

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

Annual Performance and Financial Report

“Delivering Results, Exceeding Expectations, and Demonstrating Value”



Fiscal Year 2011

Presented by
The Office of Management and Budget
December 13, 2011

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Leon County Board of County Commissioners

Cover Sheet for Agenda

December 13, 2011

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of the Fiscal Year 2011 Annual Performance and Financial Report

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Felisa Barnes, Principal Management & Budget Analyst Roshaunda Bradley, Senior Management & Budget Analyst Timothy Carlson, Management & Budget Analyst Damion Warren, Management & Budget Technician Chris Holley, Management Intern

Fiscal Impact:

This item does not have a fiscal impact.

Staff Recommendation:

1. Accept the FY 2011 Annual Performance and Financial Report

Report and Discussion

Background:

OMB prepares two financial reports annually for Board consideration: (1) a mid-year report that identifies financial trends that are developing, and seeks guidance as required; and (2) a fiscal year-end report that provides a review of the financial and organizational performance of the County.

The FY 2011 Annual Performance and Financial Report does not reflect the Board approved Leon LEADs reorganization, but rather the FY 2011 Adopted Budget document to maintain easy comparability for citizens. The FY 2012 report will be reformatted to reflect the reorganization.

Analysis:

Included in the Annual Performance Financial Report are the following sections:

Program/Division Summary

The Program/Division section summarizes each program/division's activities for FY 2011, including highlights, performance measures, and a financial and staffing summary.

Major Revenues

The Revenue Section summarizes and describes the County's major revenue receipts (unaudited) for FY 2011. These receipts are compared to the prior fiscal year's actual receipts and FY 2011 adjusted budget.

Expenditures

This table presents the FY 2011 adjusted budgets for each program, actual expenditures, and the dollar amount and percentage spent over/under the FY 2011 adjusted budget.

Fund Balance

This table compares the fund balances of each fund for the two prior fiscal years and provides the following analysis: 1) estimated fund balance for each fund; 2) appropriated fund balance; and 3) unreserved fund balance for FY 2012 (unaudited).

Capital Improvement Program

This section describes each capital improvement project in the County and provides the budgets and expenditures for FY 2011.

Grants Program

The Grants Program Section provides the FY 2011 budget and expenditure information for all County grants as well as a description of each grant.

Comparative Data

The Comparative Data Section provides a net budget, population, ad valorem tax collection, and staffing comparison between Leon County and other like-sized counties.

Options:

1. Accept the FY 2011 Annual Performance and Financial Report
2. Do not accept the FY 2011 Annual Performance and Financial Report
3. Board Direction

Recommendation:

Option #1

Attachment(s):

1. FY 2011 Performance and Financial Report
(Submitted under separate cover)

(Initials)

VSL/AR/SR/RB



Leon County Government
FY 2011 Annual Performance and Financial Report

Legislative/Administrative

County Administration

County Administration

The goal of County Administration is to provide leadership and direction to County employees, facilitate the implementation of Board priorities and policies and manage the operation of County functions to ensure the delivery of cost effective, customer-responsive public services within the bounds of available resources.

1. Instituted the Leon LEADS structure to support and reinforce the organization's transformational efforts, and to ensure no detail is too small to escape the County's *people focused, performance driven* culture.
2. Redesigned the Leon County website to provide citizens with easy access to County information and services.
3. Developed the Your Checkbook feature on the County's website to provide citizens with access to County expenditure information. This feature demonstrates the County's commitment to promoting transparency, accountability and accessibility.
4. Provided the Board a balanced budget reduced by 3.5% from the previous fiscal year.
5. Maintained quality service delivery while still maintaining the lowest per capita budget and staffing of life-sized counties.

ACCOUNT NUMBER: 001-110-512

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	<u>Adj. Budget</u>	<u>Actual</u>	<u>Budget</u>		<u>Adopted</u>	<u>Actual</u>	<u>Budget</u>
Personnel	817,558	823,312	501,500	Full Time	5.00	5.00	3.00
Operating	13,322	7,567	17,546	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	830,880	830,879	519,046	TOTAL	5.00	5.00	3.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Legislative/Administrative

DIVISION
Office of Management & Budget

PROGRAM
OMB

GOAL

The goal of the Office of Management & Budget is to continuously enhance the quality of County services by optimizing the use of County financial resources through the effective provision of planning, policy analysis, budget development, budget implementation and program evaluation services to benefit citizens, elected officials, and staff.

PROGRAM HIGHLIGHTS

1. Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 21st year in a row.
2. Prepared a balanced FY2011/2012 budget at a 3.5% reduction from FY2010/2011. Since FY2007/2008 Leon County's budget has been reduced by \$49.1 million, or more than 17.2%.
3. Coordinated with the Clerk of Courts Finance Division, and Management Information Services to implement the 'Your Checkbook' feature on the County website to provide greater transparency in County Government.
4. Completed a management review on the Blueprint2000 Agency that identified an opportunity to integrate the management of BP2000 and realign the reporting of its Executive Director to the Department of PLACE.
5. Provided the organizational lead on submitting service level benchmarking data to the Florida Benchmarking Consortium. This data allowed the County to compare its services to other Florida jurisdictions and provided essential information needed for better decision making, accountability, and service delivery.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Employees per 1,000 residents	1:34,350	1:32,600

Benchmark source: Survey of comparable counties average size staff is 9.0; range of 8.0 to 11.0 FTEs; population ranges from 256,232 to 330,440

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Meet all requirements of FL Statutes 129 and 200 (Truth in Millage)	Yes	Yes	Yes
2. Forecast actual major revenue sources within 5% of the budget (actual collections as a % of budget)	98%	99%	99%
3. Process budget amendment request within 2 business days or the next scheduled Board meeting (% is an estimate)	100%	100%	98%
4. Submit 2 semi-annual performance reports by May 30 and November 30	2	2	2
5. Review all agenda items in less than 2 days 95% of the time	95%	98%	95%

PERFORMANCE MEASUREMENT ANALYSIS

1. Leon County received a letter of compliance from the State Department of Revenue for meeting all the FY 2012 Truth in Millage notifications requirements.
2. Major revenues accounted for 76% of all revenue receipts. The forecast of revenues was 1.1% less than actual receipts.
3. The office processed 85 administrative and board amendments during the fiscal year. Of the processed amendments, 83 or 98% were processed within two business days.
4. A mid-year performance report and an annual performance report were submitted by the required deadlines.
5. During the fiscal year OMB reviewed 138 agenda items. Of the agenda items submitted, 131 or 95% were reviewed within two days.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-130-513

FINANCIAL				STAFFING			
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	681,273	612,446.33	533,400.00	Full Time	7.00	7.00	7.00
Operating	60,861.00	58,771.10	73,133.00	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	742,134.00	671,217.43	606,533.00	TOTAL	7.00	7.00	7.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Legislative/Administrative

DIVISION
Office of Management & Budget

PROGRAM
Risk Management

GOAL

The goal of Risk Management is to provide our customers with courteous and professional services, in the area of risk management.

PROGRAM HIGHLIGHTS

1. Prepared, negotiated and coordinated all County insurance programs with the exception of employee health/life insurance.
2. Processed, recorded and maintained all instances of damage claims filed against the County.
3. Processed and evaluated 1,013 background checks for County volunteers

PERFORMANCE MEASURES

Risk Management is the process of managing the County's activities in order to minimize the total long-term costs of all accidental losses and their consequences. This is accomplished through risk identification, risk control, and risk finance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Investigate worker's compensation accidents and report findings and corrective action	112	175	126
2. Provide one safety/loss control training quarterly as training needs are identified by program areas	10	4	7
3. Investigate auto accidents and report findings and corrective action	14	25	8
4. Coordinate Safety Committee monthly to identify accidents trends and recommend preventative training as appropriate	12	12	12

PERFORMANCE MEASUREMENT ANALYSIS

1. All Workers' Compensation claims processed timely; 13% increase in claims compared to FY 2010 and a 28% less than anticipated for FY 2011.
2. Seven (7) separate safety training topics provided at six sites.
3. There was a 43% reduction in automobile accidents compared to FY 2010.
4. Strong Safety Committee attendance and participation continues year to year.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 501-132-513

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	116,579	114,241	95,275	Full Time	1.10	1.10	1.00
Operating	129,950	51,716	130,177	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	246,529	165,957	225,452	TOTAL	1.10	1.10	1.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Legislative/Administrative

DIVISION
Human Resources

PROGRAM
Human Resources

GOAL

The Office of Human Resources is dedicated to supporting the County's mission, goals and core values by providing high quality, cost effective, innovative and practical solutions and consultation services to meet the needs of Leon County employees. This is accomplished by formulating effective Human Resources strategies, policies, procedures and programs.

PROGRAM HIGHLIGHTS

1. The Wellness Works! Team was recognized by WELCOA and awarded the Gold Well Workplaces Award as an organization that has successfully built a comprehensive worksite wellness initiative, as well as demonstrated and documented concrete outcomes.
2. Implemented the Voluntary Separation Incentive Program, resulting in an estimated recurring savings of \$810,799 annually.
3. Launched the first ever Project SEARCH pilot program which provided job training and employability skills for high school students with disabilities at twelve Leon County worksites.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
# of HR staff per 100 employees	1.10	.75 - 25 th Percentile 1.12 - Median 1.82 - 75 th Percentile

Benchmark source: Society of Human Resources Management (SHRM) 2010) Benchmarking Study

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Number of requisitions created, and/or recruited for vacant positions	N/A	85	94
2. Number of qualified applicants per requisition	N/A	46	43
3. Number of positions filled internally	N/A	31	24
4. Number of positions filled from outside sources	N/A	44	32
5. Average days to fill vacant positions	79	85	65
6. Average Turnover Rate	8%	10%	11%
7. # of employees attending county-sponsored training events	273	400	483
8. # of positions evaluated for external competitiveness and internal equity	206	200	241
9. # of Annual Performance Appraisals completed	645	650	729

PERFORMANCE MEASUREMENT ANALYSIS

1. 11% increase in the number of requisitions created for vacant positions over the FY 2011 estimated amount.
2. 7% reduction in number of qualified applicants per requisition over the FY 2011 estimated amount.
3. 23% reduction in the number of positions filled internally over FY 2011 estimated amount.
4. 27% reduction in the number of positions filled from outside sources over FY 2011 estimated amount.
5. 22% improvement in the average days required to fill vacant positions over FY 2010 actuals.
6. Average turnover rate increased by 3% over FY 2010 actuals and 1% over FY 2011 estimates.
7. There was a 77% increase in employees attending county-sponsored training events over FY 2010 and 21% increase of 2011 estimates. Training is expected to continue to increase in FY 2012.
8. 17% increase in the number of positions reviewed for external competitiveness and internal equity over FY 2010 actuals
9. 13% increase in the number of evaluations completed over FY 2010, accounting for a total of 96.7% of all employee evaluations being completed throughout the organization.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-160-513

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	927,363	911,372	900,311	Full Time	10.00	11.00	12.00
Operating	300,827	168,553	238,791	OPS	1.00	1.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	1,228,190	1,079,925	1,139,122	TOTAL	11.00	12.00	12.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Intergovernmental Affairs

PROGRAM
Intergovernmental Affairs

GOAL

The goal of Intergovernmental Affairs is to effectively serve the residents of Leon County by providing leadership, coordination, and assistance to divisions to facilitate the delivery of services consistent with Board policy. This will ensure that divisions receive the resources, guidance, and support needed to provide superior services in a cost effective and efficient manner.

PROGRAM HIGHLIGHTS

1. Recognizing the disproportionate impact that changes in the State's retirement plan would have on the local economy, the division successfully amended state statutes to benefit Leon, Jefferson, Wakulla, and Gadsden counties by leveraging additional state Qualified Target Industry funds to help recruit and expand local businesses.
2. From tracking dangerous chemicals to building sidewalks, mapping high pressure gas lines to providing safe affordable housing to our citizens, the County utilized over \$22 million in grant funding during 2011.
3. During the 2010/11 CHSP process, eighty-eight volunteers making up 11 Citizen Review Teams (CRT) and CHSP staff conducted 86 agency site visits and reviewed 112 programs, starting on April 12 and ending on May 26, 2011.
4. The Public Information Office delivered more than 106,000 bulletins via the County's digital media subscription service, GovDelivery, providing residents with up-to-the-minute news at their fingertips.
5. The Public Information Office collaborated with Management Information Services to take an integral lead role in developing and relaunching Leon County's redesigned website; promoting transparency, accountability, and performance results.
6. The Public Information Office continues to maintain informational updates for the County's award-winning Emergency Information Portal (EIP), which includes emergency alerts and associated health warnings, road closures, sandbag locations, shelter locations and status, evacuation routes and important health information. With a goal of disseminating accurate and timely information during man-made or natural emergency events, social media and networking components, including Twitter and Facebook, are also leveraged to ensure that the County is reaching the community through various methods of innovative communication.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of news releases to promote County services	175	150	287
2. # of press conferences, and community meetings and events	100	35	45
3. # of CHSP training sessions for applicant agencies	10	10	10
4. # of CHSP site visits conducted	78	80	86
5. Leveraging ratio of grant funding to County matching dollars	1:15	1:13	1:12

PERFORMANCE MEASUREMENT ANALYSIS

1. Number of news releases, advisories and public notices has continued to increase due to the County's continued focus on citizen engagement and timely public information/education updates related to special events such as facility groundbreakings, grand openings, community meetings, emergency management alerts (including the cold-weather response task force) and all related communications.
2. Number of press conferences, community meetings and events decreased from FY 2010, but was in line with the FY 2011 estimate. FY 2010 saw a dramatic increase of activity due primarily to the addition of 2010 Census activities, the 2010 Charter Review Committee, the 2010 Sustainable Communities Summit, communications support for the Leon County Research & Development Authority/Innovation Park, and involvement in a new cold-weather response task force.
3. The number of CHSP training sessions met the FY 2011 estimate of 10 sessions.
4. The number of CHSP site visits exceeded the FY 2011 estimate of 80 due to six new agencies applying for funding.
5. The leveraging ratio of grant funding to County matching dollars was slightly less than the FY 2011 estimate (1:12 actual to 1:13 estimate). This was due primarily to the large match (\$1.2 million) required for the Joint Dispatch Center Hardening Project. This grant requires a 37% match and consists of funding already allocated to the project.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-114-512

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	924,227	840,279	324,229	Full Time	10.00	10.00	4.00
Operating	273,882	261,672	153,645	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	1,198,109	1,101,951	477,874	TOTAL	10.00	10.00	4.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Tourism Development

PROGRAM
Tourism Development

GOAL

The goal of Tourism Development is to spearhead and coordinate the tourism related marketing and management of the Destination through the coordination of the hospitality industry, local governments and the business community to sustain and grow visitor spending and job creation in the Tallahassee Region.

PROGRAM HIGHLIGHTS

1. Collected \$3,851,424 in total tourist development taxes, a 5% increase compared to FY10 collections. According to Smith Travel Research, hotel occupancy increased by 3.2% and room revenue increased by 7.3% comparing 12 months, September 2011 over September 2010.
2. Created a new way-finding printed map highlighting area attractions, dining and shopping districts. Grew the Visitor's Guide to an annual 76-page publication that includes expanded editorial content, more visuals and expanded listings. Redesigned the Meeting & Event Planner Guide to include a more detailed map, Tallahassee Sports Guide section, Travel Professionals section and an expanded listing of specialty service providers and transportation.
3. Through successful media and public relations efforts, secured \$1.5 million in advertising equivalency exposure for Leon County resulting in a 15:1 Return on Investment (ROI). Through pitching media and hosting individual visits and familiarization tours received editorial in Florida Trend, Tampa Tribune, Washington Post, Florida Travel & Life, Convention South, Tuxedo Road and the New York Times Magazine, among others. In addition, secured \$192,000 in radio, print and television promotions, garnering an impressive 35:1 ROI.
4. Enhanced all digital marketing components including adding new sections and content to VisitTallahassee.com, created a mobile website and revamped social media efforts for Visit Tallahassee including Twitter, Facebook and Four Square.
5. The Tallahassee Sports Council in partnership with the City of Tallahassee Parks Recreation and Neighborhood Affairs was awarded the 2011 USSSA Black American Worlds Adult Slow Pitch Softball Championship. The event brought over 1,714 visitors in August 2011 producing 1,552 room nights and generating an estimated \$1.1 million in economic impact.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual*	FY 2011 Estimate	FY 2011 Actual
1. Number of total visitors to Leon County	2,099,000	2,300,000	2,371,000
2. Tourist Development Tax per penny	\$731,850	\$808,000	\$770,285
3. Total Direct Visitor Economic Impact	\$509 million	\$544 million	\$563 million
4. Number of Direct Tourism Related Jobs	13,304	11,240	14,432
5. Hotel Revenue	\$83.8 million	\$96 million	\$89.9 million
6. Hotel Occupancy	51.6%	56%	53.3%

*FY 2010 Actuals have been updated to reflect fiscal year.

PERFORMANCE MEASUREMENT ANALYSIS

1. Number of visitors increased by 13%.
2. Tourist Development Tax per penny increased by 5.25% over FY 2010.
3. Direct Visitor Economic Impact increased by 10.6%.
4. Number of Direct Tourism Related Jobs increased by 8.5%.
5. Hotel Revenue increased by 7.3%.
6. Hotel Occupancy increased by 3.2%.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 160-(301-305)-552

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	851,922	832,793	819,741	Full Time	10.00	10.00	10.00
Operating	1,418,058	1,172,229	1,413,505	OPS	1.00	1.00	1.00
Capital Outlay	1,300	0	2,250				
Grants & Aid*	4,497,068	355,156	954,603				
TOTAL	6,768,348	2,360,178	3,190,099	TOTAL	11.00	11.00	11.00

*Adjusted budget includes the accumulation of the one-cent collections for the Performing Arts Center, which are appropriated annually during the year to make these funds discrete from the other four pennies of bed tax. Of the \$355,156 in expenditures \$215,000 was for the Performing Arts Center.

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Office of Sustainability

PROGRAM
Office of Sustainability

GOAL

The goal of the Office of Sustainability is to initiate and maintain a commitment to sustainable practices through innovative leadership and cooperative partnerships within Leon County operations and our community.

PROGRAM HIGHLIGHTS

1. As a recognized leader in sustainability, Leon County was awarded two significant grants: A \$481,000 grant that will allow for the Cooperative Extension building to be transformed into a "net-zero" energy building; and a \$1.17 million grant for energy efficiency improvements to several county buildings which will save \$170,000 on annual energy cost.
2. Through a creative effort, a thriving community garden is now established on County owned property in the Ft. Braden community. The County provided initial infrastructure such as fencing and irrigation, while members of the community plant and maintain the vegetables and fruit.
3. The County will save \$40,000 annually after the Board of County Commissioners adopted green cleaning policies for all major County facilities. The "green" aspects of the service include the cleaning equipment, consumable supplies, and cleaners while reducing the environmental impact of custodial services.
4. A grass-roots style training series (known as EcoTeams) was developed by the Office of Sustainability through partnerships with entities such as the City of Tallahassee, Cooperative Extension, and Sustainable Tallahassee. EcoTeams are small groups of individuals who commit to meet together over a period of eight weeks to learn about ways to reduce consumption of energy, water, solid waste and other resources to create a more sustainable community.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Leveraged grant funds expended	N/A	\$1,040,000	\$1,214,638
2. Individuals reached through educational presentations	850	575	11,933
3. Estimated energy savings from conservation projects	\$523,000	\$679,000	\$588,307

PERFORMANCE MEASUREMENT ANALYSIS

1. Includes the Energy Efficiency & Conservation and Florida Clean Energy grants.
2. The large increase is due to a 48% increase in the number of community and school presentations conducted in FY 2011 compared to FY 2010. Includes events such as The Rhonda Renee Recycles Show and tours of the Solid Waste facility and Marpan Recycling.
3. Final energy savings for FY 2011 are pending completion of an energy savings verification audit. Projects include HVAC improvements and ESCO Phase 1, 2, and 3.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-127-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	133,940	104,094	173,683	Full Time	2.00	2.00	2.00
Operating	121,540	69,985	91,635	OPS	0.00	0.00	0.00
Capital Outlay	3,794	3,794	0				
Grants & Aid	0	0	0				
TOTAL	259,274	177,873	265,318	TOTAL	2.00	2.00	2.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Library Services

PROGRAM
Policy, Planning & Operations, Public Collection
and Extension Services

GOAL

The goal of the LeRoy Collins Leon County Public Library System is to enrich the community by inspiring a love of reading, providing a dynamic resource for creative and intellectual pursuits, and enabling residents to live a life of learning.

PROGRAM HIGHLIGHTS

1. Construction projects at the Northeast Branch (5,000 square feet) and the Dr. B.L. Perry, Jr., Branch (3,000 square feet) added much-needed public-service space for additional library resources, computers and seating areas for library users.
2. Opened the 6th branch library, Woodville Branch (a 2,000 square-foot addition to the Woodville Community Center) on October 1, 2011.
3. Received a \$12,500 Big Read grant from the National Endowment for the Arts for a community read of The Things They Carried by Tim O'Brien. A total of 4,925 citizens participated in the event.
4. Collaborated with Workforce Plus to provide three visits from the Workforce Plus Express bus to libraries in December, March, and April. Implemented a program for job-seekers at the Main Library and disseminated online and printed information for job seekers at all libraries.
5. Friends of the Library donated \$14,785 to upgrade the Main Library program room audio-visual system.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Cost Per Capita	\$25.14	13 th of 30
Materials Expenditures Per Capita	\$2.37	19 th of 30
Circulation Items Per Capita	7.52	9 th out of 30
Square feet Per Capita (State Standard 0.6 sf)	0.46	8 th out of 30
FTE per 1,000 population	0.43/1,000	9 th out of 30
Internet terminals available per 1000 population	0.60/1,000	11 th out of 30
# of Individual Registered Users (% of total population)	60%	46.4%

Benchmark Source: International City Management Association & Florida Library Directory with Statistics category for the 30 libraries serving a population of 100,001 – 750,000.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of total Library Visits	1,145,428	1,117,949	1,069,752
2. # of Library uses	4,649,977*	4,380,000	4,586,343
3. # of items in Library Collection	751,259	794,000	774,825
4. # of total Material Circulation	1,942,200	1,824,000	1,894,966
5. # of total number of computer uses	2,707,777*	2,500,000	2,691,377
6. # of new volumes cataloged	46,868	43,800	46,198
7. # of Library programs held	571	500	503
8. # of Library programs attendance	24,726	19,000	27,285

*FY 2010 Actuals were updated due to an error in calculation.

PERFORMANCE MEASUREMENT ANALYSIS

1. The slight decrease in library visits is due to construction project disruption.
2. The number of library uses exceeded estimates; however the slight decline from FY10 actuals is due to construction project disruption.
3. Total is less than estimated due to effort to update collection and a decrease in the number of periodicals and serials due to online availability.
4. The library staff changed marketing strategies to encourage more checkout; exceeded estimate.
5. The number of computer uses exceeded estimates. The estimated downward trend in computer use was not as low as anticipated.
6. The increase over the FY11 estimate is due primarily to additional materials cataloged for the new Woodville Branch Library.
7. The schedule of children's programs and book groups was not changed. The total includes Big Read programs.
8. The increase in attendance includes Big Read participation and an upward trend in attendance at children's programs and book groups.

FINANCIAL AND STAFFING SUMMARY

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	5,348,290	4,730,072	5,173,982	Full Time	103.70	103.70	103.70
Operating	803,117	736,689	815,978	OPS	1.00	1.00	1.00
Transportation	22,241	21,930	23,156				
Capital Outlay	622,505	635,504	739,505				
TOTAL	6,796,153	6,124,195	6,752,621	TOTAL	104.70	104.70	104.70

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Veteran Services

PROGRAM
Veteran Services

GOAL

The goal of Veteran Services is to counsel and assist veterans and their dependents with processing benefit claims and obtaining other benefits entitled to them through the United States Department of Veteran's Affairs and other Federal Government Agencies as well as serves as the Veteran Liaison for the local and outlying communities.

PROGRAM HIGHLIGHTS

1. Partnered with Leon County Volunteer Services in a 9/11 Day of Remembrance and Best Neighborhood Grant community service projects. Military care packages were assembled for deployed service members and homeless veterans volunteered to assembly garden boxes for disabled veterans and other needy citizens.
2. Continued to increase client benefit payments.
3. Strengthened relationships with community partners in support of the needs of veterans.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of clients served (in person)	1,725	1,600	1,496
2. # of clients served (outreach)	12,221	15,500	13,496
3. Annual client benefit payments (new)	\$7,793,369	\$8,000,000*	\$8,134,891
4. Annual client benefit payments (recurring)	\$26,733,000	\$30,000,000*	\$34,512,00

* Note: New reporting procedures incorporated by the Veteran's Administration in FY 2010 now calculate new and recurring benefit payments annually. The FY 2011 Estimates were updated to reflect this change.

PERFORMANCE MEASUREMENT ANALYSIS

1. For seven months the Veteran Services Division had one counselor instead of two which resulted in a drop of clients served in person.
2. The number of clients served increased due to extended outreach opportunities at assisted living facilities, community centers, and the local federal detention center for women.
3. The percentage of initial award of benefits increased; however, due to the Veterans Administration claims processing time increasing from 6-8 months to 12-14 months this delayed new benefit payments.
4. There was a significant increase in Veteran pension claims which provides financial support to wartime veterans or their widows.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-390-553

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget	FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	206,060	180,130	125,854	Full Time 3.00	3.00	2.00
Operating	13,966	8,193	14,107	OPS 0.00	0.00	0.00
Capital Outlay	0	0	0			
Grants & Aid	100,000	63,932	100,000			
TOTAL	320,026	252,255	239,961	TOTAL 3.00	3.00	2.00

Leon County Government

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DEPARTMENT
Public Services

DIVISION
Volunteer Center

PROGRAM
VolunteerLEON

GOAL

The goal of the Volunteer Center is to strengthen individuals and organizations in our community through volunteerism.

PROGRAM HIGHLIGHTS

1. Citizens of every age and demographic contributed 124,834 service hours. Service hours were provided through essential positions such as volunteer firefighters, interns, advisory board members, hotline call operators, library volunteers, youth mentors and advocates, coaches, clerical assistants, disaster volunteers, special event volunteers and social service workers.
2. Successfully applied for and executed the \$25,000 Volunteer Florida B.E.S.T. (Build Sustain Engage Transform) Grant, a series of six family friendly service projects. A total of 730 volunteers served 4,583 hours, exceeding the grant's deliverable by 50%. All sectors of the community were involved in grants as volunteers, partners and sponsors. Executed the Mission Continues mini grant of \$2,000 that helped fund Leon County's Day of Remembrance and Service, where 230 volunteers participated in three on site service projects in honor of the 10th Anniversary of 9/11.
3. Created an online County Employee Disaster portal and training module to help coordinate disaster response responsibilities that include staffing and managing the Citizens Information Line, Volunteer Reception Center, Community Resource Center and the Community Organizations Active in Disaster (COAD). Created, tested and implemented an online Volunteer Reception Center matching system with participants from across Florida. Recruited 125 volunteers to role play "disaster victims" for the Airport Full Scale Exercise and coordinated three full scale emergency management exercises involving more than 50 COAD organizations.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of citizen volunteers coordinated	4,952	3,500	4,200
2. # of volunteer hours contributed by citizens	124,694	110,000	124,834
3. # of community-wide service projects/events coordinated	10	5	10
4. # of site visits to community based organizations	25	20	20
5. # of participants to successfully complete the volunteer management certification course	20	20	20

PERFORMANCE MEASUREMENT ANALYSIS

1. Objective exceeded, increase in intern hours and special project/event volunteers.
2. Objective exceeded, increase in special project/event volunteers due to the Best Neighborhood Grant and other community events.
3. Objective exceeded due to Best Neighborhood Grant, plus ongoing annual events.
4. Objective met, with staff providing continued on site volunteer program management technical assistance.
5. Objective met, with 20 volunteer managers receiving their certification.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-113-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	114,175	142,135	144,764	Full Time	2.00	2.00	2.00
Operating	26,830	18,656	19,437	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	171,005	160,791	164,201	TOTAL	2.00	2.00	2.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Cooperative Extension

PROGRAM
Environmental Education, Family
& Consumer Science, 4-H & Other Youth

GOAL

The goal of Cooperative Extension is to provide researched-based educational programs and information on horticulture, agriculture, natural resources, forestry, family & consumer sciences, and 4-H youth development; in addition, empowering citizens of Leon County to make decisions and behavior changes which contribute to an improved quality of life and a more sustainable community.

PROGRAM HIGHLIGHTS

1. The Leon County Extension website, <http://leon.ifas.ufl.edu> had 3,177,044 web hits this year. There were 155,477 distinct visitor sessions, with 1,058,332 informational downloads.
2. A total of 1,108 visitors attended the spring and fall Demonstration Gardens Open Houses. A highlight was the newly added community vegetable garden, with all food being donated to Second Harvest food bank.
3. Graduated 1,191 limited resource Leon County Families through the Expanded Food and Nutrition Education Program. Participants improved their food and nutrition habits by completing an average of 10 nutrition classes per family.
4. Family and Consumer Sciences, Master Gardener, Master Wildlife Conservationist, and 4-H youth and adult volunteers contributed 26,876 hours of volunteer service to Cooperative Extension programs. This is the equivalent of approximately 12 full-time employees valued at \$494,518 using the Independent Sector dollar value for volunteer time.
5. A total of 1,100 youth in Leon and surrounding counties participated in 4-H District Ag Adventures Week and 6,000 youth from Leon County participated in the 4-H Tropicana Public Speaking Contest.
6. Taught and certified the first 27 Sustainable Floridians; the series consisted of seven segments, three hours per session.
7. Rainwater Recycling Cistern system was installed and is currently in use at the Extension Center, reducing the amount of potable water that is used for irrigation. This system will serve as a model for stewardship of water resources.
8. Conducted Extension Listening and District Sessions with 70 participants to develop long range programming priorities.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of group learning opportunities provided	4,882	3,100	3,433
2. # of pesticide applicator continuing education (CEUs)	720	600	920
3. # of residents receiving environmental technical assistance	94,113	85,000	96,355
4. # of limited resource citizens receiving nutrition assistance	29,006	24,000	19,911
5. # of residents receiving Family and Consumer Science (FCS) technical assistance	41,952	39,600	31,337
6. # of volunteers hours provided by Extension trained volunteers	30,762	23,500	26,876
7. # of youth involved in 4-H Clubs activities	7,549	7,500	5,894
8. # of residents receiving 4-H technical assistance	11,000	10,500	10,636

PERFORMANCE MEASUREMENT ANALYSIS

1. The number of group learning opportunities reduced from FY 2010, however, numbers have returned to normal levels for staff.
2. Increased due to the numerous Best Management Practices (BMP), Arborists and Pesticide trainings being offered by staff.
3. Increased slightly due to web use, classes and individual contacts.
4. Decreased Family Nutrition Program (FNP) volunteer support due to a reduction in staff, resulting in less educational contacts with limited resource youths.
5. Federal funding for FNP was recalled effective January 1st greatly reducing program participation.
6. Volunteer hours reflect a reduction due to a decrease in FNP funding at the federal level.
7. Decreased as a result of having new 4-H agent, as they establish their programs in the county the numbers will increase.
8. No significant decrease despite new agent.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-361-537

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget	FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	450,649	445,931	451,284	Full Time	13.18	13.18
Operating	87,129	69,490	85,774	OPS	0.00	0.00
Transportation	3,669	3,212	5,021			
Capital Outlay	0	0	0			
Grants & Aid	0	0	0			
TOTAL	541,447	518,633	542,079	TOTAL	13.18	13.18

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Health and Human Services

PROGRAM
Human Services

GOAL

The goal of Health and Human Services is to provide funding and oversight of health and social services activities provided to Leon County residents consistent with State mandates, Board policy and the County's mission.

PROGRAM HIGHLIGHTS

1. Leon County has contributed more than \$2.5 million to the State mandated Medicaid County Match and Health Care Responsibility Act (HCRA) programs for hospital and nursing home services provided to residents enrolled in Medicaid.
2. In an effort to prevent homelessness and reduce the impact of chronic conditions and illness, through partnerships with Catholic Charities, Community Action Agency, Sickle Cell Foundation, and the Salvation Army, the County's Direct Emergency Assistance Program (DEAP) provided rental, utility, and prescription assistance to 189 families which consisted of 448 individuals.
3. The Board approved the revised *Disposition of Unclaimed and Indigent Bodies* policy to include cremation services and an updated fee schedule for the provision of reimbursement, which is less disparate and more in line with comparable counties. Partnered with the County's Purchasing Department to develop and enter into a continuing services agreement with a local funeral home to provide Indigent Burial Program services through a more streamlined process for increased efficiency and accountability.
4. Continued partnerships with agencies throughout Leon County by distributing the Leon County NACo Prescription Discount Card. During FY11 there was an average savings of 24% on prescription drugs not covered by insurance. Over 9,514 prescriptions were filled for an estimated cost savings of \$76,535.
5. Due to Legislative changes brought about in HB 501, the County will no longer receive or distribute Choose Life funds after FY11.

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of families served by the Direct Emergency Assistance Program (DEAP)	197	200	189
2. # of women assisted through the Choose Life grant program	20	80	86
3. # of burials provided through the Indigent Burial Program	23	25	25

PERFORMANCE MEASUREMENT ANALYSIS

1. The 189 families served by DEAP resulted in a total of 448 individual citizens receiving assistance. The demand for utility and rental assistance remains high. The financial amount requested per application has increased resulting in the slight decline in the number of families assisted.
2. The number of women assisted through the Choose Life grant program reflects actual women served by the funding. Prior year reports included a total of all women served by the agencies. Due to Legislative changes brought about in HB 501, the County will no longer receive or distribute Choose Life funds after FY11.
3. The Indigent Burial Program provided burials/cremations for 25 residents in coordination with the County's Public Works Department and local funeral homes. With the addition of cremation services and a revised fee schedule, the Indigent Burial Program will be able to assist more Leon County residents in the future.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-370-XXX

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	69,011	27,584	66,669	Full Time	1.00	1.00	1.00
Operating	148,930	148,930	796,499	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	4,753,721	4,475,125	3,888,228				
TOTAL	4,971,662	4,651,639	4,751,396	TOTAL	1.00	1.00	1.00

Leon County Government

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DEPARTMENT
Public Services

DIVISION
Health and Human Services

PROGRAM
Health Department

GOAL

The goal of the Health Department is to promote, protect and improve the health of all the citizens of Leon County.

