

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

FISCAL YEAR 2014 BUDGET WORKSHOP

Tuesday, July 8-9, 2013



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Leon County
Board of County Commissioners
Fiscal Year 2014 Budget Workshop

July 8-9, 2013

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**Leon County
Board of County Commissioners
Budget Workshop Item #1**

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of FY 2012 and FY 2013 Strategic Initiatives Status 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:	Kim Dressel, Senior Assistant to the County Administrator

Fiscal Impact:

This item does not have a fiscal impact.

Staff Recommendation:

Option #1: Accept the FY 2012 and FY 2013 Strategic Initiatives Status Report.

Report and Discussion

Background:

During its December 2011 annual retreat, the Board initiated a two-year strategic planning process, which establishes a long-term plan to achieve a specified vision, through the attainment of Strategic Priorities. During the retreat, the Board defined four Strategic Priorities, which it later refined during its 2012 retreat: Economy, Environment, Quality of Life, and Governance. These four Strategic Priorities are high-level categories of focus, which consider the desired future condition and the major areas of County government's responsibilities, critical to the success of the community. Strategic Priorities determine the entire direction of Leon County government. Each Strategic Priority is identified with:

- A Title (which is a general area of focus),
- A General Statement (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- Directional Statements (to provide focus and additional specificity for each area).

Subsequent to receiving the Board's direction during its December 2011 retreat, extensive efforts were undertaken from December 2011 through February 2012 to identify 84 Strategic Initiatives that would bring the Board's four Strategic Priorities into action. Those Strategic Initiatives were approved by the Board on February 28, 2012.

As it was the second year of the Strategic Plan, the December 2012 retreat provided the Board with an opportunity to update the plan it established in 2011. During the retreat, the Board refined some of its FY 2012 Strategic Initiatives, and identified 25 new Strategic Initiatives.

Each of these 109 Strategic Initiatives (84 - FY 2012 and 25 - FY 2013) aligns with and advances one or more of the Board's Strategic Priorities, which in turn supports and advances the Board's Vision. The Vision, Strategic Priorities and Strategic Initiatives are documented in the Board's FY 2012 & FY 2013 Strategic Plan, as updated January 29, 2013 (Attachment #1).

A status report on the Board's Strategic Initiatives is presented twice a year. The status report presented as part of the 2012 retreat materials identified 28 (33%) of the 84 Strategic Initiatives were complete; 54 (64%) were in progress; and two (2%) were pending (work on those initiatives was on-hold at the time). The status report presented through this Budget Discussion Item provides an update on the 109, FY 2012 and FY 2013 Strategic Initiatives.

Analysis:

The status of the 109, FY 2012 and FY 2013 Strategic Initiatives is detailed in Attachments #2 and #3, and summarized below:

- 80 (73%) are complete and 29 (27%) are in progress.
- Staff anticipates that as of the December 2013 retreat, 103 (94%) will be completed and six (6%) will remain in progress.
- Four of the six Strategic Initiatives, that will continue to be in progress after December 2013, are reliant upon the completion of the Sales Tax extension process, as follows:

1. Develop a proposed economic development component for the Sales Tax extension being considered
2. Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension
3. Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette, and
4. Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County.

The other two Strategic Initiatives that will remain in progress after December 2013 are:

1. Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway, and
2. Pursue Public Works' American Public Works Association (APWA) accreditation.

Table 1 – Status of the FY 2012 and FY 2013 Strategic Initiatives

Timeline	Status	
	Complete	In Progress
As of Preparation of June 2013 Status Report	80 (73%)	29 (27%)
As of December 2013	103 (94%)	6 (6%)
<ul style="list-style-type: none"> • # in progress as of December 2013 that rely upon completion of the Sales Tax Extension process 	N/A	*4
<i>*Note: 4 of the 6 that remain in progress after December 2013</i>		

Attachment #2 summarizes the status of the Strategic Initiatives in the same order as they appear in the FY 2012 & FY 2013 Strategic Plan. Details include the year the initiative was added, the County entity that is taking the lead in completing the initiative, the current status (“Complete” or “In Progress”), and whether the Strategic Initiative will be completed by December 2013. Please note that many of these initiatives, which are recorded as “Complete”, do not “stop” - rather they will have continued impacts (such as the Domestic Partnership Registry and the expanded community gardens program). Additionally, some of the initiatives recorded as “Complete” are still in process, but require no further Board direction and will be carried out as part of staff’s work plan (such as Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee).

Please also note that the February 28, 2012 update of the FY 2012 & FY 2013 Strategic Plan identifies 107 Strategic Initiatives, while the status report identifies 109 Strategic Initiatives. This difference is due to two initiatives being eliminated by the Board as part of the FY 2013 update (Evaluate and construct glass aggregate concrete sidewalk, and Develop and provide Virtual Town Hall meeting).

Attachment #3 provides additional details of the status of the Strategic Initiatives, including steps and actions the Board has taken. These are sorted by the lead entity.

To provide a brief snapshot of the status of all the Strategic Initiatives, the following categorizes the status of the Strategic Initiatives by each initiative's main Strategic Priority alignment (Economy, Environment, Quality of Life, or Governance), without the details found in the Attachments #2 and #3.

Within the area of the Economy:

- **Completed initiatives follow:**
 1. Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee
 2. Consider policy to encourage redevelopment of vacant commercial properties
 3. Consider policy to continue suspension of fees for environmental permit extensions
 4. Evaluate start-up of small business lending guarantee program
 5. Evaluate competitive sports complex with the engagement of partners such as KCCI
 6. Support VIVA FLORIDA 500
 7. Develop Capital Cuisine Restaurant Week
 8. Support Choose Tallahassee initiative
 9. Hold "Operation Thank You!" celebration annually for veterans and service members
 10. Develop job search kiosk for veterans
 11. Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans
 12. Consider policy to waive EMS fees for uninsured or underinsured veterans
 13. Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners
 14. Extend the term of Leon County's Local Preference Ordinance

- **Work continues on the following initiatives:**
 1. *Develop a proposed economic development component for the Sales Tax extension being considered
 2. Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity
 3. Identify local regulations that may be modified to enhance business development
 4. Implement Leon County 2012 Job Creation Plan
 5. Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum

**Reliant upon completion of the Sales Tax extension*

Within the area of the Environment:

- **Completed initiatives follow:**
 1. Develop Countywide Minimum Environmental Standards
 2. Develop minimum natural area and habitat management plan guidelines
 3. Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes
 4. Develop examples of acceptable standard solutions to expedite environmental permitting for new construction
 5. Promote concentrated commercial development in Woodville
 6. Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report
 7. Complete construction of Leon County Cooperative Extension net-zero energy building
 8. Pursue opportunities to fully implement a commercial and residential PACE program

9. Consider policy for supporting new and existing community gardens on County property and throughout the County
 10. Expand the community gardens program
 11. **Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)
 12. Further develop clean - green fleet initiatives, including compressed natural gas
 13. Evaluate Waste Composition Study
 14. Identify alternative disposal options
 15. Explore renewable energy opportunities at Solid Waste Management Facility
 16. Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling
- **2012 only; deleted 2013*

- **Work continues on the following initiatives:**

1. Integrate low impact development (LID) practices into development review process
 2. Consider mobility fee to replace concurrency management system
 3. Develop solutions to promote sustainable growth inside the Lake Protection Zone
 4. Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process
 5. *Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension
 6. *Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County
 7. Develop energy reduction master plan
- *Reliant upon completion of the Sales Tax extension*

Within the area of Quality of Life:

- **Completed initiatives follow:**

1. Complete construction of the expanded Lake Jackson Branch Library and new community center
2. Relocate library services into the expanded Lake Jackson Branch Library
3. Update Greenways Master Plan
4. Develop Miccosukee Greenway Management Plan
5. Develop Alford Greenway Management Plan
6. Continue to plan acquisition and development of a North East Park
7. Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative
8. Complete construction of Public Safety Complex
9. Consolidate dispatch functions
10. Pursue funding for community paramedic telemedicine
11. Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership
12. Participate in ASPCA ID ME Grant
13. Consider establishing a Domestic Partnership Registry
14. Consider constructing Cascade Park amphitheatre, in partnership with KCCI
15. Develop unified special event permit process
16. Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA
17. Consider property registration for abandoned real property
18. Implement design studio
19. Implement visioning team
20. Revise Historic Preservation District Designation Ordinance

21. Develop design standards requiring interconnectivity for pedestrians and non-vehicular access
22. Develop bike route system
23. Establish Bicycle & Pedestrian Advisory Committee
24. Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding
25. Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters
26. Seek community involvement with the VIVA FLORIDA 500 Time Capsule

- **Work continues on the following initiatives:**

1. *Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette
2. Complete construction of Miccosukee ball fields
3. Develop Apalachee Facility master plan to accommodate year-round events
4. Continue to develop parks and greenways consistent with management plans including Okeehoopkee Prairie Park, Fred George Park and St. Marks Headwater Greenway
5. In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields
6. Successfully open the Public Safety Complex
7. Implement procedures for residents to take full advantage of the NACO Dental Card Program
8. Consider programming Cascade Park Amphitheatre
9. Develop performance level design standards for Activity Centers
10. Expand, connect and promote "Trailahassee" and the regional trail system

**Reliant upon completion of the Sales Tax extension*

Within the area of Governance:

- **Completed initiatives follow:**

1. Explore providing on Demand – Get Local videos
2. Explore posting URL on County vehicles
3. Instill Core Practices through providing Customer Experience training for all County employees
4. Instill Core Practices through revising employee orientation process
5. Instill Core Practices through revising employee evaluation processes
6. Conduct LEADS Reviews
7. Develop and update Strategic Plans
8. Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies
9. Develop process by which public may electronically file legal documents related to development review and permitting
10. Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service
11. Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet
12. Institute financial self-service module, document management, and expanded web-based capabilities in Banner system
13. Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments
14. Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects

15. Develop and offer Citizens Engagement Series
 16. ****Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)**
 17. Evaluate options for value-based benefit design
 18. Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees
 19. Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens
 20. Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)
 21. Institute Grants Team
 22. Develop and institute an integrated grant application structure
 23. Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors
 24. Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland
- **2012 only; deleted 2013*

• **Work continues on the following initiatives:**

1. Periodically convene community leadership meetings to discuss opportunities for improvement
2. Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept
3. Expand opportunities for increased media and citizen outreach to promote Leon County
4. Revise employee awards and recognition program
5. Pursue Public Works' American Public Works Association (APWA) accreditation
6. Revise program performance evaluation and benchmarking
7. Pursue expansion for whistleblower notification

Options:

1. Accept the FY 2012 and FY 2013 Strategic Initiatives Status Report.
2. Do not accept the FY 2012 and FY 2013 Strategic Initiatives Status Report.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. Leon County Board of County Commissioners Strategic Plan FY 2012 and FY 2013 (adopted February 28, 2012, revised January 29, 2013)
2. Summary of the status of the Strategic Initiatives in the same order as they appear in the FY 2012 & FY 2013 Strategic Plan.
3. Detailed status of the Strategic Initiatives, by lead County entity



LEON COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLAN

FY 2012 & FY 2013

Vision

As home to Florida's capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, the catalyst for engaging citizens, community, business and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

Core Values

We are unalterably committed to demonstrating and being accountable for the following core organizational values, which form the foundation for our people focused, performance driven culture:

SERVICE

RELEVANCE

INTEGRITY

ACCOUNTABILITY

RESPECT

COLLABORATION

STEWARDSHIP

PERFORMANCE

TRANSPARENCY

VISION



Strategic Priority - Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts talent, to grow and diversify our local economy, and to realize our full economic competitiveness in a global economy. (EC)

- ▶ (EC1) - Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (2012)
- ▶ (EC2) - Support business expansion and job creation, including: the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program. (2012)
- ▶ (EC3) - Strengthen our partnerships with our institutions of higher learning to encourage entrepreneurship and increase technology transfer and commercialization opportunities, including: the Leon County Research and Development Authority and Innovation Park. (2012)
- ▶ (EC4) - Grow our tourism economy, its economic impact and the jobs it supports, including: being a regional hub for sports and cultural activities. (2012)
- ▶ (EC5) - Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners. (2012)
- ▶ (EC6) - Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (2012)
- ▶ (EC7) - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities. (2013)

Strategic Initiatives - Economy

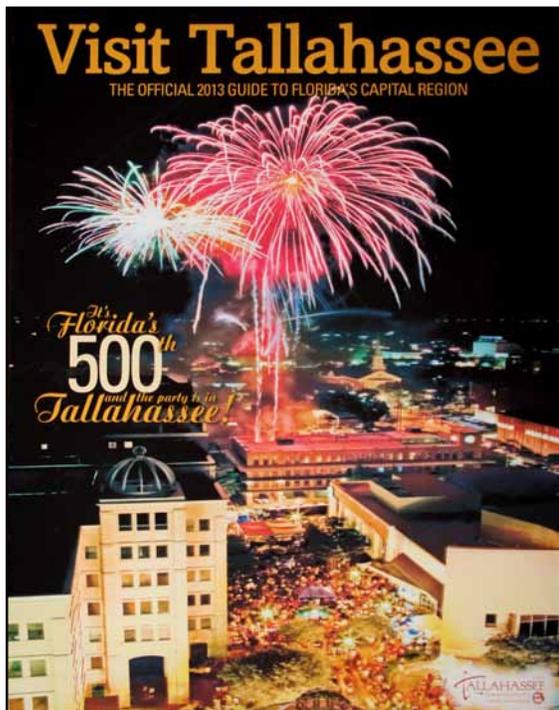
- (EC1, G3, G5) - Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee (2012)
- (EC1, G3, G5) - Develop a proposed economic development component for the Sales Tax extension being considered (2013)
- Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities, including:
 - (EC2) - Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity (rev. 2013);
 - (EC2) - Consider policy to encourage redevelopment of vacant commercial properties (2012); and
 - (EC2) - Consider policy to continue suspension of fees for environmental permit extensions (2012)
 - Implement strategies that support business expansion and job creation, including:
 - (EC2) - Evaluate start-up of small business lending guarantee program (2012);
 - (EC2) - Identify local regulations that may be modified to enhance business development; and
 - (EC2) - Implement Leon County 2012 Job Creation Plan (2012)
- (EC2, EC3) - Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder’s forum (2012)
- Implement strategies that promote the region as a year round destination, including:
 - (EC4, Q1, Q4) - Evaluate competitive sports complex with the engagement of partners such as KCCI (2012);
 - (EC4) - Support VIVA FLORIDA 500 (2012);
 - (EC4) - Develop Capital Cuisine Restaurant Week (2012); and
 - (EC4) - Support Choose Tallahassee initiative (2012)
- Implement strategies that assist local veterans, including:
 - (EC5) - Hold “Operation Thank You!” celebration annually for veterans and service members (rev. 2013);
 - (EC5, EC6) - Develop job search kiosk for veterans (2012);
 - (EC5, EC6, Q3) - Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans (2012); and
 - (EC5, Q3) - Consider policy to waive EMS fees for uninsured or underinsured veterans (2012)
- (E6, Q2) - Implement strategies to promote work readiness and employment, including: provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners (2012)
- (EC7) - Extend the term of Leon County’s Local Preference Ordinance (2013).

Ongoing Support (Highlights) - Economy

- (EC1, Q2) - Develop and maintain County transportation systems, including roads, bike lanes, sidewalks, trails, and rights-of-way (2012)
- (EC2, G2) - Implement Department of Development Support & Environmental Management Project Manager, and dual track review and approval process (2012)
- (EC2) - Partner with and support the Economic Development Council, Qualified Targeted Industry program, Targeted Business Industry program, and Frenchtown/Southside and Downtown Redevelopment Areas (2012)
- (EC3) - Support and consider recommendations of Town and Gown Relations Project (2012)
- (EC4) - Promote region as a year round destination through the Fall Frenzy Campaign, and by identifying niche markets (2012)
- (EC5, EC6, Q3) - Collaborate with United Vets and attend monthly coordinating meetings, support Honor Flights, provide grants to active duty veterans, assist veterans with benefits claims, provide veterans hiring preference, waive building permit fees for disabled veterans, and fund Veterans Day Parade as a partner with V.E.T., Inc. (2012)
- (EC6, G3) - Provide internships, Volunteer LEON Matchmaking, Summer Youth Training program, 4-H programs, EMS Ride-Alongs, and enter into agreements with NFCC and TCC which establish internship programs at EMS for EMS Technology students (2012)



Leon County Apalachee Regional Park Trail Cross Country Event



Visit Tallahassee Guide



Veterans Resource Center

Strategic Priority - Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)

- ▶ (EN1) - Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution. (rev. 2013)
- ▶ (EN2) - Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (2012)
- ▶ (EN3)- Educate citizens and partner with community organizations to promote sustainable practices. (2012)
- ▶ (EN4) - Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (2012)

Strategic Initiatives - Environment

- Implement strategies that protect the environment and promote orderly growth, including:
 - (EN1, EN2) - Develop Countywide Minimum Environmental Standards (2012);
 - (EN1, EN2) - Develop minimum natural area and habitat management plan guidelines (2012);
 - (EN1, EN2) - Integrate low impact development practices into the development review process (2012);
 - (EN1, EN2) - Consider mobility fee to replace the concurrency management system (2012);
 - (EN1, EN2, G2) - Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes (2012) ;
 - (EN1, EN2, G2) - Develop examples of acceptable standard solutions to expedite environmental permitting for new construction (2013); and
 - (EN1, EN2, G2) - Develop solutions to promote sustainable growth inside the Lake Protection Zone (2013)
- (EN1, EN2) - Implement strategies to protect natural beauty and the environment, including: update 100-year floodplain data in GIS based on site-specific analysis received during the development review process (2012)
- Implement strategies which plan for environmentally sound growth in the Woodville Rural Community, including:
 - (EN1, Q5) - Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension (2012); and
 - (EN1, EN2, Q5) - Promote concentrated commercial development in Woodville (2012)
- Continue to work with regional partners to develop strategies to further reduce nitrogen load to Wakulla Springs, including:
 - (EN1, EC4) - Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report (2012); and
 - (EN1) - Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County (2013)
- Implement strategies to promote renewable energy and sustainable practices, including:
 - (EN4) - Complete construction of Leon County Cooperative Extension net-zero energy building (2012);
 - (EN2, EN3, EN4) - Pursue opportunities to fully implement a commercial and residential PACE program (2012);
 - (EN3, Q5, EC6) - Consider policy for supporting new and existing community gardens on County property and throughout the County (2012);
 - (EN3, Q5, EC6) - Expand the community gardens program (2013);
 - (EN4, G5) - Develop energy reduction master plan (2012); and
 - (EN4) - Further develop clean - green fleet initiatives, including compressed natural gas (rev. 2013)
- Develop and implement strategies for 75% recycling goal by 2020, including:
 - (EN4) - Evaluate Waste Composition Study (2012);
 - (EN4) - Identify alternative disposal options (2012);
 - (EN4) - Explore renewable energy opportunities at Solid Waste Management Facility (rev. 2013); and
 - (EN4) - Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling (2013)

Ongoing Support (Highlights) - Environment

- (EN1) - Develop and maintain County stormwater conveyance system, including enclosed systems, major drainage ways, stormwater facilities, and rights-of-way (2012)
- (EN1, EN3) - Provide Greenspace Reservation Area Credit Exchange (GRACE) (2012)
- (EN2) - Provide canopy road protections (2012)
- (EN1, EN4) - Provide Adopt-A-Tree program (2012)
- (EN1, EN3) - Provide hazardous waste collection (2012)
- (EN) - Provide water quality testing (2012)
- (EN1) - Implement the fertilizer ordinance (2012)
- (EN3) - Provide state landscaping and pesticide certifications (2012)
- (EN3) - Conduct Leon County Sustainable Communities Summit (2012)



Talla-Happy Sunflower



Fort Braden Community Garden



Lake Bradford



Leon County Cooperative Extension Net-Zero Facility

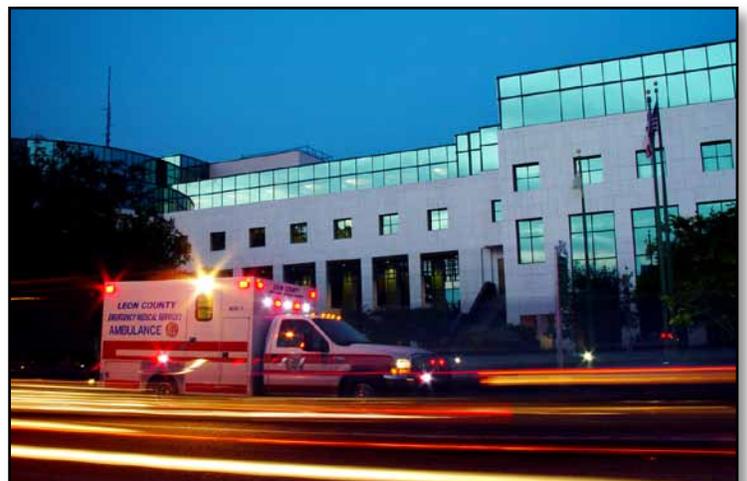
Strategic Priority - Quality of Life

To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- ▶ (Q1) - Maintain and enhance our recreational offerings associated with parks and greenway system for our families, visitors and residents. (rev. 2013)
- ▶ (Q2) - Provide essential public safety infrastructure and services which ensure the safety of the entire community. (2012)
- ▶ (Q3) - Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to health care and community-based human services. (rev. 2013)
- ▶ (Q4) - Enhance and support amenities that provide social offerings for residents and visitors of all ages. (rev. 2013)
- ▶ (Q5) - Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (2012)
- ▶ (Q6) - Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (2012)
- ▶ (Q7) - Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (2012)
- ▶ (Q8) - Maintain and enhance our educational and recreational offerings associated with our library system, inspiring a love of reading and lives of learning. (2013)
- ▶ (Q9) - Support the development of stormwater retention ponds that are aesthetically pleasing to the public and located in a manner that protects strong neighborhoods. (2013)

Strategic Initiatives - Quality of Life

- Implement strategies through the library system which enhance education and address the general public's information needs, including:
 - (Q1, EC1, EC6) - Complete construction of the expanded Lake Jackson Branch Library and new community center (2012); and
 - (Q1, EC1, EC6) - Relocate services into the expanded facility (2012)
- Implement strategies which advance parks, greenways, recreational offerings, including:
 - (Q1, EC1, EC4) - Explore extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette (2012);
 - (Q1, EC1, EC4) - Update Greenways Master Plan (2012);
 - (Q1, EC1, EC4) - Develop Miccosukee Greenway Management Plan (2012); and
 - (Q1, EC1, EC4) - Develop Alford Greenway Management Plan (2012)
- Expand recreational amenities, including:
 - (Q1, Q5, EC1, EC4) - Complete construction of Miccosukee ball fields (2012);
 - (Q1, EC1, EC4) - Continue to plan acquisition and development of a North East Park (2012);
 - (Q1, EC1, EC4) - Develop Apalachee Facility master plan to accommodate year-round events (rev. 2013);
 - (Q1, Q5, EC1, EC4) - Continue to develop parks and greenways consistent with management plans including Okeehoopkee Prairie Park, Fred George Park and St. Marks Headwater Greenway (2012); and
 - (Q1, EC1) - In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields (2013)



Leon County EMS

- (Q1, EC1) - Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative (2012)
- Provide essential public safety infrastructure and services, including:
 - (Q2, EC2) - Complete construction of Public Safety Complex (2012);
 - (Q2) - Consolidate dispatch functions (2012); and
 - (Q2) - Successfully open the Public Safety Complex (2013)
- (Q2, Q3) - Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: pursue funding for community paramedic telemedicine (2012)
- Implement strategies to maintain and develop programs and partnerships to ensure community safety and health, including:
 - (Q2, Q3) - Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership, and in ASPCA ID ME Grant (2012);
 - (Q3) - Implement procedures for residents to take full advantage of the NACO Dental Card program (2013); and
 - (Q3) - Consider establishing a Domestic Partnership Registry (2013);
- Implement strategies that support amenities which provide social offerings, including:
 - (Q4, EC1, EC4) - Consider constructing Cascade Park amphitheatre, in partnership with KCCI (2012);
 - (Q4, EC4) - Consider programming Cascade Park amphitheatre (2012);
 - (Q4) - Develop unified special event permit process (2012); and
 - (Q4, EC4, G5) - Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA (2012)
- (Q6) - Implement strategies to promote homeownership and safe housing, including: consider property registration for abandoned real property (2012)
- Implement strategies that preserve neighborhoods and create connectedness and livability, including:
 - (Q6, 7) - Implement design studio (2012);
 - (Q6, Q7) - Implement visioning team (2012);
 - (Q6, Q7) - Develop performance level design standards for Activity Centers (2012);
 - (Q6) - Revise Historic Preservation District Designation Ordinance (2012);
 - (Q6, Q7) - Develop design standards requiring interconnectivity for pedestrians and non-vehicular access (2012);
 - (Q7) - Develop bike route system (2012);
 - (Q7) - Establish Bicycle & Pedestrian Advisory Committee (2012);
 - (Q6, Q7) - Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding (2013);
 - (Q1, Q5, EC1, EC4) - Expand, connect and promote “Trailhassee” and the regional trail system (2013); and
- (Q7, EC1) - Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters (2013)
- (Q4) Seek community involvement with the VIVA FLORIDA 500 Time Capsule (2013)



Eastside Branch Library

Ongoing Support (Highlights) - Quality of Life

- (Q1, Q9, EC1, EC6) - Maintain a high quality of offerings through the library system, including public access to books, media, digital resources, computers, Internet, reference resources, targeted programming, mobile library, and literacy training (2012)
- (Q2) - Fund Sheriff's operations, consisting of law enforcement, corrections, emergency management, and enhanced 9-1-1 (2012)
- (Q2) - Implement alternatives to incarceration (2012)
- (Q2) - Initiate county resources as part of emergency response activation (2012)
- (Q2) - Provide, support and deploy the geographic information system, integrated Justice Information System, Jail Management system, case management and work release management information systems for Probation, Supervised Pretrial Release and the Sheriff's Office, and the pawnshop network system (2012)
- (Q2, G5) - Provide for information systems disaster recovery and business continuity (2012)
- (Q2, Q3) - Provide Emergency Medical Services (2012)
- (Q2, Q3) - Support programs which advocate for AED's in public spaces (2012)
- (Q2, Q3) - Provide community risk reduction programs (such as AED/CPR training) (2012)
- (Q3) - Support Community Human Services Partnerships (CHSP) (2012)
- (Q3) - Support Leon County Health Departments (2012)
- (Q3) - Support CareNet (2012)
- (Q3) - Support DOH's Closing the Gap grant (including "Year of the Healthy Infant II" campaign, and Campaign for Healthy Babies) (2012)
- (Q3) - Maintain oversight of state-mandated programs, such as Medicaid and Indigent Burial, to ensure accountability and compliance with state regulations (2012)
- (Q3, EC6) - Educate at risk families to build healthy lives through the Expanded Food and Nutrition Education Program and other family community programs (2012)
- (Q3) - Support of Regional Trauma Center (2012)
- (Q3, G5) - Leverage grant opportunities with community partners (2012)
- (Q3) - Support of Palmer Monroe Teen Center in partnership with the City (2012)
- (Q3) - Provide targeted programs for Seniors (2012)
- (Q6) - Provide foreclosure prevention counseling and assistance (2012)
- (Q6) - Provide first time homebuyer assistance (2012)



J. R. Alford Greenway



Leon County Public Library



All-Star Little League Baseball Tournament, Chaires Capitola Park



Lake Jackson Branch Library and Community Center

Strategic Priority - Governance

To be a model local government which our citizens trust and to which other local governments aspire. (G)

- ▶ (G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (rev. 2013)
- ▶ (G2) - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (2012)
- ▶ (G3) - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (2012)
- ▶ (G4) - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (2012)
- ▶ (G5) - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (2012)

Strategic Initiatives - Governance

- Implement strategies which promote access, transparency, and accountability, including:
 - (G1) - Explore providing On Demand - Get Local videos (2012);
 - (G1) - Explore posting URL on County vehicles (2012); and
 - (G1) - Instill Core Practices through: providing Customer Engagement training for all County employees, revising employee orientation, and revising employee evaluation processes (2012)
- Implement strategies to gain efficiencies or enhance services, including:
 - (G2) - Conduct LEADS Reviews (2012);
 - (G2) - Develop and update Strategic Plans (2012); and
 - (G5) Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies (2013)
- Implement strategies to further utilize electronic processes which gain efficiencies or enhance services, including:
 - (G2) - Develop process by which the public may electronically file legal documents related to development review and permitting (2012);
 - (G2) - Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self-service (2012);
 - (G2, EN4) - Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet (2012);
 - (G2, EN4) - Institute financial self-service module, document management, and expanded web-based capabilities in Banner system (2012);
 - (G5) - Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments (2013); and
 - (G5) - Periodically convene community leadership meetings to discuss opportunities for improvement (2013)
- (G2) - Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects (2012)
- Implement strategies to further engage citizens, including:
 - (G3) - Develop and offer Citizens Engagement Series (2012);
 - (G3) - Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept (2013); and
 - (G1, G3) - Expand opportunities for increased media and citizen outreach to promote Leon County (2013).
- (G4) - Implement healthy workplace initiatives, including: evaluate options for value-based benefit design (2012)
- Implement strategies to retain and attract a highly skilled, diverse and innovative workforce, which exemplifies the County's Core Practices, including:
 - (G4) - Revise employee awards and recognition program (2012);



Citizen Engagement Series: Budget Session

- (G4) - Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees (2012); and
- (G4, G1) - Pursue Public Works' American Public Works Association (APWA) accreditation (2012)
- Implement strategies which ensure responsible stewardship of County resources, including:
 - (G5) - Revise program performance evaluation and benchmarking (2012);
 - (G5) - Identify opportunities whereby vacant, unutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens (2013);
 - (G5) - Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs) (2013); and
 - (G1) - Pursue expansion for whistleblower notification (2013).
- Implement strategies to maximize grant funding opportunities, including:
 - (G5) - Institute Grants Team (2012); and
 - (G5) - Develop and institute an integrated grant application structure (2012)
- (G5) - Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors (2013)
- (G2) - Pursue Sister County relationships with Prince George's County, Maryland and Montgomery County, Maryland (2013)



Leon County's Website with Citizens Connect Button

Ongoing Support (Highlights) - Governance

- (G1) - Develop and deploy website enhancements (2012)
- (G1) - Provide and expand online services, such as Customer Connect, Your Checkbook, and Board agenda materials (2012)
- (G1) - Provide televised and online Board meetings in partnership with Comcast (2012)
- (G1, G2, G5) - Provide technology and telecommunications products, services and support necessary for sound management, accessibility, and delivery of effective, efficient services, including maintaining financial database system with interfaces to other systems (2012)
- (G3) - Organize and support advisory committees (2012)
- (G4) - Support and expand Wellness Works! (2012)
- (G4, Q2) - Maintain a work environment free from influence of alcohol and controlled illegal substances through measures including drug and alcohol testing (2012)
- (G4) - Support employee Safety Committee (2012)
- (G4) - Conduct monthly Let's Talk "brown bag" meetings with cross sections of Board employees and the County Administrator (2012)
- (G1, G2, G4) - Utilize LEADS Teams to engage employees, gain efficiencies or enhance services, such as: the Wellness Team, Safety Committee Team, Citizen Engagement Series Team, HR Policy Review & Development Team, Work Areas' Strategic Planning Teams (2012)
- (G5) - Prepare and broadly distribute the Annual Report (2012)
- (G5) - Conduct management reviews (2012)
- (G5) - Provide and enhance procurement services and asset control (2012)
- (G5) - Manage and maintain property to support County functions and to meet State mandates for entities such as the Courts (2012)



Public Safety Complex Rendering



- L**ISTENS FOR CHANGING NEEDS
- E**NGAGES CITIZENS AND EMPLOYEES
- A**LIGNS KEY STRATEGIC PROCESSES
- D**ELIVERS RESULTS & RELEVANCE
- S**TRIVES FOR CONTINUOUS IMPROVEMENT





CORE PRACTICES

Core Practices put our Core Values in action. Leon County employees are committed to the following Core Practices:

- **Delivering the “Wow” factor in Customer Service**

Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.

- **Connecting with Citizens**

Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger cause.

- **Demonstrating Highest Standards of Public Service**

Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.

- **Accepting Accountability**

Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.

- **Exhibiting Respect**

Employees exercise respect for citizens, community partners and each other.

- **Employing Team Approach**

Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.

- **Exercising Responsible Stewardship of the Community’s Resources**

Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.

- **Living our “People Focused, Performance Driven” Culture**

Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

FOR MORE INFORMATION ONLINE, VISIT:

www.LeonCountyFL.gov

Adopted: February 28, 2012

Revised: January 29, 2013

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Complete by Dec. 2013?	Sales Tax	Align
2012	2012-20	EDBP	ED-A	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	Complete	Yes		EC1 G3 G5
2013	2013-11	EDBP	ED-J	Develop a proposed economic development component for the Sales Tax extension being considered	In Progress	No	ST	EC1 G3 G5
2012	2012-50	PLACE	PL-A	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity	In Progress	Yes		EC2
2012	2012-51	PLACE	PL-B	Consider policy to encourage redevelopment of vacant commercial properties	Complete	Yes		EC2
2012	2012-9	DSEM	DS-A	Consider policy to continue suspension of fees for environmental permit extensions	Complete	Yes		EC2
2012	2012-21	EDBP	ED-B	Evaluate start-up of small business lending guarantee program	Complete	Yes		EC2
2012	2012-22	EDBP	ED-C	Identify local regulations that may be modified to enhance business development	In Progress	Yes		EC2
2012	2012-23	EDBP	ED-D	Implement Leon County 2012 Job Creation Plan	In Progress	Yes		EC2
2012	2012-24	EDBP	ED-E	Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum	In Progress	Yes		EC2 EC3
2012	2012-25	EDBP	ED-F	Evaluate competitive sports complex with the engagement of partners such as KCCI	Complete	Yes		EC4 Q1 Q4
2012	2012-81	Tourism	TO-A	Support VIVA FLORIDA 500	Complete	Yes		EC4
2012	2012-82	Tourism	TO-B	Develop Capital Cuisine Restaurant Week	Complete	Yes		EC4
2012	2012-83	Tourism	TO-C	Support Choose Tallahassee initiative	Complete	Yes		EC4
2012	2012-45	HSCP	HS-A	Hold "Operation Thank You!" celebration annually for veterans and service members	Complete	Yes		EC5
2012	2012-46	HSCP	HS-B	Develop job search kiosk for veterans	Complete	Yes		EC5 EC6
2012	2012-47	HSCP	HS-C	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	Complete	Yes		EC5 EC6 Q3
2012	2012-29	EMS	EM-A	Consider policy to waive EMS fees for uninsured or underinsured veterans	Complete	Yes		EC5 Q3
2012	2012-48	Int. Det. Alt.	ID-A	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Complete	Yes		EC6 Q2
2013	2013-16	Fin. Stw.	FS-F	Extend the term of Leon County's Local Preference Ordinance	Complete	Yes		EC7
2012	2012-10	DSEM	DS-B	Develop Countywide Minimum Environmental Standards	Complete	Yes		EN1 EN2
2012	2012-11	DSEM	DS-C	Develop minimum natural area and habitat management plan guidelines	Complete	Yes		EN1 EN2
2012	2012-12	DSEM	DS-D	Integrate low impact development (LID) practices into development review process	In Progress	Yes		EN1 EN2
2012	2012-52	PLACE	PL-C	Consider mobility fee to replace concurrency management system	In Progress	Yes		EN1 EN2
2012	2012-14	DSEM	DS-F	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	Complete	Yes		EN1 EN2 G2
2013	2013-10	DSEM	DS-L	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction	Complete	Yes		EN1 EN2 G2
2013	2013-18	PLACE	PL-N	Develop solutions to promote sustainable growth inside the Lake Protection Zone	In Progress	Yes		EN1 EN2 G2

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Complete by Dec. 2013?	Sales Tax	Align
2012	2012-13	DSEM	DS-E	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	In Progress	Yes		EN1 EN2
2012	2012-63	PW	PW-A	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	In Progress	No	ST	EN1 Q5
2012	2012-53	PLACE	PL-D	Promote concentrated commercial development in Woodville	Complete	Yes		EN1 EN2 Q5
2012	2012-64	PW	PW-B	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	Complete	Yes		EN1 EC4
2013	2013-20	PW	PW-L	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County	In Progress	No	ST	EN1
2012	2012-31	Facilities	FA-A	Complete construction of Leon County Cooperative Extension net-zero energy building	Complete	Yes		EN4
2012	2012-74	Res. Stw.	RS-A	Pursue opportunities to fully implement a commercial and residential PACE program	Complete	Yes		EN2 EN3 EN4
2012	2012-75	Res. Stw.	RS-B	Consider policy for supporting new and existing community gardens on County property and throughout the County	Complete	Yes		EN3 Q5 EC6
2013	2013-23	Res. Stw.	RS-H	Expand the community gardens program	Complete	Yes		EN3 Q5 EC6
2012	2012-65	PW	PW-C	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)	Complete	Yes		EN4
2012	2012-76	Res. Stw.	RS-C	Develop energy reduction master plan	In Progress	Yes		EN4 G5
2012	2012-77	Res. Stw.	RS-D	Further develop clean - green fleet initiatives, including compressed natural gas	Complete	Yes		EN4
2012	2012-78	Res. Stw.	RS-E	Evaluate Waste Composition Study	Complete	Yes		EN4
2012	2012-79	Res. Stw.	RS-F	Identify alternative disposal options	Complete	Yes		EN4
2012	2012-80	Res. Stw.	RS-G	Explore renewable energy opportunities at Solid Waste Management Facility	Complete	Yes		EN4
2013	2013-24	Res. Stw.	RS-I	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling	Complete	Yes		EN4
2012	2012-32	Facilities	FA-B	Complete construction of the expanded Lake Jackson Branch Library and new community center	Complete	Yes		Q1 EC1 EC6
2012	2012-49	Libraries	LI-A	Relocate library services into the expanded Lake Jackson Branch Library	Complete	Yes		Q1 EC1 EC6
2012	2012-66	PW	PW-D	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	In Progress	No	ST	Q1 EC1 EC4
2012	2012-54	PLACE	PL-E	Update Greenways Master Plan	Complete	Yes		Q1 EC1 EC4
2012	2012-67	PW	PW-E	Develop Miccosukee Greenway Management Plan	Complete	Yes		Q1 EC1 EC4
2012	2012-68	PW	PW-F	Develop Alford Greenway Management Plan	Complete	Yes		Q1 EC1 EC4
2012	2012-69	PW	PW-G	Complete construction of Miccosukee ball fields	In Progress	Yes		Q1 Q5 EC1 EC4
2012	2012-70	PW	PW-H	Continue to plan acquisition and development of a North East Park	Complete	Yes		Q1 EC1 EC4

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Complete by Dec. 2013?	Sales Tax	Align
2012	2012-71	PW	PW-I	Develop Apalachee Facility master plan to accommodate year-round events	In Progress	Yes		Q1 EC1 EC4
2012	2012-72	PW	PW-J	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	In Progress	No		Q1 Q5 EC1 EC4
2013	2013-21	PW	PW-M	In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields	In Progress	Yes		Q1 EC1
2012	2012-33	Facilities	FA-C	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Complete	Yes		Q1 EC1
2012	2012-34	Facilities	FA-D	Complete construction of Public Safety Complex	Complete	Yes		Q2 EC2
2012	2012-03	County Admin.	CA-A	Consolidate dispatch functions	Complete	Yes		Q2
2013	2013-12	Facilities	FA-E	Successfully open the Public Safety Complex	In Progress	Yes		Q2
2012	2012-30	EMS	EM-B	Pursue funding for community paramedic telemedicine	Complete	Yes		Q2 Q3
2012	2012-01	Animal Cntrl.	AC-A	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Complete	Yes		Q2 Q3
2012	2012-02	Animal Cntrl.	AC-B	Participate in ASPCA ID ME Grant	Complete	Yes		Q2 Q3
2013	2013-17	HSCP	HS-D	Implement procedures for residents to take full advantage of the NACO Dental Card Program	In Progress	Yes		Q3
2013	2013-01	County Admin.	CA-E	Consider establishing a Domestic Partnership Registry	Complete	Yes		Q3
2012	2012-55	PLACE	PL-F	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	Complete	Yes		Q4 EC1 EC4
2012	2012-84	Tourism	TO-D	Consider programming Cascade Park Amphitheatre	In Progress	Yes		Q4 EC4
2012	2012-15	DSEM	DS-G	Develop unified special event permit process	Complete	Yes		Q4
2012	2012-35	Fin. Stw.	FS-A	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Complete	Yes		Q4 EC4 G5
2012	2012-16	DSEM	DS-H	Consider property registration for abandoned real property	Complete	Yes		Q6
2012	2012-56	PLACE	PL-G	Implement design studio	Complete	Yes		Q6 Q7
2012	2012-57	PLACE	PL-H	Implement visioning team	Complete	Yes		Q6 Q7
2012	2012-58	PLACE	PL-I	Develop performance level design standards for Activity Centers	In Progress	Yes		Q6 Q7
2012	2012-59	PLACE	PL-J	Revise Historic Preservation District Designation Ordinance	Complete	Yes		Q6
2012	2012-60	PLACE	PL-K	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Complete	Yes		Q6 Q7
2012	2012-61	PLACE	PL-L	Develop bike route system	Complete	Yes		Q7
2012	2012-62	PLACE	PL-M	Establish Bicycle & Pedestrian Advisory Committee	Complete	Yes		Q7
2013	2013-22	PW	PW-N	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding	Complete	Yes		Q6 Q7
2013	2013-25	Tourism	TO-E	Expand, connect and promote "Trailahassee" and the regional trail system	In Progress	Yes		Q1 Q5 EC1 EC4

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Complete by Dec. 2013?	Sales Tax	Align
2013	2013-19	PLACE	PL-O	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters	Complete	Yes		Q7 EC1
2013	2013-02	County Admin.	CA-F	Seek community involvement with the VIVA FLORIDA 500 Time Capsule	Complete	Yes		Q4
2012	2012-26	EDBP	ED-G	Explore providing on Demand – Get Local videos	Complete	Yes		G1
2012	2012-7	Comm. & Media	CM-A	Explore posting URL on County vehicles	Complete	Yes		G1
2012	2012-38	HR	HR-A	Instill Core Practices through providing Customer Experience training for all County employees	Complete	Yes		G1
2012	2012-39	HR	HR-B	Instill Core Practices through revising employee orientation process	Complete	Yes		G1
2012	2012-40	HR	HR-C	Instill Core Practices through revising employee evaluation processes	Complete	Yes		G1
2012	2012-04	County Admin.	CA-B	Conduct LEADS Reviews	Complete	Yes		G2
2012	2012-05	County Admin.	CA-C	Develop and update Strategic Plans	Complete	Yes		G2
2013	2013-03	County Admin.	CA-G	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies	Complete	Yes		G5
2012	2012-17	DSEM	DS-I	Develop process by which public may electronically file legal documents related to development review and permitting	Complete	Yes		G2
2012	2012-41	HR	HR-D	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	Complete	Yes		G2
2012	2012-18	DSEM	DS-J	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	Complete	Yes		G2 EN4
2012	2012-36	Fin. Stw.	FS-B	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Complete	Yes		G2 EN4
2013	2013-04	County Admin.	CA-H	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments	Complete	Yes		G5
2013	2013-08	County Admin.	CA-L	Periodically convene community leadership meetings to discuss opportunities for improvement	In Progress	Yes		G5
2012	2012-19	DSEM	DS-K	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	Complete	Yes		G2
2012	2012-06	County Admin.	CA-D	Develop and offer Citizens Engagement Series	Complete	Yes		G3
2013	2013-05	County Admin.	CA-I	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept	In Progress	Yes		G3
2013	2013-9	Comm. & Media	CM-C	Expand opportunities for increased media and citizen outreach to promote Leon County	In Progress	Yes		G1, G3
2012	2012-8	Comm. & Media	CM-B	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)	Complete	Yes		G3
2012	2012-42	HR	HR-E	Evaluate options for value-based benefit design	Complete	Yes		G4
2012	2012-43	HR	HR-F	Revise employee awards and recognition program	In Progress	Yes		G4
2012	2012-44	HR	HR-G	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	Complete	Yes		G4

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Complete by Dec. 2013?	Sales Tax	Align
2012	2012-73	PW	PW-K	Pursue Public Works' American Public Works Association (APWA) accreditation	In Progress	No		G4 G1
2012	2012-37	Fin. Stw.	FS-C	Revise program performance evaluation and benchmarking	In Progress	Yes		G5
2013	2013-13	Facilities	FA-F	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens	Complete	Yes		G5
2013	2013-14	Fin. Stw.	FS-D	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)	Complete	Yes		G5
2013	2013-06	County Admin.	CA-J	Pursue expansion for whistleblower notification	In Progress	Yes		G1
2012	2012-27	EDBP	ED-H	Institute Grants Team	Complete	Yes		G5
2012	2012-28	EDBP	ED-I	Develop and institute an integrated grant application structure	Complete	Yes		G5
2013	2013-15	Fin. Stw.	FS-E	Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors	Complete	Yes		G5
2013	2013-07	County Admin.	CA-K	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland	Complete	Yes		G2

Year	Initiative #	Lead	Entity - #	Strategic Initiatives/Actions	Status	Original Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)	Complete by December 2013?	Sales Tax	Align
2012	2012-01	Animal Cntrl.	AC-A	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Complete	09/2011	Action Completed	Initial annual agreement approved 9/13/11; agreement effective 1/12/12. Second agreement approved 2/12/13; agreement effective 01/1/13 thru 12/31/13	Yes		Q2 Q3
				Approval of Proposed Agreement							
2012	2012-02	Animal Cntrl.	AC-B	Participate in ASPCA ID ME Grant	Complete	02/2012	Action Completed	Accepted 02/14/12	Yes		Q2 Q3
				Acceptance of Grant							
2012	2012-03	County Admin.	CA-A	Consolidate dispatch functions	Complete	04/2006	Action Completed	April 2006	Yes		Q2
				County, City and Sheriff agreed to create joint dispatch operation for public safety agencies							
				Public Safety Communications Board approved Owners' project requirements for a Public Safety Complex		08/2009	Action Completed				
				Clemons Rutherford Associates and Morris/Allen, a joint venture, commissioned to design the Public Safety Complex		11/2009	Action Completed	Selection approved 5/12/09; contract entered into 11/02/09 (by County, City and CRA-MAA)			
				Ajax Building Corporation & Construction Support Southeast, a joint venture, commissioned to provide pre-construction and construction services for the Public Safety Complex		02/2010	Action Completed	Approved selection 10/09; contract entered into 02/02/10; first amendment 09/11/11			
				Approval of Amended Memorandum of Agreement, with City of Tallahassee and Leon County Sheriff, regarding establishment of the Public Safety Communications Board, providing for a termination date of December 31, 2012 (Contract period 11/03/11 to 12/31/12)		10/2011	Action Completed	Board approved 10/25/2011			
				Approve Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, for the Operational Consolidation of Dispatch		05/2012	Action Completed	Board approved 05/22/2012			
				Approval of Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, regarding telecommunications and technology infrastructure		07/2012	Action Completed	5/14/13 Agenda Item			

2012	2012-04	County Admin.	CA-B	Conduct LEADS Reviews	Complete		07/2012	Action Completed	5/14/13 Agenda Item	Yes	G2
<p>Approval of Interlocal Agreement with the City of Tallahassee regarding the operations and maintenance of the Public Safety Complex (Joint Management and Use Agreement)</p> <p><i>Additional Related Actions:</i></p> <p>First Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)</p> <p>Second Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)</p> <p>Third Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)</p>											
<p>Entered into 10/4/12: Changed commencement date from 10/01/12 to 4/01/13; term remains 10 years.</p> <p>Entered into 3/27/13: Addressed concerns raised by FRS so City could be designated as administrator of FRS for Consolidated Dispatch Agency (CDA)</p> <p>5/14/13 Agenda Item: Addresses City and County responsibilities as it relates to technology needs for CDA</p>											

2012	2012-05	County Admin.	CA-C	Develop and update Strategic Plans	Complete		05/2013	Action Completed	Team presented its final report to the Executive Team 5/30/2013, for consideration as part of the Executive Budget Hearings held 6/2013	Yes	G2
<p>Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives</p> <p>Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities</p> <p>LEADS Review Handbook developed</p> <p>Training Held</p> <p>LEADS Reviews Conducted</p> <p><i>Additional Related Actions:</i></p> <p>LEADS Cross-Departmental Communication and Action Team appointed to identify efficiencies and/or cost savings for the budget development process</p>											
<p>Ratified 09/13/11</p> <p>Approved 10/25/11</p> <p>Distributed 01/12/12</p> <p>02/02/12 and 02/08/12</p> <p>27 LEADS Review meetings held in January and February, 2012</p>											

2012	2012-06	County Admin.	CA-D	Complete	Yes	G3
		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives		09/2011	Action Completed	Ratified 09/13/11
		Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities		10/2011	Action Completed	Approved 10/25/11
		Pre-Retreat Meetings (October – December)		12/2011	Action Completed	Individual meetings held Oct-Dec 2012
		Board Retreat		12/2011	Action Completed	Held 12/12/11
		Ratification of Board Actions Taken at the December 12, 2011 Board Retreat (including initial FY 2012 and FY 2013 Strategic Plan)		12/2011	Action Completed	Ratified 12/13/11
		Approval of Strategic Initiatives for FY 2012 and FY 2013 (including updated Strategic Plan FY 2012 and FY 2013)		02/2012	Action Completed	Approved 02/28/12
		Acceptance of Work Area's Draft Strategic Plans		05/2012	Action Completed	Approved 5/22/12 (Budget Workshop)
		Approval of Strategic Plan Update, as part of the 2012 Board Retreat		12/2012	Action Completed	Update report provided as part of the Board Retreat materials
		Develop and offer Citizens Engagement Series		Complete		
		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives		09/2011	Action Completed	Ratified 09/13/11
		First of the 2012 series, Leon County Basics: Our Government, Our Community		01/2012	Action Completed	Held 01/16/12
		Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times		03/2012	Action Completed	Held 03/15/12
		Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety		05/2012	Action Completed	Held 05/31/12
		Remainder of 2012 Series: More Than Books: Leon County Library Services On the Frontline: Leon County Solid Waste – Where does all that stuff go?		Summer/ Fall 2012	Action Completed	Library (A Love of Reading, a Life of Learning) - Held 08/30/12; Solid Waste - Held 10/18/12
		Tourist Development: Leon County Tourism Work\$: Attracting Visitors, Creating Jobs Creating and Sustaining This Special Place: Visioning, Planning, and Developing our Future (Planning & DSEM)		01/2013 04/2013	Action Completed Action Completed	Held 1/31/13 Scheduled for 6/20/13

2013	2013-01	County Admin.	CA-E	Consider establishing a Domestic Partnership Registry	Complete	Yes	Q3
				Ratify new 2013 Strategic Initiative to consider establishing a Domestic Partnership Registry (DPR)	01/2013	Action Completed	1/29/13 agenda item
				Board authorization to schedule a Public Hearing to consider Ordinance establishing a DPR	02/2013	Action Completed	2/12/13 agenda item
				Conduct the Public Hearing to consider a proposed Ordinance to establish a DPR	03/2013	Action Completed	3/12/13 agenda item (Public Hearing)
				Prepare requisite affidavits to enter into, amend, and terminate a DPR	03/2013	Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)
				Prepare a FAQ regarding the DPR and website presence	03/2013	Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)
				Domestic Partnership Registry opens	05/2013	Action Completed	Opened 5/1/213
2013	2013-02	County Admin.	CA-F	Seek community involvement with the VIVA FLORIDA 500 Time Capsule	Complete	Yes	Q4
				Ratify new 2013 Strategic Initiative to seek community involvement with the Viva Florida 500 Time Capsule	01/2013	Action Completed	1/29/13 agenda item
				Consideration of enabling Resolution to establish the Leon County Viva Florida 500 Time Capsule Committee	01/2013	Action Completed	1/29/13 agenda item
2013	2013-03	County Admin.	CA-G	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies	Complete	Yes	G5
				Ratify new 2013 Strategic Initiative to convene periodic Chairman's meetings	01/2013	Action Completed	1/29/13 agenda item
				Initial meeting	02/2013	Action Completed	Meeting held
2013	2013-04	County Admin.	CA-H	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments	Complete	Yes	G5
				Ratify new 2013 Strategic Initiative to consider options to gain continuity of Commissioners' representation on committees	01/2013	Action Completed	1/29/13 agenda item
				Agenda item for the Board's consideration of options	04/2013	Action Completed	Revised Policy No. 11-2 adopted 4/23/13
2013	2013-05	County Admin.	CA-I	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept	In Progress	Yes	G3
				Ratify new 2013 Strategic Initiative to identify the next version of "Citizens Engagement"	01/2013	Action Completed	1/29/13 agenda item
				Agenda item for the Board's consideration of proposed concepts	09/2013	Action on Track	
2013	2013-06	County Admin.	CA-J	Pursue expansion for whistleblower notification	In Progress	Yes	G1

2013	2013-07	County Admin.	CA-K	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland	Complete	01/2013	Action Completed	1/29/13 agenda item	Yes	G2
				Ratify new 2013 Strategic Initiative to pursue expansion for whistleblower notification			01/2013	Action Completed		
				Add notification process to County's website			09/2013	Action on Track	Committee established and met to provide input into the process	
2013	2013-08	County Admin.	CA-L	Periodically convene community leadership meetings to discuss opportunities for improvement	In Progress				Yes	G5
				Ratify new 2013 Strategic Initiative regarding Sister County relationships			01/2013	Action Completed	1/29/13 agenda item	
				Agenda item with recommendations for the Board's consideration			02/2013	Action Completed	2/26/13 agenda item	
2012	2012-7	Comm. & Media	CM-A	Explore posting URL on County vehicles	Complete				Yes	G1
				Ratify new 2013 Strategic Initiative regarding community leadership meetings			01/2013	Action Completed	1/29/13 agenda item	
				Agenda item with recommendations for the Board's consideration			09/2013	Action on Track		
2012	2012-8	Comm. & Media	CM-B	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)	Complete				Yes	G3
				Explore posting URL on County vehicles			05/2013	Action Completed	Design completed and funding source identified	
				if pursued, seek funding as part of the FY 2014 budget process, if necessary						
				Board directed staff to prepare agenda item			11/2011	Action Completed	Requested during 11/15/11 meeting	
				Approved scheduling virtual town hall meeting for June 5, 2012			04/2012	Action Completed	Scheduling approved 04/10/12	
				Approval of virtual town hall meeting agenda			05/2012	Action Completed	Agenda approved 05/08/12	
				Hold virtual town hall meeting			06/2012	Action Completed	Held 06/05/12	
2013	2013-9	Comm. & Media	CM-C	Expand opportunities for increased media and citizen outreach to promote Leon County	In Progress				Yes	G1, G3
				Prepare budget discussion item and respond in accordance with Board direction			06/2013	Action on Track		
2012	2012-9	DSEM	DS-A	Consider policy to continue suspension of fees for environmental permit extensions	Complete				Yes	EC2
				Provide Informational consent agenda item to the Board regarding Legislative action that suspends fees for environmental permit extensions for 2012			05/2012	Action Completed	Approved 06/26/12	
2012	2012-10	DSEM	DS-B	Develop Countywide Minimum Environmental Standards	Complete				Yes	EN1 EN2
				Draft Ordinance for Board adoption at Public Hearing			05/2012	Action Completed	Approved 05/08/12	
2012	2012-11	DSEM	DS-C	Develop minimum natural area and habitat management plan guidelines	Complete				Yes	EN1 EN2

2012	2012-16	DSEM	DS-H	Consider property registration for abandoned real property	Complete	Yes	Q6
				Request to schedule a Public Hearing to consider an Ordinance to require property registration for abandoned real property	11/2012	Action Completed	An agenda item was presented to the Board on 2/12/13 to request the Public Hearing to consider an Ordinance to require property registration for abandoned real property; services to be provided by in-house by staff.
				First and only Public Hearing to consider adoption of proposed Ordinance to require property registration for abandoned real property	12/2012	Action Completed	Public Hearing conducted 3/12/13
2012	2012-17	DSEM	DS-I	Develop process by which public may electronically file legal documents related to development review and permitting	Complete	Yes	G2
				Approval of a Submitter License Agreement between Leon County and Simplifile, LLC	04/2012	Action Completed	Board approved 4/24/12; contract executed (#3796)
				Coordination with other County agencies such as MIS, OMB and Finance to establish account numbers and track funds	04/2012	Action Completed	Completed 3/12
				Coordinate with Simplifile to provide staff training	05/2012	Action Completed	Completed 5/23/12
2012	2012-18	DSEM	DS-J	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	Complete	Yes	G2 EN4
				No further Board action	N/A	Action Completed	
				Investigate with other permitting jurisdictions that offer web-based permitting to determine initiative viability, further research the Florida Building Code and statutory requirements for legality of possible implementation strategies	09/2012	Action Completed	Investigations completed in July 2012; determined that the initiative could not be implemented as proposed.
				Provide memorandum to the Board regarding the results of the investigation	06/2012	Action Completed	Memorandum provided to the Board on 08/06/12
2012	2012-19	DSEM	DS-K	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	Complete	Yes	G2
				Coordinate with Human Resources for "on-call" pay procedures	06/2012	Action Completed	Procedures established pursuant to Sec. 5.12 of the Human Resources Policies and Procedures Manual. Action completed 5/12.

DSEM division coordination and staff training regarding implementation procedures	Action Completed	Potential regulatory conflicts addressed when an amendment to the Noise Abatement Ordinance was adopted by the Board on 2/12/13	EN1 EN2 G2
Submit proposal to the Board for approval	Action Completed	On 4/9/13 the Board accepted a status report and approved a proposal to provide after-hours and weekend building inspections for certain types of construction projects	EN1 EN2 G2
Develop examples of acceptable standard solutions to expedite environmental permitting for new construction	Complete	Yes	EN1 EN2 G2

Status Report on the application of stormwater standards to single-family lots under single ownership in closed basins	Action Completed	The current practice and policy requires that "DSEM not apply stormwater volume control standards to a vested single-family lot which is under one owner (whether the lot was the construction of a new residential dwelling unit, or the expansion of an existing residential dwelling unit), even if the property is located within a closed basin." The Board accepted a status report regarding this exemption on 8/28/12.	EC1 G3 G5
Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	Complete	Yes	EC1 G3 G5

Appointed joint County/City Citizen Advisory Committee (Committee) on the sales tax extension, with Leon County serving as the lead staff	Action Completed	Board approved 11/08/11	11/2011
Request to schedule a workshop with the Board to prepare a workshop on the economic development component of the sales tax extension (per the Board's direction on April 26, 2011)	Action Completed	Board approved 4/24/12	04/2012
Board workshop on the economic development opportunities associated with the sales tax extension	Action Completed	Workshop held 7/10/12; actions ratified 7/10/12	06/2012
Consideration of refined County projects list for consideration by the Committee	Action Completed	Presented 10/2012	09/2012

Additional Related Actions:

Review of Committee's recommendation for utilization of sales tax extension funds

Board approved participation of Imagine Tallahassee in the sales tax extension process, with the support of County staff
Consideration of setting referendum date for the sales tax extension

5/14/2013 Agenda Item extended completion date to 1/31/14; presentation date TBD

2/12/13 Board meeting (refer to 2013-11, ED-J)

2012 2012-21 EDBP ED-B Complete Yes EC2

Evaluate start-up of small business lending guarantee program

Approval to schedule a workshop to consider participating with the state and federal government in a small business loan guaranty program whereby the County and City would guarantee a portion of loans made by banks

01/2012 Action Completed

Approved 01/24/12

Board workshop on a small business lending guarantee program

02/2012 Action Completed

Workshop held 2/28/12. Awaiting City participation in program.

Ratification of Board actions taken at the workshop on a small business lending guarantee program

03/2012 Action Completed

Workshop actions ratified 3/13/12

Additional Related Actions:

Consideration of a budget discussion item on a small business lending guarantee program

Budget workshop held 7/09/12; ratified 7/10/12

Discussed at City's Financial Viability Target Issues Committee; referred back to City Staff. Request Chairman schedule for discussion at Mayor/Chair meeting.

3/12/13 Status Report/Agenda Item; Mayor/Chair meeting canceled; need to reschedule discussion

2012 2012-22 EDBP ED-C In Progress Yes EC2

Identify local regulations that may be modified to enhance business development

Ratification of the Board's actions taken at the 9/13/11 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team

10/2011 Action Completed

Workshop held 9/13/11; actions ratified 10/11/11

Status report on the local regulations that may be modified to enhance business development

03/2013 Action Delayed

Anticipate completion by 7/13

2012 2012-23 EDBP ED-D In Progress Yes EC2

Implement Leon County 2012 Job Creation Plan

Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team

10/2011 Action Completed

Workshop held 09/13/11; actions ratified 10/11/11

Approval of the Leon County 2012 Job Creation Plan

03/2012 Action Completed

Approved 03/13/12

Status report on the Leon County 2012 Job Creation Plan

11/2012 Action Delayed

2012	2012-24	EDBP	ED-E	In Progress	Yes	EC2 EC3	
Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum							
				Prepare a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities	08/2012	Action Completed	On 4/24/12 the Board approved conducting a workshop on LCRDA for 12/11/12. Stakeholder forum held on 11/16/12.
				Present Agenda Item	12/2012	Action Completed	Presented status report to the Board 1/29/13
				Budget discussion item regarding urban incubator	06/13	Action on Track	
2012	2012-25	EDBP	ED-F	Evaluate competitive sports complex with the engagement of partners such as KCCI	Complete	Yes	EC4 Q1 Q4
				Request to schedule a joint meeting of the County and City Commissions following the Board's receipt of market analysis for the sports complex. The proposed meeting will include discussions on the market analysis, the proposed performing arts center, and opportunities for a convention center.	05/2012	Action Completed	
				Consideration of market analysis performed by Real Estate Insync on the proposed sports complex	06/2012	Action Completed	Feasibility Assessment Accepted by Board on 7/10/12 Agenda Item; and Assessment to be included in proposed 9/18/12 joint County/City Commission meeting
				Joint meeting of the County and City Commissions to discuss the market analysis for the sports complex, the proposed performing arts center, and opportunities for a convention center	07/2012	Action Completed	CRA tabled the discussion of these projects at its 9/24/12 meeting.
2012	2012-26	EDBP	ED-G	Explore providing on Demand – Get Local videos	Complete	Yes	G1
				No further Board action - staff will further pursue adding video content to Comcast On-Demand highlighting the role of the County and EDC in economic development	01/2013	Action Completed	Pursued, however staff was unable to secure without cost to the County
2012	2012-27	EDBP	ED-H	Institute Grants Team	Complete	Yes	G5
				No further Board action - staff will formalize a Grants Team from various County departments to help maximize funding opportunities	10/2012	Action Completed	The Grant Committee met for first time 10/19/12
2012	2012-28	EDBP	ED-I	Develop and institute an integrated grant application structure	Complete	Yes	G5
				Approval of grants management software as part of Annual Budget	10/2012	Action Completed	Funding received; SOP module being developed

2013	2013-11	EDBP	ED-J	Develop a proposed economic development component for the Sales Tax extension being considered		In Progress	No	ST	EC1 G3 G5
				Request to schedule a workshop with the Board (per the Board's 4/16/11 direction)	04/2012	Action Completed	4/24/12 agenda item		
				Board Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax	07/2012	Action Completed	7/10/12 agenda item		
				Ratification of actions taken during the Board's 07/10/12 Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax	07/2012	Action Completed	7/10/12 agenda item		
				Enter into a Public/Private Partnership with Imagine Tallahassee for the utilization of staff resources to conduct a community visioning exercise and action plan for the economic development portion of the infrastructure sales tax plan	02/2013	Action Completed	2/12/13 agenda item		
				Present the Sales Tax Committee's recommendations to the Board	TBD	Action on Track	5/14/2013 Agenda Item extended completion date to 1/31/14; presentation date TBD (also refer to 2012-22, ED-A)		
				Consideration of setting referendum date for the sales tax extension	TBD	Action on Track			
2012	2012-29	EMS	EM-A	Consider policy to waive EMS fees for uninsured or underinsured veterans	Complete		Yes		EC5 Q3
				Adopt Proposed Policy	06/2012	Action Completed	Policy adopted 08/28/12		
2012	2012-30	EMS	EM-B	Pursue funding for community paramedic telemedicine	Complete		Yes		Q2 Q3
				Performance & Community Relevance Workshop	08/2011	Action Completed	Held 8/23/11		
				Ratification of Board Actions Taken at Performance & Community Relevance Workshop	09/2011	Action Completed	Ratified 9/13/11		
				Acceptance of FY11/12 First Quarter Grant Program Leveraging Status Report	04/2012	Action Completed	Accepted 4/10/12		
				Acceptance of grant	07/2012	Delete Action	Health Innovation grant not awarded/funded. Robert Wood Johnson Foundation grant not awarded/funded. Other grant opportunities are being sought; will pursue if another funding source is identified		
				Will continue to pursue if another source of funding is identified.					
2012	2012-31	Facilities	FA-A	Complete construction of Leon County Cooperative Extension net-zero energy building	Complete		Yes		EN4
				Project complete	03/2012	Action Completed	Public notification retrofit completion 4/12		

The Grand Opening for the Sustainable Demonstration Center was conducted on 9/14/12

Action Completed

09/2012

Grand opening and ribbon cutting

Yes

Q1 EC1 EC6

Ram Construction awarded bid 10/25/11; contract executed (contract #3727)

Action Completed

10/2011

Approval of agreement awarding bid

The library and community center are both complete and operational. The Grand Opening and Ribbon Cutting for the Community Center occurred 2/21/13. Also refer to 2012-49, LI-A regarding library opening.

