing parent-child relationships. Through support of a social worker at the Public Defender's Office and an attorney at LSNF, children facing criminal convictions and dependency adjudications will be given services and

advocacy to fight against removal from their homes, to fight for return of their homes, and to protect them when remaining or returning home is not in their best interest because of violence or neglect. They will be given services they were previously denied to help them with emotional behavior and mental illness related issues that will give them a new perspective toward life. When their families face loss of their homes, they will be given *representation to save them*. All of these services will be provided so that the stresses and strains caused by these problems and the destructive behavior that results will be greatly diminished, creating a new path for healthy, loving family relationships to rekindle. In sum, we will work to minimize the threat to fragile family units facing challenges involving their children's health, safety, education, financial security, or involvement with the juvenile justice system and to maximize opportunities for the children served to realize a productive future.

There is no cost for services provided and all of the families and children served are low-income, unable to advocate successfully for themselves, and often "invisible" to the powers that substantially impact their lives.

2. What is the target population intended to be served or benefit from this program?

The population targeted by this program is comprised of youth in Leon County, charged with criminal offenses who have civil legal needs. A large percentage of them are south-side residents. Many come from homes where domestic violence is rampant; 10 – 15% are victims of sexual assault. During fiscal year 2004-05, 1,332 low income youth were represented by the public defender, while thousands more youth remained on the brink of entering the juvenile justice system. Because of limited resources, it is estimated that under 10% could be helped by Team Child intervention. In 2005 we were able to provide representation on 94 cases.

3. What methods are used to effectively reach this program's target population?

Clients are effectively referred by the public defender's staff who identifies children they are representing who could benefit from Team Child services. Staff periodically meet with juvenile judges, Tallahassee/Leon County law enforcement officials, Guardian Ad Litem staff and area agencies who would potentially evaluate/treat Team Child youth and who participate in their referral to Team Child. Additionally, brochures have been developed and distributed in high impact areas. Lastly, annual fundraising events contribute to raising awareness, developing community partnerships, and providing a vital funding component.

4. Outline the phases and time frames in which this program will be accomplished if funded.

If funded, the program time frame will run from October 1, 2006 to September 30, 2007. No phases are planned as this is an ongoing program with no anticipated changes requiring phase implementation.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

Children and families who are served by this program are given new hope for a happier and more successful future. Children being placed outside their homes have an advocate to seek the least restrictive environment and to obtain necessary services to ensure their success. A major benefit is increased educational opportunities resulting from ensuring educational services are appropriate to the child's needs. In addition to education issues, many other of these families' needs are resolved to provide a more stable environment and one which is not characterized by constant turmoil caused by the strain of the child's destructive behavior. In addition to the positive impact on families, Team Child has produced considerable savings to the community. An independent evaluation of the project conducted by Stefan C. Norrbin and David Rasmussen, Professors of Economics at Florida State University, found that the Team Child clients were highly troubled youths who were likely to recidivate and, remarkably, that the project lowered post treatment arrest rate by 45%. Relying on rigorously measured benefits and costs, the evaluation further found that the project generated between \$2.44 and \$3.91 of benefits per dollar spent on the program. Because of Team Child community savings continue to be realized, in the form of less need for law enforcement, fewer commitments to juvenile detention centers, fewer future incarcerations of unrepresented children who continue to engage in criminal activity into adulthood, fewer demands on agencies such as DISC (Drug Information Service Center) Village who provide group homes, and fewer private costs suffered by the victims of their criminal behavior. Although the FSU study quantifies results related to reduction of recidivism and savings to the community, what cannot be quantified is the impact we have made on our client's lives. We give our clients a sense of purpose and self worth, a feeling of control over their lives and a chance for a successful future.

Since the inception of the project, Team Child has served over 200 children and their families with multiple needs. More than half of the children served are "south-side" residents and African-American. Approximately 40% come from environments in which domestic violence has been present; 10% - 15% have experienced sexual abuse. Ongoing

assistance for each child is needed over several years, as help is provided to solve housing and family related issues as well as educational and medical treatment issues. Terminating services now would likely result in unraveling the progress that has resulted in turning these children's lives around.

6. Why is this funding requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

LSNF is requesting funds to continue serving troubled youth with consequent savings to the county.

Without Leon County funding, Team Child would be forced to reduce services to Leon County's children and families. New clients could not be served; existing resources would have to be utilized to continue ongoing services to children who have already began to experience a positive shift in their opportunity and hope for a brighter future (with a resultant decline in other important legal services to the community). This would result in more reliance on community services for children we must turn away and would increase the numbers of children in the juvenile justice system.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

No other agencies in Leon County provide similar services to Team Child.

C. Funding Information

1. Total cost of program: \$108,265
2. Funding requested from Leon County: \$ 45,000
3. Please list the following Revenue Sources for the current year and the upcoming year.

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP): Team Child	45,000	45,000
City of Tallahassee (not CHSP):	0	0
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	7,823	10,000
State: Ad Litem Grant	12,000	14,000
Federal:	0	0
Grants: FBF and Children's Grant	16,000	16,000
Contributions/Special Events:	23,177	18,446
Dues/Membership:	0	0
Program Service Fees:	0	0
Other Income (please itemize):	0	0
Funds to be Raised	0	4,819
TOTAL REVENUE	104,000	108,265

4. Please list the following expenses for the current year and the upcoming year.

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits:	70,494	74,019
Contractual Services: Public Defender	18,500	18,789
Professional Fees:	0	0
Occupancy/Utilities/Network:	3,912	4,030
Supplies/postage:	2,188	2,253
Equipment Rental, Main., purchase:	812	836
Meeting costs/travel/transportation:	1,094	1,127
Staff/Board development/Recruitment:	0	0
Awards/Grants/Direct aid:	0	0
Bad Debts/uncollectibles:	0	0
Bonding/liability/directors insurance:	700	721
Other expense (please itemize)*:	6,300	6,490
TOTAL EXPENSES	104,000	108,265

* Litigation Funds for Clients, Library Updates, Other Contract Services, Other Insurance, PR/Fundraising.

5. Describe actions to secure funding.

LSNF actively seeks and applies to federal, state, and local government and non-government sources of grant and foundation funding as well as soliciting funds from local individuals and businesses to provide resources for programs targeting Leon County residents on a year round basis. In addition to a resource development staff, Team Child has at its disposal a volunteer grant writer who is constantly seeking sources of funding and submitting proposals on behalf of the program. LSNF has successfully sought funds from private contributors to supplement grant funding.

6. Will this project or event recur every year?

No _____ Yes X

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X

If "yes," estimate: the amount of next year's funding request. \$45,000

8. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

2005-06	Legal Services of North Florida	Team Child	\$ 45,000
2004-05	Legal Services of North Florida	Team Child	\$ 45,000

9. Attach a copy of the Agency's most recent financial report.

(2004 Attached - note: 2005 audited statement not yet received from our auditors at the time this application is due; however, we will be happy to provide a copy as soon as it is received.)

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Kristine E. Knab

Signature: *Kristine E. Knab*

Date Signed : March 16, 2006



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: Friends of Mission San Luis, Inc.

2. Street Address/ Mailing Address:

Mission San Luis
2021 Mission Road
Tallahassee, FL 32304

3. Total Agency Budget 2005/06 (current) \$ 38,351 2006/07 (proposed) \$ 47,939

4. Date of agency incorporation: December 14, 2001

5. Does the agency have a **501(C)(3)** status? Yes No

6. Agency representative: Dr. Bonnie McEwan

7. Mailing address (if different from agency mailing address): same as above

8. Telephone: 850.487.1791

9. Fax: 850.488.6186

10. E-mail Address: bmcewan@dos.state.fl.us

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

Mission San Luis was the western capital of Spanish Florida and is one of America's cultural treasures. It was designated as a National Historic Landmark in 1960 and was purchased by the State in 1983. The State continues to provide long-term support of site infrastructure and staff, but we have established an endowment for Mission San Luis to ensure long-term support for programs at the site. These include award-winning archaeological and historical research, as well as living history interpretation, site tours, presentations, exhibits, year-round camps, and our highly successful bilingual outreach program, *Extensión San Luis*.

2. Who is the target population intended to be served or benefit from this project?

Our philosophy is the same as Walt Disney's to the extent that we want Mission San Luis to be a place where families can have fun together. It has been demonstrated that living history museums, such as the one being developed at Mission San Luis, attract visitors of all ages and from all walks of life. Surrounded by sights, sounds, and smells of a bygone era, visitors become active participants in the learning process. Living history museums offer something people are willing to travel great distances to see and pay substantial sums to visit. We thus believe that that Mission San Luis will soon become a magnet that brings visitors to the Tallahassee area, much like comparable mission sites in California (San Juan Capistrano alone had over 600,000 visitors last year).

3. What methods are being used to effectively reach this program's target population?

Mission San Luis has entered into an exciting new phase. On July 1, 2004, an organizational change within the Department of State resulted in Mission San Luis being effectively in charge of many decisions that had previously been controlled from afar. We launched an aggressive media campaign and since December 2004, San Luis has been featured in 65 publications with a cumulative circulation of 14,621,966, and on 7 major websites with 17,233,487 users each month.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

The following chart summarizes the contributions we must certify to receive all annual offers in full and on schedule:

(All figures in thousands)

Fund-raising Periods	Start to 3/31/2005 Year #1	4/1/2005 to 3/31/2006 Year #2	4/1/2006 to 3/31/2007 Year #3	4/1/2007 to 3/31/2008 Year #4	TOTALS
Remaining match of prior year's offer	N/A	\$1,000	\$500	\$500	\$2,000
Match to release current year's offer	\$500	\$250	\$250	N/A	\$1,000
TOTAL TO BE RAISED	\$500	\$1,250	\$750	\$500	\$3,000

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

Mission San Luis is on the verge of becoming a major living history museum, telling the unique story of Spanish colonization in a field heavily skewed toward a focus on the English contributions to American history and culture. The project will yield major dividends from the standpoint of public education and regional economic development alike. Similar living history museums and missions have played a very significant role within their local economies through tourism. Each year, outdoor museums and missions in the Southwest and California attract millions of visitors. Numbers of visitors translate directly into dollars spent in the museum's host community as well as tax revenue for state and local governments. The City of Tallahassee, Leon County, and the State of Florida stand to benefit handsomely from an investment in Mission San Luis at this juncture.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

Mission San Luis's Endowment Campaign was one of only six institutions across the country, and the only one in Florida, funded by the National Endowment for the Humanities under the *We the People* Challenge Grant initiative. The project was not only selected as one of the most important in the country, but was funded at the highest level with a \$1 million award. This represents a once in a lifetime opportunity to leverage \$1 million federal dollars to enhance the quality of life in our community for residents and visitors alike provided matching funds can be secured.