PROGRAM HIGHLIGHTS

1. The Leon County Health Department began a 7-month community health assessment by using the national process called, "Mobilizing for Action through Planning and Partnership" (MAPP). Residents and community partners will work together to identify issues impeding good health and develop a Health Improvement Plan to help improve the quality of life in Leon County.
2. The Breathe Easy Initiative, a tobacco prevention program, has worked to stamp out smoking on FSU's campus, with 99 of 150 eligible buildings voluntarily adopting the Breathe Easy (smoke-free) policy. A Healthy Campus 2020 Student Task Force is in place to help continue tobacco prevention activities to make FSU a healthier campus. According to the National College Health Association survey results for spring 2011, fewer FSU students smoke now than last year by nearly four percent.
3. Students Working Against Tobacco (SWAT) has received the support of Leon County Schools to begin a more comprehensive K-12 Tobacco Free Schools policy. SWAT, 200 students strong in Leon County, received a resolution from the Leon County Board of County Commissioners urging retailers to prevent tobacco marketing to youth and to cease the sale of candy flavored tobacco.
4. The HIV/AIDS Division's Intern/Volunteer Program has been recognized as a best practice by the coordinators of the 24th Annual National Conference on Social Work and HIV/AIDS. Our staff will present a 75-minute workshop on the program during the 4-day program to be held in Miami, Florida, in the spring. In the three years of the grant, over 30 students and community volunteers have contributed more than 3,000 hours, valued at approximately \$67,500.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-190-562

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	0	0	0	Full Time	0.00	0.00	0.00
Operating	0	0	0	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	237,345	237,345	237,345				
TOTAL	237,345	237,345	237,345	TOTAL	0.00	0.00	0.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Health and Human Services

PROGRAM
Housing Services

GOAL

The goal of Housing Service is to provide the very low, low, and moderate-income citizens of the unincorporated areas of Leon County with safe, sanitary and affordable homes through the provision of funds for rehabilitation, home counseling, and down payment assistance. Housing Services serves Leon County residents with professionalism, management, leadership and support consistent with Board policy and the mission of Leon County.

PROGRAM HIGHLIGHTS

- Administered a State Housing Initiatives Partnership (SHIP) Foreclosure Prevention Program through which program eligible residents of Leon County were provided financial assistance to bring their mortgages current.
- Approved as a Service Provider/Advisor for the Florida Hardest-Hit Fund Program. The program assists eligible homeowners with foreclosure prevention. The Unemployment Mortgage Assistance Program (UMAP), which translates to six months of mortgage payments allowing the homeowner to financially recover. The Mortgage Loan Reinstatement Program (MLRP) pays the outstanding mortgage balance associated with arrearages and fees in one lump sum and brings the mortgage current of program eligible homeowners.
- Administered a SHIP Down Payment Assistance Program through which 34 First-Time Homebuyers were provided up to \$7,500 toward Down Payment and closing costs associated with the purchase of their first home.
- Administered four Housing Rehabilitation and Housing Replacement programs:
 - Leon County's Housing Preservation grant award in the amount of \$100,000. It allows for 20 individual housing rehabilitation projects. Ten have gone through the contractor and/or construction phase with another nine awaiting eligibility approval.
 - Leon County's Emergency Set-Aside grant award in the amount of \$262,273. This grant allows for two home replacements and three home rehabilitation projects. There are five clients with projects in process or have been completed for home replacement or rehabilitation.
 - Leon County's SHIP distributions allowed for 32 program eligible homeowners to receive housing rehabilitation or housing replacement assistance. There are an additional five recipients in the process of home replacement or rehabilitation.
 - The Housing Services Division administers \$712,546 in Disaster Recovery funding for the rehabilitation or replacement of Affordable Rental Housing in Leon County. Currently, there are 23 program eligible properties, in which the property owners (landlords) will receive assistance to repair, rehabilitate, or replace their rental property.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of total housing rehabilitation inspections performed	1,075	1,800	750
2. # of clients receiving Down Payment Assistance	133	10	34
3. # of housing units receiving Home Rehabilitation*	19	60	37
4. # of housing units receiving Home Replacement*	0	20	2
5. Total Housing Grant Dollars Administered	\$2,736,000	\$2,500,000	\$1,704,546

*The FY11 Estimates are based upon program activity associated with the continued administration of SHIP funding provided by the Florida Housing Finance Corporation (FHFC), grant awarded by the Department of Community Affairs (DCA) for the CDBG Disaster Recovery and Emergency Set-Aside grants, and funding awarded by the United State Department of Agriculture for Housing Preservation in the rural areas of Leon County. The associated Performance Measures are impacted by the amount of funding provided by SHIP. Grants received from the DCA and the USDA are awarded through a competitive process.

PERFORMANCE MEASUREMENT ANALYSIS

- The vacancy of a housing rehabilitation specialist position that performed at least 50% of the home inspections impacted capacity negatively, allowing for accomplishment of less than 50% of estimated figures.
- The Down Payment Assistance decreased dramatically due to the State Legislature reducing allocations to local jurisdictions for FY11. Residual funding from prior years & recaptured funds allowed for the FY11 Estimate to be exceeded by 240%.
- Affordable Rental Housing, Emergency Set-Aside, and Housing Preservation delays due to environmental review processing issues reduced home rehabilitation to less than estimated. Additionally, the vacancy of a housing rehabilitation specialist and loss of an Administrative Associate V also strained capacity.
- Affordable Rental Housing program delays due to processing issues and client sourcing difficulties due to the restriction of only funding properties with unmet damages from a 3-year old weather event. Marketing efforts continue and the result will be reflected in FY 2012.
- Distributions to local jurisdictions are reduced due to the reallocation of Housing Trust funds by the State Legislature to general revenue.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-371-569

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	508,663	491,726	503,668	Full Time	8.00	8.00	8.00
Operating	26,048	17,181	30,469	OPS	0.00	0.00	0.00
Transportation	3,093	3,199	4,089				
Grants-in-Aid	0	0	0				
TOTAL	537,774	512,106	538,226	TOTAL	8.00	8.00	8.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Housing Services

PROGRAM
Housing Finance Authority

GOAL

The goal of the Housing Finance Authority (HFA) is to consider Leon County affordable housing financing for owner-occupied single-family and multi-family housing units to include townhouses and condominiums, which includes the sale of taxable bonds once approved by resolution of the Board of County Commissioners.

PROGRAM HIGHLIGHTS

1. The HFA provided financial assistance to cover closing costs on 51 housing units involved in Leon County's Housing Rehabilitation, Housing Replacement, and Foreclosure Prevention Programs.
2. The HFA renewed its Interlocal Agreement with Escambia County to issue mortgage revenue bonds in the amount of \$8 million, allowing banks in Leon County to provide low-interest rate mortgage loans to first-time homebuyers in Leon County.
3. The HFA continues to provide oversight to the bond issuances of both Magnolia Terrace Apartments and Lakes of San Marcos Affordable Multi-Family Housing developments. In addition, the HFA has issued a Request for Proposal for new Bond Trustee Services seeking improved hands-on management of both current issuances and potential new issuances.
4. The Housing Finance Authority continues to function as the advisory committee for the State Housing Initiative Partnership Program (SHIP) and the Community Development Block Grant (CDBG) programs.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 161-808-554

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	0	0	0	Full Time	0.00	0.00	0.00
Operating	20,715	9,581	20,430	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	168,410	27,471	10,350				
TOTAL	189,125	37,052	30,780	TOTAL	0.00	0.00	0.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Health and Human Services

PROGRAM
Primary Healthcare

GOAL

The goal of the Office of Human Services and Community Partnerships Primary Healthcare Program is to effectively serve the residents of Leon County by providing primary healthcare services to low income and uninsured Leon County residents in an efficient and cost effective manner.

PROGRAM HIGHLIGHTS

1. The County provided over \$1.5 million in funding to its CareNet partners for the provision of healthcare services, realizing more than \$8.7 million in services provided. For every \$1 expended by the County, \$5.53 in services was provided to uninsured and indigent patients.
2. The County's CareNet partners, We Care Network, Bond Community Health Center, and Neighborhood Health Services, provided approximately 24,000 healthcare visits to uninsured and indigent Leon County residents.
3. Through its Primary Healthcare Program funding allocation, the County remitted \$440,000 in matching grant funds to the Agency for Healthcare Administration on behalf of Bond Community Health Center for the Low Income Pool Grant Program. The match provided by the County enabled Bond to draw down \$1.7 million in state and federal funds for programming to increase access to healthcare, the provision of dental services, and to support emergency room diversion initiatives.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Reported # of patients receiving Primary Healthcare services	13,898	17,000	15,699
2. Value of prescriptions filled through contracts associated with Primary Healthcare Program	\$6,543,639	\$5,325,183	\$7,329,893
3. Reported # of Referrals to the We Care Network (Capital Medical Society Foundation)	1,021	1,200	1,415
4. Value of specialty care provided through contracts associated with Primary Healthcare Program	\$834,063	\$1,350,000	\$1,425,000

PERFORMANCE MEASUREMENT ANALYSIS

1. The number of patients receiving services provided by Care Net partners through the Primary Healthcare Program has increased by 12%. This increase is due primarily to the rise in unemployment and increased demand for healthcare services.
2. There continues to be a high demand for pharmaceutical services. More than 60,000 prescriptions were filled, a 12% increase in the value of prescriptions.
3. As the demand increases for healthcare services for uninsured residents, We Care has received a 38% increase in referrals for specialty medical and dental care.
4. The 70% increase reported for the value of specialty medical and dental services provided is due to the reported 38% increase in referrals coupled with improved provider reporting to Capital Medical Society Foundation.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-971-562

FINANCIAL				STAFFING			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	64,082	72,353	76,431	Full Time	1.00	1.00	1.00
Operating	1,745,651	1,737,380	1,754,323	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	1,809,733	1,809,733	1,830,754	TOTAL	1.00	1.00	1.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Emergency Medical Services

PROGRAM
Emergency Medical Services

GOAL

The goal of Leon County EMS Division is to provide clinically superior, compassionate, cost-effective emergency medical services to the citizens and visitors of Leon County; regardless of social economic status, utilizing the latest technologies and medical care standards, within the bounds of available resources.

PROGRAM HIGHLIGHTS

1. Implemented a social services referral program in partnership with 2-1-1 Big Bend where Paramedics can refer a citizen to appropriate social services.
2. Established a critical care transport team capable of transporting seriously ill and injured patients from local hospitals to tertiary care centers.
3. Established a child passenger safety seat program and inspected over 200 seat installations and provided 100 free seats to those in need of proper child safety seats.
4. Trained over 1,100 citizens in CPR and Automated External Defibrillator (AED) use and provided 175 public-education programs.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Transport heart attack patients (STEMI) from time of 9-1-1 call to arrival at hospital in <30 minutes 85% of the time	83%	85%
Percentage of pre-hospital cardiac arrest patients that have a Return of Spontaneous Circulation (ROSC)	33.6%	7%
Percentage of responses that results in patient transport	73.37%	65%

Benchmark Sources: JCAHO, American Heart Association, EMSTARS

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of calls for service responded to	31,076	33,100	31,062
2. # of transports made	22,144	23,200	22,597
3. # of public education events conducted	130	130	175

PERFORMANCE MEASUREMENT ANALYSIS

1. The FY11 actual requests for service decreased slightly by 14 requests for service compared to FY10. The average number of requests for service per month was 2,589. September 2011 had the highest requests for service at 2,876 and June 2011 had the lowest requests for service at 2,440.
2. The number of patients transported was 453 higher in FY11 than in FY10. Over 73% of responses resulted in a patient transport, up slightly from 71% in FY10.
3. The Division provided 45 more public education events in FY11 than in FY10. This was a result of a concentrated effort to partner with other organizations to promote safe lifestyles in areas such as child passenger safety seats; bicycle and pedestrian safety; elderly slip and fall prevention; heart healthy living; and stroke prevention awareness. These efforts may have contributed to the leveling of the number of requests for service and increases in patient transports as individuals become educated and decreased their risk. The number of requests for service decreased and acuity of the requests increased resulting in more patient transports.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 135-185-526

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	8,318,796	7,915,819	8,007,276	Full Time	111.35	111.35	111.45
Operating	4,584,580	4,129,445	4,696,127	OPS	1.00	1.00	1.00
Transportation	734,909	755,299	837,486				
Capital Outlay	8,358	3,710	136,050				
Grants & Aid	0	0	0				
TOTAL	13,646,643	12,804,273	13,676,939	TOTAL	112.35	112.35	112.45

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Services

DIVISION
Planning Department

PROGRAM
Planning Department

GOAL

The goal of the Planning Department is to provide accurate information, creative and effective planning recommendations, and expertise in the areas of long range land use, environmental and transportation planning, and in land use administration to the City and County governments, the Planning Commission, appointed boards and committees, residents and businesses.

PROGRAM HIGHLIGHTS

1. Launched the Bike and Pedestrian Webpage aka BikeTallahassee.com. Bike Tallahassee is a comprehensive source of information for bicyclists and pedestrians. This website shows all the existing publicly maintained bicycle and pedestrian facilities in the City and County, including bike paths, bike lanes, wide shoulders, and sidewalks within a zoomable map.
2. The City of Tallahassee was named one of the most livable cities in the world at The International Awards for Liveable Communities (LivCom) in Chicago. The Founder of LivCom, Alan Smith, said Tallahassee embodied the spirit of LivCom, noting the representation of government, citizens and business leaders in the Tallahassee delegation. The competition focuses on cities engaged in best practices regarding environmental sustainability, community involvement, and overall livability factors.
3. The State of the Southern Strategy Report for 2010 report was accepted by the Board of County Commissioners and the City Commission. A special public meeting was held at the Fairgrounds where staff gave a presentation on the report. This project was folded into the Regional Mobility Plan Market District. The concept will be considered as part of Market Street Placemaking.
4. The City Commission adopted ordinances rezoning approximately 1,100 properties from Mixed Use Zoning Districts to Residential Preservation Zoning Districts (RP-1 and RP-2) as part of the Comprehensive Plan Reform and Neighborhood Protection project. These properties consist primarily of residential subdivisions of detached single family homes and attached townhomes. The re-zonings were the final tasks for the Comprehensive Plan Reform Project.
5. The Midtown Placemaking Action Plan was awarded the American Planning Association of Florida (APA-FL) Grassroots Initiative Award, recognizing the positive collaboration among the Knight Creative Community Initiative (KCCI), Florida A&M University (FAMU), Florida State University (FSU), the Midtown Merchants Association (MMA), several neighborhood associations, and Planning staff.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011* Estimate	FY 2011 Actual
1. # of Land Use Applications Processed, including Site Plans, Text Amendments, Subdivisions, Plats, etc. (City and County)	137	120	150
2. # of Re-zonings, PUDs Processed	28	30	16
3. # of Comp Plan Amendments Analyzed and Processed	15	25	10
4. # of sq. ft. of Non-Residential Development Permitted in the Southern Strategy Area	15,180	40,000	12,230
5. # of Residential Dwelling Units Permitted within the Southern Strategy Area.	33	50	22
6. # of GIS Layers Actively Maintained	7	7	7

*Note: FY11 estimates reflect the impact of a recession economy and stagnant housing market

PERFORMANCE MEASUREMENT ANALYSIS

1. The number of development applications processed is driven by external economic factors and the number of applications received. Pent-up demand from previous down years possibly resulted in a modest increase in applications received and processed.
2. The number of rezoning and planned unit development applications reviewed and processed is based on the number of applications received.
3. The number of applications submitted and/or withdrawn determines the number of Comprehensive Planning amendments to be processed. Due to the downward trend in the economy, the number of applications received this fiscal year has decreased.
4. The square footage of non-residential development permitted in the Southern Strategy has declined from FY 2010, reflecting current economic trends.
5. The number of residential dwelling units in the Southern Strategy area considerably below historical averages as a result of the downward local and national trend in residential construction.
6. The Planning Department actively maintains seven GIS layers to assist in the Planning process for Tallahassee and Leon County.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-817-515

	FINANCIAL*				STAFFING**		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	75,917	77,918	76,532	Full Time	28.00	28.00	28.00
Operating	35,000	19,278	35,000	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	1,304,641	679,252	733,445				
TOTAL	1,145,558	776,448	884,977	TOTAL	28.00	28.00	28.00

* County portion of funding only.

** Total City/County staffing.

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT	DIVISION	PROGRAM
Growth & Environmental Management	Support Services	Permit & Compliance Services

GOAL

The goal of the Department of Growth and Environmental Management and Support Services is to administer, centralize, coordinate and facilitate licensing code compliance, citizen review boards and growth and environmental management services to residents, property owners, and land development professionals served by the divisions under the Department of Growth and Environmental Management of Leon County, in order to achieve compliance with adopted ordinances and policies.

PROGRAM HIGHLIGHTS

1. Completed revisions to GEM's permit routing procedures to improve efficiency and customer service.
2. Collected approximately \$824,000 in permitting revenue from Development Services and Environmental Compliance land use and permitting reviews, as well as approximately \$1.1 million for building permits during FY11.
3. Permit intake assisted approximately 11,000 walk-in customers, processed approximately 3,300 permit applications, and fielded over 39,000 phone calls.
4. The Code Compliance Program assisted 1,410 Contractor's Licensing customers and responded to 3,161 complaint calls of which 871 received an initial site inspection.
5. Completed implementation the Board approved County-wide Simulated Gambling Regulations.

BENCHMARKING

Benchmarking*	Leon County	Benchmark
Code compliance cases brought into compliance as % of open cases (508 cases)	58%	54.5%
Code compliance cases brought into compliance as % of all cases (871 total)	75%	62.9%

*International City Management Association Comparable Performance Measurement 2005

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of permit applications received and processed	4,218	3,500	3,328
2. % of Code Enforcement Board orders prepared and executed within 10 working days	77/100%	45/100%	58/100%
3. # of walk-in customers	13,000	9,600	11,000
4. # of permits issued or approved	3,104	3,100	2,416
5. # of calls processed	52,000	52,000	39,000
6. Total fees received	\$2.2 million	\$1.9 million	\$1.9 million

PERFORMANCE MEASUREMENT ANALYSIS

1. The permit applications submitted are still dominated by the smaller projects being initiated with larger projects being postponed.
2. There were 58 Code Enforcement Board orders filed within the required 10 working days.
3. The number of walk-in customers is significantly lower than in previous years. An increase in building activity for smaller projects requiring guidance for permitting could have contributed to the increase in the FY11 actual over the estimate.
4. The decrease number of permits approved can be attributed to slow economic recovery with residents choosing to remodel, add on, or repair existing structures rather than initializing new building projects.
5. The decrease in phone calls processed is due to the current condition in the economy and reflects a decreased level of development activity. Permits issued via the County's automated processes are also a contributor.
6. The reduction in revenue is a result of a decrease in development activity resulting from a continuing sluggish real estate market.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 121-423-537

<u>FINANCIAL</u>			<u>STAFFING</u>				
	*FY 2011	*FY 2011	FY 2012		*FY 2011	*FY 2011	FY 2012
	<u>Adj. Budget</u>	<u>Actual</u>	<u>Budget</u>		<u>Adopted</u>	<u>Actual</u>	<u>Budget**</u>
Personnel	407,967	415,689	448,651	Full Time	7.02	7.02	8.02
Operating	36,646	28,098	30,052	OPS	0.00	0.00	0.00
Transportation	2,266	3,092	5,162				
Capital Outlay	0	0	0				
TOTAL	446,879	446,879	483,865	TOTAL	7.02	7.02	8.02

**Increase reflects additional Senior Compliance Specialist position approved by the Board during the FY12 budget process. The increase in cost will be funded by a corresponding increase in the fees collected for the permitting and code enforcement of Internet Cafes.

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT	DIVISION	PROGRAM
Growth & Environmental Management	Support Services	Support Services

GOAL

The goal of the Division of Support Services is to provide the administrative direction and support necessary to enable the Department to serve the public, governmental entities, and the development and environmental communities by managing growth and protecting the natural environment through public information and assistance, development review and permitting activities, and other compliance related services consistent with all applicable County and State plans, regulations, and policies.

PROGRAM HIGHLIGHTS

1. Participated in the inter-departmental effort to implement the ProjectDox software application to improve customer service by providing an electronic site plan submittal process.
2. Provided input and assistance with the implementation of the AppXtender records retention software and continued to provide support for the complete integration of all Growth Management records into the AppXtender program.
3. Directed the administrative coordination to facilitate the Department and Division name changes, e.g. ordering new business cards, updating the website, updating all Department applications and forms (paper copies and online), etc.
4. In response to the recently Board adopted two track permitting process, coordinated the renovation of all pages of the Development Services website to update with the new application process.
5. Maintained the Renaissance Center second floor conference room and coordinated all requests for the meeting space.
6. Coordinated all public records requests made via telephone, in person, or through the County Attorney's Office.
7. Managed the coordination of the Administrative Pool, providing administrative support to all Department Divisions.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 121-424-537

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	<u>Adj. Budget</u>	<u>Actual</u>	<u>Budget</u>		<u>Adopted</u>	<u>Actual</u>	<u>Budget</u>
Personnel	307,803	313,499	301,162	Full Time	4.12	4.12	4.12
Operating	36,295	10,657	36,295	OPS	0.00	0.00	0.00
Transportation	2,265	0	0				
Grants & Aid	0	0	0				
TOTAL	346,363	324,156	337,457	TOTAL	4.12	4.12	4.12

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Growth & Environmental Management

DIVISION
Building Inspection

PROGRAM
Building Inspection

GOAL

The goal of Building Plans Review and Inspections is to ensure that all built environments both commercial and private within the unincorporated areas of Leon County are safe and energy efficient. Building Plans Review and Inspections effectively and efficiently obtains compliance with appropriate construction codes through permit issuance, plans review, inspections, use of automation technologies and training; all to be performed in a customer and staff sensitive manner. Additionally, Building Plans Review and Inspections provides staff support for the County's Contractor Licensing Board, Code Enforcement Board and the Board of Adjustments and Appeals.

PROGRAM HIGHLIGHTS

1. Implemented a new solar permitting fee assessment methodology to reduce solar permit fees.
2. Enhanced customer service by implementing automatic notifications to permit holders of pending permit expiration dates.
3. Implemented new state mandated handicap accessibility changes for new commercial construction as required by House Bill 849.

BENCHMARKING

Permit Review Time Frames*	Single Family			Commercial		
	Total Days	Applicant	Staff	Total Days	Applicant	Staff
2008 Actual	25	16	9	34	20	14
2009 Actual	27	17	10	36	21	15
2010 Actual	30	20	10	43	29	14
2011 Actual	24	14	10	40	33	7

* Review times are based on calendar days and include both staff and applicant/consultant holding periods. Building, Environmental and Septic Tank permit applications are reviewed concurrently. Building permits are not released until all other development permits are approved.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of building inspections performed	19,629	25,672	14,491
2. # of miles between each inspection site	10	6	13
3. Average minutes per inspection on construction site	12.5	19	19
4. # of plan reviews performed	7,159	5,977	6,784
5. % of inspections completed on time	100%	100%	100%
6. # of permits issued	3,849	3,221	3,392
7. % of permit requests completed within 30 days	100%	100%	100%
8. Building Inspections per day per inspector	14	16	10
9. Plan reviews per plans examiner per day	16	10	15

PERFORMANCE MEASUREMENT ANALYSIS

1. Number of inspections performed is below FY 2010 due to a decline in the number of single family homes being permitted.
2. Number of miles between each inspection site was higher than FY 2010 due to a decrease in the number of inspectors.
3. The FY 11 actual for average number of minutes for on site inspections was equal to the estimate. Inspectors were able to take additional time on site due to the decrease in the number of inspections compared to FY10.
4. Number of plan reviews performed decreased from FY 2010 due to a decline in the number of permit applications received.
5. Number of inspections completed on time remained at 100% for FY 2011.
6. Due to the slow economic recovery, the actual number of permits issued was less than FY 2010 but still exceeded the FY11 estimate.
7. Number of permit requests completed within 30 days remained at 100% for FY 2011.
8. Number of inspections per day per inspector declined due to the decrease in the number of inspectors.
9. Number of plans reviewed per day per plans examiner declined due to the reduced number of permit applications.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 120-220-524

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	1,024,724	981,607	914,283	Full Time	13.86	13.86	12.86
Operating	78,216	23,774	78,981	OPS	0.00	0.00	0.00
Transportation	42,804	33,266	44,088				
Capital Outlay	0	0	0				
TOTAL	1,145,744	1,038,647	1,037,352	TOTAL	13.86	13.86	12.86

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT	DIVISION	PROGRAM
Growth & Environmental Management	Environmental Compliance	Environmental Compliance

GOAL

The goal of the Division of Environmental Compliance is to provide high quality technical and scientific permitting and review services to the public and to disseminate environmental information to the public and government agencies in support of environmental protection efforts.

PROGRAM HIGHLIGHTS

1. Drafted and the Board approved, Minimum Countywide Stormwater Standards for both the City of Tallahassee and the unincorporated area of Leon County to fulfill the first phase of Minimum Countywide Environmental Regulations authorized under the County's Charter.
2. Coordinated with the Science Advisory Committee (SAC) and the Public Works Department to complete the drawdown of Lake Munson and permitted the new dam repairs.
3. Completed the closeout of the new Florida Gas Transmission 36-inch line across the County, after securing 132 acres of environmentally sensitive land (Eight Mile Pond Tract) as mitigation, at no cost to the County.
4. Approved the permit for the widening of Capital Circle Southwest from Tennessee Street to Orange Avenue and continued to monitor the construction of the widening of Mahan Drive to I-10.

BENCHMARKING

Permit Review Time Frames*	Natural Feature Inventory			Environmental Impact Analysis			Environmental Permits		
	Total Days	Applicant	Staff	Total Days	Applicant	Staff	Total Days	Applicant	Staff
FY 2008 Actual	28	13	15	125	100	25	94	68	26
FY 2009 Actual	27	13	14	244	203	41	89	65	24
FY 2010 Actual	45	21	24**	63	51	12***	36	27	9
FY 2011 Actual	30	17	13	42	31	11	27	20	7

* Review times are based on calendar days and include both staff and applicant/consultant holding periods.

**The increase in staff review time from FY09 is due to an increase in staff performed applications. To assist in reducing costs to applicants for exempt subdivisions, staff developed the Natural Feature Inventory maps for applicants, which are usually completed by private consultants. Staff biologists performed all of the work, resulting in increased staff time for application reviews, conducting field surveys, preparing maps, and coordinating with surveyors to prepare final site plan maps.

***The reduction in Environmental Analysis review time from FY09 is due to a combination of fewer applications and fewer complicated applications, which are difficult to forecast.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of Natural Features Inventory applications reviews	40	30	48
2. # of site plan reviews (environmental impacts)	100	80	87
3. # of stormwater operating permits reviews	27	24	49
4. # of environmental service advisor customer service requests	1,932	2,000	1,731
5. # of single family lot environmental permit application reviews	477	400	367
6. # of stormwater operating permit renewals	214	240	210
7. # of environmental inspections conducted annually	7,344	6,500	7,152
8. # of Environmental Management Act permits	107	90	101
9. # of Science Advisory Committee meetings administered annually	10	10	10

PERFORMANCE MEASUREMENT ANALYSIS

1. The Natural Features Inventory reviews were up due to a slight improvement in market conditions.
2. The number of site plan reviews was above the estimate but lower than the previous year.
3. The number of operating permit reviews was up due to project closeouts and increases in single family facilities.
4. The service advisor requests declined due to the continuing slow economic conditions.
5. Single family environmental reviews were down due to ongoing slow economic recovery.
6. The stormwater operating permit renewals remain steady and are not dependent on economic conditions. This number will fluctuate based on the staggered three year review cycle.
7. Environmental inspections were within 3% of the previous year.
8. The Environmental Management Act permits were steady compared to FY 2010.
9. The Science Advisory Committee meetings were consistent with FY 2010.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 121-420-537

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	1,267,078	1,264,530	1,173,727	Full Time	14.00	14.00	14.00
Operating	36,255	15,291	37,517	OPS	0.00	0.00	0.00
Transportation	37,575	29,775	39,504				
TOTAL	1,340,908	1,309,596	1,250,748	TOTAL	14.00	14.00	14.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT

Growth & Environmental Management

DIVISION

Development Services

PROGRAM

Development Services

GOAL

The goal of the Division of Development Services is to protect the health, safety, and welfare of the community by ensuring that all development activities comply with adopted land zoning, design, site plan, and subdivision standards and regulations.

PROGRAM HIGHLIGHTS

1. Initiated the review of major development applications including the Renaissance Charter School Planned Unit Development (PUD) and the Park Place PUD. Completed the review of the AT&T antenna communications tower and Chastain Manor, a 20-lot residential subdivision.
2. Adopted revisions to the Land Development Code (LDC) updating and clarifying the definition and requirements for establishment of small-scale or mobile food service operations, previously only provided for in Development Services policy memorandums.
3. Implemented the Project Dox digital application submittal program allowing applicants the ability to submit applications digitally, saving significant applicant resources involved with application review and submittal procedures.
4. Adopted revisions to the LDC restricting the establishment of private subdivisions and coordinated with the Department of PLACE in review of Transitional Development Areas and proposed amendments to the Urban Fringe district standards.
5. Coordinated with Environmental Compliance in implementing the Two-Track Review and Approval Ordinance, which provided a Concept Plan Approval track or a Final Design Plan Approval track, further expediting the review of site and development plan applications.

BENCHMARKING

Site Plans Types→	Mean time for review of Type A, B, C, D & Limited Partitions (including ASAP reviews)***		
Fiscal Year ↓	Total Days**	Applicant**	Staff**
2008 Actual*	220	140	80
2009 Actual*	212	135	77
2010 Actual***	165	117	48
2011 Actual***	157	120	37

*This Benchmarking data was revised as part of the FY09 budget process in order to more accurately measure Development Services review times.

**Review times are based on calendar days. "Applicant" refers to # of days that the applicant was responsible for making corrections to the plan; "Staff" refers to # of days that staff spent reviewing the plan.

***These numbers are reflective of the inclusion of the Administrative Streamlined Application Process (ASAP) reviews. The ASAP process is intended to expedite proposed small-scale applications and usually requires a much shorter time-frame for review than Limited Partitions or Types A-D. This accounts for the decrease in mean time for review in total and staff days.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of all construction address assignments	2,426	900	2,320
2. # of site and development plan reviews (Limited Partition, Type A-D)	25	21	13
3. # of subdivision/ASAP & other exemption determinations	61	51	41
4. # of Permitted Use Verifications (PUV) and zoning letters issued	110	60	91
5. # of zoning compliance determinations for residential development	819	545	752
6. # of Board and Adjustment and Appeals Requests	5	7	3
7. # of Concurrency Management Certificates Issued, small & large projects*	26	30	26
8. # of Development Agreements reviewed & DRI Applications Reviewed	2	2	2
9. # of Land Dev. Code amendments by section, presented to Board	10	8	7

*Small = development that would generate less than 100 P.M. peak hour trips; Large = development that would generate 100 or more P.M. peak hour trips

PERFORMANCE MEASUREMENT ANALYSIS

1. Although the number exceeds the estimate it is slightly less than the actual numbers reported from the previous year.
2. Due to the slow economic recovery, the number is lower than the estimated.
3. Due to the slow economic recovery, the number is lower than the estimated.
4. Potentially a result of an increase in speculative development interest, the number is slightly higher than estimated.
5. As a result of additional economic stimulus grants in the first quarter of the calendar year, the number is higher than estimated.
6. With the slow economic recovery, requests for variances have decreased in accordance to the decrease permitting.
7. The number is consistent with the previous year; however, it is less than estimated for the current year.
8. There is no change from the previous year and is consistent with the estimate.
9. Indicative of an economy with little growth and service level reductions, the number of Land Development Code amendments has decreased.

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT

Growth & Environmental Management

DIVISION

Development Services

PROGRAM

Development Services

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 121-422-537

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	541,147	583,380	576,266	Full Time	9.00	9.00	9.00
Operating	68,585	26,769	67,938	OPS	0.00	0.00	0.00
Transportation	3,539	3,121	4,529				
Capital Outlay	0	0	0				
TOTAL	613,271	613,270	660,930	TOTAL	9.00	9.00	9.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT

Growth & Environmental Management

DIVISION

Environmental Compliance

PROGRAM

DEP Storage Tank

GOAL

The goal of the Department of Environmental Protection (DEP) Storage Tank Program is to effectively and efficiently implement the Florida Department of Environmental Protection's Storage Tank Contract in a customer sensitive manner.