Action Completed

Fall, 2012

Grand opening and ribbon cutting for the Community Center

Yes

Q1 EC1

Ram Construction awarded bid 10/25/11; contract executed (contract #3727)

Action Completed

10/2011

Approval of agreement awarding bid (Facilities)

Public workshop held 4/16/12

Action Completed

04/2012

Staff held Huntington Oaks Plaza - Sense of Place Initiative - public workshop

4/09/13 agenda item; renaming approved

Action Completed

04/2013

Staff to submit a status report to the Board on the Huntington Oaks "Sense of Place" initiative, and seek approval to rename the Huntington Oaks Plaza to "Lake Jackson Town Center at Huntington"

Public Meeting conducted in 2/12; Library completed 7/12; Library opened 8/21/12; Administrator approved initial Sense of PLACE Initiatives for the Huntington Oaks Plaza 10/2012; Bids for site work approved by Board on 12/11/12; Improved facade, landscaping and pedestrian connections completed as of 5/13. The Huntington "Sense of Place" Initiative report and initial funding request is on the Board's 6/18/13 agenda. Implementation will be phased-in as funds are made available.

Action Completed

07/2013

Board agenda item, submitting a proposed Action Plan regarding Lake Jackson Town Center at Huntington sense of place initiative

2012	2012-34	Facilities	FA-D	Complete construction of Public Safety Complex	Complete		Yes	Q2 EC2
				Acceptance of Status Report		03/2012	Action Completed	3/13/12 Presentation to the Board
				Approval as part of annual budget - operating expenses		10/2012	Action Completed	Operating budget was approved between City and County, with County's 50% share funded by the Board on 10/1/12
				Contractor's Substantial Completion; Facilities Mgmt. in possession of facility, and City/County service contracts active		04/2013	Action Completed	Substantial completion achieved 5/20/13
				Certificate of Occupancy; Contractor's final completion		05/2013	Action Completed	Final completion scheduled for 6/20/13
2013	2013-12	Facilities	FA-E	Successfully open the Public Safety Complex	In Progress			Yes
				Approval of Interlocal Agreements (Joint Management and Use; Telecommunications and Technology; and Consolidation of Public Safety Dispatch Communications)		N/A	Action Completed	Tracked under Strategic Initiative CA-A, consolidate dispatch functions
				Advertise Operations Manager Position (HR)		03/2013	Action Completed	Position advertised; applications requested; open until filled
				Recommendation and Approval of Operations Manager		04/2013	Action Delayed	
				Operations Manager to commence work		05/2013	Action Delayed	
				Commence FFE & IT fit-out		04/2013	Action Completed	
				Complete FFE & IT fit-out		06/2013	Action on Track	
				Commence occupancy		07/2013	Action on Track	
				Occupancy completed		08/2013	Action on Track	
2013	2013-13	Facilities	FA-F	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens	Complete			Yes
				Status report regarding County-owned real estate		01/2013	Action Completed	1/29/13 agenda item
				Additional Related Actions: Agenda item seeking approval to schedule Public Hearing to adopt a resolution and approve a list of additional County-owned properties appropriate for affordable housing				
2012	2012-35	Fin. Stw.	FS-A	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Complete			Yes
								6/18/13 agenda item to schedule 7/9/13 Public Hearing

Present findings and recommendations to the Board

COCA management review presented to the Board on 11/13/12. Issues concerning funding for Arts Exchange, in conjunction with County contracts with COCA, are under review by County and Clerk's internal auditor.

2012	2012-36	Fin. Stw.	FS-B	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Complete	06/2012	Action Completed	Yes	G2 EN4
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2012	2012-37	Fin. Stw.	FS-C	Revise program performance evaluation and benchmarking	In Progress	09/2012	Action Completed	Yes	G5
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2013	2013-14	Fin. Stw.	FS-D	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)	Complete	11/2012	Action Completed	Yes	G5
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Request to schedule Stormwater workshop for 3/12, and Solid Waste workshop on 4/23

Consolidated workshops into one planned for 4/23/13 (will present studies conducted for the cost of providing solid waste and stormwater services, and the amount necessary to charge in order to eliminate the general revenue subsidy)

Workshop item will be scheduled regarding the necessary timelines to enact the five-cent gas tax

Ratified actions taken during the 4/23/13 Workshop

Additional Related Actions:
Conduct Public Hearing (re: Stormwater Non-ad Valorem Assessment Fee, and Amending Solid Waste Ordinance)

Plans will be updated as part fo the FY 2014 budget process

New year-end financial report to be presented at the end of FY 2013. The report will align with the new organizational structure and priorities.

11/13/12 agenda item

2/25/13 email

4/23/13 workshop

Ratified 4/23/13

Conducted 5/28/13 Public Hearing

If Board directs staff to move forward on adjusting the assessments and fees, the timeline will be adopted as part of the FY14 budget process

In process

2013	2013-15	Fin. Stw.	FS-E	Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors	Complete	Yes	G5
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Request to schedule Public Hearing to Consider an Additional Homestead Exemption of up to \$249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years

01/2013
Action Completed

First and Only Public Hearing to Consider an Additional Homestead Exemption of up to \$249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years

02/2013
Action Completed

2013	2013-16	Fin. Stw.	FS-F	Extend the term of Leon County's Local Preference Ordinance	Complete	Yes	EC7
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First and Only Public Hearing to Adopt and Ordinance Extending the Provision of the Local Preference Ordinance in Relation to Bidding of Construction Services for More Than \$250,000

01/2013
Action Completed
Public Hearing held 1/29/13

2012	2012-38	HR	HR-A	Instill Core Practices through providing Customer Experience training for all County employees	Complete	Yes	G1
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No Further Board Action. Customer Experience training program currently being developed.

The Customer Experience Training has been completed countywide to all county employees. Trainings conducted between 12/12 -2/13. Will conduct additional sessions annually in May, September and January.

05/2012
Action Completed

2012	2012-39	HR	HR-B	Instill Core Practices through revising employee orientation process	Complete	Yes	G1
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New Employees are currently receiving Leon Leads Culture material at the time of hire. Leon LEADS values have been incorporated into the advertising and recruitment process as well as offer letters. Additionally, the County Administrator will personally present the Leon LEADS Culture during new employee orientation. A brief overview of the Customer Experience Training has also been incorporated into New Employee Orientation.

No Further Board Action. Components of Customer Experience training program and Leon LEADS to be incorporated into new employee orientation.

09/2012
Action Completed

2012 2012-40 HR HR-C HR-C Instill Core Practices through revising employee evaluation processes Complete Yes G1

The revised Employee Evaluation has been developed and completed for Career Service and Senior Management employees and incorporates the Core Values and Core Practices of Leon LEADS. Employees received training on the new evaluation form during Customer Experience Training.

No Further Board Action. Employee evaluation tool currently being updated to incorporate principles of Leon LEADS

10/2012
Action Completed

2012 2012-41 HR HR-D HR-D Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service Complete Yes G2

Employees are using the Banner Self-Service (employee and manager), electronic paycheck stub, upgrades to Halogen E-appraisals and Position Control. The new E-timesheet system is currently being used by HR and MIS employees, with approximately 65% of employees utilizing by 12/2013, and remaining by 6/2014. E-recruitment and E-learning have been purchased and will be rolled out by end of calendar year 2013.

Action Completed

05/2012

No Further Board Action. Employee Self Service program is currently being enhanced to include electronic timesheets. E-Learning solutions being reviewed.

Approval in Annual Budget Process for Applicant Tracking Software

10/2012

Action Completed

Applicant Tracking Software has been purchased.

G4

Yes

Presented as part of the budget workshop held 07/09/12; actions ratified 07/10/12. Value Based Design for Health Insurance included in 2013 Plan Design.

Action Completed

05/2012

Consideration of value based benefit design in health insurance program (to be discussed at Budget Workshop)

G4

Yes

Leon LEADS Core Values and Core Practices are currently being incorporated into Awards and Recognition Program. Anticipate completion by fall 2013.

Action Delayed

10/2012

No Further Board Action. Incorporate Leon LEADS principles into awards and recognition program.

G4

Yes

Staff has researched new learning technologies for supervisory and leadership training and is in the process of purchasing selected programs. Staff is in the process of rolling out programs by end of 9/13.

Action Completed

08/2012

No Further Board Action. Research new learning technologies available for providing leadership and supervisory training programs.

EC5

Yes

Hold "Operation Thank You!" celebration annually for veterans and service members

Complete

HS-A

HSCP

2012-45

2012	2012-50	PLACE	PL-A	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity	In Progress	Summer 2012 (estimate)	Action Completed	Grand Opening held 8/21/12	Yes	EC2
				Relocate library services into the expanded Lake Jackson Branch Library						
				Staff will present options to the Board and request direction to proceed with recommended actions. Staff has identified two options, one text amendment and longer term multi-year option. Estimated date of completion is 6/2013.		02/2013	Action Delayed			
				Requires BCC direction. Recommended date for BCC presentations is planned for 8/2013		02/2013	Action Delayed			
				Board approves submittal, if approved in August		07/2013	Action Delayed	Planned for 9/2013	Yes	EC2
2012	2012-51	PLACE	PL-B	Consider policy to encourage redevelopment of vacant commercial properties	Complete					
				Board accepts status report.		10/2012	Action Completed	Board accepted status report 5/14/13. All reasonable possible incentives for redeveloping vacant commercial properties are in effect at this time. Additional incentivization measures would either require subsidization of the projects (via funding or waivers of fees) or, in order to further expedite application reviews, increased staff levels. This conclusion is consistent with that of the City of Tallahassee's Growth Management Department, which underwent a similar "dark buildings" study.		
2012	2012-52	PLACE	PL-C	Consider mobility fee to replace concurrency management system	In Progress				Yes	EN1 EN2
				Discuss the issue with the Tallahassee Chamber of Commerce, with respect to impacts on the private sector				In progress; anticipate completion of discussions 8/2013		
				Determination as to whether to initiate a mobility fee program study		11/2012	Action Delayed	Anticipated 11/2013		

2012	2012-53	PLACE	PL-D	Promote concentrated commercial development in Woodville	Complete	Yes	EN1 EN2 Q5
				Present status report to the Board	11/2012	Action Completed	Staff has completed a study of options, with status report on 6/18/2013 Board meeting agenda. Further expansion of concentrated commercial development in Woodville is contingent upon the expansion of central sewere into Woodville, which has been presented as a proposed sales tax extension project (refer to Strategic Initiatives 2012-20 (ED-A) and 2012-63 (PW-A))
2012	2012-54	PLACE	PL-E	Update Greenways Master Plan	Complete	Yes	Q1 EC1 EC4
				Presentation to Commission	08/2012	Action Completed	Mapping of improvements is complete. Public meetings in 1/2013 were combined with Bike Routes Plan outreach. Presentation to Board planned for 5/14/13.
				Approve update	09/2012	Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted by the Board 5/14/13
2012	2012-55	PLACE	PL-F	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	Complete	Yes	Q4 EC1 EC4
				Approve Amphitheatre management plan	11/2012	Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval.
2012	2012-56	PLACE	PL-G	Implement design studio	Complete	Yes	Q6 Q7
				No further Board action; DesignWorks studio in place and functioning	04/2012	Action Completed	Grand opening held 3/7/13
2012	2012-57	PLACE	PL-H	Implement visioning team	Complete	Yes	Q6 Q7
				No further Board actions; staff has received appropriate direction and will implement by May 30, 2012	05/2012	Action Completed	Committee assembled; initial meeting held
2012	2012-58	PLACE	PL-I	Develop performance level design standards for Activity Centers	In Progress	Yes	Q6 Q7

Development Agreement being developed with Devoe Moore to identify typical design standards. Status report planned for 9/2013. No further Board actions anticipated to be necessary subsequent to status report.

Status report to the Board.

2012	2012-59	PLACE	PL-J	Revise Historic Preservation District Designation Ordinance	Complete	05/2013	Action Delayed	Yes	Q6
				Proposed ordinance and approval to schedule a Public Hearing	Complete		Action Completed	Yes	Q6
				Presentation to Board on proposed Ordinance	Complete	11/2012	Action Completed	Yes	Q6
				Approve revision to Ordinance	Complete	01/2013	Action Completed	Yes	Q6
				Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Complete		Action Completed	Yes	Q6 Q7
				Status report to the Board.	Complete	06/2013	Action Completed	Yes	Q6 Q7
				Standards are in place, staff is reviewing effectiveness. Status report on Board's 6/18/13 meeting agenda. No further Board actions anticipated to be necessary subsequent to status report.	Complete		Action Completed	Yes	Q6 Q7
				Develop bike route system	Complete		Action Completed	Yes	Q7
				Direct staff to implement bike route system	Complete	03/2013	Action Completed	Yes	Q7
				Community meeting held. Final data and graphics complete. Coordinated with TDC. Bike route system presented to and adopted by the Board on 5/14/13.	Complete		Action Completed	Yes	Q7
				Establish Bicycle & Pedestrian Advisory Committee	Complete		Action Completed	Yes	Q7
				No further Board action – staff has received appropriate direction and will implement by August 30, 2012	Complete	08/2012	Action Completed	Yes	Q7
				Group assembled and initial meeting held.	Complete		Action Completed	Yes	Q7
				Develop solutions to promote sustainable growth inside the Lake Protection Zone	In Progress			Yes	EN1 EN2 G2

2/5/13 Planning Agency meeting; preliminary recommendation of amendment from "Lake Protection" to "Suburban" on expanded number of properties

Action Completed

02/2013

Initiate Comprehensive Plan amendments for properties along Timberlane Road (Cycle 2013-1)

Approved during 4/09/13 Joint City-County meeting (Timberlane Road near Market District)

Action Completed

04/2013

Joint City-County Transmittal Public Hearing (Timberlane Road near Market District)

Approved during 5/28/13 Joint City-County meeting (Timberlane Road near Market District)

Action Completed

05/2013

Joint City-County Adoption Public Hearing (Timberlane Road near Market District)

Action on Track Staff is preparing the analysis.

09/2013

Determination by Board as to whether to initiate map amendment for North Monroe Street north of I-10

Complete

Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters

PL-O

PLACE

2013-19

2013

Q7 EC1

Action Completed

Initial meeting scheduled as of 3/13; more in progress

Action Completed

Initial City issues meeting held 2/13; more will be scheduled, and will expand to County meetings.

Action Completed

Initiated as of 3/13

Planning staff begin attending CRTPA meetings

Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension

PW-A

PW

2012-63

2012

ST

EN1 Q5

Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans

04/2011

Action Completed

Workshop held 4/12/11; and actions ratified 4/26/11.

Action on Track

TBD

Additional actions pending results of the Sales Tax Committee Recommendations

Refer to Strategic Initiative 2012-20 (ED-A)

Complete

Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report

PW-B

PW

2012-64

2012

Yes

EN1 EC4

Action Completed

07/2012

Request to Schedule a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report

Requested on 11/13/12

Action Completed

09/2012

Conduct a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report

Workshop held on 1/29/13

Ratification of Board Actions Taken at the Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report

09/2012 Action Completed Ratified on 2/12/13

2012	2012-65	PW	PW-C	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013) The Board tabled the issue during its 5/8/12 Board meeting.	Complete	TBD	Delete Action	Deleted at 2012 Board Retreat	Yes	EN4
2012	2012-66	PW	PW-D	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	In Progress	02/2012	Action Completed	Approved 2/28/12	No	ST Q1 EC1 EC4
				Approval of Strategic Initiatives for FY 2012 and FY 2013						
				Additional actions pending results of the Sales Tax Committee Recommendations		TBD	Action on Track	Refer to Strategic Initiative 2012-20 (ED-A)		
2012	2012-67	PW	PW-E	Develop Miccosukee Greenway Management Plan	Complete	08/2010	Action Completed	Resolution adopted 08/17/10	Yes	Q1 EC1 EC4
				Established the Citizens Advisory Committee						
				Acceptance of a Status Report on the Work of the Miccosukee Canopy Road Greenway Citizens Advisory Committee and the Draft Land Management Plan		02/2012	Action Completed	Accepted 2/14/12		
				Approval of Final Miccosukee Canopy Road Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails		08/2012	Action Completed	Board accepted 8/28/12; Acquisition and Restoration Council (ARC) approved 4/19/13		
2012	2012-68	PW	PW-F	Develop Alford Greenway Management Plan	Complete	08/2010	Action Completed	Resolution adopted 8/17/10	Yes	Q1 EC1 EC4
				Established the Citizens Advisory Committee						
				Acceptance of a Status Report on the Work of the J.R. Alford Greenway Citizens Advisory Committee and the Draft Land Management Plan		08/2012	Action Completed	Accepted 10/23/12		
				Approval of Final J.R. Alford Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails		12/2012	Action Completed	Board accepted 5/14/13; submitted to Acquisition and Restoration Council (ARC)		
2012	2012-69	PW	PW-G	Complete construction of Miccosukee ball fields	In Progress	10/2012	Action Completed	Planned for FY2013 construction per 7/09/12 budget workshop	Yes	Q1 Q5 EC1 EC4
				Approval as Part of the Annual Budget						

Bid Delayed until 4/13. Intended bid award issued 6/10/13. Anticipate bid award 07/13 (construction will continue until after 12/2013, but no additional Board action anticipated)

Approval of Agreement Awarding Bid for Field Construction and Renovations

04/2013

Action Delayed

2012 2012-70 PW PW-H Complete Yes Q1 EC1 EC4

Continue to plan acquisition and development of a North East Park

Consideration of Purchase of Celebration Baptist Church Property

01/2012

Action Completed

Authorized to enter into an option contract 1/24/11

Acceptance of a Status Report Regarding the Acquisition of the Celebration Baptist Church Property for Development of a North East Park

05/2012

Action Completed

Authorized to execute Purchase and Sale Agreement

Land Acquisition (second of three payments) - Approval as Part of the Annual Budget

10/2012

Action Completed

Land acquisition funded in the FY2013 budget. Development costs were presented to the Sales Tax Committee per Board direction.

Land Acquisition (third of three payments) - Approval as Part of the Annual Budget

10/2013

Action Completed

Anticipated in the FY2014 budget

2012 2012-71 PW PW-I In Progress Yes Q1 EC1 EC4

Develop Apalachee Facility master plan to accommodate year-round events

10/2012

Action Completed

Anticipated in the FY2014 budget

2012 2012-72 PW PW-J In Progress No Q1 Q5 EC1 EC4

Approval as Part of the Annual Budget
Approval of Proposed Master Plan for the Apalachee Regional Park Facility

09/2013

Action Completed
Action on Track

Continue to develop parks and greenways consistent with management plans including Okeehopee Prairie Park, Fred George Park and St. Marks Headwater Greenway

Sitting as part of the IA, the Board will be asked to consider allocating Blueprint funds for construction of trailheads, trails and other amenities at the Fred George Greenway and St. Marks Headwater Greenway

06/2012

Action Completed

Funding transfer was effectuated immediately

Approval of Agreement Awarding Bid for Boardwalk and Parking Facilities Construction at the Okeehopee Prairie Park (for construction to begin in 2013)

12/2012

Action Delayed

Date for action is 8/2013. Grant-funded Lakeside Drive project is using this site for a staging area. This construction needs to be completed before the park project can begin.

Approval of Agreement Awarding Bid for Construction and Improvements at the Fred George Greenway

TBD

DRMP, Inc. will be preparing the design

Approval of Agreement Awarding Bid for Construction and Improvements at the St. Marks Headwater Greenway

TBD

2012	2012-73	PW	PW-K	Pursue Public Works' American Public Works Association (APWA) accreditation	In Progress	No	G4 G1
				No Board action required in this two year strategic plan period. Public Works will be going through the self-assessment process.	TBD	Due to staff resource limitations progress has been delayed	
2013	2013-20	PW	PW-L	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County	In Progress	No	EN1
				Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans	04/2011	Action Completed	Workshop held 4/12/11 and actions ratified 4/26/11.
				Request to schedule a workshop regarding options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available	11/2012		11/13/12 agenda item
				Conduct workshop regard options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available	1/2013		1/29/13 Board workshop
				Ratify actions taken at workshop, including continued pursuit of proposed sales tax extension project #10, Woodville Water Quality, and amendment of the Code of Laws to establish AWT nitrogen standard for new construction within the Primary Springs Protection Zone (PSPZ)	2/2013		2/12/13 agenda item
				Seek approval to schedule Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ	02/2014		
				Conduct Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ	04/2014		
				Present the Sales Tax Committee's recommendations to the Board	TBD	Action on Track	Refer to Strategic Initiative 2012-20 (ED-A)
				Consideration of setting referendum date for the sales tax extension	TBD	Action on Track	Refer to Strategic Initiative 2012-20 (ED-A)
2013	2013-21	PW	PW-M	In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields	In Progress	Yes	Q1 ECI
				Convene a meeting of community baseball representatives/leadership, including City management staff	08/2013	Action on Track	
				Present status report to Board regarding the meeting and obtain Board direction on further actions	09/2013	Action on Track	

2013	2013-22	PW	PW-N	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding	Complete	Yes	Q6 Q7
				Agenda request to schedule a workshop on sidewalk policy, priorities and funding options	1/2013	01/29/13 agenda item	
				Conduct workshop	4/2013	4/9/13 Workshop conducted	
				Ratify actions taken during the workshop	5/2013	Action ratified 5/14/13	
2012	2012-74	Res. Stw.	RS-A	Pursue opportunities to fully implement a commercial and residential PACE program	Complete	Yes	EN2 EN3 EN4
				First and only Public Hearing to consider adoption of ordinance (residential)	07/2010	Action Completed	Adopted Ordinance creating and enacting the Energy Improvement District on 4/13/10. Ordinance was amended on 7/13/10.
				Ceremonial program kick-off (residential)	07/2010	Action Completed	Kickoff ceremony 7/14/10
				Authorization to institute litigation against FHFA	09/2010	Action Completed	Authorized to institute litigation concerning PACE Financing Program 9/21/10
				Adopt Resolution in support of PACE	08/2011	Action Completed	Resolution adopted 8/23/11
				First and only Public Hearing amending ordinance (commercial)	02/2012	Action Completed	Amended Ordinance with respect to its application to commercial properties 2/14/12
				Acceptance of Status Report (commercial)	08/2012	Action Completed	8/28/12 agenda item
				Approval of proposed program (commercial)	10/2012	Action Completed	10/26/2012 agenda item provided approval to issue third-party RFP
				Acceptance of litigation status report (residential)	01/2013	Action Completed	Agenda item to Board. RFP to solicit 3rd party admin. for commercial PACE being developed. Residential PACE no longer being pursued.
				Agenda item to award contract for Commercial Property Clean Energy (PACE) Administrator	05/2013	Action Completed	RFP issued, with a 4/25/13 closing date. Agenda item seeking authorization to negotiate and execute a contract for 3rd party admin. for commercial PACE on 6/18/13 agenda.
2012	2012-75	Res. Stw.	RS-B	Consider policy for supporting new and existing community gardens on County property and throughout the County	Complete	Yes	EN3 Q5 EC6
				Adopt proposed policy	06/2012	Action Completed	Adopted 6/12/12.

It has been determined by the County Attorney's Office that the Code needs to be amended. Activity being led by DSEM. Amendment is administrative in nature and not substantial. Hearing held 11/13/12.

First Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"

Second Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"

2012	2012-76	Res. Stw.	RS-C	Develop energy reduction master plan	In Progress	10/2012	Action Completed	Yes	EN4 G5
2012	2012-77	Res. Stw.	RS-D	Further develop clean - green fleet initiatives, including compressed natural gas	Complete	N/A	Action Delayed	Yes	EN4
2012	2012-78	Res. Stw.	RS-E	Adopt proposed policy	Complete	04/2012	Action Completed	Yes	EN4
2012	2012-79	Res. Stw.	RS-F	Evaluate Waste Composition Study Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Complete	07/2012	Action Completed	Yes	EN4
2012	2012-80	Res. Stw.	RS-G	Identify alternative disposal options Authorize hiring of a consultant to conduct a Waste Alternatives study Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Complete	12/2011	Action Completed	Yes	EN4
2012	2012-80	Res. Stw.	RS-G	Explore renewable energy opportunities at Solid Waste Management Facility Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Complete	07/2012	Action Completed	Yes	EN4
2013	2013-23	Res. Stw.	RS-H	Expand the community gardens program Status report on the County Community Garden Program, and adoption of Revised Policy No. 12-2, Community Garden Policy	Complete	01/2013	Action Completed	Yes	EN3 Q5 EC6
2013	2013-24	Res. Stw.	RS-I	Status report regarding County-owned real estate Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling Award bid to Government Services Group to conduct a Solid Waste Assessment Study	Complete	01/2013	Action Completed	Yes	EN4

	Request to Schedule a Workshop on Solid Waste Non-ad Valorem Assessments for April 23, 2013	11/2012	Action Completed	11/13/12 agenda item
	Approval to issue an ITB for an exclusive franchise to provide waste collection services in the unincorporated area of Leon County	12/2012	Action Completed	12/11/12 agenda item
	Approval of a 2nd Amendment to the Agreement with Waste Management, Inc. for solid waste hauling and disposal services	12/2012	Action Completed	12/11/12 agenda item
	Approval to issue a RFP for operation of transfer station services	12/2012	Action Completed	12/11/12 agenda item
	Authorization to negotiate contract with successful bidder for exclusive franchise to provide waste collection services in unincorporated Leon County	2/2013	Action Completed	2/12/13 agenda item (authorization to negotiate with Waste Pro)
	Status report of the issuance of a RFP for operation of transfer station services	2/2013	Action Completed	2/12/2013 agenda item
	Workshop on solid waste assessment, collection service level, and request to schedule a public hearing on uniform method of collection	4/2013	Action Completed	Workshop held 4/23/13
	Ratification of actions taken during the Solid Waste workshop	4/2013	Action Completed	Actions ratified 4/23/13
	Public hearing regarding intent to utilize uniform method of collection	5/2013	Action Completed	Public Hearing to held 5/28/13 (staff directed to develop user fee for Rural Waste Service Centers; universal collection not required)
	Request to schedule a public hearing for 6/25/13 to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study; and mailing of first class letter	5/2013	Action Completed	Public Hearing held 5/28/13
	Public hearing to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study	5/2013	Action Completed	Public Hearing held 5/28/13
2012	2012-81 Tourism TO-A Support VIVA FLORIDA 500	Complete	Complete	Yes EC4
	Approval as part of Annual Budget	10/2012	Action Completed	Funded as part of FY2013 budget
2012	2012-82 Tourism TO-B Develop Capital Cuisine Restaurant Week	Complete	Complete	Yes EC4
	Approval as part of Annual Budget	10/2011	Action Completed	Held May 2012
	Approval as part of Annual Budget	10/2012	Action Completed	Funded as part of FY2013 budget. Event held 5/16-5/28/13.
2012	2012-83 Tourism TO-C Support Choose Tallahassee initiative	Complete	Complete	Yes EC4
	Approval of Funding Request (FY2012)	01/2012	Action Completed	Approved 1/24/12
	Approval as part of Annual Budget	10/2012	Action Completed	Funded as part of FY2013 budget

2012	2012-84	Tourism	TO-D	Consider programming Cascade Park Amphitheatre	In Progress	Yes	Q4 EC4
				Approval of Interlocal Agreement with City	08/12	Action Delayed	Approved by County 8/28/12; City seeks modification prior to its approval. Anticipate coming back to the Board 4/13.
				Approval of Interlocal Agreement with Amendments Requested by the City	10/2012	Action Delayed	Waiting on presentation of noise study to Myers Park residents and possible noise abatement enhancements. Noise study has been completed and presented to the neighborhood association.
				Approval of Funding Request (if necessary)	TBD	Action on Track	Funding for program management is included in the FY2013/14 tentative budget
				Approval by the IA to move forward with the Amphitheatre and Cascade Park Completions, with additional BluePrint 2000 Funding	02/2013	Action Completed	Approved 2/25/13
				Proposed revised Interlocal to the IA	06/2013	Action on Track	Anticipated 6/19/13
				Proposed revised Interlocal to the City and County Commissions	07/2013	Action on Track	Anticipated 7/13
2013	2013-25	Tourism	TO-E	Expand, connect and promote "Trailahassee" and the regional trail system	In Progress	Yes	Q1 Q5 EC1 EC4
				Incorporate and emphasize trail connectivity in the County's recommended projects to be considered by the Sales Tax Committee	06/2012	Action Completed	
				Approve \$250,000 for the improvements to the Apalachee Regional Park Trail and Cross Country Course	07/2012	Action Completed	
				Present the County's recommended projects to the Sales Tax Committee	10/2012	Action Completed	
				Accept status report and approve budget amendment request of \$35,000 to create Trailahassee.com website and brand	01/2013	Action Completed	
				Select consultant to perform Capital City to the Sea Trails Master Plan and PD&E	01/2013	Action Completed	CRTPA
				Approve scope of services for the Capital City to the Sea Trails Master Plan and PD&E; Authorize CRTPA Executive Director to administer contract with Kimley-Horn and Associates	03/2013	Action Completed	Adopted by CRTPA on 3/25/13 and executed 3/26/13
				Update Greenways Master Plan	05/2013	Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted 5/14/13

Scheduled to go live at the
Action on Track 8/10/13 Annual Chamber
Conference

08/2013

"Trailhassee" online presence

**Leon County
Board of County Commissioners
Budget Workshop Item #2**

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2014 Preliminary Budget and Balancing Strategies

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

Fiscal Impact:

This budget discussion presents the FY 2014 preliminary budget, and offers the Board options regarding balancing strategies that will be used in determining the FY 2014 tentative countywide maximum millage rate and budget to be presented at the September public budget hearings.

Staff Recommendation:

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

Report and Discussion

Background:

Introduction

This is the final budget workshop of the FY 2014 budget process. At this workshop, the Board will establish the maximum millage rate and make final decisions prior to evaluating the tentative budget at the two required public hearings in September. At these hearings the Board will receive citizen input and will adopt the final FY 2014 budget.

The previous budget workshop on April 23, 2013 laid the ground work for the development of the preliminary FY 2014 budget. The Board provided direction regarding increasing the stormwater non ad valorem assessment, implementing universal collection for solid waste, and enacting the five cent gas tax. Ultimately, at public hearings held on May 28, 2013, the Board opted to only increase the stormwater assessment, and directed staff to implement a fee structure that would fund the operation of the rural waste service centers.

The background section, below, describes the context in which the preliminary FY 2014 budget is being prepared. Budgets are not prepared in isolation, but build upon events and policy decisions from previous years. Much of the background in this item has been presented to the Board in previous workshops and meetings. However, to provide continuity for the decisions that will be made in preparing the FY 2014 tentative budget, it is important that this information continue to be presented holistically in order for this workshop package to stand as an independent source document. This allows not only Commissioners, but members of the public as well, to fully understand the parameters in which the preliminary budget is being developed.

Historical Context and Budget Development Parameters

The longest and deepest recession since the Great Depression and the slow economic recovery has caused continuous reductions in property and sales tax revenues for five consecutive years, which has presented significant challenges for the Board to provide a balanced budget, while maintaining quality services. Due to the inflated prices of homes, often referred to as the “housing bubble,” and the dramatic impact on mortgage back securities when the “bubble” burst in 2007, the Country and much of the world entered what is now referenced as the “Great Recession.” The recession officially lasted until 2011, but the effects are still lingering. Nationally and in Florida, the unemployment hovers at 7.5%; home values are just beginning to recover. While Leon County’s economy did not drop as dramatically as some other parts of Florida and the United States, the local recovery has been reciprocally slower.

Due to the slow economic recovery, the Board was deliberate in providing relief to citizens, during the toughest years as the economy was in decline and at its bottom, by not raising fees and passing on property tax savings to the community. While an increase in the millage rate up to the rolled-back rate would not have resulted in a tax increase, the Board elected to leave the millage rate constant for three years (FY 2010 to FY 2012); thereby, allowing property value reductions to result in corresponding tax savings to property owners for a combined total of \$14 million in property tax savings to the community. In FY 2013, in order to stem the tide of an eroding tax base and to preserve a quality level of services, the Board approved the rolled-back rate, which only ensured that the same amount of property taxes received in FY 2012 were collected in FY 2013. Even with only a constant level of property taxes being budgeted, the

Board was able to appropriate the necessary funding to support increased costs associated with the newly Consolidated Dispatch Agency and the new Public Safety Complex.

During this period, the County has continually evaluated the current level of services provided to the community. This has involved a thorough examination of all the services departments provide including: libraries, tourist development, stormwater maintenance, mosquito control, management information systems, building inspection, development support, environmental services, parks and recreations services, probation and pre-trial programs, and most recently solid waste services. Specific examples of reductions the Board has made since FY 2009 are:

- Reducing hours of the branch library system from 52 to 40 hours a week.
- Restructuring Library Administration and Collection Services and opening the expanded library branches without adding additional staff.
- Closing the Solid Waste Facility to the public for the disposal of Class III waste (generally, waste not expected to produce leachate) and contracting with a private vendor to recycle this waste stream.
- Significantly restructured the Public Works Department's stormwater and mosquito control programs – specifically, stormwater maintenance previously performed by two divisions, is now being conducted by one division.
- Eliminated the contract with the Tallahassee Visitor and Convention Center to more efficiently manage tourism dollars within the Tourist Development Division.
- Restructuring Management Information Services.
- Reorganizing County Administration to increase efficiencies.
- Reevaluating and competitively bidding the County's insurance and reducing workers' compensation payments from departments to the Risk Management Fund.
- Eliminating 18 positions in the Development Support and Environmental Management Department over a two-year period, to reflect decreased staffing needs due to the significant downturn in the construction industry.
- Privatizing the Pre-trial GPS Monitoring Program.
- Reducing roadside maintenance through the elimination of an Operations crew
- Reduction the hours of operation of the Rural Waste Collection Centers from 50 to 40 hours a week to match the equivalent hours of the branch library system.

Through LEADs, the County has fundamentally restructured how funding priorities are evaluated. This approach makes sure that not even the smallest reduction of things “we could live without” went unnoticed. This rigorous evaluation effort went so far as to eliminate the contract for plant watering in the Courthouse and reduced daytime custodial services in the Courthouse.

While the reductions bulleted above are not exhaustive, they represent the depth and span of efficiency efforts, big and small, necessary to address the revenue shortfall caused by the recession, which allowed the Board to maintain its fiscal policies and mitigate drastic service level impacts to our citizens. By reorganizing stormwater, transportation, development support services, tourist development and administrative functions over the past five years, the Board has reduced its budget by more than \$62 million and its workforce by more than 75 positions. This restructuring has allowed the Board to reduce costs while minimally effecting service levels to the community. The Board was able to achieve more than a five percent reduction in the County workforce with no layoffs. The Board intentionally avoided layoffs and furloughs over this time

to avoid further harm the fragile local economy, but instead employed a Voluntary Separation Program and a realignment of staff whose positions were eliminated.

In addition to providing property tax relief to citizens over the past four years, it was necessary for the Board to take a reasoned and deliberate approach to addressing the budget shortfall in County enterprise operations such as stormwater management, solid waste management and transportation services. During the recession and slow economic recovery, the Board consciously maintained the existing assessment rates for stormwater and solid waste, and did not levy the available five-cent gas tax. These actions were contrary to the Board's Guiding Principles that enterprise services should pay for themselves through dedicated fees and taxes.

By not increasing the non-ad valorem assessments or gas tax rates, the Board purposefully budgeted increases in general revenue support for these programs. It should be noted, however, that in order to maintain adequate public safety through fire services, the Board did levy a fire service assessment in FY 2010 to pay for the approximately \$7.0 million annual Fire Services contract with the City of Tallahassee. Again, the Board only enacted this fee after a thorough debate and understanding of the issues surrounding enhanced public safety.

A direct effect of the reduced property taxes and maintaining the current non-ad valorem rates is the increased use of general revenue fund balance to support the County's operating budget. The continued increased reliance on fund balance to support recurring expenditures is not a long term sustainable budgetary practice. Since FY 2011, the Board has budgeted \$11.5 million dollars to balance its budgets.

Leon LEADs Impacts

Notwithstanding the County's significant efforts to mitigate the negative impacts caused by economic conditions, which were out of the County's control, the County Administrator implemented Leon LEADs in 2012. LEADs places rigorous focus on those things the County control as an organization. As a continuing part of LEADs, departments and divisions continue to identify opportunities for improvement throughout the organization. These range from consolidation of functions across departmental lines to privatization where it makes sense.

As previously presented to the Board, Leon LEADs is not a management philosophy or a planning exercise, but a strategic transformational approach of aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization while instilling our people focused, performance driven culture throughout the organization. Leon LEADs is a continuous process of looking inward to strengthen what works (and to abandon what does not), looking outward to leverage community partnerships, and to receive systematic feedback from citizens while providing for ongoing adjustments as conditions change. LEADs has allowed the Board to be proactive and avoid costs where ever possible. Examples of this over the past two years include:

- Solving the long-term cost impacts of a consolidated Supervisor of Elections Office (SOE) and warehouse space. By working with the SOE, the Board was able to work within the existing SOE budget to consolidate all the warehouse and poll worker training spaces. This left the SOE with two locations, the downtown administrative offices and the centralized warehouse and training space on Capital Circle Southeast. This effort saved an estimated \$10 million in capital construction costs for a new facility.

- The County was also able to provide program improvements to the recycling program allowing for the transfer of two positions to Parks and Recreation (avoiding the cost of two newly needed positions) and another position to Community and Media Relations that will allow for a more coordinated media relations program, and avoided the need to request a new position in the Community and Media Relations Division.
- Through a two-year employee restructuring, Leon County was able to open three new branch libraries without adding additional staff. Originally, it was anticipated that four additional staff would be needed for the Woodville, Eastside and Northwest branch libraries.
- Refinancing previous debt service to take advantage of the low interest rate environment. By refinancing three bond issuances over the past two years will provide the County a net savings of \$2.9 million over eight years.
- In the area of Veteran's Services, to accommodate the increasing demand for claims assistance and other requests for service, an existing position in the Housing Division was realigned to fortify Veteran's Services and staff the new Veterans Resource Center. Without this efficiency restructuring, a new position would have been required.
- Reallocated existing resources to support the creation of a dedicated Direct Emergency Assistance Program (DEAP) for Veterans. Based on a review of the historic usage of the County's Military Grant program (i.e. property tax relief), a portion of the annual budgeted funds was reallocated to support the creation of a dedicated DEAP-Veterans program.
- Created the County Real Estate Division. Previously, the County contracted for these services in order to lease available space at the Bank of America Building and the Huntington Oaks Plaza. By bringing a real estate professional on staff, the County now continually markets its leasable space, saving on commissions paid to commercial real estate companies. In addition, this division focused on the existing County inventory of properties, continually looks for opportunities to achieve the maximum market potential or public good for this inventory.
- Board approval of a \$13 million fund balance sweep of general revenue related funds to the capital program. This effort is consistent with a prior sweep and has allowed the Board to maintain infrastructure without placing these efforts in competition with recurring operating demands. This, in addition to small annual transfers of general revenue to the capital project fund, will pay for the long-term capital maintenance needs of the County for the next five years
- Evaluated the efficacy of privatizing the County probation and pre-trial programs. The results determined that the private company could not provide the same level of service the County offered for the cost required to make a profit.

Current FY 2013 Cost Avoidance and Efficiency Efforts

To manage anticipated significant budget shortfalls in support of the budget, through the County LEADS effort, staff continually performs evaluations in county departments and divisions to find efficiencies. As evidenced by this approach, staff is repeatedly looking at ways to avoid costs and create efficiencies in the organization. Without this effort, the costs associated with these issues would have caused the shortfall to be much greater.

There are a number of recent examples of efforts at avoiding costs and increasing efficiencies. Beginning during the current fiscal year, the County implemented a Value Based Benefit Design program for health insurance. The purpose of this program is to slow the increase in annual

premiums by making individuals more responsible for their own health decisions. Another example is the centralized printing effort. Through the centralized printing and copying effort, the County is in the process of utilizing one vendor for all printer/copier needs, which will save costs; and also reduce the use of paper and toner. An additional action being launched this year is the implementation of the pay for print at the libraries. Through this approach, users will have a set number of “free” pages and then a charge will commence. As with all of the County’s cost avoidance and efficiency efforts, there is nothing too large or too small to be considered. Specific details regarding FY 2014 cost avoidance and efficiency efforts will be discussed in the analysis section below, and spotlighted in budget workshop item #3, “ LEADS Cross Departmental Action Teams’ Report and Recommendations.”

Notwithstanding these efforts, it appears the economy is in the beginning of fiscal rebound. This in conjunction with the necessary, deliberated and reasoned approach the Board has taken to ensure the long term fiscal viability of the County, will guarantee the ability for Leon County to continue to deliver quality services to its citizens in the near term and in the future.

Background Summary

What Leon County has Done

Over the past five years, in a difficult economy, the Board has used numerous strategies to balance the budget with each year becoming increasingly difficult, while being sensitive to the impacts on the citizens of the community. Specific Board actions resulted in \$14 million in property tax relief. The Board also utilized judiciously the County’s cash balances to help offset the property value decline and to invest in the community through capital project construction. The County has fundamentally restructured how we approach decision making and analysis by instituting LEADs. During this time and through this effort, the Board has reduced the budget by approximately \$62 million, eliminated more than 75 positions from its workforce and made service level operating reductions. Through the utilization of reserves, the County was able to provide tax relief, not increase assessments and gas taxes and invest in capital projects.

Ensuring the Investment and Stewardship in What We Did

The County is currently in the posture of having to maintain its existing infrastructure and new facilities as they open. This includes ensuring that we maintain the significant capital investment through adequate annual funding of the operating expenses. This capital investment includes new athletic fields, an expanded greenway trail system, expanded branch library system, the Public Safety Complex, improvements to the transportation network, and other services relative to the quality of life for the citizens of Leon County. By properly maintaining the County’s infrastructure this will protect the investment so people do not wonder why they are paying taxes if the facilities or roadways they use deteriorate.

What We Will Continue to Do

Through LEADs staff is continually looking for efficiencies and cost saving measure to either reduce current or avoid future costs. As reflected in a separate budget discussion item, we are continuing to empower employees to identify opportunities for cost savings through the implementation of the Cross Departmental Action Teams. The County will continue to focus on the thing we can control: working to identify cost avoidance, leveraging partnerships, utilizing technology, creating efficiencies and improving performance. We will ask our customers what we are doing right, what can we do better and what we should not be doing at all. The County

will continue to align the optimal resources of the organization with the top priorities of the Board.

Balancing Taxpayer & Community Needs and the Long Term Financial Viability for the Future

As the economy continues to improve and property values begin to increase, the County must continue to balance taxpayer sensitivities with community investment and long term financial responsibility. There are a number of policy considerations that will need to be considered moving forward to ensure the long term financial viability of the County. These policy options take into consideration the level of general revenue subsidy versus assessment/tax revenue necessary to support enterprise functions while taking into consideration and being sensitive to taxpayers. The process continues to be deliberate in order to focus on the long term as the economy slowly improves.

Analysis:

FY 2014 Preliminary Budget Workshop and Associated Public Hearings

To address these policy questions concerning balancing taxpayer and community needs and the long term financial viability for the County, the Board conducted a preliminary FY 2014 budget workshop, on April 23, 2013. The workshop included presentations on the projected net increases to the County budget, the recent rate studies on the stormwater and solid waste programs, and the option to levy the additional five cent gas tax. Based on the current information available, staff advised the Board that the preliminary budget shortfall for FY 2014 was in the range of \$7.58 - \$10.45. This shortfall did not include any general revenue fund balance to assist in balancing the budget.

The Board authorized staff to move forward with increasing the stormwater non-ad valorem assessment from \$20 to \$85, to proceed with evaluating the implementation of universal collection services for solid waste and the closure of the rural waste service centers, and to negotiate an agreement with the City of Tallahassee to share the five-cent gas tax 50/50 starting January 1, 2014. The Board also instructed staff to conduct a public information and community outreach plan to gauge the effect these changes would have on the the citizens of the unincorporated area of the County.

As required by Florida Statutes, 37,781 first class notices were mailed to property owners in the unincorporated area notifying them of the proposed changes to the stormwater assessment. Included with the notice was additional information detailing the proposed move to universal collection services, and the enactment the five-cent gas tax. Staff also conducted three community meetings in the unincorporated area (Chaires Elementary School, Fort Braden School, and Montford Middle School).

Based on input received as a result of the community outreach, additional modifications were made to the proposed stormwater assessment structure to provide additional recognition for property owners that were providing some aspect of an on-site facility. A tiered approach of 25%, 50%, and 75% credits was established and approved by the Board. Additionally, the fee structure recognizes that individual properties are situated differently and the ordinance provides a tiered approach for properties such as mobile homes. The ordinance also provides a 50% credit for those most in need of financial support: low-income homesteaded seniors and disabled veterans. At the required public hearings to consider increasing the stormwater non-ad valorem

assessment the Board moved forward with increasing the stormwater assessment to \$85 for the average single family equivalent.

In response to citizen input the Board chose not to move forward with universal collection services. At the community meetings, and again at the public hearing, many citizens encouraged the Board to keep the rural waste service centers open even if it meant charging a fee to keep this service available. The Board listened, and elected not to require the universal collection of solid waste. Rather, the Board instructed staff to bring back fee options at the July budget workshop that would cover the cost of operating these rural waste centers; this information is contained in a separate budget discussion item.

As instructed by the Board, staff proceeded with negotiating an agreement concerning sharing the proposed five cent gas tax with the City of Tallahassee. After meeting with City staff an agreement was prepared that split the revenues from the gas tax at the Board approved 50/50 rate. However, when the agreement was brought before the City Commission, the city voted not to accept the 50/50 split, and instructed their staff to renegotiate the agreement with the County, which, shared the revenue at a 53/47 percent split. The City wanted a higher percentage of the tax. Based on this response, the Board chose not to move forward with implementing this tax at this time.

Based on the direction received to date, the preliminary budget balancing strategies were prepared for Board consideration, which include the new additional revenue from increasing the stormwater assessment from \$20 to \$85, and a proposed fee structure that will fund the operation of the rural waste collection centers.

Estimated Budget Shortfall

As indicated staff's early analysis indicated a budget shortfall within the range of \$7.58 - \$10.45 million. This shortfall did not include the use of fund balance. Over the last three years the Board has used \$4 million in fund balance to assist in balancing the budget. With the use of fund balance the projected shortfall was \$3.58 - \$7.45 million. Table #1 shows the preliminary budget shortfall presented at the April 23, 2013 budget workshop.

**Table #2
 Preliminary Budget Analysis**

Revenues	In Millions
Property Taxes with current millage rate (8.3144)	\$1.4
Other Major Revenues	\$1.4
Estimated Revenue Pick Up	\$2.8
Expenses	
Health Care	\$0.63 – \$1.2
Retirement	\$1.5 - \$2.8
Performance Merit Increase (3% or 4%) ²	\$2.6 – \$3.4
Contractual Service (e.g. custodial, software)	\$0.70 - \$0.90
SOE election cycle increase	\$0.50
Full Year Public Safety Operating Expenses ³	\$0.31
Mahan Drive Right of Way Maintenance	\$0.29
Mandatory State Increase (e.g. Med Examiner)	\$0.13
Fuel and Utilities	\$0.10
Debt Service Savings (Refinancing)	(\$0.38)
Estimated Expense Increases	\$6.38 – \$9.25
Estimated Fund Balance (FB) Use	\$4.0
Est. Shortfall Range using FB (Rev. - Exp.)	\$3.58 – \$6.45
Shortfall without using FB	\$7.58 - \$10.45

FY 2014 and Future Current Cost Avoidance and Efficiency Efforts

Due to the economic environment, the reduction in property valuations, and inflationary increases in expenditures, the County has anticipated significant budget shortfalls. Through the County LEADs process initiated during FY 2011, staff performed an exhaustive evaluation throughout all of the county departments and divisions. The LEADs initiative is a fundamentally different approach to identify areas where future costs can be avoided or controlled. This process focused on areas that the County can either control or influence and acknowledged that there are things outside of the County’s influence. This approach is intended to create and foster an environment where “big ideas” can be brought forward for consideration. As evidenced by this approach, staff is continually looking at ways to avoid costs and create efficiencies in the organization.

Without this effort, the costs associated with these issues would have caused the budget shortfall to be much greater. Additionally, for the FY 2014 budget cycle LEADs Cross Departmental Action Teams were created to assist in this initiative, the results of which are detailed in a stand-alone budget discussion.

A recent example of the LEADs efforts includes evaluating solid waste services. Through this review, the County entered into a renegotiation with Waste Management for the hauling and disposal of the waste from the transfer station to the Springhill Landfill, which resulted in a reduced rate that will save the County and City a combined \$435,000 annually.

Also as part of this Solid Waste review, the County entered into a competitive bidding process for unincorporated area curbside collection. The bidding process reduced rates by 32% for the

unincorporated with the commencement of the new contract in October 2013. Moreover, the County attempted to privatize the cost of the transfer station to see if the free market would allow for reduced operating costs at this facility. No firms bid on the proposed contract, which indicates that the County is managing the transfer station efficiently.

Last year's efforts, which included avoiding the cost of constructing new consolidated elections space and warehouse for the Supervisor of Elections (\$10 million), totaled \$10.56 million. This year's efforts, which included the Leads Cross Departmental Action Teams, identified the following savings as shown in Table #2.

Table 2: Cost Avoidance and Efficiency Savings

Cost Avoidance and Efficiency Savings	Savings	FTE Avoidance
FY 14 Budget		
Facilities Management Maintenance Reorganization	\$105,825	2
Reduce Library Book Mobile and Courier Services	\$72,353	2
Cross Departmental Team Equipment Sharing	\$250,000	0
Mahan Drive Right of Way Maintenance	\$290,000	3
Combined Inter-departmental Mowing Contract	TBD	0
Total FY 2014 Cost Avoidance	\$718,178	7
Future Budget Years (FY15 and FY16)		
Co-locate Probation and Pre-Trial Programs	\$75,000	2
Cross Training of Environmental and Engineering Inspectors	\$110,980	2
Minimum Future Year Position Cost Avoidance	\$185,980	4
Minimum Total FY14 – FY16	\$904,158	11

These cost avoidance and efficiency savings prevented \$718,178 in addition to the projected shortfall. If these savings had not been realized the preliminary budget shortfall would have been between \$8.4 and \$11.3million. A separate budget discussion item follows that further describes these efforts and to improve efficiencies avoid costs; however, a few examples are described below.

Areas reviewed by staff this year included Facilities Management, Public Works Operations, and Libraries Services. Staff also focused on ways to share expensive resources such as heavy equipment to avoid duplication of purchases. A review of Facilities Management revealed that by shifting responsibilities within the maintenance unit, two positions could be eliminated without interrupting the maintenance of County facilities.

Likewise, a review of Library Services indicated that the level of service provided for moving books between libraries and current bookmobile services were well above the standard service delivery model. Currently, one employee moves books between the libraries five days a week to accommodate patrons requesting library material. These materials are then available the next day for the customer. Moving the books between libraries three days a week will allow two current part-time positions to handle the material, and books would be available within two to three days instead of one.

Furthermore, prior to the construction of the new Eastside Library and Woodville libraries, the bookmobile traveled to Chaires, Miccosukee, Woodville and Southwood. After the completion of the Woodville Library this service was discontinued. Due to lack of use, the Chaires stop was discontinued. Usage has similarly declined in Miccosukee and a discontinuance of this stop is recommended. Due to the small size of the previous Parkway store-front library, service to Southwood was added. The completion of the Eastside Library makes the Southwood service obsolete. The County will continue to provide service to nursing home facilities with book delivery and pick up services.

One other large cost avoidance effort was the staffing and equipment needs required to maintain the median and right-of-way of the newly widened and landscaped Mahan Drive. Originally, staff anticipated the budgetary impact of adding this project to the County's maintenance schedule at \$290,000, including three additional positions. Since this cost was identified staff has worked diligently to find solutions to reduce this impact. Due to the decline in the use of the private road repair program, and OCGM roads having lower than expected maintenance requirements, Public Works determined that by realigning work crews associated with these programs to right-of-way management, and changing the classification of vacant crew positions to lower pay grades, that only one new FTE in right-of-way maintenance was required for Mahan Drive.

Additionally, the LEADs Cross Departmental Team effort identified future areas where cost savings can occur: co-locating the Probation and Pre-Trial programs to reduce administrative staff and allow for the cross training of personnel; and cross training inspection staff to avoid replacing inspectors who retire or vacate their position. Due to the similar functions in each of these two staffing areas a minimum of four positions at a cost of \$185,890 will be avoided.

As discussed the LEADs process is iterative. Staff is continually looking for ways to better align resources to gain efficiencies. To this end, it is likely that some additional organizational realignment may occur subsequent to this workshop and the presentation of the tentative budget at the September public hearings. Any such changes will be identified, and will have a neutral net position impact on the FY 2014 budget.

Revised Budget Shortfall

In addition to the LEADs efforts to identify cost savings, since the April 23, workshop the following has occurred: the Constitutional Officers have submitted their FY 2014 budget requests; the legislative session concluded where personnel retirement rates were established, preliminary property values have been provided by the Property Appraiser, and health care insurance rates were provided by the County health insurer. Table #3 below reflects the revised shortfall.

Table #3: Revised Budget Shortfall

Revenues	In Millions
Property Taxes with current millage rate (8.3144)	\$0.35
Stormwater Assessment Increase (\$20 - \$85)	\$2.20
Rural Waste Service Center Fees	\$0.90
Other General Revenues	(\$1.33)
Total Revenue	\$2.12
Expenses	
Health Care	\$0.66
Retirement	\$2.70
Transfer to Capital	\$1.50
Cost-of-Living Increase 3%	\$2.58
Contractual Service and State Increases (e.g. custodial, software, Medicaid, Medical Examiner, Indigent Burial, City Service Contracts)	\$1.36
SOE gubernatorial election	\$1.00
Sheriff's Capital	\$0.77
Increase General Revenue Funding for 800 MHz Radio System	\$0.35
Full Year Consolidated Dispatch Operation	\$0.36
Debt Service Savings	(\$0.38)
Total Expenses	\$10.90
Total Estimated Shortfall Range	\$8.78

The table shows the preliminary FY 2014 budget shortfall at \$8.78 million. This is within the projected \$7.58 - \$10.45 range presented at the April 23, 2013 budget workshop. An overview of the shortfall is presented below.

Revenues

Due to Board action and direction concerning the stormwater assessment and the rural waste collection service centers fees, net revenues are projected to increase by \$2.12 million. This is primarily due to an additional \$2.2 million in stormwater assessment revenue, and the creation of a fee structure to cover the cost of operating the rural waste service centers. This revenue is projected at \$900,000; a separate budget discussion item addresses the fee proposal.

Anticipated revenues from property tax valuations and other general revenues did not occur as originally expected. Preliminary property valuations provided by the Property Appraiser on June 1, 2013 did not increase as much as expected. The net increase in property tax revenue is expected to be \$350,000 over FY 2013. Final valuation will be provided on July 1, 2013, and any adjustments to this revenue will be presented to the Board at the July 8, 2013 workshop.

Additionally, the City of Tallahassee recently notified the County that the City has overpaid approximately \$2.1 million in public service utility taxes to the County over the past three years. Leon County has begun paying back this tax to the City through the withholding of a pro rata share of this revenue over the next three years. This pay back of the public service tax, off-set by a slight increase in state shared revenue and the ½ sales tax shows a net reduction in general revenue of \$1.3 million.

Expenses

In total the County will see an increase in expenditures of \$10.6 million in FY 2014. One of the largest increases was in required payments to the State of Florida Retirement System. The majority of the increase was caused by the legislature requiring the funding of the actuarial liability (estimated shortfall) in the retirement system to make the system 100% funded. This caused Leon County's costs to increase by \$2.7 million. Other personnel costs fell within expectations. Health care costs increased at the anticipated 4% rate, and the cost-of-living adjustment presented for consideration is 3% or \$2.58 million.

Other increases were associated with contractual services (\$1.4 million) and the cost of the Supervisor of Elections managing the gubernatorial primaries (\$1 million); however, the Supervisor of Elections has proposed an alternative approach to reduce this impact by \$300,000 and this is presented as part of the balancing strategies. Cost associated with capital expenditures for the Board and the Sheriff increased by \$2.3 million. Like the Supervisor, the Sheriff has also presented an alternative to reduce his funding by \$400,000 and it is included as part of the budget balancing strategies. In addition, to the \$360,000 need to fund the operation of the Public Safety Complex for a full year, an anticipated increase in general revenues support in the amount of \$350,000 was needed to fund the County's on-going share of maintenance for the 800 MHz radio system. Year-to-year cost savings include the \$380,000 in debt service refinancing.

Fund Balance

Fund Balance is typically accumulated to support cash flow, emergency needs, unforeseen revenue downturns and one-time capital projects. For the County's general funds, the balances have historically grown at a rate of \$4 to \$5 million a year. This is due to state budget requirements that counties budget 95% of expected revenues, and the under expenditure of Board and Constitutional Officer's budgets. Hence, \$4 to \$5 million has not been an unreasonable amount to budget given the constraints placed on County resources.

However, the Board needs to be aware that if the amount of fund balance utilized grows annually, this will quickly become an unsustainable practice. If the Board grew the use of fund balance by only \$2 million a year (i.e. \$6 million FY2014, \$8 million FY2015, etc.), it would only take 4 or 5 years to deplete the entire fund balance. This would occur because the utilization would be occurring at a much higher rate than the replenishment. In addition, this would further diminish the Board's ability to provide fund balances for future capital projects.

Budget Balancing Strategies

Based on all of the revenue and expenditure adjustments previously noted, there are three budget balancing scenarios being provided for Board consideration. There are of course numerous iterations that could be considered, but the three strategies were developed to provide a range of approaches for consideration. All balancing strategies can be enacted by a simple majority vote (4-3), since all millage rate scenarios are well below the simple majority maximum rate (which is above the statutorily allowed 10.0 mills). In addition, all options provide a balanced budget as required by statute. The options presented are illustrative and during the budget workshop the Board may wish to realign certain aspects of each scenario, or provide any additional direction as needed.

The scenarios are being provided as a context for reviewing the additional budget discussion items. After reviewing all of the budget discussion items, a separate budget discussion provides a detailed discussion for each of the scenarios. During the actual workshop, it is recommended that the Board consider all of the information contained in the budget discussion items and then proceed to the budget balancing process, inclusive of establishing a maximum FY2014 millage rate.

The options presented are as follows (these options will be discussed in detail under the Budget Reduction and Balancing Strategies budget discussion item at the end of the workshop):

- Strategy #1: Maintain the current millage rate of 8.3144, utilize \$2,004,431 in fund balance, make \$6,778,055 in reductions (e.g. budget cuts and changes to employee benefits), do not provide a COLA, and eliminates a net 11.20 positions.
- Strategy #2: Maintain the current millage rate of 8.3144, utilize \$5,117,795 in fund balance, make \$3,664,691 in reductions, includes modified COLA of 1.5% on October 1 and April 1, and eliminates a net 9.20 positions.
- Strategy #3: Implement the rolled back rate to generate an additional \$1,024,404 in additional revenue to reduce budget reductions and assist with funding employee benefits, utilize \$5,238,391 in fund balance, make \$2,569,691 in reductions, includes a 3% COLA effective October 1 and eliminates a net 9.20 positions.

Current and Future Funding Needs

It is important to note that during these years of cut-backs and reductions, the County has acquired or built additional infrastructure without necessarily funding for its future upkeep. These amenities include greenways, roadways and associated landscaping/medians, libraries, and community centers.

Parks and Recreation

The County has acquired 1,185 acres of greenways (St. Marks Headwaters, Fallschase, Eight-Mile Pond, Alford Arm Goose Creek Connector, *and* the Fred George Sinkhole properties), and passive parks (Pedric Pond and Trail, Martha Wellman, Lake Henrietta and Jackson View). In addition, the land management plan with the Florida Community Trust requires the County to make a park out of the recently completed Okeehoopkee stormwater retrofit project.

While Blueprint 2000 has provided funds to construct the required amenities at Fred George and St. Marks greenway purchases, future funding will be required to maintain these facilities in a manner acceptable to the community. Moreover, the Miccosukee and Alford Arm Greenways management plans are currently being revised. These plans will include additional amenities that will be expected by the public such as potable water sources for the Miccosukee Greenway and trail layout and design at Alford Arm.

Transportation and Mobility

Currently, the County resurfacing program is funded from the original local infrastructure sales tax. Revenue collected from gas taxes does not fund any road resurfacing. In January and February 2013, the Board approved updated resolutions at the required public hearings that now allow the County's ten percent share of the current infrastructure tax to be used for the resurfacing of major arterial and collector roads. No funding is contemplated for the resurfacing of local roads from this revenue source. This issue is currently being deliberated in detail at the

citizens committee currently considering projects for the proposed second extension of the local option infrastructure sales tax.

In addition to the above, over the past five years, Public Works Operations staff has been reduced by six percent. During this time the division has taken on the responsibility of maintaining 40 more stormwater ponds, 14 miles of paved roads, 35 acres of landscaped areas, and 12.5 miles of road side ditches/swales. In addition, once the sections of Capital Circle NW and SW currently under construction are completed, additional funding estimated at \$580,000 in recurring operation expenses will be needed to maintain these roadways.

Comparative Information

In developing the FY2014 Budget, it is important to understand that Leon County continues to benchmark extremely favorably when compared to our like sized counties. As reflected in Attachment #1, in FY 2013, when compared to other like sized counties, Leon County:

- Maintained the lowest net operating budget per capita (\$198 million) compared to the next lowest, Alachua (\$242 million) and the highest per capita, Osceola (\$529)
- Maintained the lowest net budget per resident (\$718) compared to the next lowest Lake (\$839), and the highest net budget per resident Osceola (\$1,885)
- Maintained the lowest number of employees at 6 employees /1000 residents along with Lake and St. Lucie counties compared to the next lowest, Alachua, Escambia, and Osceola with 8 employees per 1000 residents, and the highest, St. Johns with 10 employees/1000 residents.

To provide context of the overall impact of County property taxes to a typical household, Attachment #2 shows the monthly costs of County services funded by property taxes compared to a standard cable television bill. As reflected, the costs are equal; meaning, for the cost of a basic cable package, citizens receive all of the services of County government, including but not limited to: Emergency Medical Services, law enforcement and corrections, libraries, health and human services, elections, and mosquito control.

Options:

1. Accept staff's report on the preliminary budget.
2. Do not accept staff's report on the preliminary budget.

Recommendations:

Options #1

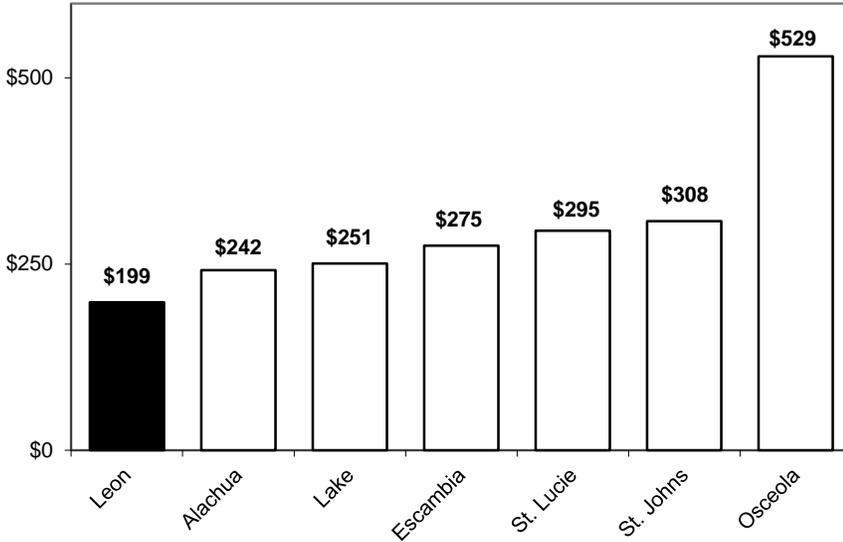
Attachments:

1. Comparative County Data
2. Monthly Costs of County Services

Leon County Fiscal Year 2014 Proposed Budget
Comparative Data – Like Sized Counties

Total Net Budget (FY13)

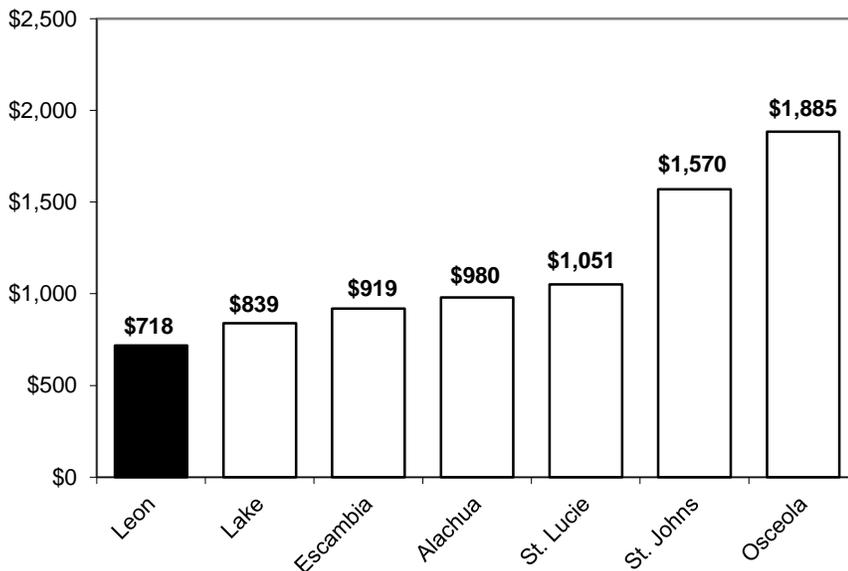
Millions



Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$200 million. Alachua County's net budget is 21% higher than Leon County's.