Thanks to the vision and generosity of the Leon County Commission, the County pledged \$150,000 to the Mission San Luis Endowment Campaign over a period of three years (or \$50,000 per year). The County pledge was secured in time to qualify our first deadline (March 31, 2005) to raise \$500,000 in donations and pledges. We received the first County payment of \$50,000 in 2005 and are submitting this FY 2005/06 Non-Departmental Funding Request Application in anticipation of our second \$50,000 payment in 2006.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

None. This funding will go to the direct support of long-term programming at the site. As the only reconstructed Spanish colonial mission in the Southeast, and the premier source of education on the Florida missions for our state's schools, residents, and visitors, the endowment will enable Mission San Luis to expand its reach and become one of America's top tourist destinations.

C. Funding Information

Total cost of program: \$4,000,000

2. Funding requested from Leon County: \$150,000 over three years (or \$50,00 per year for three years).

3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	\$50,000	\$50,000
City of Tallahassee (not CHSP):	\$33,334	\$33,334
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	0	0
State:	0	0
Federal:	0	0
Grants:	\$500,000 (federal-NEH)	\$250,000 (federal-NEH)
Contributions/Special Events:	As of 2/21/06 \$628,288	\$1,750,000
Dues/Membership:	\$4900	\$6125
Program Service Fees:	\$12,819	\$16,024
Other Income (please itemize):	\$20,846	\$26,058

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	\$3450	\$4313
Professional Fees	\$10,595	\$13,244
Occupancy/Utilities/Network	\$520	\$650
Supplies/postage	\$16,660	\$20,825
Equipment Rental, Main., purchase	\$2885	\$3606
Meeting costs/travel/transportation	\$60	\$75
Staff/Board development/Recruitment	\$2690	\$3363
Awards/Grants/Direct aid	\$369	\$461
Bad Debts/uncollectibles	0	0
Bonding/liability/directors insurance	0	0
Other expense (please itemize) catering & printing	\$22,370	\$27,963

5. Describe actions to secure funding.

Florida's First Lady, Columba Bush, serves as Honorary Chair of the Mission San Luis Endowment Campaign, which raised its first year's goal of \$500,000, and is currently working on the second's year's goal of \$1,250,000. Additionally, the campaign has received enthusiastic community support which includes a \$125,000 leadership gift from the Archibald Foundation, as

well as donations from Capital City Bank, The Kislak Family Fund, BB&T, Wachovia Bank, and Rambana and Ricci, P.A. It is also important to note that Governor Bush has included more than \$8,000,000 in his budget this year (FY 06/07) for Mission San Luis. The improvements made with this funding will be critical to attracting even more visitors to Tallahassee.

6. Will this project or event recur every year?

No X Yes

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

Not beyond this three-year request.

No X Yes

If "yes," estimate: the amount of next year's funding request. _____

8. Has Leon County ever contributed funds to this project in the past?

Yes. The County made the first \$50,000 installment in October 2005.

No Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: 10/6/05 _____

Recipient or agency: Friends of Mission San Luis, Inc. _____

Project Title: Mission San Luis Endowment Campaign

Funding Level: \$50,000 (first payment on \$150,000 pledge)

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: BONNIE G. MCEWAN _____

Signature: Bonnie G. McEwan _____

Date Signed: 21 March 2006 _____



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: ST FRANCIS OF ASSISI WILDLIFE ASSOCIATION, INC
2. Street Address/ Mailing Address: PO BOX 38160
TALLAHASSEE, FL 32315
3. Total Agency Budget 2005/06 (current) \$230500.00 2006/07 (proposed) \$261400.00
4. Date of agency incorporation: 1977
5. Does the agency have a 501(C)(3) status? Yes No
6. Agency representative: JON JOHNSON
7. Mailing address (if different from agency mailing address):
8. Telephone: 850-386-6296
9. Fax:
10. E-mail Address: jon.johnson@stfranciswildlife.org

B. Project Information

Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

WILDLIFE RESCUE AND NUISANCE CONTROL SERVICE FOR LEON COUNTY. ST FRANCIS WILDLIFE RECEIVES AND RESPONDS TO EMERGENCY WILDLIFE CALLS 24 HOURS A DAY, 365 DAYS A YEAR.

2. Who is the target population intended to be served or benefit from this project?

ALL OF LEON COUNTY

3. What methods are being used to effectively reach this program's target population?

ST FRANCIS WILDLIFE MAINTAINS A PUBLISHED PHONE NUMBER AND NETWORK WITH REFERRALS FROM LEON COUNTY SHERIFFS OFFICE, T.P.D., LEON COUNTY ANIMAL CONTROL, AND TALLAHASSEE/LEON COUNTY ANIMAL SHELTER, AS WELL AS LEON COUNTY VETERINARIANS, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION AND FL HIGHWAY PATROL

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

CONTINUOUS (OCTOBER 1, 2006) - SEPTEMBER 30, 2007
RESPONDING TO CALLS 24 HOURS A DAY, 365 DAYS A YEAR

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

THE MAJORITY OF WILDLIFE RESCUED, AND AN EVEN LARGER PORTION OF NUISANCE WILDLIFE CALLS RECEIVED, COMES FROM LEON COUNTY. THIS IS A PUBLIC SAFETY ESSENTIAL SERVICE WHERE POTENTIALLY HARMFUL ANIMALS ARE REMOVED FROM POPULATED AREAS. THESE SERVICES ARE REQUIRED TO HELP PREVENT A POTENTIAL FOR PERSONAL INJURY OR HARM, OR DAMAGE TO, OR LOSS OF PROPERTY BY LEON COUNTY CITIZENS.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

NUISANCE AND RESCUE CALLS FROM LEON COUNTY WOULD HAVE TO BE REFERRED TO ANIMAL CONTROL

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

SEVERAL SMALL "BACK-YARD" WILDLIFE REHABILITATION INDIVIDUALS OR GROUPS PROVIDE A SMALL PERCENTAGE OF HELP.

Funding Information

- Total cost of program: 230,500.00
- Funding requested from Leon County: \$ 75,000
- Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	75000.00	75000.00
City of Tallahassee (not CHSP):	50000.00	60000.00
United Way (not CHSP):	2600.00	5000.00
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants:		10000.00
Contributions/Special Events:	37300.00	35000.00
Dues/Membership:	65600.00	86400.00
Program Service Fees:		
Other Income (please itemize):		

- Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	111250.00	126915.00
Professional Fees	1700.00	1900.00
Occupancy/Utilities/Network	25720.00	29000.00
Supplies/postage	5030.00	7500.00
Equipment Rental, Main., purchase	13500.00	13750.00
Meeting costs/travel/transportation	3000.00	3500.00
Staff/Board development/Recruitment		
Awards/Grants/Direct aid		
Bad Debts/uncollectibles		
Bonding/liability/directors insurance	4000.00	4000.00
Other expense (please itemize)	29500.00	30000.00
WILDLIFE FOOD		
NET SUGS/MEDS	1450.00	1500.00
INTEREST EXP	8125.00	8300.00
FUNDRAISING EXP	4450.00	5000.00

- Describe actions to secure funding.

ST FRANCIS WILDLIFE WILL CONTINUE ITS COOPERATION WITH LEON COUNTY AND CITY OF TALLAHASSEE OFFICIALS TO HANDLE NUISANCE CALLS AND RESCUES. ST FRANCIS WILDLIFE WILL CONTINUE TO SUBMIT APPLICATIONS TO FOUNDATIONS FOR GRANT MONIES, ORGANIZING FUNDRAISING EVENTS AND SOLICITING ACTIVE MEMBERSHIP WITH ANNUAL DONATIONS.

6. Will this project or event recur every year?

No _____ Yes X

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X
If "yes," estimate: the amount of next year's funding request. _____

8. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: _____ SEE ATTACHED

Recipient or agency: _____

Project Title: _____

Funding Level: _____

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: JOE JOHNSON

Signature: Joe Johnson

Date Signed: 3-15-05

Date:	Recipient:	Project Title:	Funding Level:
1993-1994	St. Francis Wildlife	Wildlife Rescue	\$24,000
1994-1995	St. Francis Wildlife	Wildlife Rescue	\$18,000
1995-1996	St. Francis Wildlife	Wildlife Rescue	\$18,000
1996-1997	St. Francis Wildlife	Wildlife Rescue	\$18,000
1997-1998	St. Francis Wildlife	Wildlife Rescue	\$18,000
1998-1999	St. Francis Wildlife	Wildlife Rescue	\$18,000
1999-2000	St. Francis Wildlife	Wildlife Rescue	\$18,000
2000-2001	St. Francis Wildlife	Wildlife Rescue	\$18,000
2001-2002	St. Francis Wildlife	Wildlife Rescue	\$18,000
2002-2003	St. Francis Wildlife	Wildlife Rescue	\$25,000
2003-2004	St. Francis Wildlife	Wildlife Rescue	\$30,000
2004-2005	St. Francis Wildlife	Wildlife Rescue	\$30,000
2005-2006	St. Francis Wildlife	Wildlife Rescue	\$75,000

St. Francis Wildlife Association, Inc.
Balance Sheet
As of December 31, 2005

Dec 31, 05

ASSETS	
Current Assets	
Checking/Savings	
Cash - Capital City - Operating	2,282.68
Endowments	34,144.95
Utility Deposit	250.00
Total Checking/Savings	36,677.63
Total Current Assets	36,677.63
Fixed Assets	
Equipment	879.94
Land and Buildings	125,115.78
1979 Truck	3,000.00
1988 Blazer	8,300.00
Tractor	5,000.00
Furniture & Fixtures	15,467.57
Software	498.50
Accumulated Depreciation	-35,082.04
Total Fixed Assets	123,179.75
TOTAL ASSETS	<u>159,857.38</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Note Payable - Capital City	80,936.59
L/P - Johnson	37,231.66
Payroll Tax Payable	808.03
Total Other Current Liabilities	118,976.28
Total Current Liabilities	118,976.28
Total Liabilities	118,976.28
Equity	
Net Assets - Unrestricted	-38,279.17
Net Assets - Restricted	34,144.95
Opening Bal Equity	27,616.00
Net Income	17,399.32
Total Equity	40,881.10
TOTAL LIABILITIES & EQUITY	<u>159,857.38</u>

St. Francis Wildlife Association, Inc.