PROGRAM HIGHLIGHTS

1. Leon County Storage Tank Program achieved a score higher than 95% from the annual DEP facility files and field inspections audit, gaining exempting from the FY 11/12 audit.
2. Leon County Storage Tank Program completed one hundred percent of the FY 10/11 FDEP contract inspections while also performing emergency preparedness activities required by the State of Florida.
3. Leon County Storage Tank Program was selected and is performing ongoing beta testing for DEP's electronic inspection platform to improve field use activities.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of compliance inspections	529	540	530
2. # of requests for customer assistance	1,003	1,000	1,006

PERFORMANCE MEASUREMENT ANALYSIS

1. Leon County Storage Tank Division inspected 100% of the regulated storage tanks in the County.
2. The actual number of requests for customer assistance is above the FY 2011 estimate and is consistent with past years.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 125-866-524

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	141,840	136,490	137,067	Full Time	2.00	2.00	2.00
Operating	6,089	1,107	6,089	OPS	0.00	0.00	0.00
Transportation	5,251	5,596	6,421				
Grants & Aid	0	0	0				
TOTAL	153,180	143,193	149,577	TOTAL	2.00	2.00	2.00

Leon County Government FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
County Probation

PROGRAM
County Probation

GOAL

The goal of the Leon County Probation Division is to restore and enhance the quality of life of its clients and assist in making them responsible citizens for a safer community.

PROGRAM HIGHLIGHTS

1. Assisted law enforcement by facilitating in-office arrests for 65 defendants with outstanding warrants.
2. Contributed more than 400 hours of staff time attending court hearings to assist the judiciary in case status reviews.
3. Assisted the courts in the collection of more than \$20,000 in restitution.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Annual average caseload per Probation officer based upon defendant risk (High to Low Risk)	1:179	1:143

Benchmark Sources: The American Probation and Parole Association (APPA) caseload standard is 1:50 for Moderate to High Risk defendants and 1:200 for Low Risk defendants. Based on the September 2011 YTD average monthly caseload, the APPA caseload standard is 1:143; the actual average monthly caseload is 1:179.

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Average End of Month Caseload	1,621	1,221	1,708*
2. Average End of Month Caseload Per Probation Officer	172	122	185*
3. Probation and SPTR Fees Collected (County Court Probation, Alternative Community Service, No-Show, Pretrial Release, and GPS Monitoring fees) excludes alcohol fees	\$964,673	\$895,945	\$892,192
4. # of Defendants – Community Service and Work Program	3,025	3,354	3,314
5. # of Hours Defendants Worked - Community Service and Work Program	98,723	101,700	100,599
6. Estimated jail savings	\$1.4 million	\$1.5 million	\$1.4 million

*2011 Actual considers cases that closed within the month, while previous FY actual did not consider these cases.

PERFORMANCE MEASUREMENT ANALYSIS

1. Division experienced a 5.1% increase in the average number of defendants monitored when considering activities on those cases that closed within the month.
2. The Division experienced a nominal increase in the average caseload per officer due to staff shortage.
3. The Division experienced a 7% decrease in fees collected from the previous year.
4. The Community Service and Work Program experienced an 8% increase in the number of participants over the previous year.
5. This measure is consistent with measure #4, the number of hours worked increased slightly.
6. The program continues to be a successful alternative to incarceration. The estimated jail savings amount was consistent with that of the previous year.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 111-542-523

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	1,082,224	1,057,643	1,065,768	Full Time	18.00	18.00	18.00
Operating	41,152	25,328	39,189	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	1,123,376	1,082,971	1,104,957	TOTAL	18.00	18.00	18.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
County Probation

PROGRAM
Pretrial Release

GOAL

The goal of the Supervised Pretrial Release Program (SPTR) is to restore and enhance the quality of life for defendants and the community at-large through continued monitoring and enforcement of court-ordered conditions of release.

PROGRAM HIGHLIGHTS

1. In December 2010 the Divisions of Probation and Supervised Pretrial Release participated in the four day Fugitive Safe Surrender Event partnering to review and complete 163 criminal history summaries for defendants surrendering to local law enforcement on outstanding warrants.
2. Successfully contracted with Sentinel Offender Services to continue providing G.P.S. monitoring services to offenders and the 2nd Judicial Circuit Criminal Court with an annual re-occurring cost savings of approximately \$186,000.
3. The Division of Supervised Pretrial Release Program maintained a 79% success rate for defendants on the Mental Health caseload.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of Defendants assessed at jail to release, (per Administrative Order, or hold for first appearance), including criminal history and background	8,952	7,563	8,558
2. # of Defendant assessments per FTE (including attendance at first appearance)	1,989	1,736	1,902
3. # of average End of Month Caseload	410	392	509*
4. # of Defendant caseload managed per FTE (monthly average)	117	114	133
5. # of average End of Month Electronic Monitoring Caseload	51	42	60*
6. # of average End of Month FTE per Electronic Monitoring Caseload	12	13	13
7. Annual Operating Cost Savings in terms of Jail Bed Days	\$11.9 million	\$9.9 million	\$13.5 million

*2011 actual consider cases that closed within the month while previous FY actual did not consider these cases.

PERFORMANCE MEASUREMENT ANALYSIS

1. Although the number of bookings at the Leon County Jail decreased by 11% from the previous year, the number of pretrial staff defendant assessments decreased by only 5%. Staff conducted interviews and/or criminal history reviews for 97% of all bookings, indicating fewer booking of defendants with holds for other jurisdictions or civil matters.
2. The decrease in the number of assessments per FTE (5%) is consistent with the overall decrease in jail bookings and increase in interviews conducted.
3. Division experienced a 19% increase in the average number of defendants monitored when considering activities on those cases that closed within the month.
4. Based upon an increase in the monitored cases assigned the average caseload per FTE increased by 12%.
5. The electronic monitoring program experienced a 15% increase in usage over the previous year when considering activities on those cases that closed within the month.
6. This measure is consistent with the analysis provided in measure #5. Staff levels did not change.
7. The program continues to be a successful alternative to incarceration, resulting in an increase in cost savings of more than 12% over the previous year.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 111-544-523

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	755,363	783,060	715,202	Full Time	13.00	13.00	13.00
Operating	275,770	231,073	165,051	OPS	0.00	0.00	0.00
Grants & Aid	0	0	0				
Transfer to Sheriff							
TOTAL	1,031,133	1,014,133	880,253	TOTAL	13.00	13.00	13.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
County Probation

PROGRAM
Drug & Alcohol Testing

GOAL

The goal of the Leon County Drug and Alcohol Testing Program is to assist county departments, the judicial system and other agencies in creating a safe and secure environment free from the adverse effects caused by abuse or misuse of alcohol and drugs.

PROGRAM HIGHLIGHTS

1. In May 2011, the Sheriff Department began utilizing the Division of Drug and Alcohol Testing for pre-employment drug testing.
2. The Division of Drug and Alcohol Testing now offers ETG testing. This test is an alternative to alcohol breath testing and can determine if a person has consumed alcohol in the previous 80 hours.
3. Alcohol tests performed at the jail and the Division of Drug and Alcohol Testing are now updated immediately due to database modifications. This paperless modification allows the results of the alcohol tests administered after normal business hours at the jail to be automatically transferred to the pretrial and probation systems.
4. The Division of Drug and Alcohol Testing now conducts all pre-employment, random, reasonable suspicion and post accident testing for Leon County EMS.

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual*	FY 2011 Estimate	FY 2011 Actual
1. # of alcohol tests administered annually to court ordered defendants	15,269	11,520	17,982
2. # of urinalysis tests administered annually to court ordered defendants	5,906	10,560	10,468
3. # of urinalysis collections performed annually for other agencies	195	197	246
4. # of DOT alcohol tests administered annually	17	125	3
5. Fees collected for alcohol tests **	\$64,718	\$48,051	\$84,000
6. Fees Collected for urinalysis tests**	\$88,775	\$153,530	\$153,867

*The Drug and Alcohol Testing Program was created by the Board midyear FY 2010. The FY 2010 Actual reflects data for the first six months of the program's operation. However the estimate for fees collected for alcohol tests reflects collections for the entire fiscal year, which includes tests performed at Probation, Pretrial, and the Jail prior to the implementation of the program.

**Fees collected for alcohol and urinalysis tests are reduced based on the amount of fee waivers issued by the judiciary each month.

PERFORMANCE MEASUREMENT ANALYSIS

1. The increase in the number of alcohol tests administered annually to court ordered defendants is because FY 2011 estimate only considered those tests performed at the drug and alcohol testing program. The actual numbers for FY 2011 include all the tests conducted at pretrial, probation, and jail, along with drug and alcohol testing program.
2. The number of annual urinalysis tests administered to court ordered defendants is on target with the FY 2011 estimate.
3. The increase in the number of urinalysis collections performed annually for other agencies is higher than the FY 2011 estimate due to the Sheriff Department utilizing the drug and alcohol testing program services for pre-employment testing.
4. The number of DOT alcohol tests administered annually is based upon a random call testing system controlled by Risk Management. The FY 2011 actuals are reporting low due to DOT drug tests being included in Performance Measure #3. Performance Measures for DOT in the future will reflect both alcohol and drug tests.
5. The amount of fees collected for alcohol tests is higher than the FY 2011 estimate because the actual amount includes collections from tests conducted at pretrial, probation, and the jail along with drug and alcohol testing program.
6. The actual fees collected for urinalysis tests in FY 2011 are on target for the FY 2011 estimate.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 111-599-523

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	106,318	97,491	103,645	Full Time	0.00	0.00	2.00
Operating	44,111	40,240	43,277	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	150,429	137,731	146,922	TOTAL	0.00	0.00	2.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Facilities Management

PROGRAM
General Operations & Property Management

GOAL

The goal of the Division of Facilities Management is to serve the citizens of Leon County and occupants of County facilities through the provision of professional maintenance, construction, and operating services; in order to provide clean, safe, and fully functional County facilities.

PROGRAM HIGHLIGHTS

1. Oversight of the construction management selection and contracting process for the joint City/County Public Safety Facility and have since taken the design from the concept phase through the construction document process. This project is scheduled to begin construction in October 2011, with substantial completion scheduled for February of 2013.
2. Completed the design and construction of the Woodville and Eastside Libraries. Continued coordination of design and construction of the Lake Jackson library.
3. Implemented a 40,000 gallon rainwater cistern installation located at the AG Center, 615 Paul Russell Road, consisting of four reclaimed 10,000 gallon fiberglass tanks, previously used as underground storage tanks for the petroleum industry. Plans were drawn up in-house and in-kind labor was supplied for excavation and installation of the tanks, piping and all related wiring and controls. The project was one of 80 nominations for the 2011 Sustainable Florida Best Practices Awards, and was named as a finalist in two categories: Government and Partnership.
4. Constructed the Ft. Braden Community Garden. The site is a large portion of property with no existing trees or impediments co-located between the Library and Community Center. Lighting, water access and fencing were provided by Facilities Management.
5. Coordinated and completed the installation of over eighty energy efficient windows at the Fort Braden Community Center. Completed the Energy Efficient Community Block Grant lighting project at the Courthouse, BOA and Main Library to provide energy efficient lighting.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Square Footage Maintained per Maintenance Employee	74,834 sq ft	47,000 sq ft
Square Footage Maintained per Administrative Employee	336,754 sq ft	142,000 sq ft
Square Footage Maintained per Supervisor Employee	269,403 sq ft	278,000 sq ft
Repair and Maintenance cost per Square Foot – Administrative	\$0.62 sq ft	\$2.02 sq ft
Repair and Maintenance cost per Square Foot – Other Costs	\$1.09 sq ft	\$0.78 sq ft

Benchmark Sources: International Facilities Management Association (IFMA); International City Management Association (ICMA) 2005 Center for Performance Management

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. \$ volume of capital projects managed in millions	\$47.8	\$47.0	\$40.8
2. # of work orders opened	17,248	18,880	15,381
3. % of work orders opened for preventative maintenance	65%	69%	66%
4. % of work orders closed within the year	90%	80%	99%
5. Total square footage of County facilities maintained	1,358,505	1,420,193	1,433,268

PERFORMANCE MEASUREMENT ANALYSIS

1. The volume of capital projects managed decreased due to projects being completed.
2. The work orders opened decreased due to streamlining work order process.
3. Preventative maintenance work orders had a slight increase.
4. The work orders closed increased more than 19% due to aggressive tracking program, which increased supervisory oversight of unscheduled work orders.
5. Total square footage of County facilities maintained increased due to new construction of Eastside Library and additions to Woodville and Northeast Branch Libraries.

FINANCIAL AND STAFFING SUMMARY*

ACCOUNT NUMBER: 001-150-519

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	2,605,272	2,627,061	2,452,209	Full Time	39.00	39.00	39.00
Operating	4,279,698	3,778,770	4,169,552	OPS	0.00	0.00	0.00
Transportation	101,674	100,674	112,164				
Capital Outlay	8,400	7,383	4,750				
Grants & Aid	0	0	0				
TOTAL	6,995,044	6,513,888	6,738,675	TOTAL	39.00	39.00	39.00

*Includes the Bank of America Building and Huntington Oaks which is now managed by the County.

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Management Information Systems

PROGRAM
MIS

GOAL

The goal of Management Information Systems (MIS) is to serve end users with continually improved, efficient, cost effective technology, telecommunications products, services, and information so that customers are totally satisfied and able to fulfill their missions.

PROGRAM HIGHLIGHTS

- Awarded the Top 10 Digital Counties Survey Award from the National Association of Counties (NACo), in partnership with e.Republic's Center for Digital Government and Digital Communities program within the population range of 250,000 – 499,999.
- Achieved process efficiencies with a) a new Solid Waste scale software system with credit card processing, b) a new cloud-based application for Medicaid billing for HHS, c) upgraded online public library catalogs, d) a financial interface for the permitting and solid waste systems, e) online plans submittals for Growth and Facilities, f) electronic document management for Purchasing and EMS.
- Achieved communications improvements by) the installation of the 2-1-1 and Whole Child kiosk systems; and b) redesigned County website for improved citizen interaction and County transparency.
- Achieved continued improvements in the Justice Information System with a) technical support for the Safe Surrender Program, b) the web-based DNA info integration with FDLE, c) the paperless court hearing process for First Appearance, d) digital medical log for the Jail, LCSO e) electronic protective order and injunction process, f) archived case management, and g) continued support of the design of the new Public Safety Complex and definition of technical requirements for the consolidation of the joint dispatching functions.
- Achieved sustainable and energy conservation with the continued relationship with Goodwill's Electronic Recycling program where over 400 surplus PCs and servers and other devices were donated to Goodwill since January 2010 (averaging over 200 per year).
- Other achievements: a) Saved over \$100,000 in recurring annual savings for Internet and Phone/PRI services, b) Wired and outfitted three branch library expansions – Woodville, B.L. Perry, and Northside and the new Eastside Library, c) expanded wireless access at in conference rooms at Facilities, Tourist Development, Cooperative Extension Service, and the Landfill, d) installed Smartboards for the County Attorney's Office, HR, and Facilities, e) Continued the Computer User Upgrade project with approximately 400 refreshes - 100 PCs and 300 zero client devices, and f) deployed over 30 new servers to support new applications and QA environments within the existing virtualized server environment.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Average number of users per MIS Full Time Equivalent (FTE)	1:38	1:23
Average number of PCs per Information Technician (IT) Staff	1:89	1:40
Ratio of Network Systems Administrators to File Servers (non-virtualized)	1:33	1:12
IT Spending per Employee in the County Government Sector	\$2,948	\$3,808

Benchmark Sources: Info-Tech Research Group (an information and technology research/advisory firm)

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Average number of e-mails processed each month	970,544	1,000,000	1,121,975
2. Approximate amount of valid e-mails (less trapped e-mail spam or viruses)	44%	30%	58%
3. Average monthly visits to Leon County web site	787,070	500,000	782,412
4. % of help calls completed in one day	46%	50%	30%
5. Number of new applications/services deployed	4	2	4

PERFORMANCE MEASUREMENT ANALYSIS

- In line with performance from FY 2010 after dropping the old email domain name and clearing previous employee addresses.
- Improved efficiency achieved in capturing more SPAM through use of Google's cloud based SPAM and Virus filter.
- Met goal following an increase from last year due to new websites, an election year, and job opportunity searches by citizens.
- Downsized Technical Service Center staff and the Windows 7 migration project negatively impacted daily turn around time for calls.
- Increase due to redesigned website.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-171-513

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	3,781,670	3,589,454	3,503,290	Full Time	44.84	44.84	42.84
Operating	1,796,399	1,763,156	1,796,826	OPS	0.00	0.00	0.00
Transportation	10,005	10,415	11,730				
Capital Outlay	0	0	1,650				
Grants & Aid	0	0	0				
TOTAL	5,558,074	5,363,025	5,313,496	TOTAL	44.84	44.84	42.84

Leon County Government FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Management Information Systems

PROGRAM
Geographic Information Systems

GOAL

The goal of the Tallahassee-Leon GIS is to enhance the County's Information Management capabilities to provide efficient and improved services to citizens.

PROGRAM HIGHLIGHTS

1. Maintain and update the base map (Completion of the Flyover and LiDAR acquisition Projects).
2. Develop, implement, and maintain the systems, infrastructure, and databases required to support the interlocal government user groups.
3. Develop, implement, and maintain the Internet, Intranet GIS Applications, and provide maps to citizens and the general public.
4. Continue to provide improved data access to the public and staff, and provide GIS analytical support to government decision making.
5. Integrate GIS into business processes (Land ID Project, TLC GIS Viewer, Work Order Management/GIS Integration, Addressing and Emergency Management).
6. Continue to support Permit and Enforcement Tracking System integration.
7. Successfully completed the \$50,000 Grant Project for mapping high-pressure gas pipelines in Leon County.

BENCHMARKING

Benchmarking	Leon County 2010	Leon County 2011	Benchmark
# of Business Units that use GIS (Deployment)	24	24	11.5 (Average)
# of Layers of Data Maintained	436	440	300
# of Public Access Websites	28	33	20

Benchmark Source: Aegis Business Technologies provided a benchmarking report for TLC GIS in May 2010. The report provided several qualitative measures which identified TLC GIS as a leader among GIS programs in the Southeast.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Provide customer response to system and software requests within (1) hour 100% of the time	100%	95%	95%
2. Increase GIS internet applications, services and downloadable files by 20% annually	23%	20%	20%
3. Increase internet user sessions by 20% annually	10%	(5%)*	(5%)*
4. Provide maintenance of base map components per schedule matrix, as required	100%	100%	100%
5. Average monthly visits to the GIS Web Site	75,100	63,650*	63,900*
6. Layers of data maintained (such as aerial photography at various resolutions; addressing; streets; building footprints; contours within USA (1 ft.) and County (2 ft.); hydrography; elevation; flood zones; land use and zoning; property ownership; subdivisions; easements; census)	436	440	440

**TLC GIS has implemented a new methodology in deploying websites throughout the user community which is not measured under the current statistics. Therefore not all web traffic is currently being counted. Alternative measuring methods are being reviewed.*

PERFORMANCE MEASUREMENT ANALYSIS

1. GIS responded to requests within one hour 95% of the time.
2. GIS increased internet applications, services and downloadable files by 20% as estimated.
3. GIS continues to see a decline in the internet user sessions due to the changes in distribution methodology.
4. GIS provided maintenance as required 100% of the time.
5. There was a nominal decrease in the visits to the GIS Web Site due to the change in the distribution methodology.
6. GIS maintained its estimated layers of data.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-421-539

FINANCIAL				STAFFING			
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	1,296,272	1,196,049	1,217,720	Full Time	16.16	16.16	16.16
Operating	578,295	573,497	577,798	OPS	0.00	0.00	0.00
TOTAL	1,874,567	1,769,546	1,795,518	TOTAL	16.16	16.16	16.16

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT	DIVISION	PROGRAM
Management Services	Minority, Women and Small Business Enterprise	MWSBE

GOAL

The goal of the Minority, Women and Small Business Enterprise (MWSBE) Division is to provide minority and women-owned businesses with a means of participation in Leon County's procurement process for the purpose of achieving economic parity among all Leon county vendors.

PROGRAM HIGHLIGHTS

1. Thirteen projects were identified and awarded under the small business enterprise program.
2. Hosted two (2) Small Business Financial workshops, which provided local vendors with useful information and practical tools to assist business owners in achieving business success.
3. Sponsored the Turner School of Construction Management "Mini Series" with the FSU Supplier Diversity Office and other organizations to prepare local small construction and construction related industry vendors to become skilled competitors in the market place.
4. Participated in outreach opportunities with the Department of Management Services, Office of Supplier Diversity (OSD) (Regional MatchMaker Trade Show), the Small Business Development Center (SBDC) (Small Business Week) and the City of Tallahassee (Minority Enterprise Development (MED) Week), which acknowledges local MWSBEs.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Review and analyze all preliminary bids and request for proposals to determine the appropriate target within 3 days of request 95% of the time	95%	95%	95%
a. Total # of preliminary requests for proposals analyzed	52	63	61
2. Attend and present MWSBE information for all Purchasing Division pre-bid conferences 95% of the time.	95%	95%	95%
a. Total # of mandatory pre-bid conferences attended	26	28	26
3. Reviewed, analyzed and submitted all MWBE statements within 3 days of the bid or request for proposal closing date 95% of the time.	95%	95%	95%
a. Total # of submitted request for proposals reviewed	52	63	61
4. Provide training to at least 30 citizens for assistance in starting, maintaining, and enhancing their local business	103	37	167
5. % of respondents committed to meet or exceed MWBE Aspirational Target	100%	85%	100%

PERFORMANCE MEASUREMENT ANALYSIS

1. The percent of preliminary bids and request for proposals analyzed remains consistent.
 - a. The number of bids and RFP's moderately increased, due to an increase in the number of request for services and goods.
2. The number of pre-bid attendance remains consistent.
 - a. The number of pre-bid attendance decreased, due to the number of bids and RFP's placed out for solicitation.
3. The MWBE statements reviewed analyzed and submitted remains consistent.
 - a. The number of proposals reviewed moderately increased, due to the number of bids and RFP's placed out for solicitation.
4. The number of training provided to citizens increased due to staff efforts to increase the local business community's knowledge of the best practices through various workshops: such as the Small Business Financial workshop, the Turner School of Construction Management "Mini Series" and the 2011 Regional MatchMaker Trade Show.
5. The percentage of respondents committed to meeting or exceeding the MWBE aspired targets remains consistent due to staff working closely with prime contractors and project managers as well as utilizing new compliance software to ensure targets are met.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-112-513

FINANCIAL				STAFFING			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	135,146	142,836	142,440	Full Time	2.00	2.00	2.00
Operating	78,514	44,283	87,690	OPS	0.00	0.00	0.00
Capital Outlay	9,640	9,635	0				
Grants & Aid	0	0	0				
TOTAL	223,300	196,754	230,130	TOTAL	2.00	2.00	2.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Purchasing

PROGRAM
Procurement

GOAL

The goal of the Procurement Program is to provide timely and professional procurement services to secure requested supplies, services and commodities at a specified level of quality at the lowest possible cost, through open and fair competition.

PROGRAM HIGHLIGHTS

1. Developed policy recommendations and operating procedures to address legislative changes and did extensive staff training for end users in the departments and divisions (E-Verify, Florida Prompt Pay Act, Open Meetings and Records in procurement activities, etc.)
2. In conjunction with MWSBE Division did full scale implementation of contract management database system (B2GNow) for all County contracts tracking subcontractor and payment activities, insurance certificates, and E-verify enrollments.
3. Staff participated in the annual Tallahassee NIGP Trade Show and had booths at three reverse Trade Shows for vendor outreach as well as offering two vendor training sessions on "How to Do Business with Local Governments."

BENCHMARKING

Benchmark Data	Leon County	ICMA Mean (All Jurisdictions)	ICMA Median
\$ amount of Central Purchasing purchases per Central Purchasing FTE	\$18.79 million	\$14.8 million	\$8.6 million
% of Purchasing Conducted with Purchasing Card	3.92% in FY11	3.16%	2.0%

Benchmark Source: International City Management Association (ICMA) 2005 Center for Performance Management

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. % of completed requisitions for purchase orders processed within 2 days of receipt	100%	100%	100%
2. % of bids/RFPs processed within 45 work days of receipt of request	100%	100%	100%
3. # of Purchase Orders Issued	2,994	2,500	3,545
4. \$ Volume of Purchase Orders Issued	\$68.2 million	\$32 million	\$70.4 million
5. \$ amount of Central Purchasing Office purchases per Central Purchasing FTE (3.75 FTE allocated)	\$18.2 million	\$9.85 million	\$18.79 million
6. # of Bids Issued	52	60	61
7. Purchasing Card/E-Payables Volume	\$2,672,893	\$2,750,000	\$2,877,767.68 \$2,421,873.51
8. Purchasing Card/E-Payables Rebate	\$20,126	\$9,800	\$27,850.27 \$30,326.78

PERFORMANCE MEASUREMENT ANALYSIS

1. Primary attention is given to processing requisitions so that County staff receives needed materials and services in a timely manner.
2. Bids and RFPs are drafted and reviewed by divisions in timely manner to ensure needs are met.
3. Number of purchase orders increased due to decreased use of invoice direct pays by divisions in compliance with policy which requires purchase order use.
4. The increase results from the use of purchase orders rather than direct payment of invoices without purchase order and several high cost projects (Buck Lake Road, Public Safety Center, Lake Munson Dam, and other stormwater related projects).
5. The increase in volume of purchase orders reflects in the increase for this measure.
6. The P-Card volume is steadily increasing as more staff have cards (399 as of 9/30/2011) being used for small purchases and the E-Payables volume reflects the first full fiscal year of using that payment platform.
7. The increased rebates are due to the state contract being renegotiated resulting in a higher basis point computation for rebates and the larger volume of spend for both P-Card and E-Payables results in the larger rebates.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-140-513

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	<u>Adj. Budget</u>	<u>Actual</u>	<u>Budget</u>		<u>Adopted</u>	<u>Actual</u>	<u>Budget</u>
Personnel	331,092	312,442	313,853	Full Time	4.00	4.00	4.00
Operating	19,880	13,905	19,396	OPS	0.00	0.00	0.00
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	350,972	326,347	333,249	TOTAL	4.00	4.00	4.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Purchasing

PROGRAM
Warehouse

GOAL

The goal of the Warehouse Program is to procure, stock, and issue high turnover type items to facilitate work routines of County departments.

PROGRAM HIGHLIGHTS

1. Annual Warehouse inventory showed a loss of \$338 or .014% of the total valuation as compared to the national standard of +/- 1.5%.
2. Even with a partial year reduction in staffing, the Warehouse program maintained service levels with an increased number of requisitions and issuances.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Inventory Turnover Rate	252%	150%
Annual inventory loss/gain (to measure operational accuracy)	-.014%	Less than 1.5%+/-

Benchmark Sources: National Institute of Governmental Purchasing, Inc. (NIGP)

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Cost per issuance	\$13.90	\$16.20	\$11.73
2. Operational cost as a % of total dollar value of issuances (expenses / \$ value of issuances)	37.04%	45.3%	31.49%
3. # of issuances	15,718	15,800	16,172
4. \$ volume of issuances	\$582,350	\$460,000	\$602,512

PERFORMANCE MEASUREMENT ANALYSIS

1. A combination of reduced staffing levels, increased issuances, and higher commodity prices resulted in the decreased cost.
2. This is a direct result of the increase sales dollar volume as well as the partial year reduction in staff.
3. The single biggest factor in this increase is for fleet parts and filters as well as a general increase across the board for other materials.
4. Two factors account primarily for the increase – increased supplies for EMS and the increase in fleet supplies issued.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-141-513

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	179,536	180,933	112,069	Full Time	3.00	3.00	2.00
Operating	3,951	2,558	3,833	OPS	0.00	0.00	0.00
Transportation	6,264	6,259	8,018				
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	189,751	189,750	123,920	TOTAL	3.00	3.00	2.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Management Services

DIVISION
Purchasing

PROGRAM
Property Control

GOAL

The goal of the Property Control Program is to create and maintain an exemplary records and management control program for the tangible personal property of Leon County.

PROGRAM HIGHLIGHTS

1. Annual inventory of all fixed assets was completed and three items of 6,500 records were not located.
2. Increased use of internet auctions for single items in addition to item groups has resulted in sales on a more current basis rather than after long term storage and decreased value for the items.
3. The Property control Specialist has continued monitoring the P-Card, and E-Payables programs as well as increased back-up of Warehouse personnel due to staff reductions.

PERFORMANCE MEASURES

Performance Measures*	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Decrease the % of items not located in the annual inventory from the prior year (reflects percentage decrease in items missing from the prior year)	N/A**	N/A**	-300%
2. # New Assets Tagged	958	350	646
3. \$ Value of New Assets	\$4,830,400	\$4,500,000	\$13,500,000
4. # of Assets at Year End	5,644	6,010	6,500
5. Year End Total Asset Value (millions)	\$36.5	\$45	\$50
6. # of Surplus Auctions	38	2	49
7. \$ Value of Auction Proceeds	\$272,990	\$300,000	\$202,500
8. Items Not Found In Inventory After 3 yrs - Deleted 3rd Year (Annual Inventory)	0	0	0

* Inventory and auction activity based on departmental activity. Data points are collected annually; therefore, there is no year to date data from which to forecast. Annual activity is not linear from prior years; therefore, forecasting methods are not practical.

** N/A represents the fact that there is currently no missing inventory.

PERFORMANCE MEASUREMENT ANALYSIS

1. Three items were not located during the FY11 inventory compared to the prior three fiscal year inventories with 100% of items located.
2. The large increase in new assets was due to the inclusion of all radios and infrastructure equipment of the 800 MHz system.
3. The large valuation increase was due to the inclusion of all radios and infrastructure equipment of the 800 MHz system.
4. As stated above, the increase is primarily due to the 800 MHz system equipment being added to the inventory.
5. As stated above, the increase is primarily due to the 800 MHz system equipment being added to the inventory.
6. Increased use of single item online auctions is reflected in the number of auctions conducted.
7. Less vehicles were sold than had been projected during the fiscal year due to longer delivery times on new vehicles.
8. This measure reflects that all items have been located in the prior three fiscal years resulting in none to be deleted.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 001-142-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	41,670	41,449	40,946	Full Time	1.00	1.00	1.00
Operating	3,470	1,766	3,470	OPS	0.00	0.00	0.00
Transportation	1,959	2,122	2,650				
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	47,099	45,337	47,066	TOTAL	1.00	1.00	1.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT

Public Works

DIVISION

Support Services

PROGRAM

Support Services

GOAL

The goal of the Department of Public Works and Support Services is to effectively serve the residents of Leon County by planning, developing and maintaining quality infrastructure. This is accomplished by delivering environmentally sensitive and cost effective products and services in order to achieve a high quality of life that includes health and safety, human comfort and convenience.

PROGRAM HIGHLIGHTS

1. Assisted the Ft. Braden community with soliciting response from the Florida Department of Transportation to expedite roadway safety enhancements along State Road 20.
2. Initiated and oversaw the joint County/City process for selecting and awarding a pre-event contract for debris monitoring services.
3. Staffed the Citizen's Advisory Committees for review of the Miccosukee Canopy Road Greenway Management Plan and the Alford Greenway Management Plan.
4. Produced and/or contributed to multiple workshops for Board consideration such as the Workshop on the Thornton Road Extension Project; the County's 2/3 Program; Universal Solid Waste Collection; and the Infrastructure Sales Tax Extension and Consideration of the Updated Water and Sewer Master Plans.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 106-400-541

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	451,794	381,584	382,756	Full Time	4.00	4.00	4.00
Operating	191,813	187,311	190,551	OPS	0.00	0.00	0.00
Transportation	0	0	0				
Grants & Aid	500,000	0	0				
TOTAL	1,143,607	568,895	573,307	TOTAL	4.00	4.00	4.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Operations

PROGRAM
Transportation Maintenance

GOAL

The goal of the Public works, Division of Operations Transportation Program is to provide for the safety, comfort and convenience of the public by creating, maintaining and managing infrastructure and programs supporting transportation, roadside beautification, and stormwater maintenance. This is accomplished through cost effective, environmentally sensitive and aesthetically pleasing products and services.

PROGRAM HIGHLIGHTS

1. Resurfaced 6.25 miles of existing Open-Grade Mix roads.
2. A sign Retro Reflectivity Program was implemented and equipment purchased to meet 2012 MUTCD (Manual on Uniform Traffic Control Devices) Federal mandate on sign reflectivity.
3. Performed 106 private road repairs associated with the County's Private Road Repair Program.
4. Worked with the Office of Sustainability on the development of the Fort Braden Community Garden Project.

BENCHMARKING

Benchmark Data	2010-2011 Leon County Actual Production MH/Unit	Benchmark (FDOT Production) (Standard)
Shoulder Repair (rework non-paved) ¹	114.16 man hours/acre	32.238 man hours/acre
Plant Mix Patching (Manual) ²	13.28 man hours/ton	11.088 man hours/ton
Plant Mix Patching (Mechanical) ³	2.91 man hours/ton	1.828 man hours/ton
Signs (ground signs 30 sq. ft. or less)	0.628 man hours/sign	.804 man hours/sign

Benchmark Sources: Florida Department of Transportation Maintenance Management Systems Manual.