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

Net Budget Per Countywide Resident (FY13)



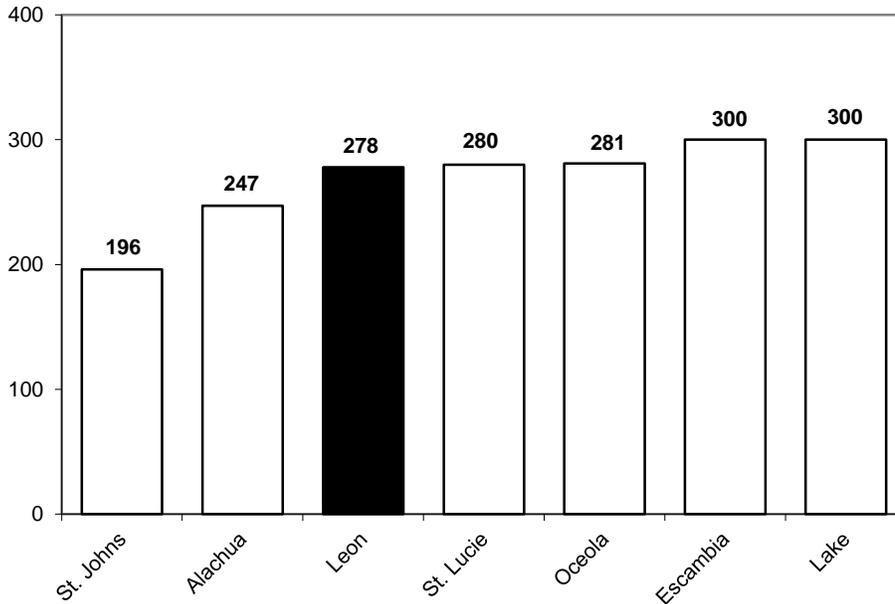
Leon County is the lowest for dollars spent per county resident. Osceola County spends more than two and a half times the amount per resident than Leon County. The next closest County's net budget per capita is 16% higher than Leon County's (Lake County).

* Comparative Counties updated based on 2012 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 11/1/2012.

Leon County Fiscal Year 2014 Proposed Budget
Comparative Data – Like Sized Counties

Countywide Population (2012)

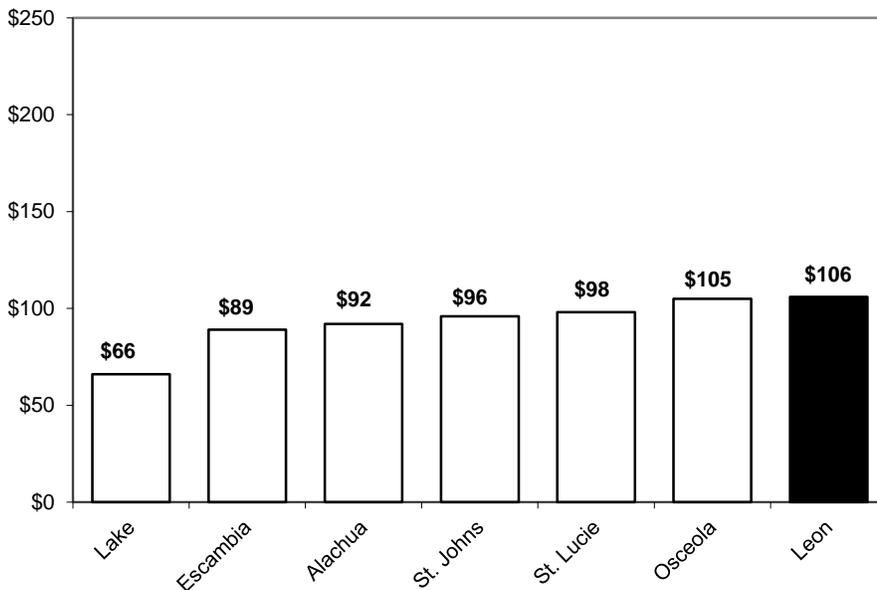
Thousands



The Florida Bureau of Economic and Business Research estimated the Leon County 2012 population at 277,670 residents. The selection of comparative counties is largely based on population served.

Anticipated Ad Valorem Tax Collections (FY13)

Millions

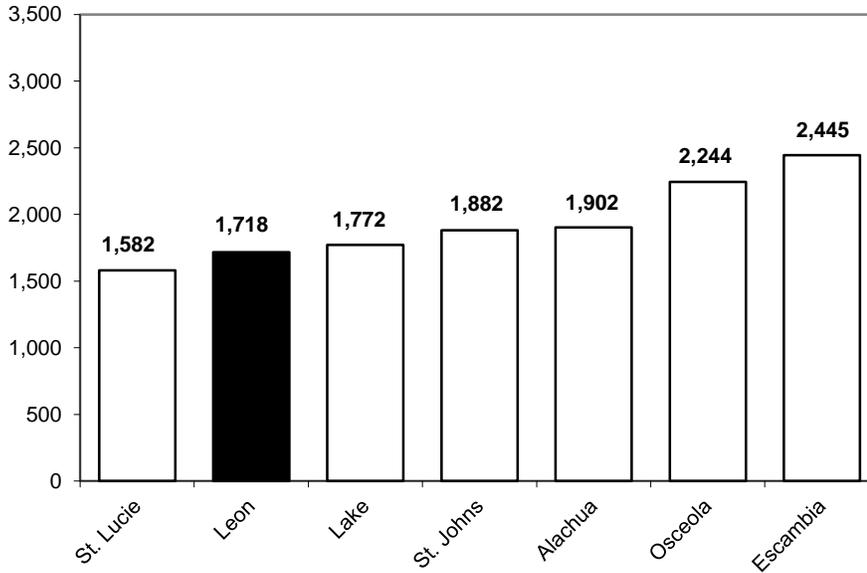


Among the like-sized counties, Leon County collects \$106 million in ad valorem taxes. Leon County collects \$13 million more than the median collection (\$93 million). Due to the 2008 passage of property tax reform by referendum and enabling legislative actions, ad valorem tax collections rates were 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 50% of the County's operating revenue.

* Comparative Counties updated based on 2012 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 11/1/2012

Leon County Fiscal Year 2014 Proposed Budget
Comparative Data – Like Sized Counties

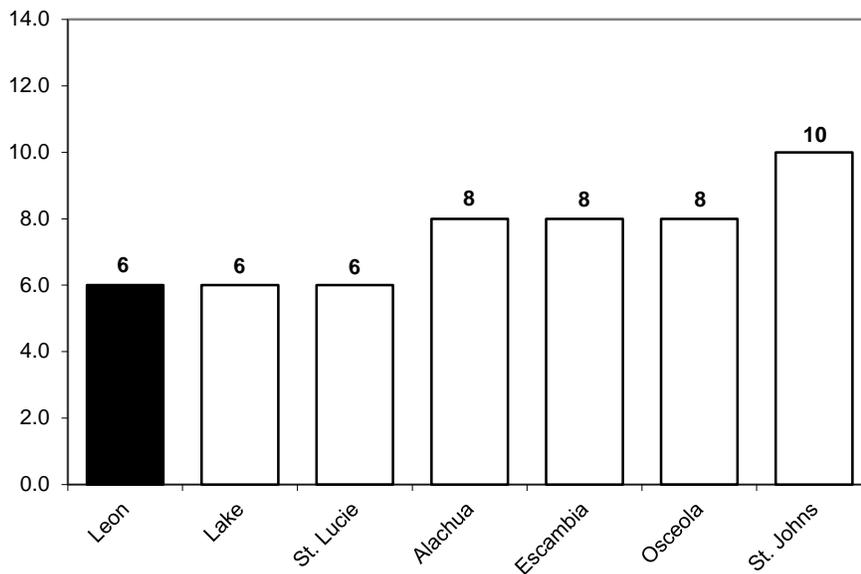
Total Number of County Employees (FY13)



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 FY12 except for Alachua, Osceola, and Escambia Counties. This is largely attributed to property tax reform followed by the recession which has impacted county revenues and services.

County Employees per 1,000 Residents (FY13)



Leon County has a ratio of 6 employees for every thousand County residents, tied with St. Lucie and Lake County as the lowest in per capita employees.

* Comparative Counties updated based on 2012 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 11/1/2012

Leon County Fiscal Year 2014 Proposed Budget

Comparative Data – All Florida Counties

Net Budget per Countywide Resident

<i>County</i>	<i>Net Budget Per Capita</i>	<i>Staff Per 1000</i>	<i>% Exempt</i>
Santa Rosa	\$410	5	37%
Gadsden	\$602	7	51%
Holmes	\$605	8	64%
Union	\$639	10	76%
Leon	\$718	6	43%
Columbia	\$721	7	46%
Flagler	\$788	7	31%
Baker	\$792	12	53%
Washington	\$813	9	44%
Seminole	\$818	7	25%
Volusia	\$820	7	33%
Lafayette	\$824	10	66%
Clay	\$838	7	36%
Lake	\$839	6	30%
Jackson	\$839	8	53%
Taylor	\$844	10	42%
Citrus	\$870	8	32%
Highlands	\$878	9	34%
Bradford	\$892	8	53%
Okaloosa	\$893	7	28%
Marion	\$912	7	40%
Escambia	\$919	8	45%
Suwannee	\$925	10	46%
Wakulla	\$932	11	55%
Calhoun	\$949	8	61%
Madison	\$957	11	55%
Hernando	\$958	8	38%
Polk	\$970	7	31%
Pinellas	\$970	5	28%
Sumter	\$972	6	31%
Alachua	\$980	8	51%
Bay	\$994	7	33%
Liberty	\$995	14	77%
Okeechobee	\$1,026	10	40%

<i>County</i>	<i>Net Budget Per Capita</i>	<i>Staff Per 1000</i>	<i>% Exempt</i>
Brevard	\$1,045	7	43%
Putnam	\$1,047	9	50%
Saint Lucie	\$1,051	6	36%
Hendry	\$1,089	9	67%
Nassau	\$1,093	8	28%
Dixie	\$1,101	13	70%
Pasco	\$1,123	8	35%
Levy	\$1,180	10	50%
Lee	\$1,192	7	23%
Gilchrist	\$1,227	11	54%
Jefferson	\$1,228	12	66%
Hamilton	\$1,248	12	42%
Hardee	\$1,276	12	52%
Glades	\$1,280	19	83%
Hillsborough	\$1,307	8	30%
Desoto	\$1,337	10	55%
Manatee	\$1,403	9	23%
Gulf	\$1,407	11	40%
Orange	\$1,436	8	27%
Martin	\$1,441	10	27%
Indian River	\$1,454	10	26%
Palm Beach	\$1,470	8	23%
Saint Johns	\$1,570	10	27%
Broward	\$1,572	6	29%
Duval	\$1,652	8	39%
Walton	\$1,664	15	16%
Dade-Miami	\$1,690	10	28%
Sarasota	\$1,787	9	24%
Collier	\$1,794	10	17%
Osceola	\$1,885	8	37%
Franklin	\$2,352	15	42%
Charlotte	\$2,490	11	28%
Monroe	\$3,369	17	29%

Leon County Fiscal Year 2014 Proposed Budget

Comparative Data – All Florida Counties

Percent of Exempt Property

<i>County</i>	<i>% Exempt</i>	<i>Net Budget Per Capita</i>	<i>Staff Per 1000</i>
Walton	16%	\$1,664	15
Collier	17%	\$1,794	10
Manatee	23%	\$1,403	9
Lee	23%	\$1,192	7
Palm Beach	23%	\$1,470	8
Sarasota	24%	\$1,787	9
Seminole	25%	\$818	7
Indian River	26%	\$1,454	10
Martin	27%	\$1,441	10
Orange	27%	\$1,436	8
Saint Johns	27%	\$1,570	10
Dade-Miami	28%	\$1,690	10
Nassau	28%	\$1,093	8
Okaloosa	28%	\$893	7
Pinellas	28%	\$970	5
Charlotte	28%	\$2,490	11
Broward	29%	\$1,572	6
Monroe	29%	\$3,369	17
Lake	30%	\$839	6
Hillsborough	30%	\$1,307	8
Sumter	31%	\$972	6
Polk	31%	\$970	7
Flagler	31%	\$788	7
Citrus	32%	\$870	8
Volusia	33%	\$820	7
Bay	33%	\$994	7
Highlands	34%	\$878	9
Pasco	35%	\$1,123	8
Saint Lucie	36%	\$1,051	6
Clay	36%	\$838	7
Santa Rosa	37%	\$410	5
Osceola	37%	\$1,885	8
Hernando	38%	\$958	8
Duval	39%	\$1,652	8

<i>County</i>	<i>% Exempt</i>	<i>Net Budget Per Capita</i>	<i>Staff Per 1000</i>
Marion	40%	\$912	7
Okeechobee	40%	\$1,026	10
Gulf	40%	\$1,407	11
Taylor	42%	\$844	10
Franklin	42%	\$2,352	15
Hamilton	42%	\$1,248	12
Brevard	43%	\$1,045	7
Leon	43%	\$718	6
Washington	44%	\$813	9
Escambia	45%	\$919	8
Columbia	46%	\$721	7
Suwannee	46%	\$925	10
Levy	50%	\$1,180	10
Putnam	50%	\$1,047	9
Gadsden	51%	\$602	7
Alachua	51%	\$980	8
Hardee	52%	\$1,276	12
Baker	53%	\$792	12
Jackson	53%	\$839	8
Bradford	53%	\$892	8
Gilchrist	54%	\$1,227	11
Wakulla	55%	\$932	11
Madison	55%	\$957	11
Desoto	55%	\$1,337	10
Calhoun	61%	\$949	8
Holmes	64%	\$605	8
Jefferson	66%	\$1,228	12
Lafayette	66%	\$824	10
Hendry	67%	\$1,089	9
Dixie	70%	\$1,101	13
Union	76%	\$639	10
Liberty	77%	\$995	14
Glades	83%	\$1,280	19

Leon County Fiscal Year 2014 Proposed Budget

Comparative Data – All Florida Counties

Total County Employees per 1,000 Residents

<i>County</i>	<i>Staff Per 1000</i>	<i>Net Budget Per Capita</i>	<i>% Exempt</i>
Pinellas	5	\$970	28%
Santa Rosa	5	\$410	37%
Leon	6	\$718	43%
Saint Lucie	6	\$1,051	36%
Sumter	6	\$972	31%
Lake	6	\$839	30%
Broward	6	\$1,572	29%
Seminole	7	\$818	25%
Brevard	7	\$1,045	43%
Volusia	7	\$820	33%
Polk	7	\$970	31%
Okaloosa	7	\$893	28%
Clay	7	\$838	36%
Flagler	7	\$788	31%
Bay	7	\$994	33%
Gadsden	7	\$602	51%
Columbia	7	\$721	46%
Marion	7	\$912	40%
Lee	7	\$1,192	23%
Bradford	8	\$892	53%
Citrus	8	\$870	32%
Holmes	8	\$605	64%
Alachua	8	\$980	51%
Hillsborough	8	\$1,307	30%
Jackson	8	\$839	53%
Calhoun	8	\$949	61%
Osceola	8	\$1,885	37%
Hernando	8	\$958	38%
Duval	8	\$1,652	39%
Escambia	8	\$919	45%
Pasco	8	\$1,123	35%
Palm Beach	8	\$1,470	23%
Nassau	8	\$1,093	28%
Orange	8	\$1,436	27%

<i>County</i>	<i>Staff Per 1000</i>	<i>Net Budget Per Capita</i>	<i>% Exempt</i>
Highlands	9	\$878	34%
Sarasota	9	\$1,787	24%
Hendry	9	\$1,089	67%
Washington	9	\$813	44%
Putnam	9	\$1,047	50%
Manatee	9	\$1,403	23%
Saint Johns	10	\$1,570	27%
Union	10	\$639	76%
Indian River	10	\$1,454	26%
Lafayette	10	\$824	66%
Suwannee	10	\$925	46%
Desoto	10	\$1,337	55%
Levy	10	\$1,180	50%
Collier	10	\$1,794	17%
Taylor	10	\$844	42%
Dade-Miami	10	\$1,690	28%
Okeechobee	10	\$1,026	40%
Martin	10	\$1,441	27%
Gilchrist	11	\$1,227	54%
Gulf	11	\$1,407	40%
Charlotte	11	\$2,490	28%
Wakulla	11	\$932	55%
Madison	11	\$957	55%
Baker	12	\$792	53%
Jefferson	12	\$1,228	66%
Hardee	12	\$1,276	52%
Hamilton	12	\$1,248	42%
Dixie	13	\$1,101	70%
Liberty	14	\$995	77%
Franklin	15	\$2,352	42%
Walton	15	\$1,664	16%
Monroe	17	\$3,369	29%
Glades	19	\$1,280	83%

Account Number	1234-5678
Billing Date	11/01/2012
Total Amount Due	\$80.95
Payment Due by	11/30/2012

Monthly Cable Bill Details

Cable Channel Line-Up

County Services

vs.

24/7 Reality TV	\$15.00
Real Housewives of Everywhere	\$12.00
Food, Food & More Food!	\$9.50
Movies I Don't Like	\$9.00
Silly People Doing Silly Things at Silly Times	\$8.00
Is That Really For Kids?	\$7.00
24/7 Ultimate Ping Pong Championships	\$5.00
The Re-Run Channel	\$6.00
Movies & Shows That Shouldn't Have Been Made	\$9.45
Total	\$80.95

Law Enforcement & Corrections	\$33.12
Emergency Medical Services (EMS)	\$3.76
Library Services	\$3.52
Facilities	\$4.15
Health & Human Services	\$3.53
Elections	\$1.65
Veterans, Volunteer, Co-Op, & Planning	\$1.14
Mosquito Control	\$0.31
All Other Services	\$15.17
Total	\$66.35

**Leon County
Board of County Commissioners
Budget Workshop Item #3**

July 8, 2013

To: Honorable Chairman and Members of the Board
From: Vincent S. Long, County Administrator
Title: LEADS Cross Departmental Action Teams' Report and Recommendations

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:	Timothy Barden, Principle Management & Budget Analyst Felisa Barnes, Principle Management & Budget Analyst

Fiscal Impact:

Implementation of the cross departmental team recommendations will result in estimated cost savings of \$250,000 which have been contemplated in the tentative FY2014 budget. Future cost savings for consideration as part of the FY2015 budget includes the anticipated elimination of least four positions.

Staff Recommendation:

Option #1: Approve the LEADS Cross Departmental Report and Recommendations for implementation.

Report and Discussion

Background:

With the economic decline, Leon County implemented LEADs to support and reinforce our organization's transformational efforts, and to ensure no detail is too small to escape our efforts. Through LEADs, the County focuses on those things we can control: instituted a continuous effort to identify efficiencies, focused on cost avoidance, privatized when appropriate, leveraged partnerships, utilized technology and improved our performance. Many specific examples of these efforts are provided in detail in the main budget discussion item.

Though these efforts have resulted in significant cost savings through cost avoidance and efficiencies, our LEADs efforts continue to evolve. Prior to requesting any funding adjustments to the budget, either revenues or expenditures, it is imperative that staff continue to demonstrate strong financial stewardship by continuing to focus on those things that we control. Beginning with the current budget process, the County Administrator has added a new LEADs component to further identify opportunities for cost reductions, cost avoidance and efficiencies – LEADs Cross Departmental Action Teams.

The Cross Departmental Action Teams is an effort whereby differing leadership staff collaborates across County departmental areas to identify opportunities for costs savings for inclusion in the budget development process. The effort is to compel and empower "line staff" to work across departmental lines and recognize that the resources of the organization are not isolated to a singular department, but rather, there are numerous opportunities for collaboration, reductions, sharing of resources, etc. The Cross Departmental Action Teams effort was designed to be replicated annually as part of the budget process.

The Office of Management and Budget (OMB) staff was tasked with facilitating and shepherding the Cross Departmental Action Teams through to completion including the implementation of any cost saving measures identified.

The Cross Departmental Action Teams' focus encompassed a shared vision, ownership, stewardship, collaboration and a shared approach to decision making. The concept attempts to break down the barriers inherent in the organization so that true costs savings and efficiencies could be achieved. Based on the County Administrator's direction, the team objective was formulated as follows:

As a group, suggest, discuss and present actionable items related to County functions, programs, services, service levels, budgets to improve County operations at a reduced cost.

To facilitate the group discussions, staff developed a list of open-ended questions that reinforced the Team objective. The questions were designed to provoke thought and spur brainstorming to produce actionable results for improving County operations at a reduced cost. The questions that were provided are as follows:

1. *Do any of the functions performed by your department/division overlap internally between positions or externally with other departments? (Examples: Inspection Services)*

2. *What program, service or activities do not appear to be functioning at the highest level? What can be done to improve these areas, or should they be discontinued?*
3. *During your work day, where do you see areas in the organization that could share resources such as personnel or equipment?*
4. *Are there any services/program currently provided by the County staff that could be provided through an alternative method? (Example: nuisance wildlife services contracted out to a third party vendor)*
5. *What opportunities exist in your area where efficiencies can be gained through collaboration and cost sharing with other County departments and/or organizations financially supported by the County? (Examples: equipment, technology, personnel.)*
6. *How do work areas use performance measures to improve services?*
7. *How do you communicate ideas with other Departments or Divisions?*
8. *What are the barriers in communicating with other Departments, and how would you "break down" these barriers?*
9. *Are you encouraged or discouraged from collaborating with other Departments or Divisions concerning eliminating duplication, or making service delivery more efficient?*
10. *How could communication and work coordination be improved between Departments and Divisions?*

The overall team consisted of 30 individual leadership team members from the various departments and divisions throughout the county. The team was further split into 3 separate work groups. Each work group was tasked to produce "actionable" opportunities and concepts for cost savings and efficiencies within current operations and within the current budget. Each group submitted a report that outlined each of their recommended opportunities for consideration. From these individual group reports, the OMB staff compiled a comprehensive report that placed each opportunity into a category for implementation.

The final report was presented to the County Administrator and the Executive Team on May 30, 2013 prior to the Executive Budget Hearings so that some or all of these opportunities could be considered and implemented as part of the overall FY2014 budget reduction strategy. The final report is included as Attachment #1.

Analysis:

The three Cross Departmental Action Team workgroups analyzed all aspects of the organization from each of their unique perspectives and experiences and each group produced a single report that outlined potential areas for cost savings, process and efficiency improvements. The detail for all the opportunities that were generated is included in Attachment #1. The following provides some highlights:

- Shared equipment resource coordination across all departments and divisions
- Consolidation of all right of way, parks, greenway and facility landscaping/maintenance contracts
- Cross-Training and consolidation of inspection functions within departments

- Consolidation and centralization of Probation, Pre-trial Release and Drug and Alcohol Testing
- Animal Control Dispatch to be provided by the Consolidated Dispatch Agency (CDA) (Note: The CDA Board has directed staff to evaluate this concept.)
- Annual Permit for Facilities Management
- Consolidate security systems
- Establishment of an employee vehicle pool
- Preventive maintenance of AEDs transferred from EMS to Facilities Management.
- Event coordination procedures and the establishment of an inventory of event items
- Consolidation of addressing functions between DSEM and GIS
- Facilities Management assume of preventive maintenance responsibilities of Jail and Sheriff's Administrative offices
- Consolidation/Coordination of county work program with VolunteerLEON

The Cross Departmental Action Teams effort proved to be very successful in generating ideas and opportunities for improved efficiencies and cost savings. As the report outlines, all of these opportunities are not immediately "actionable". Some will require careful evaluation and consideration to potentially be put into action within the next year.

The remainder of the analysis in this agenda item highlights four opportunities that are immediately actionable and staff will be moving forward with implementation in order to begin realizing the cost savings and efficiencies in the current fiscal year or early FY2014. Those opportunities are as follows:

1. Shared equipment resource coordination across all departments and divisions
2. Cross Department Training and Consolidation Services
3. Consolidation of all right of way, parks, greenway and facility landscaping/maintenance contracts
4. Consolidation and centralization of Probation, Pre-trial Release and Drug and Alcohol Testing

Shared Equipment Resource Coordination

Many department and division functions require the use of similar heavy and other types of equipment. Some departments have the necessary equipment on hand as part of their inventory. Other departments, when needed, rent equipment short term to complete a task. Through the process of sharing equipment, departments and divisions including Public Works/Operations, Parks and Recreation, Facilities Management, and Solid Waste will be able to reduce the inventory of equipment needs and at the same time produce annual cost savings by eliminating the need for some department or divisions to rent equipment to perform their job functions. Staff is continuing to evaluate opportunities to delay/eliminate the purchase of certain equipment which can instead be shared between differing departments. Coordination and timing in this process will be essential for implementation. For the FY2014 budget, Fleet Management and OMB, working with the various departments has reviewed the original anticipated equipment replacement schedules and reduced the overall budget request for by approximately \$250,000

Staff will be finalizing a systematic approach to ensure all equipment inventories can be accessed and utilized by any department or division beginning next fiscal year.

Cross Department Training and Consolidation of Services

This opportunity presented two specific tangible opportunities for increased service delivery while at the same time reducing future costs in the areas of Construction Management, and Inspection Service.

Inspection Services Consolidation

Cost savings through consolidation in the county's inspection services function will be obtained. Public Works and the Department of Development Support and Environment Management (DSEM) currently both provide inspection services to residents, property owners and development professionals. There is some overlap in some areas between DSEM and Public Works with regard to inspections functions. Currently, in each department, the county has inspectors for each of the following functions:

DSEM Inspection Functions

Compliance with EMA
Knowledge of Environmental Features
Sediment and Erosion Controls
Permit Compliance
Knowledge of State Environmental Standards

Public Works Inspection Functions

Compliance with FDOT and Construction Standards
Stormwater Patterns
Sediment and Erosion Controls
Permit Compliance
Maintenance of Traffic
Constructability
Work Site Safety

By consolidating these services the county will move all inspectors being trained and certified to meet all these requirements to inspect any function. One position has been identified for reduction as part of this effort which will occur as part of the FY2015 budget process; this will allow for cross-training to occur during next fiscal year. These efforts will decrease the number of site visits and inspectors to simplify the development process for builders and contractors and provide a better overall service to the community.

Create a Construction Management Division

Currently, construction management of various projects is handled by a number of divisions within Public Works including Facilities Management and Engineering services with each employing similarly certified individuals to manage these projects. Creation of a construction management division will centralize the construction management services functions that are spread throughout the county into one central division. Consolidation of these services into one entity will provide the architectural, planning, design, bidding and procurement, construction administration and project close-out for all county buildings and projects. Staff anticipates a more efficient utilization of existing resources and the cost avoidance of requesting additional resources. As this approach is finalized, staff will determine of existing resources can also be eliminated.

Consolidation of all right of way, parks, greenway and facility landscaping/maintenance contracts

The county currently has a number of contracts within the various departments and divisions for mowing and landscape maintenance which includes ball fields, rights of way, parks and stormwater facilities. In the immediate future, the county will also be undertaking the additional maintenance of Mahan Drive and Buck Lake Road due to widening as well as Capital Circle Southeast and Northwest in the near future. Staff has determined that once the County is transferred responsibility for all the required transportation maintenance associated with Capital Circle and Mahan Road over the next 2-3 years, a minimum of an additional 84 acres will be added to Right-of-Way maintenance at an estimated cost of \$870,500 in recurring expenditures. Through the LEADS process, it was determined that there could be substantial cost savings by consolidating either all these contracts into a single contract or multiple single contracts based upon a zone concept within the county or by consolidating by type of work being performed (mowing, landscaping, etc.). The zone concept divides the county into multiple zones and then each zoned is bid individually. The single contract or zone approach would enable the county to bring these services under one umbrella or multiple umbrellas by competitively bidding for these services at a reduced rate. A master list is being developed of all contracts and existing expiration dates which will allow the County to determine a time line for implementation of this effort. A recent example of this occurred when the county consolidated the Parks and Recreation mowing operations with Facilities Management. This consolidation produced a savings of \$10,000 annually.

Consolidation and centralization of Probation, Pre-trial Release and Drug and Alcohol Testing

The Office of Intervention and Detention Alternatives is housed at both the Courthouse and at the Municipal Way Complex. The split location requires the department to have redundant functions staffed at both locations and does not afford the opportunity to maximize staff resources through cross training. Often times, within the Office of Intervention and Detention Alternatives there is a shortage of staff to meet the demand for drug testing. To meet this demand and to make the process more fluid, it would be advantageous to cross train Probation Officers and Pretrial Release Specialists to assist with drug testing. This will enable the county to maintain a high level of service as well as reduce staffing for this function in the future.

Through a consolidation of the department into one location, positions could be eliminated and cross training opportunities maximized for the department. The tentative budget includes the initial funding to support a renovation of space necessary to complete a consolidation. The position savings will be realized in the budget once the consolidation is scheduled to occur, most likely as part of the next budget cycle.

Summary

With the County Administrator's direction and implementation of the LEADs Cross Departmental Action Teams, staff was able to identify numerous opportunities for process improvements that will result in increased efficiencies and cost savings for the current fiscal year, FY2014 and the following fiscal year. The LEADS process will continue to be used throughout all levels of the organization to pinpoint opportunities for future cost savings, cost avoidance and efficiencies that result in a higher standard of service delivery to our citizens.

Options:

1. Approve the LEADS Cross Departmental Team Report and Recommendations for implementation.
2. Do not approve the LEADS Cross Departmental Team Report.
3. Board Direction

Recommendation:

Options #1

Attachments:

1. LEADS Cross Departmental Team Report



LEADS Cross-Departmental Communication and Action Team Final Report

INTRODUCTION

The County Administrator directed the Office of Management and Budget to formulate a new LEADS process whereby the leadership level staff collaborates in County functional areas to identify efficiencies and/or costs savings for the budget development process.

Office of Management and Budget (OMB) staff was tasked with facilitating and shepherding this process through to completion including implementing any cost saving measures identified. Ideas were compiled from an International City/County Management Association (ICMA) blog network discussion on “Changing the Structure of Budget Deliberation Meetings/Decision Making with Department heads”. From this discussion, staff further developed an interdepartmental collaborative team approach to identify opportunities for efficiencies. This new approach would include the leadership level staff that is non-Executive. Out of this concept, the LEADS Cross Departmental Communication and Action Team emerged.

METHODOLOGY

Consistent with the County’s Strategic Plan and the LEADS concept, the Team’s focus encompassed a shared vision, ownership, stewardship, collaboration and a shared approach to decision making. Based on the County Administrator’s direction, the team objective was formulated as follows: *As a group, suggest, discuss and present actionable items related to County functions, programs, services, service levels, budgets and performance to the County Administrator and Executive Team to improve County operations.* To facilitate the group discussions, staff developed a list of open-ended questions that reinforced the Team objective. The questions were designed to provoke thought, spur brainstorming, and hopefully produce several great ideas for improving County operations. Finally, a timeline was established with the goal of presenting a final report to the County Administrator during the Executive Budget Hearings proposing four to five ideas for implementing.

The process began with the Director of Financial Stewardship presenting the LEADS Cross Departmental Communication Team concept to the department/office heads, and requested each director appoint one or two leadership level staff for participation. The Team’s first activity involved a brainstorming meeting that was held on Friday, May 3 from 1 p.m. to 4 p.m. at the Tourism Development Welcome Center. The meeting was kicked off by the Director of the Office of Financial Stewardship who opened with the overall objective of the group format and anticipated results. After the Director’s departure, OMB staff followed with introductions and a short presentation on the process and rules of engagement. The Team was provided with folders that included the meeting agenda, objective, focus, discussion questions, and timeline.

After the process overview, the Team was separated into three random small groups for ease of discussions and the sharing of ideas. Each group elected a Facilitator to guide the discussions

and to keep the conversations focused and a Scribe to record responses. Large writing pads were supplied for listing ideals, and snacks were provided for breaks. The groups were then left to begin discussions.

During the group discussions, OMB staff was on hand to answer any questions that came up about the process. After the group discussions ended, the entire Team was assembled for individual group presentations. The groups were then given additional direction to convene at their own discretion, deliberate suggestions and submit a report recommending three to four actionable items that could be implemented using existing County resources. The team individual reports are included individually as Attachments #1, #2, and #3.

OMB staff's final task was to coalesce the Teams ideas and suggestions into a final report for presentation to the Executive Team.

TEAMS

Team #1:

Weldon Richardson, DSEM	Chad Abrams, EMS
Teresa Broxton, IDA/SPTR (Pretrial)	Eryn Calabro, HSCP
Shelley Cason, Facilities Management	Marcia Labat, County Attorney's Office
Warren Mohrfield, Facilities Management	Linda Barber-White, Library

Team #2:

Tiffany Harris-Human Services	Wayne Cross-Facilities Management
Kimberly Bivens-IDA-Probation	Roshaunda Bradley-Public Works
Danielle Daguerra-Library	Pam Scott-DSEM
Herman Davis-MIS	
Robert Mills-Solid Waste	

Team #3:

Kim Wood-Engineering-Public Works	Nawfal Ezzagaghi-DSEM-Environmental
Lashanda Salters-IDA-Drug & Alcohol Testing	Mathieu Cavell-CMR
Mercedes Carey-Library	Amy Cox-Human Resources
Dean Richards-Parks and Recreation	Shanea Wilks-MWSBE
Kendra Zamojski-Extension Services	

RESULTS and ANALYSIS

The LEADS Cross Departmental team approach was a success as the results will show. The three teams looked at all aspects of the organization from each of their unique perspectives and experiences and each team produced a single comprehensive report that outlined potential areas for process and efficiency improvements. The teams were provided a list of ten questions to be used as thought provoking and provide some guidance to lead the discussions. An analysis of the responses based on the various questions is included in Attachment #4. The group was not asked to answer each question specifically, but to use them as a basis to try to find efficiencies and program improvements.

1. *Do any of the functions performed by your department/division overlap internally between positions or externally with other departments? (Examples: Inspection Services)*
2. *What program, service or activities do not appear to be functioning at the highest level? What can be done to improve these areas, or should they be discontinued?*
3. *During your work day, where do you see areas in the organization that could share resources such as personnel or equipment?*
4. *Are there any services/program currently provided by the County staff that could be provided through an alternative method? (Example: nuisance wildlife services contracted out to a third party vendor)*
5. *What opportunities exist in your area where efficiencies can be gained through collaboration and cost sharing with other County departments and/or organizations financially supported by the County? (Examples: equipment, technology, personnel.)*
6. *How do work areas use performance measures to improve services?*
7. *How do you communicate ideas with other Departments or Divisions?*
8. *What are the barriers in communicating with other Departments, and how would you “break down” these barriers?*
9. *Are you encouraged or discouraged from collaborating with other Departments or Divisions concerning eliminating duplication, or making service delivery more efficient?*
10. *How could communication and work coordination be improved between Departments and Divisions?*

OPPORTUNITIES

The exercise generated some great opportunities that varied in size and scope. Below is a list of the opportunities with a brief description of the intent.

- Heavy equipment sharing (Centralized Inventory): *Departments including Public Works/Operations, Parks and Recreation, Facilities Management, and Solid Waste at times may utilize similar equipment in performing job duties. Often times, departments are not aware if another department has a piece of equipment they require and opt to renting which increases costs.*
- Interdepartmental support staff sharing: *For example, the Divisions of Probation, Supervised Pretrial Release, and Drug and Alcohol Testing are currently housed in separate locations. Administrative Support staff is employed in each of these areas. County resources may be better utilized by centralizing the Office of Intervention and Detention Alternatives staff. This would facilitate greater opportunities for cross-training of all staff, and would result in the need for fewer administrative support personnel.*
- Community outreach: *Expansion of Community Education through the collaborative efforts of the Parks and Recreation Division, Library, and Cooperative Extension Division. County-wide Coordination of Meeting Room Scheduling.*
- Centralize Information Sharing: *Bulletin Board, Master Event Calendar, Emergency Contacts, Search feature for Intranet, Expand Citizens Connect-Frequently Asked Questions*
- Breaking down barriers-organizational collaboration: *Three main barriers that persist are: 1) territorialism or control; 2) fear of losing positions; and 3) change. Staff can become accustomed to how their departments function and the expectations that come with positions. Adopting a team approach is one way to break down the barriers that currently exist. A team approach enhances departmental communication and encourages Divisional and departmental collaborations while allowing employees to see the "big picture" of the shared responsibilities and commitments as an employee of Leon County.*
- Enhanced employee communication tools: *It would assist staff on repair or request time and reduce on call issues. Offering these tools, would open up better communication, i.e., e-mails, work orders, rewards program, Banner self-service and employee news.*
- Annual facility permit for Facilities Management: *Building Official is authorized to issue an Annual Facility Permit, eliminating individual permit processes for alterations to existing electrical, gas, mechanical, plumbing or interior nonstructural office systems, with no loss of revenue to the County. Doing so would allow Facilities Management to*

provide the inspections on these matters, freeing up staff in the Building Inspection Department for other duties.

- Designate internal service liaison per division or department: *Employees in both offices would benefit from having a designee to make and receive such calls, reducing the chance of duplication.*
- Schedule county meetings and events with more flexibility and varying times: *More flexibility in scheduling training/meetings would allow more staff to participate. Meetings scheduled between Tuesday and Thursday would accommodate individuals who work four 10-hour days.*
- Consolidation/Coordination of county work program with VolunteerLEON: *Community Service Workers be utilized as a staff support pool to assist specifically with special events.*
- Establish an inventory of event items: *Establishment of a central inventory of audio/visual equipment, tables, chairs, tents, recycling bins, and ice coolers to reduce the necessity of renting special event resources*
- Combine mowing and grounds keeping contracts: *Combining these services would allow us to potentially reduce the cost of having two different vendors, and possibly allow us to negotiate better pricing.*
- Event coordination procedures: *Establishment of procedures for utilization of other resources such as event signage, message boards, flaggers, etc., for traffic maintenance, for events within or adjacent to streets.*
- Cross-Training consolidation within departments: *There is an opportunity for cross-training between inspection staff which could benefit both Divisions by allowing the interchanging of staff during times of heavy development activity for each Division.*
- Expand role of other departments with IDA utilization of the work program: *In doing this, the Probation Division supervises clients that are ordered by the court to complete community service hours and participate in the County's Work Program. By providing labor to complete tasks that would otherwise have to be provided by funded positions or contractual services, these programs provide cost savings to the County and non-profit agencies in our local community.*
- Opportunities for mentoring: *This would afford employees the opportunity to shadow another staff person to learn more about a particular job or field of interest.*
- Collaboration of addressing functions between DSEM, GIS, and COT, *It may be conducive to consider consolidating City and County addressing functions.*
- Consolidate security systems: *There are at least four different companies; Sonitrol, GA/FL Alarms, ADT, and Delta. The cost of these services vary between vendor greatly.*
- Inventory of county vehicles (Create Vehicle Pool): *During this downtime, the employee is without transportation to handle County business. If reserve vehicles were available, the crew could continue their day and increase overall productivity.*

- Preventive maintenance of AEDs. *Facilities Management staff is located at all County-owned buildings and can easily be trained to conduct the preventive maintenance checks. This would require minimal training and no certification needed.*
- Animal Control Dispatch to PSC: *Reassigning this duty to the dispatch center would provide citizens with one call-in reference point for both City and County animal control matters, and would better enable the administrative staff to focus on non-technical duties and provide better service to citizens coming into the Animal Control and Pre-Trial offices*
- Training for staff in performance measures: *Some divisions either do not have performance measures or are not aware of their performance measures. Some divisions believe that theirs are outdated or are not really performance measures at all.*
- Facilities Management assume of preventive maintenance responsibilities of Jail and Sheriff's Administrative offices: *Preventive Maintenance at these facilities would cut down on major expenses. If regular PMs are performed, then the cost of replacement parts and supplies might be eliminated or reduced*

This exercise proved to be very useful in generating ideas and opportunities for improved efficiencies and cost savings. Staff will be looking to push this process further down into the organization to reach all levels of employees. Staff's intention is to start this process early next fiscal year immediately after the Board Retreat in order to provide more time to formulate and provide increased opportunities to serve the citizens of Leon County.

IMPLEMENTATION

In all, this exercise resulted in some great ideas and opportunities that could be implemented and that could not only lead to improved efficiencies and costs savings, but also improve service delivery countywide for the citizens of Leon County. In order to take the opportunities that were presented by the three teams and turn them in to actionable items, OMB reviewed each of the opportunities and placed them into four implementation categories:

- Immediate
- Phased-In
- Feasibility
- Outside Scope of BOCC

The Immediate category would be opportunities that could be implemented immediately with little or no start-up time or further analysis. Opportunities that would fall under this category are:

- Heavy Equipment Sharing (Centralized Inventory)
- Interdepartmental support staff sharing
- Community Outreach: Cross-departmental promotions and support (i.e. 4H Groups and youth horticultural clubs working with Parks and Recreation)
- County-wide Coordination of Meeting Room Scheduling.
- Centralize Information Sharing (Bulletin Board, Master Event Calendar, Emergency Contacts, Search feature for Intranet, Expand Citizens Connect-Frequently Asked Questions)
- Breaking down barriers-organizational collaboration (Open and continuous communication)
- Enhanced employee communication tools (remote computer and email access)
- Annual facility permit for Facilities Management
- Designate Internal Service Liaison per division or department
- Schedule County meetings and events with more flexibility and varying times to accommodate shift workers.

The Phased-In category looks at opportunities that would likely take more time to implement or would require a phased-in approach to efficiencies so that service delivery would not be impacted. Most of these opportunities could potentially be implemented within the current fiscal year or programmed for FY2014.

- Consolidation/Coordination of County Work Program with VolunteerLEON
- Establish an inventory of event items (coolers, tables, chairs, audio/visual equipment, etc.)
- Combine mowing and grounds keeping contracts

The Feasibility category is for opportunities that require more analysis to determine whether they are feasible for implementation. Some of these opportunities will require a cost-benefit analysis. Others require coordination and/or cooperation within departments or with outside agencies for implementation.

- Event Coordination Procedures
- Cross-Training (possible consolidation) within Departments (i.e. Inspection Services)
- Expand Role of Other Departments with IDA utilization of the Work Program
- Opportunities for Mentoring
- Collaboration of Addressing Functions between DSEM, GIS, and COT
- Consolidate Security Systems
- Inventory of County Vehicles (Create Vehicle Pool)
- Preventive maintenance of AEDs.

- Animal Control Dispatch to PSC
- Training for staff in Performance Measures.

The Outside Scope of BOCC category is for opportunities that were suggested that are outside of the scope of the exercise and not totally within the Board of Commissioners purview to implement. There is one opportunity that falls under this category. This opportunity should be examined further but it would require collaboration or agreements with non-BOCC agencies.

- Facilities Management assume of preventive maintenance responsibilities of Jail and Sheriff's Administrative offices.

For three of the four categories, OMB recommends that a team approach made up of individuals from the departments that are stakeholders in the outcome be used for implementation in coordination with OMB. OMB recommends that teams are assigned by department head(s) for recommended opportunities that fall under their purview. These teams would formulate an action plan for each opportunity for implementation. OMB would work with these teams to ensure that the action plans continued to move forward until the opportunity was either implemented or analysis during this process eliminated the opportunity from further consideration because of any number of factors including costs, feasibility or inefficiency.

**Leon County
Board of County Commissioners
Budget Workshop Item #4**

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of Funding Honor Flight in the amount of \$15,000 for the
FY 2014 Tentative Budget

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:	Damion R. Warren, Management & Budget Technician

Fiscal Impact:

The fiscal impact to the County will be \$15,000 and is contemplated in the preliminary budget.

Staff Recommendation:

Option #1: Allocate \$15,000 in the FY 2014 budget to support Honor Flight.

Report and Discussion

Background:

At the April 26, 2011 meeting, the Board authorized the Division of Emergency Medical Services (EMS) to participate in establishing an Honor Flight hub in Leon County (Attachment #1).

The County's support to Honor Flight is essential to the following FY2012 & FY2013 Strategic Initiatives that the Board approved at the February 28, 2012 meeting:

“Collaborate with United Vets and attend monthly coordinating meetings, support Honor Flight, provide grants to active duty veterans, assist veterans with benefit claims, provide veterans hiring preference, waive building permit fees for disabled veterans, and fund Veterans Day Parade as a partner with V.E.T., Inc. (EC5, EC6, Q3).”

This particular Strategic Initiative aligns with the Board's Strategic Priorities:

Economy – “Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners (EC5),”

Economy – “Ensure the provision of the most basic services to our citizens most in need So that we have a “ready workforce” (EC6), and

Quality of Life – “Maintain and further develop programs and partnerships necessary to Support a health community, including: access to health care and community-based Human services (Q3).”

During the October 9, 2012 meeting, the Board approved a \$10,000 donation to Honor Flight to contribute to its efforts of providing transportation and coordination of veterans of war to tour their associated memorial sites in Washington D.C. (Attachment #2).

Subsequently, the Board appropriated an addition \$5,000 to support Honor Flight's efforts at the April 9, 2013 meeting, bringing the total Board contribution up to \$15,000.

Analysis:

On May 22, 2013, Honor Flight requested the Leon County Commission continue to provide financial support in the form of another \$15,000 donation to keep the program going and servicing Veterans (Attachment #3).

At the May 28, 2013 meeting, the Board directed staff to bring back as part of the budget workshop an additional funding request of \$15,000 for Honor Flight to be contemplated in the FY 2014 budget.

Options:

1. Allocate \$15,000 in the FY 2014 budget to support Honor Flight.
2. Board Direction.

Recommendation:

Option #1 is included in the preliminary budget.

Attachment(s):

1. Agenda Item from April 26, 2011 meeting
2. Agenda Item from October 9, 2012 meeting
3. Funding request letter from Honor Flight

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Board of County Commissioners
Leon County, Florida
 www.leoncountyfl.gov

Agenda Item
Executive Summary

Tuesday, April 26, 2011

Title:

Authorization for Leon County Emergency Medical Service's Participation in Establishing an Honor Flight Hub in Leon County

Staff:

Parvez Alam, County Administrator
 Vincent S. Long, Deputy County Administrator
 Tom Quillin, Chief, Emergency Medical Services

Issue Briefing:

Honor Flight is a non-profit organization dedicated to providing transportation and coordination of WWI, WWII, Korea, and Vietnam Veterans to tour their associated memorial sites in Washington D.C. at no charge to the Veterans. Since 2005, the National Honor Flight has flown more than 50,000 Veterans to the Washington, D.C. memorials. Currently, no "Hub" exists in the Florida's Panhandle.

Fiscal Impact:

This item has no current fiscal impact; however, the National Honor Flight project would be limited to personnel costs for one day for each flight taken. It is estimated that the flights would occur twice a year and the costs associated with the trips could be absorbed in the current EMS operating budget.

Staff Recommendation:

Option #1: Authorize the Leon County Emergency Medical Service's participation in establishing an Honor Flight Hub in Leon County.

Report and Discussion

Background:

Honor Flight is a non-profit organization dedicated to providing transportation and coordination of Veterans to tour their associated memorial sites in Washington D.C. (Attachment #1) There are no charges to the Veterans. Since 2005, the national Honor Flight has transported more than 50,000 Veterans to the memorials.

Analysis:

Currently, Veterans in the Panhandle and Leon County do not have the opportunity to take advantage of the free trip to the Washington D.C. Veterans' memorials through the Honor Flight Program because no Hub exists in the Panhandle area. This service requires a local emergency medical attendant to escort the Veterans. Having LCEMS participate in establishing that Hub and provide the needed medical assistance, will allow Leon County WWI, WWII, Korea, and Vietnam Veterans of Leon County and the surrounding counties the opportunity to visit the memorials dedicated to their service and sacrifice. There is an urgency concerning WWII Veterans as the facts in Attachment #2 reflect.

Mac Kemp, Deputy Chief of EMS Operations, recently attended the Honor Flight Network Summit 2011 in Baltimore. In addition to networking opportunities with Honor Flight Hub Directors throughout the United States, every aspect of Honor Flight Operations was presented. A comprehensive review of the Honor Flight National policies and procedures were discussed, including how to request assistance and guidance. Instructions and guidelines on how to establish a local Hub included:

- person/organizations to include in the process
- ground support and flight options
- in-flight oxygen for Veterans
- meals and bus transportation
- guardian selection and training
- insurance
- fundraising

This valuable training provided numerous contacts and a good deal of information on all aspects of starting and operating an Honor Flight Hub.

Leon County, together with participating counties, would reach out for community support and fundraising and coordinate the details of trips for the Veterans to visit their associated memorials in Washington D.C. It is estimated that the flights would occur twice a year and the costs associated with the trips could be absorbed in the current EMS operating budget. A list of the Honor Flight Board of Trustees is attached (Attachment #3).

Options:

1. Authorize the participation of the Leon County Emergency Medical Service Division in establishing an Honor Flight Hub in Leon County.
2. Do not authorize the participation of the Leon County Emergency Medical Service Division in establishing an Honor Flight Hub in Leon County.
3. Board Direction.

Recommendation:

Option #1

Attachments:

1. [Tallahassee Honor Flight Information](#)
2. [Facts regarding WWII Veterans](#)
3. [Honor Flight Board of Trustees](#)

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**Leon County
Board of County Commissioners
Cover Sheet for Agenda #16**

October 9, 2012

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Acceptance of a Status Update on Honor Flight

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Tom Quillin, Chief, Division of Emergency Medical Services
Lead Staff/Project Team:	Mac Kemp, Deputy Chief, Division of EMS

Fiscal Impact:

This item has a fiscal impact to the County. Approval of the item would result in the donation of \$10,000 from the County to support the Honor Flight's efforts at raising \$75,000.

Staff Recommendation:

Option #1: Accept the status update on Honor Flight.

Option #2: Approve the Resolution and associated Budget Amendment Request providing a \$10,000 donation to Honor Flight from the general fund contingency account (Attachments #1 and #2).

Report and Discussion

Background:

Honor Flight is a national non-profit organization dedicated to providing transportation and coordination of veterans of war to tour their associated memorial sites in Washington D.C. Through these efforts, Honor Flight has flown more than 50,000 veterans from across the country to Washington D.C. at no cost to the veteran.

Honor Flight works through the establishment of a local hub in communities throughout the country. The local hub is responsible for funding, coordinating, and producing the flight from their designated area. The local hub is an independent non-profit organization that works within the policies of the national organization. At the April 26, 2011 meeting, the Board authorized the Division of Emergency Medical Services (EMS) to participate in establishing an Honor Flight hub in Leon County.

The County's support to Honor Flight is essential to the following FY2012 & FY2013 Strategic Initiatives that the Board approved at the February 28, 2012 meeting:

“Collaborate with United Vets and attend monthly coordinating meetings, support Honor Flight, provide grants to active duty veterans, assist veterans with benefits claims, provide veterans hiring preference, waive building permit fees for disabled veterans, and fund Veterans Day Parade as a partner with V.E.T., Inc. (EC5, EC6, Q3).”

This particular Strategic Initiative aligns with the Board's Strategic Priorities:

Economy - "Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners (EC5)",

Economy - “Ensure the provision of the most basic services to our citizens most in need so that we have a "ready workforce" (EC6), and

Quality of Life Maintain and further develop programs and partnerships necessary to support a health community, including: access to health care and community-based human services (Q3)”

Analysis:

Much work has been completed in establishing the local Honor Flight hub including the formation of a board of directors; the creation of by-laws, policies, and procedures; the development of applications for veteran, guardian, and volunteer participation; the development of promotional media; and, the establishment of mechanisms to accept donations. This work has been accomplished through the efforts of the all-volunteer organization and with the assistance of pro bono activities of several professional organizations.

Members of the Board of Directors include:

Chairman - Mac Kemp, Leon County Division of EMS
Vice Chairman - Ed Eckland, IRB Search
Secretary - Tom Quillin, Leon County Division of EMS
Treasurer - Tom Napier, ProBank
Attorney - Laura Youmans, Leon County Attorney's Office
Director - Larry Campbell, Sheriff
Director - Dr. Michael Forsthofel, Southern Medical Group
Director - Mac Langston, Flightline Group
Director - Karen Moore, Moore Communications Group
Director - Colonel Steve Murray, Florida Department of Veterans Affairs
Director - T.E. "Joe" Sanders, Sanders Holloway & Ryan

Honor Flight Tallahassee has been incorporated in the State of Florida and recognized by the Internal Revenue Service as a non-profit 501(c) (3) organization. The national Honor Flight organization has accepted the local hub and established its service area to include Leon and surrounding counties. Additionally, the national organization has appointed a mentor to help guide Honor Flight Tallahassee toward meeting its goal of having the first flight in the spring of 2013.

These accomplishments allow Honor Flight Tallahassee to move forward with promotional and fund raising activities. The website www.HonorFlightTallahassee.org has been created which provides information about the organization and its overall mission. The website includes a portal for donations and veteran, volunteer, and guardian applications could be downloaded. Furthermore, the organization can engage with the community through its Facebook page www.facebook.com/HonorFlightTallahassee. A major media push and kick-off event is in the planning stages and is anticipated to be scheduled for the end of October 2012.

To date, the organization has received 26 applications from World War II veterans to participate and \$4,100 in donations. Upon collection of \$10,000 in local donations, the national Honor Flight will contribute a \$10,000 match to Honor Flight Tallahassee. The organization anticipates needing to raise \$75,000 in order to send the first group of 75 veterans to Washington D.C. in the spring of 2013. Time is of the essence in getting World War II veterans to their memorial as recent statistics indicate that nearly 900 die each day. In addition to electronic methods, donations and correspondences can be mailed to Honor Flight Tallahassee, P.O. Box 12033, Tallahassee, FL 32317.

Staff is recommending the Board approve a donation of \$10,000 towards the Honor Flight's efforts at raising \$75,000. This donation is consistent with the Board's ongoing efforts at supporting our veteran's community. The donation will also provide a catalyst to have other large community partner's contribute to this important endeavor.

Options:

1. Accept the status update on Honor Flight.
2. Approve the Resolution and associated Budget Amendment Request providing a \$10,000 donation to Honor Flight from the general fund contingency account.
3. Do not accept the status update on Honor Flight.

4. Do not approve the Budget Amendment Request providing a \$10,000 donation to Honor Flight from the general fund contingency account.
5. Board direction.

Recommendation:

Options #1 and #2.

Attachment:

1. [Budget Amendment Request](#)
2. [Contingency Statement](#)

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Honor Flight Tallahassee
P.O. Box 12033
Tallahassee, FL 32317

OFFICERS

Mac Kemp
Chairman

Tom Napier
Vice-Chair

Chief Tom Quillin
Secretary

T.E. "Joe" Sanders, CPA
Treasurer

BOARD OF TRUSTEES

Sheriff Larry Campbell

Ed Eckland

Michael Forsthoefel, M.D.

Mac Langston

Karen Moore

Colonel Steve Murray

Laura Youmans

May 22, 2013

Commissioner John Dailey
Leon County Commission
Leon County Courthouse
301 South Monroe Street
Tallahassee, FL 32301

Dear Commissioner Dailey,

I want to take this opportunity to thank you for going on the first Honor Flight trip on May 11th. As you witnessed, it was a wonderful time for our Veterans, Guardians, and others that accompanied us. The memories and friendships that were forged that day will never be forgotten.

Next, I would like to thank you and the Leon County Commission for your generous donation of \$15,000 when it was sorely needed and for your ongoing support in so many ways of this worthy program. Most of the Veterans that were on this first trip were Leon County residents and the appreciation of themselves and their families and friends is tremendous. Not a day has gone by since the trip without someone thanking me for honoring our Veterans.

I would like to request that you and the County Commission continue this vital support for this program. We would like to request that the Leon County Commission continue to provide financial support to Honor Flight Tallahassee in the form of another donation of \$15,000 to keep this program going and servicing our Veterans. Your support will go a long way to helping us meet our goals for the next flight which we hope will be in the fall of this year.

Please let me know if I can provide any further information to you or call me if you would like to discuss this matter further.

Best Wishes,

Tom Napier
Vice-Chair
Honor Flight Tallahassee

Leon County Board of County Commissioners Budget Workshop Item #5

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on the Qualified Targeted Industry Program

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Director of Economic Development and Business Partnerships
Lead Staff/ Project Team:	Shington Lamy, Assistant to the County Administrator

Fiscal Impact:

This item is a status report and has no fiscal impact. Each year, the Board approves an annual expenditure of \$25,000 earmarked for future use as the County’s portion of the Qualified Targeted Industry (QTI) “local match” placed in an escrow account with the Tallahassee-Leon County Economic Development Council (EDC). The EDC currently has \$297,840 set aside in the County’s QTI account. Assuming the Board maintains its funding level at \$25,000 and each of the current local QTI applicants achieve their targeted employment goals, it is projected that the County’s QTI account will require an additional \$12,460 by FY 16 to meet the current obligations.

Staff Recommendation:

Option #1: Accept the status report on the Qualified Targeted Industry Program

Report and Discussion

Background:

The State's QTI tax refund incentive program is available to companies that create high wage jobs in targeted high value-added industries. The program includes refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create the targeted jobs. QTI refunds range from \$3,000 to \$8,000 per net new job created. Companies can increase its QTI "per job" refund by establishing its business within an enterprise zone and/or offering wages that are increasingly above average annual salaries. Applications for this program are processed by the state Department of Economic Opportunity for approval.

Traditionally, a QTI local match of 20% is required from the local community where the job creation is occurring which is split evenly between the County and the City of Tallahassee (City). As part of the QTI application process, the County and City must adopt a resolution indicating their support for the project and their commitment to provide the required match.

On December 11, 2012, the Board directed staff to bring back budget a discussion item on the status of the County's QTI expenditures and to determine if an increase in the annual funding level is needed.

Analysis:

Each year, the Board has approved annual expenditures of \$25,000, earmarked for future use as the County's portion of the QTI "local match." These expenditures have been placed in an escrow account at the EDC as part of its annual contract. The EDC currently has \$297,840 set aside in the County's QTI account, for use in attracting new high-paying jobs to Leon County. The QTI assistance is provided on a reimbursement basis and is only released once the required jobs have been created.

The EDC and County staff work regularly with business prospects seeking either to expand or relocate to Leon County. In recent years, the QTI program has been highly successful as reflected in the Board adoption of resolutions committing QTI incentives for six companies that chose to locate or expand their operations in Leon County. The most recent company was Kaye Scholer, LLP which is in the process of creating 100 jobs at an average annual wage of \$54,000 (150% of the average local wage) and is expected to create 40 additional jobs within the next three years.

Based on the total committed liabilities for the County's QTI escrow account, the Board has committed up to \$303,525 in QTI incentives over the next three fiscal years (FY 14 – FY 16). Assuming the Board maintains its funding level at \$25,000 and each of the QTI applicants achieve their targeted employment goals, an additional \$12,460 would be required to meet the current obligations by FY 16 as reflected on Table #1.

Table #1: Leon County QTI Escrow Account*

Current Balance	2013	2014	2015	2016
\$297,840	\$12,500**	\$25,000	\$25,000	\$25,000
Encumbered Balance				
	2013	2014	2015	2016
Danfoss Turbocor	\$10,500	\$0	\$0	\$0
Bing	\$45,400	\$48,800	\$48,800	\$48,800
Sunnyland	\$4,375	\$4,375	\$4,375	\$4,375
SolarSink	\$3,750	\$3,750	\$3,750	\$3,750
EventPhoto	\$5,250	\$5,250	\$5,250	\$5,250
ACS	\$25,000	\$25,000	\$25,000	\$25,000
Kaye Scholer, LLP	\$0	\$14,000	\$14,000	\$14,000
Total QTI Payments	\$94,275	\$101,175	\$101,175	\$101,175
End of Year Balance	\$216,065	\$139,890	\$63,715	(\$12,460)

*The calculation assumes each company would receive the maximum funding in each fiscal year.
 **The County has been invoiced for a portion of QTI by the EDC and anticipates making the remaining payment this fiscal year.

However, it is important to note that historically a number of QTI applicants have not reached their employment goals which reduced the County funding obligation. At this time, staff does not recommend any changes to the County’s annual funding level for the QTI program. Staff will continue to work with the EDC to carefully monitor the progress of the QTI reimbursements and keep the Board abreast on the status of the County’s liabilities.

Options:

1. Accept the status report on the County’s Qualified Target Industry Program.
2. Do not accept the status report on the County’s Qualified Target Industry Program.
3. Board direction.

Recommendation:

Option #1.

VSL/AR/KM/SL

Leon County Board of County Commissioners Budget Workshop Item #6

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Discretionary Funding Levels for Outside Agencies

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:	Damion R. Warren, Management & Budget Technician

Fiscal Impact:

This item has a fiscal impact of \$2,185,309 for the outside agencies discretionary funding that has been included in the preliminary tentative budget.

Staff Recommendation:

Option #1: Accept staff's report on funding for outside agencies for FY 2014 and provide final direction regarding funding as part of the balancing associated with Budget Discussion Item #17.

Option #2: Authorize the County Administrator to notify the City of Tallahassee, via letter, regarding Leon County's intent to terminate its participation in the Memorandum of Agreement for funding the Palmer Munroe Teen Center at the conclusion of the County's original three-year commitment.

Report and Discussion

Background:

As required by County Ordinance “Discretionary Funding Guidelines,” the Board determined the following prior to the March 31, 2013 deadline (Attachment #1):

1. The maximum amount of line item funding to be considered for the budget.
2. The list of permanent line item funded agencies that can submit applications for funding during the current budget cycle.
3. Provided direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.

The Board approved maintaining the FY 2014 maximum discretionary funding level at the 2013 level at the March 12, 2013 Board meeting.

Analysis:

Based on the Discretionary Funding Ordinance, the Board established maximum funding levels for a series of categories. In addition, the Board determined which agencies were to receive applications for funding requests. Applications were sent to outside agencies on March 18, 2013. Completed applications were received by the Office of Management and Budget prior to the deadline date (Attachments #2-10).

Table 1 shows the amount of discretionary funding allocated during the past two fiscal years, FY 2012 thru FY 2013, the FY 2014 maximum funding levels and the FY 2014 Tentative Budget.

Table 1: FY 2012 – FY 2013 Adopted and FY 2014 Preliminary Discretionary Funding

Discretionary Funding Category/Fiscal Year	FY 2012	FY 2013	FY 2014 Maximum Levels	FY 2014 Tentative
Community Human Service Partnership (CHSP)	\$825,000	\$865,000	\$865,000	\$865,000
Line Item Agency Funding	1,136,559	1,136,559	1,136,559	836,559
Event Sponsorship (Special Event Funding)	24,500	34,500	34,500	34,500
Youth Sports Teams	4,750	4,750	4,750	4,750
Economic Development Council	199,500	199,500	199,500	199,500
Tallahassee Memorial Trauma Center	200,000	200,000	200,000	200,000
Oasis Center	10,000	20,000	20,000	20,000
Operation Thank You!	25,000	15,000	25,000	25,000
Grand Total	2,425,309	2,475,309	2,485,309	2,185,309

Community Human Service Partnership (CHSP) Funding

In FY 2013 budget, the Board approved \$865,000 for the CHSP process. At the March 12, 2013, Board meeting, the Board directed staff to tentatively leave the maximum funding level for CHSP for FY 2014 at the level FY 2014 of \$865,000.