Profit & Loss

January through December 2005

Jan - Dec 05

Income	
Donation Boxes	171.00
Grants - Private	2,664.67
Grants - Public	69,093.18
Member/Private Donations	116,389.47
Bequests	2,325.00
Adopt-An-Animal Projects	1,200.00
Fundraising Projects	37,285.90
Education Programs	673.72
Interest Income	599.02
Total Income	230,401.96
Expense	
Personnel Expenses	
Wages	95,607.55
Soc.Sec/Med. Tax Expense	7,314.11
SUTA Expense	486.49
Workers Compensation Ins	7,384.38
Contract Labor	500.00
Total Personnel Expenses	111,292.53
Wildlife Food	
Bird of Prey Diet	6,286.40
Fish	1,717.43
Seed and Feed	5,158.95
Esbilac	3,809.07
Dog Food	5,216.69
Produce	7,879.63
Misc. Food	-519.70
Total Wildlife Food	29,548.47
Facilities Expense	
Utilities	12,049.44
Telephone	4,323.56
Building Supplies	149.57
Hospital Supplies	5,220.97
Repairs and Maintenance	3,004.41
Storage	968.00
Total Facilities Expense	25,715.95
Miscellaneous Expense	
Bank Charges	20.00
Payroll Service	1,709.33
Depreciation	5,540.71
Veterinarian Svcs & Medication	1,445.08
Gasoline and Maintenance	10,924.18
Postage	1,636.07
Copies and Printing	812.34
Office Expense	2,552.91
Filing Fees, Licenses, Permits	661.25
Office Supplies	0.00
Automobile Insurance	1,873.00
Insurance	3,991.86
Liability Insurance	2,717.07
Fundraising Expense	4,445.95
Interest Expense	8,115.94
Total Miscellaneous Expense	46,445.69
Total Expense	213,002.64
Net Income	<u>17,399.32</u>



FY 2006/07 Non-Departmental Funding Request
Application

03-24-06P12:22 RCVD

A. Organizational Information

1. Legal Name of Agency: Tallahassee Senior Citizens Foundation
2. Street Address/ Mailing Address:
1400 N. Monroe Street
Tallahassee, Florida 32301
3. Total Agency Budget:
2005/06 (current) \$ 350,621 2006/07 (proposed) \$ 414,082
4. Date of agency incorporation: 1980
5. Does the agency have a **501(C)(3)** status? Yes XXX
6. Agency representative: Sheila Salyer, Executive Director
Susan Davis, Leon County Senior Services Coordinator
7. Mailing address (if different from agency mailing address):
8. Telephone: 850-891-4000
9. Fax: 850-891-4020
10. E-mail Address: salyers@talgov.com
davissu@talgov.com

B. Project Information

1. Succinctly describe the program for which funding is requested, including types of services provided (attach additional pages as necessary):

The Leon County Positive Aging Community Project (*formerly called Elder Ready Community Project*) and Senior Outreach Program (LCSO) are creating mini senior centers in the rural, unincorporated communities of Leon County. Through the partnership with the model nationally accredited Tallahassee Senior Center and its private non-profit Foundation, the Leon County senior services project continues to experience steady growth in its first four years. In addition to working with County agencies to be more senior-friendly and providing senior center services at four sites, the project facilitates a C.A.R.E. Team (Caring After Rural Elders), manages volunteers, implements a supplemental transportation service for Para transit services, coordinates Relatives as Parents Program (R.A.P.P.), administers the Elder Farmers Market Program, and will establish a fifth programming site. In the future (within five years), as each community's demand for services and activities increases, it is envisioned that at least a part-time person should be hired to staff each mini senior center in the rural communities.

To address caregivers' needs for information, respite care, and support groups, the project partners with providers who offer these services to make respite and support services more accessible to caregivers.

Due to the growth of the program, there is a need for additional space to house staff and a R.A.P.P. Resource Center. As of January 2007 the LCSO program will move to the new Wesson Multiservice Senior Center, a joint project of Leon County Schools, City of Tallahassee, and Leon County.

Satellite Senior Center Services

- ◆ Coordinate and host monthly Senior Days in the communities of Miccosukee, Chaires-Capitola, Ft. Braden, Woodville, and Northwest Leon County. Senior Days provide health screenings, social services, speakers, information, entertainment and lunch, through partnerships with Leon County Library Bookmobile, Leon County Sheriffs Office, American Red Cross, Legal Services of North Florida, university professors, Elder Care Services, Alzheimer's Project of Tallahassee, Big Bend Hospice and a host of other agencies, organizations, businesses, and individuals.
- ◆ Provide ongoing activities, such as exercise classes and chat groups, in each of the community areas.

Positive Aging Community for a Lifetime Project

- ◆ Compile and print inventory of neighborhood associations; update housing, education, and recreation inventories; expand medical services inventory to enhance seniors' quality of life, identify models and barriers, initiate improvements, and implement actions to create a better and more coordinated long term care service and support system for our seniors, caregivers, and their families through the joint Tallahassee—Leon County Positive Aging Community project. Begin working with the Chamber of Commerce to assess and improve businesses' senior friendliness.
- ◆ Continue to address senior alternative transportation issues and increase safe driver programs.
- ◆ Advocate for Leon County Commissioners' concerns on issues affecting seniors.

- ◆ Identify initiatives and possible funding sources to enhance and expand services to the senior community.
- ◆ Update and coordinate senior appropriate information for the Leon County web page.

Respite Services and Caregiver Training

- ◆ Increase in-home and support group respite services for caregivers.
- ◆ Guarantee emergency respite service for caregivers.
- ◆ Increase caregiver training opportunities for volunteers and professionals outside of the aging network, i.e. faith-based organizations, first-responders.
- ◆ Offer "Powerful Tools for Caregivers" classes to help caregivers take better care of themselves.
- ◆ Improve coordination of information and referral system for caregivers.
- ◆ Increase access to counseling services, case assessment, and case management for caregivers and Alzheimer's victims.
- ◆ Train more volunteers to provide respite for caregivers.
- ◆ Link caregivers and Alzheimer's victims with "Project Lifesaver," offered by Alzheimer's Project of Tallahassee in partnership with Leon County Sheriff's Office.
- ◆ Serve families and caregivers in rural Leon County through the Senior Day program.

Leon County Senior Outreach Services

- ◆ Coordinate the continued development of the C.A.R.E. Team (Caring After Rural Elders), an individual outreach program that mobilizes volunteers to care for seniors in rural Leon County, particularly those who are ill, isolated or lonely. C.A.R.E. Team members from each community meet quarterly to discuss the needs of their senior neighbors and brainstorm activities that may help alleviate the isolation and hardships they face. Friendly phone calls and visits are on-going activities of the C.A.R.E. Team.
- ◆ Host annual recognition luncheon for volunteers and community partners to express appreciation for their contributions.
- ◆ Partner with churches in unincorporated areas to assist in providing services, programming and identification/referral of those in need.
- ◆ Coordinate with Community Transportation Program to provide regularly scheduled Para transit services for seniors in Miccosukee and Ft. Braden to Super-Walmart.
- ◆ Coordinate the Relatives as Parents Program (R.A.P.P.) that includes monthly lunch and evening events that feature speakers, exhibitors and social support. Also, develop a comprehensive resource library for relatives serving as parents.
- ◆ Implement the Elder Farmers Market Program in conjunction with Tallahassee Senior Services. This is a grant funded project from the Department of Elder Affairs that provides low-income seniors with coupons that can be used to purchase up to \$60 worth of locally grown produce.
- ◆ Participate in bi-monthly meetings of the Leon County Senior Outreach Citizens Advisory Council.
- ◆ Produce bi-monthly Leon County Senior Gazette to disseminate information on resources, services and health topics pertinent to seniors. On alternate months, produce a calendar of

Senior Outreach events. Both publications are mailed to seniors 55 and older living in targeted areas of unincorporated Leon County.

- ◆ Submit monthly updates to the Senior Outreach web page on the Leon County web site.

2. What is the target population intended to be served or benefit from this program?

Seniors age 55 and over, caregivers of all ages, and grandparents raising grandchildren.

Demographics for Tallahassee-Leon County

- ◆ Tallahassee was named one of six retirement “hotspots” by *Consumer Reports Money Advisor* within the next 10 years.
- ◆ The T-LC 65 and older population has grown **40%** from 1990 to 2003.
- ◆ 39,476 (15%) people are age 55 or older in T-LC (8% increase in number since 2000).
- ◆ 31,318 (13%) people are age 45 to 54.
- ◆ 28% of T-LC population is already seniors, baby boomers, and/or caregiving for loved ones.
- ◆ Approximately 40% of seniors age 55 and older live in the unincorporated areas of Leon County. Due to limited transportation and the physical remoteness of individuals from available services, and for many, the lack of familial and social support, seniors in the rural areas are faced with unique difficulties when trying to maintain their health and independence.
- ◆ Approximately 3,500 persons with dementia live in Leon County. 70% of these people are living in a residence and are being cared for by a family member.
- ◆ More than 1,800 grandparents who are raising grandchildren in the unincorporated areas of Leon County (according to year 2000 census reports.)
- ◆ Primarily low and moderate income persons who cannot afford for-profit services benefit from all of these LCSO programs. Medicare and Medicaid do not cover the cost of in-home care for Alzheimer’s disease.
- ◆ Census reports show that the 65 to 74 age group in 2000 was 77% larger than the 55 to 64 population in 1990.
- ◆ Between 2005 and 2030, it is projected that the overall population of Leon County will grow by 1.4 percent annually, while the population age 65 to 79 will grow by 6.5 percent a year. The population of those older than 80 will grow at a rate of 5.9 percent a year.
- ◆ 90 percent of area seniors are well and independent with no mobility or self-care limitations, making senior center services vital in helping individuals stay well and connected to their community. While residents prefer to live independently, in their own community, this is also the most cost-effective means for people to live.