NOTES:

1. The differential in MH/Unit is due primarily to FDOT's wider and longer right-of-ways. This results in FDOT completing more linear feet per day, due to not having to move between smaller projects.
2. FDOT has combined their Major Plant Mix Patching (Hand) and Pothole Patching into one activity. In order to achieve more accurate Benchmarking comparisons, Leon County has implemented the same strategy.
3. Due to larger roadway system and heavier traffic loads, FDOT's projects tend to be larger in scope than Leon County projects. This accounts for greater tonnage and more efficiency per project.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Perform 1,250 tons/year of major asphalt repairs	466	1,250	403
2. Perform 1,000 tons/year asphalt/pothole patching	1,067	1,000	625
3. Install and repair 7,000 sign panels annually	9,235	7,000	11,063
4. Install and refurbish 75,000 sq. ft. of pavement markings and symbols with plastic	89,494	75,000	102,522
5. Respond to 90% of work orders within three (3) weeks	91%	90%	89%
6. Grade County maintained dirt roads on a 15 day cycle	11 days	15 days	11 days
7. Performs 500 tons of major repairs Open-grade mix annually	145	500	0
8. Performs 200 tons on Open-grade mix pothole patching annually	3	200	21
9. Performs resurfacing on 5 miles of Open-Grade Mix roads annually	10.85	5	6.25
10. Repair 130 miles/year of shoulders	105	130	117

PERFORMANCE MEASUREMENT ANALYSIS

1. Fewer work order requests and effective resurfacing resulted in fewer tons needed for major asphalt repairs.
2. Prioritized resurfacing and more efficient route maintenance resulted in less tonnage required.
3. The actual sign panels installed and repaired exceeds the estimate due to fully staffed crews and efficient scheduling.
4. The installation and refurbishing of pavement markings exceeds the estimate due to a combination of fully staffed crews and a less than average rainfall.
5. The standard for responding to work orders was met.
6. County maintained dirt roads were graded on an average of every 11 days. This is less than estimated due in part to favorable weather conditions during the first half of the year and a reduction in dirt road miles due to OGHM stabilization.
7. Major Open-grade mix repairs were performed by contract in 2011 eliminating the need for in-house repairs.
8. Pothole patching on Open-grade mix was not necessary due to the increased amount of Open-grade mix resurfacing.
9. The 2011 actual Open-grade mix resurfacing slightly exceeds the 2011 estimate. This is due in part to certain roads requiring less tonnage than anticipated for resurfacing. That, in turn, allowed for additional resurfacing projects to be added to the resurfacing schedule.
10. Shoulder repair production was lower than anticipated due to vacancies within the department.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 106-431-541

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	2,908,311	2,770,408	2,809,405	Full Time	56.00	56.00	56.00
Operating	837,097	662,505	875,048	OPS	0.00	0.00	0.00
Transportation	490,257	542,290	481,523				
Capital Outlay	0	0	0				
TOTAL	4,235,665	3,975,203	4,165,976	TOTAL	56.00	56.00	56.00

Leon County Government

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DEPARTMENT
Public Works

DIVISION
Operations

PROGRAM
Right-of-Way

GOAL

The goal of the Public Works, Division of Operations Right-of-Way Management Program is to provide for the safety, comfort, and convenience of the public by managing programs that support transportation, roadside beautification and stormwater maintenance.

PROGRAM HIGHLIGHTS

1. Initiated a recycling program for roadside litter in coordination with Solid Waste and Marpan Recycling, LLC. Staff also met personally with crews to help develop buy-in for the new initiative. To date, 9.14 tons of roadside litter has been recycled.
2. Worked with volunteers to document and photograph wildflower growth along the Wildflower Pilot Project areas established last year.
3. Created a multi-level approach to roadside litter control based on certain designated roads receiving more clean-ups per year due to greater quantities of litter typically present.
4. Participated on a County/citizen team that successfully completed the first Tree Bank site preparation project involving invasive exotic plant removal.
5. Performed periodic inspections of plants delivered to and installed along Mahan Drive. The crew which will perform maintenance when the installations are completed is currently maintaining other landscaped areas along County rights-of-way.

BENCHMARKING

Benchmark Data	2010-2011 Leon County Actual Production MH/Unit	Benchmark (FDOT Production) (Standard)
Roadside Litter Removal ¹	1.13 man hours/acre	1.09 man hours/acre
Right-of-Way Mowing	0.41 man hours/acre	0.599 man hours/acre
Finish Cut Mowing ¹	7.30 man hours/acre	5.68 man hours/acre

Benchmark Source: Florida Department of Transportation Maintenance Management Systems Manual.

1. Clearzone Maintenance and Landscaped Area Maintenance, which were previously benchmarked, have been replaced due to inconsistencies with FDOT activities. The two activities are being replaced with Roadside Litter Removal and Finish Cut Mowing as Benchmarked activities.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Increase the number of Adopt-a-Road litter control groups by 2% over the prior year	-9%	2%	26%
2. Inspect and remove high risk wood on 58 miles of Canopy Roads every three (3) years with an annual average of 19.3 miles	16.25	19	17.50
3. Perform clear zone maintenance on 50 shoulder miles	17.33	50	40.23
4. Pick up litter on 500 miles of roads five (5) times per year	2,918	2,500	3,178
5. Maintained 20.5 acres of landscaped area 12 times per year	236	370	416
6. Respond to 90% of work orders within three (3) weeks	88%	90%	96%
7. Mow 500 miles, five (5) times during the mowing season	2,501	2,500	3,542

PERFORMANCE MEASUREMENT ANALYSIS

1. Participation in this program varies from year to year due to the expiration of pledges and new volunteer groups coming on line.
2. The volume of high risk wood removal on Canopy Roads was slightly less than anticipated for FY 2011. This was due primarily to the efficient targeting and removal of dead wood in previous years. It is anticipated that the standard for high risk wood removal will soon change from a three (3) year to a five (5) year cycle.
3. The need for Clear Zone Maintenance has been reduced due to an increase in mechanical mowing, which is faster and more efficient.
4. The standard for litter pick-up was exceeded due to favorable weather throughout the year.
5. The standard for landscaped area maintenance was exceeded due to favorable weather throughout the year.
6. The standard for work order response was exceeded.
7. The standard for mowing was exceeded due to favorable weather throughout the year.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 106-432-541

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	1,525,911	1,423,571	1,413,154	Full Time	30.00	30.00	30.00
Operating	292,592	236,523	293,362	OPS	0.00	0.00	0.00
Transportation	267,492	259,336	280,554				
Capital Outlay	0	0	0				
TOTAL	2,085,995	1,919,430	1,987,070	TOTAL	30.00	30.00	30.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Operations

PROGRAM
Stormwater Maintenance

GOAL

The goal of the Public Works, Division of Operations Stormwater Maintenance Program is to provide for the safety, comfort and convenience of the public by creating, maintaining and managing infrastructure and programs supporting transportation, roadside beautification, and stormwater maintenance.

PROGRAM HIGHLIGHTS

1. Conducted 225 inspections of stormwater ponds for the NPDES MS4 permit.
2. Completed the renewal of 41 County and City Stormwater Operating Permits for stormwater facilities.
3. Completed stormwater filter replacement/rehabilitation projects at Hampton Creek Subdivision Pond 2, Chaires Park Ponds, Facilities Management Pond, NE Branch Library Pond, B. L. Perry Library Pond, Lakeside Subdivision Pond, Old Rococo Rd Pond 1 and Old Magnolia Rd Pond 4.
4. Completed stormwater projects including the Ag Center Cistern Project, Old Bainbridge Hwy, Hampton Creek Pond 3, Lake Henrietta Pond, Main Library Parking Ponds & trench drains, Orange Ave Pond, Springhill Rd Ponds, The Ridge at Velda Dairy, Tharpe St Pond, Williams Rd, Independence Ct, Velda Dairy Rd, Hannary Dr, and Valentine Road South.

BENCHMARKING

Benchmark Data	2010-2011 Leon County Actual Production MH/Unit	Benchmark (FDOT Production) (Standard)
Cleaning of Drainage Pipes (Mechanical) ¹	0.17 man hrs/linear ft	0.125 man hrs/linear ft
Cleaning and Reshaping Roadside Ditches	0.06 man hrs/linear ft	0.092 man hrs/linear ft

Benchmark Source: Florida Department of Transportation Maintenance Management Systems Manual.

NOTES:

1. The differential in MH/Unit is due primarily to FDOT's enclosed drainage systems, on average, being longer than those of the County's. This results in FDOT completing more linear feet per day by not moving between smaller projects.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Respond to 90% of work order requests within six (6) weeks	69%	90%	83%
2. Clean and reshape 225,000 feet/year of roadside ditches	228,533	225,000	205,384
3. Sod 11 miles of ditches	13.5	11	8.7
4. Clean 19,000 feet of drainage pipes	25,173	19,000	22,213
5. % of ponds mowed two times annually per County Operating Permit requirements	100%	90%	95%
6. % of conveyance systems mowed two times annually per County Operating Permit Standard ¹	25%	90%	29.6%

Notes:

1. Effective FY 2012, performance measure #6 will change to reflect the number of conveyances being mowed that are not associated with County Stormwater Operating Permits. Those conveyances that are associated with Stormwater Operating Permits will be mowed at the same time as the Stormwater ponds with which they are associated and will be reflected in performance measure #5.

PERFORMANCE MEASUREMENT ANALYSIS

1. Division's performance in FY 2011 was slightly below the estimate due to vacancies and staff reductions.
2. Vacancies and staff reductions prevented the Division from meeting this goal.
3. Vacancy of an Inmate Supervisor position during the year impacted the Division's ability to meet this standard.
4. Division was able to exceed this standard due to favorable weather conditions throughout the year.
5. The use of a mowing contractor allowed the Division to exceed this estimate for FY 2011.
6. Staffing limitations, as well as a high conveyance system inventories, continue to hamper the Division's ability to meet this standard.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 123-433-538

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	2,048,701	1,531,687	1,880,622	Full Time	42.00	42.00	37.00
Operating	297,070	218,321	301,315	OPS	1.00	1.00	1.00
Transportation	572,479	491,826	592,764				
Capital Outlay	0	0	0				
TOTAL	2,918,250	2,241,834	2,774,701	TOTAL	43.00	43.00	38.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Animal Control

PROGRAM
Animal Services

GOAL

The goal of the Division of Animal Control is to improve the well-being of citizens and animals through humane education, prevention, and enforcement programs for the citizens and domestic animals of Leon County.

PROGRAM HIGHLIGHTS

1. Presented 33 animal bite prevention classes to 3,448 Leon County residents.
2. Participated in disaster preparedness events while demonstrating the County's Emergency Mobile Animal Shelter Trailer.
3. Promoted dog bite prevention by participating in activities such as the Santa Paw Walk, Springtime Tallahassee, and rabies vaccination clinics.
4. Leon County Officers continued to issue citations in lieu of impounding animals, thereby reducing the number of animals processed through the Animal Service Center.
5. Handled 577 animal bite exposure cases.
6. Investigated 368 reported animal cruelty or welfare complaints.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Field deployed staff to population	1:18,952	1:15,000 to 18,000

Benchmark Sources: Florida Animal Control Association (FACA)

Note:

Calculation based on unincorporated area population; however, Leon County Animal Control is also responsible for responding to all bite related calls in the City.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Increase domestic animal rabies vaccination: Measured by bite animal vaccination rates	40%	50%	48%
2. Maintain customer complaint rate at 5 per 1,000 calls received	0.172	5.0	0.19
3. # of citations issued	464	550	496
4. # of field service calls (bite and service calls including follow-ups)	9,226	9,500	8,432

PERFORMANCE MEASUREMENT ANALYSIS

1. Animals vaccinated for rabies remained constant for FY 2010 due to an emphasis in public awareness as a result of increased media releases and rabies vaccination events.
2. Maintained low overall customer complaints due to continued emphasis from staff on customer service. Division handled 11,444 phone calls for service and received 24 citizens' complaints.
3. The number of citations issued increased 6% from last year due to enhanced enforcement by field officers.
4. Service calls decreased 9% from FY10 due to fewer animal bite exposure cases.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 140-201-562

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	Adj. Budget	Actual	Budget		Adopted	Actual	Budget
Personnel	408,680	386,697	388,976	Full Time	7.00	7.00	7.00
Operating	619,847	423,066	552,562	OPS	0.00	0.00	0.00
Transportation	62,585	64,086	73,601				
Grants & Aid	71,250	71,250	71,250				
TOTAL	1,162,362	945,099	1,110,965	TOTAL	7.00	7.00	7.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Engineering Services

PROGRAM
Engineering Services

GOAL

The goal of the Department of Public Works Engineering Services is to provide the public with professional services for the construction and maintenance of cost-effective infrastructure to enhance our community's quality of life.

PROGRAM HIGHLIGHTS

1. Completed Buck Lake Road, Phase II and started Buck Lake Road, Phase III.
2. Completed Linene Woods and Windwood Hills 2/3 Projects.
3. Sampled 73 sites for Water Quality, covering 13 lakes, 27 streams, and 2 rivers providing data for trend analysis.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Manage staff so that not less than 60% of staff time is spent on Capital Improvement Project activities	37%	60%	39%
2. Review, permit, and inspect for completion of all projects assigned to ensure compliance with County standards	100%	100%	100%
3. Maintain subdivision plat review time to an average of 6 days or less	6	6	1

PERFORMANCE MEASUREMENT ANALYSIS

1. Staff time was diverted for responses to an increase in citizen concerns for non-CIP issues.
2. All projects were reviewed, permitted, and inspected for completion to ensure compliance with County standards.
3. Plat review time standards were exceeded for FY 2011.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 106-414-541

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget	FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	2,690,518	2,627,613	2,473,609	Full Time	36.00	36.00
Operating	591,546	318,378	461,023	OPS	0.00	0.00
Transportation	53,656	51,885	61,106			
Capital Outlay	0	0	0			
Grants & Aid	0	0	0			
TOTAL	3,335,720	2,997,876	2,995,738	TOTAL	36.00	36.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Fleet Management

PROGRAM
Fleet Maintenance

GOAL

The goal of the Department of Public Works Fleet Maintenance is to provide the best quality maintenance and repair at the most economical cost to the taxpayers of Leon County.

PROGRAM HIGHLIGHTS

1. Collected \$177,818 in surplus equipment auctions and \$230,000 in the buy-back program for a total of \$407,818.
2. Recycled over 2,000 gallons of used motor oil.
3. The Division has implemented numerous changes in work processes that were identified in the recent internal audit. These changes include development of bulk fuel logs, fuel reconciliation, and the installation of security cameras at the refueling facility.
4. Performed 1,094 preventive maintenance services on County vehicles.
5. Purchased and installed two 30 ton four post lifts, resulting in enhanced safety inspections and reduced time and effort required to perform tasks such as preventive maintenance and brake service.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Hourly Shop Rate	\$74.00	\$85.15
Mechanic productivity (based on 2,080 hrs annually)	79% YTD	66% to 72%

Benchmark Sources: Based on March 2007 survey of local dealerships: All American Ford \$94.00; Capital Lincoln Mercury \$87.00; Champion Chevrolet \$87.00; Ring Power \$81.50; and Flint Equipment \$76.25. Productivity rate is based on data from Flint Equipment and Ring Power.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of chargeable hours	6,643	8,700	5,490
2. # of preventative maintenance services performed	1,097	1,075	1,094

PERFORMANCE MEASUREMENT ANALYSIS

1. The number of chargeable hours was lower than projected because of a long-term injury to one technician position and a vacancy in another.
2. Due to an overall division emphasis on adhering to the preventative maintenance schedule for all county vehicles, the number of preventative maintenance services performed in FY 2011 exceeded the estimate.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 505-425-591

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	658,891	631,754	555,424	Full Time	10.00	10.00	9.00
Operating	2,431,656	2,197,203	2,585,674	OPS	0.00	0.00	0.00
Transportation	22,104	17,626	25,569				
Capital Outlay	0	0	0				
Grants & Aid	0	0	0				
TOTAL	3,112,651	2,846,583	3,166,667	TOTAL	10.00	10.00	9.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Operations

PROGRAM
Mosquito Control

GOAL

The goal of the Department of Public Works Mosquito Control Program is to train and empower its employees to provide Leon County residents and visitors with effective and environmentally sound mosquito control services. Services and educational programs are provided to protect public health and reduce human discomfort associated with large mosquito populations.

PROGRAM HIGHLIGHTS

1. Instituted the Hansen paperless system for the daytime mosquito control inspectors.
2. Replaced the two-cycle hand-fogger inventory with new four-cycle units that meet the new Federal emission standards.
3. Drafted and presented an Integrated Pest Management (IPM) Policy to the Board that was approved and implemented as a part of Leon County's mosquito control strategies.
4. Completed the physical relocation of the Mosquito Control Program from Appleyard Dr. to the Public Works Complex on Miccosukee Rd.
5. Completed the conversion from using an Anvil + mineral oil mix to a straight or "neat" formulation of Anvil in the truck adulticiding program. This will allow the use of returnable totes and save money by eliminating the need for mixing materials and disposing of empty drums.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. % of mosquito larva requests responded to in two days	100%	85%	76%
2. % of adult mosquito spraying requests responded to in two days	85%	85%	77%
3. % domestic mosquito requests responded to in two days	74%	85%	73%

PERFORMANCE MEASUREMENT ANALYSIS

1 - 3. Drought conditions during 2011 lead to a decrease in mosquito activity which resulted in a reduced need for OPS personnel. As a result of the reduced staffing, the Division experienced a cost savings in personnel expenses but at the same time experienced a slight increase in the overall response time for all three standards.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 122-214-562/122-216-562

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	328,627	294,593	315,358	Full Time	5.00	5.00	5.00
Operating	175,742	120,899	196,062	OPS	1.00	1.00	1.00
Transportation	58,393	54,757	58,638				
Capital Outlay	30,000	26,109	0				
Grants & Aid	0	0	0				
TOTAL	592,762	496,358	570,058	TOTAL	6.00	6.00	6.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT

Public Works

DIVISION

Parks & Recreation

PROGRAM

Parks & Recreation

GOAL

The goal of the Department of Public Works Parks & Recreation Services is to provide for the safety, comfort, and convenience of the public by creating, maintaining infrastructure and programs supporting recreation, parks and open space. This is accomplished through cost effective, environmentally sensitive and aesthetically pleasing products and efficient services.

PROGRAM HIGHLIGHTS

1. Completed renovation of two (2) miles of trail system at Miccosukee Canopy Road Greenways. Phase II, which will go from Thornton Rd to Crump Rd, will be under construction.
2. Completed upgrades at Tower Road Park including a comfort station and an ADA approved playground.
3. Completed ADA renovations, enhanced the irrigation system on two fields, and installed athletic lights on two fields at the J. Lewis Hall (Woodville) Park.
4. Completed paving and access improvements at Rhoden Cove Rd. and Miller Landing Rd. boat landings.
5. Retrofitted the Fort Braden Community Center with energy efficient windows.
6. Expanded the parking capacity at the multi-purpose fields at Apalachee Regional Park.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Field staff to acres maintained	1:151	1:32

Benchmark Sources: Based on survey of comparable Counties; range is from 1:8 to 1:100.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of acres of invasive exotic plants removed from greenways and open spaces	50	650	1,143
2. # of greenway acres maintained	2,892	2,892	2,892
3. # of youths participating in sport activities	3,321	3,000	3,004

PERFORMANCE MEASUREMENT ANALYSIS

1. The significant increase was due to staff conducting prescribed fires because of favorable weather conditions.
2. No new Greenway acreage was added to the Parks and Recreation Program during FY11.
3. The FY 2011 estimate for number of youths participating in sports activities was met (1,471 for baseball; 1,157 for football; and 376 for soccer). Fewer soccer participants in FY11 accounted for the decrease compared to FY10.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 140-436-572

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	1,303,156	1,306,395	1,291,009	Full Time	25.00	25.00	26.00
Operating	788,996	759,298	847,594	OPS	0.00	0.00	0.00
Transportation	194,855	179,080	210,360				
Capital Outlay	32,550	31,810	42,550				
Grants & Aid	0	0	0				
TOTAL	2,319,557	2,276,583	2,391,513	TOTAL	25.00	25.00	26.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Solid Waste

PROGRAM
SWM Facility

GOAL

The Solid Waste Management Facility is an essential component of an integrated solid waste management system dedicated to excellent public service and responsible fiscal and environmental stewardship.

PROGRAM HIGHLIGHTS

1. Received the stormwater operating permit for all storm water ponds at the Apalachee facility.
2. Installed new Smart Ditch technology in one of the main stormwater ditches.
3. Stabilized three large areas on old landfill cells using sod.
4. Reconstructed drainage and stormwater system behind Recycling building.
5. Reconstructed stormwater pond 5b to complete the application for the facilities stormwater operating permit.
6. Worked with HDR Engineering in constructing an Organic Recycling BioModule on site as a pilot test.
7. Worked with the Parks Division on an over flow parking area on the closed Class III west cell.
8. Completed the rebuild of leachate pump station #2 with new valves and fittings.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Tipping Fee	\$39/ton	\$40/ton

Benchmark Sources: Florida Department of Environmental Protection (FDEP) 2010 Data (based on average tipping fee of comparable counties)

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Maximum on-site time for self-dumping vehicles	20 minutes	20 minutes	20 minutes
2. Annual customer satisfaction survey score (1=very poor, 5=excellent)	4	4	4
3. % of FDEP quarterly inspections found in compliance (no permit issues or violations)	100	100	100
4. % of employees satisfying FDEP certification requirements	90	90	100
5. # of days monthly provide all-weather roads into disposal area	30	30	30
6. Tons of Class III residuals disposed	18,528	25,175	11,954
7. Tons of waste tires processed	504	400	412
8. Tons of electronics waste processed	370	470	593
9. Tons of wood waste processed	13,512	17,250	15,567

PERFORMANCE MEASUREMENT ANALYSIS

1. The FY11 actual is based upon random "time in to time out" comparisons at the scale house and is consistent with the FY11 projection.
2. Average score of the annual customer satisfaction survey was "4" which is equivalent to "very good." The range is 1-5, with "1" being "poor" and "5" as "excellent."
3. All four of the quarterly Florida Department of Environmental Protection unannounced inspections resulted in "full compliance" with all operating permit conditions.
4. Staff is appropriately trained to meet the certification requirements of the Florida Department of Environmental Protection.
5. The all weather access roads were serviceable during all weather conditions as required in the operating permit.
6. This figure represents Class III residuals only. Estimates from last year included the recycling contractor's recovered screen material.
7. The FY11 waste tire tonnage over the estimate is reflective of normal variability from one year to the next.
8. The FY10 actual and FY11 estimate were based on scalehouse data. The FY11 actual is based on recycling reports which capture electronics that bypass the scale, such as residential electronics.
9. FY11 yard debris tonnage reflects normal variability from one year to the next.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 401-442-534

	FINANCIAL				STAFFING		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	667,127	670,285	650,766	Full Time	12.14	11.47	11.47
Operating	1,219,919	1,003,106	1,188,413	OPS	0.00	0.00	0.00
Transportation	223,610	207,230	213,518				
Capital Outlay	0	0	0				
TOTAL	2,110,656	1,880,621	2,052,697	TOTAL	12.14	11.47	11.47

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Solid Waste

PROGRAM
Rural Waste Service Centers

GOAL

The Rural Waste Service Centers serve as part of an integrated solid waste management system dedicated to excellent customer service and responsible fiscal and environmental stewardship.

PROGRAM HIGHLIGHTS

1. Implemented electronic permit process to determine how many households use the service centers.
2. Setup reuse centers at the Miccosukee and Fort Braden service centers.
3. Installed a new swing gate at the beginning of the Woodville service center drive to reduce the amount of illegal dumping at the entrance.
4. Customer satisfaction, based on the annual survey, increased from last year.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of random load inspections per site per month	10	10	10
2. Annual customer satisfaction survey score (1=very poor, 5=excellent)	4.5	4	4.8
3. # of chargeable accidents for roll-off truck drivers	0	0	0
4. # of traffic violations for roll-off truck drivers	0	0	0
5. Average customer turn around time from gate to gate	9 minutes	8 minutes	8 minutes
6. Average truck turn around time from gate to gate	90 minutes	75 minutes	90 minutes
7. Tons of rural waste collected	5,846	6,960	5,763

PERFORMANCE MEASUREMENT ANALYSIS

1. RWSC continues to meet the required number of Department of Environmental Protection inspections.
2. The continued up swing in our annual customer satisfaction survey is attributed to the emphasis that is placed on quality customer service by the Rural Waste program.
3. RWSC did not have any chargeable accidents in FY11.
4. RWSC did not have any traffic violations in FY11.
5. The RWSC site attendants achieved an eight minute turn around time by working more efficiently to get customers in and out in a shorter time period. This time is based on random samplings from the five centers.
6. The 90 minute turn around time is due to the continued road construction on Capital Circle Southeast.
7. A total of 5,763 tons of bulky waste was collected: 1,360 tons of furniture and appliances were delivered to recycling contractor for processing and 4,403 tons of household garbage was delivered to the transfer station for disposal. The decrease in household garbage may be attributable to the slow economy.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 401-437-534

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	469,480	425,085	423,132	Full Time	9.00	9.00	9.00
Operating	362,385	323,930	360,385	OPS	1.00	1.00	1.00
Transportation	131,203	83,168	132,012				
Capital Outlay	13,000	9,565	2,000				
TOTAL	976,068	841,748	917,529	TOTAL	10.00	10.00	10.00

Leon County Government

FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Solid Waste

PROGRAM
Transfer Station

GOAL

The Transfer Station is an essential component of an integrated solid waste management system dedicated to excellent public service and responsible fiscal and environmental stewardship.

PROGRAM HIGHLIGHTS

1. Transfer Station was in compliance with all Florida Department of Environmental Protection inspections.
2. Operated the Transfer Station for 310 days with no garbage left on tipping floor overnight.
3. Worked with the trucking contractor to help maintain the litter from flying out of the trailers while traveling on the highways.
4. Upgraded the tire washing system from stationary nozzles system to the spinning nozzles system.
5. Transfer Station has switched from the Weighmasters scale software to Paradigm scale software.

BENCHMARKING

Benchmark Data	Leon County	Benchmark
Tipping Fee	\$39/ton	\$40/ton

Benchmark Sources: Average of six comparable counties from Collier County 2011 statewide tipping fee survey.

PERFORMANCE MEASURES

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. % of operating days with waste left on the floor overnight	0	0	0
2. Average loading time for transport trailers	12 minutes	12 minutes	12 minutes
3. % of employees satisfying FDEP certification requirements	100	100	100
4. % of FDEP quarterly inspections found in compliance (no permit issues or violations)	100	100	100
5. Average net outbound load weight (tons)	22.7	22.5	22.3
6. Tons of Class I waste processed	184,971	186,345	185,571

PERFORMANCE MEASUREMENT ANALYSIS

1. Waste left on the floor over night is a violation of the facility's operating permit. This circumstance would only occur under extreme conditions, either at the transfer station, with the hauling company or the receiving landfill.
2. Having a backup loader on site has allowed staff to meet this measure, even when the primary loader was down for maintenance.
3. Required certifications are reviewed annually. Staff is scheduled for refresher classes as needed in order to maintain certifications.
4. Diligence to meet or exceed the terms and conditions of the facility's operating permit is a core value of the Solid Waste Division.
5. Average net outbound weights may be down slightly from the estimate due to the dry conditions prevalent this year.
6. Tons of Class I waste processed is within normal fluctuations.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 401-441-534

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	640,835	618,044	585,604	Full Time	11.86	11.53	11.53
Operating	5,042,367	4,849,640	5,150,660	OPS	0.00	0.00	0.00
Transportation	121,508	112,059	171,992				
Capital Outlay	0	0	0				
TOTAL	5,804,710	5,579,743	5,908,256	TOTAL	11.86	11.53	11.53

Leon County Government FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Solid Waste

PROGRAM
Hazardous Waste

GOAL

The goal of the Hazardous Waste Management Program is to ensure that hazardous waste materials are properly managed and legally disposed in an environmentally sound manner.

PROGRAM HIGHLIGHTS

1. Fiscal year 2011 was the first year of operation in the newly constructed Hazardous Waste Center.
2. Developed a task-specific standard operating procedures (SOP) manual in coordination with Solid Waste Management Facility SOP manual.
3. Installed a ductless fume hood for processing solvent-based paints and hydrochloric acids for improved employee safety.

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. # of residents provided household hazardous waste disposal services	8,415	8,000	8,042
2. # of conditionally exempt agencies and small businesses household hazardous waste disposal services provided to	167	175	223
3. # of off-site household hazardous waste disposal collection events	11	11	11
4. Pounds of potentially hazardous material processed	727,427	750,000	777,668
5. Pounds of potentially hazardous material reused or recycled	396,394	425,000	429,910

PERFORMANCE MEASUREMENT ANALYSIS

1. There is a slight decrease in the number of residents serviced, but the difference is within a reasonable 5% variation from FY10.
2. Increase in conditionally exempt agencies and small business activity may be due to increased knowledge in the business community of this option for disposal.
3. All events occurred as scheduled.
4. Small increase over FY11 estimate and over FY10 actual is within the normal expected variation.
5. Increase of materials reused or recycled comports with the increase of total materials processed.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 401-443-534

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2011 Adj. Budget	FY 2011 Actual	FY 2012 Budget		FY 2011 Adopted	FY 2011 Actual	FY 2012 Budget
Personnel	217,908	250,711	256,210	Full Time	3.00	4.00	4.00
Operating	307,383	260,411	307,247	OPS	1.00	1.00	1.00
Transportation	9,052	9,022	10,435				
Capital Outlay	0	0	0				
TOTAL	534,343	520,144	573,892	TOTAL	4.00	5.00	5.00

Leon County Government FY 2011 Annual Performance and Financial Report

DEPARTMENT
Public Works

DIVISION
Solid Waste

PROGRAM
Recycling Services & Education

GOAL

The goal of the Recycling Services Education program is to provide recycling services and education to students, residents, businesses and government in order to prevent pollution, preserve natural resources, protect our local environment and reduce solid waste disposal.

PROGRAM HIGHLIGHTS

1. The Rhonda Renee Recycles (RRR) show made its debut in the Leon County Schools in October 2010. This educational program is designed for elementary K-5 utilizing the character Rhonda Renee for teaching "Reduce, Reuse & Recycle."
2. Recycling totals at the schools increased by 21 tons due to providing all classrooms with recycle bins and the RRR show.
3. Initiated plastic bag recycling at all Rural Waste Service Centers.
4. Took the lead role in expanding plastic container recycling to include all plastic resins.
5. Designed and began implementation of the sustainable demonstration garden at the recycling building.

BENCHMARKING

Benchmark Data	Leon County	Comparable Counties	Statewide Goal
% of waste tonnage recycled	33%	30%	30%

Comparable counties data based on average rate of comparable counties. Statewide goal specified in DEP Rule 62-716, FAC

PERFORMANCE MEASUREMENTS

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2011 Actual
1. Recycling drop-off tonnage	593	700	588
2. County Facilities paper recycling tonnage	73	60	90
3. County Schools Recycling Tonnage	71	65	86
4. County Curbside Recycling Tonnage	4,029	4,000	3,891
5. # of community-wide recycling related events coordinated	9	10	10
6. # of waste reduction/recycling classroom presentations conducted	130	160	136
7. # of citizens participating in Recycling educational presentations	6,406	7,000	11,933

PERFORMANCE MEASUREMENT ANALYSIS

1. Citizen participation has remained constant, yet volume continues to decrease from the past two years. Decreased consumer spending appears to be the common factor.
2. Participation from citizens at our County parks and community centers continue to rise.
3. Placement of the classroom bins in the schools and the RRR show has attributed to increased recycling volume.
4. Curbside tonnage is expected to remain flat. Difference between FY11 estimate and FY11 actual is within the range of normal fluctuations.
5. Staff is on target with community events.
6. Waste reduction/recycling presentations have migrated to an assembly type format rather than individual classrooms, there by accommodating more participants at one time.
7. Increased citizen participation is largely due to the change in presentation format as staff is able to reach more people.

FINANCIAL AND STAFFING SUMMARY

ACCOUNT NUMBER: 401-471-534

<u>FINANCIAL</u>				<u>STAFFING</u>			
	FY 2011	FY 2011	FY 2012		FY 2011	FY 2011	FY 2012
	<u>Adj. Budget</u>	<u>Actual</u>	<u>Budget</u>		<u>Adopted</u>	<u>Actual</u>	<u>Budget</u>
Personnel	192,874	200,891	223,956	Full Time	4.00	4.00	5.00
Operating	167,818	120,710	104,249	OPS	0.00	0.00	0.00
Transportation	39,418	26,432	41,831				
Capital Outlay	0	0	3,500				
TOTAL	400,110	348,033	373,536	TOTAL	4.00	4.00	5.00



Leon County Government
Fiscal Year 2011 Annual Performance and Financial Report

MAJOR REVENUE SUMMARY

Total FY11 budgeted revenues shown below represents approximately 76% of all FY11 budgeted County revenues. (1)

Revenue Source	FY10 Actual	FY11 Budget	FY11 Actual	FY10 Actuals vs. FY11 Actuals	FY11 Budget vs. FY11 Actuals
Ad Valorem Taxes (2)	110,094,267	107,800,183	108,237,788	-1.7%	0.4%
State Revenue Sharing (3)	4,103,553	3,799,050	4,244,369	3.4%	11.7%
Communication Serv. Tax (4)	4,200,504	4,125,041	3,907,081	-7.0%	-5.3%
Public Services Tax (5)	6,232,766	6,209,992	6,128,808	-1.7%	-1.3%
State Shared Gas Tax	3,792,350	3,498,850	3,804,763	0.3%	8.7%
Local Option Gas Tax	4,829,414	4,693,950	4,981,187	3.1%	6.1%
Local 1/2 Cent Sales Tax (3)	10,288,684	9,792,600	10,437,198	1.4%	6.6%
Local Option Sales Tax	3,384,489	3,051,590	3,439,956	1.6%	12.7%
Local Option Tourist Tax (6)	3,549,497	3,724,000	3,735,881	5.3%	0.3%
Solid Waste Fees (7)	7,653,056	8,458,990	7,239,251	-5.4%	-14.4%
Building Permits Fees (8)	1,269,867	1,042,530	1,054,404	-17.0%	1.1%
Environmental Permit Fees (9)	820,089	893,950	795,550	-3.0%	-11.0%
Ambulance Fees (10)	9,032,639	8,702,000	8,889,173	-1.6%	2.2%
Probation and Pre-Trial Fees (11)	988,470	1,097,526	1,182,077	19.6%	7.7%
Fire Services Fee (12)	5,512,767	7,511,807	7,817,309	41.8%	4.1%
Interest Income - GF/FF (13)	1,095,394	733,305	651,095	-40.6%	-11.2%
Interest Income - Other (13)	4,943,343	2,148,795	2,605,280	-47.3%	21.2%
TOTAL:	\$ 181,791,149	\$ 177,284,159	\$ 179,151,170	-1.5%	1.1%

Notes:

(1) The percentage is based on all County revenues net of transfers and appropriated fund balance.