Line Item Agency Funding

As directed by the Board, Table 2 depicts agencies that received line item funding applications, except Palmer Munroe Teen Center which was in the last year of contracted service in FY 2013, and the maximum funding level established for FY 2014. Staff sent line-item funding applications to these agencies with the caveat that the funding levels were not guaranteed as part of the budget process. Per Board direction, the maximum funding level for Palmer Munroe remained at the FY 2013 level of \$150,000. Palmer Munroe has not submitted a funding request for the FY 2014 budget.

Table 2: FY 2013 Adopted Funding/FY 2014 Maximum Funding Levels/FY 2014 Tentative
 (Note: The amounts shown below for FY 2014 are not commitments to fund specific agencies. The amounts reflect the maximum funding levels for outside agencies established by the Board.)

Permanent Line Item Funding	<i>FY13 Adopted</i>	<i>FY14 Maximum Funding Levels</i>	<i>FY14 Tentative</i>
<i>Line Item Funding for Agencies</i>			
DISC Village	\$185,759	\$185,759	\$185,759
Whole Child Leon (1)	38,000	38,000	38,000
United Partners for Human Services (1)	23,750	23,750	23,750
Palmer Munroe Teen Center (2)	150,000	150,000	-
<i>Subtotal Line Item Funding for Agencies</i>	\$397,509	\$397,509	\$247,509
<i>Cultural Funding</i>			
Keep Tallahassee-Leon County Beautiful	21,375	21,375	21,375
Tallahassee Trust for Historic Preservation	63,175	63,175	63,175
Council on Culture and Arts (COCA) - Administrative Costs	150,000	150,000	150,000
<i>Subtotal Cultural and Other Services</i>	\$234,550	\$234,550	\$234,550
<i>Other Cultural Funding</i>			
COCA- Grant Program (3)	504,500	504,500	354,500
<i>Subtotal Cultural and Other Services</i>	504,500	504,500	354,500
<i>Grand Total</i>	1,136,559	1,136,559	836,559

- (1) Whole Child Leon and UPHS are not 503(c) organizations and are not eligible for CHSP money. These agencies are coalition organizations that refer clients for services to other human service agencies.
- (2) Palmer Munroe Teen Center did not receive a line item application.
- (3) FY 2014 funding for the Council on Culture and Arts Grant Program includes \$150,000 in general revenue funding and \$354,500 in Tourist Development funding from the 4-cent portion of the bed tax. FY2014 reflects grant funding at a level consistent without the Mary Brogan operating.

COCA Funding

At the March 12, 2013 Board meeting, the Board approved sending a funding application to COCA to administer this year's grant process.

The preliminary FY14 budget includes \$354,500 for cultural grants, which is allocated from the Tourist Development Department's budget and \$150,000 in general revenue for COCA to support its operational expenses. The Mary Brogan Museum, which historically received \$150,000 earmarked from the County as a part of the COCA grant administration process, is no longer operating. At the September 18, 2012 meeting, the Board allocated this \$150,000 to COCA for agencies that applied for and were tentatively awarded cultural grant funding for FY 2013. The Board retained the \$150,000 as part of the grant process last fiscal year to allow COCA the opportunity to fulfill these tentative commitments.

As reflected in a separate budget discussion item, staff is recommending the creation of a signature event series fund and an increase in the sports grant program fund through the utilization of the \$150,000. These funds would be utilized to address large scale cultural, athletic or heritage themed events. Funding associated with the Red Hills International Horse Trials is also addressed in the separate budget discussion item.

Palmer Monroe Teen Center

In FY 2011, the Board made a three-year commitment to provide funding to the City of Tallahassee's Palmer Monroe Teen Center in the amount of \$150,000 annually, for a total of \$450,000. This commitment, to assist in the start-up of the center is completed in FY 13.

The concept plan for the Center requested level funding commitments of the government partners for three years to ensure the success of the center. The plan alludes to the fact that the Center could partner with other agencies and non-profits, and possibly utilize the CHSP process for funding. Since the Center should have successfully been transferred to a community-based organization by its third year of operation, it would now be eligible for CHSP funding. Given the intent of the Center to be more self-sufficient at the end of its third year, staff is recommending no further direct County support for the facility.

The current Memorandum of Agreement with the City of Tallahassee has an automatic renewal for additional one-year terms, unless a six-month notification is provided by the effective date of the agreement, January 10, 2010 (Attachment #11). Based on this, Leon County would need to provide notification to the City to terminate the memorandum by July 2013. Staff is recommending that the Board authorize the County Administrator to terminate its participation in the funding of the center to the City of Tallahassee.

Special Event and Youth Sports Funding

During the FY 2013 budget process, and through subsequent budget amendments, the Board allocated funding for special events as detailed in Table 3. The following events are not required to submit applications, but are included in the budget as direct event sponsorships at the direction of the Board.

Table 3: Proposed FY 2014 Maximum Event Sponsorship Funding
 (Amounts Based on Historical Level of Board Support)

Special Event Funding	<i>FY 13 Funding</i>	<i>FY 14 Max Funding</i>	<i>FY 14 Tentative</i>
Celebrate America 4 th of July Celebration (Celebrate America)	\$2,500	\$2,500	\$2,500
Dr. MLK Celebration (Inter Civic Southern Leadership Council of Tallahassee)	4,500	4,500	4,500
Capital City Classic (Capital City Classic)	5,000	5,000	5,000
Friends of the Leroy Collins Public Library (Friends of the Library)	3,000	3,000	3,000
NAACP Freedom Funds Award (Tallahassee Branch NAACP)	1,000	1,000	1,000
After School Jazz Jam (LINKS Club)	2,000	2,000	2,000
Soul Santa (Frenchtown \$2,500 and Walker Ford \$1,500)	4,000	4,000	4,000
Veterans Parade	2,500	2,500	2,500
New Year's Celebration (Downtown Business Association)	-	10,000	10,000
Total	\$24,500	\$34,500	\$34,500

Funding at the maximum level as reflected in the Table has been included in the preliminary budget. The funding level for Youth Sports Teams has been held at \$4,750 from the previous fiscal year. Staff recommends maintaining this funding level in FY 2014.

Additional Outside Agency Funding

Economic Development Council: Included in the preliminary budget is funding for the Economic Development Council in the amount of \$199,500. This is the maximum funding level amount established by the Board at the March 12, 2013 Board meeting.

Trauma Center: The Tallahassee Memorial Hospital (TMH) Trauma Center funding was set at a maximum level of \$200,000. This level was established in FY11 when funding was reduced from \$300,000 to \$200,000. TMH has requested the restoration of funding to \$300,000. The City of Tallahassee currently provides TMH with \$75,000. Staff recommends FY 14 funding for TMH remain at the FY13 level of \$200,000.

Oasis Center (staffing the Commission on the Status of Women and Girls): The Board provided funding of \$10,000 for the Oasis Center in FY12 and FY13 for administrative costs. An additional \$10,000 was provided during FY13 for additional research and data collection. At the March 12, 2013 meeting, the Board directed \$20,000 be tentatively included for FY2014.

Operation Thank You!: During FY 13, the Board amended the budget to provide funding to host the "Operation Thank You!" event in the amount of \$15,000. At the March 12, 2013 meeting, the Board directed staff to include \$25,000 in the preliminary budget funding for the "Operation Thank You!" event.

Table 4: Summary of Preliminary Discretionary Funding Levels for FY 2014

Agency/Category	FY 2012	FY 2013	FY 2014 Recommended
Human Services Funding			
Community Human Service Partnership	\$825,000	\$865,000	\$865,000
Line Item Funding for Agencies			
DISC Village	185,759	185,759	185,759
Whole Child Leon	38,000	38,000	38,000
United Partners for Human Services	23,750	23,750	23,750
Palmer Monroe Teen Center	150,000	150,000	-
Subtotal Line Item Funding for Agencies	\$397,509	\$397,509	\$247,509
Subtotal Human Services Funding	\$1,222,509	\$1,262,509	\$1,112,509
Cultural Funding			
Keep Tallahassee-Leon County Beautiful	21,375	21,375	21,375
Tallahassee Trust for Historic Preservation	63,175	63,175	63,175
COCA - Administrative Costs	150,000	150,000	150,000
Subtotal Cultural Funding (Line Item Funding)	\$234,550	\$234,550	\$234,550
Other Cultural Funding			
COCA - Cultural Grant Funding	504,500	504,500	354,500
Subtotal Other Non-General Revenue	\$504,500	\$504,500	\$354,500
Special Event Funding			
Celebrate America 4th of July Celebration	\$2,500	\$2,500	\$2,500
Dr. MLK Celebration (Inter Civic Southern Leadership Council of Tallahassee)	4,500	4,500	4,500
Capital City Classic	5,000	5,000	5,000
Friends of the Leroy Collins Public Library	3,000	3,000	3,000
NAACP Freedom Funds Award (Tallahassee Branch NAACP)	1,000	1,000	1,000
New Year's Eve Celebration (Downtown Business Association)	-	10,000	10,000
After School Jazz Jam (The Women's Club)	2,000	2,000	2,000
Soul Santa (Frenchtown \$2,500 and Walker Ford \$1,500)	4,000	4,000	4,000
Veterans Parade	2,500	2,500	2,500
Subtotal Special Event Funding	\$24,500	\$34,500	\$34,500
Other Funding			
Youth Sports Teams	4,750	4,750	4,750
Economic Development Council	199,500	199,500	199,500
Tallahassee Memorial Hospital	200,000	200,000	200,000
Oasis Center	10,000	20,000	20,000
Operation Thank You!	25,000	15,000	25,000
Subtotal Other	\$439,250	\$439,250	\$449,250
Grand Total	\$2,425,309	\$2,475,309	\$2,185,309

Options:

1. Accept staff's report on funding for outside agencies for FY 2014 and provide final direction regarding funding as part of the balancing associated with Budget Discussion Item #17.

2. Authorize the County Administrator to notify the City of Tallahassee, via letter, regarding Leon County's intent to terminate its participation in the Memorandum of Agreement for funding the Palmer Munroe Teen Center at the conclusion of the County's original three-year commitment.

Recommendation:

Option #1 and #2

Attachments:

1. Leon County Ordinance 2006-34 and 2011-04, Discretionary Funding Guidelines
2. DISC Village 2013/2014 Non-Departmental Funding Application (pg. 117)
3. Whole Child Leon 2013/2014 Non-Departmental Funding Application (pg. 123)
4. United Partners for Human Services 2013/2014 Non-Departmental Funding Application
5. (pg. 135)
6. Keep Tallahassee-Leon County Beautiful 2013/2014 Non-Departmental Funding Application (pg. 146)
7. Tallahassee Trust for Historic Preservation 2013/2014 Non-Departmental Funding Application (pg. 160)
8. Council on Culture and Arts 2013/2014 Non-Departmental Funding Application (pg. 171)
9. Economic Development Council 2013/2014 Non-Departmental Funding Application (pg. 187)
10. Tallahassee Memorial Healthcare 2013/2014 Non-Departmental Funding Application (pg. 195)
11. The Oasis Center for Women & Girls on behalf of the Tallahassee-Leon County Commission on the status of Women and Girls 2013/2014 Non-Departmental Funding Application (pg. 274)
12. Memorandum of Agreement between Leon County and the City of Tallahassee regarding the Funding of the Palmer Munroe Teen Center

Sec. 2-604. - Funding category guidelines.

- (a) *Community human services partnership program fund.*
 - (1) Non-profits eligible for community human service partnership (CHSP) funding are eligible to apply for funding for other programs or specific event categories as long as the organization does not receive multiple county awards for the same program or event, or when requesting funding for an activity that is not CHSP eligible, such as capital improvements.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services program.
- (b) *Community human services partnership program—Emergency fund.*
 - (1) Non-profits that are funded through the CHSP process are eligible to apply for emergency, one-time funding through the community human services partnership program—Emergency fund.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services partnership program—Emergency fund.
 - (3) These funds are available to any agency that is currently funded through the CHSP process.
 - (4) The request for emergency funding shall be made at a regular meeting of the board. If deemed appropriate, the request for emergency funding shall then go before a CHSP sub-committee consisting of members from the CHSP review boards of each of the partners (Leon County, the City of Tallahassee, and the United Way of the Big Bend). The sub-committee shall determine if the situation would qualify as an emergency situation and what amount of financial support would be appropriate. The CHSP shall then make a recommendation to the county administrator, who is authorized to approve the recommendation for funding.
 - (5) In the event the board does not meet in a timely manner, as it relates to an agency's request, the county administrator shall have the authority to appropriate expenditures from this account.
- (c) *Commissioner district budget fund.*
 - (1) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the commissioner district budget fund.
 - (2) Expenditures shall only be authorized from this account for approved travel, and office expenses.
- (d) *Midyear fund.*
 - (1) Non-profits, groups or individuals that do not fit into any of the other categories of discretionary funding as outlined in this article are eligible to apply for midyear funding.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the midyear fund.
 - (3) In the event the board does not meet in a timely manner, as it relates to a funding request, the county administrator shall have the authority to appropriate expenditures from this account. Such action is thereafter required to be ratified by the board.
- (e) *Non-departmental fund.*
 - (1) Non-profits eligible for non-departmental funding are eligible to apply for funding in any other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event. Eligible funding activities in this category are festivals and events and outside service agencies.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the non-departmental fund.
 - (3) Non-profits eligible for funding through the cultural resources commission (CRC) Leon County

Grant Program (funded through the non-departmental process) are eligible for funding in other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event.

- (f) *Youth sports teams fund.*
- (1) Non-profits or athletic teams of the Leon County School System that are eligible for the county's youth athletic scholarship program are not eligible for funding pursuant to this article.
 - (2) Annually, as part of the budget process, the board shall determine the amount of funding pursuant to this article.
 - (3) The award for youth sports teams shall not exceed \$500.00 per team.
 - (4) Youth sports teams requesting funding from the board shall first submit their requests in writing to the county administrator or his or her designee for review and evaluation. The request must include certified documentation establishing the legitimacy of the organization.
 - (5) Funding will be allocated on a first-come, first-served basis. In the event that more than one request is received concurrently when the fund's balance is reduced to \$500.00, the remaining \$500.00 will be divided equally among the applicants meeting the evaluation criteria.
 - (6) Applicants must have participated in a city, county, or school athletic program during the year in which funding is sought.
 - (7) Team participants must be 19 years of age or younger.
 - (8) The requested funding shall support post-season activity, e.g., tournaments, playoffs, or awards banquets associated with extraordinary performance.
 - (9) After the youth sports team funding level is established by the board during the budget process, the county administrator shall have the authority to appropriate expenditures from this account.
- (g) *Appropriation process.* Annually, prior to March 31, the board shall:
- (1) Determine the amount of funding set aside for each funding category identified in this article;
 - (2) Determine the list of permanent line item funded entities that can submit applications for funding during the current budget cycle; and
 - (3) Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.

(Ord. No. 06-34, § 1, 11-14-06; Ord. No. 11-04, § 1, 2-8-11; Ord. No. 11-08, § 1, 5-24-11; Ord. No. 13-08, § 1, 3-12-13)

2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: DISC Village, Inc.

Agency Representative: Thomas K. Olk, Chief Executive Officer

Physical & Mailing Address: 3333 W. Pensacola Street, Tallahassee FL 32304

Telephone: (850) 575-4388

FAX: (850) 576-3317

E-Mail Address: TO1995@aol.com

Agency Employer ID Number (FEIN): 59-1491338

Does the Agency have a 501(c)(3) status: Yes No

Date of Agency Incorporation: 06/15/1973

Attach Articles of Incorporation

Please attach the Agency's most recent completed tax return.

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B. Project Information

- 1. Succinctly describe the program for which funding is requested. Please include types of services provided (attach additional pages as necessary):**

This request will support the continuing operation of the Juvenile Assessment Center by providing funding for Correctional Officers and the Civil Citation program. The Correctional Officers allow law enforcement agencies the ability to effectively hand-off arrested youth at the Juvenile Assessment Center and return to the streets. The Juvenile Assessment Center provides screening to the arrested youth for appropriate placement.

The Civil Citation program offers early intervention, counseling, education and other appropriate community resources to divert first time juvenile misdemeanor offenders from the juvenile justice system. Local law enforcement officers issue civil citations to youth instead of making an arrest. Civil Citation allows youth to complete community service hours at approved community worksites if the youth and their parents agree to participate in the program. Participating youth must complete all sanctions assigned to them in order to be successfully diverted. The program employs a case manager who conducts assessments for treatment referral needs, provides oversight of youth activities, case management and liaison/advocacy functions.

- 2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your Agency or program for which funding is sought?**

This funding is being requested to maintain the operations of Juvenile Assessment Center by providing the mandatory onsite security and supervision of arrested youth. Having the Juvenile Assessment Center provides the ability for local law enforcement to bring arrested youth to a secure site and allows them to return to their duties of providing safety and security in the community with minimal disruption of their time.

The Civil Citation program faces the risk of closing if it is not funded, which would be a waste of resources since the Civil Citation program has been found to save more money than it costs to operate and to provide a second chance for juvenile offenders.

- 3. Projected program impact/outcome results - What is the projected impact on the target population?**

The Civil Citation program has been operating for over ten years to give law enforcement officers the discretion to provide first time misdemeanor youth with a "second chance". The program also enables law enforcement officers to have more control over a youth's sanctions. It allows them to outline required community services hours and other sanctions to assist the offending youth at a considerable cost savings to an arrest. Since the program operates outside of the juvenile justice system, it has been estimated to have saved thousands of dollars each year in costs normally associated with processing arrested youth. Other benefits of the program include the provision of earliest possible treatment interventions and clear and immediate consequences for youth. It is used as a tool to minimize minority overrepresentation in the local juvenile justice system.

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4. List the target population projected to be served or benefit from this program?

The target population for the Civil Citation program is any Leon County youth who commits a first time misdemeanor. Eligibility for the program is based on the current offense, lack of a delinquency history, residency of the youth, officer discretion, and the willingness of the youth and parent/guardian to participate. The target population for the Correctional Officers is any arrested youth brought to the Juvenile Assessment Center by law enforcement.

5. Provide the methods are being effectively used to attain this program's target population.

The target population for the Civil Citation program is determined by law enforcement discretion. If an officer determines that a youth would be appropriate for Civil Citation, they call the JAC to determine if the youth has any type of prior delinquency history on file. At that point, if the youth meets the other criteria, they give the youth a citation and advise them to call the Civil Citation office within 7 days. Law enforcement officers receive periodic training from the case manager to ensure consistent application of the program, especially in regards to minority overrepresentation.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

The Correctional Officers provide onsite custody and control of the youth at the Juvenile Assessment Center 24 hours a day, seven days a week. The Civil Citation program operates from 8:00 a.m. to 5:00 p.m., Monday through Friday. However, accommodations are made for youth/families that cannot come in during regular business hours.

7. List the program's short-term, intermediate, and long-term goals.

The main goal for the Correctional Officers is to provide immediate custody and control of arrested youth brought to the Juvenile Assessment Center which will allow local law enforcement to return to their duties with minimal disruption of their time.

The main goal of the Civil Citation program is to address criminal behavior in first time youthful offenders by holding them accountable for their actions. This is achieved by completing an initial assessment to identify potential treatment needs and refer the youth to community providers who can meet those needs. The ultimate goal of this program is to help keep youth out of the Juvenile Justice system.

8. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?

There are no other agencies in Leon County that provide services similar to the Civil Citation program. The Civil Citation program provides coordinated referrals to the county's various

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delinquency prevention and intervention programs. It is a component of the JAC, which represents a synergetic endeavor that involves eleven partner agencies.

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

Agency	Partnership/Collaboration
Capital City Youth Services	Leon County School Board
State Attorney's Office	Department of Juvenile Justice
Public Defender's Office	City of Tallahassee Police Department
Clerk of the Courts	Leon County Sheriff's Office
Florida State University Police Department	Department of Children and Families

C. Funding Information

10. Agency's current total budget: 2012/2013 \$6,445,500 (Current)
2013/2014 \$6,485,000 (Proposed)

11. Total cost of program: (2012/2013) \$356,220

12. Please list the 2013/2014 funding amount and associated expenditures requested from Leon County and other sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	145,834	146,125	291,959
Professional Fees	0	0	0
Occupancy/Utilities/Network	8,093	0	8,093
Supplies/Postage	2,550	0	2,550
Equipment Rental, Maint., Purchase	1,425	0	1,425
Meeting costs/Travel/Transportation	500	0	500
Staff/Board Development/Recruitment	2,100	0	2,100
Awards/Grants/Direct Aid	62	0	62
Bad Debts/Uncollectibles	0	0	0
Bonding/Liability/Directors Insurance	1,487	0	1,487
Other expense (please itemize)	0	0	0
Educational Materials	550	0	550
Correctional Officers Uniforms	3,150	0	3,150
Urinalysis Expense	1,600	0	1,600
In-Kind Expense	0	25,461	25,461
Administrative Cost	18,409	18,875	37,284
TOTAL	185,759	190,461	376,220

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13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Source	2012/2013 (Current)	2013/2014 (Proposed)
Leon County (not CHSP):	185,759	185,759
City of Tallahassee (not CHSP):	145,000	165,000
City of Tallahassee Mid Year Request		
United Way (not CHSP):		
State:		
Federal:		
Grants:		
Contributions/Special Events:	25,461	25,461
Dues/Membership:		
Program Service Fees:		
Other Income (please itemize):		
TOTAL	356,220	376,220

14. Please list the following expenses for the current year and the upcoming year below:

Expense	2012/2013 (Current)	2013/2014 (Proposed)
Compensation and Benefits	274,813	291,959
Professional Fees	0	0
Occupancy/Utilities/Network	8,079	8,093
Supplies/Postage	2,569	2,550
Equipment Rental, Maint., Purchase	1,389	1,425
Meeting costs/Travel/Transportation	467	500
Staff/Board Development/Recruitment	1,595	2,100
Awards/Grants/Direct aid	62	62
Bad Debts/Uncollectibles	0	0
Bonding/Liability/Directors Insurance	1,487	1,487
Other expense (please itemize)	0	0
Correctional Officers Uniforms	500	550
Educational Materials	2,997	3,150
Urinalysis Expense	1,500	1,600
In-Kind Expense	25,461	25,461
Administrative Cost	35,301	37,284
TOTAL	356,220	376,220

****Note Current expenses are for the period 07/01/2012-02/28/2013 and annualized to project a 12 month budget.**

15. Describe actions and fund-raisers to secure funding.

DISC Village is consistently working with partner organizations, foundations and other governmental agencies in an effort to optimize program funding.

16. Will this program or event recur every year?

No _____ Yes X

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17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No _____ Yes X

If "yes," estimate: the amount of next year's funding request \$ 185,759

18. Has Leon County ever contributed funds to this program in the past?

No _____ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: This has been recurring since 1994

Recipient or Agency: DISC Village, Inc.

Program Title: JAC – Booking (Correctional Officers) and Civil Citation Programs

Funding Level: \$185,759

19. Attach a copy of the Agency's most recent financial report.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Thomas K. Olk

Signature:  _____

Date Signed: 4/12/2013



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: Whole Child Leon

Agency Representative: Courtney Atkins

Physical Address: The Bloxham Building 725 S. Calhoun Street, Tallahassee, Florida 32301

Mailing Address: same as above

Telephone: (850) 487-7316

Fax: (850) 487-0433

E-mail Address: atkinsc@leonschools.net

Agency Employer ID Number (FEIN): 59-2852594 Foundation Leon County Schools (Fiscal Agent)

Does the Agency have a 501(c) (3) status? Yes: _____ No: x (see above)

Date of Agency Incorporation: n/a

Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. **Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):**

Since January 2004, Whole Child Leon has worked to bring together public, private and nonprofit partners – child advocates, business leaders, government officials, educators, parents and caregivers – in new and exciting ways, forming a solid foundation needed to create systemic change. We set out to build community commitment to children 0–5, improve access to and utilization of services, improve health of children 0-5, develop safe and nurturing environments, foster economic stability for families with small children, provide quality early education, encourage social interaction and competence, and provide spiritual foundation and strength. Whole Child Leon utilizes strategic planning and integrated , web-based technology models that connect service providers to parents and to each other while collectively addressing all dimensions of the child as a whole, and engages the entire community in the process. Driven by its mission of building a community where everyone works together to make sure children thrive, Whole Child Leon is focused on ensuring that our:

- Community Owns and Participates in Early Childhood Success
- Children are Healthy At Age 1
- Children are Making Appropriate Progress
- Children Enter Kindergarten Ready to Succeed

Services Provided: Whole Child Leon uses web-based technology; a commitment from all segments of the community; and community leaders united as Action Teams to build and maintain a community where everyone works together to make sure children thrive. The primary focus of Whole Child Leon is 0-5, but the philosophy addresses needs of children and youth of all ages and their families. Whole Child uses web-based technology called the Whole Child Connection (WCC) to:

- Assist families in identifying the needs of their young children.
- Connect families with appropriate service providers,
- Encourage and enable service providers to build collaborative networks, and
- Enable communities to identify gaps in service and assess their progress in ensuring that all children thrive.
- Advocating on behalf of the family;
- Following up on family satisfaction and provider performance
- Report to the community on the performance of the system and on areas of unmet need.

Whole Child Leon engages businesses, civic groups, education, provider agencies, government and faith-based organizations to work together to achieve its mission. Each segment has unique opportunities for contribution. Community leaders united as "Action Teams" focus on programs, activities, and support services families need to nurture the "Six Dimensions of a Whole Child." Central to ensuring families have access to resources and providers is addressing root causes that prove detrimental to family structures – placing them in situations where they are constantly reacting to crisis versus proactively accessing their long-term family sustainability to avoid crisis situations. The Dimension Specific Action Teams are specifically working to address these root causes. Each Action Team has developed specific initiatives specified below to address the long term issues affecting families.

Physical and Mental Health Action Team is addressing standards of practice and continuity of care, dental health services for pregnant women and children, and health screening and assessment in an effort to improve birth outcomes.

Safe and Nurturing Environment Action Team is addressing childhood obesity through WCL's 95210 –The Whole Picture of Health Initiative, family friendly neighborhoods and affordable housing.

Social Emotional Action Team is addressing social and emotional development of children, particularly with respect to ensuring they are ready for kindergarten.

Economic Stability Action Team is addressing financial planning and financial education.

Quality Education Action Team is addressing quality early childhood education and development including the creation and district-wide implementation Kindergarten Readiness Expectations for parents and educators and parent survey to ensure the transition to kindergarten is successful.

Spiritual Foundation and Strength Action Team is working on incorporating the spiritual dimension in early childhood education and development including listing resources on the WCL website for nurturing a child's spirit.

The Whole Child Leon website provides information on WCL to families and the community, the WCL website (www.wholechildleon.com) provides general information, an updated calendar of family-friendly community events, and information for parents and families on best practices and on specific initiatives. Through these activities, WCL is working with the community to change the culture of Leon County whereby families with children 0 through 5 years of age can receive the information and support they need to grow into productive, contributing members of society.

Whole Child Connection

During a project funded by the Florida Department of Health to gather information for an online New Parents' Guide, Whole Child Leon realized some significant shortcomings with the technology on which the Connection was based. While once considered state-of-the-art, after eight years the system had become outdated and limited.

Whole Child Leon has partnered with Well Family Systems to launch an enhanced version of the Whole Child Connection (WCC) that has capabilities to grow as technology grows.

- The redesigned WCC is interactive and is organized in a less threatening interview-style format and ensures that agency referrals are appropriate and meet the family's identified needs.
- The Connection is populated with more than 2500 community resources, and allows users to
- identify needs, create a "family plan" and link to the **appropriate** services.

In the past year, there was been increased traffic to the Whole Child Leon website and Connection. From October 1, 2011 to September 30, 2012, **12,844 unique visitors** have been to the Whole Child Leon website and the total number of **visits** during this time period is **18,226**.

Collaboration:

Whole Child Leon is collaborating with organizations which provide direct services to, or have direct contact with families with young children. To foster these relationships WCL hosts the **Whole Child Leon Professional Network** to provide a forum for professionals from agencies and that provide services to children and families to make contacts and exchange ideas. At these monthly Professional Network meetings, members have the opportunity to network with professionals from other agencies, learn about new programs and participate in professional development workshops. By gathering with a broad range of professionals, they share ideas and find new ways to work together to fulfill common goals. Once every quarter, this meeting is used to bring executive directors and decision-makers together to discuss the needs of the community, gaps in services and ways to better work together.

In addition, Whole Child Leon hosts **Community Action Team** meeting – a partnership with the Department of Children and Families. This meeting provides important data and information to human service agencies throughout Circuit 2 with a focus on **family violence prevention** and engages Leon and surrounding counties in discussion involving the issues of children and families. WCL has played a key role in organizing a subcommittee and providing direction for the Alliance

Collaborative relationships are at the core of the Whole Child philosophy. As Whole Child Leon is not a direct service provider, relationships with and among these organizations are essential to ensuring families are reached and are encouraged to use the Whole Child Connection and Resource Guide. The Connection assists families in identifying the needs of their young children and connects families with appropriate service providers. Additionally, the Connection encourages and enables service providers to build collaborative networks, and enables communities to identify gaps in service and assess their progress in ensuring that all children thrive.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Whole Child Leon (WCL) requests continued funding from Leon County to support a Connection & Outreach Coordinator and to support website hosting expenses.

Absence of this funding would call for the elimination of the position which provides direct support to families and the agencies providing services to these families. The Connection & Outreach Coordinator provides training and technical support to human service providers throughout Leon County, recruits additional service providers, manages the technology and system operations, and assists families with the Whole Child Connection.

The Whole Child Connection is only truly effective when the information in the system is up-to-date. Without this staff person providing technical support, constantly monitoring the system, and operating independent of affiliation with any specific service provider, the effectiveness of the system will suffer.

Our outreach efforts are crucial to reaching the families most in need of services. We attended 39 community events in the last year to promote Whole Child Leon as well as to help parents identify their family's needs and connect to resources through the Whole Child Connection. This could not be done without our Connection & Outreach Coordinator.

3. Projected program impact/outcome results: What is the projected impact on the target population?

Whole Child Leon sees the following as a result of the Whole Child Connection itself and outreach to families in need of services:

- Families have one-stop access to a wide range of service providers
- More families receive services they need
- Community needs and service gaps are identified, allowing us to seek resources and providers to satisfy those needs

Through our collaborative "No Wrong Door" approach to service delivery, the Whole Child Connection:

- Increases communication and collaboration among agencies providing services to families
- Makes it easier for families to gain access to the information and services they need
- Empowers families to address their needs proactively, not only when faced with a crisis

4. List the targeted population projected to be served or benefit from this program.

Primary:

- Families with children 0 to 5 years of age residing within Leon County
- Agencies providing services to families with children 0 to 5 years of age

Secondary:

- Families with children 0 to 5 years of age living in our seven neighboring counties who may receive services in Leon County or from providers based here

5. Provide the methods that are being used effectively to attain this program's targeted population.

Our robust website allows us to reach parents of young children in the way they want to be reached – through the web, where they can access information at their convenience 24-hours a day. The site features a Resource Guide with more than 2,500 community resources.

The Whole Child Connection, our web-based resource referral tool has been so well-received other Whole Child communities in our area (Jefferson, Madison, Taylor, and Gadsden specifically) are collaborating in order to share our technology resource.

Internet access among potential Whole Child Connection users has been a much-discussed issue. Our research shows that internet use is increasing for people regardless of age, income, level of education, race, ethnicity or gender.

Whole Child Leon attended 38 outreach events in the last year (March 1, 2012 – February 29,

2013). At outreach events, we interface with parents and families and distribute information on Whole Child Leon, 95210: The Whole Picture of Health, information on upcoming events as well as helpful parenting information on behalf of other agencies. We attend health fairs, school events, and children's activities. In the last year we interfaced with 3000+ families at outreach events.

Through established relationships with local media, we are able to garner regular coverage of current issues and activities. For example, our new television PSA is in heavy rotation thanks to our television partners.

Whole Child Leon is collaborating with organizations that provide direct services to or have direct contact with families with young children. The Whole Child Leon Professional Network is a forum for professionals from agencies and service providers to connect. At the monthly Professional Network meetings, members have the opportunity to network with professionals from other agencies. By gathering with a broad range of professionals, they share ideas and find new ways to work together to fulfill common goals. Collaborative relationships like these are at the core of the Whole Child philosophy. As Whole Child Leon is not a direct service provider, relationships with and among these organizations are essential to ensuring families are reached and are encouraged to use the Whole Child Connection.

The Whole Child Leon online events calendar features community events and fundraising events for local human service agencies as well as free and low-cost weekend events for children and families. Whole Child Leon produces a monthly electronic newsletter that highlights programs, initiatives, community events and fundraising events of local human service agencies.

Whole Child Leon developed the Family Connection Corner project and has set up Family Connection Corners in 24 Leon County School sites. From a Family Connection Corner, parents can connect to the Florida Department of Children and Families ACCESS website for cash assistance, Medicaid, and food stamps; Free and Reduced Lunch application, Florida Kid Care application and the Whole Child Leon website. There are also Family Connection Corners in the Leon County Courthouse, Leon Arms Apartments, Lincoln Center and the Early Learning Coalition offices.

Whole Child Leon's Social-Emotional Action Team executed Leon County's first Community-wide Infant, Toddler and Preschool Comprehensive Developmental Screening Days. In the last year, 120+ children have been screened for: social-emotional development, vision, hearing, dental, gross and fine motor skills. Children are connected to primary care physicians and health insurance. This project was presented as a model for "best practices" at the Florida Developmental Disabilities Council in March 2012.

95210: The Whole Picture of Health is our collaborative, childhood obesity prevention initiative. Whole Child Leon received a \$98,472 grant from Blue Cross and Blue Shield of Florida Foundation. This one-year grant was used for 95210: The Whole Picture of Health: a comprehensive strategy to improve health prospects for Tallahassee's lower-income children and their families which uses an asset-based approach. Our partners in this grant are: Children's Medical Services/CORE, Tallahassee Food Network, and the Leon County Health Department. 95210: The Whole Picture of Health is a community-wide effort that began in our childcare centers to promote behavioral and policy change around sleep, nutrition, physical activity, recreational screen time, sugary drinks and tobacco. 95210: The Whole Picture of Health has since evolved into the backbone for Tallahassee's comprehensive efforts to change

neighborhood food environments, increase physical activity and education pediatricians and health and human service agency professional about childhood obesity prevention.

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

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Funding is requested to continue this position previously funded by Leon County.

Ongoing:

- Provide training and support to service providers
- Targeted marketing and outreach
- Monitor provider information in the system to ensure it is correct and up-to-date
- Refine the Connection based on feedback from families and providers to ensure the tool is meeting needs

7. List the program's short-term, intermediate, and long-term goals.

Short-term:

- To raise awareness of the importance of the early years of a child's life by providing 12 articles in the local newspapers/media, 36 outreach partnership events and increase Whole Child Connection users (see WCC short term goal below).
- Increase the number of *WCL's Free Community Wide Developmental Screening Days* for young children from 2 per year to 4.
- Families will be satisfied 96% of the time with the services received at the *WCL's Free Community Wide Developmental Screening Days*
- Connect more families to community resources and information by 8%. Last year the Whole Child Connection had 12,844 unique users our goal is to have 13,988 unique users for fiscal year 2013-2014.
- Improve attendance and quality of Professional Network meetings for fiscal year 2013-2014 by 10%.

Intermediate:

- Publish and distribute a Status of the Child Report
- Engage non-traditional partners (faith-based, community, civic organizations, businesses, parents, neighborhood associations, community leaders)
- Increase Whole Child Leon's presence in the community

Long-term:

- To continue to work to change the culture of Leon County whereby services are provided to children 0 to 5 years of age in a comprehensive, seamless, collaborated manner to ensure a child receives all needed services.

8. What other agencies in Leon County (governmental, non-profit, and private) provide Services similar to those which would be provided by this funding?

There is no other agency or organization in Leon County that provides services similar to those which Whole Child Leon is providing.

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

Agency	Partnership/Collaboration
Foundation Leon County Schools	Fiscal Agent, collaborating on the implementation of 95210-The Whole Picture of Health in elementary schools district-wide, School Health Advisory Committee
Leon County Schools	Provides office space for WCL staff (including utilities, phones, furniture and maintenance) at Wesson School Peggy Youngblood, Divisional Director Elementary Schools is a member of WCL Steering Committee and provides expertise and leadership to the Quality Educ. Action Team. Partner in Free Community Wide Developmental Screening
United Way Big Bend	Funder and partner in Blue Cross Blue Shield Foundation of Florida grant addressing the prevention and education of childhood obesity in Leon County children Susan Dunlap, VP Community Investment is on WCL Steering Committee
Lawton Chiles Foundation and Whole Child Florida	Provides strategic leadership and guidance on Whole Child Philosophy and statewide trends related to early childhood issues
City of Tallahassee	Provides funding for Executive Director
Office of the Mayor	Health by the Numbers Initiative, 95210-The Whole Picture of Health
Blue Cross Blue Shield Foundation Florida	Awarded a grant to WCL/UWBB and other partners to address the prevention and education of childhood obesity in Leon County children
Dept. of Children and Families	Community Action Team Assist in the Free Community Wide Developmental Screening
Leon County Health Department	Community Health Action and Response Team and MAPP Community Assessment Partner in Free Community Wide Developmental Screening
Capital Area Community Action Agency	Implementing 95210- The Whole Picture of Health in Leon County Head Start Centers
FAMU	Institute of Public Health, College of Pharmacy professors Fran Close and Sandra Suther on Physical And Mental Health Action Team; College of SW and Public Health Internship Programs Partner in Free Community Wide Developmental Screening
FSU	College of SW and College of Business Internship Programs Partner in Free Community Wide Developmental Screening
Children's Medical Services	Partner in Free Community Wide Developmental Screening
Tallahassee Food Gardens	Partner In BCBSFF Childhood Obesity Education and Prevention grant
Project Food Now	Partner In BCBSFF Childhood Obesity Education and Prevention grant
Childhood Obesity Prevention Coalition (COPE)	Partner In BCBSFF Childhood Obesity Education and Prevention grant
Challenging Obstacles Require Effort (CORE)	Partner In BCBSFF Childhood Obesity Education and Prevention grant
Early Learning Coalition of the Big Bend and the Florida Agency for Workforce Innovation	Funded the second run of the "Catching Smiles" CD which is distributed to all new babies born at TMH, Capital Regional, and The Birth Cottage as well as at WCL outreach events Partner in Free Community Wide Developmental Screening
Early Learning Coalition of the Big Bend and MomsLikeMe.com	Partnership to implement a quality rating system resulting in the launch of "Quality Counts: Your Guide to Big Bend Child Care"
Envision Credit Union	\$25 Infant Savings Account for New Parents
Florida Diagnostic & Learning Resource System	Partner in Free Community Wide Developmental Screening
Tallahassee Community College	Partner in Free Community Wide Developmental Screening

C. Funding Information

10. Agency's current total budget: 2012/13 \$126,800 (current) 2013/14 \$156,800 (proposed)

11. Total cost of program: \$38,000

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and Other Revenue Sources:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	\$38,000	\$64,480	\$102,480
Professional Fees			
Occupancy/Utilities/Network		< in-kind \$22,000>	< in-kind \$22,000>
Supplies/Postage		\$550	\$550
Equipment Rental, Maintenance, Purchase		\$5300	\$5300
Meeting Costs/Travel/Transportation		\$4200	\$4200
Staff/Board Development/Recruitment		\$1000	\$1000
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible		n/a	n/a
Bonding/Liability/Directors Insurance		\$1600	\$1600
Other Expenses (please itemize)			
cell phones, wireless internet		\$1570	\$1570
- marketing and promotion		\$5100	\$5100
- web-based technology		\$5000	\$5000
Total	\$38,000	\$88,800	\$126,800

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	\$38,000	\$38,000
City of Tallahassee (not CHSP)	\$38,800	\$38,800
United Way (not CHSP)	\$50,000	\$50,000
State		
Federal		
Grants		\$10,000
Contributions/Special Events		\$20,000
Dues/Memberships		

Program Service Fees		
Utilized Reserves		
Other Income (please itemize)		
Total	\$126,800	\$156,800

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	\$102,480	\$102,480
Professional Fees		
Occupancy/Utilities/Network	<in-kind -\$22,000>	<in-kind \$22,000>
Supplies/Postage	\$550	\$550
Equipment Rental, Maintenance, Purchase	\$5300	\$5300
Meeting Costs/Travel/Transportation	\$4200	\$4500
Staff/Board Development/Recruitment	\$1000	\$1000
Awards/Grants/Direct Aid		\$30,000
Bad Debts/Uncollectible	n/a	n/a
Bonding/Liability/Directors Insurance	\$1600	\$1600
Other Expenses (please itemize)		
cell phones, wireless internet	\$1570	\$1570
- marketing and promotion	\$5100	\$5100
- web-based technology	\$5000	\$5000
Total	\$126,800	\$156,800

15. Describe actions to secure additional funding. Please be specific.

Whole Child Leon is:

Formal request to the United Way of the Big Bend Board of Directors to continue their support of Whole Child Leon

Strengthening relationships with key partners and grantors to secure both new and continued financial and in-kind support

Seeking funding from local grantors like Leon County, the City of Tallahassee, and the Childhood Obesity Prevention Education Coalition (COPE)

Actively pursuing funding through regional and national grantors like the Robert wood Johnson Foundation

16. Will this program or event recur every year?

No: _____ Yes: X

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X

If "yes," estimate, the amount of next year's funding request: \$38,000

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X

If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
2008-2009	UWBB	WCL	<u>\$38,000</u>
2009-2010	UWBB	WCL	<u>\$38,000</u>
2010-2011	UWBB	WCL	<u>\$38,000</u>
2011-2012	UWBB	WCL	<u>\$38,000</u>
2012-2013	Foundation Leon County Schools	WCL	<u>\$38,000</u>

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit. attached

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Courtney Atkins

Signature: 

Date Signed: 4/15/13



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: **United Partners for Human Service, Inc.**

Agency representative: **Ana M. Villar, MSW, Executive Director**

Physical Address: **2477 Tim Gamble Place, Suite 200
Tallahassee, FL 32308-4386**

Mailing Address: **2477 Tim Gamble Place, Suite 200
Tallahassee, FL 32308-4386**

Telephone: **(850) 942-2569**

Fax: **(850) 681-8713**

E-mail Address: **ana@uphsfl.org**

Agency Employer ID Number (FEIN Number): **59-3505360**

Does the agency have a 501(c)(3) status? **Yes**

Date of agency incorporation: **3/22/04**

UPHS Articles of Incorporation and 2011-12 990 Tax Return are ATTACHED.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided:

United Partners for Human Services (UPHS) is a coalition comprised of Leon County human service organizations whose mission is to improve the human service delivery system in our community. UPHS is the only coalition in the Big Bend region serving our local human service non-profits. Our membership includes approximately seventy-five Regular Members, made up of non-profits whose primary mission is the provision of direct human services; Affiliate Members, non-profit organizations whose mission is something other than the provision of direct human services, and Supporting Partners who are individuals and businesses who believe in the UPHS mission. While our members are the target audience for our services, the beneficiaries are the thousands of citizens served by our members as we build their capacity and resources.

UPHS members touch the lives of every citizen of Leon County and our primary work is to help them be the best they can be; by increasing communication, access to high quality and low cost training or by increasing the community's understanding of what the human service sector does. Specifically, Leon County funding will be used to help UPHS accomplish the following work:

There are three components to this project, all designed to strengthen the capacity of human service non-profits in our community:

Goal 1: Improve knowledge and skills in the effective operation of human service organizations and programs for local human service organizations. Trainings and resources are based on member requests and identified issues and recommendations from the Community Human Service Partnership (CHSP) Award Letters to applicants. These include:

- Developing and monitoring Internal Fiscal Controls;
- Board recruitment, training and development;
- Fiscal Management;
- Best Practices models for non-profits;
- Evaluation and demonstration of effective service delivery, and;
- Staff Training and Retention.

Objective 1.1: Host quarterly trainings that address the effective operation of a human service non-profit organization, including current issues and trends.

Objective 1.2: Develop a resource section of the UPHS website where organizations, both members and non-members, can find relevant and timely information about nonprofit management and program administration.

Goal 2: Increase the capacity of our human service nonprofits by providing information and training on Resource Development, including Marketing and Fundraising to expand and diversify their funding sources.

Objective 2.1: Collaborate with local groups, e.g. the Association of Fundraising Professionals, Florida Public Relations Association, etc., to provide fundraising and marketing trainings for local human service nonprofits.

Goal 3: Facilitate collaborative efforts to improve service delivery.

Objective 3.1: Host quarterly meetings of member agencies with common service delivery systems to facilitate sharing of information and resources. Possible delivery systems include:

- Children's Services
- Persons with Disabilities
- Teen Programs
- Substance Abuse Services
- Physical Health
- Emergency Services

2. Why is the funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is used to provide training on identified topics needed for human service organizations in Leon County to operate more efficiently and effectively. UPHS, as the coalition of human service non-profits, has the unique opportunity to provide these trainings and networking opportunities to improve the overall functioning of our member agencies.

3. Projected program impact/outcome results: What is the projected impact on the target population?

To increase the overall effectiveness of human service non-profit organizations in Leon County through training opportunities and leveraging of our collective resources.

UPHS will provide training and technical assistance on organizational effectiveness and board governance to improve the service delivery system in our community. UPHS will also provide a variety of opportunities for non-profits to meet and collaborate with like service providers, we will develop and strengthen the continuum of care models within the human services system in order to more effectively meet the needs of common targeted populations.

4. List the targeted population projected to be served or benefit from this program.

The entire Leon County community benefits from nonprofit organizations that are more efficient and effective, while delivering services in a coordinated and cohesive manner. Specifically, our members are the staff, board members and volunteers from any human service organization in Leon County.

5. Provide the methods that are being used effectively to attain this program's targeted population.

We currently utilize several methods to engage our membership of human service organizations. We send a weekly eNewsletter of upcoming events, job opportunities, and trainings. We also provide semi-annual membership meetings, quarterly networking opportunities and trainings through this project. By combining technology with face to face opportunities, members have a variety of methods for learning and networking with one another.

6. Outline the phases and time frames in which this project or event will be accomplished if funded.

Tasks, Activities or Products (Use specific, measurable language)	Timeframe
Provide quarterly trainings to member agencies on effective non-profit operations, including board governance and current trends	On-going
Develop a resource section of the UPHS website and update quarterly	On-going
Provide trainings on Resource Development for members, including Fundraising and Marketing/Public Relations.	Semi-annually
Host quarterly networking and coalition building meetings of similar-service delivery providers.	On-going

7. List the program's short-term, intermediate and long-term goals

Short-term:

Provide high quality/low cost professional development and capacity building opportunities to human service organizations in Leon County.

Intermediate:

Increase opportunities for collaboration and coordination of human services in Leon County by providing the forum for discussion.

Long-term:

To provide a more efficient and effective system for the delivery of human services that benefit the neediest of Leon County citizens.

8. What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding?

UPHS is unique and there is no other organization that provides these services. UPHS is not only unique in our mission – we are unique in our creation. We exist solely because the human service organizations of Leon County want the opportunity to be the best that they can be for the citizens of our community.

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

We consider the members are greatest partners in our work to improve the human service delivery system in Leon County. In addition UPHS is working with Tallahassee Community College, Florida State University, United Way of the Big Bend, the Chamber of Commerce/Leadership Tallahassee, and the Human Services departments of both Leon County and the City of Tallahassee.

Current UPHS members are:

2-1-1 Big Bend
21st Century Council
Ability 1st
African Caribbean Dance Theatre
Aging with Dignity
Alzheimer's Project, Inc.
America's Second Harvest of the Big Bend
American Red Cross - Capital Area Chapter
Area Agency on Aging for North Florida
Area Health Education Center
Big Bend Cares
Big Bend Community Based Care
Big Bend Habitat for Humanity
Big Bend Homeless Coalition
Big Bend Hospice
Big Brothers Big Sisters of the Big Bend

Bond Community Health Center
Boys and Girls Club of the Big Bend
Boys Town of North Florida
Brehon Institute for Family Services
Capital Area Community Action Agency
Capital Area Healthy Start Coalition
Capital City Youth Services
Capital Medical Society Foundation
Capital Region YMCA
Catholic Charities of Northwest Florida, Tallahassee Regional Office
Children's Home Society
Dick Howser Center for Childhood Services
Disability Rights Florida
DISC Village
Early Learning Coalition of the Big Bend
ECHO
Elder Care Services
Epilepsy Association of the Big Bend
Florida Disabled Outdoors Association
Florida Hospices and Palliative Care
FSU Center for Leadership and Civic Education
Girl Scout Council of the Florida Panhandle
Go Beyond Foundation
Halle Martin Foundation
Holmes Consulting
Jefferson Senior Citizens Center
Keep Tallahassee/Leon County Beautiful
Kids Incorporated of the Big Bend
Leadership Tallahassee
Lee's Place
Legal Aid Foundation of the Tallahassee Bar
Legal Services of North Florida
Leon Advocacy and Resource Center
Lighthouse of the Big Bend
Literacy Volunteers of Leon County
Lutheran Social Services of North Florida
Mind Over Money Consulting
Neighborhood Health Services
Oasis Center for Women and Girls
Office of Public Guardian
PACE Center for Girls
Pilot Club of Tallahassee
Pregnancy Help and Information Center
Refuge House

Senior Citizens Council of Madison
 The Shelter
 Sickle Cell Foundation
 Southern Scholarship Foundation
 Stansbury Consulting, LLC
 Strategic Nonprofit Alliance Partnership (SNAP) — JMCO
 Tallahassee Girl's Choir of CHOICE
 Tallahassee Lenders Consortium
 VolunteerLeon
 Wisdom's Wellspring
 Workforce Plus
 Workshop for Adult Vocational Enrichment

Agency	Partnership/Collaboration
Tallahassee Community College	Annual Conference on Excellence in Nonprofit Management & Leadership sponsor and BigBendWorks.com
Florida State University	Annual Conference on Excellence in Nonprofit Management & Leadership and as a resource for trainers
United Way of the Big Bend	CHSP Joint Planning Board Annual Conference on Excellence in Nonprofit Management & Leadership sponsor
Chamber of Commerce/Leadership Tallahassee	Collaborate on Building Better Boards training and the Annual Conference on Excellence in Nonprofit Management & Leadership
Human Services departments of Leon County and City of Tallahassee	CHSP Joint Planning Board Work with City & County leaders to improve the continuum of care for residents of Tallahassee and Leon County through the local human services organizations
Knight Foundation, COCA, Community Foundation of North Florida	Non-Profit Sector Capacity Building Project. and FindLearnGive.org

C. Funding Information

10. Agency's current total budget: **2012/13 - \$128,750** (current) **2013/14 - \$129,000** (proposed)

11. Total cost of program: **\$60,000**

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and other revenue sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	\$20,000	\$20,900	\$40,900
Professional Fees	0	0	0
Occupancy/Utilities/Network	1,750	1,850	3,600
Supplies/Postage	0	1,500	1,500
Equipment Rental, Maintenance, Purchase	0	0	0
Meeting Costs/Travel/Transportation	0	1,000	1,000
Staff/Board Development/Recruitment	1,000	1,000	2,000
Awards/Grants/Direct Aid	0	0	0
Bad Debts/Uncollectible	0	0	0
Bonding/Liability/Directors Insurance	0	0	0
Other Expenses: Printing	0	1,000	1,000
Other: Trainings	1,000	3,000	4,000
Other: Professional Services	0	6,000 ¹	6,000 ¹
Total	23,750	36,250	60,000

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations

FY 2013/2014 Non-Departmental Funding Request Application

Page 9

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP):	\$23,750	\$23,750
City of Tallahassee (not CHSP):	36,250	36,250
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	0	0
State:	0	0
Federal:	0	0
Grants:	0	0
Contributions/Special Events:	0	0
Dues/Membership:	0	0
Program Service Fees:	0	0
Interest Income	0	0
Total	60,000	60,000

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2012/13 (Proposed)
Compensation and Benefits	\$66,000	\$67,800
Professional Fees	900	900
Occupancy/Utilities/Network	10,000	10,000
Supplies/Postage	1,600	1,600
Equipment Rental, Maintenance, Purchase	0	0
Meeting Costs/Travel/Transportation	4,000	4,000
Staff/Board Development	2,000	2,000
Awards/Grants/Direct Aid	0	0
Bad Debts/Uncollectible	0	0
Bonding/Liability/Directors Insurance	1,500	1,500
Other Expenses: Printing	1,000	1,000
Other: Trainings/Conference	14,000	14,000
Other: Special Events	14,000	14,000
Other: Professional Services	12,550 ¹	11,000 ¹
Other: Memberships	600	600
Other: Corporate Registration Fees/bank charges	600	600
Total	128,750	129,000

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations and event marketing & registration.

15. Describe actions and fundraisers to secure funding.

Our fundraising events are the UPHS Annual Conference on Excellence in Nonprofit Management & Leadership, the UPHS Annual Celebration of Human Services, training fees from trainings offered to non-UPHS members and UPHS membership dues. We have increased our training services over last year and continue to seek additional grants.

16. Will this project or event recur every year?

No _____ Yes X

17. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X

**We are committed to finding alternative sources of support to fund UPHS*

If "yes," estimate: the amount of next year's funding request. same

18. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes", list date(s), recipient or agency, program title and amount of funding:

Date	Recipient or Agency	Program Title	Funding Amount
2012/13	United Partners for Human Services	Capacity Building	\$23,750
2011/12	United Partners for Human Services	Capacity Building	\$23,750
2010/11	United Partners for Human Services	Capacity Building	\$23,750
2009/10	United Partners for Human Services	Capacity Building	\$23,750
2008/09	United Partners for Human Services	Capacity Building	\$23,750

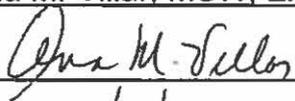
19. Attach a copy of the Agency's most recent financial report.

The January 2013 UPHS Financial Statement is ATTACHED.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Ana M. Villar, MSW, Executive Director

Signature: 

Date Signed: 4/15/13



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: Keep Tallahassee - Leon County Beautiful, Inc

Agency Representative: Diana Hanson

Physical Address: 3212 Beaumont Drive, 32309

Mailing Address: P.O. Box 191 32302

Telephone: (850) 545-6507

Fax: (850) 222-1221

E-mail Address: KeepTallahasseeBeaut@comcast.net

Agency Employer ID Number (FEIN): 31-1528968

Does the Agency have a 501(c) (3) status? Yes: No:

Date of Agency Incorporation: 7-15-97
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary): *Continuation of education, beautification and cleanup projects and programs for KTLCB including the Litter Hot Line.*
2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought? *This funding continues to be vital for our organization. We have four fund raisers each year and net less than prior years. We apply for grants for special projects.*
3. Projected program impact/outcome results: What is the projected impact on the target population? *Reduction of litter and graffiti. Increased recycling through volunteer-based projects and education. We involve a wide range of groups to spread our message. Our website is updated often. Billboards and reader boards are used. Heavy student involvement.*
4. List the targeted population projected to be served or benefit from this program. *Leon County neighborhoods, parks, schools, businesses, recreational areas including lakeshores and surrounding streets. The national forest is targeted for illegal dumping. We clean gateways, greenways and scenic by-ways.*
5. Provide the methods that are being used effectively to attain this program's targeted population. *Countywide cleanups/beautifications of neighborhoods, lakeshores, forests, and community garden creation and upkeep including park projects with Josh McSwain and VFW Cemetery. Recycling in parks. Books in classrooms. 'GOT TRASH' resource on website. Litter HotLine. Education/Information links for schools.*
6. Outline the phases and time frames in which this program or event will be accomplished if funded. *Fall: International Shore Cleanup
Spring: National Great American Cleanup (Super Clean Sweep)
On-going cleanups/beautifications including waterways, trails in parks
Plantings in parks (Lake Henrietta) and Litter Hot Line
Referrals for Adopt A Road*
7. List the program's short-term, intermediate, and long-term goals. *Reduce litter and graffiti (dedicated volunteers)
Increase recycling through awareness
Gateway beautification (through grants)*
8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? *Limited City (County - use of prisoners and probationers. Save countless government man hours with our clean ups. We manage the City Adopt A Street program*
9. List any Agency partnerships and collaboration related to this program.

Agency	Partnership/Collaboration
Leon County Solid Waste	Waives fees for clean ups
Morpan Recycling	Waives fees, provides roll offs
WastePro	provides roll offs for events
Volunteer Leon, FSN, FAMU, TCC, LCS	Volunteer resources
City/County Recycling	Recycling events

Y 2013/2014 Non-Departmental Funding Request Application

Funding Information

10. Agency's current total budget: 2012/13 \$ 77,250 (current) 2013/14 \$ 80,000 (proposed)

11. Total cost of program: 80,000

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and Other Revenue Sources:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	17,000	27,100	44,100
Professional Fees		500	500
Occupancy/Utilities/Network	3360	5525	8885
Supplies/Postage	715	3400	4115
Equipment Rental, Maintenance, Purchase		3500	3500
Printing Costs/Travel/Transportation		3500	3500
Staff/Board Development/Recruitment		3100	3100
Grants/Grants/Direct Aid		2000	2000
Bad Debts/Uncollectible			
Pending/Liability/Directors Insurance	300		300
Other Expenses (please itemize) <i>AAS sign</i>		10,000	10,000
Total	21,375	58,625	80,000

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	21,375	21,375
City of Tallahassee (not CHSP)	25,000	25,000
United Way (not CHSP)	0	0
State		
Federal		
Grants		
Contributions/Special Events	28,100	30,000
Fees/Memberships	2,775	3,625
Program Service Fees		
Utilized Reserves		
Other income (please itemize)		
Total	77,250	80,000

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	17,000	17,000
Professional Fees		
Occupancy/Utilities/Network	3360	3360
Supplies/Postage	715	715
Equipment Rental, Maintenance, Purchase		
Meeting Costs/Travel/Transportation		
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance	300	300
Other Expenses (please itemize)		
Total	21,375	21,375

15. Describe actions to secure additional funding. Please be specific. *Four yearly fund raisers. Applied for grant to beautify Apalachee Parkway, Smokey Hollow Edible Garden Boxes, Luther Hall Boardwalk (ART) and Graffiti removal supplies. Pending (late April)*

16. Will this program or event recur every year?

No: _____ Yes: X

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X ABSOLUTELY
If "yes," estimate, the amount of next year's funding request: \$ 21,375

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X
If "yes," list date(s), recipient or agency, program title and amount of funding:

Date	Recipient or Agency	Program Title	Funding Amount
<i>2003 to Present</i>	<i>KTLCB</i>		<i>21,375</i>

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Diane Hanson

Signature: Diane Hanson

Date Signed: 4-9-13

FBI 913

97 JUL 16 2007

ARTICLES OF INCORPORATION

TALLAHASSEE, FLORIDA

The undersigned incorporation, for the purpose of forming a corporation under the Florida Not for Profit Corporation Act, hereby adopts the following Articles of Incorporation

ARTICLE I NAME

The name of the corporation shall be
Keep Tallahassee-Leon County Beautiful, Inc.

ARTICLE II PRINCIPAL OFFICE

The principal place of business and mailing address of this corporation shall be
P.O. Box 1639
Tallahassee, FL 32302

ARTICLE III PURPOSE(S)

The specific purpose(s) for which the corporation is organized is(are)
KTLCS was formed to seek and provide support in educating leaders of the community and educating the public on enhancing the quality of the environment. Its broader purpose is to utilize community citizens to promote civic pride; to educate and foster a better understanding and appreciation of the environment; and to encourage positive leadership throughout the local community.

ARTICLE IV MANNER OF ELECTION OF DIRECTORS

The manner in which the directors are elected or appointed is:
Nominated by nominating committee, approved by the existing board.

ARTICLE V INITIAL REGISTERED AGENT AND STREET ADDRESS

The name and Florida street address of the initial registered agent are
Diana Hanson
100 N. Duval
Tallahassee, FL 32302

ARTICLE VI INCORPORATOR

The name and address of the Incorporator to these Articles of Incorporation are
Diana Hanson
100 N. Duval
Tallahassee, FL 32302

Diana Hanson
Signature/Incorporator

7-15-97
Date

(An additional article must be added if an effective date is requested.)

Having been named as registered agent and to accept service of process for the above stated corporation at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Diana Hanson
Signature/Registered Agent

7-15-97
Date

7:35 AM
04/01/13
Cash Basis

KEE, TALLAHASSEE LEON CO BEAUTIFUL
Profit & Loss
October 2011 through September 2012

	<u>Oct '11 - Sep 12</u>
Ordinary Income/Expense	
Income	
501 Governmental Grants	26,997.76
502 Corporate Grants	1,000.00
521 Membership Dues	2,771.27
541 Interest Income	1.71
Total Income	<u>30,770.74</u>
Expense	
610 Salaries	40,699.92
620 Employee Benefits	1,264.60
630 Payroll Taxes	2,150.44
640 Supplies	3,118.75
650 Telephone	3,079.80
660 Postage and Shipping	805.84
670 Occupancy	3,149.00
680 Equip Rental & Maintenance	1,551.82
690 Printing and Publications	254.67
700 Travel	2,574.26
710 Conferences, and Meetings	210.00
720 Board Meeting exp.	401.55
730 Dues	671.25
740 Public Relations	682.87
750 Recognition and awards	1,111.51
760 Miscellaneous	169.40
770 Cost of Events	-368.22
Total Expense	<u>61,527.46</u>
Net Ordinary Income	-30,756.72
Other Income/Expense	
Other Income	
901 Golf Tournament	22,308.00
902 Golf Tournament Exp	-4,039.32
907 Drive In Movies	4,581.00
908 DIM Expenses	-765.24
931 Shoot the Moon	8,935.00
932 Shoot the Moon Exp	-3,081.86
933 Lunch	387.00
940 Can Campaign	1,614.30
941 Can Campaign Exp	-1,473.40
Total Other Income	<u>28,465.48</u>
Net Other Income	<u>28,465.48</u>
Net Income	<u><u>-2,291.24</u></u>

Form **990-EZ**

Short Form Return of Organization Exempt From Income Tax

OMB No. 1545-1150

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code
(except black lung benefit trust or private foundation)

▶ Sponsoring organizations of donor advised funds, organizations that operate one or more hospital facilities, and certain controlling organizations as defined in section 512(b)(13) must file Form 990 (see instructions). All other organizations with gross receipts less than \$200,000 and total assets less than \$500,000 at the end of the year may use this form.

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2011 calendar year, or tax year beginning **OCTOBER 1**, 2011, and ending **SEPTEMBER 30**, 20 **12**

<p>B Check if applicable:</p> <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<p>C Name of organization KEEP TALLAHASSEE LEON COUNTY BEAUTIFUL INC</p> <p>Number and street (or P.O. box, if mail is not delivered to street address) Room/suite 401 E VIRGINIA STREET</p> <p>City or town, state or country, and ZIP + 4 TALLAHASSEE FL 32301-1267</p>	<p>D Employer identification number 31-1528968</p> <p>E Telephone number 850-224-6800</p> <p>F Group Exemption Number ▶</p>
<p>G Accounting Method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual Other (specify) ▶ _____</p>		<p>H Check <input type="checkbox"/> if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).</p>
<p>I Website: ▶ _____</p>		
<p>J Tax-exempt status (check only one) -- <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527</p>		

K Check If the organization is not a section 509(a)(3) supporting organization or a section 527 organization and its gross receipts are normally not more than \$50,000. A Form 990-EZ or Form 990 return is not required though Form 990-N (e-postcard) may be required (see instructions). But if the organization chooses to file a return, be sure to file a complete return.