3. What methods are used to effectively reach this program's target population?

- ◆ Senior Days take services to the rural communities where many of Leon County's seniors live. Many have limited transportation options and are unable to participate in activities or receive health education and preventive screenings in Tallahassee. Numerous screenings and services are provided in their own community.
- ◆ Program information printed bi-monthly in the *Tallahassee Democrat Active Living* magazine, circulation 72,000.
- ◆ Bi-monthly (opposite of *Active Living*) Leon County Senior Gazette alternating with a bi-monthly Calendar of Events mailed to seniors 55 and older living in targeted areas of unincorporated Leon County informing these residents of available programming, activities and resources.
- ◆ Leon County web site updated monthly with current schedule of programs and activities.
- ◆ Weekly announcements in the Families section of the *Tallahassee Democrat* listing Leon County Senior Day information.
- ◆ Flyers for Relatives as Parents Program are distributed in schools, churches, day-care centers and social service agencies.
- ◆ Occasional announcements listed in the County Link section of the *Tallahassee Democrat*.
- ◆ Flyers posted in County community areas announcing special programs and classes.
- ◆ County Community Center marquees are used to regularly advertise events and activities.
- ◆ Information disseminated at the Leon County Senior Days.
- ◆ Information sent to churches in rural areas.
- ◆ Letters sent to C.A.R.E. Team members informing them of meetings and training sessions.
- ◆ Volunteer information listed in Volunteer Leon's web site.
- ◆ Collaborate with other organizations and agencies that also serve clients in the rural areas and have them disseminate information.
- ◆ Media invited to cover special events, community presentations, health fairs
- ◆ Staff give presentations at community functions, attend health and volunteer fairs, and attend monthly Capital Coalition on Aging meetings to network with other providers and referral services.
- ◆ Many satisfied customers are perhaps the best means of outreach.

4. Outline the phases and time frames in which this program will be accomplished if funded.

Satellite Senior Center Services**October 2006 thru September 2007:**

- ◆ Continue to host monthly Senior Days in Chaires, Ft. Braden, Miccosukee, Woodville and northwest Tallahassee.
- ◆ Continue coordination of ongoing classes and programs in each of these areas.

October 2006: Offer Flu Shots at Senior Days sites.

March-April 2007: Host Health Fairs and distribute Elder Farmers Market coupons.

Leon County Senior Outreach Services

October 2006 through September 2007:

- ◆ In partnership with StarMetro, coordinate monthly transportation services from Miccosukee and Ft. Braden to the nearest Super Wal-Mart.
- ◆ Coordinate monthly events for the Relatives as Parents Program that feature resources, services, information and support.
- ◆ Host semi-annual volunteer appreciation events.
- ◆ Continue bimonthly mailings of the Leon County Senior Gazette and the Calendar of Events flyer to seniors 55 and older living in targeted areas of unincorporated Leon County.

April and May 2007:

- ◆ Implement Farmers Market Program, funded by the Department of Elder Affairs.

August, 2007:

- ◆ Host annual volunteer and community partner appreciation luncheon.

Positive Aging Community for a Lifetime Project

October 2006:

- ◆ Publish inventory of senior-friendly neighborhood amenities.

October 2006 through September 2007:

- ◆ Partner with the Chamber of Commerce to identify senior-friendly businesses.
- ◆ Partner with the Chamber of Commerce to host "Senior" Opportunity Tallahassee.
- ◆ Partner with the Chamber of Commerce to help prepare businesses for an increased number of older workers and an increased number of caregiver employees.
- ◆ Maintain current inventories of senior housing, education, and recreation inventories.
- ◆ Work with the medical community services to improve customer service and access to medical services.
- ◆ Continue to work with Star Metro to enhance public transportation options for seniors.
- ◆ Pursue training for local volunteers to offer "Car Fit" for seniors at least bi-annually.
- ◆ Advocate for Leon County Commissioners' concerns on issues affecting seniors.
- ◆ Identify initiatives and possible funding sources to enhance and expand services to the senior community.

Respite Services and Caregiver Training

On-going:

- ◆ Increase in-home and support group respite services for caregivers.
- ◆ Guarantee emergency respite service for caregivers.
- ◆ Increase caregiver training opportunities for volunteers and professionals outside of the aging network, i.e. faith-based organizations, first-responders. Offer "Powerful Tools for Caregivers" classes at least three times per year.
- ◆ Improve coordination of information and referral system for caregivers.

- ◆ Increase access to counseling services, case assessment, case management, and support groups for caregivers and Alzheimer's victims.
- ◆ Train more volunteers to provide respite for caregivers. Offer extended training programs two times per year.
- ◆ Link caregivers and Alzheimer's victims with "Project Lifesaver," offered by Alzheimer's Project of Tallahassee in partnership with Leon County Sheriff's Office.
- ◆ Serve families and caregivers in rural Leon County through the Senior Day program.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

- ◆ 100% of participants say they would recommend Senior Days to a friend or family member.
- ◆ 99% of participants say they feel happier or more satisfied with their lives by participating in a senior program.
- ◆ 98% say the senior programs have had a positive effect on their lives.
- ◆ 93% say they feel more able to stay independent.
- ◆ 92% say they take better care of their health by participating in a senior program.
- ◆ 89% say they learn new things.
- ◆ 85% say they have learned about services and benefits available to them.
- ◆ 7,000 units of service at Senior Days and on-going activities will be provided. One unit equals one person attending an activity.
- ◆ At least 600 residents living in rural Leon County will be served.
- ◆ Rural senior residents will increase or maintain their physical, emotional or other health status through participation in health screenings such as blood pressure, diabetes, hearing, vision and osteoporosis. They will also receive information and services from more than 50 organizations during the year.
- ◆ More seniors will be able to maintain a healthy lifestyle, including loss of weight and improvement of conditions such as diabetes, through regular involvement in exercise classes.
- ◆ Relatives as Parents will receive special attention through monthly events geared specifically for their needs. They will receive information, resources, and social support to help them with this important obligation of raising their grandchildren or other young relative.
- ◆ Caregivers will have greater and more immediate access to in-home and support group respite services, delaying or preventing the need for institutionalization of their loved one.
- ◆ More caregivers will be trained to better take care of themselves, as well as their loved ones for whom they are caring, helping caregivers remain in that role for a longer period of time.
- ◆ Caregivers who participate in the "Powerful Tools" classes show a decrease in caregiver depression by 80 percent.
- ◆ Alzheimer's victims will be safer in our community with the implementation of the "Project Lifesaver," with which the Leon County Senior Outreach Program will partner. Nationwide, this program has a 100% success rate in locating wanderers.
- ◆ Neighborhoods will become more senior-friendly and services more accessible. Seniors will be able to live independently in their homes and communities. Seniors and caregivers will

have greater access to resource information on housing, education, and recreation opportunities in their community.

- ◆ Seniors have more alternative transportation choices and greater access to transportation for medical appointments, grocery shopping, and other important trips through the Community Transportation Program. Seniors will be better educated regarding safe driving and better able to assess their own driving skills.

6. Why is this funding requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Senior Center Services that enable individuals to stay well and connected to their community would be discontinued in the county community centers. Seniors and caregivers living in these areas who have access to the community centers, but are unable to travel into central Tallahassee would again experience isolation and barriers to preventive health services and opportunities for active aging. Grandparents raising grandchildren would be left disconnected to resources and a support network that will help them with child rearing practices and take better care of themselves. Caregiver and respite services would be reduced to the rural areas due to a lack of funding to serve these areas.

This program is networked to numerous organizations and agencies that provide vital services and information that are beneficial to seniors and their caregivers, and is able to deliver these services directly. Without funding, the program would be discontinued.

The success of senior services programming in the County is highly related to the ability to communicate information. If funding for a direct mailing is discontinued, then program activities and services would be jeopardized, and rural seniors would not benefit from information and education provided from the organizations that are trying to serve them.

Rural seniors who are isolated, ill or lonely benefit from one-on-one care. Individual volunteers who live in the same community can meet many seniors' transportation needs. Without funding for coordination of services, the ability to use volunteers, and the volunteer services they provide, would be severely diminished.

The County portion of the Positive Aging Community Project would be limited to the broad assessments of the joint City-County Project.

Respite Services and Caregiver Training would not be able to meet the needs of caregivers, as access to these services would be limited, putting caregivers in vulnerable situations. Currently local, state, and federal funding only provides for 5% of the respite and adult day care that is needed in Leon County (Area Agency on Aging for North Florida, Inc.). That leaves the majority of caregivers without help. John Hopkins Medical School reported that just two hours of respite relief a week allows caregivers to keep their loved-one at home an average of six months longer. With the respite relief available through our partnership with Alzheimer's Project, this program contributes to more than 1 million dollars a year saved on institutional care.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

No other agency provides Senior Center Services in Tallahassee-Leon County. Elder Care Services provides a meal site at Ft. Braden two days a week. The Leon County Senior Services program coordinates with the many health, education, recreation, and wellness providers to take services and information to the rural communities and maximize the resources available from other community partners.

The TSCF will partner with existing similar agencies to provide the most cost-effective, coordinated and efficient services for seniors and caregivers. These include:

- ◆ Alzheimer's Project of Tallahassee, for caregiver respite services and volunteer training.
- ◆ Elder Care Services Retired and Senior Volunteer Program to register volunteers age 55 and older.
- ◆ Elder Care Services to fill in gaps of service to isolated seniors in rural areas and make necessary referrals for in-home services.
- ◆ Florida Telecommunications Relay, Inc., for phones for hearing impaired individuals.

C. Funding Information

1. Total cost of program: \$176,354
2. Funding requested from Leon County: \$152,104
3. Please list the following Revenue Sources for the current year and the upcoming year.

Revenue Source	2005/06 (Current)	2006/07 (Proposed)		
Leon County (not CHSP):	\$141,351	\$152,104		
City of Tallahassee (not CHSP):	\$9,100	\$9,000	In-Kind	
United Way (not CHSP):				
Community Human Services Partnership (CHSP):				
State:				
Federal:				
Grants:	\$3,250	\$3,250		
Contributions/Special Events:	\$9,000	\$12,000		
Dues/Membership:				
Program Service Fees:				
Other Income (please itemize):				
Total Revenue	\$163,145	\$176,354		

4. Please list the following expenses for the current year and the upcoming year.

Expense	2005/06 (Current)	2006/07 (Proposed)		
Compensation and benefits	\$74,601	\$78,045	*In-Kind	6000
Professional Fees	\$600	\$780		
Occupancy/Utilities/Network	\$3100	\$12,600	In-Kind	3000
Supplies/postage	\$10,500	\$12,000		
Equipment Rental, Main., purchase				
Meeting costs/travel/transportation	\$4,300	\$4,000		
Staff/Board development/Recruitment				
Awards/Grants/Direct aid	\$58,100	\$56,500		
Bad Debts/uncollectibles				
Bonding/liability/directors insurance				
Other expense (please itemize)				
Publicity/Advertising	\$1,000	\$500		
Printing/copying for elder ready & senior newsletter & mailings	\$10,500	\$11,000		
Total Expenditures	\$162,701	\$176,354		
CITY OF TALLAHASSEE SUPPORT				
Administrative Staff for PAC Project. (10%)	\$6,000	\$6,000		
Internet access to City computer services, use of Copy Machine, and phone service at the Wesson Multiservice Senior Center.	\$3,100	\$3,000		
Total In-Kind Support	\$9,100	\$9,000		

5. Describe actions to secure funding other than County funds.

The TSC Foundation will continue to apply for appropriate grant funds for the Positive Aging and Senior Outreach program.