(2) The decline in ad valorem revenue from FY10 is a direct result of the Board leaving the millage rate flat (7.85) and a \$341 million decline in property valuations.

(3) The 1/2 Cent Sales Tax and State Revenue Sharing are both State shared revenues supported by state and local sales tax collections. Overall, local and state sales tax transactions were higher in FY11 due to an increase in consumer spending.

(4) The Communication Services Tax includes a \$2.5 million audit reimbursement from the state with a \$1.3 million lump sum payment distributed in December 2009 and the remainder prorated monthly with payments of \$33,456 beginning in February 2009 until December 2012. The undercollection of this source of revenue is a statewide phenomenon.

(5) Utility consumption kept the Public Service Tax revenues level with last year's collections.

(6) Overall increase in tourism hotel nights and room rates accounts for an increase in revenue from previous year.

(7) Changes in operations at the solid waste facility, specifically no longer accepting class III waste resulting in less tonnage, is responsible for the reduction in FY11 revenues.

(8) The recession continues to keep new construction permits limited, accounting for the decrease in revenue.

(9) Due to the slowing economy, development approval and environmental permit revenue have seen a significant decrease.

(10) Changes in Medicare provisions affected collections and resulted in a slight decrease to FY11 Ambulance Fee revenue.

(11) An increase in fee revenue can be attributed to the recently established on-site urinalysis testing program and an increase in the number of alcohol tests.

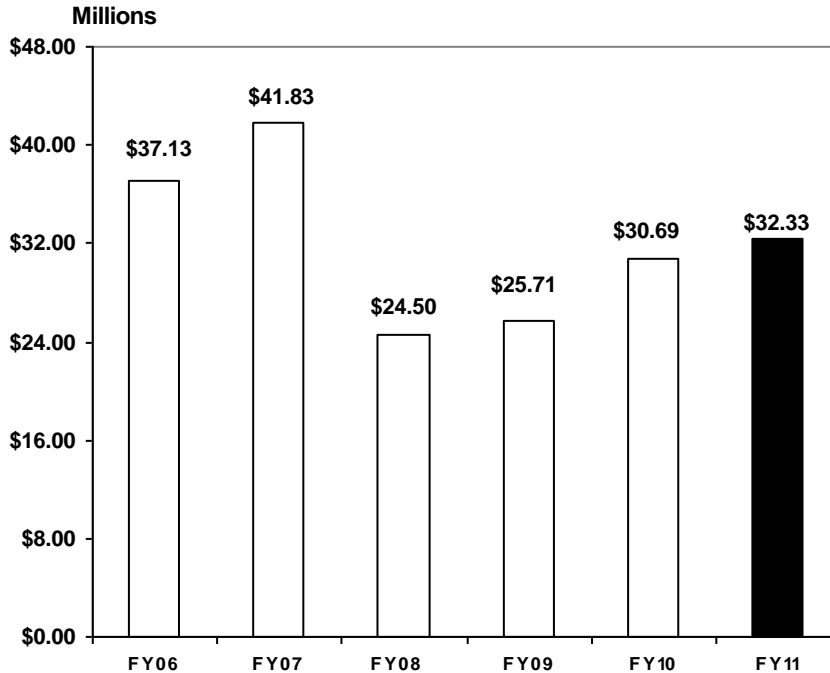
(12) The fire services fee was implemented for FY10. Actual collections for FY11 are above FY10 actuals due to the collection of FY10 delinquent fire services fees that were placed on the FY11 tax bill to prevent under collection. Due to the City of Tallahassee collecting the majority of the fees which are direct billed, an individual revenue page is not provided in this section of the report.

(13) In an effort to effect economic recovery, the Federal Reserve has continued to keep interest rates low, directly influencing interest earnings on County funds. While interest earnings to date are above forecasted returns, they remain well below previous year levels.

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

GENERAL FUND /FINE AND FORFEITURE- FUND BALANCE

General/Fine and Forfeiture Fund Balance



General/Fine and Forfeiture Fund Balance:

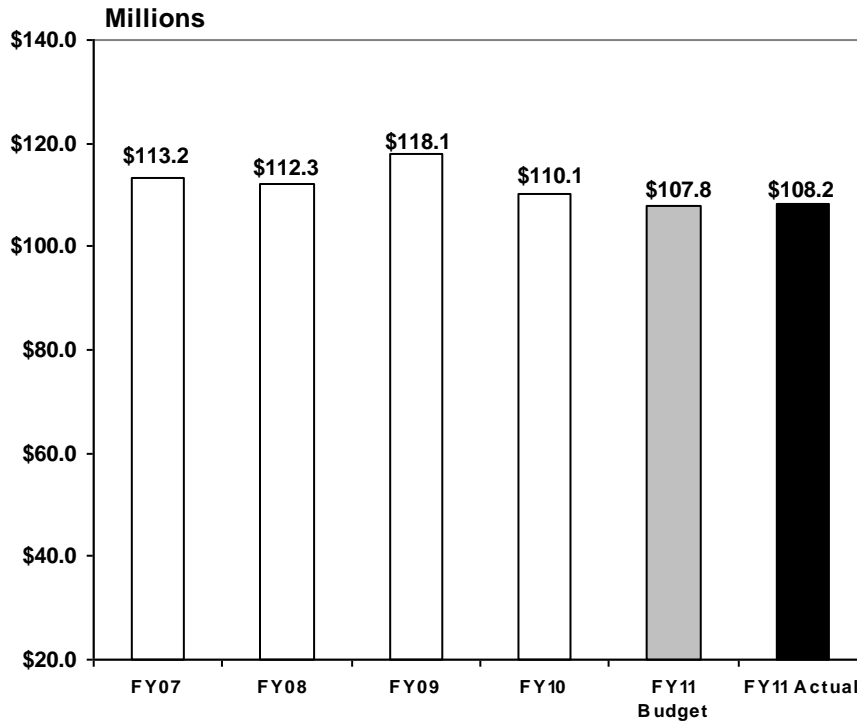
Fund Balance is maintained for cash flow purposes, as an emergency reserve and a reserve for one-time capital improvement needs. In addition, the amount of fund balance is used by rating agencies in determining the bond rating for local governments. The Leon County Reserves Policy requires fund balances to be between a minimum of 15% and a maximum of 30% of operating expenditures. The unaudited fund balance for FY11 is \$32.33 million. This reflects 25.9% of operating expenditures and is consistent with the County's Reserve Policy.

The Board approved the use \$2.75 million in general fund balance to support the FY12 budget.

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

AD VALOREM TAXES

Fiscal Year Budget & Actuals



Background:

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

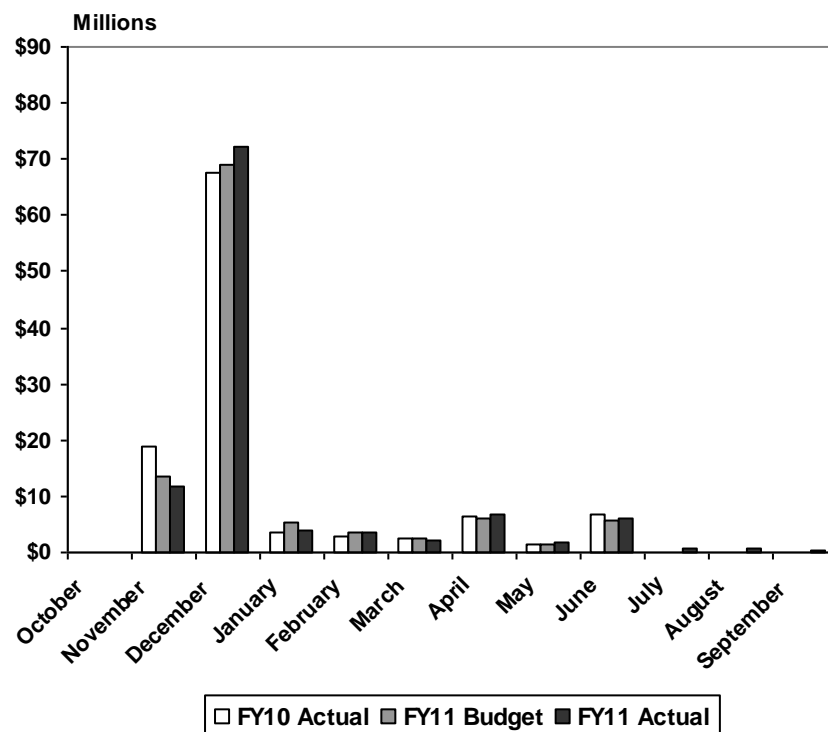
The amounts shown are the combined General Fund and Fine and Forfeiture Fund levies.

Trend:

In January 2008 a constitutional amendment was passed that established restrictions on property valuations, such as an additional \$25,000 homestead exemption and Save Our Homes tax portability. These restrictions will limit future growth in ad valorem taxes. Actual Ad Valorem taxes collected in FY11 were slightly higher than budgeted but still 1.7% lower than collected in FY10. This was due to the Board maintaining the millage rate at 7.85 while property values decreased by \$341 million, passing \$2.9 million in savings to the community. With the 2% decline in 2011 property valuation and the same 7.85 millage levy, this trend will continue in FY12.

FY10 Actual: \$110,094,267
 FY11 Budget: \$107,800,183
 FY11 Actual: \$108,237,788

Monthly Totals: Budget vs Actuals

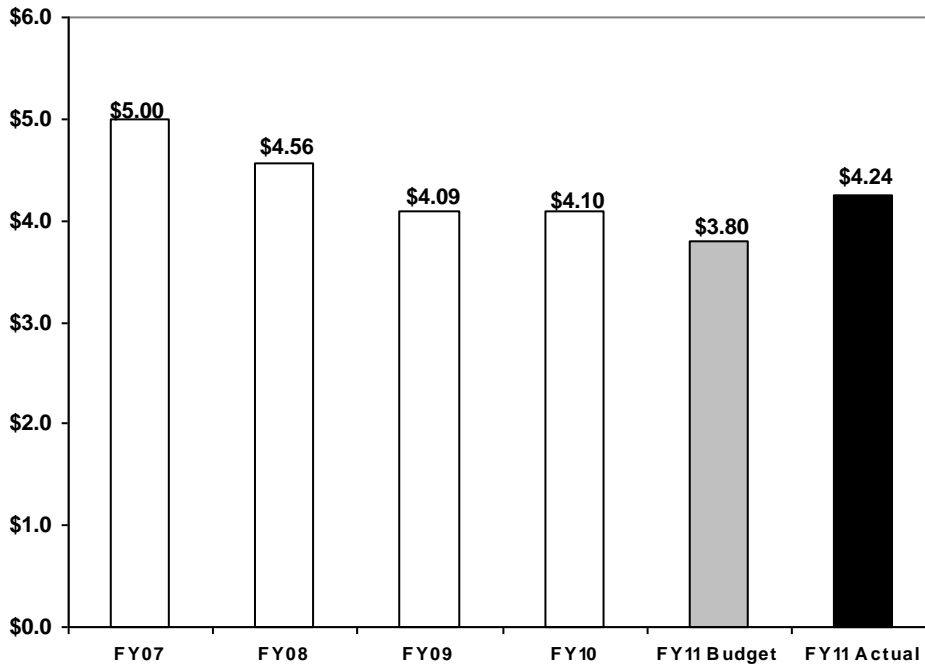


Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

STATE REVENUE SHARING TAX

Fiscal Year Budget & Actuals

Millions

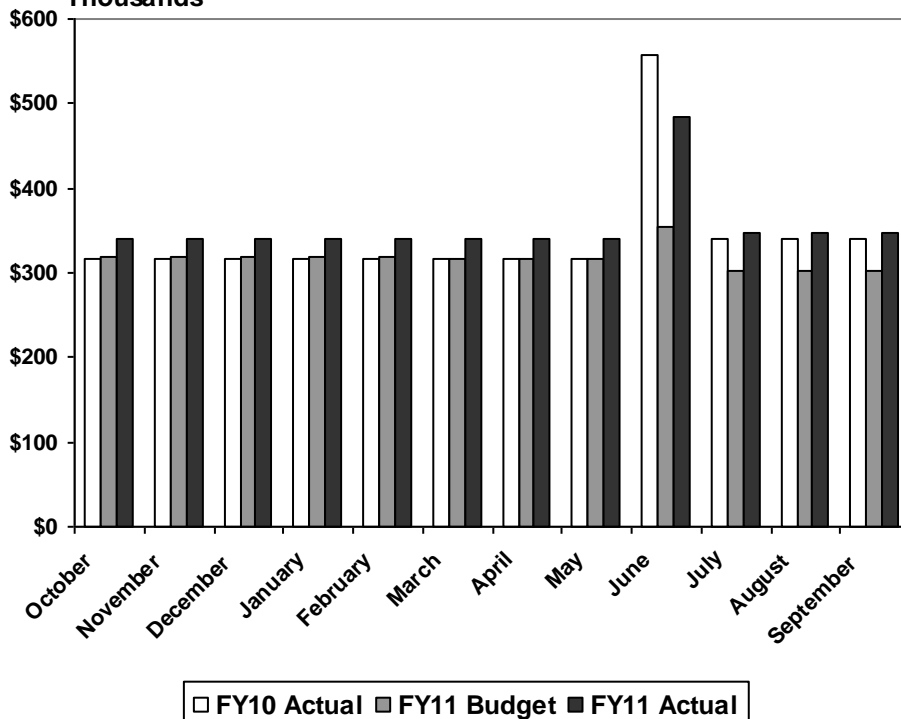


Background:

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

Monthly Totals: Budget vs Actuals

Thousands



Trend:

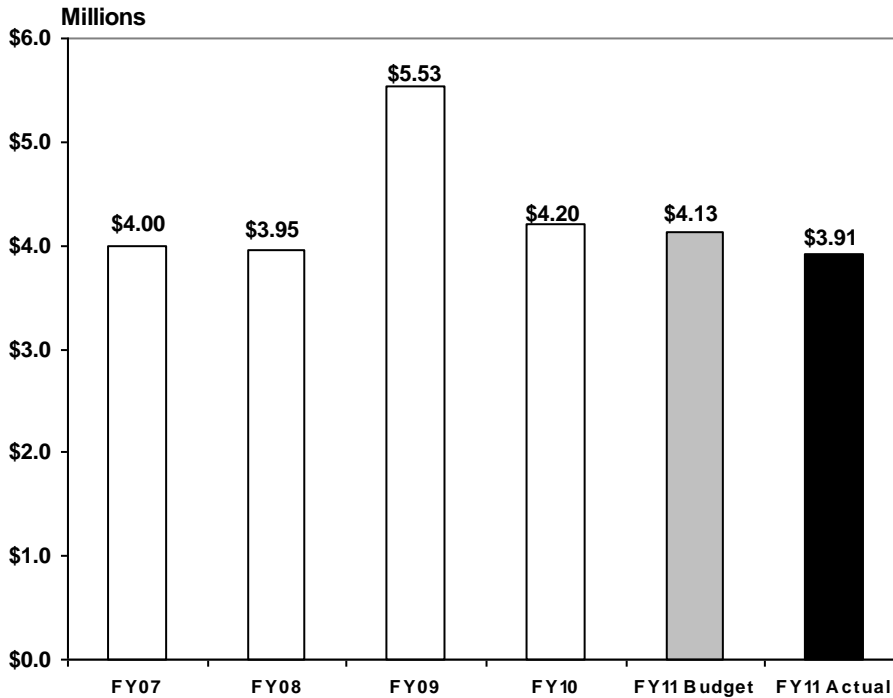
Since FY07, Leon County has experienced a sharp decrease in state revenue sharing taxes due to the recession. However, FY11 saw a slight increase indicating a growing confidence in consumer spending. During the 2011 General Revenue Estimating Conference, the State expects this trend to continue with modest positive growth projected in FY12 and the out-years.

FY10 Actual: \$4,103,553
 FY11 Budget: \$3,799,050
 FY11 Actual: \$4,244,369

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

COMMUNICATION SERVICES TAX

Fiscal Year Budget & Actuals



Background:

The Communication Services Tax combined 7 different State and local taxes or fees by replacing them with a 2 tiered tax, each with its own rate. These 2 taxes are (1) The State Communication Services Tax and (2) The Local Option Communication Services Tax. The County correspondingly eliminated its 5% Cable Franchise Fee and certain right of way permit fees. Becoming a Charter county allowed the County to levy at a rate of 5.22%, which is lower than the 6.1% rate currently being levied by the City. The County increased the rate in February of 2004.

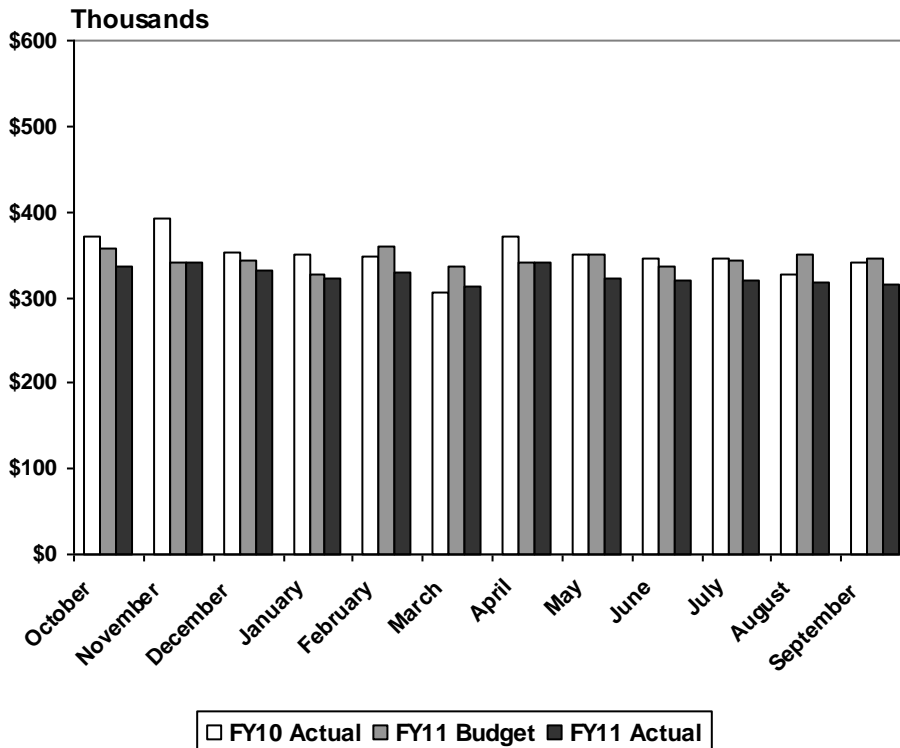
Trend:

Beginning in FY07, actual revenues began to decrease slightly. This statewide trend is expected to hold for FY12 with little to no growth over future fiscal years.

In December 2008, the County received a \$2.5 million audit adjustment from the State, distributed in the form of a \$1.3 million lump sum payment in December of FY09 with the remainder prorated in equal monthly payments of \$33,429 from February 2009 until December 2012. These monthly adjustment payments have been contemplated in the budget graphs.

FY10 Actual: \$4,200,504
FY11 Budget: \$4,125,041
FY11 Actual: \$3,907,081

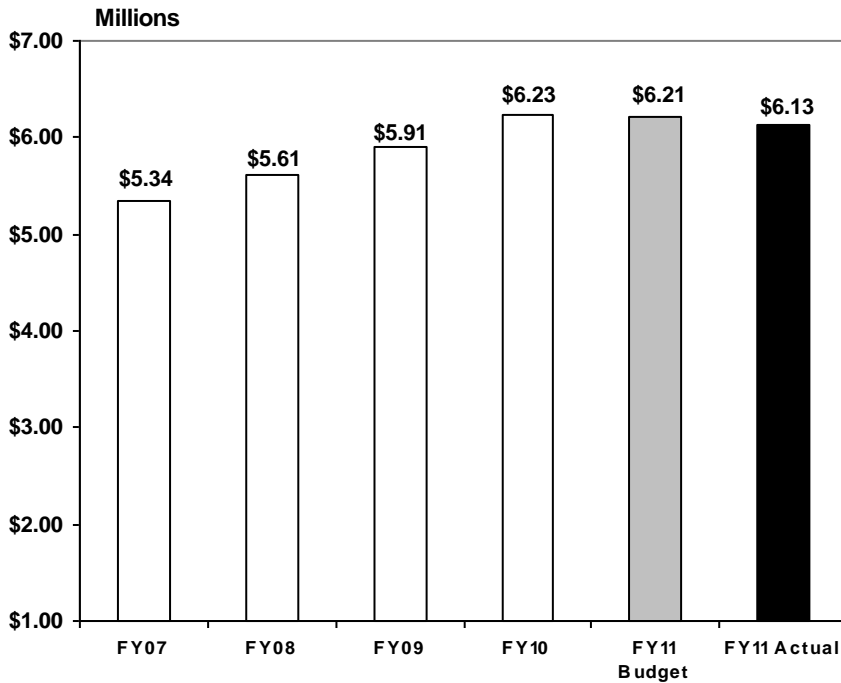
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

PUBLIC SERVICES TAX

Fiscal Year Actuals & Projections



Background:

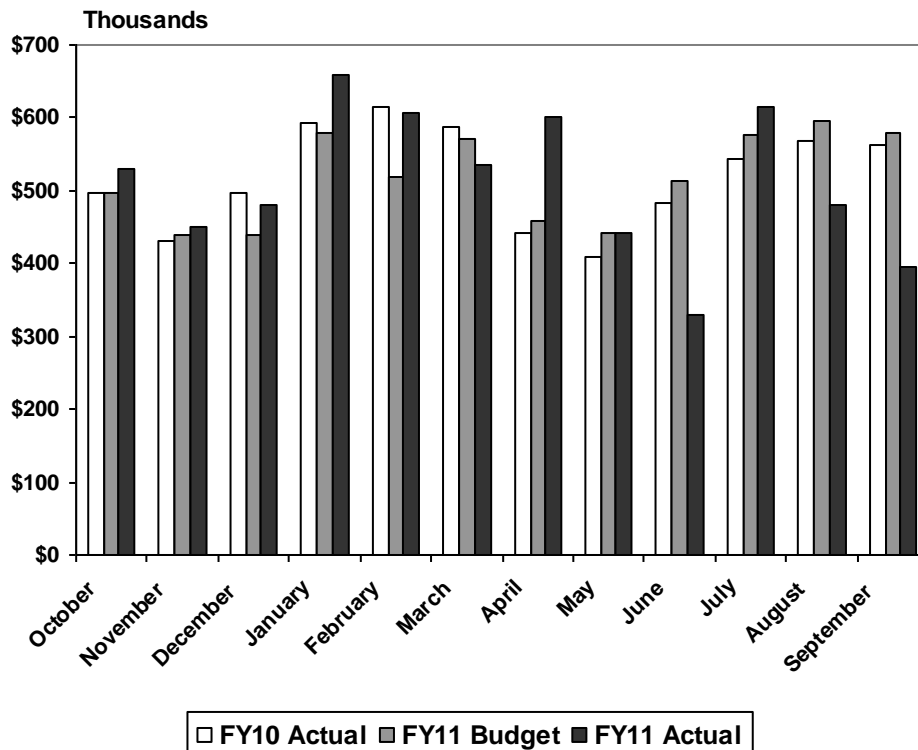
The Public Services Tax is a 10% tax levied upon each purchase of electricity, water, and metered or bottled gas within the unincorporated areas of the County. It is also levied at \$.04 per gallon on the purchase of fuel oil within the unincorporated areas of the County.

Trend:

Due to its consumption basis, this tax is subject to many variables. Revenues have steadily trended upward since FY07. FY11 revenues remained level with historical values due to normal utility consumption during the warmer than average summer with drought conditions. An increase in City water rates also contributed to the FY11 total revenue.

FY10 Actual: \$6,232,766
FY11 Budget: \$6,209,992
FY11 Actual: \$6,128,808

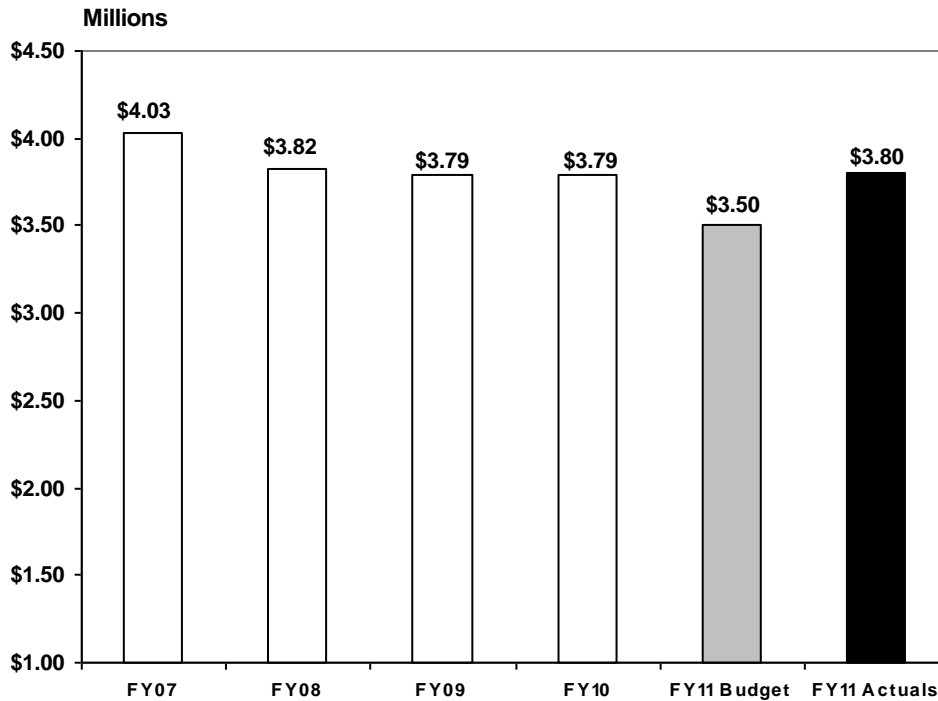
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

STATE SHARED GAS TAX

Fiscal Year Budget & Actuals



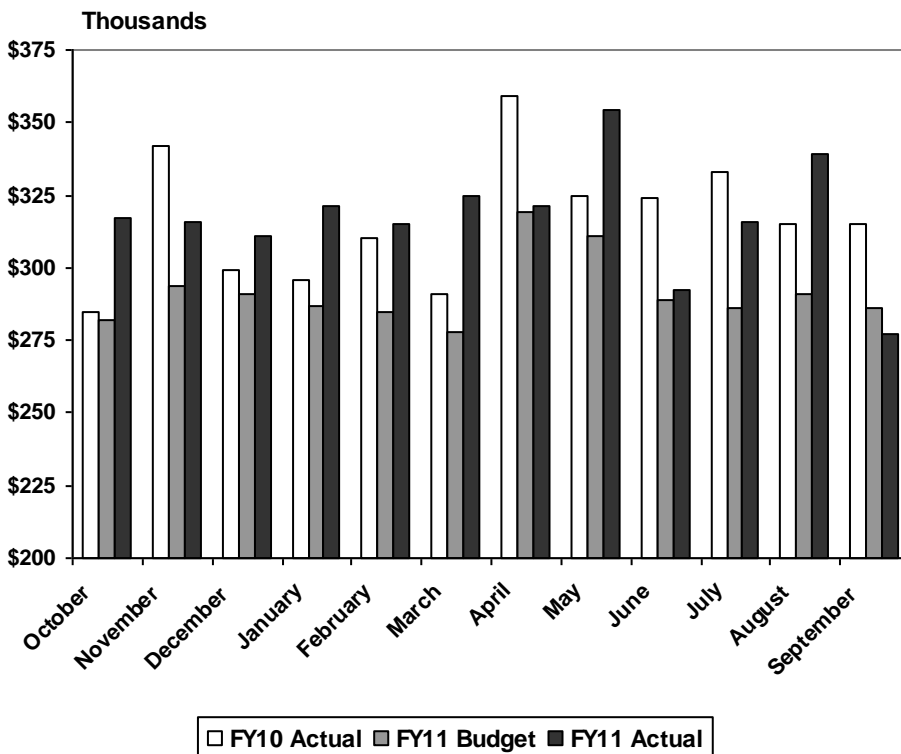
Background:

The State Shared Gas Tax consists of 2 discrete revenue streams: County Fuel Tax and the Constitutional Gas Tax. These revenues are all restricted to transportation related expenditures (Florida Statutes 206 and others). These revenue streams are disbursed from the State based on a distribution formula consisting of county area, population, and collection.

Trend:

This is a consumption based tax on gallons purchased. Prior to FY08 there was modest growth in this revenue stream. Decreased fuel consumption due to the recession and high fuel costs caused a decline in gas tax revenue until FY11, which has seen a slight increase over FY10.

Monthly Totals: Budget vs Actuals



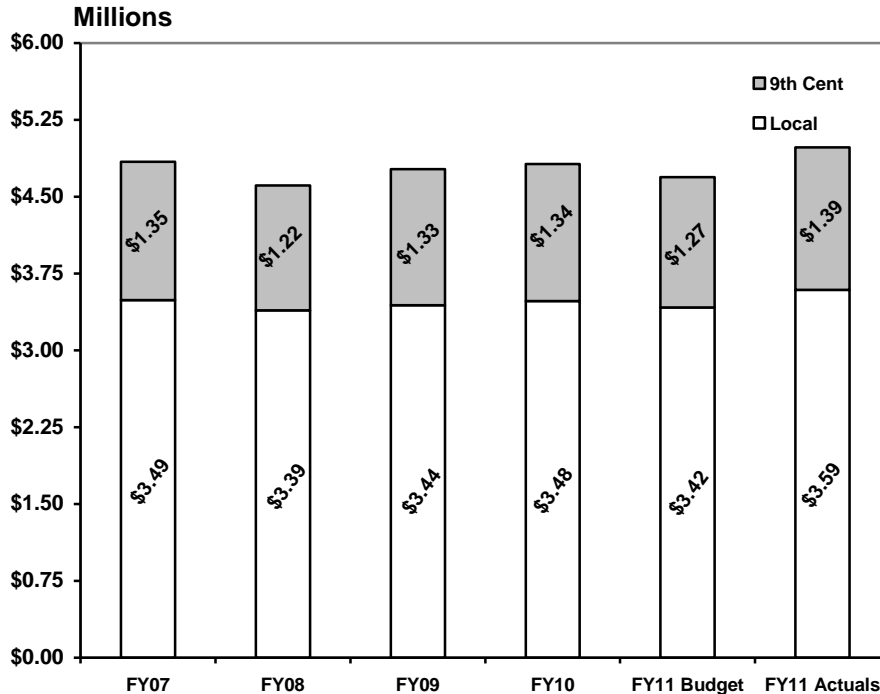
FY12 fuel prices are expected to remain relatively low through the short term and highway fuel sales estimates from the Transportation Revenue Estimating Conference are expected to see modest growth.

FY10 Actual: \$3,792,350
FY11 Budget: \$3,498,850
FY11 Actual: \$3,804,763

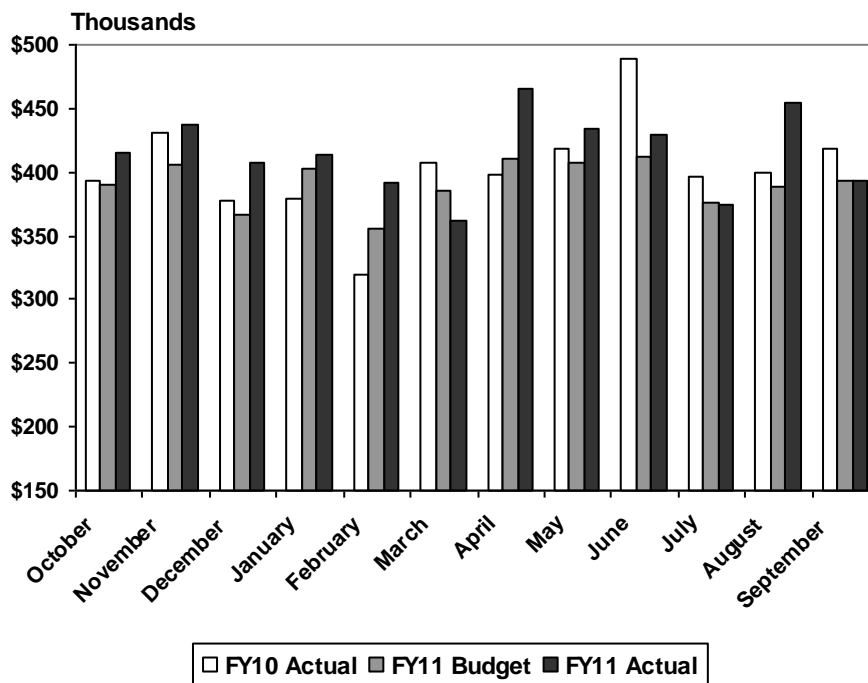
Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

LOCAL OPTION GAS TAXES

Fiscal Year Budget & Actuals



Monthly Totals: Budget vs Actuals



Background:

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

Local Option Gas Tax: This tax is a locally imposed 6 cents per gallon tax on every net gallon of motor and diesel fuel. Per an inter-local agreements, this revenue is shared 50% - 50% for the first 4 cents between the City and County, and 60% City and 40% County for the remaining 2 cents. This equates to the County 46% and the City 54%. Funds are restricted to transportation related expenditures. This gas tax will sunset in August 2015. The amounts shown are the County's share only.

Trend:

This is a consumption based tax on gallons purchased. Since FY07, fuel consumption has fluctuated slightly due to unstable gas prices.

In FY11, Leon County collected a slightly higher amount of gas tax revenue and anticipates similar levels in FY12 and out-years. The forecast of gas tax revenues has become increasingly uncertain as pump prices continue to spike throughout the year.