L Add lines 5b, 6c, and 7b, to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, line 25, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ ▶ \$

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (see the instructions for Part I.)
Check if the organization used Schedule O to respond to any question in this Part I

	Description	Line	Amount
Revenue	1 Contributions, gifts, grants, and similar amounts received	1	27,498
	2 Program service revenue including government fees and contracts	2	
	3 Membership dues and assessments	3	2,771
	4 Investment income	4	2
	5a Gross amount from sale of assets other than inventory	5a	
	b Less: cost or other basis and sales expenses	5b	
	c Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)	5c	
	6 Gaming and fundraising events		
	a Gross income from gaming (attach Schedule G if greater than \$15,000)	6a	
	b Gross income from fundraising events (not including \$ _____ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	6b	37,325
c Less: direct expenses from gaming and fundraising events	6c	9,359	
d Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)	6d	27,965	
7a Gross sales of inventory, less returns and allowances	7a		
b Less: cost of goods sold	7b		
c Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)	7c		
8 Other revenue (describe in Schedule O)	8		
9 Total revenue. Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8 ▶	9	58,236	
Expenses	10 Grants and similar amounts paid (list in Schedule O)	10	
	11 Benefits paid to or for members	11	
	12 Salaries, other compensation, and employee benefits	12	41,965
	13 Professional fees and other payments to independent contractors	13	
	14 Occupancy, rent, utilities, and maintenance	14	3,149
	15 Printing, publications, postage, and shipping	15	255
	16 Other expenses (describe in Schedule O)	16	16,158
17 Total expenses. Add lines 10 through 16 ▶	17	61,527	
Net Assets	18 Excess or (deficit) for the year (Subtract line 17 from line 9)	18	-3,291
	19 Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)	19	8,434
	20 Other changes in net assets or fund balances (explain in Schedule O)	20	
	21 Net assets or fund balances at end of year. Combine lines 18 through 20 ▶	21	5,143

Part V Other Information (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V.) Check if the organization used Schedule O to respond to any question in this Part V

		Yes	No
33	Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O		✓
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O (see instructions)		✓
35a	Did the organization have unrelated business gross income of \$1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)?		✓
b	If "Yes," to line 35a, has the organization filed a Form 990-T for the year? If "No," provide an explanation in Schedule O		
c	Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III		✓
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N		✓
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions. ▶ 37a <input type="text"/>		
b	Did the organization file Form 1120-POL for this year?		✓
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?		✓
b	If "Yes," complete Schedule L, Part II and enter the total amount involved 38b <input type="text"/>		
39	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on line 9 39a <input type="text"/>		
b	Gross receipts, included on line 9, for public use of club facilities 39b <input type="text"/>		
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 ▶ <input type="text"/> 0 ; section 4912 ▶ <input type="text"/> 0 ; section 4955 ▶ <input type="text"/> 0		
b	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		✓
c	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 ▶ <input type="text"/> 0		
d	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax on line 40c reimbursed by the organization ▶ <input type="text"/> 0		
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T.		✓
41	List the states with which a copy of this return is filed. ▶ Florida		
42a	The organization's books are in care of ▶ Frank E Dorsey, CPA Telephone no. ▶ 850-224-6800 Located at ▶ 401 E Virginia Street, Tallahassee, FL ZIP + 4 ▶ 32301-1267		
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country: ▶ _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.	Yes	No
c	At any time during the calendar year, did the organization maintain an office outside the U.S.? If "Yes," enter the name of the foreign country: ▶ _____		✓
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041—Check here and enter the amount of tax-exempt interest received or accrued during the tax year ▶ 43 <input type="text"/>		
44a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		✓
b	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		✓
c	Did the organization receive any payments for indoor tanning services during the year?		✓
d	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		
45a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		✓
45b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ (see instructions)		✓

		Yes	No
46	Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	46	<input checked="" type="checkbox"/>

Part VI Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only. All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 47-49b and 52, and complete the tables for lines 50 and 51.
Check if the organization used Schedule O to respond to any question in this Part VI

		Yes	No
47	Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	47	<input checked="" type="checkbox"/>
48	Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	48	<input checked="" type="checkbox"/>
49a	Did the organization make any transfers to an exempt non-charitable related organization?	49a	<input checked="" type="checkbox"/>
b	If "Yes," was the related organization a section 527 organization?	49b	<input type="checkbox"/>

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
None				

f Total number of other employees paid over \$100,000 ▶ _____

51 Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation
None		

d Total number of other independent contractors each receiving over \$100,000 ▶ _____

52 Did the organization complete Schedule A? Note: All section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A ▶ Yes No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date
	Frank E. Dorsey, Treasurer Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶	Firm's EIN ▶			
	Firm's address ▶	Phone no. ▶			

May the IRS discuss this return with the preparer shown above? See instructions ▶ Yes No

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

Name of the organization KEEP TALLAHASSEE LEON COUNTY BEAUTIFUL INC	Employer identification number 31-1528968
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Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E.)
- 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 10 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11a through 11h.
 - a Type I b Type II c Type III—Functionally integrated d Type III—Other
- e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?	Yes	No
(ii) A family member of a person described in (i) above?	11g(ii)	
(iii) A 35% controlled entity of a person described in (i) or (ii) above?	11g(iii)	

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization in col. (i) listed in your governing document?		(v) Did you notify the organization in col. (i) of your support?		(vi) Is the organization in col. (i) organized in the U.S.?		(vii) Amount of support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
Total									

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	57,598	52,188	54,666	54,372	30,269	249,093
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3.	57,598	52,188	54,666	54,372	30,269	249,093
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f).						0
6 Public support. Subtract line 5 from line 4.						249,093

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	57,598	52,188	54,666	54,372	30,269	249,093
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	28	10	8	7	2	55
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)	18,168	16,435	16,785	20,072	27,965	99,425
11 Total support. Add lines 7 through 10						348,573
12 Gross receipts from related activities, etc. (see instructions)					12	348,573
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f))	14	71.46 %
15 Public support percentage from 2010 Schedule A, Part II, line 14	15	61.61 %
16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input checked="" type="checkbox"/>		
b 33 1/3% support test—2010. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

SCHEDULE O
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

2011

**Open to Public
Inspection**

Name of the organization KEEP TALLAHASSEE LEON COUNTY BEAUTIFUL INC	Employer identification number 31-1528968
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FORM 990-EZ, Part I, Line 16 Other expenses

Taxes	2,150
Supplies	3,119
Telephone	3,080
Postage	806
Equip rental	1,552
Travel	2,574
Conferences and meetings	612
Dues	672
Public relations	683
Recognition and awards	910
Total other expense	16,158



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: **United Partners for Human Service, Inc.**

Agency representative: **Ana M. Villar, MSW, Executive Director**

Physical Address: **2477 Tim Gamble Place, Suite 200
Tallahassee, FL 32308-4386**

Mailing Address: **2477 Tim Gamble Place, Suite 200
Tallahassee, FL 32308-4386**

Telephone: **(850) 942-2569**

Fax: **(850) 681-8713**

E-mail Address: **ana@uphsfl.org**

Agency Employer ID Number (FEIN Number): **59-3505360**

Does the agency have a 501(c)(3) status? **Yes**

Date of agency incorporation: **3/22/04**

UPHS Articles of Incorporation and 2011-12 990 Tax Return are ATTACHED.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided:

United Partners for Human Services (UPHS) is a coalition comprised of Leon County human service organizations whose mission is to improve the human service delivery system in our community. UPHS is the only coalition in the Big Bend region serving our local human service non-profits. Our membership includes approximately seventy-five Regular Members, made up of non-profits whose primary mission is the provision of direct human services; Affiliate Members, non-profit organizations whose mission is something other than the provision of direct human services, and Supporting Partners who are individuals and businesses who believe in the UPHS mission. While our members are the target audience for our services, the beneficiaries are the thousands of citizens served by our members as we build their capacity and resources.

UPHS members touch the lives of every citizen of Leon County and our primary work is to help them be the best they can be; by increasing communication, access to high quality and low cost training or by increasing the community's understanding of what the human service sector does. Specifically, Leon County funding will be used to help UPHS accomplish the following work:

There are three components to this project, all designed to strengthen the capacity of human service non-profits in our community:

Goal 1: Improve knowledge and skills in the effective operation of human service organizations and programs for local human service organizations. Trainings and resources are based on member requests and identified issues and recommendations from the Community Human Service Partnership (CHSP) Award Letters to applicants. These include:

- Developing and monitoring Internal Fiscal Controls;
- Board recruitment, training and development;
- Fiscal Management;
- Best Practices models for non-profits;
- Evaluation and demonstration of effective service delivery, and;
- Staff Training and Retention.

Objective 1.1: Host quarterly trainings that address the effective operation of a human service non-profit organization, including current issues and trends.

Objective 1.2: Develop a resource section of the UPHS website where organizations, both members and non-members, can find relevant and timely information about nonprofit management and program administration.

Goal 2: Increase the capacity of our human service nonprofits by providing information and training on Resource Development, including Marketing and Fundraising to expand and diversify their funding sources.

Objective 2.1: Collaborate with local groups, e.g. the Association of Fundraising Professionals, Florida Public Relations Association, etc., to provide fundraising and marketing trainings for local human service nonprofits.

Goal 3: Facilitate collaborative efforts to improve service delivery.

Objective 3.1: Host quarterly meetings of member agencies with common service delivery systems to facilitate sharing of information and resources. Possible delivery systems include:

- Children's Services
- Persons with Disabilities
- Teen Programs
- Substance Abuse Services
- Physical Health
- Emergency Services

2. Why is the funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is used to provide training on identified topics needed for human service organizations in Leon County to operate more efficiently and effectively. UPHS, as the coalition of human service non-profits, has the unique opportunity to provide these trainings and networking opportunities to improve the overall functioning of our member agencies.

3. Projected program impact/outcome results: What is the projected impact on the target population?

To increase the overall effectiveness of human service non-profit organizations in Leon County through training opportunities and leveraging of our collective resources.

UPHS will provide training and technical assistance on organizational effectiveness and board governance to improve the service delivery system in our community. UPHS will also provide a variety of opportunities for non-profits to meet and collaborate with like service providers, we will develop and strengthen the continuum of care models within the human services system in order to more effectively meet the needs of common targeted populations.

4. List the targeted population projected to be served or benefit from this program.

The entire Leon County community benefits from nonprofit organizations that are more efficient and effective, while delivering services in a coordinated and cohesive manner. Specifically, our members are the staff, board members and volunteers from any human service organization in Leon County.

5. Provide the methods that are being used effectively to attain this program's targeted population.

We currently utilize several methods to engage our membership of human service organizations. We send a weekly eNewsletter of upcoming events, job opportunities, and trainings. We also provide semi-annual membership meetings, quarterly networking opportunities and trainings through this project. By combining technology with face to face opportunities, members have a variety of methods for learning and networking with one another.

6. Outline the phases and time frames in which this project or event will be accomplished if funded.

Tasks, Activities or Products (Use specific, measurable language)	Timeframe
Provide quarterly trainings to member agencies on effective non-profit operations, including board governance and current trends	On-going
Develop a resource section of the UPHS website and update quarterly	On-going
Provide trainings on Resource Development for members, including Fundraising and Marketing/Public Relations.	Semi-annually
Host quarterly networking and coalition building meetings of similar-service delivery providers.	On-going

7. List the program's short-term, intermediate and long-term goals

Short-term:

Provide high quality/low cost professional development and capacity building opportunities to human service organizations in Leon County.

Intermediate:

Increase opportunities for collaboration and coordination of human services in Leon County by providing the forum for discussion.

Long-term:

To provide a more efficient and effective system for the delivery of human services that benefit the neediest of Leon County citizens.

8. What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding?

UPHS is unique and there is no other organization that provides these services. UPHS is not only unique in our mission – we are unique in our creation. We exist solely because the human service organizations of Leon County want the opportunity to be the best that they can be for the citizens of our community.

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

We consider the members are greatest partners in our work to improve the human service delivery system in Leon County. In addition UPHS is working with Tallahassee Community College, Florida State University, United Way of the Big Bend, the Chamber of Commerce/Leadership Tallahassee, and the Human Services departments of both Leon County and the City of Tallahassee.

Current UPHS members are:

2-1-1 Big Bend
21st Century Council
Ability 1st
African Caribbean Dance Theatre
Aging with Dignity
Alzheimer's Project, Inc.
America's Second Harvest of the Big Bend
American Red Cross - Capital Area Chapter
Area Agency on Aging for North Florida
Area Health Education Center
Big Bend Cares
Big Bend Community Based Care
Big Bend Habitat for Humanity
Big Bend Homeless Coalition
Big Bend Hospice
Big Brothers Big Sisters of the Big Bend

Bond Community Health Center
Boys and Girls Club of the Big Bend
Boys Town of North Florida
Brehon Institute for Family Services
Capital Area Community Action Agency
Capital Area Healthy Start Coalition
Capital City Youth Services
Capital Medical Society Foundation
Capital Region YMCA
Catholic Charities of Northwest Florida, Tallahassee Regional Office
Children's Home Society
Dick Howser Center for Childhood Services
Disability Rights Florida
DISC Village
Early Learning Coalition of the Big Bend
ECHO
Elder Care Services
Epilepsy Association of the Big Bend
Florida Disabled Outdoors Association
Florida Hospices and Palliative Care
FSU Center for Leadership and Civic Education
Girl Scout Council of the Florida Panhandle
Go Beyond Foundation
Halle Martin Foundation
Holmes Consulting
Jefferson Senior Citizens Center
Keep Tallahassee/Leon County Beautiful
Kids Incorporated of the Big Bend
Leadership Tallahassee
Lee's Place
Legal Aid Foundation of the Tallahassee Bar
Legal Services of North Florida
Leon Advocacy and Resource Center
Lighthouse of the Big Bend
Literacy Volunteers of Leon County
Lutheran Social Services of North Florida
Mind Over Money Consulting
Neighborhood Health Services
Oasis Center for Women and Girls
Office of Public Guardian
PACE Center for Girls
Pilot Club of Tallahassee
Pregnancy Help and Information Center
Refuge House

Senior Citizens Council of Madison
 The Shelter
 Sickle Cell Foundation
 Southern Scholarship Foundation
 Stansbury Consulting, LLC
 Strategic Nonprofit Alliance Partnership (SNAP) — JMCO
 Tallahassee Girl's Choir of CHOICE
 Tallahassee Lenders Consortium
 VolunteerLeon
 Wisdom's Wellspring
 Workforce Plus
 Workshop for Adult Vocational Enrichment

Agency	Partnership/Collaboration
Tallahassee Community College	Annual Conference on Excellence in Nonprofit Management & Leadership sponsor and BigBendWorks.com
Florida State University	Annual Conference on Excellence in Nonprofit Management & Leadership and as a resource for trainers
United Way of the Big Bend	CHSP Joint Planning Board Annual Conference on Excellence in Nonprofit Management & Leadership sponsor
Chamber of Commerce/Leadership Tallahassee	Collaborate on Building Better Boards training and the Annual Conference on Excellence in Nonprofit Management & Leadership
Human Services departments of Leon County and City of Tallahassee	CHSP Joint Planning Board Work with City & County leaders to improve the continuum of care for residents of Tallahassee and Leon County through the local human services organizations
Knight Foundation, COCA, Community Foundation of North Florida	Non-Profit Sector Capacity Building Project. and FindLearnGive.org

C. Funding Information

10. Agency's current total budget: **2012/13 - \$128,750** (current) **2013/14 - \$129,000** (proposed)

11. Total cost of program: **\$60,000**

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and other revenue sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	\$20,000	\$20,900	\$40,900
Professional Fees	0	0	0
Occupancy/Utilities/Network	1,750	1,850	3,600
Supplies/Postage	0	1,500	1,500
Equipment Rental, Maintenance, Purchase	0	0	0
Meeting Costs/Travel/Transportation	0	1,000	1,000
Staff/Board Development/Recruitment	1,000	1,000	2,000
Awards/Grants/Direct Aid	0	0	0
Bad Debts/Uncollectible	0	0	0
Bonding/Liability/Directors Insurance	0	0	0
Other Expenses: Printing	0	1,000	1,000
Other: Trainings	1,000	3,000	4,000
Other: Professional Services	0	6,000 ¹	6,000 ¹
Total	23,750	36,250	60,000

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations

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13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP):	\$23,750	\$23,750
City of Tallahassee (not CHSP):	36,250	36,250
United Way (not CHSP):	0	0
Community Human Services Partnership (CHSP):	0	0
State:	0	0
Federal:	0	0
Grants:	0	0
Contributions/Special Events:	0	0
Dues/Membership:	0	0
Program Service Fees:	0	0
Interest Income	0	0
Total	60,000	60,000

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2012/13 (Proposed)
Compensation and Benefits	\$66,000	\$67,800
Professional Fees	900	900
Occupancy/Utilities/Network	10,000	10,000
Supplies/Postage	1,600	1,600
Equipment Rental, Maintenance, Purchase	0	0
Meeting Costs/Travel/Transportation	4,000	4,000
Staff/Board Development	2,000	2,000
Awards/Grants/Direct Aid	0	0
Bad Debts/Uncollectible	0	0
Bonding/Liability/Directors Insurance	1,500	1,500
Other Expenses: Printing	1,000	1,000
Other: Trainings/Conference	14,000	14,000
Other: Special Events	14,000	14,000
Other: Professional Services	12,550 ¹	11,000 ¹
Other: Memberships	600	600
Other: Corporate Registration Fees/bank charges	600	600
Total	128,750	129,000

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations and event marketing & registration.

15. Describe actions and fundraisers to secure funding.

Our fundraising events are the UPHS Annual Conference on Excellence in Nonprofit Management & Leadership, the UPHS Annual Celebration of Human Services, training fees from trainings offered to non-UPHS members and UPHS membership dues. We have increased our training services over last year and continue to seek additional grants.

16. Will this project or event recur every year?

No _____ Yes X

17. Would funding by Leon County be requested in subsequent years for successful completion of the project?

No _____ Yes X

**We are committed to finding alternative sources of support to fund UPHS*

If "yes," estimate: the amount of next year's funding request. same

18. Has Leon County ever contributed funds to this project in the past?

No _____ Yes X

If "yes", list date(s), recipient or agency, program title and amount of funding:

Date	Recipient or Agency	Program Title	Funding Amount
2012/13	United Partners for Human Services	Capacity Building	\$23,750
2011/12	United Partners for Human Services	Capacity Building	\$23,750
2010/11	United Partners for Human Services	Capacity Building	\$23,750
2009/10	United Partners for Human Services	Capacity Building	\$23,750
2008/09	United Partners for Human Services	Capacity Building	\$23,750

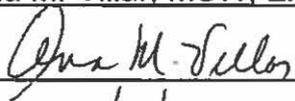
19. Attach a copy of the Agency's most recent financial report.

The January 2013 UPHS Financial Statement is ATTACHED.

CERTIFICATION

I, the undersigned representative of the agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Printed Name: Ana M. Villar, MSW, Executive Director

Signature: 

Date Signed: 4/15/13



A. Organizational Information

Legal Name of Agency: **Council on Culture and Arts (COCA)**

Agency Representative: **Peggy Brady, Executive Director**

Physical Address: **816 South M L King, Jr, Blvd, Tallahassee, FL 32301**

Mailing Address: **(same as above)**

Telephone: **(850) 224-2500**

Fax: **(850) 224-2515**

E-mail Address: **peggy@cocanet.org**

Agency Employer ID Number (FEIN): **59-2644263**

Does the Agency have a **501(c) (3)** status? Yes: X No: _____

Date of Agency Incorporation: **1985** incorporated by FL Statute (Attachment 1)
Attach Articles of Incorporation

Please be thorough in your response to questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

This agency is considered an instrumentality by the IRS and does not file a 990. Independent audit is available for review.



B. Program Information

1. **Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary)**

COCA is the catalyst and the engine for cultural development in Leon County. In addition to serving as a designated advisor on cultural affairs to both local governments and the school board COCA initiates services based on needs of the community, provides cost saving tools to the local producing and destination organizations in Leon County and leadership training to their staff and volunteers to drive the area's economy and its quality of life.

With mandated objectivity (see Florida Statute) COCA can lead with a global perspective providing the county a pool of diverse and committed volunteers and a staff of professionals in the field. COCA was incorporated by FL Statute 265.32 in 1985 and determined to be a 501(c)3 non-profit organization by the IRS. It was designated by the City and County public arts agency with a County resolution and City inter-local agreement.

COCA serves as the County's only public agency for arts and culture.

County funding is being requested to support COCA for its marketing and grants programs and services which are a component of the additional services COCA provides to the county at large:

COCA SERVICES TO ARTISTS, ORGANIZATIONS, AND THE GENERAL PUBLIC

- **One-on-one or group consulting** in business management, new organization/business start-up, grant-writing, fundraising, board management, marketing, planning, social media, curriculum development, and more. COCA assists organizations in writing grants not only to the COCA process but national and corporate grants as well. COCA also assists organizations with fundraising they may need help with. It's not only the arts and cultural groups that access this service. Many health and human services organizations utilize some form of arts for their fundraisers as well and seek information from COCA.
- **Merchant account for small creative businesses** is designed to help working artists make occasional sales they would otherwise lose for not "taking plastic." Artists come in for training and then can use the account from their studios or at art shows.
- **COCA Jobs and Development Weekly E-Mail Blast** The COCA Blast debuted in October 2008. COCA staff research and compile listings from dozens of sources every week. The Blast contains job opportunities in arts and culture including staff positions, calls to artists (leads for submissions), auditions, calls to musicians (leads for work), calls to writers (leads for submissions, contests, and awards). Also included are funding and resource development opportunities of all kinds such as, fundraising leads, grant opportunities, calls for volunteers from local organizations, announcements and information for visual, performing, and literary artists of all disciplines, as well as staff, boards, and members of arts and cultural organizations. COCA offers low-cost advertising in these newsletters for organizations needing additional publicity.



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- **Field calls from Visitors looking for specific information** on the cultural activities and offerings in the area. Assist trip planners and organizations seeking to hold events in town that need artistic expertise or entertainment.
- **Access to the Arts for Persons with Disabilities** COCA is committed to remaining completely accessible to all citizens, and helping local organizations and facilities become and remain accessible to all audiences.
- **Serve as local government advisors** when planning an event or activity or researching a policy issue with arts or creative implications.
- **Some Enchanted Evenings Program** While our community is rich in arts and cultural opportunities, not everyone can take advantage of that wealth. Many of our local citizens have economic or physical challenges that keep them from attending cultural events. For more than a decade, COCA's *Some Enchanted Evenings* program has matched social service groups with local event producers. Arts groups provide free tickets; social service agencies identify individuals in need of assistance and arrange transportation for them. COCA coordinates the program for all participants.
- **Professional Development Workshops** COCA offers professional development workshops on a wide range of topics of interest to artists and arts organizations. Workshops are often free or very low-cost to COCA members, and modestly priced for the general public. Previous workshop topics have included Conflict Resolution, Cultural Tourism, Fundraising, Intellectual Property for Artists, the Business of Visual and Performing Arts, Liability Insurance for Cultural Events, and many others.

EDUCATION

- Now in its fourth year, COCA's **Arts in Education Newsletter** is sent monthly to arts and non-arts educators, administrators, and others interested in arts education. It focuses on topics such as funding opportunities for teachers and schools, curriculum development, new resources and products, meeting and event reminders, and news at the local, state and national levels. COCA staff researches and compiles opportunities from dozens of sources every month. COCA also offers low-cost advertising in this newsletter for businesses wishing to reach educators.
- **Provide and maintain an open network between teachers and school district with local arts opportunities** in order to assist them in providing arts education to all children. COCA staff contact local teachers and educational administrators personally and regularly attend principals and teachers meetings throughout the district.
- **COCA for the Classroom Directory** COCA's comprehensive arts in education directory gives teachers an in-depth look at the arts in education programs (many of which are free) in Tallahassee, Leon County, and the surrounding areas. In FY11, this directory was converted to also be included as a web-based directory so teachers can easily sort programs by grade level, type of program (field trip, in-class workshop, performance, etc.), category (visual arts, music, dance, etc.), and cost (if any). Directory listings also include how programs address Sunshine State Standards and FCAT focus areas.
- **COCA for Kids- Outside Activities for Kids Directory** ^{NEW} COCA has started a new initiative to create an online database similar to *COCA for the Classroom* for parents, grandparents, and caregivers looking for cultural activities for their children occurring outside the school day. This directory will



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include after-school and weekend arts events, classes, lessons, camps, entertainment and other activities appropriate for children.

- **One-on-one and group consulting** in all areas of arts education. COCA staff meets individually with teachers, individual artists or organizations developing school programming, and others to advise on curriculum planning, lesson plan development, funding opportunities, artist residencies, student art exhibits, and contacts that may be able to offer further assistance. COCA assists teachers with logistics and hands-on work of special events/ exhibits/programs.
- **Internships** COCA welcomes interns from FAMU, FSU, and TCC who are interested in learning more about working in the arts field. Most interns are graduate students; however, COCA also has interns who are undergraduates, and occasionally high school students.

MARKETING SERVICES FOR ARTS AND CULTURAL GROUPS & PUBLIC INFORMATION

In this economy, without COCA's free marketing services most of our local cultural organizations would have far fewer opportunities to get their message out, and, Leon County citizens and visitors would be far less informed of the cultural presence that makes it so appealing to live, work and visit here.

- **"TLH" Features for Sunday Section of Tallahassee Democrat** COCA staff writes feature articles on local artists for the *Tallahassee Democrat* every week, usually in conjunction with a current cultural event. COCA researches and selects local artists, musicians, dancers, theatre directors, writers, actors, museum curators, etc., contacts and interviews them, obtains photos, and writes the articles. COCA also makes these articles available on its online blog, so that community members who are not *Democrat* subscribers can access them in their homes or at the Public Library.
- **"TLH" Artful Questions for Sunday Section of Tallahassee Democrat** COCA staff interviews well-known people in the community not working as professionals in the arts about how the arts impact their daily lives, and compiles a feature called "A Few Artful Questions from COCA." This weekly column has featured City and County Commissioners and staff, State Representatives, football and basketball coaches, doctors, lawyers, sports figures, television and radio personalities, business owners, and other prominent citizens.
- **COCA's website** COCA's primary website at www.cocanet.org was completely re-designed in FY11 to better serve its wide array of users. All of the work from research, design, data entry, and programming was done by in-house COCA staff. In addition to providing information on the agency's programs and services, the site contains individual sections of specific interest to tourists, the general public, arts organizations and businesses, artists of all disciplines, educators, social service agencies and other businesses and associations. The website also features a directory of more than 200 local cultural destination and event providers to encourage visitors to further explore what Tallahassee and the surrounding area has to offer.
- **MoreThanYouThought.com website**
A master calendar for the community www.MoreThanYouThought.com was created and is managed daily by COCA. Now averaging 200 events every week with visitors to the site from 30 states and 15 countries this website has continued to grow into a central resource for promoting cultural events. The user-friendly site, designed for both event seekers and event planners, allows users to enter and edit their own events and search by date, type of event, location, and keyword. National magazines like *Southern Living* regularly search the site adding to their content ideas for Leon County. It is an important link used by many local organizations including the Greater Tallahassee Chamber of



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Commerce, Visit Tallahassee, and the *Tallahassee Democrat*. At a recent COCA workshop, "Making Media Connections", representatives of television, radio, magazine and newspaper testified to their dependence on MoreThanYouThought.com to research possibilities for stories to cover.

- **More Than You Thought This Week E-Newsletter** Sending the info directly to the inbox COCA now creates a weekly summary of arts and cultural events in Leon County taken from the listings on COCA's MoreThanYouThought online calendar. Results are showing that this service is having a great impact on increased attendance and inquiries about local events.
- **Online Media Guide** COCA's online Media Guide is a central resource for effectively communicating with 55 of the region's print, radio and television media. It includes up-to-date contact information, tips for reaching visitors. Although the resource is designed with artists and cultural organizations in mind, it's a great tool for anyone needing to communicate with the media.
- **Spacefinder** COCA creates and maintains an online Spacefinder as a resource for individuals and organizations who need space to rehearse, meet, and hold events. The emphasis is on cultural facilities, and places that artists and cultural organizations can use at little or no cost. Facility operators can submit and update their entries online at no cost to them.
- **COCA's own 1,300 square foot meeting space** has become home for many local organizations to hold their Board meetings and serve as rehearsal space and audition space for local performing arts groups. Various state and local government departments in addition to private businesses have also rented it for their meetings and workshops.
- **Online Artist Directory** COCA's online artist directory highlights over 500 local artists of all genres providing the public with a way to search for art from local sources. Those who are learning more about Leon County learn of the caliber and breadth of artists who call Leon County home. Entries include images of the artist or his/her artwork, contact information, a description, and a link to the artist's website, Facebook page, or other online profile.

All of COCA's marketing services have been accomplished through in-house professional COCA staff. There is no other organization in Leon County that offers more information about arts and cultural activities, individual artists and events on a regular basis than COCA.

COCA and Visit Tallahassee each provide important and non-duplicative promotional products that are integral to the economic development of Leon County. Each provides services to attract and inform visitors, while COCA must also accomplish its mission to inform and engage County residents as well.

COMMUNITY PLANNING

COCA convened a think tank of citizens that met weekly from January through March to analyze the national study *Counting New Beans*. The think tank successfully created a survey that will be across arts and cultural disciplines that can collect local data on the intrinsic impact of the arts and culture on this community. The survey will be field tested during the summer of 2013 and launched with the broad community in the Fall of 2013. Clayton Lord, Vice President for Local Arts Advancement at the Americans for the Arts has shown an interest in coming to Tallahassee to assist with the launch and provide more information on how this exciting project may have a national impact.



GRANTING

- Under contract with Leon County COCA manages a grant program distributing \$501,600 annually to non-profit arts and history organizations that contribute significantly to the quality of life and tourism impact in Tallahassee and Leon County. Developed by COCA with a community task force, the grant guidelines are reviewed and revised every year. A diverse panel of community volunteers reviews applications and makes funding recommendations in a rigorous and highly accountable process. Leon County's grants are funded with tourism development funds and projects funded must meet the requirements as set forth in the FL Statute enacting the tourism tax. *(see attached description of that year round process)* COCA's contract with the County provides all of the planning, management and execution of the grant program including:
 - Workshops to provide instruction on tools for successfully completing the grant process.
 - Individual consultations with applicants as they complete their applications over a three month period of time.
 - Recruitment and training of citizen review panelists.
 - Disbursement of checks to each grantee at the beginning of the fiscal year.
 - Disbursement of checks to each grantee at mid-year upon receipt of their mid-year report.
 - Reviews and evaluation of interim and final reports on the use of funding.
 - Annual evaluation and input meeting with panelists, applicants and interested citizens to examine issues and make recommendations for a strong and fair grant process.

Managing both the City and County's grant programs COCA has consolidated the work for the applicants.

In conversation with Lee Daniel, COCA has agreed to adjust the Grant Awards for FY14 to County Cultural Grantees to total \$504,500 and COCA's funding for programing will be reduced by \$2900.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

This contract is to provide services for the year round management of the Cultural Grant program and to provide the marketing and training services of the local arts agency. COCA contributes funding to its operation through the collection of memberships, the sales of ads and the rental of its meeting space. Aside from those sources of revenue, COCA submits grants to national funders to pay for the costs of programs and services not funded by the city or county contracts.

Unlike all other local non-profit organizations COCA is also restricted by a unique funding directive. Recognizing from its conception the limited private and corporate sources available in Leon County, COCA was asked to refrain from seeking private funds from local individuals or corporations to support its own operational and administrative costs in order to prevent conflicts of interest to those COCA serves that are also seeking funds from those limited private sources.

Leon County grants for arts and cultural projects are investments in destination building for tourism. These grants are awarded from the tourism tax revenue. COCA's contract to provide the grants program management has come from general revenue.

COCA is extremely grateful for the County's continued investment in the arts and culture through its funding of the catalyst and support engine in COCA and the dollars for individual projects to the local organizations.



3. Projected program impact/outcome results: What is the projected impact on the target population?

Healthier, more stable non-profit cultural organizations, citizens with increased awareness of and access to arts and culture, and visitors who stay longer and return for more will result from COCA's programs and services. In addition to the economic impact/outcomes the cultural element of Leon County has an important social impact as well. As the Knight Foundation study *Soul of the Community* points out, a community's viability is greatly affected by its citizens opportunities to connect to each other. Citing arts and cultural activities as one of the most important ways to accomplish that, COCA understands that its role is of utmost importance to connect the whole community, not just a narrow sector of it.

Serving as the County's first point of contact for information on cultural affairs COCA provides both local governments and citizens with professional expertise in cultural planning and marketing, both commercial and non-profit arts business consultation, and technology expertise particularly as it relates to the arts. COCA's staff also uniquely provides both professional performing arts business experience and professional visual arts experience.

The programs described above are a result of COCA's receipt of the County's funding.

The target population includes both visitors, citizens who call Leon County home, businesses that want to retain or attract workers with our quality of life and our children who deserve opportunities in the arts and culture both in school and out of school. *(Again, please see Attachment : Update on Programs and Services to learn how seriously COCA takes these responsibilities)*

Following are the voices of some of those constituents expressing what they believe are direct impacts/outcomes of COCA's Services from the past six months.

Samples of direct impact/outcomes of COCA Services:

"I honestly don't know what I would do to provide content for our weekly Sunday arts and culture publication TLH without this mutually beneficial relationship between the Council on Culture & Arts and the Tallahassee Democrat. I often consult COCA's excellent and exhaustive online calendar listings at www.morethanyouthought.com when I need to flesh out the calendar listings in the Limelight. Peggy is always happy to provide input when I'm wrestling with a cultural dilemma, and she's also supremely accessible as a quotable and knowledgeable source on local cultural matters. COCA truly keeps its collective finger on the pulse of arts and culture in Tallahassee and the surrounding area—I cannot imagine a cultural scene without it."

*Kati Schardl
Visit Florida*



"Thank you so much for the most gracious and in depth article. I can't tell you how much that article has helped us with ticket sales. We have received so many compliments."

*Robert A. Stuart
Artistic Director, Young Actors Theatre*

"We are so glad to have the COCA event website available to us. It's very impressive how many activities there are in Tallahassee all the time."

*Sarah Ann Dailey
Tallahassee Active Lifelong Learners*

"Appearing in the COCA blast is totally helping- we have seen a marked up-tick in Tallahassee traffic at the Bookshelf, which is exactly what we're going for. I hear people saying 'I saw this in an email' a lot more now."

*Sarah Turner
Bookshelf & Gallery in Thomasville*

"I and my dancers want to thank you so much for the help with advertising. We all feel that was the one effort we needed to pull the show out of the hole. We had enough last minute ticket sales to make sure we could pay for our venue. And for that we appreciate your help with the ads."

*The Dendera Dancers
Women's Bellydance Center*

"Thanks for all that you do. Your email blasts are one of the few that I actually look over and read. You do a great job!"

*Nelle McCall
Woodstork Festival*

"We got a response to our request on COCA's e-mail blast for a volunteer graphic artist! We're delighted to have the assistance of Frank Dietrich as we prepare for this event to support Refuge House. Bless you for passing on this request for us."

*Linda Collins
MusicFest organizer*

"Thank you for offering such a wide variety of informative information. Your blasts are very useful!"

*Leigh Rodante
Program Director
Cultural Center at Ponte Vedra Beach*



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"Our junior club, the Franklin Academy Leos Club have been a participant of this program for many years. Our young adults from economically and socially disadvantaged have been exposed to high profile events they otherwise would not have been able to. These events have boosted their self esteem, education and social life and have taught them that in spite of their social, cultural and economic disposition they can still achieve. You have worked tirelessly in coordinating the program for all participants and we appreciate your efforts."

*Virgil Davidson
Past President
Tallahassee Westside Lions Club
District 35-F*

"Amanda (at COCA) regularly organizes meetings with art educators so we can share ideas and so that she can better understand our needs and concerns, especially during the recent budget crisis. She listens to what our situations are like and responds by supporting our departments. Because of her monthly Arts in Education Newsletter, I have personally received a community classroom grant that assisted my department in purchasing a diamond band saw for our glass workshops."

*Debi Barrett-Hayes
Art Professor
Florida State University Schools*

"From an educational perspective we are getting such a wonderful hands on look into the world of government grant funding. This whole experience has exceeded my expectations and I am learning so much! From a professional perspective you are helping us see how to shape something that is very exciting for the School of Theatre and I am so happy that we are part of this process."

*Ashley Kerns
Graduate Student*

"It was wonderful! Thanks for another great workshop, it was a Saturday well spent. What are we doing next?"

- FSU Master Craftsman Studio

"It was my extreme pleasure to take part in the COCA Media Workshop program. So many great people and new contacts! I'll have enough story ideas to keep me going for at least the next couple of years. Thank you for providing the connection."

*Tom Flanigan
Community Relations Director for News
WFSU-FM/Florida Public Radio Network*

"Many thanks to the panel and to COCA for a wonderful workshop! Good stuff!"

-The Market District



"Just wanted to send a quick note of thanks for offering the budget workshop this afternoon! It was extremely helpful. Even if I once-upon-a-time knew of some of the nitty-gritty details, it's always nice to be refreshed. Thank you for taking time out of your busy day to provide that for us!"

*Emily Brown
Executive Director
The Tallahassee Community Chorus*

"I am so impressed with the help you are providing on our grant proposal. Your detailed review of the "little" things, as well as your insightful, provocative, and tremendously helpful questions, observations, and recommendations are of tremendous value. I'll be up bright and early tomorrow morning to begin reworking the narrative. I've already emailed the "team" at LeMoyne to give them a status report, and I have sung your praises. THANK YOU."

*Jeanne Kimball
Volunteer
LeMoyne Center for the Visual Arts*

"That great "whooshing" sound you may have heard yesterday was my sigh of relief after opening the envelope from the Department of Agriculture and Consumer Services and reading the letter that began, "The above-named organization has complied with the registration requirements..." Many thanks to Dave Kannberg, Dan Brinkmann, and Holly Thompson at the Council on Culture and the Arts (the Sweetheart of the Chorus!) for their hands-on help with getting this done this year!"

*Robbie Brunger
Chapter Secretary, The Capital
Chordsmen of Tallahassee*

"Thank you so much for meeting with me, and I appreciate your honest insights and ideas. It helps confirm my five areas of concentration for my term as TLT president. Thanks again for all that you do in our community, and I'll look forward to more discussion throughout the year."

*Bev DeMello
Tallahassee Little Theatre*



4. List the targeted population projected to be served or benefit from this program.

- Citizens of Leon County
- Visitors to Leon County
- Businesses and professionals considering relocating to Leon County
- Non-profit cultural organizations
- Private commercial creative businesses
- Individual artists, professional and amateur of all ages
- Creative business entrepreneurs
- Event producers
- Educators at all levels (arts and non-arts, in schools, after school and in non-traditional settings).
- International dignitaries interested in cultural exchange and opportunities with Leon County
- An active internship program providing experiences in Arts Administration to graduate level students at both FAMU and FSU and local high school students interested in learning more about careers in the arts
- TCC, FSU, FAMU arts administration classes, architectural student projects, and student events

The latest Dunn and Bradstreet data indicates that Leon County currently has 868 arts businesses with 3,277 employees. We are encouraging more cultural businesses to report their data as we know of many that are not included here.

5. Provide the methods that are being used effectively to attain this program's targeted population.

- Meetings and workshops are produced for the public on topics relevant to arts and cultural businesses.
- Individual one on one consultations with an average of 90% of all the organizations who apply to the COCA grants process.
- COCA staff contact local teachers and educational administrators personally, with regular attendance at principals and teachers meetings and with the COCA Arts in Education newsletter
- COCA receives over 500 works of art for review every year, exhibiting the work of over 300 local artists of all ages.
- COCA's comprehensive internet presence including interactive websites, Facebook and Twitter options provide citizens, visitors and local businesses, artists and non-profit organizations information on COCA services and programs.
- COCA staff serves on numerous government and non-government task forces and steering committees, serves as judges and jurors for local events and regular speakers at civic, educational and festival gatherings both locally and around the state and nation.
- COCA has a strong relationship with local media and assists local cultural providers in establishing their media relations through the regularly updated COCA Media Guide on the COCAnet.org website.
- Regular communication with Visit Tallahassee and Tourism representation on the COCA Board of Directors.



6. Outline the phases and time frames in which this program or event will be accomplished if funded.

This application is for funding from Leon County to be applied from October 1, 2012 to September 30, 2013.

7. List the program's short-term, intermediate, and long-term goals.

LONG TERM

Serve as the designated local arts agency for the development and support of arts and culture in Florida's Capital County.

INTERMEDIATE

(Below is from COCA's founding Florida Statute 265.32 -"Leon County" inserted for "Florida")

- (a) Stimulating greater governmental and public awareness and appreciation of the importance of the arts to the people of Leon County.
- (b) Encouraging and facilitating greater and more efficient use of governmental and private resources for the development and support of the arts.
- (c) Encouraging and facilitating opportunities for Leon County residents to participate in artistic activities.
- (d) Promoting the development of Leon County artists, arts institutions, community organizations sponsoring arts activities, and audiences.
- (e) Surveying and assessing the needs of the arts, artists, arts institutions, community organizations sponsoring arts activities, and people of this county relating to the arts.
- (f) Supporting and facilitating the preservation and growth of the county's artistic resources.
- (g) Contracting for artistic services, performances, and exhibits.
- (h) Developing a center or complex of physical facilities for the use of the arts.
- (i) Providing financial and technical assistance to artists, arts institutions, and audiences.
- (j) Otherwise serving the citizens of the county and state in the realm of the arts

SHORT TERM

Support Leon County Commissioners' foresight in providing critical funding for COCA, its designated local arts agency, and support for its non-profit partners in the arts through the COCA Grant Program, developing the cultural products needed to attract visitors, retain businesses and provide quality of life for the citizens in Leon County.



8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

No agency other than COCA provides arts and cultural expertise on behalf of Leon County, its residents and arts and cultural providers. While marketing and promotion to visitors is a priority of Visit Tallahassee's it is only one of the marketing priorities of COCA. The two agencies collaborate on their visitor efforts that are related to arts and culture, while COCA takes the lead in promotional and public information services for Leon County residents related to arts and culture as well as other services and programs.

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

The following is only a representation of some of the partnerships and collaborations:

- **Non-Profit Sector Support Task Force-** founding member of this coalition of non-profits from all non-profit sectors (arts, history, health, human services, animal, environmental, etc) united to work toward a healthier non-profit community. TCC has now been involved and will be moving forward with the ideas generated from this task force to create a non-profit center.
- **Community Redevelopment Agency-** under contract provide special services for the coordination of the sculptural component for the Boca Chuba pond and advisor on cultural events and activities.
- **Visit Tallahassee/Tourist Development Council-** Under contract with Leon County COCA creates and implements a program to award grants funded through the collected tourist tax revenue. In addition Visit Tallahassee utilizes COCA's cultural information in their specialty promotions and online presence. The two entities are collaborating on the expansion of COCA's MoreThanYouThought calendar as a one stop calendar of events for both promotional efforts.
- **Parks and Recreation-** City Winterfestival arts components; City and County Art in Public Parks; City and County event publicity.
- **Leadership Tallahassee-**serve as consultant for classes and meetings related to art and culture's impact to the community. Assist with the development of Arts Day and serve as regular presenters.
- **Knight Creative Communities -** consult with teams and individuals creating new projects for and provide research and other support as they proceed.
- **Local Schools-** serve as liaison between teachers and cultural organizations; provide regular newsletter and online resources for teachers in the region; reach out to rural areas to survey needs in schools that could benefit from partnerships with Leon County cultural organizations.
- **University and Colleges-**serve as guest lecturers, adjunct professors, members of task forces and provide internship program for both undergraduate and graduate level students supervising over 15 interns in 2011-2012.
- **Florida Department of State, Division of Cultural Affairs-**Assist with projects for Secretary of State and Department during Legislative session; serve on statewide grant review panels.
- **Education Unit in the Governor's Office of Policy and Budget-** COCA coordinates a regional exhibit of young people's artwork representing 5 counties.
- **Leon County Department of Place; Tallahassee/Leon County Planning Department-** working together on cultural aspects of Cascade Park.



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C. Funding Information

10. Agency's current total budget: 2012/13 \$ 944,652 (current) 2013/14 \$943,793 (proposed)
The COCA Board of Directors has not approved the FY14 budget as of the date required for submission of this application

11. Total cost of program: \$ 944,652 current \$943,793 proposed

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and other revenue sources:

Please note it is mid-year, so these expenditures are still budgeted rather than Actual

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits (85% program staff; 15% management)	126,724	172,714	299,438
Professional Fees (audit)	2,000	9,000	11,000
Occupancy/Utilities/Network (less than market rate lease)	20,676	32,704	53,380
Supplies/Postage	1,500	1,500	3,000
Equipment Rental, Maintenance, Purchase	2,000	6,000	8,000
Meeting Costs/Travel/Transportation	0	5,596	5,596
Staff/Board Development/Recruitment	0	0	0
Awards/Grants/Direct Aid-paid out to local organizations	501,600		501,600
Bad Debts/Uncollectible	0	0	0
Bonding/Liability/Directors Insurance	0	1,593	1,593
Other Expenses	0	61,045	61,045
Total	654,500	290,152	944,652

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current) Budgeted not Actual	2013/14 (Proposed)
Leon County (not CHSP)	654,500	654,500
City of Tallahassee (not CHSP)	192,036	192,036
United Way (not CHSP)	0	0
State	33,861	24,594
Federal	0	0
Grants	0	42,400
Contributions/Special Events (includes License Plates)	7,000	7,000
Dues/Memberships	14,000	13,000
Program Service Fees (CRA grant for services)	25,000	0
Other Income -estimates for COCA conference room rentals, merchant account, ads, interest	18,255	10,263
Total	944,652	943,793



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14. Please list the following expenses for the current year and the upcoming year below:

The COCA Board of Directors has not approved the FY14 budget as of the date required for submission of this application

Expenses same notes on items as above	2012/13 (Current) Budgeted not Actual	2013/14 (Proposed)
Compensation and Benefits (*FY13 some employees began midyear-so lower than full yr would be)	<u>299,438</u>	<u>331,313</u>
Professional Fees	<u>11,000</u>	<u>11,000</u>
Occupancy/Utilities/Network	<u>53,380</u>	<u>53,380</u>
Supplies/Postage	<u>3,000</u>	<u>3,250</u>
Equipment Rental, Maintenance, Purchase	<u>8,000</u>	<u>8,000</u>
Meeting Costs/Travel- includes public workshops, receptions, community events	<u>5,596</u>	<u>3,000</u>
Staff/Board Development/Recruitment	<u>0</u>	<u>0</u>
Awards/Grants/Direct Aid	<u>501,600</u>	<u>504,500</u>
Bad Debts/Uncollectible	<u>0</u>	<u>0</u>
Bonding/Liability/Directors Insurance	<u>1,593</u>	<u>1,593</u>
Other Expenses (includes special project CRA)	<u>61,045</u>	<u>27,757</u>
Total	<u>944,652</u>	<u>943,793</u>

15. Describe actions and fund-raisers to secure funding.

COCA plans to continue generating revenue from the sales of ads and rentals of meeting room as well as the submission of grants to outside sources. Recognizing from its conception the limited private and corporate sources available in Leon County, COCA was asked to refrain from seeking private funds from local individuals or corporations to support its own operational and administrative costs in order to prevent conflicts of interest to those COCA serves that are also seeking funds from those limited private sources. COCA lost its Grant Writing staff person during the current fiscal and plans to replace that position part time in order to write grants for FY14.

16. Will this program or event recur every year?

No: _____ Yes: annual contract

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: yes as contract services are desired

If "yes," estimate, the amount of next year's funding request: no estimate possible at this time for FY15

18. Has Leon County ever contributed funds to this program in the past?

No: _____ Yes: annually contracts with COCA to provide services

If "yes," list date(s), recipient or agency, program title and amount of funding:

Date: FY13
Recipient or Agency: Council on Culture and Arts
Program Title: Annual funding investment in culture
Funding Level: \$654,500

Attach a copy of the Agency's most recent financial report. (Independent audit still underway-should be available May 2013)



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CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Peggy Brady

Signature:

A handwritten signature in black ink, appearing to read "Peggy Brady", is written over a horizontal line. The signature is cursive and somewhat stylized.



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: Economic Development Council of Tallahassee/Leon County, Inc.

Agency Representative: Suzanne M. Dick, President

Physical Address: 115 N. Calhoun Street, Tallahassee, FL 32301

Mailing Address: P O Box 1639, Tallahassee, FL 32302

Telephone: (850) 224-8116

Fax: (850) 224-0877

E-mail Address: sdick@taledc.com

Agency Employer ID Number (FEIN): 59-337-4108

Does the Agency have a 501(c) (3) status? Yes: x No:

Date of Agency Incorporation: May 5, 1995
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

Act as the primary marketing agent for Leon County and the Capital Region for business retention, expansion and recruitment as related to value-added, private sector job creation. Additionally, the EDC will serve as the source for economic and market-related trends.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

This funding is requested to continue the Economic Development public/private partnership between Leon County and the EDC. If this funding request is not approved, new business establishments and existing business retentions and expansions, in terms of jobs created, would be significantly reduced. Additionally, business assistance and services would be negatively affected. Existing companies located in Leon County and the Region would not have access to the resources available through the EDC.

3. Projected program impact/outcome results: What is the projected impact on the target population?

Creation, retention and expansion of local companies necessary to promote quality employment and investment opportunities in Leon County and the Region.

Continued progress in the economic diversification of Leon County and the Region through cooperative work with Leon County, the City of Tallahassee, the educational community and private sector partners to leverage technical and financial resources to support progressive business development.

Continued recruitment of new capital investment and jobs to Leon County and the Region.

4. List the targeted population projected to be served or benefit from this program.

All segments of the community and region will benefit from the initiatives.

5. Provide the methods that are being used effectively to attain this program's targeted population.

The EDC has broad community representation as evidenced by its public/private partnerships, memberships and Roundtable Industry Sector Programs. Eligible workforce as well as current governmental employees would have the opportunity to benefit from private sector recruitment. In addition, targeted programs to address the Southern Strategy area have been created.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

FY 2013-14 (October 1, 2013-September 30, 2014)

7. List the program's short-term, intermediate, and long-term goals.

Short-term Goals: Continue to enhance the local quality of life by promoting the attraction, creation and preservation of quality jobs, companies and investment opportunities through business expansion, recruitment and retention activities. Continue the oversight of industry sector initiatives that strengthen the competitive advantage of the region. Continue to serve as the nexus for the private sector, education and government to foster entrepreneurialism, enhance local businesses, grow targeted industry sectors and attract innovative companies to the region. Continue to serve as Administrator of the Enterprise Zone Development Agency; Administrator of the Qualified Targeted Industry Tax Refund program for Leon County.

Intermediate-term Goals: Continue sector development through the First Focus on Local Business Initiative which provides retention and expansion support for local businesses, beyond the targeted industry sectors; identification of issues affecting individual companies and the regional business climate; as well as access to labor market information

Continue to develop a program for cultivating growth companies which will provide access to high-end, quick-response technical assistance and business resources for companies that have grown beyond the startup phase and need access to information and decision-making tools typically available only to larger companies; interaction with a team of highly trained and experienced analysts

Continue to improve and develop an International Business program through providing access to an experienced advisory council, educational forums, trade missions and key resources for businesses looking to export goods and services or attract foreign direct investment

Long-term Goals:

• **Business Climate Goal**

Create a pro-business environment that produces higher wage jobs and prosperity for the region through support of entrepreneurs, small businesses and companies within targeted industries.

• **Workforce & Education Goal**

Develop a seamless system between workforce providers, educators, and business leaders that propels the region in the global economy.

• **Sites & Infrastructure Goal**

Provide the facilities and infrastructure needed to help existing and targeted industries succeed while improving the quality of the physical environment for residents.

• **Quality of Life Goal**

Preserve or improve the quality of life present, enhance the quality of life amenities necessary to attract new residents and businesses who can and will call this community home.

• **Economic Development & Marketing Goal**

Increase awareness of the region as a business and tourism location destination, and promote stronger regional collaboration in support of both.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

None

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

Agency	Partnership/Collaboration
See below	

First Focus on Local Business (First Focus) is an existing industry/business retention and expansion program. First Focus is a cooperative initiative of Tallahassee MSA economic development organizations, small business resources, education and workforce development with the purpose of proactively engaging local firms to assist them in expanding facilities, creating jobs and diversifying the local economic base.

Participating EDOs:

City of Tallahassee Economic Development Department
 EDC of Tallahassee/Leon County, Inc.
 Florida A&M University Technology Transfer
 Florida First Capital Finance Corporation
 Florida State University Technology Transfer
 Gadsden EDC
 Greater Tallahassee Chamber of Commerce
 Jefferson County EDC
 Jim Moran Institute for Global Entrepreneurship
 Leon County Research & Development Authority

Leon County Schools
 Leon County Tourist Development Council
 Lively Technical Center
 SCORE
 Small Business Development Center @ FAMU
 TCC Center for Economic & Workforce Development
 Wakulla County EDC
 Workforce Plus

Regional and State Resources:

Florida's Great Northwest
 Workforce Florida
 Enterprise Florida

C. Funding Information

10. Agency's current total budget: 2012/13 \$ 1,050,793(current) 2013/14 \$1,025,103(proposed)

11. Total cost of program: \$1,025,103

FY 2013/2014 Non-Departmental Funding Request Application

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and Other Revenue Sources:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	106,548	520,203	626,751
Professional Fees	3,400	16,600	20,000
Occupancy/Utilities/Network	14,810	72,306	87,116
Supplies/Postage	681	3,325	4,006
Equipment Rental, Maintenance, Purchase	532	2,595	3,127
Meeting Costs/Travel/Transportation	7,540	36,810	44,350
Staff/Board Development/Recruitment	0	0	0
Awards/Grants/Direct Aid	0	22,000	22,000
Bad Debts/Uncollectible	850	4,150	5,000
Bonding/Liability/Directors Insurance	255	1,245	1,500
Other Expenses (please itemize)*	40,282	196,661	236,943
Total	174,898	875,895	1,050,793
Advertising	14,620	71,380	86,000
Business Retention	4,293	20,957	25,250
Depreciation	4,250	20,750	25,000
EDC Partnerships	4,250	20,750	25,000
Licenses/Taxes/Fees	27	129	156
Printing	517	2,520	3,037
Project Development	11,900	58,100	70,000
SBA/EEP	425	2,075	2,500
Subtotal*	40,282	196,661	236,943

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	<u>174,500</u>	<u>174,500</u>
City of Tallahassee (not CHSP)	<u>115,000</u>	<u>115,000</u>
United Way (not CHSP)		
State		
Federal	<u>120,000</u>	<u>100,000</u>
Grants		
Contributions/Special Events		
Dues/Memberships	<u>627,253</u>	<u>622,253</u>
Program Service Fees	<u>13,800</u>	<u>13,175</u>
Utilized Reserves		
Other Income (please itemize)	<u>240 Interest Income</u>	<u>175 Interest Income</u>
Total	<u>1,050,793</u>	<u>1,025,103</u>

14. Please list the following expenses for the current year and the upcoming year below:

FY 2013/2014 Non-Departmental Funding Request Application

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	626,751	576,915
Professional Fees	20,000	15,000
Occupancy/Utilities/Network	87,116	113,953
Supplies/Postage	4,006	4,400
Equipment Rental, Maintenance, Purchase	3,127	4,500
Meeting Costs/Travel/Transportation	44,350	36,350
Staff/Board Development/Recruitment	0	0
Awards/Grants/Direct Aid	22,000	30,000
Bad Debts/Uncollectible	5,000	5,000
Bonding/Liability/Directors Insurance	1,500	1,600
Other Expenses (please itemize)*	236,943	237,385
Total	1,050,793	1,025,103
Advertising	86,000	75,000
Business Retention	25,250	20,500
Depreciation	25,000	35,000
EDC Partnerships	25,000	25,000
Licenses/Taxes/Fees	156	560
Printing	3,037	1,825
Project Development	70,000	70,000
SBA/EEP	2,500	9,500
Subtotal*	236,943	237,385

15. Describe actions to secure additional funding. Please be specific.

Twenty-eight percent of funding is from Leon County and the City of Tallahassee. The balance is generated through a private funding campaign. Approximately 105 companies invest a total of \$601,875. The U. S. Small Business Administration provides \$120,000 in grant money annually to support the Entrepreneurial Excellence Program administered by the EDC.

16. Will this program or event recur every year?

No: _____ Yes: x

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: x

If "yes," estimate, the amount of next year's funding request: \$199,500*

*includes \$25,000 for QTI Match Fund.

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: x ATTACHMENT A

If "yes," list date(s), recipient or agency, program title and amount of funding:

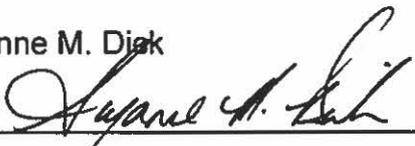
Date	Recipient or Agency	Program Title	Funding Amount
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19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Suzanne M. Diak

Signature: 

Date Signed: April 12, 2013

ATTACHMENT A

**Economic Development Council of Tallahassee/Leon County, Inc. FY 2013-14
Previous Leon County Funding Worksheet**

Date	Recipient	Project Title	Operational	QTI Match	Total
					Funding Level
FY 2013	EDC	EDC	174,500.00	25,000.00	199,500.00
FY 2012	EDC	EDC	174,500.00	25,000.00	199,500.00
FY 2011	EDC	EDC	174,500.00	25,000.00	199,500.00
FY 2010	EDC	EDC	174,500.00	25,000.00	199,500.00
FY-2009	EDC	EDC	174,500.00	25,000.00	199,500.00
FY-2008	EDC	EDC	174,500.00	25,000.00	199,500.00
FY-2007	EDC	EDC	174,500.00	25,000.00	199,500.00
FY-2006	EDC	EDC	185,000.00	25,000.00	210,000.00
FY-2005	EDC	EDC	185,000.00	25,000.00	210,000.00
FY-2004	EDC	EDC	185,000.00	25,000.00	210,000.00
FY-2003	EDC	EDC	185,000.00	25,000.00	210,000.00
FY-2002	EDC	EDC	150,000.00	25,000.00	175,000.00
FY-2001	EDC	EDC	150,000.00	25,000.00	175,000.00
FY-2000	EDC	EDC	150,000.00	25,000.00	175,000.00
FY-1999	EDC	EDC	150,000.00	25,000.00	175,000.00
FY-1998	EDC	EDC	100,000.00		100,000.00
FY-1997	EDC	EDC	45,000.00		45,000.00
FY-1996	EDC	EDC	50,000.00		50,000.00
FY-1995	EDC	EDC	25,000.00		25,000.00
FY-1994	Project 2010	Project 2010	-		-
FY-1993	Project 2010	Project 2010	-		-



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: Tallahassee Memorial Health Care, Inc.

Agency Representative: Warren Jones

Physical Address: 1300 Miccosukee Road, Tallahassee FL 32308

Mailing Address: 1308 Hodges Drive, Tallahassee FL 32308

Telephone: (850) 431-5875

Fax: (850) 431-6737

E-mail Address: Warren.jones@tmh.org

Agency Employer ID Number (FEIN): 59-1917016

Does the Agency have a 501(c) (3) status? Yes: No:

Date of Agency Incorporation: 6/27/1979
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

Please see Exhibit A.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Please see Exhibit B.

3. Projected program impact/outcome results: What is the projected impact on the target population?

To reduce mortality.

4. List the targeted population projected to be served or benefit from this program.

Calhoun, Franklin, Gadsden, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla Counties.

5. Provide the methods that are being used effectively to attain this program's targeted population.

Please see Exhibit C.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Please see Exhibit D.

7. List the program's short-term, intermediate, and long-term goals.

Please see Exhibit E.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

None.

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

Agency	Partnership/Collaboration
Please see Exhibit F.	

C. Funding Information

10. Agency's current total budget: 2012/13 \$ 1.8 M (current) 2013/14 \$ 1.9 M (proposed)

11. Total cost of program: Please see Exhibit G.

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and Other Revenue Sources: Please see Exhibit G.

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits			
Professional Fees			
Occupancy/Utilities/Network			
Supplies/Postage			
Equipment Rental, Maintenance, Purchase			
Meeting Costs/Travel/Transportation			
Staff/Board Development/Recruitment			
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible			
Bonding/Liability/Directors Insurance			
Other Expenses (please itemize)			
Total			

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	200,000.00	300,000.00
City of Tallahassee (not CHSP)	75,000.00	300,000.00
United Way (not CHSP)		
State	280,000.00	
Federal		
Grants		
Contributions/Special Events		
Dues/Memberships		
Program Service Fees		
Utilized Reserves		
Other Income (please itemize)		
Total	555,000.00	600,000.00

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits		
Professional Fees	Please see Exhibit G.	
Occupancy/Utilities/Network		
Supplies/Postage		
Equipment Rental, Maintenance, Purchase		
Meeting Costs/Travel/Transportation		
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance		
Other Expenses (please itemize)		
Total		

15. Describe actions to secure additional funding. Please be specific.

Please see Exhibit H.

16. Will this program or event recur every year?

No: _____ Yes:

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes:
If "yes," estimate, the amount of next year's funding request: \$ 300,000.00

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes:
If "yes," list date(s), recipient or agency, program title and amount of funding:

Date	Recipient or Agency	Program Title	Funding Amount
2/8/2011	Leon County	Tallahassee Memorial Trauma Center	200,000.00
3/5/2010	Leon County	Tallahassee Memorial Trauma Center	300,000.00
11/12/2008	Leon County	Tallahassee Memorial Trauma Center	300,000.00
3/4/2008	Leon County	Tallahassee Memorial Trauma Center	300,000.00
Please see Exhibit I			

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: William A Giudice, CEO

Signature: 

Date Signed: 4/15/2013

**SECOND AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
TALLAHASSEE MEMORIAL HEALTHCARE, INC.**

TALLAHASSEE MEMORIAL HEALTHCARE, INC., pursuant to the Florida Not-For-Profit Corporation Act, Chapter 617 of the Florida Statutes, amends and restates the Amended and Restated Articles of Incorporation of TALLAHASSEE MEMORIAL HEALTHCARE, INC., as previously amended, as follows:

ARTICLE I. NAME

The name of this corporation is TALLAHASSEE MEMORIAL HEALTHCARE, INC., (the "Corporation").

ARTICLE II. COMMENCEMENT OF EXISTENCE AND TERM

The Corporation's existence began on June 27, 1979, when the Corporation was incorporated as Tallahassee Memorial Regional Medical Center, Inc. As of April 23, 1998, the name of the Corporation was amended to TALLAHASSEE MEMORIAL HEALTHCARE, INC. The Corporation shall have perpetual existence unless terminated sooner in accordance with the laws of the State of Florida.

ARTICLE III. INCORPORATOR

The name and street address of the incorporator for the sole purpose of filing these Second Amended and Restated Articles of Incorporation are as follows: G. Mark O'Bryant, 1300 Miccosukee Road, Tallahassee, Florida 32308.

ARTICLE IV. PRINCIPAL OFFICE

The street address of the principal office and the mailing address of the Corporation are: 1300 Miccosukee Road, Tallahassee, Florida 32308.

ARTICLE V. PURPOSES

The Corporation is organized as a non-profit Corporation under Chapter 617, Florida Statutes, for the following purposes:

(a) To own, manage, control, operate, govern, reconstruct, repair and lease existing medical facilities and clinics, hospital facilities and clinics and related support facilities; and to own, operate, construct and lease other medical facilities and clinics, hospital facilities and clinics and related support facilities.

(b) To establish and operate a hospital, extended care facilities, clinics, teaching units and health care services for the purpose of furnishing medical and surgical patient care services, food and other care for those suffering from illness, disease, injuries or disabilities and to operate an emergency room and rooms in such hospitals, clinics or extended care facilities.

(c) To carry on any education or other activities relating to the rendering of care to the sick and injured or to the promotion of general health and welfare.

(d) To participate in any activity designed and carried on to promote general health.

(e) To promote and carry on research related to the care of the sick and injured.

(f) To solicit and receive funds, gifts, endowments, donations, devises and bequests.

(g) To lease or purchase land or lands, building or buildings, and purchase and construct buildings for purposes in connection with the activities of the Corporation, including, but not limited to, hospitals, doctors' offices, clinics, laboratories or any kind of related medical activity.

(h) To employ all personnel necessary to the operation of the Corporation, or any of its affiliates, including but not limited to administrative personnel and medical personnel, which

shall include, but not be limited to physicians, nurses, physician assistances and nurse practitioners.

(i) To exercise all the powers enumerated in Section 617.021, Florida Statutes, as it now exists or is subsequently amended or superseded, and to do and perform such acts and to have such powers as shall be desirable and necessary in furtherance of any of the powers herein enumerated which are not in derogation of the laws of the State of Florida.

This Corporation is organized exclusively as a not-for-profit Corporation, and its activities shall be conducted for such purposes in such a manner that no part of its net earnings shall inure to the benefit of any member, director, officer or individual. In addition, the Corporation shall be authorized to exercise the powers permitted non-profit corporations under Chapter 617, Florida Statutes provided, however, that the Corporation, while exercising any one or more powers, shall do so in furtherance of the exempt purposes for which it has been organized as described in Section 501(c)(3) of the Internal Revenue Code or any additions or amendments thereto.

ARTICLE VI. DISTRIBUTION OF ASSETS

No dividends shall be declared and no part of the income, profit or net earnings of the Corporation shall at any time be paid to any Officer or Director of the Corporation, or to any other person whomsoever, as a dividend or other distribution of the assets or profits of the Corporation. Notwithstanding the foregoing, the Corporation is and shall be authorized to pay its employees or independent contractors reasonable compensation for services actually rendered by such employees or independent contractors, regardless of whether such employees or independent contractors are also Directors or Officers of the Corporation. Upon dissolution of this Corporation, all of its assets remaining after the payment of all costs and expenses of such

dissolution shall be distributed to the City of Tallahassee, Florida for a public purpose, and none of the assets will be distributed to any Officer or Director of this Corporation.

ARTICLE VII. BOARD OF DIRECTORS

Subject to the requirements of the Bylaws and applicable law, the powers of this Corporation shall be exercised, its properties controlled, and its affairs conducted by the Board of Directors consisting of not less than twelve (12) Directors. The manner in which the Directors are to be elected or appointed, and the terms thereof, shall be as stated in the Bylaws of the Corporation. The number of Directors of the Corporation may be increased or diminished from time to time in the manner provided by the Bylaws.