Participants will continue to be given the opportunity to make donations at Senior Days and for on-going activities. These dollars help offset the cost of Senior Days and activity instructor fees.

6. Will this project or event recur every year?

No _____ Yes XXX

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes XXX

8. If "yes," estimate: the amount of next year's funding request. \$170,000

9. Has Leon County ever contributed funds to this project in the past?

No _____ Yes XXX

10. If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: 2002-03, 2003-04, 2004-05, 2005-06

Recipient: Tallahassee Senior Citizens Foundation

Project Title: Elder Ready Community Project

Funding Level: \$50,000, \$75,136, \$105,812, \$141,795

11. Attach a copy of the Agency's most recent financial report.

2005 Audit included.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: SHEILA K SALYER

Signature: 

Date Signed: 3/23/06



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency:

Tallahassee Trust for Historic Preservation, Inc.

2. Street Address/ Mailing Address:

423 East Virginia St.
Tallahassee, FL 32301

3. Total Agency Budget:

2005/06 (current) \$ 176,000 2006/07 (proposed) \$ 186,900

4. Date of agency incorporation: September 27, 1988

5. Does the agency have a **501(C)(3)** status? Yes No

6. Agency representative: Michael Wing, Executive Director

7. Mailing address (if different from agency mailing address): NA

8. Telephone: 850-488-7100

9. Fax: 850-488-7333

10. E-mail Address: taltrust@comcast.net

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

Funding is being sought for the Tallahassee Trust for Historic Preservation (TTHP) to continue to provide comprehensive historic preservation services for Leon County, including education, planning, economic development, and technical assistance as it pertains to historic preservation. The Tallahassee Trust for Historic Preservation will provide the following services:

- Assist the County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the 2010 Tallahassee Leon County Comprehensive Plan.

- Assist the County in fulfilling the requirements of the Federal Certified Local Government (CLG) Program including preparation and submission of the required Annual CLG Reports to the Historic Preservation Section of the Florida Department of State, ensuring appropriate enforcement of state and local legislation for designation and protection of historic properties, providing staff and technical support for the historic preservation review commission, maintaining a system for survey and inventory of historic properties, and reviewing the appropriateness of nominations to the National Register of Historic Places.

- Assist the County in accordance with Leon County Ordinance 97-28 as amended. This assistance will include administering and staffing the Tallahassee-Leon County Architectural Review Board (ARB), processing its correspondence, preparing the required legal notifications, maintaining the meeting minutes, coordinating with other governmental agencies involved in the regulatory process, and providing technical support.

- Provide the County government with information about identified historic properties in the area of any proposed project and assess the effect the proposed project will have on the historic resources.

- Prepare historic preservation grant-in-aid applications .

The Tallahassee Trust for Historic Preservation will promote historic preservation and provide the citizens of Leon County with historic preservation information and education through the following:

- Maintaining a resource library of general historic preservation information, surveys, and individual property files.

- Assisting individuals and groups with information on the National and Local Registers of Historic Places, what makes a property eligible for placement on the Register, the nomination process for placing properties on the Register, and how to apply the Secretary of the Interior's Standards for the treatment of historic properties listed on the National Register.

- Providing information on financial incentives available to assist private citizens with historic rehabilitation projects.

- Providing educational and informational presentations on historic preservation and the role it plays in a community's quality of life and economic development to various community organizations and educational facilities in Leon County.

- Training future historic preservationists by providing historic preservation presentations to students enrolled in Florida State University's Public History program and Florida A&M University's Architectural program, and providing internship positions for students enrolled in these programs.

2. Who is the target population intended to be served or benefit from this project?

All residents of Leon County.

3. What methods are being used to effectively reach this program's target population?

Enforcement of existing national and local historic preservation regulations, and dissemination of historic preservation information through public outreach and education.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

Providing Historic Preservation Services to the local government and the community is ongoing and continuous. The Architectural Review Board meets monthly on the first Wednesday of the month and staff carry out the responsibilities and duties of the Board on a full time basis. The resource library is open to the public weekdays from 8:00 am to 5:00 pm and staff are available to answer questions or provide preservation information. Historic Preservation presentations or lectures are available at any time, either at the office of the Historic Trust or at venues throughout the County.

The time frame for the current funding request is the 2006-2007 Fiscal Year.

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

The impact/outcome is the continued preservation of Leon County's historic resources. The preservation of a community's historic buildings, structures, objects, and sites has been found to be in the public good. This is evidenced in the National Historic Preservation Act and in numerous local zoning codes throughout the United States. The Tallahassee Trust for Historic Preservation is the local agency dedicated to promoting, preserving, and protecting the historic resources of Leon County.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

The funding is requested to continue to provide historic preservation services to the local government and the citizens of Leon County.

If the funding request is not approved the Tallahassee Trust for Historic Preservation would have to significantly reduce the level of services provided to the citizens of Leon County. It would require a significant staff reduction which would result in a reduction of informational services provided to the community and a reduction in the maintenance of the research library. It would also mean the Trust would no longer be in a position to assist the County in meeting its CLG and local government historic preservation goals and responsibilities.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

The Tallahassee Trust for Historic Preservation is not aware of any other organization or agency in Leon County with the Tallahassee Trust for Historic Preservation's historic preservation background, experience, knowledge, and resources. The Tallahassee Trust for Historic Preservation is the successor of the Historic Tallahassee Preservation Board and the repository of area surveys, national register nominations, individual site files, and general historic preservation information.

C. Funding Information

1. Total cost of program: \$186,900
2. Funding requested from Leon County: \$66,500
3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	<u>\$62,500</u>	<u>\$66,500</u>
City of Tallahassee (not CHSP):	<u>\$92,500</u>	<u>\$98,500</u>
United Way (not CHSP):		
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants:		
Contributions/Special Events:	<u>\$6,000</u>	<u>\$6,000</u>
Dues/Membership:	<u>\$4,500</u>	<u>\$5,000</u>
Program Service Fees:		
Other Income (please itemize):		
<u>Merchandise Sales</u>	<u>\$3,000</u>	<u>\$3,000</u>
<u>Property Rental</u>	<u>\$7,500</u>	<u>\$7,900</u>

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	<u>\$137,500</u>	<u>\$145,200</u>
Professional Fees	<u>\$1,500</u>	<u>\$1,500</u>
Occupancy/Utilities/Network	<u>\$25,000</u>	<u>\$27,000</u>
Supplies/postage	<u>\$3,000</u>	<u>\$3,200</u>
Equipment Rental, Main., purchase	<u>\$3,400</u>	<u>\$3,500</u>
Meeting costs/travel/transportation	<u>\$3,000</u>	<u>\$3,500</u>
Staff/Board development/Recruitment		
Awards/Grants/Direct aid		
Bad Debts/uncollectibles		
Bonding/liability/directors insurance	<u>\$2,100</u>	<u>\$2,500</u>
Other expense (please itemize)		
Contingencies	<u>\$500</u>	<u>\$500</u>

5. Describe actions to secure funding.

An application for Fiscal Year 2006-2007 funding to provide historic preservation services to the City of Tallahassee is also being submitted. The City of Tallahassee has financially supported the Tallahassee

Trust for Historic Preservation in the past. In addition to support from the City the TTHP holds an annual fund raising event, collects membership dues, sells books on various aspects of historic Tallahassee and Leon County, and sells Historic Identification Plaques for properties listed on the Tallahassee-Leon County Register of Historic Places.

6. Will this project or event recur every year?

No _____ Yes X

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X

If "yes," estimate: the amount of next year's funding request. \$66,500

8. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: FY 1997 - FY 2006

Recipient or agency: Tallahassee Trust for Historic Preservation

Project Title: Historic Preservation Services

Funding Level:

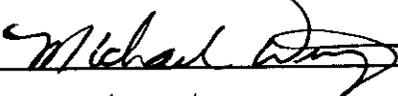
FY 1997-1998	\$15,000
FY 1998-1999	\$20,000
FY 1999-2000	\$40,000
FY 2000-2001	\$55,000
FY 2001-2002	\$55,000
FY 2002-2003	\$55,000
FY 2003-2004	\$55,000
FY 2004-2005	\$62,500
FY 2005-2006	\$62,500

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Michael Wing

Signature: 

Date Signed: 3/23/2006

ATTACHMENT

Most Recent Financial Report

FY 2006 - 1st Quarterly Report (October 2005-December 2005)

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03/23/06
Accrual Basis

Tallahassee Trust for Historic Preservation
Profit & Loss Detail
October through December 2005