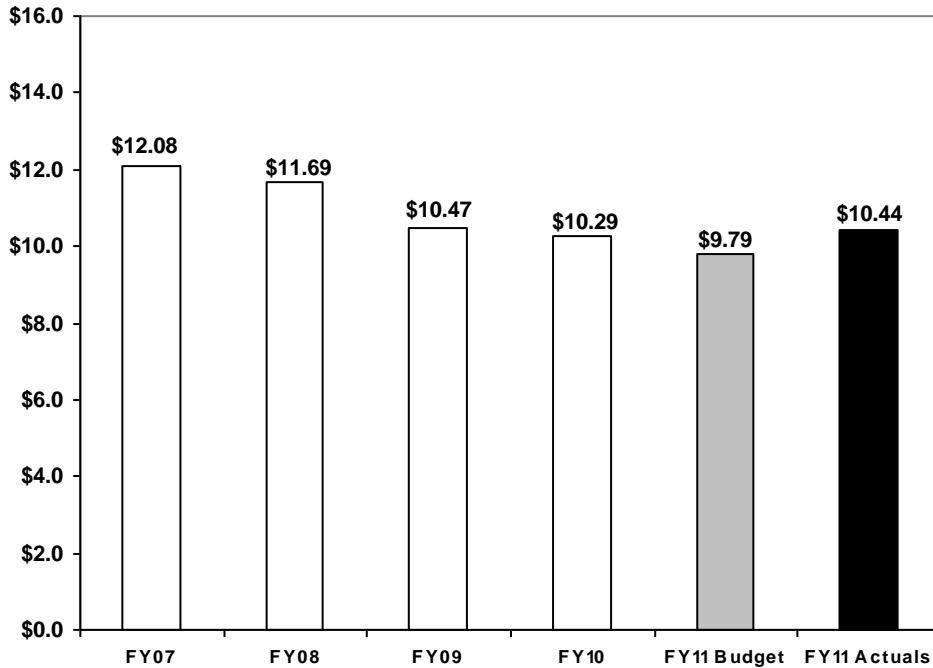
FY10 Actual: \$4,829,414
FY11 Budget: \$4,693,950
FY11 Actual: \$4,981,187

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

LOCAL GOVERNMENT ½ CENT SALES TAX

Fiscal Year Budget & Actuals

Millions



Background:

The Local Government 1/2 Cent Sales Tax is based on 9.653% of net sales tax proceeds remitted by all sales tax dealers located within Leon County. Effective July 1, 2004, the distribution formula reduces the County's share to 8.814% or a net reduction of approximately 9.5%. The revenue is split 56.6% County and 43.4% City based on a statutory defined distribution formula (Florida Statutes Part VI, Chapter 218).

The amounts shown are the County's share only.

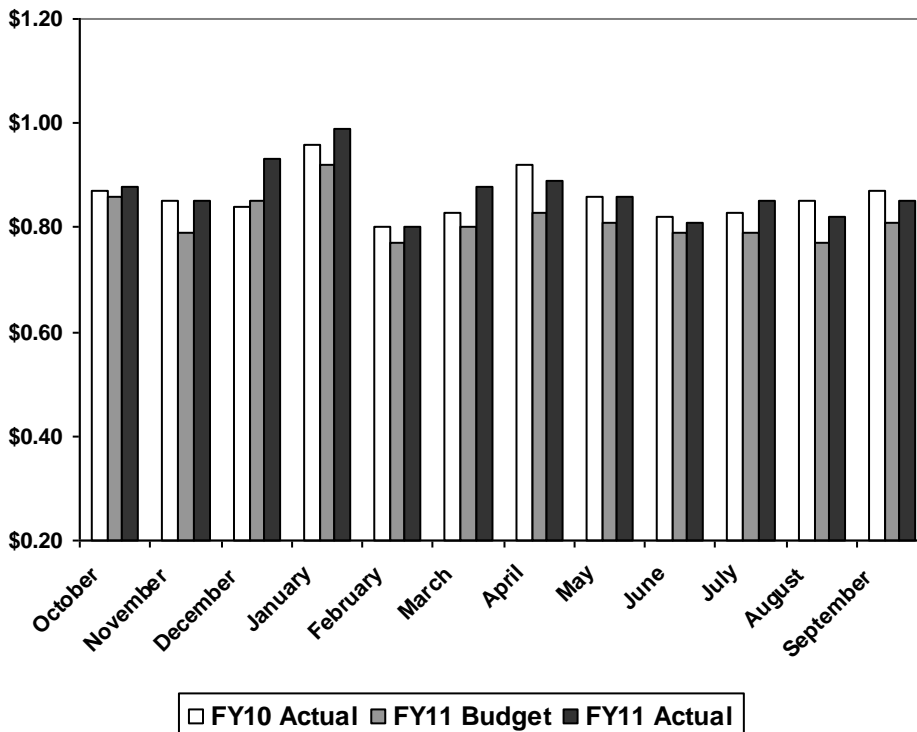
Trend:

Since FY07, sales tax revenue steadily declined. However, FY11 projections held true with an increase in sales tax revenue, indication of an improving economy and a corresponding increase in consumer based economic activity.

FY10 Actual: \$10,288,684
FY11 Budget: \$9,792,600
FY11 Actual: \$10,437,198

Monthly Totals: Budget vs Actuals

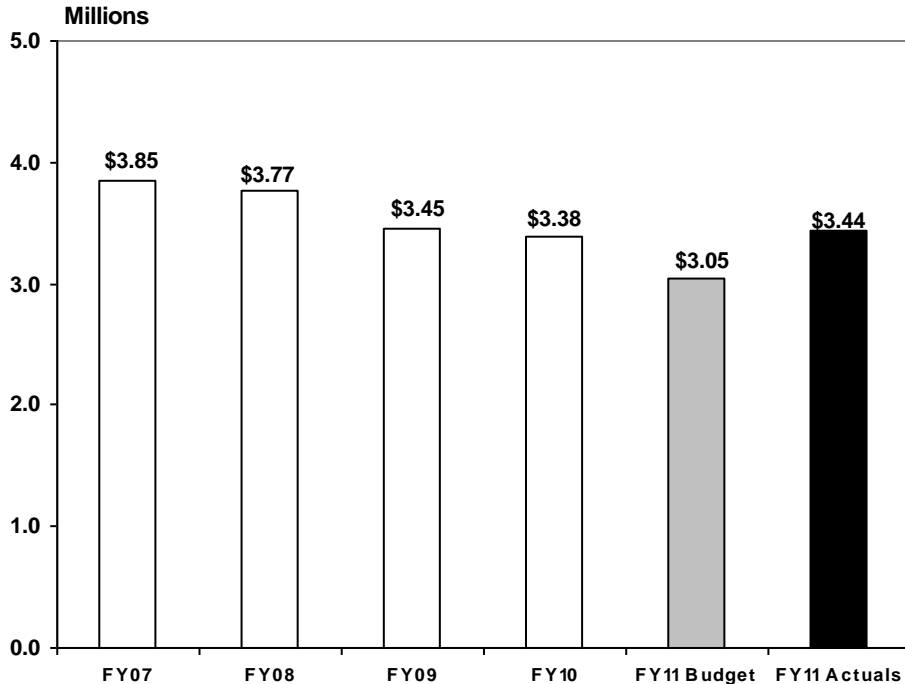
Millions



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

LOCAL OPTION SALES TAX

Fiscal Year Budget & Actuals



Background:

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

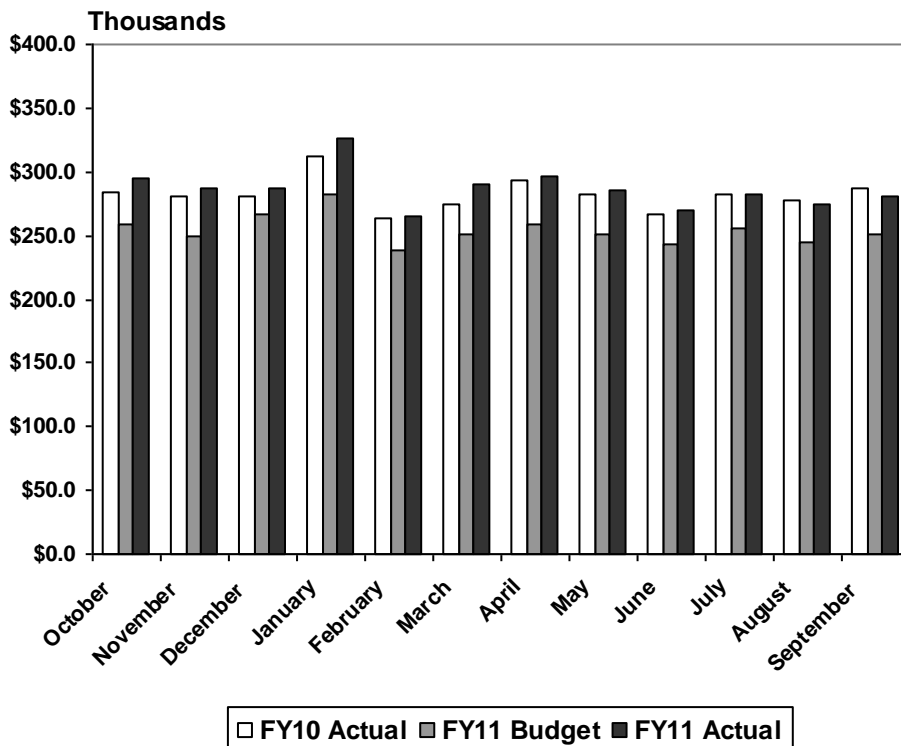
The amounts shown are the County's share only.

Trend:

Leon County collected a slightly higher amount of local sales tax than in FY10. This is an indication of an improving economy and a return of consumer spending activity. FY12 projections continue the modest upward trend in expected consumer spending.

FY10 Actual: \$3,384,489
 FY11 Budget: \$3,051,590
 FY11 Actual: \$3,439,956

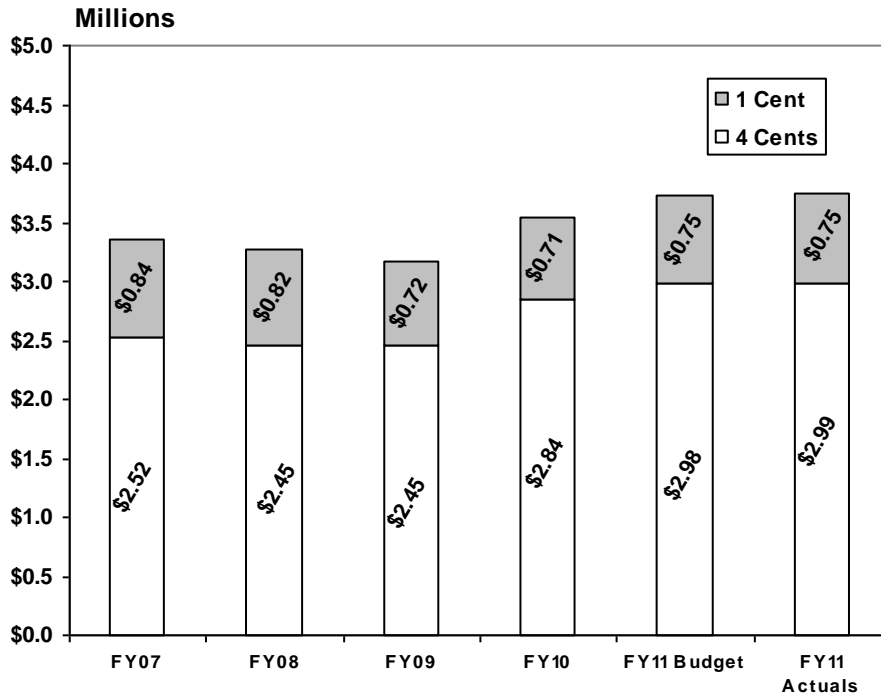
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

LOCAL OPTION TOURIST TAX

Fiscal Year Budget & Actuals



Background:

The Local Option Tourist Tax is a locally imposed 5% tax levied on rentals and leases of less than 6-month duration. This tax is administered locally by the Tax Collector. The funds are restricted to advertising, public relations, promotional programs, visitor services and approved special events (Florida Statute 125.014). This tax dedicates one cent to the performing arts center.

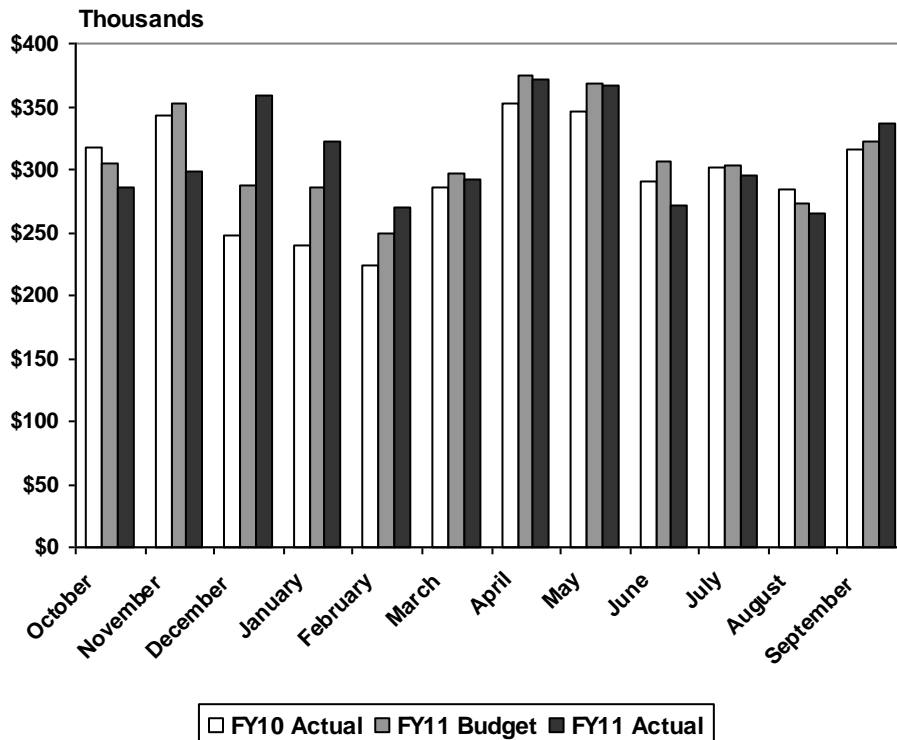
On March 19, 2009, the Board approved to increase total taxes levied on rentals and leases of less than 6-month duration by 1%. The total taxes levied are now 5%. The additional 1% became effective on May 1, 2009 and will be used for marketing as specified in the TDC Strategic Plan until October 2013.

Trend:

Improved economic conditions allowed for an increase in tourist tax revenue in FY11. The additional one cent levied in May 2009, along with an increase in available rooms, increased rates and an increase in the business travelers sector of the market contribute to the projected upward trend in FY12.

FY10 Actual: \$3,586,090
FY11 Budget: \$3,724,000
FY11 Actual: \$3,735,881

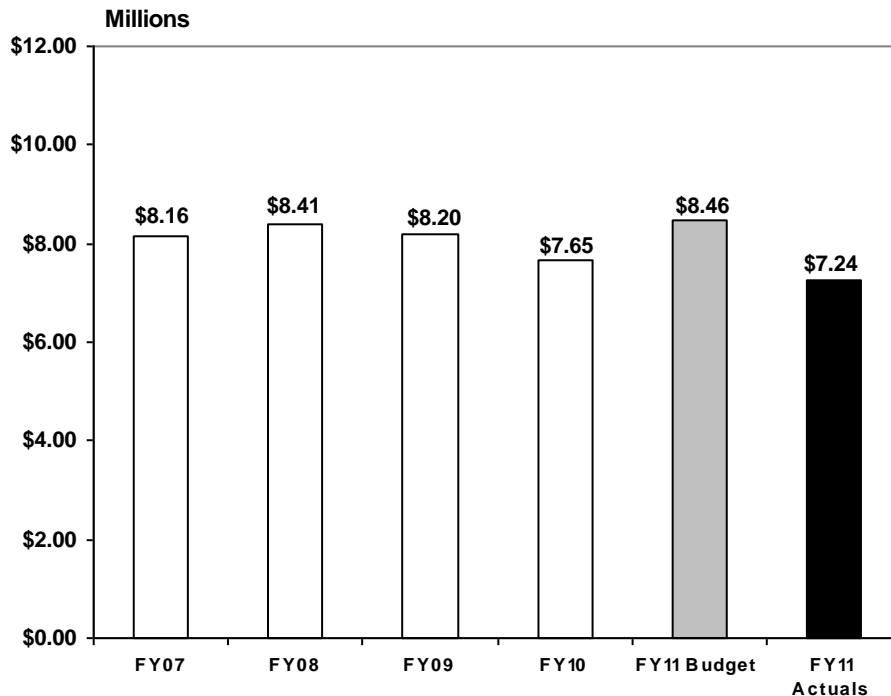
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

SOLID WASTE FEES

Fiscal Year Budget & Actuals



Background:

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

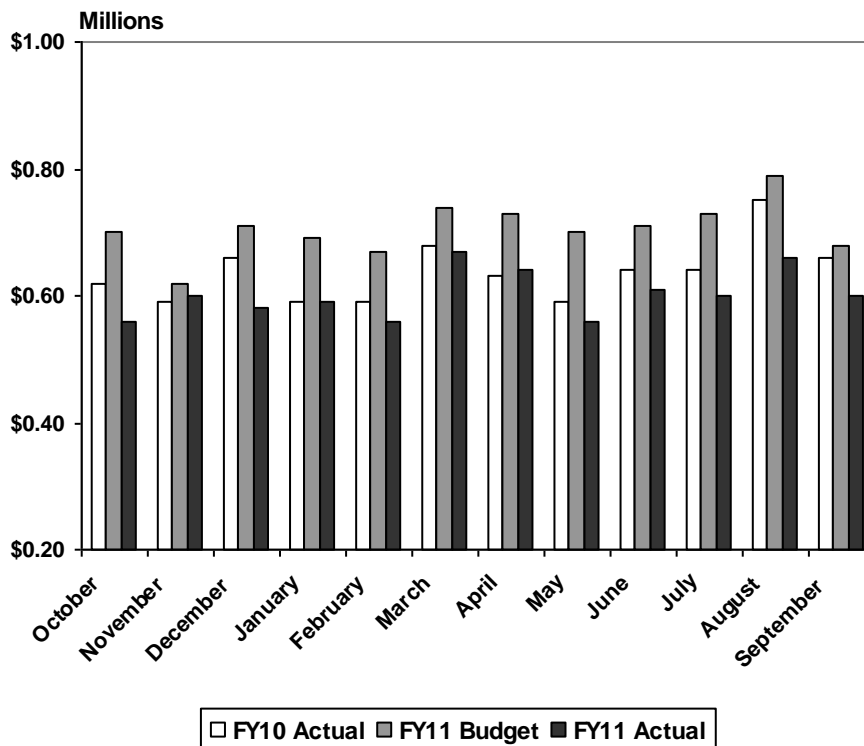
In October 2008, the Board entered into a contractual agreement with Marpan Recycling. The Solid Waste Management Facility is no longer accepting Class III waste as of January 1, 2009. This contract caused a decline in revenues at the Solid Waste Management Facility. However, expenditures have been adjusted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

Trend:

A decrease in the FY11 solid waste fee revenue is a result of less residual class III waste collected at the landfill. This is offset by an increase in the tipping fee effective October 1, 2011.

FY10 Actual: \$7,653,056
FY11 Budget: \$8,458,990
FY11 Actual: \$7,239,251

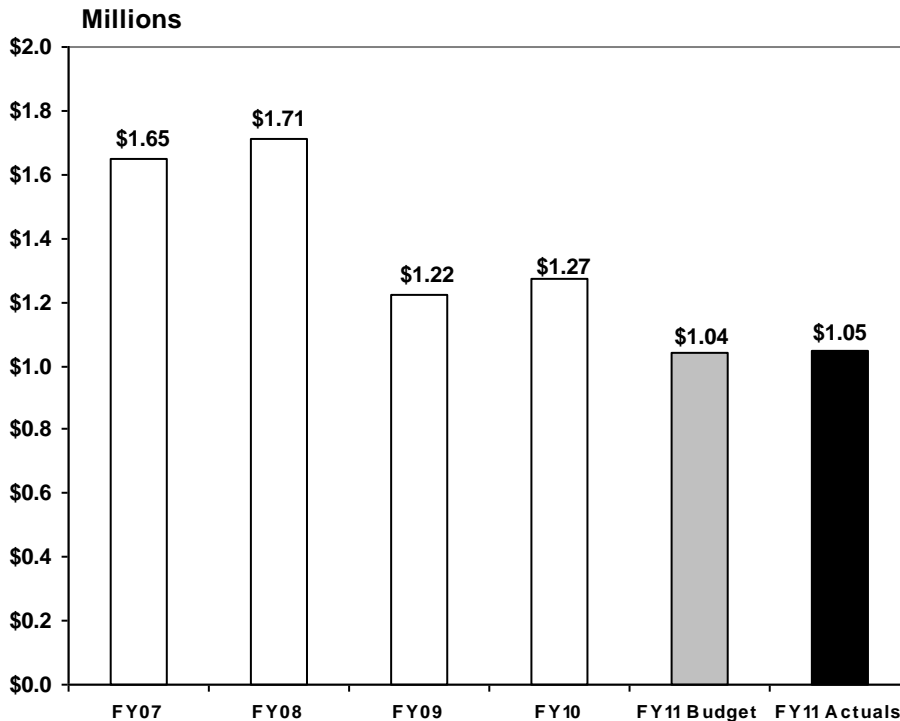
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

BUILDING PERMIT FEES

Fiscal Year Budget & Actuals



Background:

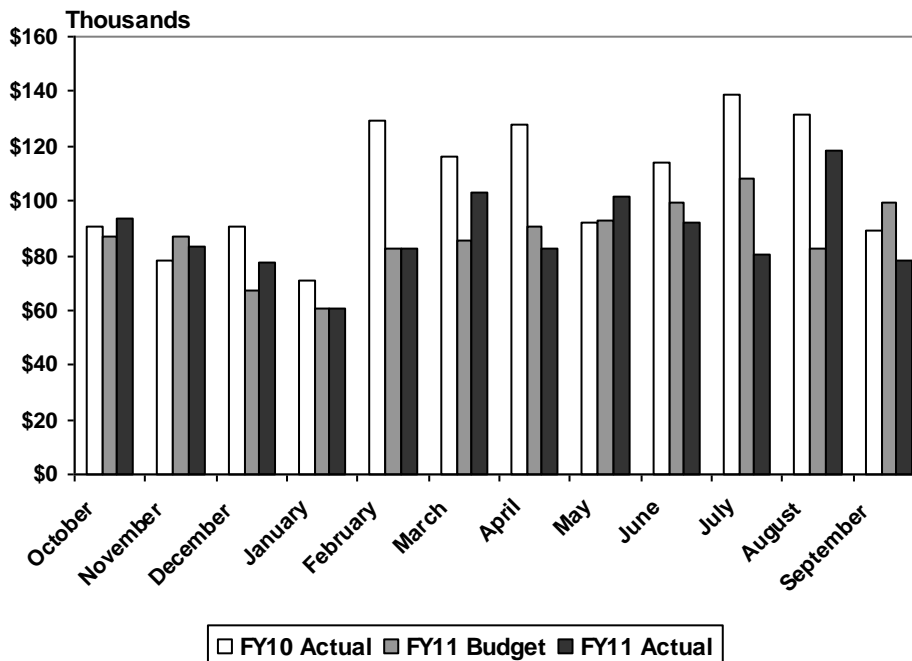
Building Permit Fees are derived from developers of residential and commercial property and are intended to offset the cost of inspections to assure that development activity meets local, State and federal building code requirements. The County only collects these revenues for development occurring in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

Trend:

Recovery from the repressed housing construction industry did not occur in FY11 and is not expected to materialize in the near future; however, actual revenue collected did meet budgeted projections. As a result of the continued decline in construction projects, the FY12 estimated budget contemplates a further decline in revenue, although not as severe.

FY10 Actual: \$1,269,867
FY11 Budget: \$1,042,530
FY11 Actual: \$1,054,404

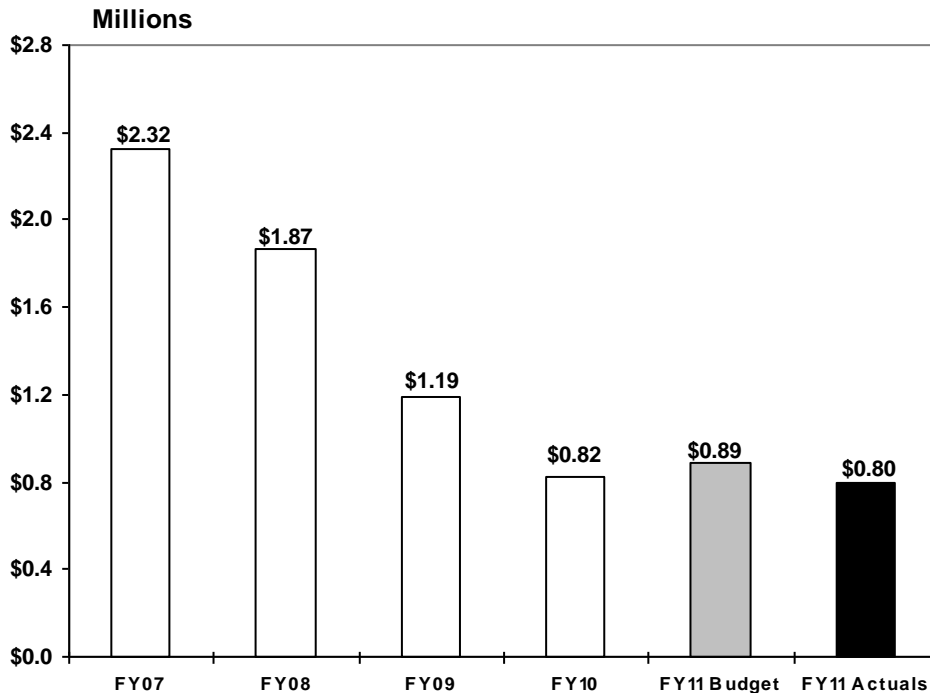
Monthly Totals: Budget vs Actuals



Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

ENVIRONMENTAL PERMIT FEES

Fiscal Year Budget & Actuals



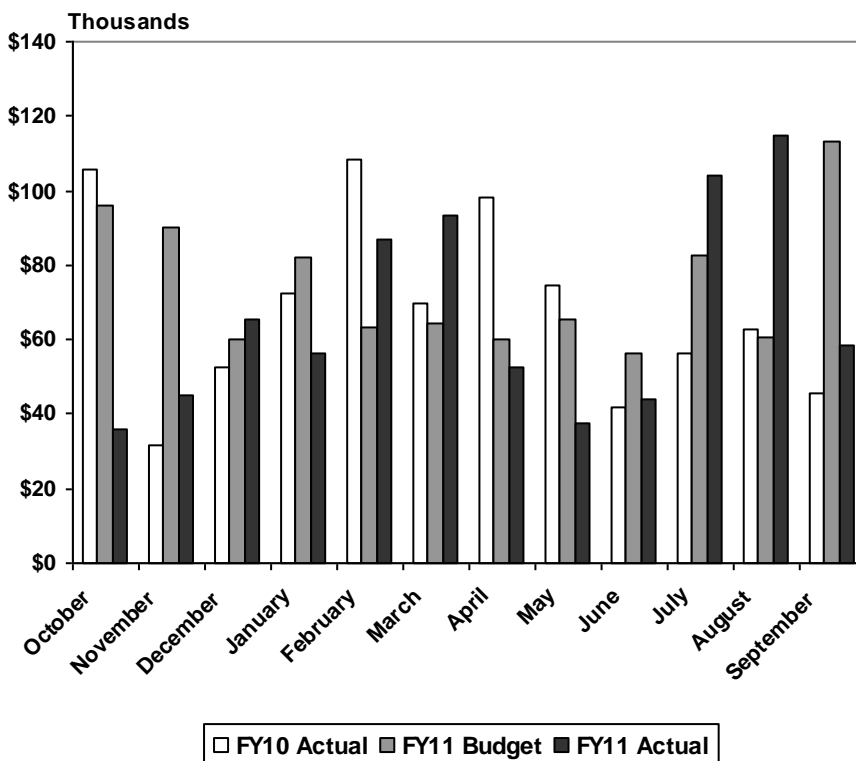
Background:

Environmental Permit Fees are derived from development projects for compliance with stormwater, landscape, tree protection, site development and zoning, and subdivision regulations. As a result of a fee study, the Board adopted a revised fee resolution effective October 1, 2006.

Trend:

On March 11, 2008 the Board approved an overall fee increase of 20% in addition to adopting new fees for Growth Management. The new fees were implemented immediately and the overall fee increase was effective as of October 1, 2008. Environmental Permit Fees have experienced a sharp decrease correlating with the start of the economic downturn in FY08.

Monthly Totals: Budget vs Actuals



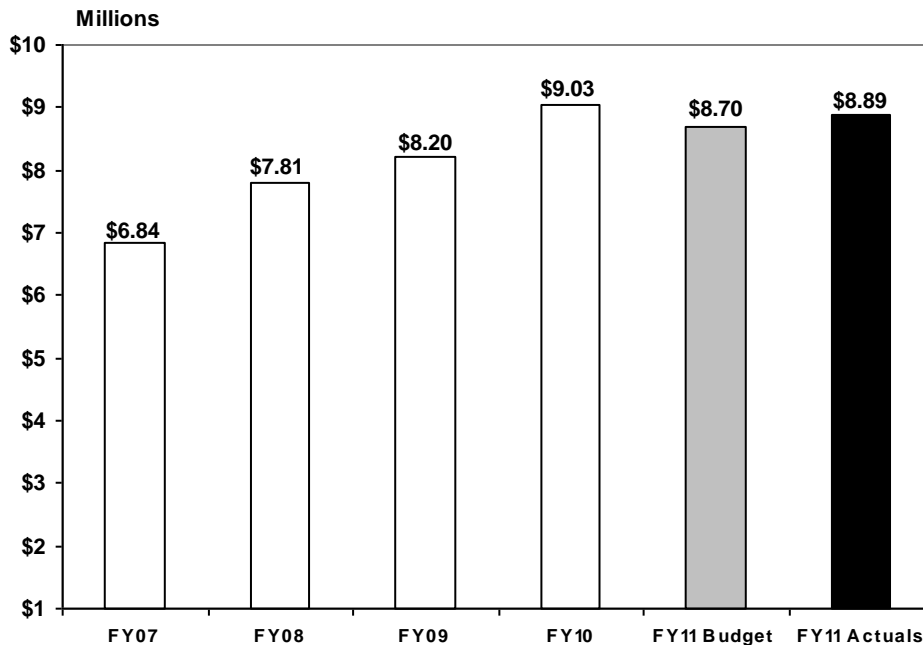
The persistent negative economic conditions in the construction industry continue diminish revenue collection. To offset this decline in revenue, eight positions were eliminated in FY10. FY11 saw a leveling in the revenue decline and FY12 projections continue that trend.

FY10 Actual: \$820,089
 FY11 Budget: \$893,950
 FY11 Actual: \$795,550

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

AMBULANCE FEES

Fiscal Year Budget & Actuals



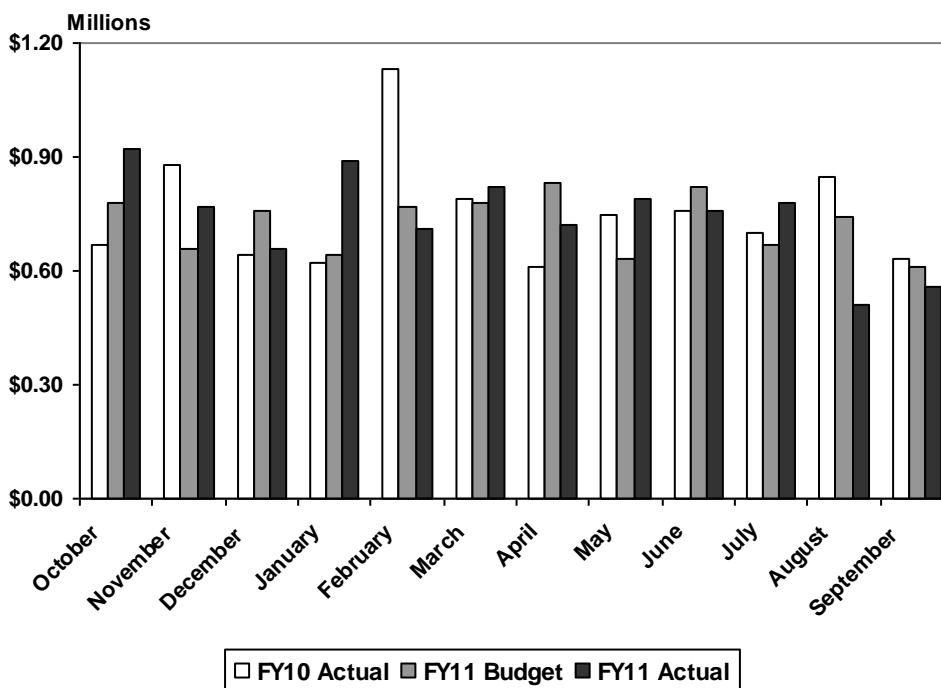
Background:

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

Trend:

The EMS system bills patients based on the use of an ambulance transport to the hospital. As with a business, the County has an ongoing list of patients/insurers that owe the County monies (outstanding receivables). In FY08, the County established a collection policy to pursue uncollected bills, and to allow the write-off of billings determined uncollectible.