ARTICLE VIII. NO MEMBERS

The Corporation shall not have members.

ARTICLE IX. OFFICERS

The Officers of the Board of Directors shall be as set forth herein and in the Bylaws. The Officers of the Corporation shall consist at a minimum of a President, who may also be the Chief Executive Officer, and who shall serve at the pleasure of the Board of Directors, pursuant to the Bylaws. The Board of Directors shall employ a Chief Executive Officer who shall serve at the pleasure of the Board and who shall be an ex-officio member of the Board. The Chief Executive Officer shall actively supervise the operation of the Corporation in accordance with the policies, rules and regulations established by the Board as set forth in the Bylaws. Other officers and assistant officers as deemed necessary by the Board of Directors may be provided for in the Bylaws.

ARTICLE X. INDEMNIFICATION

Every person who now is or hereafter shall be a Director or Officer of the Corporation shall be indemnified by the Corporation to the fullest extent now or hereafter permitted by Florida law.

ARTICLE XI. BYLAWS

The Bylaws of the Corporation were initially adopted by the initial Board of Directors and amended thereafter by the Board of Directors pursuant to the Bylaws and the Articles of Incorporation. Any article or section of the Bylaws may be adopted, amended or repealed, pursuant to the terms of the Bylaws, as amended.

ARTICLE XII. AMENDMENTS TO ARTICLES OF INCORPORATION

These Second Amended and Restated Articles of Incorporation may be amended by the Board of Directors as set forth in the Bylaws of the Corporation.

ARTICLE XIII. REGISTERED AGENT AND OFFICE

The name and address of the Registered Agent of this Corporation are: Judy S. Davis, 1300 Miccosukee Road, Tallahassee, Florida 32308.

ARTICLE XIV. WAIVER OF NOTICE/CONSENT

Whenever any notice whatever is required to be given under any provision of the law, these Second Amended and Restated Articles of Incorporation, or the Bylaws of the Corporation, as amended, a waiver of such notice in writing signed by the person or persons entitled to notice, whether before or after the time stated in such waiver, will be deemed equivalent to the giving of such notice.

Any action required by law or under these Second Amended and Restated Articles of Incorporation or the Bylaws of the Corporation, or any action which otherwise may be taken at a

meeting of the Board of Directors, may be taken without a meeting if the consent in writing setting forth the action so taken, is signed by all persons entitled to vote with respect to the subject matter of such consent and filed with the Secretary of the Corporation.

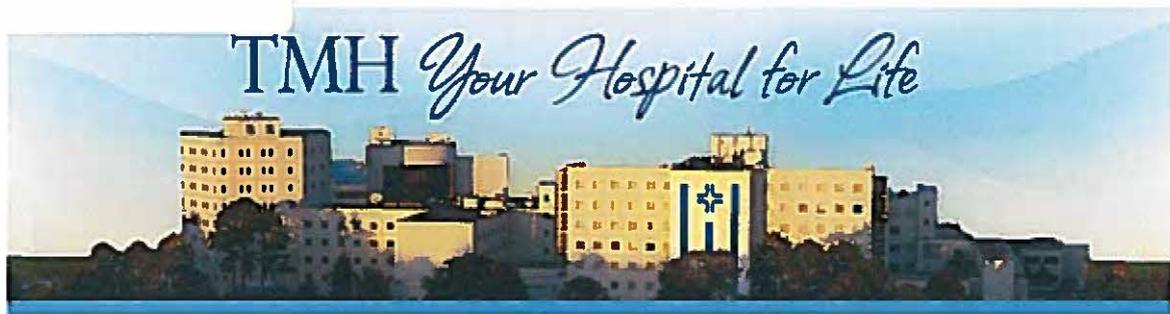
ARTICLE XV. SUPERSEDE

These Second Amended and Restated Articles of Incorporation supersede the original Articles of Incorporation of the Corporation and all amendments thereto.

IN WITNESS WHEREOF, the undersigned has made, subscribed and acknowledged these Articles of Incorporation on this 18th day of June, 2009, for the purpose of amending and restating the Amended Articles of Incorporation of the Corporation under the laws of the State of Florida.



G. MARK O'BRYANT
President/Chief Executive Officer/Incorporator



Tallahassee Memorial HealthCare

Level II Trauma Center, Tallahassee Florida

Designed to meet the diverse health care needs of the Big Bend region, Tallahassee Memorial HealthCare is a private, not-for-profit health care system serving 16 counties in North Florida and South Georgia. TMH includes a 772-bed acute care hospital and has a time-honored commitment to providing patient-centered, world-class health care to our community.

Tallahassee Memorial holds a number of important distinctions within the regional health sector. TMH is home to the Big Bend's only accredited community hospital cancer program and the region's only state-designated Trauma Center. Additionally, TMH holds the distinction of being the first designated Brain and Spinal Cord Injury Acute Care Center in the state of Florida. TMH is also the area's only hospital recognized by the Society of Chest Pain Centers as an Accredited Chest Pain Center with PCI. In all, TMH is the eighth-largest hospital in Florida with a medical staff of 570+ physicians representing 50+ different specialties.

Our Vision: Leading our community to be the healthiest in the nation.

Our Mission: Transforming Care, Advancing Health and Improving Lives.

Demographics and Clinical Statistics

Tallahassee Memorial Hospital is located in the capital city of Florida. Population for Leon County in 2012 was estimated to be 283,769. It is 85% urban and 15% rural. There are two major universities in Tallahassee; Florida State University and Florida Agricultural Mechanical University.

TMH's trauma service area includes: Calhoun, Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla counties. The trauma service is focused on providing the best care possible to our community. The trauma team includes board certified trauma surgeons and emergency physicians. The Trauma Services Department also includes a full-time trauma physician assistant, trauma program manager, administrative assistant, full time performance improvement /trauma nurse registrar, part time trauma nurse registrar and part-time data analyst registrar. In addition, a wide variety of specialty physicians are available as needed.

Rehabilitation, Social Services, and Spiritual Care are an integral part of the Mission of Tallahassee Memorial Hospital. Tallahassee Memorial is committed to providing services which treat patients with respect, dignity, and trust through responsibility and excellence in holistic care.

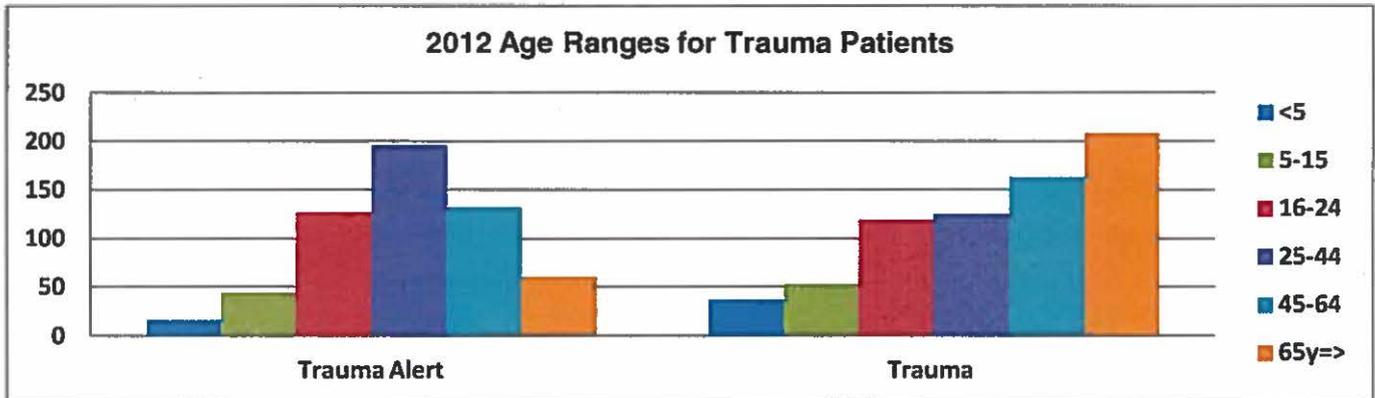
Our unique location draws patients from over 38 counties, as much of our surrounding community is rural, accounting for 24% of our volume. The Bixler Emergency Trauma Center consists of 57 beds including four trauma resuscitation rooms. Over 116,000 patients came through our emergency

center and urgent care center this past year. The need to expand continues as we plan to open a free standing emergency center in 2013.

The trauma registry patient volume for 2012 was 1292, that is an eleven percent increase from the previous year . The average age of our patient population for 2012 was 42, although the age range was a few months to age 103. Thirty percent of our Injury severity scores were greater than 15.

Patient population and demographics:

- 472 females compared to 820 males
- 587 Trauma alerts compared to 705 trauma registry patients
- Trauma activity by age group (see graph)



In 2012, blunt injuries accounted for 86 %, penetrating injuries 12% and burn injuries accounted for 2% of the trauma patients seen in the BEC. The most common injury categories were as follows:

- 38% motor vehicle related injuries
- 36% Falls
- 13% Assaults
- 2% Burn, Blast, explosions
- 11% other

A comprehensive assessment of the Florida Trauma System was conducted by the University of South Florida in 2005. Five of the six top mortality rates were in our service area: Jefferson, Wakulla, Gadsden, Calhoun and Leon County. Leon County's trauma mortality rate at that time was 7.82% in 2012 it was 4.1%. That is an increase of approximately 50 patients per year that survive because TMH is now a Level II Trauma Center.

Education - Healthcare Professionals

TMH provides quality education and training to the professional community. Telemedicine education programs as well as live courses were provided in 2012. TMH began offering Advanced Trauma Life Support courses in 2012. Certification and education programs provide foundational trauma education to our local and outlying communities.

Advanced Trauma Life Support Course (ATLS) This program provides systemic and concise training for the early care of trauma patients developed by the American College of Surgeons for physicians and advanced health care providers. Students both locally and internationally attend our courses at TMH. (19 CMEs)

Emergency Nurse Pediatric Course (ENPC) ENPC is a nationally and internationally recognized pediatric trauma certification course designed for registered nurses that provide care for pediatric trauma patients. (15.22 contact hours)

Trauma Nurse Core Course (TNCC) TNCC is a nationally and internationally recognized trauma certification course designed for registered nurses that provide care for trauma patients. (14.42 contact hours)

TNCC Instructor Course The TNCC Instructor course is designed to prepare Instructors to teach the TNCC course. (7.75 contact hours)

Trauma In the Trenches Program is a monthly "hands-on" practical education and discussion focused on the care of the trauma patients.

Monthly CEU Program 1 hour education for nurses, allied health care and pre-hospital providers. Topics included injury prevention, mechanism of injury, treatment, psychosocial aspects of trauma, and trauma complications.

Hospital Intranet & HealthStream The intranet provides educational opportunities for trauma education that can be completed at the learner's own pace and on their schedule.

Neuro Grand Rounds Presented monthly at Tallahassee Memorial Rehabilitation Center focusing on neurologic education.

Disaster Management and Emergency Preparedness-This course emphasizes an all-hazards approach, emphasizing that many principles apply to disasters of all kinds regardless of specific mechanism. (8.25 CME's)

Rural Trauma Team Development Course - This course is based on the concept that in most situations, rural facilities can form a trauma team consisting of at least three core members. (8.25 CME's)

Injury prevention and Community Education



TMH has a very active and vibrant Outreach and Injury Prevention programs. A summary of the programs are included below. Educational services were provided to many people in 2012 including the community and healthcare providers. Trauma education reached 4363 people in 2012. Of this amount, 3150 were provided to our community while 1213 were our professional colleagues. The following lists some of the core education programs taught and promoted by the trauma center:

Annual Trauma Symposium is a free semi-annual program provided in May and November each year for nursing, pre-hospital and allied health colleagues. The 6th semi-annual program was held on November 30, 2012.

Car Fit is an education program focused on the community for car seat safety.

Head Smartz Seniors is an injury prevention program focused on senior safety

Operation Prom Night is an annual program focused on injury prevention. High school students along with local health care providers stage a dramatized "drinking and driving" scenario reminding students the danger of impaired driving. To date we have completed 4 programs at local high schools.



TBI Support Group and Blog The website provides the community with an understanding of traumatic brain injuries (TBI) through education, information, prevention, and advocacy. The TMH Traumatic Brain Injury Advocacy Group is made up of four diverse individuals who have survived a severe brain injury. Each month, the group blogs about a variety of topics related to living with a TBI.

Think First is an age appropriate prevention program aimed toward school age children. Focus is on helmet use, awareness and safety. Think First programs include: General safety, bicycle safety, car safety, sports concussion, drinking and driving.

Trauma Awareness Day Celebration is an annual event for our trauma survivors, staff, physicians and community to celebrate trauma success stories. Our 5th annual program is scheduled for May 15, 2013.

Trauma Center Case Studies is an annual education update working with LCEMS to improve care through case study discussions and updates.

Community and Disaster Planning



Tallahassee Memorial has made great strides in becoming optimally prepared and is an active member of several local Coalitions to improve our process and care in times of internal or external disaster situations. On October 21, 2012 the TMH leadership and staff put all the training and planning into action when a floor collapsed in an apartment complex activating our incident command team. The team activated resources to include our medical residency program, chaplaincy staff, public relations, dietary, security and utilized a family reunification center which cared for over 35 friends, family members involved in the incident.

Disaster Management and Emergency Preparedness This course emphasizes an all-hazards approach, emphasizing that many principles apply to disasters of all kinds regardless of specific mechanism. (8.25 CME's)

Start to finish A disaster response model for the community.

Table-Top Exercises For leadership to learn and practice their roles in a disaster.

For additional information, please contact:

Jeff W. Crooms, M.D., FACS, Trauma Medical Director
Patricia Stadler, MS.RN, CCRN, CEN. Trauma Program Manager
1300 Miccosukee Road, Tallahassee Memorial Hospital Tallahassee, FL 32308
850-431-4186 Injury Prevention and Community Report Section (2012)

Injury Prevention Research Community Education Publications Presentations

Title	Audience	Attendance
Multidisciplinary Meeting	Multidisciplinary team EMS and hospital staff	20-30
Trauma in the Trenches	Professional	varied
Multidisciplinary Meeting	Multidisciplinary team EMS and hospital staff	20-30
TNCC - Provider	Professional	8
Trauma in the Trenches	Professional	varied
Trauma Symposium	Professional	72
TNCC - Reverification	Professional	5
Trauma in the Trenches	Professional	varied
ATLS - Provider	Professional	16
ENPC - Provider	Professional	varied
Trauma in the Trenches	Professional	varied
Multi-Disciplinary Monthly Trauma CEU - Rapid Sequence Intubation	Professional	42
ENPC - Provider	Professional	9
Trauma in the Trenches	Professional	varied
Multi-Disciplinary Monthly Trauma CEU - Dealing with the Death of a Child	Professional	11
ATLS - Provider	Professional	15

ENPC - Provider	Professional	8
Trauma in the Trenches	Professional	varied
TNCC - Provider	Professional	4
Multi-Disciplinary Monthly Trauma CEU - Detox for Dummies	Professional	28
TNCC - Instructor	Professional	2
Trauma in the Trenches - Arterial Lines - Setup & Troubleshooting	Professional	varied
Multi-Disciplinary Monthly Trauma CEU - Evidence Collection	Professional	16
Trauma in the Trenches - Capnography	Professional	15
Multi-Disciplinary Monthly Trauma CEU - Caring for the Caregiver	Professional	11
EMS Week BBQ	Professional	400
Trauma Symposium	Professional	217
Trauma Awareness Day	Professional & Community	~50
EMS Week Safety Fair	Community	500
Trauma in the Trenches - Blood Gas Interpretation	Professional	11
TNCC - Reverification	Professional	2
Multi-Disciplinary Monthly Trauma CEU - Treatment of the Burn Patient	Professional	8
Operation Prom Night	Community	200
ENPC - Provider	Professional	9
Trauma in the Trenches - Trauma Flow Sheet & PI	Professional	6
Multi-Disciplinary Monthly Trauma CEU - Evidence Collection	Professional	varied
TNCC - Provider	Professional	6
TNCC - Reverification	Professional	8
ATLS - Refresher	Professional	5
Multi-Disciplinary Monthly Trauma CEU - Dealing With Children	Professional	~20
Survive the Drive	Community	400
Trauma in the Trenches - Trauma Flow Sheet & PI	Professional	19
Multi-Disciplinary Monthly Trauma CEU - Cuban Healthcare System	Professional	17
TMH Under the Big Top	Community	2000
ENPC - Provider	Professional	7
Trauma in the Trenches - Evidence Collection	Professional	13

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding Request Application
Question 2

EXHIBIT "B"

Tallahassee Memorial HealthCare is requesting funding to partially offset the ongoing costs, such as salaries, benefits, medical and other supplies, professional fees, minor equipment, insurance, and other operating costs that are incurred in conjunction with the operation of a regional trauma center which will provide services to the citizens of Leon County.

Tallahassee Memorial can only operate a trauma center with continued community support.

Trauma Center - Outreach Activities

Day 1	Day 2	Day 3	Day 4	Day 5	Time	Title	Location	Audience	Attendance	Instructors / Participants	Trauma
4th tues	X	X	X	X	1.00	Multidisciplinary Meeting	TMH-Conference Room A	Multidisciplinary team EMS and hospital staff	20-30	Various	X
12/15/13	12/16/13	X	X	X	14.42	TNCC - Provider	Tallahassee Memorial Hospital	Professional	8	Lynda Teifel, Chris Sutherland, Chris Schremser, Terri Repasky, Laura Shank, Mark Vesuvio,	X
12/05/12	X	X	X	X	1.00	Trauma in the Trenches	Trauma Bay 3	Professional	X	Canceled	X
11/30/12	X	X	X	X	4.00	Trauma Symposium			72	Pattie Stadler, Linda Chambers, Stephen Suarez, Jessica Bahorski	X
11/27/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - CANCELLED	Conference Room A	Professional	X	Canceled	X
11/16/12	X	X	X	X	8.00	TNCC - Reverification	Tallahassee Memorial Hospital	Professional	5	Pattie Stadler	X
11/07/12	X	X	X	X	1.00	Trauma in the Trenches	Trauma Bay 3	Professional	X	Canceled	X
10/23/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - CANCELLED	Conference Room A	Professional	X	Canceled	X
10/06/12	10/07/12	X	X	X	19.00	ATLS - Provider	Ghazvini Center for Healthcare Learning	Professional	16	Pattie Stadler, Jeff Crooms, Sam Ashoo, Steven Clark, Christina Parkhurst, Shelby Blank	X
10/03/12	10/11/12	10/17/12	10/24/12	X	15.33	ENPC - Provider	Tallahassee Memorial Hospital	Professional	X	Canceled	X
10/03/12	X	X	X	X	1.00	Trauma in the Trenches	Trauma Bay 3	Professional	X	Canceled	X
09/25/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Rapid Sequence Intubation	Conference Room A	Professional	42	Allie Fields	X
09/19/12	09/21/12	09/26/12	09/28/12	X	15.33	ENPC - Provider	Tallahassee Memorial Hospital	Professional	9	Terri Repasky, Charo Regala, Elaine Soskis, Jayne Hedrick, Chris Sutherland, Lynda Teifel, Kelly Wainwright, Jessica Bahorski, Pattie Stadler, Shannon Dial	X
09/05/12	X	X	X	X	1.00	Trauma in the Trenches	Trauma Bay 3	Professional	X	Canceled	X

Trauma Center - Outreach Activities

Day 1	Day 2	Day 3	Day 4	Day 5	Time	Title	Location	Audience	Attendance	Instructors / Participants	Trauma
08/28/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Dealing with the Death of a Child	Conference Room A	Professional	11	Charo Regala & Kendal Mundy	X
08/25/12	08/26/12	X	X	X	19.00	ATLS - Provider	Ghazvini Center for Healthcare Learning		15	Pattie Stadler, Jeff Crooms, Hans Bruntmyer, Sam Ashoo, Steven Clark, Glenn Summers, Shelby Blank, Javier Escobar	X
08/01/12	08/08/12	08/15/12	08/22/12	X	15.33	ENPC - Provider	Tallahassee Memorial Hospital	Professional	8	Terri Repasky, Charo Regala, Elaine Soskis, Sheri Cook, Pattie Stadler, Jessica Bahorski, Chris Sutherland, Jayne Hedrick, Shannon Dial	X
08/01/12	X	X	X	X	1.00	Trauma in the Trenches	Trauma Bay 3	Professional	X	Canceled	X
214 07/25/12	07/26/12	X	X	X	14.42	TNCC - Provider	Tallahassee Memorial Hospital	Professional	4	Pattie Stadler, Terri Repasky, Sheri Cook, Laura Shank, Jayne Hedrick, Lynda Telfel, Elaine Soskis, Darlene Price, Shannon Dial	X
07/24/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Detox for Dummies	Conference Room A	Professional	28	Linda Chambers	X
07/20/12	X	X	X	X	8.00	TNCC - Instructor	Tallahassee Memorial Hospital	Professional	2	Pattie Stadler	X
07/11/12	X	X	X	X	0.50	Trauma in the Trenches - Arterial Lines - Setup & Troubleshooting	BEC Trauma Bay 3	Professional	7	Allie Fields	X
06/26/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Evidence Collection	Conference Room A	Professional	16	Joe Giangrosso	X
06/20/12	X	X	X	X	0.50	Trauma in the Trenches - Capnography	BEC Trauma Bay 3	Professional	15	Kristy Clark, RT	X
05/22/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Caring for the Caregiver	Conference Room A	Professional	11	Irma Dahleen	X
05/16/12	X	X	X	X	3.00	EMS Week BBQ	EMS Parking	Professional	400	EMS Transport Department	X

Tallahassee Memorial HealthCare, Inc.
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Attachment #9
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EXHIBIT "C"

Day 1	Day 2	Day 3	Day 4	Day 5	Time	Title	Location	Audience	Attendance	Instructors / Participants	Trauma
05/16/12	X	X	X	X	7.00	Trauma Symposium	Tallahassee Memorial Hospital	Professional	217	Jayne Hedrick, Dr. Barrett Tolley, Petros Mavridoglou, Becton Roddenberry, Dr. J. Mazziotta, Dr. Hank Hutchinson, Kendal Mundy, Maria Regala, Pattie Stadler	X
05/16/12	X	X	X	X	2.00	Trauma Awareness Day	Tallahassee Memorial Hospital	Professional & Community	~50	Multiple	X
05/12/12	X	X	X	X	4.00	EMS Week Safety Fair	Governor's Square Mall	Community	500	LCEMS, Shannon Dial, Casey Martin	X
05/02/12	X	X	X	X	0.50	Trauma in the Trenches - Blood Gas Interpretation	BEC Trauma Bay 3	Professional	11	Marty Green, RT	X
04/30/12	X	X	X	X	8.00	TNCC - Reverification	Tallahassee Memorial Hospital	Professional	2	Pattie Stadler	X
04/24/12 2:15	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Treatment of the Burn Patient	Conference Room A	Professional	8	Becton Roddenberry	X
04/20/12	X	X	X	X	12.00	Operation Prom Night	Florida State University School	Community	200	Shannon Dial, Pete Carafano, Pattie Stadler, Terri Repasky, multiple agencies	X
04/05/12	04/12/12	X	X	X	15.33	ENPC - Provider	Trauma Classroom	Professional	9	Pattie Stadler, Terri Repasky, Jayne Hedrick, Chris Sutherland, Jessica Bahorsky, Charo Regala, Lynda Tiefel	X
04/04/12	X	X	X	X	0.50	Trauma in the Trenches - Trauma Flow Sheet & PI	BEC Trauma Bay 3	Professional	6	Jayne Hedrick	X
03/27/12 Workshop I (#1)	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Evidence Collection	Conference Room A	Professional	X	Rescheduled	X
03/15/12 Workshop I (#2) #6	03/22/12	X	X	X	14.42	TNCC - Provider	Trauma Classroom	Professional	6	Pattie Stadler, Terri Repasky, Elaine Soskis, Mark Vesuvio, Brenda Mathis, Jayne Hedrick	X
03/13/12	X	X	X	X	7.75	TNCC - Reverification	Trauma Classroom	Professional	8	Pattie Stadler, Terri Repasky	X
03/02/12	X	X	X	X	8.00	ATLS - Refresher	L&D Conference Room	Professional	5	Jeffrey Crooms, Shelby Blank, Javier Escobar	X

Trauma Center - Outreach Activities

Day 1	Day 2	Day 3	Day 4	Day 5	Time	Title	Location	Audience	Attendance	Instructors / Participants	Trauma
02/28/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Dealing With Children	Conference Room A	Professional	~20	Maria Regala, Kendal Mundy	X
02/23/12	X	X	X	X	2.00	Survive the Drive	FSU Campus	Community	400	Shannon Dial, Brittany Goeke, Tien Cao, FHP, TMH, Geico, others	X
02/01/12	X	X	X	X	0.50	Trauma in the Trenches - Trauma Flow Sheet & PI	BEC Trauma Bay 3	Professional	19	Elaine Soskis	X
01/24/12	X	X	X	X	1.00	Multi-Disciplinary Monthly Trauma CEU - Cuban Healthcare System	Conference Room A	Professional	17	Freda Lyon	X
01/14/12	X	X	X	X	4.00	TMH Under the Big Top	Goodwood Gardens	Community	2000	Shannon Dial, Pattie Stadler	X
01/05/12	01/10/12	X	X	X	15.33	ENPC - Provider	Trauma Classroom	Professional	7	Pattie Stadler, Terri Repasky, Jayne Hedrick, Chris Sutherland, Jessica Bahorsky, Charo Regala, Elaine Soskis	X
01/04/12	X	X	X	X	0.50	Trauma in the Trenches - Evidence Collection	BEC Trauma Bay 3	Professional	13	Joe Giangrosso	X

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*Trauma Symposium &
Trauma Awareness Day Celebration*

*May 16, 2012
TMH Auditorium*

0800-1200 Trauma Presentations (4.0 CEUs)

Ortho, Maxillofacial, Disaster & Cuban Healthcare

1200-1400 Trauma Awareness Day Celebration

Visit with fellow Trauma Survivors and their families as well as fellow
Healthcare Providers

1400-1700 Trauma Presentations (3.0 CEUs)

Dealing with Children, Violence in the Workplace and Spinal Cord Injury

~ Space is limited, please RSVP ~

850-431-7828 or TraumaCenter@TMH.org

Trauma Symposium

November 30, 2012
TMH Auditorium

0700-0800

0745 Welcome & Sign In

Jeff Crooms, MD & Pattie Stadler, RN

0800-1200 Lectures

Burn Fluid Resuscitation

Presented by Pattie Stadler, RN

Detox for Dummies

Presented by Linda Chamber, RN

What's Hot in EMS?

Presented by Stephen Suarez, NREMT-P

Dealing with Children

Presented by Jessica Bahorski, RN

SPACE IS LIMITED

Please call 431-7828 or email TraumaCenter@TMH.org
to register in advance.



"SAVE THE DATES"

2013 Trauma Center Activities

01/22	Trauma Case Review, Multidisciplinary Review & Monthly CEU
02/02	Baby & Family Fair
02/06	Trauma in the Trenches
02/15, 21, 22	Emergency Nurse Pediatric Course – Provider
02/23	Stomp Out Diabetes
02/26	Trauma Case Review, Multidisciplinary Review & Monthly CEU
03/02	Rural Trauma Team Development Course – Jackson Hospital
03/06	Trauma in the Trenches
03/07, 14	Trauma Nurse Core Course – Provider
03/26	Trauma Case Review, Multidisciplinary Review & Monthly CEU
04/??	Operation Prom Night
04/03	Trauma in the Trenches
04/04, 05, 09	Emergency Nurse Pediatric Course – Provider
04/06, 07	Advanced Trauma Life Support – Student/Student Refresher
04/11	Survive the Drive – FSU
04/13	EMS Safety Fair
04/23	Trauma Case Review, Multidisciplinary Review & Monthly CEU
05/01	Trauma in the Trenches

05/11	Honor Flight for WWII Veterans
05/15	Trauma Symposium & Trauma Awareness Day Celebration
05/28	Trauma Case Review, Multidisciplinary Review & Monthly CEU
06/05	Trauma in the Trenches
06/13, 14	Trauma Nurse Core Course – Provider
06/25	Trauma Case Review, Multidisciplinary Review & Monthly CEU
07/03	Trauma in the Trenches
07/23	Trauma Case Review, Multidisciplinary Review & Monthly CEU
08/07	Trauma in the Trenches
08/17, 18	Advanced Trauma Life Support – Student/Student Refresher
08/27	Trauma Case Review, Multidisciplinary Review & Monthly CEU
09/04	Trauma in the Trenches
09/05, 06/, 10	Emergency Nurse Pediatric Course – Provider
09/24	Trauma Case Review, Multidisciplinary Review & Monthly CEU
10/02	Trauma in the Trenches
10/17, 24	Trauma Nurse Core Course – Provider
10/22	Trauma Case Review, Multidisciplinary Review & Monthly CEU
11/06	Trauma in the Trenches
11/15	Fall Trauma Symposium
11/26	Trauma Case Review, Multidisciplinary Review & Monthly CEU
12/04	Trauma in the Trenches

**If you would like to register for any of these courses or
volunteer for any activities, please contact**

Shannon Dial at ext. 7828.

Thank You

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding
Request Application
Question 5

EXHIBIT "C"



Trauma Performance Improvement Mortality/Morbidity and Multidisciplinary Conference

January 22, 2013

Conference Room A

7:00 a.m. and 7:45 a.m.

Physicians		Specialty	Signature	Physicians		Specialty	Signature
Ashoo, Sam	MD	EC		McLanahan, Greg	MD	Anesthesia	
Atwater, Robert	MD	Anesthesia		Myers, Jeff	MD	Anesthesia	
Albright, Gregory	DO	Radiology		Ross, Mitch	MD	Pediatrics	
Bellamy, David	MD	Orthopedics		Ruark, Tim	MD	Trauma	
Blank, Shelby	MD	Trauma		Rumana, Chris	MD	Neurosurgery	
Campo, Carlos	MD	Pulm/CC		Schwartz, Roy	MD	Trauma	
Chair - Crooms, J	MD	Trauma		Sieloff, Elliott	MD	Trauma	
Ginaldi, Sergio	MD	Radiology		Simmons, Josh	MD	EC	
Glaze, Michael	MD	EC		Tolley, Barrett	DDS	OMF	
Hutchinson, Hank	MD	Orthopedics		Truman, Thomas	MD	Pediatrics	
Other Staff		Specialty	Signature	Other Staff		Specialty	Signature
Alford, Barbara	RN CNO	Admin		Kelley, Wallace	RN	Inf. Control	
Andres, Heidi	PA-C	Trauma		Leshner, Mary	RRT	RT	
Allen, Cindy		Pt. Adv.		Lyon, Freda	RN SLA	BEC/Admin	
Allison, Julie	Dir	Rehab		Martin, Mary	MSW	SW	
Antworth, Jon	EMT-P	EMS		Massey, Lisa	RN	Transfer Ctr	
Bahorski, Jessica	CNS	Peds		McDermid, Scott	DBA, PMD	Wakulla EMS	
Bond, Patrick	RN	OR		Melvin, Ed		Chaplin	
Buckholz, Elithea	EMT-P	LCEMS		Mendoza, Kiff		Radiology	
Byrd, Jason		TFD		Nall, Janice		Lab	
Cao, Tien	EMT-P	LCEMS		Outlaw, Kim	RN	PICU	
Dahl, Milt	RN	Orthopedics		Regala, Maria (Charo)	ARNP	Peds	
Davis, Judy	RN	RM		Repasky, Terri	RN	CNS/EC	
Davis, Sally	EMT-P	Leon		Robinson, Sharon	PT	Rehab	
Dial, Shannon		Trauma		Shipman, Judy	MSW	Ortho/Neuro	
Doyle, Phillip		Disaster		Soskis, Elaine	RN Reg	Trauma	
Esher, Patti	RN	VNICU		Stadler, Pattie	RN TPM	Trauma	
Fountain, Mark	SP	Radiology		Stringer, Lucille	RN	Inf. Control	
Folsom, Trisha	RN	OR		Tatum, Ken		Lab	
Greenwald, Judy	SLA	Ortho/Rehab		Thompson, David	Dir	O.R	
Hall, Darryl	EMT-P	LCEMS		Tucker, Suhey	RRT	RT	
Harper, Marilyn	RN	PI		Winter, Cindy		CT	
Hartigan, Eric	RN	BEC/Admin					
Print Name				Print Name			
Print Name				Print Name			
Print Name				Print Name			
Print Name				Print Name			
Print Name				Print Name			

Rapid Acceptance Procedures

As the primary large hospital in the area, TMH is responsible for all traumas, strokes, and STEMIs for 19 or more counties. These are considered rapid acceptance transfers as well as a few others at physician discretion. First, determine if the call is a rapid acceptance. If yes, do the following for each type of transfer:

STEMI (ST elevation myocardial infarction)

1. Ask facility to fax the EKG to the ER at 850-431-0771; let the Unit Secretary know to watch for the fax and get it in front of an ER doc fast
2. Connect the requesting physician to the ER doc for acceptance
3. Have the sending facility get transportation en route for the patient
4. Page the STEMI doc on call to give them a heads up about the STEMI coming
5. When the ambulance is 10 minutes out, have them radio the ER with a STEMI alert transfer
6. Page out the STEMI when 10 minutes out (see Alerts section)
7. Contact nursing supervisor and process paperwork (it can be completed after the patient is transported if necessary) transfer form and STEMI form
8. Sometimes the ER doc will call back with orders for the patient to receive before transport, facilitate connecting the docs and record the call

Stroke (if symptoms are less than 6 hours old)

1. Ask the facility if a CT scan has been done, if so fax the results to the ER at 850-431-0771; let the Unit Secretary know to watch for the fax to give to the ER doc
2. Connect the requesting physician to the ER doc for acceptance
3. If accepted for rapid acceptance, have the sending facility get transportation en route for the patient
4. When the ambulance is 10 minutes out have them radio the ER with a STROKE alert transfer
5. Page out the STROKE alert when 10 minutes out (see Alerts section)
6. Contact nursing supervisor and process paperwork (it can be completed after the patient is transported if necessary) transfer form and Stroke form
7. Sometimes the ER doc will call back with orders for the patient to receive before transport, facilitate connecting the docs and record the call

Trauma

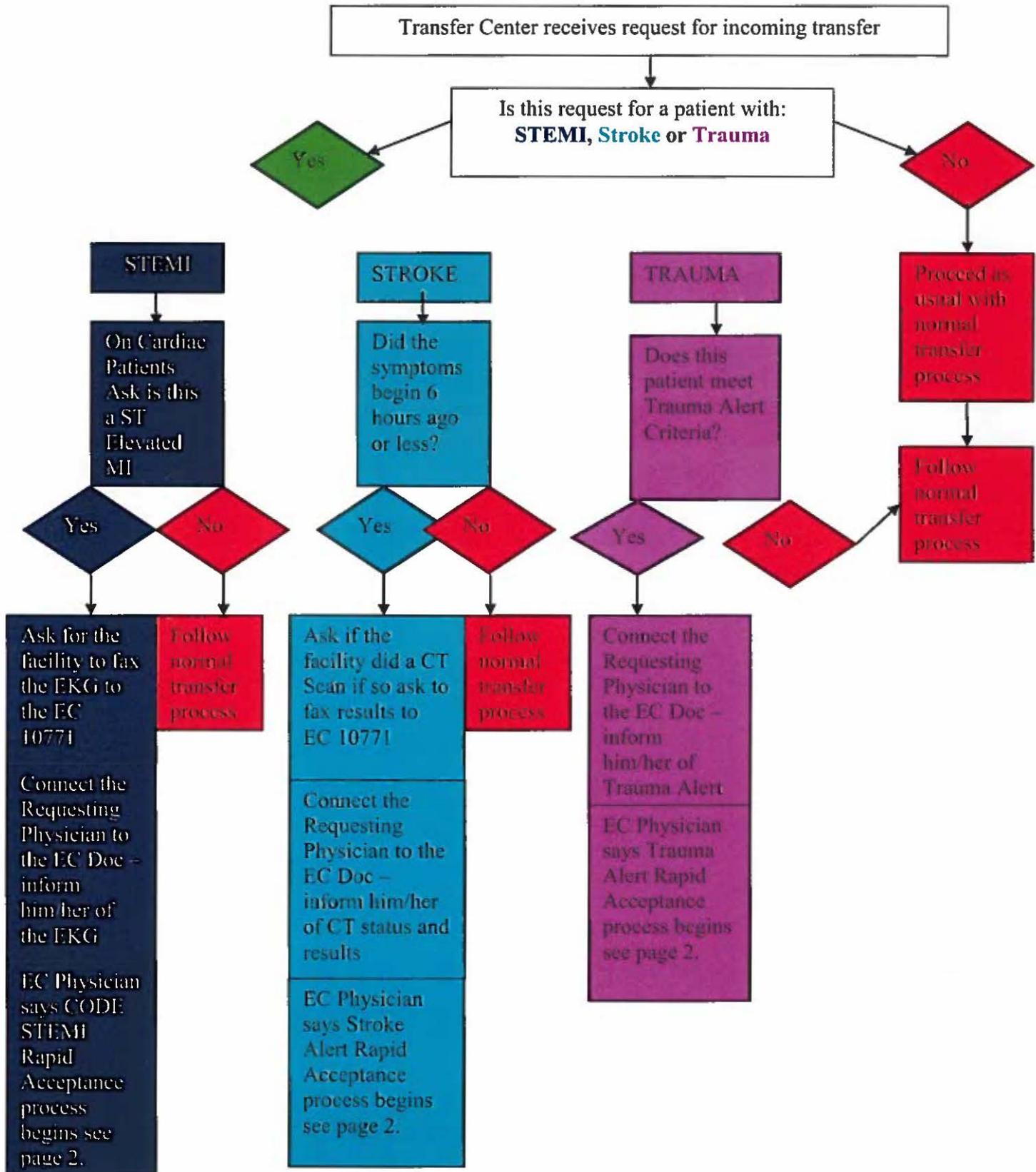
1. Does this meet the trauma alert criteria? The ER doc decides
2. Connect the requesting physician with the ER doc for acceptance
3. Have the sending facility get transportation en route for the patient
4. Page the Trauma Surgeon on call to give them a heads up about the Trauma coming
5. When the ambulance is 10 minutes out have them radio the ER with a TRAUMA alert transfer
6. Page out the TRAUMA when 10 minutes out (see Alerts section)
7. Contact nursing supervisor and process paperwork (it can be completed after the patient is transported if necessary) transfer form and Trauma form
8. Sometimes the ER doc will call back with orders for the patient to receive before transport, facilitate connecting the docs and record the call
9. Pediatric trauma transfers are for 16 and under and still go to the ER first, they are not to be treated as direct admits.

C-Port

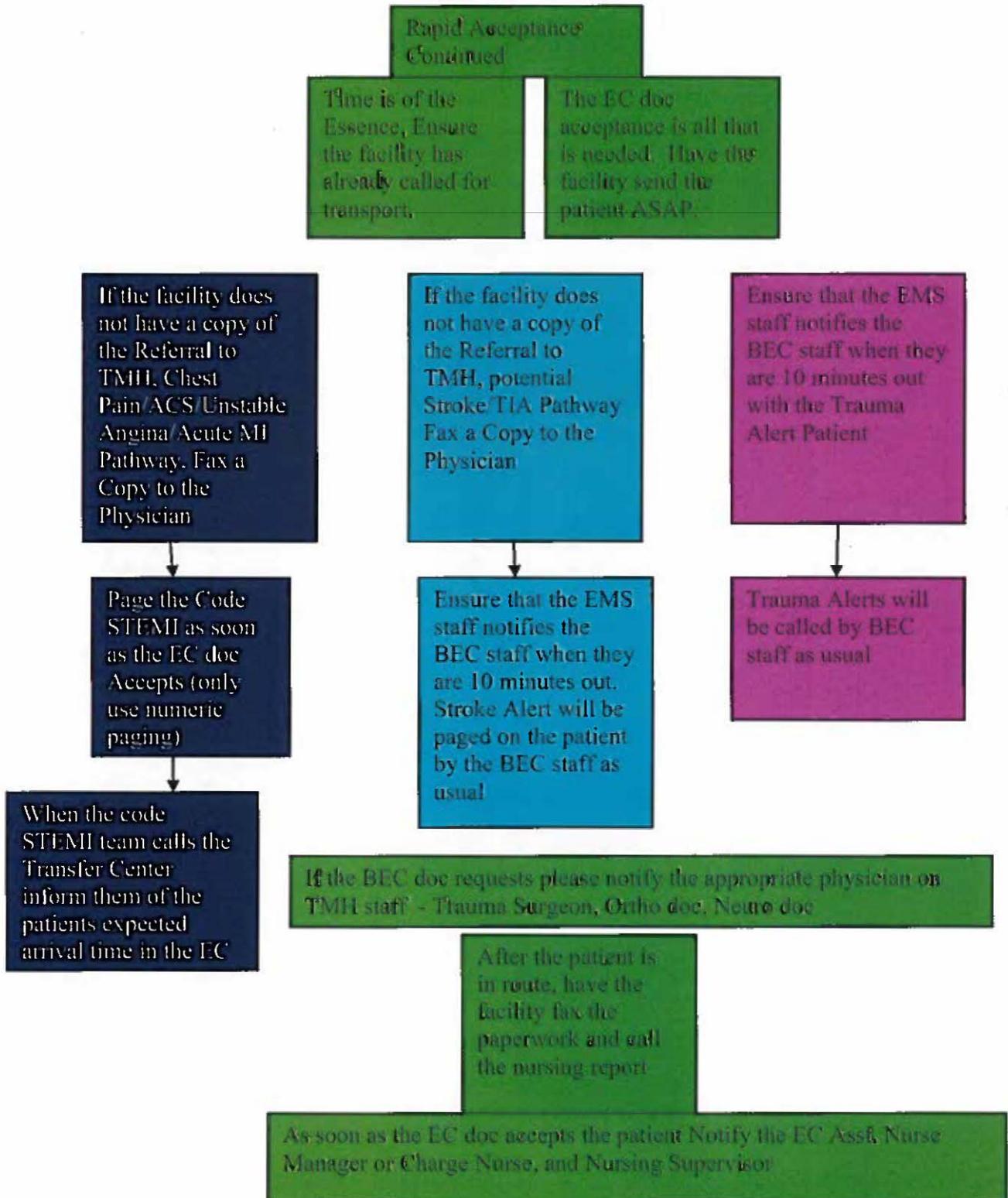
C-Port is only from Archbold Hospital for patients in their cath lab. This is a rapid acceptance in that the patient is in midst of a procedure and needs to come to us to complete the procedure.

1. Call from Archbold, or from cardiologist's staff about acceptance, find out where the cardiologist wants the patient
2. Notify nursing supervisor about rapid acceptance, nursing supervisor takes report
3. Have Archbold get transportation en route for the patient (it's a 30 minute trip)
4. Process paperwork (it can be completed after the patient is transport if necessary) C-Port form
5. Notify the cardiologist of the room assignment for care

**Rapid Acceptance Process
 Transfer Center**



Rapid Acceptance Process Transfer Center



Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding Request Application
Question 6

EXHIBIT "D"

Tallahassee Memorial HealthCare had its Initial Trauma Designation Site Survey on April 13, 2009. On July 1, 2009, the designation of "Provisional Level II Trauma Center" was changed to "Designated Level II Trauma Center."

Receiving the Designation as a Level II Trauma Center meant that the work of improving the care delivery system for Trauma Patients had only started. The Trauma Quality Committee and Multidisciplinary Committee meet monthly ten meetings per year to review the care delivered from initial contact with first responders to discharge from rehabilitation centers in our community.

Philosophy

We believe that the services provided by the Trauma Program at Tallahassee Memorial Healthcare will strive to be of the highest quality and render superior value to our patients and customers.

Definition of Quality

Quality is the measurable degree to which products and services meet or exceed the needs and expectations of our patients and customers. We, in the Trauma Program Department, are committed to the establishment of standards, the measurement of outcomes and the concept of continuous improvement in quality with the objective of doing the right thing in the right way the first time to improve return on quality.

Quality Assumptions

An understanding of the needs and expectations of our patients and customers determine the quality of a service or product. The Trauma Medical Director and Trauma Program Manager are accountable for implementation of the Performance Improvement (PI) Plan.

Mission, Vision, Values

Quality is based on the mission, vision and values of Tallahassee Memorial Healthcare. Specifically, the mission, vision and values include:

Mission

Transforming Care. Advancing Health. Improving Lives.

Vision

Leading our community to be the healthiest in the nation.

Values

Integrity – We believe in strict personal honesty and independence.

Compassion – We believe in sharing one's suffering and showing mercy.

Accountability – We believe in being responsible for our actions.

Respect – We believe in showing consideration to others.

Excellence – We believe in achieving the highest level of quality.

Quality Infrastructure

I. Purpose

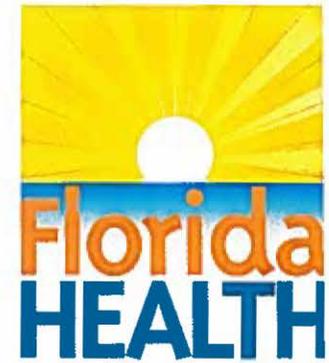
A. The purpose of the performance improvement initiative for the Trauma Program at Tallahassee Memorial Healthcare is to operationalize the vision, values, and mission identified in the Institution's and Department's strategic plan.

B. This is achieved through objective systematic monitoring and evaluation of patient care; identification of opportunities for improved outcomes; by pursuit of enhancements in patient care services, and by promoting excellence in care.

II. Goals and Objectives

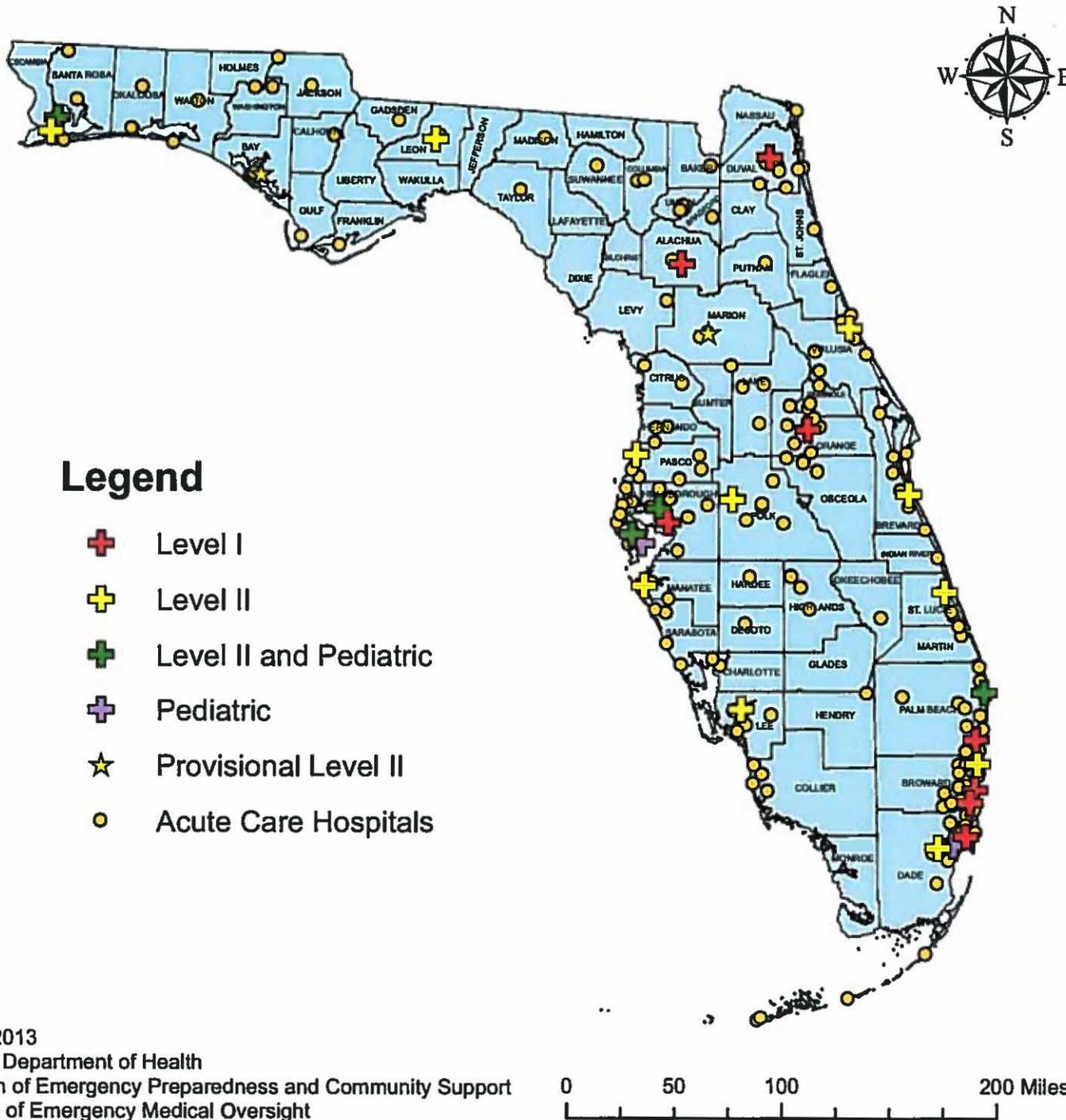
EXHIBIT "E"

- A. To provide the framework for a planned, systematic, ongoing approach for the objective monitoring and evaluation of the quality, appropriateness, and effectiveness of services provided to patients and the population we serve.
- B. To identify issues which impact upon the well being of the community and opportunities for improvement in patient care outcomes throughout the trauma care system.
- C. To enhance relationships with all clinicians and services that provide care for trauma patients, and whose efforts impact on the patient's outcome.
- D. To initiate continuous process improvement and to facilitate positive change in the provision of care throughout the continuum of the trauma system.
- E. To function as an integral component of the Tallahassee Memorial Healthcare quality initiative.
- F. To report resultant findings, conclusions, recommendations, actions, and outcomes to the senior leadership of Tallahassee Memorial Healthcare.



*Trauma Centers and
 Acute Care Hospitals*

Disclaimer: This thematic map is for reference purposes. Any reliance on the information contained herein is at the user's own risk. The Florida Department of Health and its agents assume no responsibility for any use of the information contained herein or any loss resulting there from.



Legend

- + Level I
- + Level II
- + Level II and Pediatric
- + Pediatric
- ★ Provisional Level II
- Acute Care Hospitals

0 50 100 200 Miles

EMS #	EMS Provider	Address	City	State	Zip	County	Phone
6603	AIRHEART 3 / AIRMETHODS	1931 US HWY 90 WEST	DEFUNIAK SPRINGS	FL	32433	WALTON	850-951-0257
7010	SHANDSCAIR 3 out of Perry, FL	BOX 100335 SHANDS HOSPITAL	GAINESVILLE	FL	32610	ALACHUA	352-265- 7074
2001	GADSDEN COUNTY EMS	412 EAST JEFFERSON STREET	QUINCY	FL	32351	GADSDEN	850-875-8688
3301	JEFFERSON COUNTY EMS	COUNTY COURTHOUSE RM 10	MONTICELLO	FL	32344	JEFFERSON	850-342-0180
3701	TMH, INC.	1300 MICCOSUKEE RD	TALLAHASSEE	FL	32308	LEON	850-431-4060
3703	LEON COUNTY EMS	2290 MICCOSUKEE RD	TALLAHASSEE	FL	32308	LEON	850-606-2120
3901	LIBERTY COUNTY AMBULANCE SERVICE	PO BOX 399	BRISTOL	FL	32321	LIBERTY	850-643-5866
4001	MADISON COUNTY EMS	PO BOX 539	MADISON	FL	32341	MADISON	850-973-1494
6202	DOCTORS MEMORIAL EMS	333 Bryon Butler Parkway	PERRY	FL	32347	TAYLOR	850-584-2227w2
6501	WAKULLA COUNTY AMBULANCE SERVICE	PO BOX 608 (338 Trice Lane)	CRAWFORDVILLE	FL	32326	WAKULLA	850-926-5424
1904	WEEMS EMS (2nd contact)	135 AVE G	APALACHICOLA	FL	32320	FRANKLIN	850-653-8853
1609	TRAUMA ONE @ SHANDS JACKSONVILLE MED CTR	655 WEST 8TH ST	JACKSONVILLE	FL	32209	DUVAL	904-244-2782
7001	AIRMEDIC 1	333 BYRON BUTLER BLVD	PERRY	FL	32347	PERRY	850-584-0826
183	GRADY COUNTY EMS	1700 NORTH BROAD STREET	CAIRO	GA	39828	GRADY	229-377-6413
3202	JACKSON COUNTY FIRE AND RESCUE UNIT	4487 LAFAYETTE ST	MARIANNA	FL	32446	JACKSON	850-718-0000
301	BAY MEDICAL CENTER	518 N COVE BLVD	PANAMA CITY	FL	32401	BAY	850-747-6336
6603	AIRHEART 2 / AIRMETHODS	3689 INDUSTRIAL PARK DRIVE	MARIANNA	FL	32446	JACKSON	850-482-5861
241	COLQUITT COUNTY EMS	3131 SOUTH MAIN STREET	MOULTRIE	GA	31768	COLQUITT	229-891-9059
243	MILLER COUNTY EMS	202 GREY STREET PO BOX 376	COLQUITT	GA	39837	MILLER	229-758-4113
7001	AIRMEDIC 2	70 ACADEMY DRIVE	HAVANA/QUINCY	FL	32333	GADSDEN	850-201-7653
043-01	DECATUR COUNTY EMS	PO 1256	BAINBRIDGE	GA	39818	DECATUR	229-248-3001
1609	TRAUMA ONE @ LAKE CITY (SHANDS)		LAKE CITY	FL		COLUMBIA	386-755-6305
2401	HAMILTON COUNTY EMS	902 US 41 NW	JASPER	FL	32052	HAMILTON	386-792-6447
290	THOMAS COUNTY EMS	1202 REMINGTON AVENUE	THOMASVILLE	GA	31792	THOMAS	229-227-4113
1904	Weems Memorial Hospital Ambulance	135 Ave. G	Apalachicola	FL	32320	FRANKLIN	850-653-8853
1501	DIXIE COUNTY EMS	56 Northeast 210th Ave	Cross City	FL	32628	DIXIE	352-498-1240
	Mitchell County EMS, GA (includes Pelham,GA)	4767 Hwy 37 East	Camilla	GA	31730	Ann Lamb	229-336-2072
5907	Suwannee County EMS	13530 80th terrace	Live Oak	FL	32060	SUWANNEE	
0702	CALHOUN COUNTY EMS	20370 NE Burns Ave	Blountstown	FL	32424	CALHOUN	850-237-1506
6701	WASHINGTON COUNTY EMS	Hwy 279	Vernon	FL	32462	WASHINGTON	850-535-4845
409	Air Evac Lifeteam - Waycross, GA	3407 Harris Rd	Waycross	GA	31501	Ware	912-287-9833
86	Air Evac Lifeteam - Cordele GA	1722 N 2nd St	Cordele	GA	31015	Crisp	229-273-7701
	Main Dispatch for AirEvac 1-800-247-3822	6 helicopters based in Georgia					
049-03	EARLY MEMORIAL HOSPITAL EMS	11740 Columbia St	Blakely	GA	39823	EARLY	229-724-4136
0001	HOLMES COUNTY EMS	PO BOX 668	Bonifay	FL	32425	HOLMES	850-547-4898
	Doctors Memorial Hospital in Bonifay	2600 Hospital Drive	Bonifay	FL	32425	HOLMES	850-547-8000
76	SEMINOLE COUNTY EMS - GEORGIA	200 S. Knox Ave	Donalsonville	GA	39845	SEMINOLE	229-524-5816
3401	Lafayette County EMS - Florida	PO Box 236	Mayo	FL	32066	Lafayette	386-294-1633
047	Dougherty County EMS - Georgia (Albany)	901 N Jefferson	Albany	GA	31701	Dougherty	229-439-7011
	Gold Star Ambulance (private transport South GA)			GA			877-794-4911

Worksheet Item #6

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Fundi
Request Application
Questions 11, 12 & 14

Tallahassee Memorial Hospital
Trauma Center, a component of the Bixler Emergency Center
FY 2013 Budget
Exhibit G

		<u>FY 2013 Budget</u>
60000-0000	SALARIES	\$ 405,300
60150-0000	SICK PAY	6,000
60200-0000	VACATION & HOLIDAY	18,200
60350-0000	OVERTIME, SHIFT, CALL, OTHER	29,000
	LABOR	<u>458,500</u>
61000-0000	SOCIAL SECURITY	35,100
61050-0000	GROUP HEALTH, DENTAL INSURANCE	20,700
	RETIREMENT	67,500
61200-0000	GROUP LIFE, DISABILITY INSURANCE	1,550
61400-0000	MEDICAL DIRECTORS FEES	1,225,000
61850-0000	PUBLIC RELATIONS	15,000
61950-0000	GENERAL SUPPLIES	10,050
62600-0000	COPY MACHINE & MICROFILMING	2,750
64300-0000	MAINTENANCE & REPAIR SUPPLY	1,300
65775-0000	CELLULAR PHONES	2,000
65800-0000	DUES,SUBS,LICENSES & LIBRARY	900
65815-0000	SOFTWARE LICENSING FEES	-
65900-0000	CONT EDUCATION & TRAVEL	6,150
	OTHER EXPENSES	<u>1,388,000</u>
	TOTAL EXPENSES	<u><u>\$ 1,846,500</u></u>

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding
Request Application
Questions 11, 12 & 14

EXHIBIT G

**Tallahassee Memorial Hospital
Trauma Center, a component of the Bixler Emergency Center
Proforma Budget**

	<u>2014</u>
60000 Salaries	\$ 359,700.00
60150 Sick pay	23,200.00
60200 Personal leave time	23,700.00
OPS, Call, Other	<u>120,000.00</u>
Labor	526,600.00
61000 Social security	38,700.00
61050 Group insurance	33,000.00
61100 Retirement	56,200.00
61250 Unemployment Compensation	1,500.00
61400 Professional fees	1,242,000.00
61950 General supplies	7,400.00
62600 Copy, microfilm	1,600.00
64300 Repair & maintenance	700.00
65800 Dues, subscriptions, licenses	600.00
65815 Software licenses	35,500.00
66350 Miscellaneous	2,500.00
65900 Continuing education	17,700.00
0 Community outreach activities	<u>18,000.00</u>
Other expenses	1,455,400.00
Total expenses	1,982,000.00

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding Request Application
Question 15

EXHIBIT "H"

The Tallahassee Memorial Foundation is continuing its efforts to secure community charitable contributions to support the Trauma Center.

Tallahassee Memorial HealthCare, Inc.
2013/2014 Non-Departmental Funding Request Application
Question 18.

Exhibit 1

Additional funding by Leon County:

September 15, 2011 Leon County, Florida entered into an agreement with the State of Florida reallocating \$200,000 for the TMH Regional Trauma Center to be used as matching funds for the Low Income Pool Enhanced Primary Care Grant.

September 18, 2018 Leon County, Florida entered into an agreement with the State of Florida reallocating \$200,000 for the TMH Regional Trauma Center to be used as matching funds for the Low Income Pool Enhanced Primary Care Grant.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

**Consolidated Financial Statements and
Supplemental Data
September 30, 2012 and 2011**

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
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September 30, 2012 and 2011

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Report of Independent Certified Public Accountants

To the Board of Directors of
Tallahassee Memorial HealthCare, Inc.

In our opinion, the accompanying consolidated balance sheets and the related consolidated statements of operations, of changes in net assets and of cash flows present fairly, in all material respects, the financial position of Tallahassee Memorial HealthCare, Inc. and Subsidiaries (the "Company") at September 30, 2012 and 2011, and the results of their operations and their cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these financial statements in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

A handwritten signature in black ink that reads "PricewaterhouseCoopers 22P". The signature is written in a cursive, flowing style.

December 10, 2012

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidated Balance Sheets
September 30, 2012 and 2011

	2012	2011
Assets		
Current assets		
Cash and cash equivalents	\$ 162,489,801	\$ 162,393,427
Short-term investments	6,704,335	4,336,796
Assets limited as to use	14,024,309	13,774,226
Patient accounts receivable, net of allowance for doubtful accounts of approximately \$57,298,000 and \$47,514,000 as of September 30, 2012 and 2011, respectively	53,985,988	49,104,979
Inventories	7,988,157	6,911,601
Due from Medicare	2,936,552	725,201
Other current assets	18,172,469	15,923,322
Total current assets	<u>266,301,611</u>	<u>253,169,552</u>
Assets limited as to use		
Held by trustee	30,276,447	30,083,054
Less amount required to meet current obligations	<u>(14,024,309)</u>	<u>(13,774,226)</u>
Total assets limited as to use	<u>16,252,138</u>	<u>16,308,828</u>
Long-term investments	8,952,280	7,611,260
Property, plant and equipment, net	255,065,199	237,812,740
Other assets	10,817,628	7,334,315
Total assets	<u>\$ 557,388,856</u>	<u>\$ 522,236,695</u>
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expenses	\$ 46,288,120	\$ 42,960,275
Current portion of long-term debt	6,042,645	6,054,862
Current portion of pension liability	16,642,774	18,039,917
Other current liabilities	9,194,459	12,312,960
Total current liabilities	<u>78,167,998</u>	<u>79,368,014</u>
Long-term debt, net of current portion	134,676,766	137,235,955
Long-term pension liability	145,520,492	142,056,253
Other liabilities	24,169,804	35,765,100
Total liabilities	<u>382,535,060</u>	<u>394,425,322</u>
Commitments and contingencies		
Net assets		
Unrestricted	157,061,892	112,356,732
Temporarily restricted	8,866,924	7,870,681
Permanently restricted	8,924,980	7,583,960
Total net assets	<u>174,853,796</u>	<u>127,811,373</u>
Total liabilities and net assets	<u>\$ 557,388,856</u>	<u>\$ 522,236,695</u>

The accompanying notes are an integral part of these consolidated financial statements.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidated Statements of Operations
Years Ended September 30, 2012 and 2011

	2012	2011
Unrestricted revenues, gains and other support		
Net patient service revenue (net of contractual allowances and discounts)	\$556,125,419	\$526,855,659
Provision for bad debts	(75,310,027)	(68,767,715)
Net patient service revenue less provision for bad debts	480,815,392	458,087,944
Other revenue	15,361,608	8,969,529
Total revenues, gains and other support	<u>496,177,000</u>	<u>467,057,473</u>
Expenses		
Salaries, wages and benefits	243,231,343	215,790,279
Supplies and other	153,747,630	142,027,423
Professional fees	30,234,369	14,622,459
Depreciation and amortization	20,167,786	17,538,234
Interest	9,078,621	8,798,003
Total expenses	<u>456,459,749</u>	<u>398,776,398</u>
Operating income	39,717,251	68,281,075
Other revenues and expenses, net	1,007,311	(2,641,397)
Excess of revenues over expenses	40,724,562	65,639,678
Net asset transfers from unrestricted net assets to temporarily restricted net assets	-	(445)
Net assets released from restrictions used for program services and purchase of equipment	1,218,060	1,634,936
Change in pension liability	2,762,538	(36,261,141)
Increase in unrestricted net assets	<u>\$ 44,705,160</u>	<u>\$ 31,013,028</u>

The accompanying notes are an integral part of these consolidated financial statements.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidated Statements of Changes in Net Assets
Years Ended September 30, 2012 and 2011

	2012	2011
Unrestricted net assets		
Excess of revenues over expenses	\$ 40,724,562	\$ 65,639,678
Net asset transfers from unrestricted net assets to temporarily restricted assets	-	(445)
Net assets released from restrictions used for program services and purchase of equipment	1,218,060	1,634,936
Change in pension liability	2,762,538	(36,261,141)
Increase in unrestricted net assets	<u>44,705,160</u>	<u>31,013,028</u>
Temporarily restricted net assets		
Contributions	1,567,442	2,016,565
Provision for bad debts	-	(62,792)
Change in value of charitable remainder annuity trust	-	(77,388)
Contributions for equipment purchases	182,487	283,935
Income on investments	316,012	107,193
Net unrealized and realized gains (losses) on investments	448,370	(72,390)
Net assets released from restrictions—used for program services	(1,035,573)	(1,351,001)
Net assets released from restrictions—used for purchase of equipment	(182,487)	(283,935)
Net asset transfers to temporarily restricted net assets from unrestricted net assets	-	445
Net asset transfers (from) to temporarily restricted net assets (to) from permanently restricted net assets	(300,008)	15,438
Increase in temporarily restricted net assets	<u>996,243</u>	<u>576,070</u>
Permanently restricted net assets		
Contributions	598,423	72,333
Income on investments	182,976	65,847
Net asset transfers to (from) permanently restricted net assets from (to) temporarily restricted net assets	300,008	(15,438)
Net unrealized and realized gains (losses) on investments	259,613	(44,468)
Increase in permanently restricted net assets	<u>1,341,020</u>	<u>78,274</u>
Increase in net assets	47,042,423	31,667,372
Net assets		
Beginning of year	<u>127,811,373</u>	<u>96,144,001</u>
End of year	<u>\$ 174,853,796</u>	<u>\$ 127,811,373</u>

The accompanying notes are an integral part of these consolidated financial statements.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidated Statements of Cash Flows
Years Ended September 30, 2012 and 2011

	2012	2011
Cash flows from operating activities		
Change in net assets	\$ 47,042,423	\$ 31,667,372
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	20,167,786	17,538,234
Depreciation on office space rental property	1,101,647	1,641,791
Amortization of bond discount and bond issue costs	264,530	264,530
Net realized and unrealized (gains) losses on trading securities	(1,762,065)	279,190
Change in fair value of derivative	(2,093,485)	233,482
Provision for bad debts	75,310,027	68,830,508
Change in pension liability	2,067,096	35,883,648
Gain on sale of property, plant and equipment	(54,559)	(483,349)
Restricted contributions	(708,321)	(624,484)
(Increase) decrease in		
Patient accounts receivable	(80,191,036)	(79,096,149)
Inventories	(1,076,556)	(329,487)
Due from Medicare	(2,211,351)	2,723,644
Other current assets	(2,249,147)	197,125
Other assets	(3,654,396)	-
Increase (decrease) in		
Accounts payable and accrued expenses	3,327,845	(11,959,566)
Other current liabilities	(3,118,501)	36,426
Other liabilities	(9,501,811)	(6,433,222)
Net cash provided by operating activities	<u>42,660,126</u>	<u>60,369,693</u>
Cash flows from investing activities		
Purchases of property, plant and equipment	(35,154,534)	(25,229,721)
Proceeds from disposals of equipment	54,559	1,212,380
Investments		
Purchases of investments	(31,087,841)	(17,661,069)
Proceeds from sales and maturities of investments	28,822,796	17,306,431
Assets limited as to use		
Purchases of investments	(6,045,004)	(4,676,175)
Proceeds from sales and maturities of investments	6,170,162	6,395,029
Decrease (increase) in notes receivable and deposits	16,279	(2,227,674)
Net cash used in investing activities	<u>(37,223,583)</u>	<u>(24,880,799)</u>
Cash flows from financing activities		
Payments on capital lease obligations	(1,057,991)	(956,834)
Payments on long-term debt	(4,990,499)	(4,698,129)
Payments on pledges receivable	525,834	340,550
Restricted contributions	182,487	283,935
Net cash used in financing activities	<u>(5,340,169)</u>	<u>(5,030,478)</u>
Net increase in cash and cash equivalents	96,374	30,458,416
Cash and cash equivalents		
Beginning of year	162,393,427	131,935,011
End of year	<u>\$ 162,489,801</u>	<u>\$ 162,393,427</u>
Supplemental disclosures of cash flow information		
Purchases of building and equipment under capital lease obligations	\$ 3,367,358	\$ 8,396,819
Interest paid on debt obligations	8,883,769	8,970,469

The accompanying notes are an integral part of these consolidated financial statements.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

1. Summary of Significant Accounting Policies

Organization and Reporting Entity

Tallahassee Memorial HealthCare, Inc. and Subsidiaries ("TMH, Inc.") is a not-for-profit parent holding corporation which manages and operates a health delivery system. Tallahassee Memorial Hospital (the "Hospital"), a not-for-profit health care facility, is the hospital division of TMH, Inc. Through common board control, provision of bylaws and direct stock ownership, TMH, Inc. is the parent corporation of Southeast Community Health Services, Inc. ("SECHS"), Tallahassee Memorial Health Ventures, Inc. ("TMHV"), Tallahassee Memorial HealthCare Foundation, Inc. ("Foundation") and Medicus Select, LLC. SECHS is a not-for-profit property holding company. TMHV is a for-profit corporation which manages activities which are not tax exempt. The Foundation is a not-for-profit organization which promotes the educational training and research programs of TMH, Inc. Medicus is a disregarded entity that provides the Hospital with leased labor.