Type	Date	Num	Name	Memo	Class	Clr	Split	Amount	Balance
Ordinary Income/Expense									
Income									
City Contract									
Deposit	11/17/2005		City of Tallahassee	Deposit-1rst ...			Capital City B...	46,250.00	46,250.00
Total City Contract								46,250.00	46,250.00
County Contract									
Deposit	11/21/2005			FY 05-06 fu...			Capital City B...	62,500.00	62,500.00
Total County Contract								62,500.00	62,500.00
Favored Land Book									
Deposit	10/13/2005			My Favorite ...			Capital City B...	239.70	239.70
Deposit	11/21/2005			sales to Bor...			Capital City B...	2,000.00	2,239.70
Total Favored Land Book								2,239.70	2,239.70
Membership Dues									
Deposit	10/13/2005			Deposit			Capital City B...	35.00	35.00
Deposit	11/21/2005			Deposit			Capital City B...	15.00	50.00
Total Membership Dues								50.00	50.00
Merchandise Sale-Other									
Deposit	12/21/2005			plaque			Capital City B...	139.75	139.75
Total Merchandise Sale-Other								139.75	139.75
Rent Income									
Deposit	10/13/2005			DAS - Oct.			Capital City B...	677.25	677.25
Deposit	11/21/2005			DAS - Nov r...			Capital City B...	677.25	1,354.50
Deposit	12/21/2005			Dec.			Capital City B...	677.25	2,031.75
Total Rent Income								2,031.75	2,031.75
Total Income								113,211.20	113,211.20
Expense									
Bank Service Charges									
Check	11/22/2005		Capital City Bank	fee for copie...			Capital City B...	20.00	20.00
Total Bank Service Charges								20.00	20.00
Bookkeeping									
Check	10/31/2005	ACH	ADP				Capital City B...	58.10	58.10
Check	11/29/2005	ACH	ADP				Capital City B...	58.10	116.20
Check	12/28/2005	ACH	ADP				Capital City B...	58.10	174.30
Total Bookkeeping								174.30	174.30
Contributions									
Check	12/2/2005	1940	John G. Riley Hou...	Rock-A-Tho...			Capital City B...	100.00	100.00
Total Contributions								100.00	100.00
Equipment-Copier									
Check	10/4/2005	1916	Xerox Corp	copier lease			Capital City B...	209.65	209.65
Total Equipment-Copier								209.65	209.65
Equipment Rental									
Check	11/21/2005	1936	Xerox Corp	#100107218...			Capital City B...	209.65	209.65
Check	12/5/2005	1943	Xerox Corp	lease-cust # ...			Capital City B...	209.65	419.30
Total Equipment Rental								419.30	419.30
Favored Land Expense									
Check	12/8/2005	1945	Storage Center 2	Dec. payme...			Capital City B...	67.72	67.72
Check	12/20/2005	1951	Mikes Moving	move out of ...			Capital City B...	342.92	410.64
Total Favored Land Expense								410.64	410.64
Fundraising Expense									
Special Event									
Deposit	12/21/2005			Holiday dinner			Capital City B...	-740.00	-740.00
Total Special Event								-740.00	-740.00
Total Fundraising Expense								-740.00	-740.00
Insurance									
Health Insurance									
Check	10/28/2005	1925	Capital Health Plan	health insura...			Capital City B...	606.21	606.21
Check	11/28/2005	1939	Capital Health Plan	Group ID S4...			Capital City B...	606.21	1,212.42
Total Health Insurance								1,212.42	1,212.42
Total Insurance								1,212.42	1,212.42

Tallahassee Trust for Historic Preservation
Profit & Loss Detail
 October through December 2005

Type	Date	Num	Name	Memo	Class	Clr	Split	Amount	Balance
Interent									
Check	10/12/2005	1919	Comcast	#900051328...			Capital City B...	60.00	60.00
Check	11/16/2005	1934	Comcast				Capital City B...	60.00	120.00
Check	12/6/2005	1948	Comcast	Acc.#90005...			Capital City B...	60.00	180.00
Total Interent								180.00	180.00
Meeting/Travel/Prof.Development									
Check	11/1/2005	1927	Publix				Capital City B...	23.88	23.88
Total Meeting/Travel/Prof.Development								23.88	23.88
Miscellaneous									
Check	12/2/2005	1941	Robin D. Jackson	misc. office ...			Capital City B...	33.54	33.54
Check	12/21/2005	1952	Petty Cash				Capital City B...	50.00	83.54
Total Miscellaneous								83.54	83.54
Mortgage									
Check	10/31/2005		Capital City Bank	VOID:		X	Capital City B...	0.00	0.00
Check	10/31/2005	1928	Capital City Bank				Capital City B...	1,158.06	1,158.06
Check	12/5/2005	1944	Capital City Bank	laon # 29021...			Capital City B...	1,158.06	2,316.12
Total Mortgage								2,316.12	2,316.12
Office Depot Credit Plan									
Check	10/28/2005	1924	Office Depot				Capital City B...	245.55	245.55
Check	11/22/2005	1938	Office Depot	acc#601156...			Capital City B...	193.84	439.39
Total Office Depot Credit Plan								439.39	439.39
Payroll									
Check	10/31/2005	ACH	ADP				Capital City B...	7,728.56	7,728.56
Check	11/29/2005	ACH	ADP				Capital City B...	7,580.90	15,309.46
Check	12/28/2005	ACH					Capital City B...	7,642.53	22,951.99
Total Payroll								22,951.99	22,951.99
Postage and Delivery									
Check	10/12/2005	1917	Postmaster				Capital City B...	40.95	40.95
Check	11/16/2005	1931	Postmaster				Capital City B...	74.00	114.95
Total Postage and Delivery								114.95	114.95
Reimburse Expense									
Christmas Party									
Check	12/5/2005	1942	Market Square Liq...				Capital City B...	136.64	136.64
Check	12/8/2005	1946	Catering Capers	Holiday party...			Capital City B...	1,470.00	1,606.64
Total Christmas Party								1,606.64	1,606.64
Reimburse Expense - Other									
Check	10/3/2005	1912	Lee Yawn	reimburse			Capital City B...	17.27	17.27
Check	10/3/2005	1913	Kelley Farrell	reimburse			Capital City B...	10.00	27.27
Check	10/3/2005	1914	Valerie Strom	reimburse			Capital City B...	11.00	38.27
Check	10/3/2005	1915	Robin D. Jackson	reimburse			Capital City B...	45.93	84.20
Check	12/13/2005	1950	Robin D. Jackson	phone-			Capital City B...	17.99	102.19
Total Reimburse Expense - Other								102.19	102.19
Total Reimburse Expense								1,708.83	1,708.83
Security									
Check	10/12/2005	1918	Security Force	acc. # L2-11...			Capital City B...	21.95	21.95
Check	11/16/2005	1933	Security Force				Capital City B...	21.96	43.91
Check	12/8/2005	1949	Security Force	#L2-1176			Capital City B...	21.95	65.86
Total Security								65.86	65.86
Tax									
Tax Deposit-Payroll									
Check	10/31/2005	ACH	ADP	Oct payroll			Capital City B...	2,308.49	2,308.49
Check	11/29/2005	ACH	ADP				Capital City B...	2,261.53	4,570.02
Check	12/28/2005	ACH	ADP				Capital City B...	1,570.47	6,140.49
Total Tax Deposit-Payroll								6,140.49	6,140.49
UCT-6 Unemployment Tax									
Check	10/31/2005	ACH	ADP				Capital City B...	41.85	41.85
Check	11/29/2005	ACH	ADP				Capital City B...	32.40	74.25
Check	12/28/2005	ACH	ADP				Capital City B...	36.18	110.43
Check	12/28/2005	ACH	ADP				Capital City B...	36.18	146.61
Total UCT-6 Unemployment Tax								146.61	146.61
Total Tax								6,287.10	6,287.10

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03/23/06

Accrual Basis

Tallahassee Trust for Historic Preservation

Profit & Loss Detail

October through December 2005

Type	Date	Num	Name	Memo	Class	Clr	Split	Amount	Balance
Telephone									
Check	10/28/2005	1926	Department of Man...	telephone			Capital City B...	94.59	94.59
Check	11/21/2005	1937	Department of Man...	telephone			Capital City B...	94.59	189.18
Total Telephone								189.18	189.18
Utilities									
Check	10/12/2005	1920	City of Tallahassee	VOID: misprint		X	Capital City B...	0.00	0.00
Check	10/12/2005	1921	City of Tallahassee	acc.# 60348...			Capital City B...	598.63	598.63
Check	11/16/2005	1935	City of Tallahassee				Capital City B...	442.85	1,041.48
Check	12/8/2005	1947	City of Tallahassee	#6034865610			Capital City B...	427.89	1,469.37
Total Utilities								1,469.37	1,469.37
void									
Check	11/15/2005	1930					Capital City B...		0.00
Check	11/16/2005	1932					Capital City B...		0.00
Check	12/21/2005			VOID:		X	Capital City B...	0.00	0.00
Total void								0.00	0.00
Total Expense								37,636.52	37,636.52
Net Ordinary Income								75,574.68	75,574.68
Net Income								75,574.68	75,574.68



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: **United Partners for Human Services, Inc.**
2. Street Address/ Mailing Address: **P.O. Box 10267; Tallahassee, FL 32302**
3. Total Agency Budget 2005/06 (current) \$ 41,030 2006/07 (proposed) \$ 142,500
4. Date of agency incorporation: **3/22/04**
5. Does the agency have a 501(C)(3) status? Yes **X**
6. Agency representative: **Kelly Otte, Executive Director**
7. Mailing address (if different from agency mailing address): **Same**
8. Telephone: **(850) 942-2569**
9. Fax: **(850) 942-2569**
10. E-mail Address: **Kelly.UPHS@comcast.net**

B. Project Information

1. **Succinctly describe the program for which funding is being requested.**

Please include types of services provided (attach additional pages as necessary):

United Partners for Human Service (UPHS) is a membership organization comprised of human service organizations and their supportive partners whose mission is to improve the human service delivery system in the Big Bend. We exist because the human service agency leaders came together to try and fill a significant gap in resources that are needed to support them in their efforts to be the best that they can be. We will work with our 75+ member agencies, and a wide range of community organizations, such as Tallahassee Community College, the United Way, Florida A&M and Florida State Universities, and the Greater Tallahassee Chamber of Commerce to meet three primary program goals:

A) Increased efficiency and effectiveness of the human service delivery system through:

The development and implementation of a comprehensive educational program available to both degree seeking and non degree seeking students seeking careers in human service/nonprofit agencies. Components of this program will include a Management Certification program, in partnership with Tallahassee Community College for nonprofit staff and volunteers; an A.A degree in Nonprofit Management at TCC; and a B.A. degree through Florida State's School of Public Administration. The first five components of the certification program will include courses leading to a certificate in nonprofit Financial Management, Volunteer Management, supervision, Executive Leadership and Resource Development. With your support this program will increase the abilities of the nonprofit workforce.

The development of a community-wide Nonprofit Alliance Center. The Center, which will be located on TCC's campus, will offer local non-profits, a variety of resources to support their administrative/management/leadership needs, including a full resource library, access to mentors, leadership circles, community forums and a wide range of other supportive services.

B) Enhanced public understanding of the contribution of the non profit sector on the quality of life in the Big Bend through:

A scientific research study on the economic impact of the nonprofit sector on Leon County. This study will be conducted by a recognized expert from either FSU or FAMU, will be conducted in partnership with the local Economic Development Council and will be the first study of its kind ever conducted in our area.

Increased community discussion in a wide variety of ways including working with the local media, public forums, and discussions with local governments.

C.) Increased voice for those people in our community that are often the hardest to hear from. Expanding the strength and viability of UPHS will allow us to provide a coordinated and collaborative voice representing the collective needs of the thousands of people served by human service agencies. There is immeasurable benefit to our community to have the collective voice of some of the most silent at the table during local government action, disaster preparedness efforts, and other discussions affecting the quality of our lives.