Monthly Totals: Budget vs Actuals



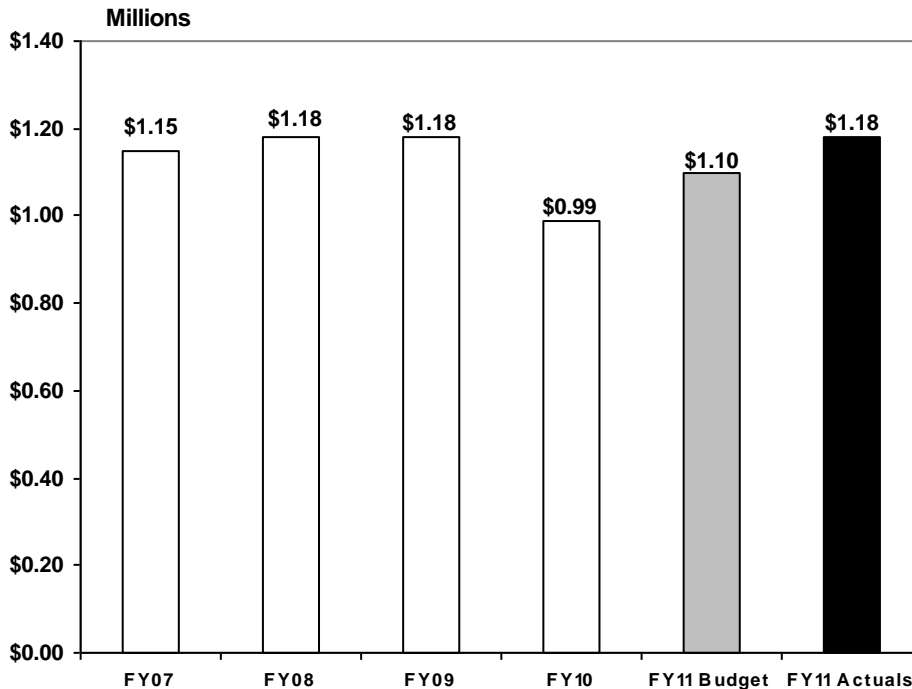
An analysis of collections indicates a steady increase since FY07 due to rising call volumes and improved collection efficiencies. This increase has assisted with the corresponding decline in dedicated property taxes that also fund ambulance services, resulting from the decline in property values and a constant annual millage rate. FY11 actual revenues collected remained flat compared to FY10.

FY10 Actual: \$9,032,639
FY11 Budget: \$8,702,000
FY11 Actual: \$8,889,173

Leon County Government Fiscal Year 2011 Annual Performance and Financial Report

PROBATION AND PRE-TRIAL FEES

Fiscal Year Budget & Actuals



Background:

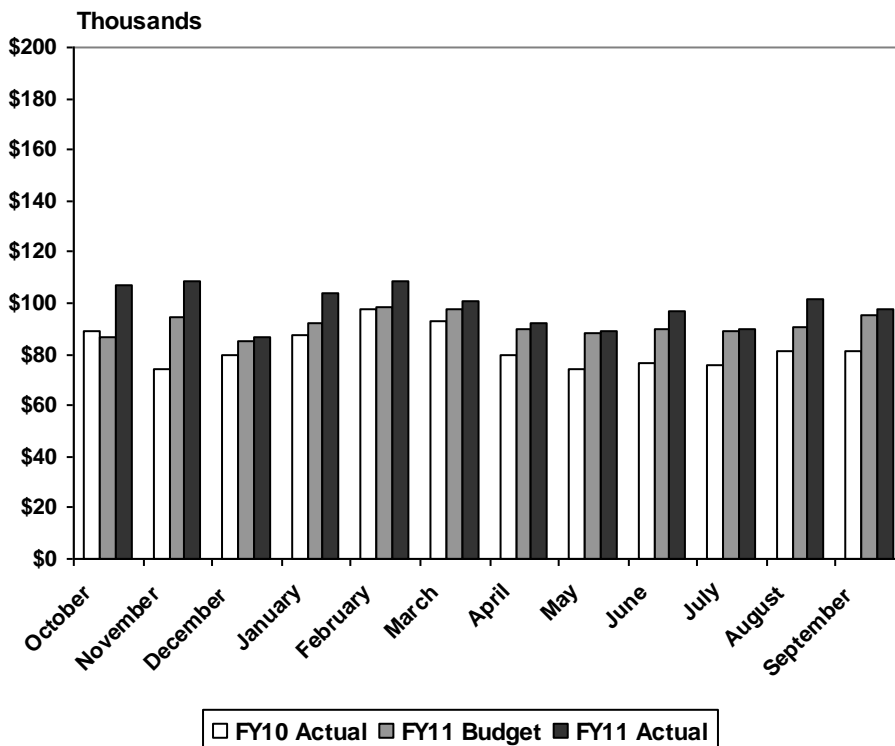
The Probation Fees are a combination of County court probation fees, alternative community service fees, no-show fees (all governed by Florida Statute 948) and pre-trial release fees (governed by an Administrative Order). These fees are collected from individuals committing infractions that fall within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

Trend:

Revenues collected through Probation and Pre-Trial fees have remained relatively steady from FY07 to FY09. FY10 revenues were lower than previous years due to a decline in Probation and Pre-Trial caseloads, associated with early termination of sentences and a decrease in court ordered GPS pre-trial tracking. FY11 revenue returned to previous levels due to new revenue from the recently established on-site urinalysis testing program and an increase in the number of alcohol tests. Without the addition of the urinalysis program, revenues from the existing probation and pre-trail programs would have declined.

FY10 Actual: \$988,470
FY11 Budget: \$1,097,526
FY11 Actual: \$1,182,077

Monthly Totals: Budget vs Actuals



Leon County Government

Fiscal Year 2011 Annual Performance and Financial Report

PROGRAM EXPENDITURE SUMMARY

Fund	Org	Description	FY11 Adj. Budget	FY11 Expenditures	\$ Over/Under FY11 Budget	% Over/Under FY11 Budget
<u>Legislative/Administrative</u>						
<u>County Commission</u>						
001	100	County Commission	1,348,537	1,348,537	0	0.00%
001	101	District 1	9,500	9,500	0	0.00%
001	102	District 2	9,500	3,555	(5,945)	-62.58%
001	103	District 3	9,500	6,864	(2,636)	-27.74%
001	104	District 4	9,500	9,500	0	0.00%
001	105	District 5	9,500	9,500	0	0.00%
001	106	At Large District 6	9,500	9,500	0	0.00%
001	107	At Large District 7	9,500	8,834	(666)	-7.01%
001	108	Commissioners Account	25,330	23,348	(1,982)	-7.82%
<u>County Administration</u>						
001	110	County Administration	830,880	830,879	(1)	0.00%
<u>County Attorney</u>						
001	120	County Attorney	1,886,998	1,708,354	(178,644)	-9.47%
<u>Management & Budget</u>						
001	130	Office of Management & Budget	751,910	674,846	(77,064)	-10.25%
501	132	Risk Management	246,529	165,957	(80,572)	-32.68%
501	821	Risk Insurance ⁽¹⁾	4,273,259	2,408,502	(1,864,757)	-43.64%
<u>Human Resources</u>						
001	160	Human Resources	1,228,190	1,079,925	(148,265)	-12.07%
Legislative/Administrative Subtotal:			10,658,133	8,297,603	(2,360,530)	-22.15%
<u>Public Services</u>						
<u>Volunteer Center</u>						
001	113	Volunteer Center	171,005	160,791	(10,214)	-5.97%
<u>Intergovernmental Affairs</u>						
001	114	Intergovernmental Affairs	1,198,109	1,101,951	(96,158)	-8.03%
<u>Office of Sustainability</u>						
001	127	Office of Sustainability	259,274	177,873	(81,401)	-31.40%
<u>Library Services</u>						
001	240	Policy, Planning & Operations	949,434	842,230	(107,204)	-11.29%
001	241	Public Services	2,671,962	2,419,517	(252,445)	-9.45%
001	242	Collection Services	956,996	874,062	(82,934)	-8.67%
001	243	Extension Services	2,217,761	1,988,385	(229,376)	-10.34%
<u>Cooperative Extension</u>						
001	361	Cooperative Education	541,447	518,633	(22,814)	-4.21%
<u>Veteran Services</u>						
001	390	Veteran Services	320,026	252,255	(67,771)	-21.18%
<u>Capital Regional Transportation Agency</u>						
001	402	Capital Regional Transportation Agency	225,184	225,184	0	0.00%
<u>BluePrint 2000</u>						
001	403	BluePrint 2000 ⁽²⁾	61,603	61,348	(255)	-0.41%
<u>Planning Department</u>						
001	817	Planning Department	1,145,558	776,448	(369,110)	-32.22%

Leon County Government

Fiscal Year 2011 Annual Performance and Financial Report

PROGRAM EXPENDITURE SUMMARY

Fund	Org	Description	FY11 Adj. Budget	FY11 Expenditures	\$ Over/Under FY11 Budget	% Over/Under FY11 Budget
<u>Emergency Medical Services</u>						
135	185	Emergency Medical Services	13,646,643	12,804,273	(842,370)	-6.17%
<u>Health & Human Services</u>						
001	190	Health Department	237,345	237,345	0	0.00%
001	370	Human Services	4,971,662	4,651,639	(320,023)	-6.44%
001	371	Housing Services	537,774	512,106	(25,668)	-4.77%
001	971	Primary Health Care	1,809,733	1,809,733	0	0.00%
124	932041	SHIP 2008-2011	687,389	604,897	(82,492)	-12.00%
124	932042	SHIP 2009-2012	132,495	23,894	(108,601)	-81.97%
124	932043	SHIP 2011-2014	137,372	0	(137,372)	-100.00%
161	808	Housing Finance Authority	189,125	37,052	(152,073)	-80.41%
<u>Tourist Development</u>						
160	301	Administration	510,402	510,402	0	0.00%
160	302	Advertising	755,800	668,873	(86,927)	-11.50%
160	303	Marketing	1,029,428	847,959	(181,469)	-17.63%
160	304	Special Projects	237,500	117,944	(119,556)	-50.34%
160	305	1 Cent Expenditures (Performing Arts Center)	4,235,218	215,000	(4,020,218)	-94.92%
Public Services Subtotal:			39,836,245	32,439,792	(7,396,453)	-18.57%
<u>Growth & Environmental Management</u>						
120	220	Building Inspection	1,145,744	1,038,647	(107,097)	-9.35%
121	420	Environmental Compliance	1,340,908	1,309,597	(31,311)	-2.34%
121	422	Development Services	613,271	613,270	(1)	0.00%
121	423	Permit & Compliance Services	446,879	446,879	0	0.00%
121	424	Support Services	346,363	324,156	(22,207)	-6.41%
125	866	DEP Storage Tank	153,180	143,193	(9,987)	-6.52%
Growth & Environmental Mgmt Subtotal:			4,046,345	3,875,742	(170,603)	-4.22%
<u>Management Services</u>						
<u>Minority/Women Small Business Enterprise</u>						
001	112	M/WBE Program	223,300	196,755	(26,545)	-11.89%
<u>Purchasing</u>						
001	140	Procurement	350,972	326,347	(24,625)	-7.02%
001	141	Warehouse	189,751	189,750	(1)	0.00%
001	142	Property Control	47,099	45,338	(1,761)	-3.74%
<u>Facilities Management</u>						
001	150	General Operations	6,995,044	6,513,888	(481,156)	-6.88%
165	154	Bank of America	844,137	683,078	(161,059)	-19.08%
166	155	Huntington Oaks Plaza	96,660	85,351	(11,309)	-11.70%
<u>Management Information Services</u>						
001	171	Management Information Services	5,588,074	5,363,025	(225,049)	-4.03%
001	421	Geographic Information Services	1,874,567	1,769,546	(105,021)	-5.60%
<u>County Probation</u>						
111	542	County Court Probation	1,123,376	1,082,971	(40,405)	-3.60%
111	544	Pretrial Release	1,031,133	1,031,133	0	0.00%
111	599	Drug and Alcohol Testing	150,429	137,731	(12,698)	-8.44%
Management Services Subtotal:			18,514,542	17,424,913	(1,089,629)	-5.89%

Leon County Government

Fiscal Year 2011 Annual Performance and Financial Report

PROGRAM EXPENDITURE SUMMARY

Fund	Org	Description	FY11 Adj. Budget	FY11 Expenditures	\$ Over/Under FY11 Budget	% Over/Under FY11 Budget
<u>Public Works</u>						
<u>Support Services</u>						
106	400	Support Services	1,143,607	568,895	(574,712)	-50.25%
106	978	Administrative Chargebacks	-750,000	-675,892	(74,108)	-9.88%
<u>Engineering Services</u>						
106	414	Engineering Services	3,335,720	2,997,876	(337,844)	-10.13%
123	726	Water Quality Monitoring/TMDL	86,905	37,500	(49,405)	-56.85%
<u>Operations</u>						
106	431	Transportation Maintenance	4,235,665	3,975,204	(260,461)	-6.15%
106	432	Right of Way Management	2,085,995	1,919,431	(166,564)	-7.98%
123	433	Stormwater Maintenance	2,918,250	2,241,834	(676,416)	-23.18%
<u>Mosquito Control & Stormwater Maintenance</u>						
122	214	Mosquito Control Grant	41,478	14,696	(26,782)	-64.57%
122	216	Mosquito Control	551,284	481,662	(69,622)	-12.63%
<u>Animal Services</u>						
140	201	Animal Services	1,162,362	945,099	(217,263)	-18.69%
<u>Parks & Recreation Services</u>						
140	436	Parks & Recreation	2,319,557	2,276,583	(42,974)	-1.85%
<u>Solid Waste Management</u>						
401	435	Landfill Closure	533,186	17,830	(515,356)	-96.66%
401	437	Rural Waste Collection Centers	976,068	841,748	(134,320)	-13.76%
401	441	Transfer Station Operations	5,804,710	5,579,743	(224,967)	-3.88%
401	442	Solid Waste Management Facility	2,110,656	1,880,621	(230,035)	-10.90%
401	443	Hazardous Waste	534,343	520,144	(14,199)	-2.66%
401	471	Residential Drop Off Recycling	400,110	348,033	(52,077)	-13.02%
<u>Fleet Maintenance</u>						
505	425	Fleet Maintenance	3,112,651	2,846,583	(266,068)	-8.55%
Public Works Subtotal:			30,602,547	26,817,591	(3,784,956)	-12.37%
<u>Constitutional Officers⁽³⁾</u>						
<u>Clerk of Circuit Court</u>						
110	537	Circuit Court Fees	411,334	411,334	0	0.00%
001	132	Clerk Finance	1,520,587	1,520,587	0	0.00%
<u>Property Appraiser</u>						
001	512	Property Appraiser	4,445,162	4,411,705	(33,457)	-0.75%
<u>Tax Collector</u>						
001	513	General Fund Property Tax Commissions	4,620,288	4,620,287	(1)	0.00%
123	513	Stormwater Utility Non Ad-Valorem	20,849	20,849	0	0.00%
135	513	Emergency Medical Services MSTU	143,424	143,424	0	0.00%
145	513	Fire Services	37,244	36,382	(862)	-2.32%
162	513	Special Assessment Paving	5,700	6,308	608	10.67%
164	513	Sewer Services Killearn Lakes I and II	5,000	4,601	(399)	-7.99%
401	513	Landfill Non-Ad Valorem	29,633	29,633	0	0.00%
<u>Sheriff</u>						
110	510	Law Enforcement	32,219,516	32,219,516	0	0.00%
110	511	Corrections	30,091,162	30,091,162	0	0.00%
125	864	Emergency Management	121,155	121,155	0	0.00%
130	180	Enhanced 911	1,208,023	1,208,023	0	0.00%

Leon County Government

Fiscal Year 2011 Annual Performance and Financial Report

PROGRAM EXPENDITURE SUMMARY

Fund	Org	Description	FY11 Adj. Budget	FY11 Expenditures	\$ Over/Under FY11 Budget	% Over/Under FY11 Budget
<u>Supervisor of Elections</u> ⁽⁴⁾						
060	520	Voter Registration	1,849,181	1,846,544	(2,637)	-0.14%
060	521	Elections	1,091,010	1,085,757	(5,253)	-0.48%
Constitutional Officers Subtotal:			77,819,268	77,777,266	(42,002)	-0.05%
<u>Judicial</u>						
001	540	Court Administration	203,227	200,265	(2,962)	-1.46%
001	547	Guardian Ad Litem	20,561	18,447	(2,114)	-10.28%
110	532	State Attorney	136,226	130,570	(5,656)	-4.15%
110	533	Public Defender	140,200	139,681	(519)	-0.37%
110	555	Legal Aid	123,785	123,784	(1)	0.00%
114	586	Teen Court	134,842	127,170	(7,672)	-5.69%
117	509	Alternative Juvenile Program	85,320	74,380	(10,940)	-12.82%
117	546	Law Library	69,090	37,635	(31,455)	-45.53%
117	548	Judicial/Article V Local Requirements	284,022	237,258	(46,764)	-16.47%
117	555	Legal Aid	66,690	52,716	(13,974)	-20.95%
Judicial Subtotal:			1,263,963	1,141,907	(122,056)	-9.66%
<u>Non-Operating</u>						
<u>Line Item Funding</u>						
001	888	Line Item Funding	1,080,234	1,056,059	(24,175)	-2.24%
160	888	Line Item Funding	504,500	504,500	0	0.00%
<u>Juvenile Detention Payment</u>						
110	620	Juvenile Detention Payment - State	1,338,189	1,040,497	(297,692)	-22.25%
<u>City of Tallahassee</u>						
001	972	CRA - TIF Payment	1,869,827	1,869,827	0	0.00%
140	838	City Interlocal Payments (Parks & Recreation)	1,032,612	992,164	(40,448)	-3.92%
145	838	Fire Service Payment	6,992,084	6,986,509	(5,575)	-0.08%
164	838	Sewer Services Killearn Lakes I and II ⁽⁵⁾	236,668	236,668	0	0.00%
<u>Other Non-Operating</u>						
001	278	Summer Youth Employment	73,943	61,259	(12,684)	-17.15%
001	379	Youth Sports Teams	4,750	1,500	(3,250)	-68.42%
001	820	Insurance Audit, and Other Expenses	1,155,021	769,437	(385,584)	-33.38%
001	831	Tax Deed Applications	22,500	12,194	(10,306)	-45.80%
110	508	Diversionsary Program	300,000	100,000	(200,000)	-66.67%
116	800	Drug Abuse	127,949	127,949	0	0.00%
145	843	Volunteer Fire Department	482,479	184,531	(297,948)	-61.75%
331	529	800 MHZ System Maintenance	983,147	974,126	(9,021)	-0.92%
420	496	Amtrak Platform	22,984	14,829	(8,155)	-35.48%
502	900	Communications Control	670,377	670,377	0	0.00%
<u>Interdepartmental Billing</u>						
		Countywide Automation	264,564	264,564	0	0.00%
		Indirect Charges (Internal Cost Allocations)	-5,867,174	-5,867,174	0	0.00%
		Risk Allocations	1,381,311	1,380,188	(1,123)	-0.08%
Non-Operating Subtotal:			12,675,965	11,380,003	(1,295,962)	-10.22%

Leon County Government

Fiscal Year 2011 Annual Performance and Financial Report

PROGRAM EXPENDITURE SUMMARY

Fund	Org	Description	FY11	FY11	\$ Over/Under	% Over/Under
			Adj. Budget	Expenditures	FY11 Budget	FY11 Budget
		Total Operating	182,741,043	167,774,814	(14,966,229)	-8.19%
		Total Non-Operating	12,675,965	11,380,003	(1,295,962)	-10.22%
		Total CIP	104,950,081	31,564,990	(73,385,091)	-69.92%
		Operating Grants	1,151,914	786,680	(365,234)	-31.71%
		Non Operating Grants (SHIP, DEP Storage Tank & SOE) ⁽⁶⁾	16,906,347	4,259,747	(12,646,600)	-74.80%
		Total Debt Service	9,416,769	9,330,806	(85,963)	-0.91%
		Total Reserves	28,252,213	0	(28,252,213)	-100.00%
		TOTAL NET EXPENDITURES:	354,942,418	224,310,360	-130,632,059	-36.80%

NOTES:

- (1) Unspent Workers Compensation budget reflects low claim and property insurance amounts in FY11.
- (2) The Blue Print 2000 budget was established to fund the salary and benefits for an employee that opted to be on the County's payroll. Total expenses for this position are reimbursed.
- (3) Expenses reflect budgeted transfers to the Constitutional Officers and do not reflect excess fees or unexpended funds returned to the Board as revenue, as required by Florida Statute.
- (4) The remaining funds do not reflect the return excess fees in the amount of \$557,052.
- (5) This special assessment, levied on property owners in Killbuck Lake I and II, was established to pay the costs of maintaining the new City of Tallahassee sewer service distribution system. The Tax Collector receives a commission for collecting this special assessment.
- (6) For more detail see page 77 of the report.



Leon County Government

FY 2011 Annual Performance & Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

		FY09	FY10	FY11	FY12	FY12
				Estimated	Appropriated Fund	Beginning
Org	Fund Title	Actuals (A)	Actuals (A)	Balance (B)	Balance (C)	Unreserved Fund
						Balance (D)
General & Fine and Forfeiture Funds						
001	General Fund (E)	15,965,911	18,104,230	18,464,281	3,544,534	14,919,747
110	Fine and Forfeiture Fund (E)	9,723,755	12,610,387	13,864,142	300,000	13,564,142
	Subtotal:	25,689,666	30,714,617	32,328,423	3,844,534	28,483,889
Special Revenue Funds						
106	County Transportation Trust Fund	6,219,033	6,994,144	6,578,802	2,130,000	4,448,802
111	Probation Services Fund	996,511	891,975	1,049,058	17,000	1,032,058
113	Law Library Trust Fund (F)	452	562	N/A	N/A	N/A
114	Teen Court Fund	147,317	152,566	153,277	0	153,277
116	Drug Abuse Trust Fund	173,700	107,221	31,466	27,684	3,782
117	Judicial Programs Fund	471,611	389,317	197,711	197,711	0
120	Building Inspection Fund (G)	236,431	444,336	461,848	214,378	247,470
121	Growth Management Fund (G)	996,465	1,093,602	993,612	60,000	933,612
122	Mosquito Control Fund	789,310	808,411	867,629	31,253	836,376
123	Stormwater Utility Fund	1,494,923	2,053,730	2,377,691	290,000	2,087,691
124	SHIP Trust Fund	942	942	0	0	0
125	Grants	1,601,993	1,675,199	1,657,710	424,613	1,233,097
126	Non-Countywide General Revenue Fund (H)	1,566,138	2,143,682	5,342,472	300,000	5,042,472
127	Grants (I)	5,660	113,149	133,482	14,105	119,377
130	9-1-1 Emergency Communications Fund (J)	1,164,985	599,955	324,312	0	324,312
131	Radio Communications Systems Fund (K)	0	0	996,376	511,791	484,585
135	Emergency Medical Services Fund	3,179,290	5,325,128	6,603,248	193,803	6,409,445
140	Municipal Services Fund	2,546,651	3,178,483	3,651,748	411,661	3,240,087
145	Fire Services Fund	0	205,019	848,473	25,000	823,473
160	Tourist Development Fund (1st- 3rd & 5th Cents) (L)	609,414	825,597	982,243	151,428	830,815
160	Tourist Development Fund (4th Cent) (L)	2,829,317	3,553,535	4,094,990	4,094,990	0
161	Housing Finance Authority Fund	215,224	238,847	870,900	261,836	609,064
162	Special Assessment Paving Fund	605,898	716,477	602,850	0	602,850
163	Primary Health Care MSTU Fund (F)	24,646	28,287	N/A	N/A	N/A
164	Killearn Lakes Unit I and II Sewer	25,092	30,092	29,365	0	29,365
165	Bank of America Building Operating Fund	2,793,342	3,094,971	2,914,032	934,351	1,979,681
166	Huntington Oaks Plaza Fund	0	239,025	261,145	34,000	227,145
	Subtotal:	28,694,345	34,904,251	42,024,438	10,325,604	31,698,835
Debt Service Funds						
211	Debt Service - Series 2003 A&B	18,449	18,971	19,494	0	19,494
214	Debt Service - Series 1997 (F)	5,969	5,969	N/A	N/A	N/A
216	Debt Service - Series 1998B	56,547	56,808	141,987	0	141,987
218	Debt Service - Refunding 1993 (F)	943	943	N/A	N/A	N/A
220	Debt Service - Series 2004	126,053	126,314	126,575	0	126,575
	Subtotal:	207,961	209,005	288,056	0	288,056

Leon County Government

FY 2011 Annual Performance & Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

		FY09	FY10	FY11	FY12	FY12
				Estimated	Appropriated Fund	Beginning
Org	Fund Title	Actuals (A)	Actuals (A)	Balance (B)	Balance (C)	Unreserved Fund
Balance (D)						
Capital Projects Funds (M)						
305	Capital Improvements Fund (N)	64,744,204	56,980,816	45,905,556	45,598,015	307,541
306	Gas Tax Transportation Fund	5,720,219	5,877,176	2,344,364	1,915,585	428,779
308	Local Option Sales Tax Fund (O)	39,029,619	33,384,589	26,154,707	25,329,182	825,525
309	Local Option Sales Tax Extension Fund	12,644,326	8,246,391	7,293,402	6,945,049	348,353
311	Construction Series 2003 A&B Fund	2,068,312	710,830	362,124	362,124	0
318	1999 Bond Construction Fund	905,410	652,504	544,727	540,147	4,580
320	Construction Series 2005 Fund	3,552,498	809,852	819,954	0	819,954
321	Energy Savings Contract ESCO Capital Fund	796,501	468,302	82,923	9,927	72,996
330	9-1-1 Capital Projects Fund (P)	401,925	1,441,266	1,756,935	0	1,756,935
331	800 MHz Capital Projects Fund (F)	1,686,173	1,493,661	N/A	N/A	N/A
341	Countywide Road District Fund - Impact Fee	2,243,263	2,058,422	1,992,831	1,747,553	245,278
343	NW Urban Collector Fund - Impact Fee	498,911	481,288	468,636	417,166	51,470
344	SE Urban Collector Fund - Impact Fee	838,964	860,903	869,062	770,726	98,336
	Subtotal:	135,130,325	113,466,000	88,595,221	83,635,474	4,959,748
Enterprise Funds						
401	Solid Waste Fund (Q)	6,786,955	6,705,071	7,083,927	2,402,308	4,681,619
420	Amtrak Depot Fund (F)	134,821	129,736	N/A	N/A	N/A
	Subtotal:	6,921,776	6,834,807	7,083,927	2,402,308	4,681,619
Internal Service Funds						
501	Insurance Service Fund (R)	5,069,306	6,393,038	7,539,505	539,391	7,000,114
502	Communications Trust Fund	(787)	50,870	16,524	0	16,524
505	Motor Pool Fund	233,051	233,263	227,322	0	227,322
	Subtotal:	5,301,570	6,677,171	7,783,352	539,391	7,243,961
TOTAL:		201,945,643	192,805,851	178,103,418	100,747,311	77,356,108

Notes:

- A. Audited Fund Balance according to the Comprehensive Annual Financial Report.
- B. Unaudited Fund Balance and Retained Earnings. Balances may change pending final audit adjustments.
- C. Appropriated Fund Balance includes fund balance appropriated as a part of the budget process and FY11 carryforwards necessary to complete projects.
- D. Unreserved Fund Balance is the year ending FY11 estimated balance less the FY12 appropriated fund balance.
- E. The year ending fund balance for the General and Fine and Forfeiture Funds includes an increase in excess fees returned from the Constitutionals in the amount of \$1.6 million. The remaining increase in the General Fund is due to ad valorem collections in excess of the 95% budget in the amounts of \$437,605, and the under expenditure by the Board's general revenue operating funds by 2%. The beginning unreserved fund balance includes the \$2.4 million catastrophe fund reserve.
- F. Over time these funds became functionally obsolete and were closed at the end of FY11. All remaining assets were transferred to other funds and their balances were adjusted accordingly.
- G. Revenues in the Building and Growth funds continue to decline as a result of the downturn in the real estate and construction markets in the County.
- H. Increase in fund balance due to discontinuing transfers to other funds that are no longer fiscally necessary. The current fund balance is within the Board policy limits.
- I. This fund is used to separate grants that are interest bearing grants.
- J. Appropriated fund balance was moved to Fund 330 (911 Emergency Capital Projects Fund) for future capital projects as required by State Statute.
- K. The Radio Communications Systems Fund is used to account for the new radio system for Joint Dispatch. These funds were previously reflected in Fund 331.
- L. The Tourist Development Tax is reflected in two separate fund balances: the first three cents supports the Tourist Development Council activities and the fourth cent is dedicated towards the Performing Arts Center. The Board approved the levying of a 5th cent effective May 1, 2009.
- M. The Capital Projects balances are accumulated for purposes of funding projects that are often multi-year in nature. Balances reflected above are often programmed as part of the five year plan.
- N. The fund balance reflects the expenditure of capital reserves budgeted in FY10 as a "sinking fund" for maintaining existing County infrastructure for the next five years.
- O. The reduction in fund balance reflects capital reserves budgeted in FY10 as a "sinking fund" for maintaining existing infrastructure associated with the initial local option tax for the next five to eight years.
- P. Due to the completion of the digital upgrade capital project, the remaining fund balance from Radio Communication Capital Fund will be transferred to the operation fund (131) during FY11.
- Q. Amount reflected is unrestricted retained earnings.
- R. The final Fund Balance is pending actuarial adjustments. Adjustments tend to decrease the amount of fund balance due to outstanding workers' compensation claims.

Leon County Government

FY 2011 Annual Performance and Financial Report

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project Service Types	# of Projects	% of CIP Budget	Adjusted Budget	YTD Activity	% of Budget Committed	Project Balance
Culture and Recreation	21	11.5%	12,084,924	6,288,970	52.0%	5,795,954
General Government	33	7.8%	8,221,176	3,400,919	41.4%	4,820,257
Health and Safety	10	27.8%	29,204,620	2,448,141	8.4%	26,756,479
Physical Environment	25	16.2%	16,949,772	2,312,857	13.6%	14,636,915
Transportation	29	36.7%	38,489,589	17,114,103	44.5%	21,375,486
TOTAL	118	100%	\$ 104,950,081	\$ 31,564,990	30.1%	\$ 73,385,091

Notes: Projects listed in the report were fully funded in FY 11. All unspent capital project funds were carry forward into the FY12 budget in order to complete the project.

1. Culture and Recreation: A total of 51.6% of the funding for capital projects in Culture and Recreation was expended. This includes the construction on the Branch Library expansions as well as the new Eastside Library. Funding was also used for the capital maintenance on County Parks and Greenways.

2. General Government: A total of 40.5% of the funding for capital projects in General Government was expended. This includes elevator upgrades, vehicle replacements, and Courthouse renovations and repairs. Funding was also used for the technology improvements to the County such as data wiring, network upgrades, and election equipment.

3. Health and Safety: A total of 8.1% of the funding for capital projects in Health and Safety was expended. This includes equipment purchases for Emergency Medical Services, addition to the Chaires Fire Station, and improvements to Robert Stevens Clinic roof. Approximately 82% of funding in Health and Safety is for the construction of the Public Safety Complex. Funds for this project will be drawn down during FY12 as construction of the project progresses.

4. Physical Environment: A total of 13.2% of the funding for capital projects in Physical Environment was expended. This includes improvements to the Rural Waste Collection Centers, as well as the purchase of compact equipment. Funding was also used for water quality enhancements, stormwater filter replacements and vehicle replacements.

5. Transportation: A total of 43.5% of the funding for capital projects in Transportation was expended. This includes Transportation and Stormwater Improvements, Local Road Resurfacing and Buck Lake Road. Funding was also used for the County's portion of the Gaines Street Improvement Project.