The accompanying consolidated financial statements include the accounts of TMH, Inc. and all of the above mentioned controlled subsidiaries or divisions. All significant intercompany transactions have been eliminated in the consolidated financial statements.

Basis of Presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting. Net assets are identified as unrestricted, temporarily restricted, or permanently restricted.

- Unrestricted - Net assets that are not subject to donor-imposed restrictions.
- Temporarily restricted - Net assets whose use is subject to donor-imposed stipulations that can be fulfilled by actions of TMH, Inc. pursuant to those stipulations or that expire by the passage of time.
- Permanently restricted - Net assets subject to donor-imposed stipulations that they be maintained permanently.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. The significant estimates involve accounting for the allowance for doubtful accounts and contractual allowances, due from Medicare, self-insurance liabilities, accrued pension liability and depreciation and amortization expense.

Cash and Cash Equivalents

Cash and cash equivalents include certain investments in highly liquid debt instruments with original maturities of three months or less when purchased.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

Investments

Short-term investments consist primarily of certificates of deposit with maturities of less than one year, money market funds and equities. Long-term investments consist primarily of equities, corporate obligations, mutual funds, and U.S. government and agency obligations. All investments in debt securities and marketable equity securities with readily determinable fair values are measured at fair value in the accompanying consolidated balance sheets. Investment income or loss (including unrealized gains and losses on investments, interest and dividends) is included in the excess of revenues over expenses except for income or loss that is restricted by donor or law. Unrealized gains and losses on short-term and long-term investments classified as other than trading securities are excluded from the excess of revenues over expenses. TMH, Inc. evaluates the nature and classification of securities on a periodic basis under Accounting Standards Codification ("ASC") 958, *Not-for-Profit Entities* ("ASC 958").

Assets Limited as to Use

Assets limited as to use include assets held by trustees under indenture agreements and self-insurance trust arrangements. Amounts required to meet current liabilities of the Hospital have been presented as current assets in the accompanying consolidated balance sheets. Assets limited as to use are classified as trading securities and stated at fair market value. Amounts consist of cash and cash equivalents, corporate obligations, U.S. government and agency obligations, mutual funds and equities. The Hospital evaluates the nature and classification of securities on a periodic basis and has designated all securities as trading.

Inventories

Inventories consist principally of unused supplies and are stated at the lower of cost (first-in, first-out method) or market.

Property, Plant and Equipment

Property, plant and equipment are stated at cost. Depreciation and amortization is computed on the straight-line method over the estimated useful lives of the assets generally as follows:

	Estimated Useful Lives
Building and building improvements	5-40
Leasehold improvements	5-25
Equipment	3-20

Expenditures for additions and improvements are capitalized. Costs incurred to acquire material and services in obtaining and installing internal-use software and payroll costs directly spent on the installation of such software are capitalized. Training and maintenance fees are expensed as incurred. Expenditures for maintenance and repairs are charged to operations as incurred. Upon sale or retirement of depreciable assets, the related cost and accumulated depreciation are removed from the respective accounts and any gain or loss is included in other revenues and expenses, net.

Charitable Remainder Annuity Trust

During the year ended September 30, 2007, the Foundation was named as the participating beneficiary in a charitable remainder annuity trust. A charitable remainder annuity trust is an arrangement in which a donor establishes a trust with specified distributions to be made to a designated beneficiary over the trust's term. During 2012, the trust terminated, and the remaining assets were received by the Foundation.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

The Foundation had recorded the estimated present value of its interest in the trust's assets as temporarily restricted net assets, in accordance with the trust's terms. A liability had been established for the portion of the trust that is owed to other parties and the amount is classified as other liabilities in the accompanying consolidated balance sheets. Based on the value of the assets received, the Foundation recorded permanently restricted contributions of approximately \$443,000 for the year ended September 30, 2012.

Debt Issuance Costs

Debt issuance costs incurred in connection with the Health Facilities Revenue Bonds, Health Facilities Revenue Refunding Bonds and Healthcare Facilities Subordinated Revenue Bonds are being amortized over their respective terms utilizing the straight-line method, which approximates the effective interest method. As of September 30, 2012 and 2011, debt issuance costs of approximately \$3,574,000, net of accumulated amortization of approximately \$2,235,000 and \$2,080,000, respectively, remain to be amortized over future periods and are included in other assets in the accompanying consolidated balance sheets.

Accrued Self-Insurance Liabilities

The provision for estimated self-insured professional liability (malpractice), workers' compensation and employee health includes estimates of the ultimate costs for both reported claims and claims incurred but not reported. The current portion of professional liability, workers' compensation and employee health are included in other current liabilities and the long-term portion is included in other liabilities in the consolidated balance sheets.

Net Patient Service Revenue

The components of net patient service revenue for the years ended September 30, 2012 and 2011 are as follows:

	2012	2011
Gross patient service revenue	\$ 1,631,937,645	\$ 1,483,636,094
Contractual adjustments and other deductions	<u>(1,075,812,226)</u>	<u>(956,780,435)</u>
Net patient service revenue	<u>\$ 556,125,419</u>	<u>\$ 526,855,659</u>

Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined. Approximately 81% and 83% of the Hospital's net patient accounts receivable at September 30, 2012 and 2011, respectively, are due from commercial insurance carriers and governmental payors, and the remainder is due from others who reside primarily in the geographical area in or near Tallahassee, Florida. Patient accounts receivable are stated at their estimated net realizable value as determined by management. Management's estimate is based on an assessment of historical and expected net collections, considering business and economic conditions, trends in health care coverage and other collection indicators.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

Interest Expense

Cash payments for interest were approximately \$8,884,000 and \$8,970,000 for the years ended September 30, 2012 and 2011, respectively. Net interest expense charged to operations for the years ended September 30, 2012 and 2011 is summarized as follows:

	2012	2011
Interest cost		
Total interest cost	\$ 9,078,621	\$ 9,185,953
Net interest expense	<u>\$ 9,078,621</u>	<u>\$ 9,185,953</u>
Interest expense classified as		
Operating	\$ 9,078,621	\$ 8,798,003
Nonoperating	-	387,950
	<u>\$ 9,078,621</u>	<u>\$ 9,185,953</u>

Excess of Revenues Over Expenses

The consolidated statements of operations include the excess of revenues over expenses. Changes in unrestricted net assets which are excluded from excess of revenues over expenses, consistent with industry practice, include net assets released from restrictions used for program services and purchases of equipment and the change in pension liability.

Charity Care

The Hospital provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Hospital does not pursue collection of amounts determined to qualify as charity care, they are not reported as net patient service revenue.

Donations

The Foundation reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statements of operations as net assets released from restrictions. Donor-restricted contributions, other than for equipment, whose restrictions are met within the same year as received are reported as unrestricted contributions in the accompanying consolidated financial statements.

The Foundation reports gifts of land, buildings and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. The Foundation reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

Other Revenues and Expenses, Net

Other revenues and expenses, net consist primarily of interest income, rental income and the related rental expenses incurred to maintain rental property and the total change in the fair value of the derivative.

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Derivative

TMH, Inc. recognizes the asset or liability for derivative instruments on the consolidated balance sheets at fair value and the amount is included in other liabilities in the consolidated balance sheets. The market value of the derivative instrument at September 30, 2012 and 2011 was approximately \$(2,466,000) and \$(4,559,000), respectively. Changes in the fair value of derivatives are recorded each period in excess of revenues over expenses or as a change in unrestricted net assets, depending on the type of hedge transaction.

On March 22, 2001, the Hospital entered into a "Basis Rate Swap" agreement with a financial institution to receive or pay the spread between two variable interest rates for a notional amount equal to the outstanding principal on the Series 2000 Bond Issue. The purpose of the Basis Rate Swap is to reduce interest cost over the life of the Series 2000 Bonds. However, the swap agreement does not meet the definition of a hedge. Consequently, changes in the fair value of the instrument are required to be recorded in the excess of revenues over expenses in the consolidated statements of operations. The changes in the market value of the swap required the recording of a gain and (loss) of approximately \$2,093,000 and \$(233,000) in other revenues and expenses, net, in the accompanying consolidated statements of operations for the years ended September 30, 2012 and 2011, respectively. The gain and (loss) are unrealized and represent the amount the Hospital would be required to pay the Basis Rate Swap at the end of the fiscal year.

The Hospital received and (paid) funds related to the Basis Rate Swap of approximately \$47,000 and \$(40,000) for the years ended September 30, 2012 and 2011, respectively, which is recorded in other revenues and expenses, net in the accompanying consolidated statements of operations. Furthermore, the Hospital was required to post collateral in the amount of approximately \$3,409,000 and \$3,609,000 at September 30, 2012 and 2011, respectively, as part of the margin call related to the Basis Rate Swap. The cash collateral is recorded in assets limited as to use in the accompanying consolidated balance sheets.

Fair Value Measurements

TMH, Inc. accounts for fair value in accordance with ASC 820, *Fair Value Measurements* ("ASC 820"). ASC 820 defines fair value, establishes a framework for measuring fair value under generally accepted accounting principles and enhances disclosures about fair value measurements. Fair value is defined under ASC 820 as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date.

ASC 820 establishes a hierarchy of valuation inputs based on the extent to which the inputs are observable in the marketplace. Observable inputs reflect market data obtained from sources independent of the reporting entity and unobservable inputs reflect the entity's own assumptions about how market participants would value an asset or liability based on the best information available. Valuation techniques used to measure fair value under ASC 820 must maximize the use of observable inputs and minimize the use of unobservable inputs. The standard describes a fair value hierarchy based on three levels of inputs, of which the first two are considered observable and the last unobservable, that may be used to measure fair value.

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The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used by TMH, Inc. for financial instruments measured at fair value on a recurring basis. The three levels of inputs are as follows:

Level 1 - Quoted prices in active markets for identical assets or liabilities.

Level 2 - Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the same term of the assets or liabilities.

Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

A financial instrument's categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

The following tables present the financial instruments carried at fair value as of September 30, 2012 and 2011, by caption on the consolidated balance sheets by the ASC 820 valuation hierarchy defined above:

September 30, 2012	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total Fair Value
Assets				
Cash, investments and assets limited as to use				
Cash and cash equivalents	\$ 184,684,024	\$ -	\$ -	\$ 184,684,024
Corporate obligations	3,988,700	5,880,548	-	9,869,248
Mutual funds	670,142	498,268	-	1,168,410
U.S. government and agency obligations	-	7,616,819	-	7,616,819
Equities	5,084,362	-	-	5,084,362
Total cash, investments and assets limited as to use	194,427,228	13,995,635	-	208,422,863
Pledges receivable	-	-	3,224,144	3,224,144
Charitable remainder annuity trusts	-	154,146	-	154,146
Insurance contract	-	229,839	-	229,839
Total assets at fair value	<u>\$ 194,427,228</u>	<u>\$ 14,379,620</u>	<u>\$ 3,224,144</u>	<u>\$ 212,030,992</u>
Liabilities				
Basis rate swap payable	\$ -	\$ 2,465,919	\$ -	\$ 2,465,919
Total liabilities at fair value	<u>\$ -</u>	<u>\$ 2,465,919</u>	<u>\$ -</u>	<u>\$ 2,465,919</u>

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September 30, 2011	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total Fair Value
Assets				
Cash, investments and assets limited as to use				
Cash and cash equivalents	\$ 185,833,382	\$ -	\$ -	\$ 185,833,382
Corporate obligations	2,611,234	860,803	-	3,472,037
Mutual funds	3,743,026	489,954	-	4,232,980
U.S. government and agency obligations	-	9,110,404	-	9,110,404
Equities	1,775,734	-	-	1,775,734
Total cash, investments and assets limited as to use	193,963,376	10,461,161	-	204,424,537
Pledges receivable	-	-	3,216,928	3,216,928
Charitable remainder annuity trusts	-	1,318,291	-	1,318,291
Insurance contract	-	216,780	-	216,780
Total assets at fair value	<u>\$ 193,963,376</u>	<u>\$ 11,996,232</u>	<u>\$ 3,216,928</u>	<u>\$ 209,176,536</u>
Liabilities				
Basis rate swap payable	\$ -	\$ 4,559,404	\$ -	\$ 4,559,404
Obligations under annuity arrangements and due to FSU	-	924,181	-	924,181
Total liabilities at fair value	<u>\$ -</u>	<u>\$ 5,483,585</u>	<u>\$ -</u>	<u>\$ 5,483,585</u>

Following is a description of TMH, Inc.'s valuation methodologies for assets and liabilities measured at fair value.

Fair value for Level 1 is based upon quoted prices in active markets that TMH, Inc. has the ability to access for identical assets and liabilities. Market price data is generally obtained from exchange or dealer markets. TMH, Inc. does not adjust the quoted price for such assets and liabilities.

Fair value for Level 2 is based on quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active and model-based valuation techniques for which all significant assumptions are observable in the market or can be corroborated by observable market data for substantially the full term of the assets. Inputs are obtained from various sources including market participants, dealers, and brokers.

Fair value for Level 3, is based on valuation techniques that use significant inputs that are unobservable as they trade infrequently or not at all.

Basis rate swaps are valued using both observable and unobservable inputs, such as quotations received from the counterparty, dealers or brokers, whenever available and considered reliable. In instances where models are used, the value of the Interest rate swap depends upon the contractual terms of, and specific risks inherent in, the instrument as well as the availability and reliability of observable inputs. Such inputs include market prices for reference securities, yield curves, credit curves, measures of volatility, prepayment rates, assumptions for nonperformance risk, and correlations of such inputs. The basis rate swap arrangement has inputs which can generally be corroborated by market data and are therefore classified within Level 2.

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The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while TMH, Inc. believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date.

The following table is a rollforward of the statements of financial position amounts for financial instruments classified by TMH, Inc. within Level 3 of the fair value hierarchy defined above:

	Pledges Receivable
Fair value, September 30, 2010	\$ 3,070,387
Payments received	(340,550)
New pledges	576,901
Provision for bad debts	(80,792)
Discount to present value	(9,018)
Fair value, September 30, 2011	3,216,928
Payments received	(525,834)
New pledges	541,743
Provision for bad debts	(2,000)
Discount to present value	(6,693)
Fair value, September 30, 2012	\$ 3,224,144

Concentrations of Credit Risk

TMH, Inc. maintains its cash and cash equivalents with several large institutions. All accounts at each financial institution are guaranteed by the Federal Deposit Insurance Corporation up to \$250,000 per bank. TMH, Inc. has cash deposits which exceed the federally insured deposited amount. Management does not anticipate nonperformance by financial institutions.

TMH, Inc. grants credit without collateral to its patients, most of whom are local residents and are insured under third-party payor agreements. The mix of receivables from patients and third-party payors on a net basis at September 30, 2012 and 2011 was as follows:

	2012	2011
Medicare	20%	23%
Medicald	17%	16%
Managed Care	25%	25%
Blue Cross	16%	15%
Other	22%	21%
	<u>100%</u>	<u>100%</u>

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Recent Accounting Pronouncements

ASC 954, *Health Care Entities* ("ASC 954"), revised the guidance and requirements for acquisitions and mergers of not-for-profit entities. ASC 954 prescribes a model similar to ASC 805, *Business Combinations*, when a not-for-profit entity acquires another not-for-profit entity. Furthermore, goodwill is assigned to reporting units as prescribed in ASC 350 and amortization ceases, subject to annual impairment testing. In addition, ASU 2010-29, *Disclosure of Supplemental Information for Business Combinations*, was released to clarify the standard further. ASU 2010-29 clarifies that if an entity issues comparative financial statements, the pro forma disclosure information required by ASC 958-805-50 should be presented as if the acquisition occurred as of the beginning of the prior year, rolled forward through the current period. TMH, Inc. adopted ASU 2010-29 as of October 1, 2011 and there was no material impact to its consolidated financial statements.

Accounting Standards Update ("ASU") 2011-07, *Presentation and Disclosure of Net Revenue, Provision for Bad Debts, and the Allowance for Doubtful Accounts*, modifies the presentation of bad debts on the face of the statement of operations by presenting it directly beneath the patient service revenue line. In addition, the standard will require additional disclosures to provide greater clarity to users concerning revenue recognition specific to health care organizations. For nonpublic entities, ASU 2011-07 is effective for the first annual period ending after December 15, 2012. TMH, Inc. has elected early adoption for the year ended September 30, 2012. There was no material impact to its consolidated financial statements upon adoption of ASU 2011-07.

ASU 2010-24, *Health Care Entities: Presentation of Insurance Claims and Related Insurance Recoveries*, revised the previous guidance specific to health care organizations related to insurance recoveries. Previously, health care organizations accounted for recoveries under a "transfer of risk" model, in which the loss accrued was limited to claims for which the risk of loss had not been transferred to an external insurance carrier. Once effective, health care entities must increase their historically reported malpractice liability for claims that are covered by insurance, and report a separate receivable for the expected insurance recoveries, to be recognized at the same time and measured on the same basis as the related liability, subject to a potential valuation allowance if necessary. ASU 2010-24 is effective for periods beginning after December 15, 2010. TMH, Inc. adopted ASU 2010-24 as of October 1, 2011 and there was no material impact to its consolidated financial statements.

ASU 2010-23, *Measuring Charity Care for Disclosure*, clarifies and increases the level of disclosure surrounding a health care organization's charity care. ASU 2010-23 requires that the disclosure of the level of care provided using fully-loaded costs (i.e., all direct and indirect costs of providing the services), which is consistent with the charity care disclosure requirements in IRS Form 990 Schedule H for not-for-profit hospitals. Costs should be estimated using the best information available. The cost measurement is not required to be based upon specific identification or the use of a cost accounting system; management may estimate such costs using "reasonable techniques" such as multiplying a ratio of costs to gross charges by the gross uncompensated charges associated with charity care patients; however, the method utilized to derive the cost must be disclosed. Entities are also required to disclose the value of any funds received to offset or subsidize charity care provided during the period (e.g., contributions that are donor-restricted for charity care). ASU 2010-23 is effective for fiscal years beginning after December 15, 2010, with early adoption permitted. The new disclosures should be applied retrospectively for all periods presented. TMH, Inc. has adopted ASU 2010-23 as of October 1, 2011 and there was no material impact to its consolidated financial statements.

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In May 2011, the Financial Accounting Standards Board ("FASB") issued ASU 2011-04, *Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in US GAAP and IFRS*, an update to the standard on fair value measurements to develop common requirements for measuring fair value and for disclosing information about fair value measurements in accordance with U.S. generally accepted accounting principles ("U.S. GAAP") and International Financial Reporting Standards ("IFRS"). The amendments in this update change the wording used to describe many of the requirements in U.S. GAAP for measuring fair value and for disclosing information about fair value measurements. The provisions of this update are effective for annual periods beginning after December 15, 2011. TMH, Inc. is currently evaluating the provisions of this update and the impact this new standard will have on its financial statements.

In October 2012, the FASB issued ASU 2012-05, *Statement of Cash Flows*, which addresses how cash receipts arising from the sale of certain donated financial assets, such as securities, should be classified in the statement of cash flows for not-for-profit entities. As the classification of cash receipts from these kinds of assets have not been consistently classified, the amendments in this update seek to eliminate the current diversity of options available by determining the classification of proceeds based on any potential donor restrictions of the cash received for long-term purposes. The provisions of this amendment are effective for annual periods beginning after June 15, 2013. TMH, Inc. does not expect a material impact to its financial statements upon adoption of ASU 2012-05.

Reclassifications

Certain reclassifications are reflected in the 2011 consolidated financial statements to conform with the 2012 presentation.

2. Net Patient Service Revenue

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

Medicare

Inpatient acute care services, skilled nursing services, hospital outpatient services and home health services rendered to Medicare program beneficiaries are paid at prospectively determined rates. These rates vary according to a patient classification system that is based on clinical, diagnostic, and other factors. Certain outpatient services rendered to Medicare beneficiaries, and direct graduate medical education costs are paid based upon a cost reimbursement methodology. The Hospital is reimbursed for cost reimbursable items at a tentative interim rate with final settlement determined after submission of annual cost reports by the Hospital and audits thereof by the Medicare fiscal intermediary.

The Hospital's Medicare cost reports have been audited by the Medicare intermediary for all years through September 30, 2010; however, final settlement has not been issued by Medicare for fiscal years 2007 through 2010. Approximately 34% and 32% of net patient service revenue for the years ended September 30, 2012 and 2011, respectively, is subject to the provisions of Medicare agreements.

Medicaid

Inpatient and outpatient services (except for laboratory and pathology services) rendered to Medicaid program beneficiaries are reimbursed under a cost reimbursement methodology. Reimbursable cost is determined in accordance with the principles of reimbursement established

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by the State of Florida Title XIX Hospital Reimbursement Plan supplemented by the Medicare Principles of Reimbursement. The interim rates are tentatively established on an individual per diem basis for each hospital, subject to cost ceilings with exceptions. The Hospital is reimbursed at a tentative rate with final settlement determined when the prospectively determined rate is adjusted as a result of intermediary audit of the cost report used in the establishment of the prospective rate. Retroactive adjustments for interim rate changes anticipated after the intermediary audit of the cost report are accrued on an estimated basis and adjusted in the period when final settlements are determined. The Hospital's Medicaid cost reports have been audited by the fiscal intermediary through September 30, 2008; however, the revised audited per diem rates have not been issued by Medicaid. Approximately 3% and 6% of net patient service revenue for the years ended September 30, 2012 and 2011, respectively, is related to services provided to Medicaid patients.

Laws and regulations governing the Medicare and Medicaid programs are complex and subject to interpretation. The Hospital believes that it is in compliance with all applicable laws and regulations and is not aware of any pending or threatened investigations involving allegations of potential wrongdoing. While no such regulatory inquiries have been made, compliance with such laws and regulations can be subject to future government review and interpretation as well as significant regulatory action including fines, penalties, and exclusion from the Medicare and Medicaid programs.

Other

The Hospital has also entered into payment agreements with certain commercial insurance carriers, health maintenance organizations, and preferred provider organizations. The basis for payment to the Hospital under these agreements includes prospectively determined rates per discharge, discounts from established charges, and prospectively determined daily rates. Some of these arrangements provide for review of paid claims for compliance with the terms of the contract and result in retroactive settlement with third parties. Retroactive adjustments for other third party claims are recorded in the period when final settlement is determined.

3. Charity Care

The Hospital maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges foregone for services and supplies furnished under its charity care policy and equivalent service statistics. The direct and in-direct costs estimated by the Hospital related to charity care were approximately \$19,478,000 and \$17,535,000 as of September 30, 2012 and 2011, respectively. The costs were estimated using the best information available to management using the cost to charge ratio. There were no funds received related to offsetting or subsidizing charity care.

4. Tax Status

TMH, Inc., the Hospital and the Foundation are organized as Florida not-for-profit corporations and both are exempt from payment of income taxes under Internal Revenue Code Section 501(c)(3). Medicus is a disregarded entity. SECHS is organized as a Florida not-for-profit corporation and is exempt from payment of income taxes under Internal Revenue Code Section 501(c)(25) as a property holding company. The Internal Revenue Code provides for taxation of certain unrelated business income of tax exempt entities. TMHV is organized as a Florida corporation whose income is taxable under Subchapter C of the Internal Revenue Code.

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5. Investments and Assets Limited As To Use

The composition of assets limited as to use at September 30, 2012 and 2011 is set forth in the following table:

	2012	2011
Held by trustee under indenture agreements		
Cash, cash equivalents and short-term investments	\$ 16,817,156	\$ 16,824,630
U.S. government and agency obligations	6,211,345	6,217,602
	<u>23,028,501</u>	<u>23,042,232</u>
Held by trustee for self-insurance funding arrangements		
Cash, cash equivalents and short-term investments	139,025	348,101
U.S. government and agency obligations	863,344	904,699
Mutual funds	498,268	489,955
Equities	1,686,368	1,433,134
Corporate obligations	651,498	255,490
	<u>3,838,503</u>	<u>3,431,379</u>
Held by trustee as swap collateral		
Cash	3,409,443	3,609,443
	<u>\$ 30,276,447</u>	<u>\$ 30,083,054</u>

Short-term and long-term investments, stated at fair value, at September 30, 2012 and 2011 include:

	2012	2011
Cash and cash equivalents	\$ 282,160	\$ 1,115,558
Corporate obligations	9,217,750	3,216,546
Certificates of deposit	1,546,439	1,542,222
Private equities	27,300	27,300
U.S. government and agency obligations	514,830	1,960,804
Mutual funds	670,142	3,743,026
Equities	3,397,994	342,600
	<u>15,656,615</u>	<u>11,948,056</u>
Less: Long-term Investments	<u>(8,952,280)</u>	<u>(7,611,260)</u>
Short-term investments	<u>\$ 6,704,335</u>	<u>\$ 4,336,796</u>

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Investment income (losses) and gains for assets limited as to use, cash equivalents, and other investments are comprised of the following for the years ended September 30, 2012 and 2011:

	2012	2011
Income		
Investment income		
Unrestricted	\$ 1,042,809	\$ 438,866
Temporarily restricted	316,012	107,193
Permanently restricted	182,976	65,847
Net realized (losses) gains on sales of securities		
Unrestricted	(232,507)	171,667
Temporarily restricted	(93,330)	88,450
Permanently restricted	(54,041)	54,332
Net unrealized gains (losses) on trading securities		
Unrestricted	1,286,589	(334,000)
Temporarily restricted	541,700	(160,840)
Permanently restricted	313,654	(98,800)
Total investment gain	<u>\$ 3,303,862</u>	<u>\$ 332,715</u>

6. Property, Plant and Equipment

Property, plant and equipment as of September 30, 2012 and 2011 is summarized as follows:

	2012	2011
Land	\$ 23,409,280	\$ 20,808,048
Buildings	276,647,114	266,972,484
Equipment	189,958,166	165,369,381
Leasehold improvements	<u>3,800,985</u>	<u>3,722,031</u>
	493,815,545	456,871,944
Less: Accumulated depreciation	<u>(247,372,298)</u>	<u>(227,114,702)</u>
	246,443,247	229,757,242
Construction in progress	<u>8,621,952</u>	<u>8,055,498</u>
Property, plant and equipment, net	<u>\$ 255,065,199</u>	<u>\$ 237,812,740</u>

Depreciation and amortization expense for the years ended September 30, 2012 and 2011 was approximately \$20,168,000 and \$17,538,000, respectively. Depreciation expense on office space rental property for the years ended September 30, 2012 and 2011 was approximately \$1,102,000 and \$1,642,000, respectively, and was included in other revenues and expenses, net in the accompanying consolidated statements of operations. Construction in progress at September 30, 2012 consisted of facility renovations, parking deck renovations, construction of a free standing emergency room and other miscellaneous construction projects. Estimated costs to complete are approximately \$10,100,000.

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The Hospital leases substantially all of its property, plant and equipment from the City of Tallahassee under the terms of a lease, as amended, which expires in September 2041. The lease is automatically extended one year each September 30 unless the City of Tallahassee or the Hospital elects to nullify that year's extension. Any such election will not affect automatic renewals in future years. Property, plant and equipment acquired by the Hospital becomes a part of the leased properties, but are owned by the City of Tallahassee and are subject to the terms of the lease agreement. Obligations incurred for such acquisitions are the direct responsibility and liability of the Hospital. The Hospital leases the facility for \$1 per year and is responsible for payment of related taxes, insurance, operating expenses and capital improvements of the property, plant and equipment.

The Hospital leases a portion of its office and equipment under agreements which expire at various dates through 2018. Rent expense for the years ended September 30, 2012 and 2011 was approximately \$3,431,000 and \$3,190,000, respectively. As of September 30, 2012, future minimum rental payments required under noncancelable operating leases are:

Years Ending	
2013	\$ 442,337
2014	355,311
2015	350,831
2016	269,605
2017	42,208
Thereafter	6,275
	<u>\$ 1,466,567</u>

The Hospital leases office space to tenants under operating leases. Lease terms range from one to ten years.

7. Other Liabilities

Other liabilities consist of the following at September 30, 2012 and 2011:

	2012	2011
Workers' compensation liability	\$ 1,278,096	\$ 1,278,096
Self-insured professional liability	11,103,231	14,540,126
Agency for HealthCare Administration statutory liability	2,776,982	2,695,097
Deferred compensation arrangement	1,456,270	1,347,753
Due to Medicaid	-	6,175,179
Asset retirement obligation	380,000	380,000
Fair value of interest rate swap	2,465,919	4,559,404
Obligation for supplemental executive retirement benefits	4,709,306	4,531,595
Due to Florida State University College of Medicine	-	257,850
	<u>\$ 24,169,804</u>	<u>\$ 35,765,100</u>

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8. Long-Term Debt

A summary of long-term debt and capital lease obligations at September 30, 2012 and 2011 follows:

	2012	2011
Health Facilities Revenue Refunding Bonds, Series 1992B, interest of 6% at September 30, 2012 and 2011, final maturity December 2015.	\$ 11,510,000	\$ 13,990,000
Health Facilities Revenue Refunding Bonds, Series 1994, interest of 6.625% at September 30, 2012 and 2011, final maturity December 2013.	5,205,000	7,570,000
Health Facilities Revenue Bonds, Series 2000, interest of 6.25% to 6.375% at September 30, 2012 and 2011, final maturity December 2030.	100,100,000	100,100,000
Healthcare Facilities Subordinated Revenue Bonds, Series 2008, interest of 9.3% at September 30, 2012 and 2011, final maturity June 2028.	600,000	600,000
Note payable, principal and interest installments of \$42,500 due quarterly with an interest rate of 175 basis points above the LIBOR base rate, adjusted quarterly. Remaining principal and accrued interest due July 27, 2017.	1,037,855	1,183,354
Capital lease obligations	<u>23,282,767</u>	<u>20,973,400</u>
	141,735,622	144,416,754
Less: Net amortized bond discount	<u>(1,016,211)</u>	<u>(1,125,937)</u>
Total long-term debt	140,719,411	143,290,817
Less: Current portion	<u>(6,042,645)</u>	<u>(6,054,862)</u>
Long-term portion	<u>\$ 134,676,766</u>	<u>\$ 137,235,955</u>

The Hospital, with the City of Tallahassee acting as a conduit, issued Health Facilities Revenue Refunding Bonds, Series 1987 and 1992B, of \$54,905,000 and \$38,840,000, respectively, in connection with two cross-over financings. In addition, Health Facilities Revenue Refunding Bonds, Series 1994 in the amount of \$21,835,000 were issued in October 1994. On December 1, 1994, the Hospital elected that the Series 1987 Bonds provide for the payment of the Series 1984 Bonds. At the same time, the Series 1992B Bonds and the Series 1994 Bonds provided for the payment of the Series 1987 Bonds. The Hospital granted the City of Tallahassee a security interest in its revenue at the time of closing of the Health Facilities Revenue Refunding Bonds, Series 1994, and the cross-over of the Series 1992B Bonds.

On November 7, 2000, the Hospital, with the City of Tallahassee acting as a conduit, issued Health Facilities Revenue Bonds, Series 2000, in the amount of \$100,100,000 for certain construction, renovation, and purchase of equipment. Interest rates range from 6.25% to 6.375% with final maturity in December 2030. The Series 2000 Bonds are collateralized by the gross revenues of the Hospital.

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On September 12, 2008, the Hospital, with the City of Tallahassee acting as a conduit, issued Healthcare Facilities Subordinated Revenue Bonds, Series 2008, in the amount of \$600,000 for the construction of a sleep center. The Bonds are privately placed and contain an interest rate of 9.3%.

The Series 1992B Bonds and the Series 1994 Bonds currently outstanding are collateralized by the unconditional and irrevocable guarantee of MBIA, Inc. (formerly the Municipal Bond Investors Assurance Corporation). The guarantee expires concurrently with the Bonds.

The bond trust indentures require compliance with various restrictive covenants, such as minimum debt service coverage ratios, and include maintenance of certain debt service funds. The Hospital was in compliance with the various restrictive financial covenants at September 30, 2012 and 2011.

All entities under TMH, Inc., with the exception of SECHS, TMHV, and the Foundation, are part of the obligated group responsible for the repayment of these bonds per the bond indenture.

Scheduled principal payments on long-term debt and the capital lease obligations are as follows:

Years Ending	Long-Term Debt	Capital Lease Obligations
2013	\$ 5,320,000	\$ 2,146,204
2014	5,645,000	1,703,382
2015	3,850,000	1,638,798
2016	4,070,000	1,666,320
2017	4,310,000	1,707,978
Thereafter	<u>95,257,855</u>	<u>34,350,520</u>
	<u>\$ 118,452,855</u>	43,213,202
Less: Amount representing interest under the capital lease obligations		<u>(19,930,435)</u>
		<u>\$ 23,282,767</u>

The following equipment and buildings were financed under capital leases and are included in property, plant and equipment on the consolidated balance sheets at September 30, 2012 and 2011:

	2012	2011
Equipment and buildings	\$ 27,592,550	\$ 24,029,898
Less: Accumulated depreciation	<u>(5,572,844)</u>	<u>(3,759,744)</u>
	<u>\$ 22,019,706</u>	<u>\$ 20,270,154</u>

9. Self-Insurance

The Hospital has professional liability insurance coverage through a captive insurer on a claims-made basis. The Hospital is currently self-insured for the first \$3,000,000 of each claim. From May 1, 2003 through April 30, 2005, the Hospital was self-insured for the first \$5,000,000 of each claim. From March 28, 2002 through April 30, 2003, the Hospital was self-insured for the first \$3,000,000 of each claim. From March 15, 2001 through March 27, 2002, the Hospital was self-

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

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Insured for the first \$1,000,000 of each claim. From January 1, 1989 through March 14, 2001, the Hospital was self-insured for the first \$250,000 and prior to January 1, 1989, the Hospital was self-insured for the first \$100,000 of each claim. Malpractice claims, including amounts for which the Hospital is self-insured, have been asserted by various claimants, and additional claims may be asserted for known incidents occurring through September 30, 2012. The claims are in various stages of processing and some may ultimately be brought to trial. Moreover, additional claims arising from services provided to patients in the past may be asserted. The Hospital has engaged an independent actuary to assist in the computation of an accrual for self-insurance of professional liability coverage. The actuarial computations were based upon an evaluation of past incidents. A liability of approximately \$19,380,000 and \$25,289,000 has been recorded at September 30, 2012 and 2011, respectively, representing management's best estimates based upon the actuarial computations.

Effective May 1, 2005, the Hospital entered into a captive arrangement with Health Care Casualty Risk Retention Group, Inc. ("HCCR") for professional and general liability reinsurance coverage. HCCR provides liability insurance coverage of \$20,000,000 per occurrence in excess of the \$3,000,000 retention. HCCR provides aggregate liability coverage of \$20,000,000.

HCCR was incorporated under the Captive Insurance Company Act of 2004 and the District of Columbia Business Corporation Act, D.C. Code, 2001 edition, on December 14, 2004. HCCR was added to the list of registered Risk Retention Groups by the state of Florida on March 8, 2005. In addition, the Hospital owns shares of Health Care Casualty Insurance Limited (the "Captive") which was incorporated as a limited liability company under the Companies Law of the Cayman Islands on August 30, 2002 and holds an unrestricted Class "B" Cayman Islands insurer's license under Section 4(2) of the Cayman Islands Insurance Law. The license enables the Captive to transact insurance business, other than domestic business, from within the Cayman Islands. The Cayman Islands Monetary Authority has imposed a minimum capital requirement of \$120,000.

HCCR and the Captive are owned by a number of healthcare institutions based in the United States. The owners are all not-for-profit hospitals and healthcare systems. The principal activity of the Captive and HCCR is to provide professional and general liability coverage on a claims made and occurrence basis for the risk associated with the delivery of healthcare services for the shareholders, their employees and medical staff members. The Hospital became a shareholder of the Captive and HCCR on May 1, 2005. As of September 30, 2012, the Hospital is one of eight owners of the Captive, four of which are active and four are inactive and one of five owners of HCCR. The Hospital's investment in HCCR and the Captive was \$100,000 and \$857,500 at September 30, 2012 and 2011, respectively. The Captive's bylaws indicate that no more than 15 organizations can be owners. HCCR maintains a facultative reinsurance agreement with the Captive whereby all of the professional and general liability risk of the Hospital is effectively transferred to the Captive. Effective from August 1, 2009, the Captive entered into a reinsurance contract with limits reinsured of \$14,000,000 per claim and aggregate in excess of \$6,000,000 per claim in excess of each insured's retention. Effective August 1, 2006, the Captive entered into a three year reinsurance contract with limits of \$14,000,000 per claim and \$21,000,000 annual aggregate in excess of \$6,000,000 per claim in excess of each insured's retention. Prior to August 1, 2006, the Captive retained \$5,000,000 of professional liability risk for each claim and maintained a reinsurance treaty that provided \$5,000,000 of excess coverage for each claim.

The Hospital is self-insured for workers' compensation up to \$500,000 per occurrence, and has purchased excess coverage from commercial carriers up to the amount allowed by Florida Statutes. A liability of approximately \$2,129,000 has been recorded at September 30, 2012 and 2011.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

The combined liability for professional liability and workers' compensation self-insurance at September 30, 2012 and 2011 was as follows:

	2012	2011
Other current liabilities	\$ 9,127,840	\$ 11,600,338
Other liabilities	<u>12,381,327</u>	<u>15,818,222</u>
	<u>\$ 21,509,167</u>	<u>\$ 27,418,560</u>

10. Retirement Plans

The Hospital maintains a noncontributory defined benefit pension plan (the "Plan") covering substantially all employees. The Plan's benefits are based on years of service and the employees' compensation during the highest five years of credited service. TMH, Inc.'s funding policy is to contribute annually the minimum amount permitted under ERISA using the Projected Unit Credit Actuarial Cost Method. Plan assets consist primarily of listed stocks, corporate bonds, government bonds and notes, and mutual funds.

On October 20, 2004, the Board of Directors of TMH, Inc. approved a resolution to freeze benefit accruals under the Plan effective December 31, 2004. While continued service after December 31, 2004 will count towards eligibility for early retirement benefits and vesting purposes, no service or compensation after December 31, 2004 will be considered for benefit accruals.

The Hospital accounts for the Plan in accordance with ASC 715, *Compensation - Retirements* ("ASC 715"). ASC 715 requires an employer to recognize the net funded status of defined benefit pensions and other postretirement benefit plans as an asset or liability in its balance sheet and to recognize changes in the funded status through net assets. Additional minimum pension liabilities ("AML") and related intangible assets were derecognized upon adoption of ASC 715. For pension plans, the benefit obligation is the projected benefit obligation; for other postretirement plans, the benefit obligation is the accumulated postretirement benefit obligation.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

The following table sets forth the approximate change in projected benefit obligation, change in plan assets, weighted average assumptions and component of net periodic pension cost for the Plan:

	2012	2011
Accumulated benefit obligation	<u>\$ 446,186,963</u>	<u>\$ 396,481,690</u>
Change in projected benefit obligation		
Projected benefit obligation, beginning of year	\$ 396,481,690	\$ 362,666,634
Interest cost	17,697,306	17,819,347
Actuarial loss	47,518,098	30,548,600
Benefits paid	<u>(15,510,131)</u>	<u>(14,552,891)</u>
Projected benefit obligation, end of year	<u>\$ 446,186,963</u>	<u>\$ 396,481,690</u>
Change in plan assets		
Plan assets at fair value, beginning of year	\$ 236,385,520	\$ 238,454,112
Employer contributions	13,523,176	11,726,108
Actual return on plan assets	49,625,132	758,191
Benefits paid	<u>(15,510,131)</u>	<u>(14,552,891)</u>
Plan assets at fair value, end of year	<u>\$ 284,023,697</u>	<u>\$ 236,385,520</u>
Funded status	<u>\$ (162,163,266)</u>	<u>\$ (160,096,170)</u>
Amounts recognized in unrestricted net assets		
Net loss	\$ 188,746,069	\$ 191,517,708
Prior service cost (credit)	-	-
Total amount recognized	<u>\$ 188,746,069</u>	<u>\$ 191,517,708</u>
Changes recognized in unrestricted net assets		
Plan amendments	\$ -	\$ -
Prior service cost (credit)	-	-
Net actuarial loss		
Net actuarial loss from liabilities	47,518,098	30,548,600
Net actuarial (gain) loss from assets	<u>(30,165,465)</u>	<u>19,436,788</u>
Total net actuarial loss	17,352,633	49,985,388
Amortization of prior service cost	-	-
Amortization of actuarial loss	<u>(20,115,171)</u>	<u>(13,724,247)</u>
Net change in unrestricted net assets	<u>\$ (2,762,538)</u>	<u>\$ 36,261,141</u>
Net periodic pension benefit cost	<u>\$ 18,361,911</u>	<u>\$ 11,347,932</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
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	2012	2011
Weighted average assumptions for benefit obligations at September 30		
Discount rate	3.73%	4.55%
Rate of Increase in future compensation levels	N/A	N/A
Weighted average assumptions for net periodic benefit costs at September 30		
Discount rate	4.55%	5.01%
Expected return on plan assets	8.25%	8.50%
Rate of compensation increase	N/A	N/A
Components of net periodic pension cost		
Interest cost	\$ 17,697,306	\$ 17,829,347
Expected return on plan assets	(19,450,566)	(20,195,660)
Amortization of loss	20,115,171	13,724,247
Net periodic pension expense	<u>\$ 18,361,911</u>	<u>\$ 11,357,934</u>

The Plan assets are administered by a trustee and are invested in the following percentages in various instruments at September 30, 2012 and 2011:

	2012	2011
Mutual funds and short-term investments	6%	7%
Equity securities	68%	57%
Debt securities	26%	36%
	<u>100%</u>	<u>100%</u>

The fair value of the Plan's assets at September 30, 2012 and 2011 are as follows:

September 30, 2012	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total Fair Value
Short-term investments	\$ 15,711,509	\$ -	\$ -	\$ 15,711,509
Corporate bonds and notes	-	38,859,391	-	38,859,391
U.S. government and agency obligations	-	34,910,066	-	34,910,066
Common stocks	194,542,731	-	-	194,542,731
Total investments	<u>\$ 210,254,240</u>	<u>\$ 73,769,457</u>	<u>\$ -</u>	<u>\$ 284,023,697</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

September 30, 2011	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total Fair Value
Short-term investments	\$ 10,112,565	\$ -	\$ -	\$ 10,112,565
Corporate bonds and notes	-	38,223,647	-	38,223,647
U.S. government and agency obligations	-	46,774,479	-	46,774,479
Common stocks	141,274,829	-	-	141,274,829
Total investments	<u>\$ 151,387,394</u>	<u>\$ 84,998,126</u>	<u>\$ -</u>	<u>\$ 236,385,520</u>

Future benefit payments for years ending September 30 are as follows:

2013	\$ 15,936,138
2014	16,750,026
2015	17,518,792
2016	18,202,544
2017	19,107,072
2018 – 2023	131,798,189
	<u>\$ 219,312,761</u>

The Hospital expects to contribute approximately \$12,949,000 to the Plan for the year ending September 30, 2013. Estimated amounts to be amortized out of unrestricted net assets for the year ending September 30, 2013 are approximately \$19,243,000 and the amount will be recorded in pension expense.

Investment Strategy

The asset allocation and investment strategy of the Plan is designed to earn superior returns on Plan assets consistent with a reasonably prudent level of risk. Investments are diversified across classes, sectors, and manager style to minimize the risk of large losses. The Hospital uses investment managers specializing in each asset category and, where appropriate, provides the investment managers with specific guidelines, which include allowable and/or prohibited investment types. The Hospital regularly monitors manager performance and compliance with investment guidelines.

Expected Rate of Return

The expected long-term rate of return on Plan assets is based on historical and projected rates of return for current and planned asset categories in the Plan's investment portfolio. Assumed projected rates of return for each asset category were selected after analyzing historical experience and future expectations of the returns and volatility for assets of that category using benchmark rates. Based on target asset allocation among the asset categories, the overall expected rate of return for the portfolio was developed and adjusted for historical and expected experience of active portfolio management results compared to benchmark returns for the effect of expenses paid from Plan assets.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

Retirement Savings Plan

During the year ended September 30, 2005, the Hospital established the Tallahassee Memorial HealthCare 401(A) Retirement Savings Plan (the "Savings Plan"), a qualified defined contribution plan covering all employees who are at least 21 years of age and have completed one year of service. TMH, Inc. contributes 4% of eligible income to each eligible employee and an additional matching contribution up to 2% of eligible income. Participants become fully vested after three years of service. The contribution required under the Savings Plan for the years ended September 30, 2012 and 2011 was approximately \$7,403,000 and \$7,207,000, respectively. These contributions have been included in salaries, wages and benefits expense in the accompanying consolidated statements of operations. Additionally, the amounts due to the Savings Plan as of September 30, 2012 and 2011 were approximately \$325,000 and \$371,000, respectively, and are included in accounts payable and accrued expenses in the accompanying consolidated balance sheets.

11. Temporarily Restricted Net Assets

Temporarily restricted net assets are available for the following purposes at September 30, 2012 and 2011:

	2012	2011
Angie C. Deeb Cancer Research and Treatment Trust (represents earnings on endowment fund)	\$ 250,027	\$ 210,203
Women's and Children's Center	1,183,211	1,199,564
Cancer Treatment	1,130,167	1,071,288
Diabetes Center	230,765	252,385
Pediatrics	890,548	801,339
Heart & Vascular Center	64,323	67,009
Other - multiple designated restrictions	2,794,123	2,065,466
Sharon Ewing Walker	218,599	192,923
Geriatric - Physician and Hospital Training	122,781	123,181
Dansby Trauma Center	485,748	482,990
Cancer Building	1,175,760	988,967
Dozier Charitable Remainder Annuity Trust	97,671	227,250
Family Practice Residency	223,201	188,116
Total temporarily restricted net assets	<u>\$ 8,866,924</u>	<u>\$ 7,870,681</u>

Net assets were released from donor restrictions during the years ended September 30, 2012 and 2011 by incurring expenses satisfying the restricted purpose or by occurrence of other events specified by donors.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
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Purpose restrictions accomplished during the years ended September 30, 2012 and 2011 were as follows:

	2012	2011
Diabetes	\$ 45,269	\$ 31,058
Angie C. Deeb	5,437	4,653
Give-a-Hand	55,287	98,270
Pediatrics	-	79,700
Neurology	176,588	242,657
Woman's Pavilion	19,665	38,991
Cancer Center	111,878	170,561
Arts in Medicine	159,201	163,767
Cancer Building	194,671	176,476
Family Practice	7,200	13,119
Other	260,377	331,749
Total restrictions satisfied	<u>\$ 1,035,573</u>	<u>\$ 1,351,001</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

12. Permanently Restricted Net Assets

Permanently restricted net assets are restricted to investment in perpetuity, the income from which is expendable to support the following programs at September 30, 2012 and 2011:

	2012	2011
General - TMH Endowment	\$ 226,759	\$ 192,940
General - F Rhodes Sanderson	178,360	157,589
General - Various	32,790	31,170
Nursing Scholarships - Frueauff	460,491	433,651
Nursing Scholarships - Various	147,104	135,575
Nursing - Brady Family Endowment	22,164	20,872
Nursing - Friends of Nursing	17,444	15,052
Cancer Treatment - Deeb	339,696	318,998
Cancer Treatment - Radiation Therapy	163,982	151,364
Cancer - Luca	42,334	35,311
Cancer - Saskia Kindness	8,091	-
Arts in Medicine - Bender/Plescia	64,980	61,192
Arts in Medicine - C. Virginia Bert	119,999	113,005
Diabetes Care - Various	84,532	79,605
Diabetes Care - Proctor	871,573	755,170
Diabetes Youth Camp - Sweat	12,742	11,999
Cardiac Care - Smith	97,447	91,713
Cardiac Care - Owenby	39,302	37,011
Cardiac Intensive Care - Higdon	205,055	193,103
Cardiac - Various	79,030	73,424
Clinical Medicine - Dozier	718,159	-
Laboratory Research - Graham	82,853	78,024
Pediatric Care - Oven	16,138	15,197
Pediatric Care - Various	134,481	126,619
Pediatrics - Cohen	40,792	38,414
Pediatrics - Margaret Mosco	47,757	44,974
Pediatrics - Marco J. Ginaldi	35,992	-
Behavioral Health - Geissinger	148,902	140,223
Extended Care - Shelfer	289,437	272,485
Neurointensive Care - Vogter	505,008	453,267
Medical Library - Founding Physicians	55,850	52,595
Neurosciences - Bryan W. Robinson	563,216	475,694
Neurocognitive Rehab - Bender/Plescia	99,450	59,462
Primary Care - Pettit	204,197	175,610
Emergency Services - Bixler	288,267	266,840
Veller Endowment	82,239	77,445
Anonymous Donor Endowment	2,398,367	2,398,367
	<u>\$ 8,924,980</u>	<u>\$ 7,583,960</u>
Total permanently restricted net assets	<u>\$ 8,924,980</u>	<u>\$ 7,583,960</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

13. Functional Expenses

TMH, Inc. provides general healthcare services to residents within its geographic location. Expenses related to providing these services for the years ended September 30, 2012 and 2011 are as follows:

	2012	2011
Patient care services	\$ 341,420,047	\$ 286,162,164
General and administrative	115,039,702	112,614,234
Total healthcare services	<u>\$ 456,459,749</u>	<u>\$ 398,776,398</u>

14. Financial Instruments

The carrying amount of certain of TMH, Inc.'s financial instruments (including cash and cash equivalents, short-term investments, and assets limited as to use) approximates fair value because of their relatively short maturities. Long-term investments consist of marketable equity securities and are reported in the consolidated balance sheets at fair value based on quoted market prices.

The estimated fair value of TMH, Inc.'s bonds and notes payable is estimated based on dealer quotations for hospital debt with similar terms and maturities for the same or similar issues. The aggregate carrying amount and estimated fair value of the bonds and notes payable, exclusive of the capital lease obligations, as of September 30, 2012 and 2011, are as follows:

	2012	2011
Carrying value	\$ 117,436,644	\$ 122,317,417
Estimated fair value	118,890,310	124,204,384

Certain financial instruments potentially subject TMH, Inc. to concentrations of credit risk. These financial instruments consist primarily of cash and cash equivalents, short-term investments, assets limited as to use, and patient accounts receivable. TMH, Inc. maintains its cash and cash equivalents and investments with what management believes to be high quality financial institutions and thus limits its credit exposure. Concentrations of credit risk with respect to patient accounts receivable include Medicare, Medicaid and various commercial payors.

15. Commitments

As of September 30, 2012, future minimum payments required under noncancelable maintenance agreements were as follows:

2013	\$ 4,744,476
2014	4,744,476
2015	4,686,156
2016	4,604,508
	<u>\$ 18,779,616</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

16. Contingencies

In the normal course of business, the Hospital is subject to various litigation and claims such as labor-related and other matters. Management has analyzed such pending unresolved disputes and estimated the potential cost of settlements, legal fees and other costs associated with an unfavorable outcome. The consolidated financial statements include accruals related to these disputes. In the opinion of management, after consultation with legal counsel, no other material liabilities are likely to result from the ultimate disposition of such matters.

17. Endowment

The Foundation operates under the Florida Uniform Management of Institutional Funds Act ("FUMIFA"). The FUMIFA defines an endowment fund as an institutional fund, or any part thereof, not wholly expendable by the institution on a current basis under the terms of the applicable gift. Furthermore, FUMIFA allows a governing board to expend that amount of an endowment fund determined to be prudent for the uses and purposes for which the endowment fund is established and consistent with the goal of conserving the purchasing power of the endowment fund. In accordance with FUMIFA, the Foundation considers the following in expenditure decisions for its endowment funds:

- The purposes of the Foundation
- The Intent of the donors of the endowment fund
- The terms of the applicable instrument
- The long-term and short-term needs of the Foundation in carrying out its purposes
- General economic conditions
- The possible effect of inflation or deflation
- The other resources of the Foundation
- Perpetuation of the endowment

The Foundation's endowment consists of individual donor restricted endowment funds and quasi-endowment funds which are internally designated by the Board of Trustees of the Foundation for a variety of purposes plus pledges receivable where the assets have been designated for endowment. The net assets associated with endowment funds including funds internally designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor imposed restrictions in a manner consistent with the standard of prudence prescribed by FUMIFA.

Tallahassee Memorial HealthCare, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

September 30, 2012 and 2011

The Foundation had the following endowment activities during the years ended September 30 delineated by net asset class and donor-restricted versus Board-designated funds:

	2012			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment fund	\$ -	\$ 8,866,924	\$ 8,924,980	\$ 17,791,904
Board-designated endowment fund	980,070	-	-	980,070
Total endowment funds	\$ 980,070	\$ 8,866,924	\$ 8,924,980	\$ 18,771,974
Net assets, October 1, 2011	\$ (145,774)	\$ 7,870,681	\$ 7,583,960	\$ 15,308,867
Gifts	1,835,896	1,567,442	598,423	4,001,761
Appropriation of endowment assets for expenditure	(2,076,033)	(1,035,573)	-	(3,111,606)
Investment gain allocation	1,365,981	764,382	442,589	2,572,952
Net asset transfer to/from other restriction	-	(300,008)	300,008	-
Net assets, September 30, 2012	\$ 980,070	\$ 8,866,924	\$ 8,924,980	\$ 18,771,974
	2011			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment fund	\$ -	\$ 7,870,681	\$ 7,583,960	\$ 15,454,641
Board-designated endowment fund	(145,774)	-	-	(145,774)
Total endowment funds	\$ (145,774)	\$ 7,870,681	\$ 7,583,960	\$ 15,308,867
Net assets, October 1, 2010	\$ (7,904)	\$ 7,294,611	\$ 7,505,686	\$ 14,792,393
Gifts	1,790,419	1,891,822	56,895	3,739,136
Appropriation of endowment assets for expenditure	(1,995,101)	(1,351,001)	-	(3,346,102)
Investment gain allocation	67,257	34,804	21,379	123,440
Net asset transfer to/from other restriction	(445)	445	-	-
Net assets, September 30, 2011	\$ (145,774)	\$ 7,870,681	\$ 7,583,960	\$ 15,308,867

Description of Amounts Classified as Permanently Restricted Net Assets and Temporarily Restricted Net Assets (Endowments Only)

The portion of perpetual endowment funds that is required to be retained permanently by explicit donor stipulation as of September 30:

Permanently Restricted

	2012	2011
Permanently restricted for program support	<u>\$ 8,924,980</u>	<u>\$ 7,583,960</u>

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Notes to Consolidated Financial Statements
September 30, 2012 and 2011

Temporarily Restricted

	2012	2011
Temporarily restricted for program support	<u>\$ 8,866,924</u>	<u>\$ 7,870,681</u>

18. Subsequent Events

TMH, Inc. has evaluated subsequent events through December 10, 2012, which is the date the consolidated financial statements were available for issuance.



**Report of Independent Certified Public Accountants on
Accompanying Consolidating Information**

To the Board of Directors of
Tallahassee Memorial HealthCare, Inc.

We have audited the consolidated financial statements of Tallahassee Memorial HealthCare, Inc. and Subsidiaries as of September 30, 2012 and for the year then ended and our report thereon appears on page 1 of this document. That audit was conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The consolidating information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The consolidating information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves and other additional procedures, in accordance with auditing standards generally accepted in the United States of America. In our opinion, the consolidating Information is fairly stated, in all material respects, in relation to the consolidated financial statements taken as a whole. The consolidating information is presented for purposes of additional analysis of the consolidated financial statements rather than to present the financial position, results of operations and cash flows of the individual companies and is not a required part of the consolidated financial statements.

A handwritten signature in black ink that reads "PricewaterhouseCoopers LLP". The signature is written in a cursive, flowing style.

December 10, 2012

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidating Balance Sheet – By Subsidiary/Division
September 30, 2012

Schedule I

	Hospital	SECHS	TMHV	Foundation	Medicus	Eliminations	2012 TMH, Inc.	2011 TMH, Inc.
Assets								
Current assets								
Cash and cash equivalents	\$ 157,456,550	\$ 1,831,992	\$ 2,933,544	\$ 267,715	\$ -	\$ -	\$ 162,489,801	\$ 162,393,427
Short-term investments	1,546,439	-	-	5,157,896	-	-	6,704,335	4,336,796
Assets limited as to use	14,024,309	-	-	-	-	-	14,024,309	13,774,226
Patient accounts receivable, net	53,985,988	-	-	-	-	-	53,985,988	49,104,979
Inventories	7,980,634	-	7,523	-	-	-	7,988,157	6,911,601
Due from Medicare	2,936,552	-	-	-	-	-	2,936,552	725,201
Other current assets	10,445,445	189,431	3,866,020	3,645,393	32,077	(5,897)	18,172,469	15,923,322
Total current assets	248,375,917	2,021,423	6,807,087	9,071,004	32,077	(5,897)	266,301,611	253,169,552
Assets limited as to use								
Held by trustee	30,276,447	-	-	-	-	-	30,276,447	30,083,054
Less amount required to meet current obligations	(14,024,309)	-	-	-	-	-	(14,024,309)	(13,774,226)
Total assets limited as to use	16,252,138	-	-	-	-	-	16,252,138	16,308,828
Long-term investments	27,300	-	-	8,924,980	-	-	8,952,280	7,611,260
Property, plant and equipment, net	241,269,468	8,780,409	4,189,485	825,837	-	-	255,065,199	237,812,740
Due from TMH, Inc.	5,771,897	-	483,266	-	244,622	(6,499,785)	-	-
Other assets	10,718,307	-	-	99,321	-	-	10,817,628	7,334,315
Total assets	\$ 522,415,027	\$ 10,801,832	\$ 11,479,838	\$ 18,921,142	\$ 276,699	\$ (6,505,682)	\$ 557,388,856	\$ 522,236,695

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidating Balance Sheet – By Subsidiary/Division
September 30, 2012

Schedule I

	Hospital	SECHS	TMHV	Foundation	Medicus	Eliminations	2012 TMH, Inc.	2011 TMH, Inc.
Liabilities and Net Assets								
Current liabilities								
Accounts payable and accrued expenses	\$ 45,720,902	\$ 190,540	\$ 406,223	\$ 48,694	\$ 276,699	\$ (354,938)	\$ 46,288,120	\$ 42,960,275
Current portion of long-term debt	5,872,645	1,340,449	-	-	-	(1,170,449)	6,042,645	6,054,862
Current portion of pension liability	16,642,774	-	-	-	-	-	16,642,774	18,039,917
Other current liabilities	9,127,796	33,553	-	33,110	-	-	9,194,459	12,312,960
Due to TMH, Inc.	-	3,786,765	1,126,166	67,364	-	(4,980,295)	-	-
Total current liabilities	77,364,117	5,351,307	1,532,389	149,168	276,699	(6,505,682)	78,167,998	79,368,014
Long-term debt, net of current portion	133,808,911	867,855	-	-	-	-	134,676,766	137,235,955
Long-term pension liability	145,520,492	-	-	-	-	-	145,520,492	142,056,253
Other liabilities	24,169,804	-	-	-	-	-	24,169,804	35,765,100
Total liabilities	380,863,324	6,219,162	1,532,389	149,168	276,699	(6,505,682)	382,535,060	394,425,322
Net assets								
Unrestricted	141,551,703	4,582,670	9,947,449	980,070	-	-	157,061,892	112,356,732
Temporarily restricted	-	-	-	8,866,924	-	-	8,866,924	7,870,681
Permanently restricted	-	-	-	8,924,980	-	-	8,924,980	7,583,960
Total net assets	141,551,703	4,582,670	9,947,449	18,771,974	-	-	174,853,796	127,811,373
Total liabilities and net assets	\$ 522,415,027	\$ 10,801,832	\$ 11,479,838	\$ 18,921,142	\$ 276,699	\$ (6,505,682)	\$ 557,388,856	\$ 522,236,695

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidating Statement of Operations - By Subsidiary/Division
Year Ended September 30, 2012

Schedule II

	Hospital	SECHS	TMHV	Foundation	Medicus	Eliminations	2012 TMH, Inc.	2011 TMH, Inc.
Unrestricted revenues, gains and other support								
Net patient service revenue (net of contractual allowances and discounts)	\$ 556,125,419	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 556,125,419	\$ 526,855,659
Provision for bad debts	(75,310,027)	-	-	-	-	-	(75,310,027)	(68,767,715)
Net patient service revenue less provision for bad debts	480,815,392	-	-	-	-	-	480,815,392	458,087,944
Other revenue	8,842,181	618,688	4,114,314	3,201,878	6,595,354	(8,010,807)	15,361,608	8,969,529
Total revenues, gains and other support	489,657,573	618,688	4,114,314	3,201,878	6,595,354	(8,010,807)	496,177,000	467,057,473
Expenses								
Salaries, wages and benefits	241,128,904	47,632	1,358,724	791,889	6,515,694	(6,611,500)	243,231,343	215,790,279
Supplies and other	151,686,461	3,890	2,589,269	2,219,938	79,660	(2,831,588)	153,747,630	142,027,423
Professional fees	30,129,629	22,056	-	82,684	-	-	30,234,369	14,622,459
Depreciation and amortization	19,788,495	144,962	217,233	17,096	-	-	20,167,786	17,538,234
Interest	9,054,292	77,385	-	-	-	(53,056)	9,078,621	8,798,003
Total expenses	451,787,781	295,925	4,165,226	3,111,607	6,595,354	(9,496,144)	456,459,749	398,776,398
Operating income (loss)	37,869,792	322,763	(50,912)	90,271	-	1,485,337	39,717,251	68,281,075
Other revenues and expenses, net	2,365,920	47,991	49,088	-	-	(1,455,688)	1,007,311	(2,641,397)
Excess (deficit) of revenues over expenses	40,235,712	370,754	(1,824)	90,271	-	29,649	40,724,562	65,639,678
Net asset transfers from unrestricted net assets to temporarily restricted net assets	-	-	-	-	-	-	-	(445)
Net transfers from unrestricted net assets	-	(199,841)	-	-	-	199,841	-	-
Net assets released from restrictions used for program services and purchase of equipment	212,136	-	-	1,035,573	-	(29,649)	1,218,060	1,634,936
Change in pension liability	2,762,538	-	-	-	-	-	2,762,538	(36,261,141)
Increase (decrease) in unrestricted net assets	\$ 43,210,386	\$ 170,913	\$ (1,824)	\$ 1,125,844	\$ -	\$ 199,841	\$ 44,705,160	\$ 31,013,028

Tallahassee Memorial HealthCare, Inc. and Subsidiaries
Consolidating Statement of Changes in Net Assets - By Subsidiary/Division
Year Ended September 30, 2012

Schedule III

	Hospital	SECHS	TMHV	Foundation	Medicus	Eliminations	2012 TMH, Inc.	2011 TMH, Inc.
Unrestricted net assets								
Excess (deficit) of revenues over expenses	\$ 40,235,712	\$ 370,754	\$ (1,824)	\$ 90,271	\$ -	\$ 29,649	\$ 40,724,562	\$ 65,639,678
Net asset transfers from unrestricted net assets to temporarily restricted net assets	-	-	-	-	-	-	-	(445)
Net transfers from unrestricted net assets	-	(199,841)	-	-	-	199,841	-	-
Net assets released from restrictions used for program services and purchase of equipment	212,136	-	-	1,035,573	-	(29,649)	1,218,060	1,634,936
Change in pension liability	2,762,538	-	-	-	-	-	2,762,538	(36,261,141)
Increase (decrease) in unrestricted net assets	43,210,386	170,913	(1,824)	1,125,844	-	199,841	44,705,160	31,013,028
Temporarily restricted net assets								
Contributions	-	-	-	1,567,442	-	-	1,567,442	2,016,565
Provision for bad debts	-	-	-	-	-	-	-	(62,792)
Change in value of charitable remainder annuity trust	-	-	-	-	-	-	-	(77,388)
Contributions for equipment purchases	212,136	-	-	-	-	(29,649)	182,487	283,935
Income on investments	-	-	-	316,012	-	-	316,012	107,193
Net unrealized and realized gains on investments	-	-	-	448,370	-	-	448,370	(72,390)
Net assets released from restrictions—used for program services	-	-	-	(1,035,573)	-	-	(1,035,573)	(1,351,001)
Net assets released from restrictions—used for purchase of equipment	(212,136)	-	-	-	-	29,649	(182,487)	(283,935)
Net asset transfers to temporarily restricted net assets from unrestricted net assets	-	-	-	-	-	-	-	445
Net asset transfers (from) to temporarily restricted net assets (to) from permanently restricted net assets	-	-	-	(300,008)	-	-	(300,008)	15,438
Increase in temporarily restricted net assets	-	-	-	996,243	-	-	996,243	576,070
Permanently restricted net assets								
Contributions	-	-	-	598,423	-	-	598,423	72,333
Income on investments	-	-	-	182,976	-	-	182,976	65,847
Net asset transfers to (from) permanently restricted net assets from (to) temporarily restricted net assets	-	-	-	300,008	-	-	300,008	(15,438)
Net unrealized and realized gains (losses) on investments	-	-	-	259,613	-	-	259,613	(44,468)
Increase in permanently restricted net assets	-	-	-	1,341,020	-	-	1,341,020	78,274
Increase (decrease) in net assets	43,210,386	170,913	(1,824)	3,463,107	-	199,841	47,042,423	31,667,372
Net assets								
Beginning of year	98,341,317	4,411,757	9,949,273	15,308,867	-	(199,841)	127,811,373	96,144,001
End of year	\$ 141,551,703	\$ 4,582,670	\$ 9,947,449	\$ 18,771,974	\$ -	\$ -	\$ 174,853,796	\$ 127,811,373



2013/2014 Non-Departmental Funding Request Application

A. Organizational Information

Legal Name of Agency: The Oasis Center for Women & Girls, Inc. on behalf of the Tallahassee/Leon County Commission on the Status of Women and Girls.