2. **Who is the target population intended to be served or benefit from this project?** Our members are the staff, board members and volunteers from any human services agency, or supportive partner agency. Additional beneficiaries of the services include the people served by human service agencies, members of non-profits that are not human service agencies who will benefit from the resources we will make available to them, the community at large, educational institutions, and in-directly,.

3. **What methods are being used to effectively reach this program's target population?** Our annual conference reaches out to every agency in Leon County as well as volunteers and board members of those agencies. This summer, for the first time ever in our community we will be sponsoring an award/celebration event honoring the efforts of people in our community in human service work.

4. **Outline the phases and time frames in which this project or event will be accomplished if funded.**

Complete curriculum for certification program in Nonprofit Management, including segments in Fiscal Management, Volunteer Management, Beginning Supervision, Executive Management, and Resource Development.	November, 2006
Complete Economic Impact Study	December, 2006
Offer all 5 curriculum segment Fiscal Management and Volunteer Management and award Certificates in Nonprofit Management.	January – September, 2007
Hold 4 technical assistance workshops: Grant Writing, Grant Management, Presentations & Time Management	By September 2007
Coordinate the 8 th Annual Leadership Conference	April, 2007
Set up Nonprofit Alliance Center (Technical Resource Center)	By September 2007
Identify secure continuation grants and foundation funds	By September 2007

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

By September, 2007:

- 10 staff from local nonprofits will complete 25 hours of training in Fiscal Management.
- 10 agency staff will complete 25 hours of training in Volunteer Management.
- 10 agency staff will complete 25 hours of training in Beginning Supervision.
- 10 agency staff will complete 25 hours of training in Executive Leadership.
- 10 agency staff will complete 25 hours of training in Resource Development.
- 5 agency staff will complete all 5 segments and receive a certificate in Nonprofit Management.

200 Leon County agency staff and volunteers will attend the 8th Annual Conference for Excellence in Nonprofit Leadership.

200 Leon County agency staff and volunteers will attend 4 technical assistance workshops.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought? We need Leon County's help in order to keep the project funded long enough to bring foundation and grant funds into the community to sustain our work. In addition, we need support during this start up year in order to get the educational curriculum programs up and running, some of which will generate fees and help sustain the organization. Without Leon County funding we will be unable to accomplish our goals.

7. What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding? UPHS is unique and there is no other organization that provides the services that we do.

C. Funding Information

1. **Total cost of program:** \$142,500
2. **Funding requested from Leon County:** \$25,000

Revenue/Expenses next page

3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):	0	\$25,000
City of Tallahassee (not CHSP):	0	0
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	0	0
State:	0	0
Federal:	0	0
Grants:	0	\$75,000
Contributions/Special Events:	\$29,675	\$30,000
Dues/Membership:	\$5,500	\$11,500
Program Service Fees:	0	\$1,000
Other Income: Reserves	\$5,855	0
Total	\$41,030	\$142,500

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	0	\$80,960
Professional Fees	\$23,930	0
Occupancy/Utilities/Network	0	\$15,500
Supplies/postage	\$1,500	\$4,000
Equipment Rental, Main., purchase	0	\$15,500
Meeting costs/travel/transportation	\$1,500	\$1,500
Staff/Board development/Recruitment	\$	\$500
Awards/Grants/Direct aid	0	0
Bad Debts/uncollectibles	0	0
Bonding/liability/directors insurance	0	\$1,000
Other expense: Printing	0	\$4,750
Other expense: Conference/Celebration Dinner	\$14,100	\$18,790
Total	\$41,030	\$142,500

5. Describe actions to secure funding.

We have submitted one foundation grant, which was approved at the local level and we're awaiting word from their national headquarters. We have identified 9 other foundations that are interested in capacity development with nonprofits and plan to submit those applications by the end of April, 2006. Our annual conference is being held annually at Tallahassee Community College and net revenue from that will help us fund

operations on a continuing basis. We charge a minimal registration fee to UPHS members and only a few dollars more for non-members.

6. Will this project or event recur every year?

No _____ Yes X _____

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No X _____ Yes _____
If "yes," estimate: the amount of next year's funding request. _____

8. Has Leon County ever contributed funds to this project in the past?

No _____ X _____ Yes _____

9. Attach a copy of the Agency's most recent financial report.

I have attached the 04/05 year ending financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Kelly K. Otte, Executive Director

Signature: *Kelly Otte*

Date Signed: 3.23.06

United Partners for Human Service, Inc
Income & Expense - Fiscal Year To Date
 April 2004 through March 2005

	Apr '04 - Mar 05
Ordinary Income/Expense	
Income	
Annual Dues	
2003-2004	50.00
2004-2005	3,862.50
2005-2006	4,675.00
Total Annual Dues	8,587.50
Registrations	
Annual Conference	5,550.00
Total Registrations	5,550.00
Sponsorships	
Annual Conference	7,000.00
Total Sponsorships	7,000.00
Total Income	21,137.50
Expense	
Bank Charges	73.95
Check Order	
Total Bank Charges	73.95
Conferences/Conventions	280.00
Consultant Fee	165.00
Meeting Expenses	321.51
Membership Fees/Dues	255.00
Miscellaneous	561.25
Office Supplies	901.85
Programs	
Annual Conference	12,026.17
Awards/Appreciations	912.35
Candidate Forum	300.00
Total Programs	13,238.52
Public Relation	200.00
Reimbursable Expenses	0.00
Total Expense	15,997.08
Net Ordinary Income	5,140.42
Other Income/Expense	
Other Income	717.50
In Kind Donations	
Total Other Income	717.50
Net Other Income	717.50

4:20 AM
03/23/06
Accrual Basis

United Partners for Human Service, Inc
Income & Expense - Fiscal Year To Date
April 2004 through March 2005

	Apr '04 - Mar 05
Net Income	<u>5,857.92</u>



2006/2007 Non-Departmental Funding Request Application

A. Organizational Information

1. Legal Name of Agency: **United Way of the Big Bend (UWBB), Whole Child Leon**
2. Street Address/ Mailing Address: **307 E. 7th Avenue, Tallahassee, FL 32303**
3. Total Agency Budget 2005/06 (current) \$ **125,000** 2006/07 (proposed) \$ **195,000**
4. Date of agency incorporation: **January 1991**
5. Does the agency have a **501(C)(3)** status? Yes No
6. Agency representative: **Kenneth Armstrong, Ph.D.**
7. Mailing address (if different from agency mailing address):
8. Telephone: **(850) 414-0844**
9. Fax: **(850) 414-0852**
10. E-mail Address: **ken@uwbb.org**

B. Project Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided (attach additional pages as necessary):

Whole Child Leon (WCL) is a communitywide effort to get our children off to the best start in life by ensuring that they have everything they need to thrive. A growing body of research shows that the first five years of life are crucial to brain development, to acquiring social skills necessary to grow into good citizens, and to developing emotional support and physical and mental health. In support of this research, WCL strives to holistically address the needs of young children by addressing six dimensions: physical and mental health; safe and nurturing environment; economic stability; quality education; social interaction and competence; and spiritual foundation and strength. In addition, WCL has developed 10 commitments to children to ensure that all children 0 through 5 years of age will have love, prenatal care, health care, assessment and early intervention, early childhood education, freedom from abuse and neglect, adequate income and support, safe neighborhoods, respect for others, and a sense of hope.

Leon County, as a Whole Child Community, will provide all children with the opportunity to be healthy, contributing members of society, based upon the belief that parents have primary responsibility for raising their children, and the community is a partner in this endeavor. Community partners include the Leadership Council which is comprised of business and community leaders, and the Professional Network comprised primarily of community health care and social service providers. The Leadership Council and Professional Network work collaboratively to ensure a coordinated, non-duplicative approach to implementing WCL activities.

In 2004, WCL conducted an extensive community analysis to determine the resources and needs of our community relative to our youngest residents. More than 50 Listening Projects (mini focus groups) were conducted at various community centers, apartments and low-income housing complexes, schools, and social service organizations. These Listening Projects involved more than 250 community residents including parents, child care providers, health care and social service providers, ministers, displaced families, and stay-at-home and working mothers. In addition, WCL received 139 surveys from a diverse cross-section of residents who desired to provide input into the implementation of WCL.

Based upon the results of this community input WCL developed a Strategic Plan indicating the proposed action initiatives and action steps for implementing WCL activities. Utilizing Action Teams, WCL has implemented an aggressive plan to address the following identified community needs: linking families to services that are available in our community utilizing a web-based tool, the Whole Child Connection (WCC), with support from the Whole Child Advisor; expanding parent education, information and support; and building a community commitment to support these efforts by addressing root causes hindering children 0 through 5 years of age and their families reach their full potential. Action Teams were divided into Universal Systems & Dimension Specific Initiatives.

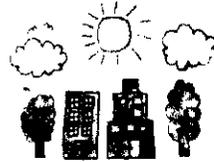
- ✓ The **Universal Systems Initiatives** are the most common themes from the Listening Projects and include three Action Teams: the WCC & Whole Child Advisors (including Whole Child Advisor trainings); Parent Education, Information and Support; and Community Buy-In. From January 1, 2005 to March 24, 2006, there have been twenty-seven (27) Action Team meetings addressing these initiatives.
- ✓ The **Dimension Specific Initiatives** are specific to the six Whole Child dimensions: Physical and Mental Health; Safe & Nurturing Environment; Economic Stability; Quality Education; Social Interaction & Competence; and Spiritual Foundation & Strength. From January 1, 2005 to March 24, 2006, there have been fifty (50) Action Team meetings addressing these initiatives.

Leon County has an impressive network of resources available for children and families, but the entire system of services is difficult for many families to navigate. WCL will utilize a web-based tool, the WCC, to link families with services while utilizing technology to provide a cohesive, collaborative approach to accessing existing resources in the community. WCL is not designed to provide direct services, but to serve as a conduit to help families access the services they need. This tool has already been developed and successfully piloted in Manatee County (a Whole Child Community). A flowchart of the WCC is below.



A Family Has
Specific Needs

Service Providers
Have Multiple Services



A Family
Completes
A Whole Child
Profile

Whole Child
Web System
Matches
Needs to
Providers



Comprehensive
Provider
Information
Is Supplied



Whole Child Advisor Supports
The Family as They Develop
And Implement a Holistic Plan
To Meet Their Needs



In addition to linking families with providers, the WCC will also provide the community with an on-going assessment of community needs related to supporting families from the perspective of families. This will enable the community to identify and fill gaps in capacity over time. Data collected can be used to support funding requests to implement specific services identified as a need in the community, expand existing services that are at capacity but continually identified as a need, and provide a demographic snapshot based upon services and needs of Leon County's residents.