Leon County Government

FY 2011 Annual Performance and Financial Report

CULTURE AND RECREATION

<u>Project #</u>	<u>Project Description</u>	<u>Adjusted Budget</u>	<u>YTD Activity</u>	<u>% of Budget Expended</u>	<u>Project Balance</u>
045001	Apalachee Parkway Regional Park	33,000	37,575	113.9%	(4,575)
046008	Athletic Field Lighting	160,000	120,767	75.5%	39,233
086055	Branch Library Expansion	1,825,052	836,782	45.8%	988,270
085001	Eastside Library	4,924,944	3,490,190	70.9%	1,434,754
082003	Fort Braden Renovations	50,000	49,607	99.2%	393
046009	Greenways Capital Maintenance	125,000	120,232	96.2%	4,768
042002	Hopkins Crossing Park	14,544	-	0.0%	14,544
043009	Huntington Oaks Community Room	396,000	-	0.0%	396,000
045004	J.R. Alford Greenway	60,325	49,992	82.9%	10,333
083001	Lake Jackson Branch Library	1,585,890	94,334	5.9%	1,491,556
086053	Main Library Improvements	40,000	12,048	30.1%	27,952
044002	Miccosukee Community Park	141,694	21,714	15.3%	119,980
044003	Miccosukee Greenways	650,000	99,809	15.4%	550,191
043008	Okeeheepkee Prairie Park	265,000	29,946	11.3%	235,054
046001	Parks Capital Maintenance	175,000	165,839	94.8%	9,161
045007	Pedrick Road Pond Walking Trail	122,704	38,300	31.2%	84,404
085002	Pedrick Road Sewer Project	323,811	323,811	100.0%	-
046006	Playground Equipment Replacement	160,000	-	0.0%	160,000
047001	St. Marks Headwaters	64,675	17,325	26.8%	47,350
043003	Tower Road Park	244,437	228,281	93.4%	16,156
081004	Woodville Library	722,848	552,418	76.4%	170,430
TOTAL CULTURE AND RECREATION		\$ 12,084,924	\$ 6,288,970	52.0%	\$ 5,795,954

GENERAL GOVERNMENT

086010	Accessibility Improvements	40,788	48,141	118.0%	(7,353)
086011	Architectural & Engineering Services	60,000	24,715	41.2%	35,285
086025	BOA Building Acquisition/Renovations	995,815	560,885	56.3%	434,930
086054	Centralized Storage Facility	81,531	-	0.0%	81,531
086017	Common Area Furnishings	33,000	30,270	91.7%	2,730
086027	Courthouse Renovations	19,344	6,814	35.2%	12,530
086024	Courthouse Repairs	336,138	-	0.0%	336,138
086007	Courtroom Minor Renovations	50,000	46,736	93.5%	3,264
076023	Courtroom Technology	107,298	99,291	92.5%	8,007
076003	Data Wiring	25,000	23,728	94.9%	1,272
096015	Election Equipment	1,502,878	39,165	2.6%	1,463,713
076048	Electronic Timesheets	22,745	12,923	56.8%	9,822
086037	Elevator Generator Upgrades	504,191	159,381	31.6%	344,810
086041	Emissions Reduction and Energy Conservations	422,867	54,311	12.8%	368,556
086032	ESCO Project	422,000	412,073	97.6%	9,927
076008	File Server Upgrade	297,395	297,233	99.9%	162
076001	Financial Hardware and Software	30,000	18,462	61.5%	11,538
076055	GEM Technology Request	20,000	-	0.0%	20,000
086057	General County Maintenance and Minor Renovations	15,000	3,475	23.2%	11,525
026003	General Vehicle & Equipment Replacement	350,148	216,534	61.8%	133,614
076009	Geographic Information Systems	300,176	233,840	77.9%	66,336
076060	GIS Incremental Basemap Update	258,500	258,000	99.8%	500
076042	Hansen Work Order Management	20,783	16,053	77.2%	4,730
083002	Huntington Oaks Plaza Building Improvements	488,000	-	0.0%	488,000
096019	Local Economic Stimulus Program	441,000	-	0.0%	441,000
076018	Network Backbone Upgrade	150,000	149,173	99.4%	827
086033	Parking Lot Maintenance	101,868	16,950	16.6%	84,918
076015	Permit & Enforcement Tracking System	204,963	37,621	18.4%	167,342
076045	Property Appraiser Technology	385,500	188,000	48.8%	197,500
076051	Public Defender Technology	30,000	29,416	98.1%	584
076047	State Attorney Technology	30,000	29,807	99.4%	193
076005	Supervisor of Elections Technology	25,000	24,937	99.7%	63
076024	User Computer Upgrades	449,248	362,985	80.8%	86,263
TOTAL GENERAL GOVERNMENT		\$ 8,221,176	\$ 3,400,919	41.4%	\$ 4,820,257

Leon County Government
FY 2011 Annual Performance and Financial Report

HEALTH AND SAFETY

<u>Project #</u>	<u>Project Description</u>	<u>Adjusted Budget</u>	<u>YTD Activity</u>	<u>% of Budget Expended</u>	<u>Project Balance</u>
085003	Addition to Chaires Fire Station	75,000	20,443	27.3%	54,557
096010	Emergency Medical Services Equipment	138,856	73,243	52.7%	65,613
096008	Emergency Medical Services Facility	8,273,545	-	0.0%	8,273,545
076058	Emergency Medical Services Technology	21,144	21,138	100.0%	6
096017	Emergency Medical Services Truck	33,500	33,500	100.0%	-
026014	EMS Vehicle & Equipment Replacement	949,803	756,000	79.60%	193,803
086031	Jail Roof Replacement	3,570,996	-	0.0%	3,570,996
096016	Public Safety Facility	15,826,728	1,280,431	8.1%	14,546,297
086056	Robert Stevens Health Clinic Roof	263,387	263,386	100.0%	1
096002	Volunteer Fire Departments	51,661	-	0.0%	51,661
TOTAL HEALTH AND SAFETY		\$ 29,204,620	\$ 2,448,141	8.4%	\$ 26,756,479

Physical Environment

036008	Solid Waste Technology Enhancement	60,000	58,778	98.0%	1,222
067002	BP 2000 Water Quality Enhancements	2,849,612	324,578	11.4%	2,525,034
064005	Bradfordville Pond 4 Outfall Stabilization	364,997	29,685	8.1%	335,312
064004	Bradfordville Pond 6 Rehabilitation	264,163	170,190	64.4%	93,973
065003	Brushy Creek Road Stormwater Control	121,000	1,529	1.3%	119,471
066001	CARDS: Stormwater Program Startup	119,000	2,149	1.8%	116,851
062005	Gum Road Target Planning Area	175,000	1,985	1.1%	173,015
036019	Household Hazardous Waste Collection Center	39,283	39,283	100.0%	-
064001	Killearn Acres Flood Mitigation	1,200,000	81,127	6.8%	1,118,873
064006	Killearn Lakes Stormwater	185,985	35,360	19.0%	150,625
065001	Lafayette Street Stormwater	2,381,292	43,071	1.8%	2,338,221
062001	Lake Munson Restoration	277,558	3,179	1.1%	274,379
062002	Lakeview Bridge	772,834	1,620	0.2%	771,214
036003	Landfill Heavy Equipment	214,858	160,325	74.6%	54,533
036002	Landfill Improvements	157,831	87,779	55.6%	70,052
063005	Lexington Pond Retrofit	5,449,008	162,964	3.0%	5,286,044
062004	Longwood Subdivision Retrofit	223,680	100	0.0%	223,580
036032	Remedial Action Plan	400,000	-	0.0%	400,000
036030	Solid Waste Learning Center	105,000	-	0.0%	105,000
036028	Solid Waste Master Plan	100,000	-	0.0%	100,000
036031	Solid Waste Trolley	45,000	-	0.0%	45,000
066026	Stormwater Filter Replacement	333,258	196,249	58.9%	137,009
026004	Stormwater Vehicle & Equipment Replacement	864,841	738,051	85.3%	126,790
036010	Transfer Station Heavy Equipment	195,572	148,572	76.0%	47,000
036023	Transfer Station Improvements	50,000	26,283	52.6%	23,717
TOTAL PHYSICAL ENVIRONMENT		\$ 16,949,772	\$ 2,312,857	13.6%	\$ 14,636,915

Leon County Government
FY 2011 Annual Performance and Financial Report

TRANSPORTATION

<u>Project #</u>	<u>Project Description</u>	<u>Adjusted Budget</u>	<u>YTD Activity</u>	<u>% of Budget Expended</u>	<u>Project Balance</u>
057914	2/3 2/3 Program: Linene Woods	582,679	534,115	91.7%	48,564
057900	2/3 2/3 Program: Start Up Cost	75,000	52,729	70.3%	22,271
057916	2/3 Program - Terre Bonne	103,038	22,600	21.9%	80,438
026015	Arterial/Collector Roads Pavement Markings	54,578	45,090	82.6%	9,488
056001	Arterial/Collector Resurfacing	4,205,767	3,610,229	85.8%	595,538
054003	Bannerman Road	2,011,986	790,265	39.3%	1,221,721
054010	Beech Ridge Trail Extension	835,842	2,546	0.3%	833,296
055001	Buck Lake Road	5,306,527	4,142,836	78.1%	1,163,691
056005	Community Safety & Mobility	2,067,057	1,219,912	59.0%	847,145
026010	Fleet Management Shop Equipment	60,000	59,995	100.0%	5
056007	Florida DOT Permitting Fees	100,000	10,079	10.1%	89,921
051005	Gaines Street	2,542,238	2,542,238	100.0%	-
057001	Intersection and Safety Improvements	6,731,622	383,220	5.7%	6,348,402
057005	Local Road Resurfacing	557,043	502,413	90.2%	54,630
055005	Magnolia Dr. & Lafayette St. Intersection	772,995	3,563	0.5%	769,432
026002	Miccosukee Road Complex	20,000	104	0.5%	19,896
051006	Natural Bridge Road Bridge	50,000	2,086	4.2%	47,914
053003	North Monroe Turn Lane	1,837,629	92,584	5.0%	1,745,045
026006	Open Graded Hot Mix Stabilization	1,085,137	900,473	83.0%	184,664
057003	Private Road Maintenance Start Up	100,000	8,261	8.3%	91,739
056011	Public Works Design & Engineering Services	60,000	18,033	30.1%	41,967
026012	Public Works Operations New Equipment	43,000	41,318	96.1%	1,682
026005	Public Works Vehicle & Equipment Replacement	859,400	533,684	62.1%	325,716
053002	Pullen Road at Old Bainbridge Road	1,268,508	15,911	1.3%	1,252,597
051007	Springhill Road Bridge	300,000	1,484	0.5%	298,516
053005	Talpeco Road & Highway 27 North	375,464	66,088	17.6%	309,376
051004	Tram Road & Gaile Avenue	200,000	-	0.0%	200,000
056010	Transportation and Stormwater Improvements	6,074,345	1,298,986	21.4%	4,775,359
057015	Windwood Hills	209,734	209,734	100.0%	-
TOTAL TRANSPORTATION		\$ 38,489,589	\$ 17,110,576	44.5%	\$ 21,379,013

Leon County Government

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GRANTS PROGRAM SUMMARY

The County utilizes grants to fund a number of programs and activities in Leon County. As reflected in the table below, the County is currently administering approximately \$16.4 million in grant funding. As grants often cross multiple fiscal years, it is not uncommon to see the actual expenditures for a fiscal year less than the total funding available. All balances are carried into the subsequent fiscal year consistent with any grant award requirements.

Most grants are authorized by the Board of County Commissioners and placed within one of two funds (Reimbursement Grants or Interest Bearing Grants). While placed in a Grants Fund, a program budget can be a federal or state authorization, a contractual arrangement between two governing bodies, a contract between the County and a non-governmental entity, a method to keep a specific revenue source separate from operating budgets, or a pure grant award. The interest grant funds was created to recognize and account for interest earned in certain grants pursuant to the grant contract or endowment.

Three programs that are considered "grants" are located outside of the grant funds. These are Mosquito Control (Fund 122), the State Housing Initiative Partnership (SHIP) (Fund 124), and the Supervisor of Elections (Fund 060). Five programs are anticipated as part of the regular budget process: Mosquito Control, the Pollutant Storage Tank Program, Law Enforcement Block Grant, and the Emergency Management Base Grant. These grant funds are administered within various County department operating budgets, and are reported in the expenditure section of the mid-year report.

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

Budget by Administering Department				
Department	% of Total Grants	FY11 Budget	FY11 Expended	Balance
Growth and Environmental Management	0.01%	1,004	-	1,004
Management Services	1.18%	197,876	170,153	27,723
Public Services	25.97%	4,368,813	1,698,182	2,670,631
Public Works	53.56%	9,010,243	1,352,312	7,657,931
Judicial - Courts	2.67%	448,928	335,918	113,010
Constitutional - Sheriff	10.98%	1,846,444	313,297	1,533,147
Miscellaneous	5.64%	948,214	335,564	612,650
TOTAL:	100%	16,821,522	4,205,426	12,616,096

Leon County Government
Fiscal Year 2011 Annual Performance and Financial Report

Grants Program Summary
***Denotes Interest Bearing Grant**

Denotes Interest Bearing Grant					
Org	Grant/Program	Description/Purpose	FY11 Budget	Spent	% Unspent
<u>Growth & Env. Mgmt.</u>					
934013*	Wildlife Preservation	Payment for the planting of trees which can not be practically planted on development sites - used to fund animal rehabilitation agencies	1,004	-	100.00%
Subtotal:			1,004	-	100.00%
<u>Management Services</u>					
<u>Facilities Management</u>					
915058	Community Foundation of North Florida	Donation providing for the annual placement of a wreath at the WWII Memorial	875	125	85.71%
<u>Probation/Pretrial</u>					
982054	Enhanced Pretrial/Probation	Coordinated assessment and case management model, includes "passive" and "active" GPS tracking and electronic monitoring services	147,001	120,778	17.84%
<u>MIS/GIS</u>					
915015	USDOT Pipeline & Hazardous Match	Funding to enhance the accuracy of the location data of high-pressure pipelines in Leon County	50,000	49,250	1.50%
Subtotal:			197,876	170,153	14.01%
<u>Public Services</u>					
<u>Cooperative Extension</u>					
914014	Federal Forestry	Funds educational activities relating to forestry - this is a percentage of the total allocation with the remaining going to Public Works Transportation Trust Fund	1,026	-	100.00%
914015	Title III Federal Forestry	Funds search, rescue, and emergency services on federal land as well as fire prevention and forest related educational opportunities	20,914	17,282	17.37%
914039	Specialty Crop Block Grant	These grants are used to provide educational outreach programs serving small farm producers and community market vendors within Leon County.	16,527	5,035	69.53%
914040	Specialty Crop Block Grant FY10		29,000	6,061	79.10%
<u>Emergency Medical Services</u>					
961031*	DOH-EMS Match M9256	Funds used to purchase Intubation Cameras	41,021	41,033	-0.03%
961032*	DOH-EMS Match M9257	Funds used to purchase Hypothermia Therapy Equipment	13,845	13,849	-0.03%
961033*	DOH-EMS Match M0004	Funding to provide CPR training to citizens in Leon County	14,750	-	100.00%
961034*	DOH-EMS Match M0005	Funding to provide EMS Operational Surveillance Software	41,672	-	100.00%
961041	EMS Child Passenger Safety Grant	Funds to provide training and education on proper child restraint methods, hold child safety seat checks and installation assistance and provide affordable child safety seats to low-income families in the community	33,250	31,798	4.37%
<u>Volunteer Services</u>					
915040	Hands On Grant	Develops Family Friendly volunteer projects in the areas of education, environment, and the economy	2,369	975	58.84%
915056	Points of Light	Incentive as an affiliate of the Points of Light Foundation	1,030	1,030	0.00%
<u>Intergovernmental Affairs</u>					
915010	Energy Efficiency and Conservation	Development of a county efficiency and conservation strategy, energy conservation training and installation of energy efficient light fixtures and occupancy control systems	1,358,281	1,211,510	10.81%
915011	Sustainability Summit	Funding to support the county sustainability initiative	20,073	12,500	37.73%
915013	Slosberg-Driver's Education	A program that funds organizations providing driver education	153,346	40,000	73.92%
933013	Choose Life	Program funds generated from <i>Choose Life</i> license plates for allocation based on criteria established by State law	75,625	75,625	0.00%

Leon County Government
Fiscal Year 2011 Annual Performance and Financial Report

Grants Program Summary
***Denotes Interest Bearing Grant**

Org	Grant/Program	Description/ Description/Purpose	FY11 Budget	Spent	% Unspent
<u>Library Services</u>					
912013	E-Rate	Federal Communications Commission funding for the purchase of Internet access computers and related charges	50,408	12,045	76.10%
912026	Big Read Grant FY 2010	Initiative designed to restore reading to the center of American culture	13,653	13,652	0.01%
912030	Target Foundation Reading Grant	This grant will be used for a program that provides parents techniques and materials to help their children (grades K-8) become better readers	2,000		100.00%
913023	Patron Donations	Individual patron donations designated for particular use within the library system	68,388	-	100.00%
913032	Friends-Main Library Tribute	Friends of the Library contribution	16,915	-	100.00%
913045	Friends-Literacy	Annual donation in support of basic literacy	28,417	10,732	62.23%
913082*	Ralph Cook Trust	A specific patron donation earmarked for a particular purpose	23,278	-	100.00%
913115*	Friends (2005 Trust)	Endowment funds from Friends of the Leon County Library, a 501(c)(3) support organization	105,617	27,465	74.00%
913200*	Van Brunt Library Trust	Proceeds from the Caroline Van Brunt estate auction	176,394	-	100.00%
<u>Health & Human Services</u>					
915041	The Mission Continues Grant	Funding for service projects honoring and remembering the events on September 11, 2001	2,000	1,358	32.10%
932001	USDA Housing Preservation Grant	Funding from the United States Department of Agriculture to assist very low and low income homeowners in repairing and rehabilitating their homes in rural areas	100,000	4,956	95.04%
932014	Housing Services Home Expo	Funds to provide home maintenance education for all housing rehabilitation clients through Leon County Housing Department's Home Expo workshops	7,000	41	99.41%
932015	Florida Hardest Hit Program	Funding to provide foreclosure prevention assistance to program eligible residents	10,900	-	100.00%
932035	CDBG Emergency Housing Grant	Funding to assist in housing rehabilitation for income eligible homeowners affected by the March 2009 flooding event	262,273	90,822	65.37%
932060	CDBG Disaster Recovery - Admin	Program funding to support administration of CDBG Disaster Recovery Grant	196,395	34,454	82.46%
932061	CDBG Disaster Recovery - Rental	Program funding to support affordable rental housing activities in the County	712,546	-	100.00%
932156	Small Cities CDBG - Econ Develop.	Funding provided to design and build the transportation improvements needed to serve the new building being constructed by CCCP in the unincorporated area of Leon County	983	982	0.10%
933014	Best Neighborhood Grant	Funding to support VolunteerLEON's ability to develop family friendly neighborhood service projects	25,000	18,637	25.45%
933015	Closing the Gap Grant	Funding to promote coordinated efforts to reduce and ultimately eliminate racial and ethnic health disparities.	130,000	-	100.00%
<u>Planning</u>					
915048	Post Disaster Redevelopment Grant	Funds to development a Post-Disaster Redevelopment Plan (PDRP) for Tallahassee/Leon County	68,400	23,212	66.06%
<u>Sustainability</u>					
96027	Florida Clean Energy Grant	Funds to advance the energy conservation and alternative energy goals of Leon County	545,517	3,128	99.43%
Subtotal:			4,368,813	1,698,182	61.13%
<u>Public Works</u>					
921030	Gopher Tortoise Habitat Mgmt Grant	Funds to improve the Gopher Tortoise habitat through the performance of prescribed burnings and herbicide treatments to 212 acres of St. Marks Headwaters Greenway land	11,024	1,525	86.17%
921043	Boating Improvement	State funding for boating improvements - Completed Reeves Landing, Lake Talquin Restrooms, New Cypress Landing; Rhoden Cove is pending	65,363	21,353	67.33%
921053*	Tree Bank	Payment for the planting of trees which can not be practically planted on development sites	41,804	7,185	82.81%
921116*	Miccosukee Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities.	4,541	337	92.58%
921126*	Chaires Community Center		2,295	965	57.95%
921136*	Woodville Community Center		13,212	-	100.00%

Leon County Government
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Grants Program Summary
***Denotes Interest Bearing Grant**

Org	Grant/Program	Description/ Description/Purpose	FY11		
			Budget	Spent	% Unspent
921146*	Fort Braden Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have	11,385	2,090	81.64%
921156*	Bradfordville Community Center	been established to allow for the payment of approved expenditures associated with improvements to the respective facilities.	6,694	3,321	50.39%
922056	EPA	Development of a tracking system for chemicals in school labs	3,990	3,990	0.00%
932064	CDBG Disaster Recovery	Program funding to mitigate the vulnerability of the Timber Lake Community to flooding	2,400,000	835,190	65.20%
932066	CDBG Disaster Recovery	Program funding to improve the current stormwater and drainage along the Franklin Boulevard service area because of chronic flooding issues during heavy rain events	4,200,000	214,533	94.89%
932067	CDBG Disaster Recovery	Program funding to create an emergency access corridor for Fairbanks Ferry residents outside of the flood plain	950,140	111,968	88.22%
932068	CDBG Disaster Recovery	Program funding to repair/rebuild Selena Road and affected side roads for evacuation purposes	1,000,000	149,855	85.01%
001000*	Side Walks District 1		12,972	-	100.00%
002000*	Side Walks District 2		10,301	-	100.00%
003000*	Side Walks District 3		37,230	-	100.00%
004000*	Side Walks District 4	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	33,407	-	100.00%
005000*	Side Walks District 5		3,313	-	100.00%
009009	Significant Benefit District 2		41,000	-	100.00%
009010	Significant Benefit District 1		161,572	-	100.00%
008002	Velda Dairy Sidewalk Fed Stimulus	Funding received as part of the American Recovery and Reinvestment Act for the construction of sidewalks	84,825	54,321	35.96%
Subtotal:			9,010,243	1,352,312	84.99%
Judicial					
944108*	DCF Mental Health	This funding will be utilized for the expansion of the Crisis Intervention Training (CIT) program, the implementation of a mental health court, the implementation of a competency restoration program, and for the evaluation of the effectiveness of the program	357,078	298,488	16.41%
943081	DCF - Drug Testing	Funding received to pay for testing and treatment costs related with Adult Drug Court	36,850	25,720	30.20%
943082	DCF - Drug Testing	Funding received to pay for testing and treatment costs related with Adult Drug Court	55,000	11,710	78.71%
Subtotal:			448,928	335,918	25.17%
Constitutional Officers					
951045	Hazardous Material Site Study	Funds for hazardous material site study	17,312	17,312	0.00%
951060*	Regional Selective Routing Installation	This project is to improve E-911 communication between emergency jurisdictions	2,415	2,415	0.00%
Law Enforcement					
952020	Sheriff-E911 Grant	Funds to purchase and install a new E911 system in the Joint Dispatch Center	984,632	-	100.00%
982030	FDLE JAG Grant	Federal Stimulus funding allocated through JAG to be utilized purchasing computer equipment for the Leon County Sheriffs and Tallahassee Police departments	568,431	153,562	72.98%
982053	JAG TPD Equipment Grant	Funding to be utilized purchasing law enforcement software applications and equipment by the Tallahassee Police Department	93,336	-	100.00%
982055	Byrne Grant - Sheriff Digital Forensics	Funding to create efficiency and simplify the entire process of imaging, sharing and archiving vast amounts of forensic data	132,667	132,172	0.37%
982056	Byrne Grant - TPD Equipment	Funding to purchase operational and technology equipment for the Tallahassee Police Department	47,651	7,836	83.56%

Leon County Government
Fiscal Year 2011 Annual Performance and Financial Report

Grants Program Summary
***Denotes Interest Bearing Grant**

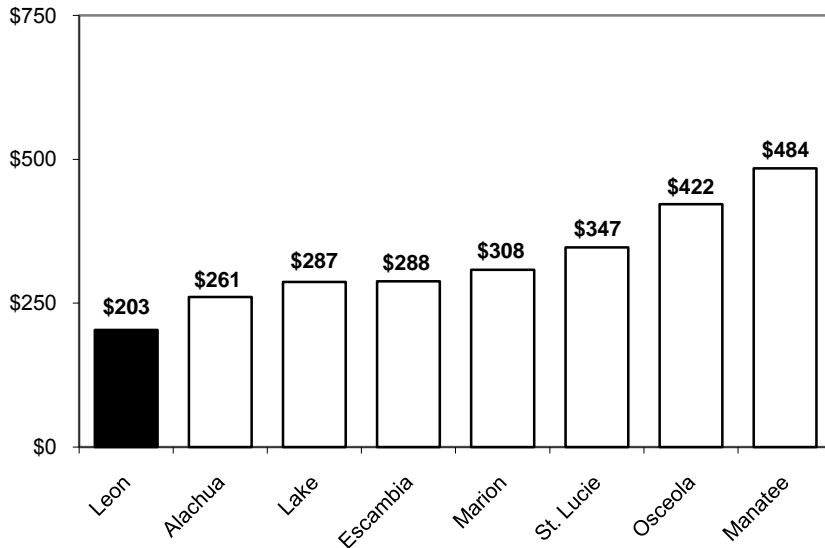
Org	Grant/Program	Description/ Description/Purpose	FY11 Budget	Spent	% Unspent
Miscellaneous					
918001	Southwood Payment - Woodville Highway	Remainder of proportionate share payment from Southwood Development to be used for a PD&E study	151,001	-	100.00%
932062	CDBG Disaster Recovery - Rental	Program funding to support affordable rental housing activities within the City	712,546	335,564	52.91%
991	Grant Match Funding	Funding set aside to meet grant requirements - the beginning budget was \$90,000, the current budget reflects the drawdown of grant match funds during the year	84,667	-	100.00%
Subtotal:			2,794,658	648,861	76.78%
TOTAL:			16,821,522	4,205,426	75.00%



Comparative Data for Like-Sized Counties

Total Net Budget (FY11)

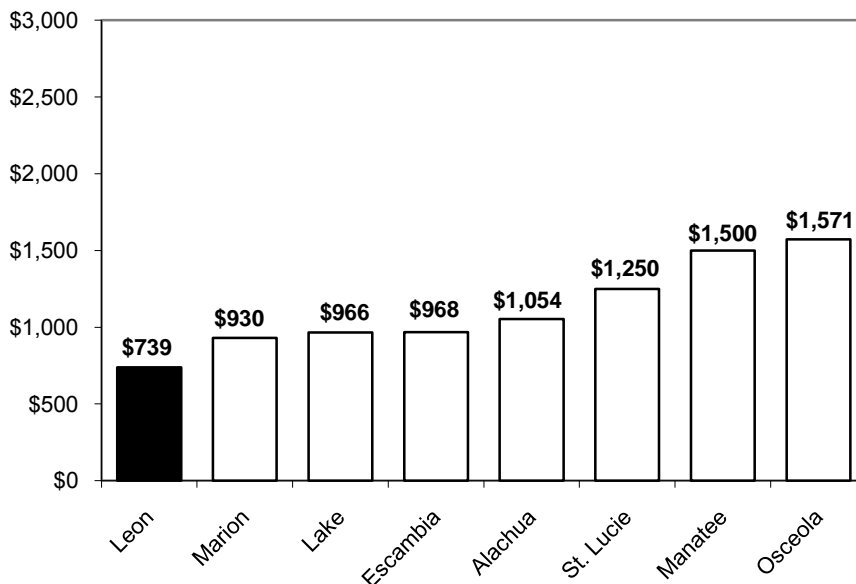
Millions



Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$203 million. Alachua County's net budget is 29% higher than Leon County's. Manatee County has the largest total net budget and is 138% higher than the Leon County budget.

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

Net Budget Per Countywide Resident (FY11)

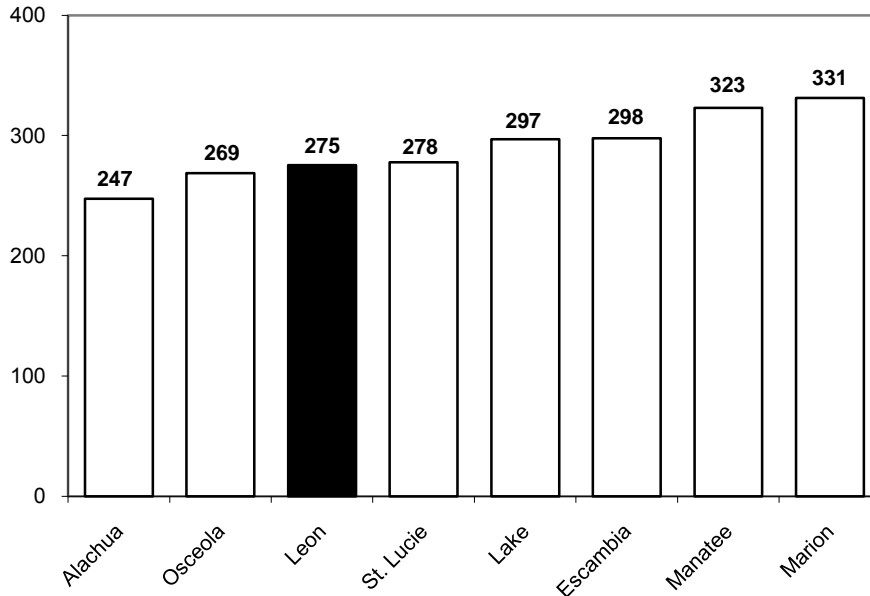


Leon County is the lowest for dollars spent per county resident. Manatee County spends over two times the amount per resident than Leon County. The next closest County's net budget per capita is 26% higher than Leon County's (Marion County).

Comparative Data for Like-Sized Counties

Countywide Population (2010)

Thousands

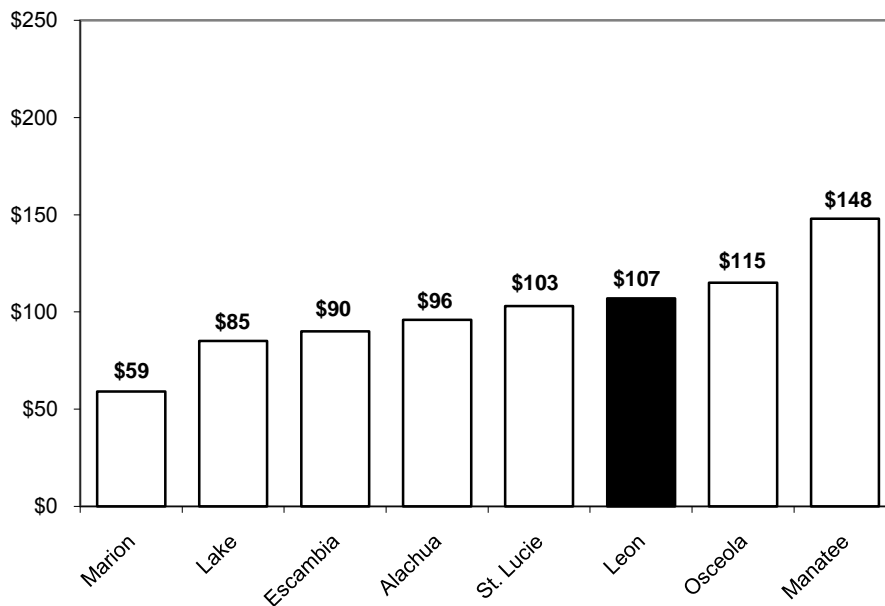


According to the 2010 United States Census data the current Leon County population is 275,487 residents. The selection of comparative counties is largely based on population served.

For more information on population see page 34 in the Community Economic Profile section of the FY 2012 Annual Operating Budget.

Anticipated Ad Valorem Tax Collections (FY11)

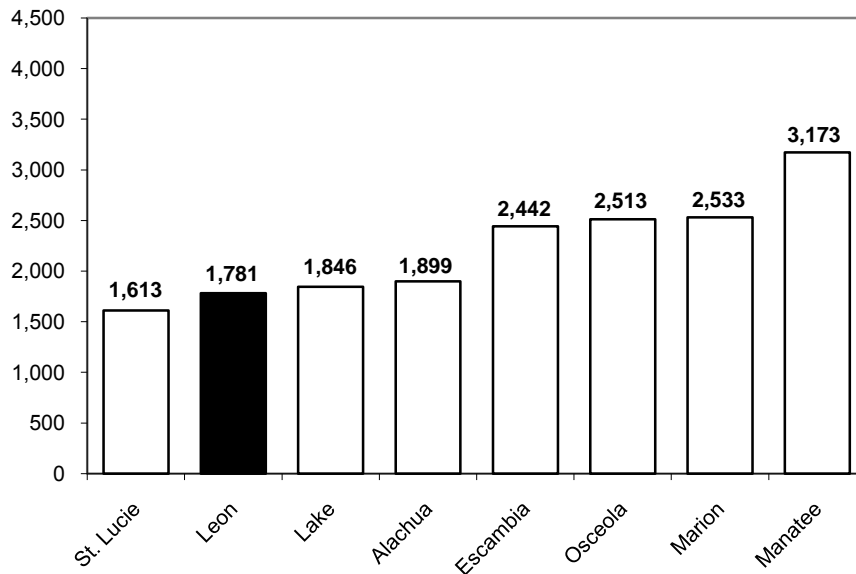
Millions



Among the like-sized counties, Leon County collects \$107 million in ad valorem taxes. Leon County collects \$7 million more than the median collection (\$100 million). Due to the 2008 passage of property tax reform by referendum and enabling legislative actions, ad valorem tax collections rates were significantly impacted in all counties. In addition, decreased property valuations associated with the recession and a repressed housing market will further effect collections in the near term. Ad valorem taxes account for 44% of the County's operating revenue.

Comparative Data for Like-Sized Counties

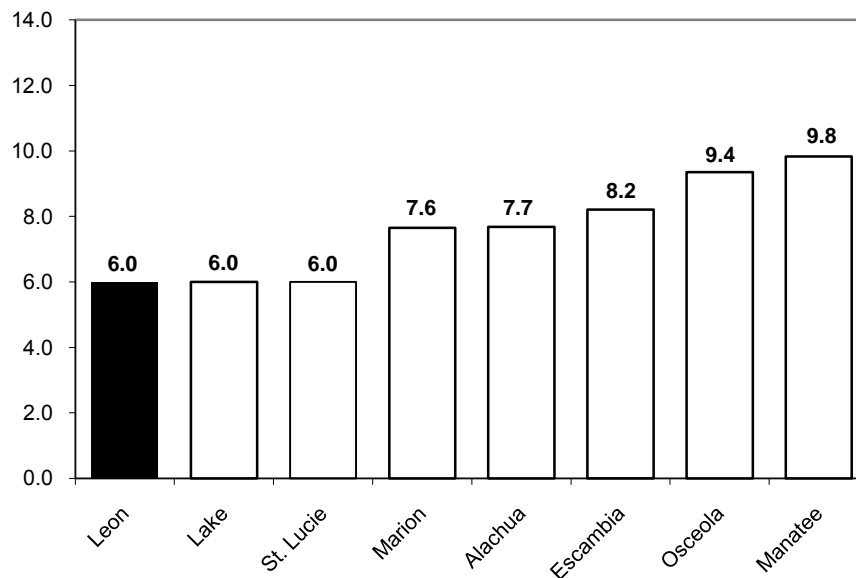
Total Number of County Employees (FY11)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County has the second lowest number of county employees among comparables.

All comparable counties surveyed reported either the same or fewer employees than in FY010. This is largely attributed to property tax reform followed by the recession which has impacted county revenues and services. For example, St. Lucie County froze approximately 150 positions while Lake County eliminated 41 positions.

County Employees per 1,000 Residents (FY11)



Leon County has a ratio of 6.0 employees for every thousand County residents, tied with St. Lucie and Lake County as the lowest in per capita employees.