The Whole Child Advisor Network (WECAN) is designed to assist the community in realizing its vision: "Imagine, a community where everyone works together to make sure children thrive." The WECAN model provides a community-wide network of advisors and resource connectors who are dedicated to assisting families with children 0 through 5 years of age to identify their needs and connect with service providers who can meet these needs. This network will assist WCL in building a "no wrong door" culture and fulfilling its 10 commitments to children by using the WCC to connect parents with appropriate service providers.

Central to WECAN is the Whole Child Advisor who assists families with completing the WCL profile, trains providers on how to utilize and the importance of the WCC, and serves as a family advocate. The primary functions of the Whole Child Advisor include:

- Facilitating development of a Whole Child Plan;
- Providing additional information on services and service providers that might not be listed in the WCC;
- Recruiting providers to be included in the Whole Child Connection system;
- Training core program advisors on the importance of comprehensive services and on how to use the WCC;
- Assisting providers in updating information on the resource list;

Marketing the WCC to the community (providers, advocates, civic groups, business leaders, policy makers, funding agencies);

Advocating on behalf of the family;

Following up on family and provider performance on the plan; and

Reporting to the community on the performance of the system and on areas of unmet need.

Central to ensuring families have access to resources and providers is addressing root causes that prove detrimental to family structures – placing them in situations where they are constantly reacting to crisis versus proactively accessing their long-term family sustainability to avoid crisis situations. The Dimension Specific Action Teams are specifically working to address these root causes. Each Action Team has developed specific initiatives specified below to address the long term issues affecting families.

The Physical and Mental Health Action Team is addressing standards of practice and continuity of care, dental health services for pregnant women and children, and health screening and assessment.

The Safe and Nurturing Environment Action Team has combined with the Social Interaction and Competence Action Team to address building child and family friendly neighborhoods and affordable housing.

The Economic Stability Action Team is addressing financial planning and economic assistance, employers' support of employees, and assistance to parents released from jails or prisons to sustain the family structure.

The Quality Education Action Team is addressing quality early childhood education and development including a statewide quality rating system of child care providers.

The Spiritual Foundation and Strength Action Team is working on incorporating the spiritual dimension in early childhood education and development including listing resources on the WCL website for nurturing a child's spirit.

Lastly, to provide information on WCL to families and the community, the WCL website (www.wholechildproject.org/leon) provides general information, an updated calendar of meetings and events, and specific information on Universal Systems and Dimension Specific Initiatives. Through these activities, WCL is taking a first step towards working with the community to change the culture of Leon County whereby families with children 0 through 5 years of age can receive the information and support they need to grow into productive, contributing members of society.

2. Who is the target population intended to be served or benefit from this project?

The primary population served is families with children 0 through 5 years of age residing primarily in Leon County. The secondary population served is families with children 0 through 5 years of age in the seven neighboring counties (Franklin, Gadsden, Jefferson, Liberty, Madison, Taylor, and Wakulla) who may receive services primarily in Leon County or from Leon County based providers.

3. What methods are being used to effectively reach this program's target population?

WCL is collaborating with over 50 diverse organizations who are involved in the development and implementation of WCL. These organizations provide direct services to or have direct contact with families with young children. WCL itself is not a direct service provider, therefore working with these collaborative partners ensures all families with children 0 through 5 years of age are reached and encouraged to utilize the WCC and become engaged in the various WCL initiatives.

4. Outline the phases and time frames in which this project or event will be accomplished if funded.

Specific project activities and a timetable for their implementation are as follows:

- ✓ Modify WCC for Leon County utilizing the proven web-based tool currently utilized in Manatee County: April 2006
- ✓ Populate the WCC with provider data from existing community providers: April 2006 and ongoing
- ✓ Develop public relations tools to announce the WCC to the community: April 2006
- ✓ Soft Launch of the WCC: April 2006
- ✓ Hire full time Whole Child Advisors: June – July 2006
- ✓ Provide training for the Whole Child Advisor Network: April 2006 and ongoing
- ✓ Full Launch of the WCC: May 2006
- ✓ Develop Whole Child Leon 5 year Strategic Plan: July 2006
- ✓ Develop a comprehensive evaluation plan to determine the effectiveness of WCL: September 2006

Ongoing project activities include:

- ✓ Refining the WCC based upon feedback from families and providers to ensure the web-based tool is meeting their needs
- ✓ Working with providers to ensure reports generated from the WCC are adequate for community needs assessments
- ✓ Evaluating the effectiveness of WCL relative to positively affecting families in Leon County
- ✓ Monitoring provider information in the WCC to ensure it is timely and up-to-date
- ✓ Meeting monthly with the Whole Child Professional Network - local providers who serve as the conduit for implementing Whole Child project activities
- ✓ Meeting quarterly with the Whole Child Leadership Council - community business leaders who are instrumental in promoting and providing community change
- ✓ Developing an annual community assessment based on information generated by families through WCC
- ✓ Conducting an annual community capacity building meeting sponsored by WCL

5. Projected Program Impact/outcome results - What is the projected impact on the target population?

WCL expects the following results from the proposed project activities:

- ✓ Building a community culture that puts a priority on supporting children 0 through 5 years of age and their families;
- ✓ Improving Leon County's performance on all 10 of its commitments to children;
- ✓ Utilization of the WCC by families representing various ages and income strata;
- ✓ Increasing the number of providers listed in the WCC as a resource for families;
- ✓ Integrating the WCC into diverse organizations, providing a 'no wrong door' philosophy of linking families with services;
- ✓ Instituting the concept of the Whole Child Advisor in diverse organizations; and
- ✓ Serving as a national model for addressing the needs of a community's youngest residents in a holistic manner.

Through these project activities, WCL will provide a cohesive, collaborative approach to linking families with services by: 1) empowering organizations to deliver services more effectively and in a comprehensive manner by providing them with the tools they need to refer families to the appropriate service provider that meets their needs; and 2) empowering families to address their needs in a comprehensive, holistic manner proactively rather than only reacting when a crisis occurs. WCL will increase communication among providers, inform families about the services available to them, and empower families to feel comfortable asking questions about services by providing them an avenue to have preliminary contact with the provider via the WCC.

6. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or project for which funding is sought?

WCL is requesting funding from the County for a full-time Whole Child Advisor dedicated to respond to families who complete the WCC, assist families navigate through the myriad of service providers, facilitate and support the WECAN, serve as a family advocate, and market the WCC and WCL to the community. Funding will also be utilized to equip the Whole Child Advisor with the technological capability to be able to respond to families remotely (laptop with wireless internet connection and phone) as many families will be assisted at locations that may not have access to a laptop.

If not funded, there will be a delay in the response time to families who request assistance from a Whole Child Advisor. This delay may perpetuate the notion that providers are not responsive or services are not geared to address the family's needs, both of which are in direct conflict with the intent of WCL.

As important, the Whole Child Advisor responds to provider requests for assistance with entering and updating their information in the WCC. The web-based tool is only as effective as the provider information entered in the system; therefore without the full-time Whole Child Advisor, the system will not be as effective relative to providing real-time access to provider information. This only frustrates families and in no way improves the way services are delivered following the holistic, comprehensive manner WCL strives to achieve.

7. What other agencies in Leon County (governmental, non-profit, private) provide service(s) **similar** to those which would be provided by this funding?

There are no other agencies that provide services similar to those provided by this funding. WCL is unique in that the web-based tool does not solely provide information, rather completion of a profile links families to service providers who are required to respond to families within 48 hours. The Whole Child Advisor is instrumental in that this person is knowledgeable about all community resources relevant to children 0 through 5 years of age and their families and can assist the family complete the WCC, ensure responsiveness from providers, and serve as conduit for community information independent of any affiliation with a specific organization.

C. Funding Information

1. Total cost of program: \$ 195,000
2. Funding requested from Leon County: \$40,000

3. Please list the following Revenue Sources for the current year and the upcoming year

Revenue Source	2005/06 (Current)	2006/07 (Proposed)
Leon County (not CHSP):		\$ 40,000
City of Tallahassee (not CHSP):		\$ 40,000
United Way (not CHSP):	\$ 65,000	\$ 65,000
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants: James & John S. Knight Foundation	\$ 50,000	\$ 50,000
Contributions/Special Events:		
Dues/Membership:		
Program Service Fees:		
Other Income (please itemize):		
Early Learning Coalition of the Big Bend	\$ 5,000	
Lawton Chiles Foundation	\$ 5,000	

4. Please list the following expenses for the current year and the upcoming year

Expense	2005/06 (Current)	2006/07 (Proposed)
Compensation and benefits	\$ 85,000	\$ 162,000
Professional Fees		
Occupancy/Utilities/Network		
Supplies/postage	\$ 2,500	\$ 3,000
Equipment Rental, Main., purchase	\$ 3,500	\$ 6,500
Meeting costs/travel/transportation	\$ 1,500	\$ 3,000
Staff/Board development/Recruitment		
Awards/Grants/Direct aid		
Bad Debts/uncollectibles		
Bonding/liability/directors insurance		
Other expense (please itemize)		
Electronic Training Solutions (modify / update WCC)	\$ 22,500	\$ 10,500
Professional Network / Leadership Council Mtgs.	\$ 5,000	\$ 6,500
Marketing / Communications Campaign	\$ 5,000	\$ 3,500

5. Describe actions to secure funding.

WCL is currently researching various grant opportunities from non-traditional sources. We strive to enlist funding from sources that are not in direct competition with service providers as our goal is to ensure a collaborative, cohesive approach to service delivery rather than being viewed as a service provider. Currently, we are working to ensure project activities are on-task and in line with our current funding organizations' goals and objectives and are meeting projected outcomes in an effort to qualify for continued or expanded funding in the 2006/2007 fiscal year.

6. Will this project or event recur every year?

No _____ Yes x

7. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes x

If "yes," estimate: the amount of next year's funding request. \$ 50,000

8. Has Leon County ever contributed funds to this project in the past?

No x Yes _____

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: _____

Recipient or agency: _____

Project Title: _____

Funding Level: _____

9. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Kenneth Armstrong, Ph.D.

Signature: Kenneth Armstrong

Date Signed: 3/23/06