Agency Representative: Haley Cutler

Physical Address: 317 E. Call St. Tallahassee FL 32301

Mailing Address: 317 E. Call St. Tallahassee FL 32301

Telephone: 850-222-2747

Fax: NA

E-mail Address: haley.oasis@comcast.net

Agency Employer ID Number (FEIN): 26-0278278

Does the Agency have a **501(c) (3)** status? YES

Date of Agency Incorporation: 6/25/2007
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

In April of 2011, The Leon County Board of County Commissioners established the Leon County Commission on the Status of Women and Girls as a citizens advisory committee. In March of 2013, the City of Tallahassee joined Leon County and created the new Tallahassee/Leon County Commission on the Status of Women and Girls (Commission). By establishing and supporting this Commission, the City of Tallahassee and Leon County have taken a strong stand in support of women and girls in our community.

The primary purposes of the Tallahassee/Leon County Commission on the Status of Women and Girls are:

- to promote awareness of issues pertaining to women and girls in Tallahassee and Leon County
- to serve in an advisory role, providing input to the City and County Commissions as needed

The enabling resolution by the City of Tallahassee and Leon County which formed the Commission acknowledges that progress has been made but that “there is still work to be done before women and girls achieve economic, education and employment parity.” The resolution also acknowledges that “we must understand the current challenges that face our female citizens in order to best equip girls with the knowledge, skills, and equal access to reach for the promise of tomorrow.”

The Commission consists of 21 members. All appointments to the Commission are on a volunteer basis. Appointments are made by the Leon County Board of County Commissioners, the City of Tallahassee Commission and the Tallahassee/Leon County Commission on the Status of Women and Girls members. The Oasis Center for Women and Girls proudly serves as the staffing agency to the Commission.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is being requested to continue staffing the Tallahassee/Leon County Commission on the Status of Women and Girls. The Oasis Center for Women and Girls is contracted to provide services to staff the Commission and support the Commission’s activities as outlined in the enabling resolution. Since the Tallahassee/Leon County Commission on the Status of Women and Girls is a citizens advisory committee of both the City and the County, discontinued support from the City and the County would potentially dissolve the Commission and discontinue its important work to address issues affecting women and girls in our community.

3. Projected program impact/outcome results: What is the projected impact on the target population?

The primary purposes of the Tallahassee/Leon County Commission on the Status of Women and Girls are:

- to promote awareness of issues pertaining to women and girls in Tallahassee and Leon County
- to serve in an advisory role, providing input to the City and County Commissions as needed

Each year, the Commission is charged with providing a written report to the Leon County Board of County Commissioners and the City of Tallahassee Commission. The Commission also takes on action initiatives which aim to create positive change in policy and practice on a community-wide level that will improve the status of women and girls in Leon County/City of Tallahassee. Examples of current and former work include: publishing our community’s first ever report assessing the status of how women and girls are doing in our community across a number of key issues areas such as health and mental health, education, economic security, leadership and crime and justice in 2012; initiatives focused on the health of women and girls, improving data systems for collecting and analyzing gender-specific data, women and the workplace, violence against women and girls, creating a girls services coalition and more.

4. List the targeted population projected to be served or benefit from this program.

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Women and girls in Tallahassee/Leon County. We also strongly believe that the entire community is strengthened by improving the lives of women and girls.

5. Provide the methods that are being used effectively to attain this program's targeted population.

Primarily research, community organizing, public hearings, coalition building and policy recommendations. Oasis is contracted to provide the following services to support the Commission's work:

- Staffing and Scheduling
- Coordination
- Liaison/Communication with the County and City
- Prepare all necessary documents when needed
- Perform all necessary functions and requirements of the Chapter 286 (Sunshine Law), Chapter 112, Part III (Code of Ethics), and Chapter 119 (Public Records Law) of the Florida Statutes pertaining to the operation of the Commission.
- Conduct research and development at the direction of the Commission, with the expectation of the County that approximately one-half of the Agency's administrative support to the Commission will be allocated to such research and development.
- Commission activities, community outreach and promotion of issues effecting women and girls which may include printing, website development and maintenance, holding community forums, and other related expenses.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

We envision the Tallahassee/Leon County Commission on the Status of Women and Girls to be an ongoing citizens advisory committee for years to come. The work of the Commission (individual projects and initiatives) are taken on annually, typically from October – September.

7. List the program's short-term, intermediate, and long-term goals.

The goals of the Commission are to improve the status of women and girls in Tallahassee and Leon County across a broad spectrum of indicators including health and mental health, economic security, freedom from discrimination, leadership representation, exposure to crime and justice, access to services, education and more.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

The Tallahassee/Leon County Commission on the Status of Women and Girls is totally unique for our community and was created in 2011 because it did not already exist. Similar Commission's exist at the state level and in other community's but the purpose of this commission is outside of the functions provided by existing organizations that serve women and girls.

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

Agency	Partnership/Collaboration
The Oasis Center for Women & Girls, Inc.	Staffing Agency/Fiscal Agent/ Community Center for Women and Girls
PACE Center for Girls, HOPE Community, Tallahassee Girls Choir, Big Brothers Big Sisters, Palmer Monroe Teen Center, and many other Girls serving agencies	Girls Services Coalition
Diverse agencies working on issues affecting women and girls such as Refuge House, Health Start and more	Input, training, public testimony and other forms of collaboration to advance our understanding of the issues and further our work

C. Funding Information

10. Agency's current total budget: 2012/13 \$175,934 (*current*) 2013/14 \$226,942 (*proposed*)

11. Total cost of program: \$40,000 including in-kind contributions.

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded (NOT CHSP)	Other Revenue Sources	Total
Compensation and Benefits	\$12,533.12	\$100,972.88	\$113,506
Professional Fees	\$5,000		\$5000
Occupancy/Utilities/Network		\$14,849	\$14,849
Supplies/Postage	\$466.88	\$4,545.12	\$5,012
Equipment Rental, Maintenance, Purchase		\$800	\$800
Meeting Costs/Travel/Transportation		\$6,707	\$6,707
Staff/Board Development/Recruitment		\$1,000	\$1,000
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible			
Bonding/Liability/Directors Insurance		\$6,938	\$6,938

FY 2013/2014 Non-Departmental Funding Request Application

Other Expenses (please itemize)			
Public Noticing	\$1,000		\$1,000
CSWG Website/Social Media Design and Maintenance		\$1,500	\$1,500
Printing	\$1,000	\$5,995	\$6,995
Banking Fees and Service Charges		\$829	\$829
Marketing/Advertising		\$1,073	\$1,073
Dues/Subscriptions		\$116	\$116
Background Screenings/Driving Records		\$353	\$353
Special Event Expenses		\$7,076	\$7,076
Food/Drinks for Programs and Services		\$2,180	\$2,180
Program Activity Expenses		\$1,000	\$1,000
Total	\$20,000	\$155,934	\$175,934

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	\$20,000	\$20,000
City of Tallahassee (not CHSP)	\$20,000	\$20,000
United Way (not CHSP)		
State	\$77,154	\$64,295
Federal		
Grants	\$42,716	\$73,390
Contributions/Special Events	\$47,920	\$50,000
Dues/Memberships		
Program Service Fees	\$17,000	\$18,000
Utilized Reserves		
Other Income (please itemize)		
Fund Balance Change	-\$48,856	-\$18,743
Total	\$175,934	\$226,942

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	\$113,506	\$165,014
Professional Fees	\$5,000	\$5,000
Occupancy/Utilities/Network	\$14,849	\$15,294
Supplies/Postage	\$5,012	\$5,500
Equipment Rental, Maintenance, Purchase	\$800	\$1320
Meeting Costs/Travel/Transportation	\$6707	\$6750
Staff/Board Development/Recruitment	\$1000	\$2500
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance	\$6,938	\$7146

FY 2013/2014 Non-Departmental Funding Request Application

Other Expenses (please itemize)		
Public Noticing	\$1000	\$1000
CSWG Website/Social Media Design and Maintenance	\$1500	\$1000
Printing	\$6,995	\$3000
Banking Fees and Service Charges	\$829	\$854
Marketing/Advertising	\$1073	\$1105
Dues/Subscriptions	\$116	\$119
Background Screenings/Driving Records	\$353	\$500
Special Event Expenses	\$7076	\$7000
Food/Drinks for Programs and Services	\$2180	\$2840
Program Activity Expenses	\$1000	\$1000
Total	\$175,934	\$226,942

15. Describe actions to secure additional funding. Please be specific.

In 2012, the Leon County Board of County Commissioners directed us to re-approach the City of Tallahassee to secure their partnership on this commission. In 2013, the City of Tallahassee and Leon County collaborated to form a new joint Tallahassee/Leon County Commission on the Status of Women and Girls at which time the City of Tallahassee matched the County's \$20,000. We are also planning on seeking corporate sponsors for our Women and the Workplace Summit which will take place in October, 2013.

16. Will this program or event recur every year?

Yes

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

Yes

If "yes," estimate, the amount of next year's funding request: \$20,000

18. Has Leon County ever contributed funds to this program in the past 5 years?

Yes

If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
<u>10/3/2011</u>	<u>The Oasis Center for women & Girls, Inc.</u>	<u>Contract to staff the Commission on the Status of Women and Girls</u>	<u>\$10,000</u>
<u>2/4/2013</u>	<u>The Oasis Center for women & Girls, Inc.</u>	<u>Contract to staff the Commission on the Status of Women and Girls and conduct Research & Dev.</u>	<u>\$20,000</u>

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

See attached 990. Due to the size of our budget, we are not legally required to participate in an audit at this time and have no audit available to attach.

FY 2013/2014 Non-Departmental Funding Request Application

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Haley Cutler

Signature:  _____

Date Signed: 6/18/2013

998511

MEMORANDUM OF UNDERSTANDING

City of Tallahassee and Leon County,
For Funding and Participation in the
Palmer Munroe Youth Center and Restorative Justice Program

This Memorandum of Understanding ("MOU") is entered into this 10th day of January, 2010, by the City of Tallahassee, a Florida municipal corporation ("City") and Leon County, Florida, a charter county and a political subdivision of the State of Florida ("County"), collectively, the "Parties".

RECITALS

WHEREAS, the Parties desire to create a positive environment for the youth of the Tallahassee and Leon County community and to help alleviate conflict in the community;

WHEREAS, a "Youth Center Development Team" of community members was organized to prepare and present a "Concept Report" outlining the proposed vision and operational structure for a Youth Center ("Center") and including a restorative justice program ("Program");

WHEREAS, based on the management and operation structure as outlined in the Concept Report, on file with the City Treasurer-Clerk and incorporated herein by reference, the Parties desire to implement the Center and the Program at the City-owned Palmer Munroe Community Center located at 1900 Jackson Bluff Road ("Palmer Munroe"); and

WHEREAS, the Parties desire to establish the organization, support structure, and client and customer programming to initiate the Center and the Program; and

WHEREAS, the Parties desire that the City be responsible for the Center and Program for the first year and that a community-based organization ("CBO") be selected,

through the City's Request for Proposal ("RFP") process, to assume this responsibility for subsequent years;

NOW, THEREFORE, in consideration of the above Recitals, and the covenants and promises hereinafter made, the Parties agree that:

1. Facilities. The City shall provide space for the Center and the Program at Palmer Munroe for a minimum of three (3) years, including property management and maintenance services, with no rental payment required for the first year of operations. Beginning with the second year of operations and the selection of a CBO, the City shall enter into a use agreement with the CBO that considers charging rent at a negotiated rate as approved by the City Manager.

2. Services and Funding. The Parties shall provide the following:
 - a. City shall provide (1) management and operation services for the Center by the City's Parks, Recreation and Neighborhood Affairs Department for the first year; and (2) funding in the amount of \$150,000 annually for up to three (3) years beginning in FY2010.

 - b. City shall provide additional funding in the amount of \$100,000, contingent upon its receipt of such grant funds from the State of Florida Division of Juvenile Justice.

 - c. City (Police Department) shall provide one time funding in the amount of \$75,000 from Byrne Grant funds for the Program, for FY 2010. In future grant cycles, the City may consider including Program funding in their funding requests for Byrne Grants to be used to support the Center.

- d. County shall provide funding equal to the amount provided by the City under section 2a, not to exceed \$150,000 annually for up to three (3) years beginning in FY2010 subject to Board appropriation.
 - e. All first year funds shall be delivered to the City's Treasurer-Clerk to be deposited in a specifically designated account for the purposes of this Agreement within ten (10) days after notified of full execution of this Agreement by all parties. Funds for subsequent years shall be provided annually within thirty (30) days of the beginning of each fiscal year. However, this MOU is specifically contingent upon the appropriation of sufficient funds by the Parties and the Division of Juvenile Justice.
 - f. Funding and services shall be used by staff for the Center and the Program as outlined in the Concept Report with the exception that County contributions will not be used to pay for any facility rent payments if charged by the City for use of said facility.
3. Committees: In addition to the established Community Executive Committee, a Youth Advisory Board shall be organized by the Parties in order to carry out the activities and programs addressed in the Concept Report. The Community Executive Committee's purpose is to provide strategic direction, guidance, policies and procedures consistent with the Concept Report and with regular program update reports from the Executive Director or CBO. Additional committees may be established as necessary and according to bylaws to be adopted by the Community Executive Committee. All committees shall operate in accord with applicable statutes, including public records and Sunshine laws.
4. Management and Reporting: Management services shall be as provided herein until such time as a CBO is selected by the RFP process to assume

these responsibilities. Unless otherwise agreed to by the Parties, until such time as management of the Center and Program are turned over to a CBO and the following reporting activities assumed by the CBO, the City agrees to:

- a. Establish and maintain books, records and documents (including electronic storage media) sufficient to reflect all receipts and expenditures of funds provided by the Parties, or by other sources, under this MOU.
 - b. Upon demand, facilitate the duplication and transfer of any records or documents during the required retention period, to ensure that these records shall be subject at all reasonable times to inspection, review, copying, or audit by Federal, State, or other personnel duly authorized by any of the Parties.
 - c. To comply and cooperate with any inspections, reviews, investigations, or audits, when deemed necessary by the Parties.
5. Contacts: The following persons will serve as the point of contact for each of the Parties to this MOU, unless changed in writing:

County: Leon County
Leon County Courthouse
301 South Monroe Street
Tallahassee, FL 32301
Attn: Ken Marris

City: City of Tallahassee
300 South Adams Street
Tallahassee, FL 32301
Attn: Dee Crumpler

6. Amendment: Mutual cooperation is essential, and the Parties will work cooperatively to the successful completion of all obligations herein contained. Any changes in responsibilities under this MOU must be agreed upon by the Parties in writing.

7. Authority: Each party hereby represents that its execution, delivery, and performance of this MOU have been duly authorized by all requisite action, that the MOU has been duly and validly executed and delivered by the party, and that the MOU constitutes the legal, valid, and binding obligation of the party enforceable in accordance with its terms.

8. Term: The Effective Date shall be the date first written above and shall be the date upon which the last of the Parties executes this MOU. The terms of this MOU shall expire three (3) years from the Effective Date, except as provided herein. The term shall automatically renew for additional one (1) year terms. The MOU shall continue in effect until such time as terminated by mutual agreement of all parties. However, any party may terminate its participation, by giving written notice to the other parties, six (6) months prior to the end of any term or extension thereof.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

Attest:

By: *Gary Herndon*
Gary Herndon, City Treasurer-Clerk

CITY OF TALLAHASSEE

By: *Anita Favors Thompson*
Anita Favors Thompson, City Manager

Approved as to form:

By: *Ant Mulligan*
City Attorney



Attest: Robert B. Inzer, Clerk

LEON COUNTY

By: *Robert B. Inzer*
Leon County Clerk of Court

By: *Parvez Alam*
Parvez Alam, County Administrator

Approved as to form:

Herbert W.A. Thiele
Herbert W.A. Thiele
County Attorney

Leon County
Board of County Commissioners
Budget Workshop Item #7

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of Additional Funding for the State Lobbying Contract

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator, County Administration Ken Morris, Director of Economic Development and Business Partnerships
Lead Staff/ Project Team:	Cristina L. Paredes, Intergovernmental Affairs and Special Projects Coordinator

Fiscal Impact:

This item may have a fiscal impact of an additional \$10,000 pending the Board's approval of additional funding for the Capitol Alliance Group's state lobbying contract. The current annual amount for this contract is \$40,000.

Staff Recommendation:

Option #1: Authorize a \$10,000 increase to the Capitol Alliance Group's state lobbying contract (from \$40,000 to \$50,000 annually).

Report and Discussion

Background:

The County utilizes contract lobbying services at the state and federal levels to further the County's legislative goals and in pursuit of appropriations for key local projects. The contract lobbying firms provide a daily presence by advocating the County's legislative priorities with the County's Legislative Delegation and legislative leaders.

Prior to FY 2009, the Board budgeted the state lobbying services contract for \$80,000 annually. In light of 2008 economic recession, the Board reduced the state lobbying services contract from \$80,000 to \$40,000 annually during the FY 2009 budget workshops. The current budgeted amount for the Capitol Alliance Group contract is \$40,000.

During the June 18, 2013 meeting, the Board authorized the County Administrator to extend the Capitol Alliance Group's state lobbying contract for one additional two-year period until September 30, 2015 at which time it is anticipated that a request for proposals (RFP) will be issued for this service. In addition, the Board directed staff to bring back a budget discussion item during the July 9, 2013 budget workshop to consider an increase in the state lobbying contract.

Analysis:

Since 2009 the state lobbying team, Capitol Alliance Group, has represented Leon County in front of the executive and legislative branches and has worked to pursue the Board's legislative priorities. Capitol Alliance Group works closely with staff, the Florida Association of Counties (FAC), and community partners to advocate the Board's legislative priorities and any issues that may be identified at the Community Legislative Dialogue meetings which the Board has hosted for the past three years.

Given the state's financial hardship the past few years, Capitol Alliance Group has concentrated on supporting the County's policy issues and protecting state programs that assist local governments. For example, this past session Capitol Alliance Group worked closely with the Florida State University to pass legislation regarding the transfer of the Civic Center assets from the Tallahassee-Leon County Civic Authority to the university. This legislation was approved and \$5 million (non-reoccurring) was appropriated to FSU for maintenance and upgrades of the Civic Center. Capitol Alliance Group also worked tirelessly lobbying against legislation that would impede on county home rule. For example, Capitol Alliance Group, along with FAC, were successful in amending language or defeating legislation in several bills related to changes in growth management policy that would have negatively affected counties.

As mentioned previously, the Board agreed to extend its contract with the Capitol Alliance Group by one additional two-year period during the June 18, 2013 meeting. The annual amount for state lobbying services is \$40,000. During the discussion of this issue on June 18, 2013 meeting, the Board sought additional information about the MWBE requirements associated with the state lobbying contract. The MWBE Participation Plan submitted by the Capitol Alliance Group in 2009 as part of its original RFP submission, which is included under the terms of the contract, includes the utilization of Strategy Wise Consulting as the MWBE subcontractor. Based

upon the specific percentages submitted for MWBE participation, the following bullets represent the Capital Alliance Group's MWBE commitment:

- MBE Participation @ 9% = \$3,600/Annually
- WBE Participation @ 4.5% = \$1,800/Annually

The Board may wish to consider increasing this contract to help achieve MWBE participation above the current participation levels, which in turn will only enhance the County's overall lobbying efforts. If the Board chooses to increase the contract, staff is recommending that the Capitol Alliance Group's state lobbying contract be increased by \$10,000 (\$50,000 annually). The average cost of a state lobbying contract for like-sized counties is \$44,600 and the median cost is \$60,000. Below is a table comparing the cost of state lobbying contracts for like-sized counties.

County	Population	State Lobbying Contract Amount
Alachua	246,770	\$6,000*
Collier	329,849	\$80,000
Escambia	299,511	\$62,500
Leon	277,670	\$40,000
Marion	332,989	\$14,500
Osceola	280,866	\$60,000**
<i>Average</i>		<i>\$44,600</i>
<i>Median</i>		<i>\$60,000</i>
*Single Issue Lobbying Contract		
**Note: Osceola County has an annual state lobbying contract of \$140,000. The County partners with the Chamber of Commerce, School Board, and City of Kissimmee for joint state lobbying efforts in the amount of \$80,000. The remaining \$60,000 is for the County's state lobbying contract.		

Options:

1. Authorize a \$10,000 increase to the Capitol Alliance Group's state lobbying contract (from \$40,000 to \$50,000 annually).
2. Do not increase the Capitol Alliance Group's state lobbying contract.
3. Board direction.

Recommendation:

Option #1 (included in the preliminary budget)

VSL/AR/KM/CLP

Leon County Board of County Commissioners Budget Workshop Item #8

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of Medical Examiner Facility

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, Principle Management and Budget Analyst

Fiscal Impact:

This item may have a fiscal impact. The tentative capital budget includes \$250,000 towards preliminary programming and design costs related to a new medical examiner facility and future years include construction funding. However, as noted in the item, if a public/private partnership is pursued for the development of the County owned parcel at the corner of Miccosukee and N. Blair Stone Roads then the overall costs may be substantially reduced.

Staff Recommendation:

Option #1: Accept staff's report on the consideration of a medical examiner facility and allocate \$250,000 in the FY2014 budget for the preliminary programming and design of a medical examiner facility.

Option #2: Accept staff's report on the possible utilization of the County owned land at the corner of Miccosukee and N. Blair Stone Roads for the possible construction of a new medical examiner facility through a future public/private partnership and direct staff to continue to pursue this approach.

Report and Discussion

Background:

Pursuant to Florida Statutes, Florida Counties are responsible for the funding of medical examiners. Medical Examiners are an appointed position by the Governor. Leon County currently has a contractual relationship with the District 2 medical examiner for the provision of these services (Attachment #1). Since 1977, the District 2 medical examiner has utilized cooler space and autopsy facility space provided by Tallahassee Memorial Hospital (TMH); TMH charges a nominal fee for this service.

Early this year, TMH staff met with County Administration to express a desire to have the morgue and autopsy facility removed from the hospital. TMH staff reiterated that the hospital was not providing a specific deadline, but that they would like to work cooperatively with the County and the ME to move towards a long term solution that accomplished this goal. Several years ago, TMH had approached the County to seek grant funding to address the ME space issue and to advise the County that this was a long term issue that would need to be addressed; at that time grant funding was not identified for facility expansion.

In the May 14, 2013 agenda item regarding the County owned parcel of property at the intersection of Miccosukee and North Blair Stone Roads, staff stated that the County was working with the ME in addressing future space needs and a budget discussion item would be brought forward for the Board's consideration.

Analysis:

Florida Statutes state, "Autopsy and laboratory facilities utilized by the district medical examiner or his or her associates may be provided on a permanent or contractual basis by the counties within the district." As noted in the County Attorney Office's memorandum (Attachment #2), the statutes do not require the County to seek a facility or provide a facility for the ME; however, the County is obligated to reimburse the ME for the expenses incurred for the use of autopsy and morgue space, consistent with the authority provided in the statutes.

In evaluating how other Florida Counties approach this requirement it was determined that outside of an existing relationship with a hospital, the only other model utilized is a county owned and operated facility. Staff reviewed 12 of the 24 medical districts in Florida. ***10 of the 12 medical examiner districts reviewed are functioning in a County owned and operated facility.***

Given TMH's current request to move forward with having the ME moved out of the hospital, staff has been having discussions with both the ME and the hospital to accomplish this goal. Through these preliminary discussions, it was determined that the County and ME together have the appropriate in-house staffing to determine the basic space needs for the ME office. A preliminary program analysis was performed to determine the basic requirements for the facility. Staff and the ME's office will continue to work closely to further refine the requirements, including site visits to other facilities in Florida.

One approach being developed by staff is the possible development of the County owned parcel of land at the corner of Miccosukee and North Blair Stone roads. This location is ideally situated between the two existing hospitals. A preliminary meeting was conducted with the Department of PLACE's Design Studio team and County staff. The intent is to evaluate developing the site for not only the ME, but also for other compatible uses (i.e. medical office space). Over the past several years, the County has had repeated unsolicited offers to purchase the parcel for development purposes. Though the specific approach is still to be determined, ideally, the County could leverage the private sector to participate in the development of the site and thereby generate income to the County to offset (or perhaps eliminate) the cost to build the ME facility. Design Studio staff are working towards a preliminary report by early next fiscal year to discuss how this approach could be accomplished, including addressing any modifications that would be required to the comprehensive plan and/or the existing PUD.

Though no other specific sites have been identified, other locations can be evaluated. However, if land needs to be purchased, it will only increase the overall cost of the project.

To further mitigate costs, the ME's office has provided the County information for a possible grant opportunity to assist with new facilities. County staff will work closely with the ME's office to prepare the appropriate grant application. Based on past grant awards, it appears that this project might be eligible for up to \$61,000 if the grant requirements remain constant next year.

In addition to the actual building structure, there are a number of other issues being reviewed:

- On-going future operational issues. For example, access to the facility for purposes of bringing in a deceased body in non-business hours and security. As the existing facility is housed within the hospital, these "costs" are being provided by TMH. Staff is continuing to meet with the ME's office to refine these issues and to identify long term solutions and cost impacts.
- The utilization of the morgue space for TMH and/or CMRC for non-ME related activities. Staff will continue to work with the hospitals to determine if they have needs at the new facility.
- As the ME is a regional office (District 2 also includes Franklin, Gadsden, Jefferson, Liberty, Taylor and Wakulla counties), the ME provides services to not only Leon County, but the surrounding Counties as well. For 2012, Leon County accounted for over 60% of all of the autopsies performed on behalf of the District. TMH currently charges a facility fee for the use of their space; Leon County as the owner of the new building, would in turn establish a facility fee for the use of the new facility. This fee would then be used to offset any going operational and maintenance costs of the building. Staff does not see it as a practical approach to have all the surrounding counties participate in the construction and then have seven owners of the building trying to manage its operation. If the County continues to move forward with the anticipated construction of a new facility, staff (in conjunction with the ME) will contact the surrounding Counties to provide appropriate information.

To continue moving forward with the process, staff has included \$250,000 in the proposed capital improvement budget for next fiscal year. The funds would be utilized to finalize programming needs and allow for preliminary design work. Subsequent fiscal years include construction funding; however, these funds should be mitigated if the Miccosukee/Blair Stone site can be developed as a public/private partnership. As discussed above, the Design Studio and Real Estate Division are working on this effort with a preliminary report to be provided to the Board early next fiscal year.

Options:

1. Accept staff's report on the consideration of a medical examiner facility and allocate \$250,000 in the FY2014 budget for the preliminary programming and design of a medical examiner facility.
2. Accept staff's report on the possible utilization of the County owned land at the corner of Miccosukee and North Blair Stone Roads for the possible construction of a new medical examiner facility through a future public/private partnership and direct staff to continue to pursue this approach.
3. Board direction.

Recommendation:

Options #1 and #2 are contemplated in the preliminary budget.

Attachments:

1. Medical Examiner Agreement and Updated Fee Schedule
2. County Attorney Office's Memorandum

AGREEMENT WITH DISTRICT MEDICAL EXAMINER

THIS AGREEMENT dated this 25th day of OCT, 2001, by and between LEON COUNTY, a political subdivision of the State of Florida, hereinafter referred to as the "County" and the DISTRICT MEDICAL EXAMINER, hereinafter referred to as the "Contractor."

WHEREAS, pursuant to Chapter 406, Florida Statutes, David Stewart, M.D., has been appointed DISTRICT MEDICAL EXAMINER in and for District 2 of the State of Florida and Leon County is located in Medical Examiner District 2; and

WHEREAS, Section 406.08 Florida Statutes, requires that the fees, salary, expenses, transportation costs and facility of the district medical examiner be paid from the general funds or other funds of the County; and

WHEREAS, Tallahassee Memorial Hospital has morgue facilities and support staff available to assist the medical examiner in performing his duties, and the District Medical Examiner has an agreement with Tallahassee Memorial Hospital to utilize such facilities and support staff;

NOW, THEREFORE, the parties hereto agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor hereby agrees to provide the following services to the County:

1. To comply with Title VI and VII, Civil Rights Act of 1964 (42 UCS 2000D), Executive Order No. 11246, entitled "Equal Employment Opportunity," as supplemented in Department of Labor Regulations (41 CFR Part 60), and Federal Regulations concerning nondiscrimination because of mental and physical handicaps.
2. To meet the following standards of accountability:
 1. Use of an accounting system which meets generally accepted accounting principles (GAAP).
 2. The maintenance of such records and accounts as are necessary to properly account for COUNTY funds disbursed pursuant to Section 406.08, Florida Statutes.
 3. The retention of all records relevant to this rule for a period of not less than three years, unless otherwise provided by law.
 4. Records and accounts necessary to justify the use of COUNTY funds for medical examiner services shall be open to inspection of audit purposes to the COUNTY.
 5. Funds received from the COUNTY shall only be used for the provisions of medical examiner services.

The County hereby agrees as follows:

- a. To comply and act in accordance with all provisions of Chapter 406, Florida Statutes, and implementing rules of Medical Examiner Commission, where applicable.
- b. To fund, pursuant to this agreement, the following medical examiner related expenses (see attached Exhibit A for fee schedule).

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 2

2. SUBJECT TO BUDGET

The performance of Leon County of any of its obligations under this agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this agreement for the current and any future periods provided for within the bid specifications.

3. TIME

The contract shall be for a period of one (1) year, commencing on October 1, 2001, and shall continue until September 30, 2002. After the initial one (1) year period, at the discretion of the County, the contract may be extended for additional (1) year periods. Such one (1) year extensions will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then-current period.

4. CONTRACT SUM

The Contractor agrees that for the performance of the services as outlined above, it shall be remunerated by the County as follows:

Payment shall be made on a monthly basis upon the receipt of an invoice and other supporting documents submitted by the DISTRICT MEDICAL EXAMINER listing the actual charges incurred for the month. These accounts are: Medical Examiner Professional/Administrative Services; Medical Examiner Transportation, and Tallahassee Memorial Hospital.

5. PAYMENTS

The County will make such payments within thirty (30) days of submission and approval of invoice for services.

6. STATUS

The contractor at all times relevant to this Agreement shall be an independent contractor and in no event shall the Contractor nor any employees or sub-contractors under it be considered to be employees of Leon County. The Contractor shall have complete supervision and control over his own agents, employees, and subcontractors.

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 3

7. INSURANCE

Pursuant to Florida Statutes, Florida Statute 406.16 the DISTRICT MEDICAL EXAMINER and ASSOCIATE MEDICAL EXAMINERS shall obtain professional liability insurance. The professional liability insurance limits shall be \$100,000 per person and \$200,000 per occurrence for general liabilities under Florida law or statutes and \$1,000,000 per occurrence for general liabilities other than under Florida law. Leon County shall not be liable for any acts of the medical examiners not within the scope of their official duties.

8. LICENSES

The Contractor shall be responsible for obtaining and maintaining his city or county occupational license and any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain his license to operate, the contractor shall be in default as of the date such license is lost.

9. ASSIGNMENTS

This Contract shall not be assigned or sublet as a whole or in part without the written consent of the County nor shall the contractor assign any monies due or to become due to him hereunder without the previous written consent of the County.

10. HOLD HARMLESS

The Contractor agrees to indemnify and hold harmless the County from all claims, damages, liabilities, or suits of any nature whatsoever arising out of, because of, or due to the breach of this agreement by the Contractor, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Contractor, including but not limited to costs and a reasonable attorney's fee. The County may, at its sole option, defend itself or allow the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration for the Contractor's indemnification of the County.

11. TERMINATION

Either party may terminate this Contract with or without cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder, or if in the County's opinion, the services being provided are not satisfactory. In such case, the County may immediately terminate the Contract by mailing a notice of termination to the contractor.

12. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of his knowledge and belief neither Contractor nor his affiliates has been convicted of a public entity crime. Contractor and his affiliates shall provide the County with a completed public entity crime statement form no later than January 15 of each year this agreement is in effect. Violation of this section by the Contractor shall be grounds for cancellation of this agreement by Leon County.

13. REVISIONS

In any case where, in fulfilling the requirements of this contract or of any guarantee, embraced in or

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 4

required thereby it is necessary for the Contractor to deviate from the requirements of the contract, Contractor shall obtain the prior written consent of the County. The parties agree to renegotiate this contract if state revision of any applicable laws or regulations make changes in this contract necessary.

14. CONSTRUCTION

The validity, construction, and effect of this Contract shall be governed by the laws of the State of Florida.

WHERETO, the parties have set their hands and seals effective the date whereon the last party executives this Agreement.

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 5

CONTRACTOR
DISTRICT MEDICAL EXAMINER

WITNESS: Susan A. Wood Remitt BY: David Stewart MD
DAVID STEWART, M.D.

WITNESS: Cayle L. Shiver DATE: 10/14/01

(CORPORATE SEAL)

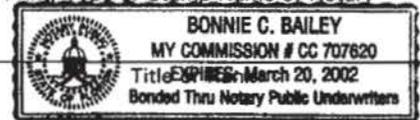
STATE OF FLORIDA:
COUNTY OF Leon

The foregoing instrument was acknowledged before me this 16th day of October, 2001,
by DAVID STEWART, of KWB PATHOLOGY ASSOCIATES
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)
a FLORIDA corporation, on behalf of the corporation.
(State or place of incorporation)

He/she is personally known to me or has produced _____ as
(type of identification)

Bonnie C. Bailey
Signature of Notary

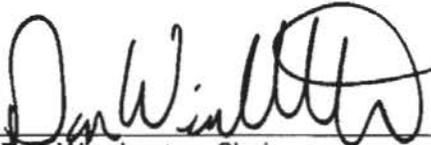
Print, Type or Stamp Name of Notary



Serial Number, If Any

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 6

LEON COUNTY, FLORIDA

BY: 
Dan Winchester, Chairman
Board of County Commissioners

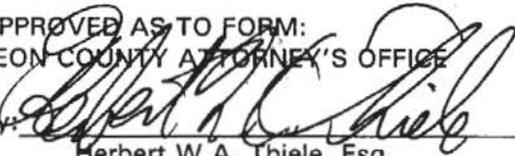


DATE: 10/25/01

ATTEST:
BOB INZER, CLERK OF THE COURT
LEON COUNTY, FLORIDA

By: 

APPROVED AS TO FORM:
LEON COUNTY ATTORNEY'S OFFICE

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

Medical Examiner Fiscal Year 2001/2002 Expenditure Plan

Description	Unit Price	
AUTOPSY		
Pathologist Fee	950	
Histology technical processing fee (per case)	100	
Morgue Assistance	150	
TOTAL		1,200
 EXTERNAL EXAMINATION		
Pathologist Fee	300	
Morgue Assistance	150	
TOTAL		450
 BRAIN ONLY (Gross and Microscopic)		
Limited Investigation	1,000	
Toxicology Services	50	
Toxicology Handling Fee - Per Case	At Cost	
TMH Services	15	
Radiology Services	At Cost	
Use of Morgue Facilities	At Cost	
Professional (duplication of pictures, etc)	300	
Body Transport Services	At Cost	

SCHEDULE A

	<u>10/01/10</u>	<u>10/1/2012</u>	<u>2012</u> <u>Increase</u>
Autopsy			
Pathologist Fee	\$1,123.50	\$1,146.00	2%
Morgue Assistant	\$178.50	\$182.10	2%
Use of Morgue Facilities	\$315.00	\$321.30	2%
Processing Fee & Storage, Photo	<u>\$115.50</u>	<u>\$117.80</u>	2%
Total=	\$1,732.50	\$1,767.20	2%
External Examination (No Autopsy)			
Pathologist Fee	\$357.00	\$364.10	2%
Morgue Assistant	<u>\$178.50</u>	<u>\$182.10</u>	2%
Total=	\$535.50	\$546.20	2%
Family Requested (Private Autopsy)			
Pathologist Fee	\$3,108.00	\$3,170.20	2%
Morgue Assistant	\$178.50	\$182.10	2%
Use of Morgue Facilities	\$315.00	\$321.30	2%
Processing Fee, Storage, & Photo	<u>\$178.50</u>	<u>\$182.10</u>	2%
Total=	\$3,780.00	\$3,855.70	2%
Potential Additional Charges:			
Toxicology Services	At Cost	At Cost	No Change
Toxicology Handling Fee - Per Case	\$21.00	\$21.40	2%
Radiology Services	At Cost	At Cost	At Cost
X-ray Handling Fee	No Charge	No Charge	No Charge
Other TMH Services (Labs, Etc.)	At Cost	At Cost	At Cost
Professional (Photo Duplication, Etc.)	At Cost	At Cost	At Cost
Body Transport Services	At Cost	At Cost	At Cost
Miscellaneous Charges			
Brain Only Removal for University/Mayo	\$294.00	\$299.90	2%
Brain Only (Gross and Microscopic)	\$1,176.00	\$1,199.50	2%
Cremation Approval (Billed to County)	\$31.50	\$32.10	2%
Death Certificate Preparation	\$60.00	\$61.20	2%
Limited Investigation	\$63.00	\$64.30	2%
Testimony/Expert Witness Fee			
Per Hour (Minimum One Hour)	\$178.50	\$182.10	2%
Civil Cases Per Hour (Min One Hour)	\$462.00	\$471.20	2%
Conference with Attorneys, Travel, Etc.			
Per Hour (Minimum One Hour)	\$178.50	\$182.10	2%
Civil Cases Per Hour (Min One Hour)	\$462.00	\$471.20	2%
Copies of Records- Per One-Sided Page			
Per Florida Statute 119.07, an additional charge may be added for extensive labor or technology required to copy a specific record.	\$0.15	\$0.15	No Change

BOARD OF COUNTY COMMISSIONERS

INTER-OFFICE MEMORANDUM

TO: Alan Rosenzweig, Deputy County Administrator

FROM: Laura M. Youmans, Assistant County Attorney 

DATE: February 27, 2013

SUBJECT: Leon County's responsibilities to provide Medical Examiner
with autopsy facilities

The purpose of this memorandum is to provide information regarding the County's responsibilities to provide autopsy facilities for the Medical Examiner.

The County has an active Agreement with the District Medical Examiner, David Stewart, M.D. and Pathology Associates, to fund certain expenses incurred by the Medical Examiner, including pathologist fees, toxicology services, (undefined) services provided by TMH, and the use of morgue facilities. A search of the County's resolutions, ordinances, contracts, and agenda items did not show where the Board of County Commissioners has established any funding commitments other than those created in this Agreement. The County makes monthly payments based upon receipts submitted by the Medical Examiner listing the actual charges incurred for the month. The Agreement, entered into on October 25, 2001, automatically renews for one year periods and may be terminated by either party with thirty (30) days written notice provided.

The Agreement stipulates that the Medical Examiner is an independent contractor for all times relevant to the Agreement and in no event shall the Medical Examiner or any of his employees or sub-contractors be considered to be employees of the County. According to the Agreement, "Tallahassee Memorial Hospital has morgue facilities and support staff available to assist the medical in performing his duties, and the District Medical Examiner has an agreement with Tallahassee Memorial Hospital to utilize such facilities and support staff." Leon County does not appear to have a relationship or agreement with Tallahassee Memorial Hospital with respect to the provision of morgue space or support staff.

District medical examiners are appointed by the Governor and are generally governed by Chapter 406, Florida Statutes entitled "Medical Examiners; Disposition of Dead Bodies" and Chapter 11G-1, Florida Administrative Code.

Section 406.06 (3), Florida Statutes (2012) establishes the basic framework for the relationship between the district medical examiner and the counties within the districts. This section authorizes reasonable compensation for medical examination services to be established by the Board of County Commissioners and authorizes medical examiners and

associate medical examiners to engage in the private practice of medicine in addition to undertaking the duties of the medical examiner:

...(3) District medical examiners and associate medical examiners shall be entitled to compensation and such reasonable salary and fees as are established by the board of county commissioners in the respective districts.

Specific statutory responsibilities for the counties within the district as well as state agencies and other governmental entities are established in Section 406.08 which provides:

(1) Fees, salaries, and expenses **may** be paid from the general funds or any other funds under the control of the board of county commissioners. The district medical examiner shall submit an annual budget to the board of county commissioners.

(2) In the event that an examination or autopsy is performed by the district medical examiner or his or her associate upon a body when the death occurred outside the district, the governmental body requesting the examination or autopsy shall pay the fee for such services.

(3) When a body is transported to the district medical examiner or his or her associate, transportation costs, if any, **shall** be borne by the county in which the death occurred. Nothing within this chapter shall preclude payment for services to the district medical examiner by the state, either in part or on a matching basis.

(4) Notwithstanding any provision of law to the contrary, if an examination, investigation, or autopsy is performed by the district medical examiner or his or her associate upon the body of a person who died while in the custody of a facility or institution operated by a state agency, that state agency shall pay for such services and for any costs of transporting the body to the district medical examiner.

(5) Autopsy and laboratory facilities utilized by the district medical examiner or his or her associates **may** be provided on a permanent or contractual basis by the counties within the district. (emphasis added)

Based on the plain language of the statute, the Legislature intended for the County's funding of the activities of the medical examiner to be discretionary, as it provided that the fees, salaries, and expenses, as well as, autopsy and laboratory facilities may be provided by the counties. The exception to this discretion is when a body is transported to the medical examiner, in which case the cost must be paid by the county in which the death

occurred. When construing a statute, the language must be given its plain and obvious meaning. Maryland Casualty Company v. Sutherland, 125 Fla. 282, 169 So. 679 (1936). The word 'may' when given its ordinary meaning denotes a permissive term rather than the mandatory connotation of the word 'shall'. Brooks v. Anastasia Mosquito Control District, Fla.App.1963, 148 So.2d 64. *Cited by* Fixel v. Clevenger, 285 So. 2d 687, 688 (Fla. Dist. Ct. App. 1973).

The County is currently contractually obligated to reimburse the District Medical Examiner for the expenses incurred for the use of morgue space, consistent with authority provided the statutes. Neither the statutes nor the County's existing agreement require the County to provide or seek a facility for the Medical Examiner to perform his work. Nevertheless, the Medical Examiner is entitled to reasonable fees from the County based on Sec. 406.06(3) thus, the County would be obligated to pay increased costs for autopsy facilities, which are likely to be passed on to the County through renegotiations of the Agreement terms.

Please do not hesitate to contact the County Attorney's Office should you have questions or comments on the information provided.

LMY/smw

Leon County

Board of County Commissioners

Budget Workshop Item #9

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of Diversifying and Enhancing Community Outreach Methods / Media and the Fiscal Impacts

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:	Jon D. Brown, Director, Community and Media Relations Mathieu Cavell, Public Information Specialist

Fiscal Impact:

Current budgetary activities of Community and Media Relations include print ads, creative production, mailings, internal printing and distribution, media advisories, and maintaining an online E-Subscribe program. To enhance the County’s ability to communicate with our constituents, the tentative budget includes \$32,170 in increased funding. The additional funding will support expanded spots on WFSU and enhanced social media efforts through a dedicated part-time OPS position.

Staff Recommendation:

Option #1. Direct staff to include \$32,170 in increased funding for community outreach in the FY2014 tentative budget to support expanded spots on WFSU and enhanced social media efforts.

Report and Discussion

Background:

Leon County continuously works to engage its citizens through a variety of outreach methods. Daily, staff drafts news advisories about upcoming road closures, health advisories and day-to-day business at every work area. For instance, staff recently worked with Parks and Recreation to announce temporary trailhead closures while a work team treated the ground for fire ants. On the same day staff announced a countywide blood drive to support life-saving functions throughout the Big Bend region. In addition to sending out information, Community and Media Relations staff also liaises between the public and Leon County's other work areas. At times, road construction projects or infrastructure improvements raise questions for citizens, and staff works to be proactive by connecting citizens with the correct work area representative as soon as possible. In short, Community and Media Relations staff communicates events that affect citizens' daily lives.

Many of these approaches are intended to provide communication to the entire community, while some of these approaches are more targeted to specific users. Throughout FY 2013, the County worked to engage citizens through the Citizen Engagement Series. Staff assisted in planning and implementing a media outreach plan that used various outreach methods as shown below. In addition, staff assisted in planning and executing Operation Thank You: Welcome Home Vietnam Veterans, which over four hundred citizens attended. Beyond special events, staff continually promotes the opportunity for citizens to become engaged in standing and ad-hoc committees such as the Sales Tax Committee or the Viva Florida Time Capsule Committee. More broad efforts at outreach involve staff assisting with promoting Leon County Tourism Development's marketing roll-out of the new Visit Tallahassee Visitor's Guide and the distribution of the Big Bend's Annual Hurricane Survival Guide.

Community and Media Relations also creates and manages content on Comcast Channel 16, the government access channel that now operates twenty four hours a day, seven days a week. Weekly, staff creates a bulletin board display with job announcements, Leon County work area contact information, special event promotion, upcoming Board of County Commissioner meetings, and new County initiative information. In addition, staff plays back recent Commission meetings as well as special event video capture from ribbon cuttings and other events.

Each of the above examples highlights an ongoing commitment to citizen engagement. Whether a citizen wants to help determine the direction of his or her community by sitting on a committee, learn more about the budget at a Citizen Engagement Series' workshop, or attend a special event honoring those who served us in war, County staff is committed to effectuating these efforts.

The actual media utilized to create this engagement with our citizens and media partners consists of, but is not limited to, the following:

- Publication of the County Link (a full-page newspaper print ad focusing on upcoming County events and initiatives) in the Tallahassee Democrat and Capital Outlook. Additionally, the County Link is distributed electronically to other stakeholders and media outlets and also posted in Leon County libraries and community centers.
- Prepare and distribute media advisories about upcoming County events, initiatives, and awards.
- Develop and publish the Leon County Annual Report, a document reflecting the culture of Leon County government and the successes of the County's work areas.
- Maintaining website presence by developing "Spotlight" graphics and associated web pages.
- Utilization of Leon County's social media outlets such as Facebook and Twitter.
- Utilization of the County's government access channel by developing and maintaining bulletin board content for upcoming County events and initiatives.
- Utilization of the County's E-Subscribe bulletin system to share information with interested citizens via email and text alerts.
- Periodic radio spots underwritten for WFSU 88.9 to highlight certain County events or initiatives.

The adopted FY2012/FY2013 Leon County Strategic Plan includes the following strategic initiative:

Implement strategies to further engage citizens, including expand opportunities for increased media and citizen outreach to promote Leon County.

This strategic initiative is critical to support the priority of Governance – Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service and sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.

Analysis:

In addition to the existing methods identified in the background, staff's review of the current market yielded several other opportunities to diversify outreach. Other models include:

- WFSU radio contract, set number of radio spots a week
- Enhanced Social Media Outreach, including part-time assistance to further develop social media presence
- Tallahassee Democrat, full-page glossy insert
- Capital Outlook, full-page color advertisement in print
- Tallahassee Magazine, four-page insert
- Lamar Billboard Advertising, per-month contract
- Expanded Video Production and Programming

The following provides a brief summary for each opportunity related to production, cost, and diversified outreach.

WFSU Radio

Week to week, WFSU reaches 106,700 adult listeners and viewers from National Public Radio shows, classical radio, and Public Broadcasting Series television. Specifically, 41,300 weekly listeners tune into WFSU-FM for NPR programming, with listener demographics such as a mean age of 47, and a high percentage (85%) of home ownership. With listeners over the age of 25, WFSU-FM is the number one-rated radio station.

Please note, demographics of WFSU-FM somewhat align with the median readership of the Tallahassee Democrat, but do not reflect the readership of the Tallahassee Magazine. In an effort to diversify outreach, staff discussed a \$10,000 underwriting investment in WFSU-FM. The table below shows the agreement and associated costs.

Table 1: 40-Week Investment at \$10,000		
Slot	Spots per Week	Spots per Year
Morning Drive	4	160
Afternoon	2	80
WFSQ-FM, classical**	6	240
Total	12	480
Cost per Slot	\$20.83	

Table 2: 52-Week Investment at \$10,400		
Slot	Spots per Week	Spots per Year
Morning Drive	3	156
Afternoon	2	104
WFSQ-FM, classical**	5	260
Total	10	520
Cost per Slot	\$20.00	

** WFSQ-FM, classical radio spots are bonus spots and do not increase the underwritten agreement.

Purchasing the listed number of slots per year presents an opportunity to leverage the size of the underwriting contract to promote other work areas' events at a lower rate. Leon County work areas currently purchase radio spots on an as-needed basis at a cost of approximately \$33.33 per radio spot. Leon County work areas could end up paying over 35 percent less for radio spots under either investment model.

At this time, staff runs no more than 120 WFSU radio spots annually to promote events such as Citizens Engagement Series, Press the Chest, and Operation Thank You. However, general scripts could be developed to promote non-episodic Leon County initiatives such as recycling, permitting, and housing services. To best use this outreach model, staff would coordinate with work areas and generate scripts to record on a regular basis with WFSU staff.

Enhanced Social Media Outreach

To further develop Leon County's social media presence, staff recommends adding a 25 hour a week part-time OPS position (Social Media Liaison) to Community and Media Relations. The new social media liaison would be responsible for further developing Leon County's social media brand, maintaining and managing a consistent voice throughout all social media platforms, and also diversifying Leon County's social media presence by utilizing Instagram and other sites. In addition to broadening Leon County's social media profile, the social media liaison would be

tasked with expanding social media use throughout the County. With staff guidance, a best practices and brand voice document would be developed to provide consistent communication practices.

At a previous Board workshop, staff recommended updating social media outlets such as Facebook and Twitter using official news releases, advisories and other formal communication and messages. With the creation of a Social Media Liaison, staff recommends further engaging with citizens via social media, such as live tweeting special events, seeking citizen feedback on County initiatives, and posting photos from County events for others to share. All such communication will be archived for public records requests. Archiving and compliance of social media updates would be managed by the Social Media Liaison.

According to the Pew Research Center’s Internet & American Life Project Post-Election Survey, the following represents the social media user landscape:

Table 3: Social Media User Landscape		
Activity	% of internet users engaged	Especially appealing to
Use any social networking site	67	Women, adults age 18-29
Use Facebook	67	Women, adults ages 18-29
Use Twitter	16	Adults ages 18-29, African-Americans, urban residents
Use Pinterest	15	Women, adults under 50, whites, those with some college education
Use Instagram	13	Adults ages 18-29, African-Americans, Latinos, women, urban residents
Use Tumblr	6	Adults ages 18-29

Hiring a social media liaison to increase social media efforts would yield the following outcomes:

- As the Pew Research poll information above demonstrates, many young adults use social media. Young adults in Leon County are less likely to consume community news via traditional models such as print media or television. A social media liaison would reach demographics not currently targeted in print and radio outreach.
- Building a social media base means free, direct communication to an engaged audience. If a user signs on for Leon County’s social media updates that user is already engaged and interested. In comparison to email blasts and newsletter marketing, social media updates receive a much higher “open” rate.
- Social media updates (not advertisements) do not cost to distribute.
- With a social media liaison dedicated to timely and engaging updates, Leon County would generate relevant content immediately. Staff would not need to accommodate a printer’s schedule or a newsprint run. For instance, a staff member could provide live

updates of Operation Thank You (or any other special event) as the event is occurring. This would allow media partners to stay up to date and generate content.

To attract a high-performing public relations graduate or university upper classmen, staff recommends a wage of approximately \$12 per hour for 25 hours per week. The OPS position is estimated to cost \$16,770 annually.

In addition, staff recommends a direct social media outreach budget of \$5,000 to promote Leon County’s Facebook page, Twitter, and other social media sites as developed by the social media liaison. This means purchasing targeted “ads” on such media as Facebook; once a user “likes” the ad then the County can reach the user with-out a future additional cost. Social media direct outreach campaigns generate larger audiences for future social media posts, so each outreach dollar spent with social media has the potential to generate a long-term engaged citizen. At that point, further updates are no longer paid advertisements but simply social media updates from staff at no cost.

This direct social media outreach appeals to users already engaged in social media outlets. For instance, Facebook outreach for Leon County special events and initiatives would appear in the users’ news feeds as a suggested post along with updates from the users’ family and friends. In addition, staff can directly promote to specific demographics living in Leon County based on age, occupation, and interests. Doing so will allow staff to spend each outreach dollar where it is most effective. The social media liaison would be instrumental in tracking the effectiveness of direct social media outreach and developing future campaigns to engage citizens.

Tallahassee Democrat

At this time, Community and Media Relations staff publishes the County Link the first Wednesday of every month. The following option considers a printed and inserted page, not an advertisement on newspaper.

The cost below is for a single-page (8.5 x 11 inch), double-sided insert printed in full color on 70-lb. gloss enamel white stock.

Table 4: Tallahassee Democrat Quotes: Single-Page Insert					
Day of Week	Readership	Rate	12 inserts Per year	6 inserts Per year	3 inserts Per year
Monday	46,354	\$1,825	\$21,900	\$10,950	\$5,475
Tuesday	25,507	\$1,837	\$22,044	\$11,022	\$5,511
Wednesday	25,886	\$1,862	\$22,344	\$11,172	\$5,586
Thursday	26,434	\$1,903	\$22,836	\$11,418	\$5,709
Thursday (Chronicle)	46,141	\$5,225	\$62,700	\$31,350	\$15,675
Friday	30,073	\$2,165	\$25,980	\$12,990	\$6,495
Saturday	28,737	\$2,069	\$24,828	\$12,414	\$6,207
Sunday	36,149	\$2,602	\$31,224	\$15,612	\$7,806
Sunday (Select)	43,149	\$3,106	\$37,272	\$18,636	\$9,318

The table above shows the associated cost to distribute a double-sided insert in varying days of the week. Tallahassee Democrat staff bases rate on readership and circulation. To find the associated cost, find the day of the week and cross reference with the number of inserts to be distributed. For example, to distribute six inserts per year in the Tallahassee Democrat every Friday would cost \$12,990. Please note, Thursday and Sunday are listed twice because the Tallahassee Democrat provides additional print publications called the Chronicle and the Sunday Select. Options are presented to insert into only the standard newspaper run, or also the newspaper run and the additional print publication.

Capital Outlook

Published for readers in the Capital Area, the *Capital Outlook* distributes to a majority black readership, but with approximately 30 percent white readership as well. Currently Leon County staff publishes the County Link once a month in the *Capital Outlook*.

A full-color ad can be purchased in the *Capital Outlook* for \$2,115. At that rate, the following options would be:

- 12 ads per year: \$25,380
- 6 ads per year: \$12,690
- 3 ads per year: \$6,345

Tallahassee Magazine

Tallahassee Magazine is directly mailed to upper-income homes, professional offices, government officials, civic leaders, local businesses, and frequently visited reception and waiting areas. The *Tallahassee Magazine* reaches over 18,000 homes, professional offices, and newsstands in its bimonthly circulation (6 times per year). The median household income of the *Tallahassee Magazine* is greater than \$100,000. However, varied demographics consume the *Tallahassee Magazine* in waiting areas at doctor offices, businesses, and other locations.

Table 5: Tallahassee Magazine Quotes: Four-Page Insert*			
Issues Per Year	Cost Per Issue	Total Cost	Readership Per Issue
6 issues	\$6,560	\$39,360	18,000
4 issues	\$7,560	\$30,240	
1 issue	\$8,000	\$8,000	

* The cost is for a four-page (8.5 x 11 inch), double-sided insert printed in full color.

Lamar Digital Bulletin Boards

Staff considered printed vinyl and digital bulletin board options. Upon analysis, staff decided digital bulletin boards provide the most flexibility and efficiency. Digital billboards display content for up to ten seconds and can be updated from a work area computer. In comparison to vinyl print bulletin boards, digital bulletin boards require no productions costs or printing turnaround time. Digital bulletins can also be updated from Leon County’s Twitter and Facebook feeds. Digital bulletin boards are a shared space with other advertisements, not a semi-permanent installation.

Digital bulletin boards can be reserved at the corner of Capital Circle Southeast and Apalachee Parkway and at the intersection of North Monroe and Bradford Road. Bulletin boards are reserved on a monthly basis, and a price comparison can be found below.

The digital bulletin board at Capital Circle Southeast and Apalachee Parkway targets traffic traveling from the beaches and also Southwood residents. In addition, traffic heading along to and from Chaires-Capitala.

The digital bulletin board at North Monroe and Bradford Road targets traffic traveling from north and northwest Leon County, including I-10 travelers. In addition, the site targets traffic traveling south towards the Capital and downtown shopping, as well as events at the Civic Center or local universities.

Other printed or permanent display options are considered below.

Table 6: Lamar Bulletin Board Comparison: Per Month Contract				
Location	Type	Weekly Impressions	Monthly Cost	Annual Cost
Capital Circle SE and Apalachee Parkway	Digital	104,000	\$1,600	\$19,200
North Monroe and Bradford Rd	Digital	107,157	\$1,500	\$18,000
South Monroe and Magnolia Dr	Printed Vinyl	45,263	\$1,000	\$12,000
South Monroe and Palmer	Poster (small printed)	61,683	\$700	\$8,400

Expanded Video Production and Programming

Community and Media Relations staff creates and manages content on Comcast Channel 16, the government access channel that now operates twenty four hours a day, seven days a week. Weekly, staff creates a bulletin board display with job announcements, Leon County work area contact information, special event promotion, upcoming Board of County Commissioner meetings, and new County initiative information. In addition, staff plays back recent Commission meetings as well as special event video capture from ribbon cuttings and other events.

To expand video production and programming, staff recommends the following:

- Installing and maintaining a video production area in the Leon County Courthouse at an initial cost of \$150,000 and an estimated on-going cost of \$20,000 annually, which will include:
 - Renovation of office area for production capability
 - Green screen production capability
 - Two studio-quality cameras
 - Video monitoring system for playback during recording
 - Editing workstation hardware and software programs

- 3.0 Full-Time Equivalent career service employees (Video Production Specialist) at a cost of \$144,000 annually, whose duties will include:
 - Managing day-to-day operations of video production
 - Liaising with vendors who capture and record County special events, presentations, and initiatives
 - Creating Comcast Channel 16 program schedule
 - Editing recorded video and audio
 - Further develop Leon County’s original content for Comcast Channel 16
 - Further develop Leon County’s original content for the YouTube channel

The total estimated cost to expand the use of video production and programming is \$294,000 for FY2014 and \$164,000 annually thereafter.

Summary

The County currently utilizes a variety of media approaches to communicate with the public. If the Board wishes to proceed with expanding the existing efforts, staff has prepared a range of options for consideration. There are of course numerous combinations that can be considered for implementation; the following provides a variety of scenarios though alternative approaches can be considered by the Board if desired.

Option 1: Implement some of the options at a cost of \$32,170. This option leverages a relatively small amount of dollars to realize several of the most cost effective strategies available.

Table 7: Option 1 – Limited Implementation			
Vendor / Mechanism	Narrative	Bi-monthly cost	Annual cost
WFSU Radio	52-week agreement	\$1,733	\$10,400
Enhanced Social Media Outreach	Social Media Liaison, 25-hour OPS employee Direct Social Media Marketing	\$3,628	\$21,770
Total		\$5,361	\$32,170

Option 2: Implement some of the options at a cost of \$85,050. This option will utilize most of the proposed outreach models to some degree.

Table 8: Option 2 – Partial Implementation			
Vendor / Mechanism	Narrative	Bi-monthly cost	Annual cost
Tallahassee Democrat	1 insert bimonthly	\$2,165	\$12,990
Capital Outlook	1 ad bimonthly	\$2,115	\$12,690
Tallahassee Magazine	1 insert annually	\$1,333	\$8,000
Lamar Billboards	1 billboard reserved monthly	\$3,200	\$19,200
WFSU Radio	52-week agreement	\$1,733	\$10,400
Enhanced Social Media Outreach	Social Media Liaison, 25-hour OPS employee Direct Social Media Marketing	\$2,165	\$12,990
Total		\$14,175	\$85,050

Option 3: This approach takes advantage of all the additional approaches discussed in the budget discussion item, to some degree, and has a budget impact of \$423,400.

Table 9: Option 3 – Full Implementation			
Vendor / Mechanism	Narrative	Bi-monthly cost	Annual cost
Tallahassee Democrat	1 insert monthly	\$4,330	\$25,980
Capital Outlook	1 ad bimonthly	\$2,115	\$12,690
Tallahassee Magazine	1 insert bimonthly	\$6,560	\$39,360
Lamar Billboards	1 billboard reserved monthly	\$3,200	\$19,200
WFSU Radio	52-week agreement	\$1,733	\$10,400
Expanded Video Production and Programming***	Studio production and equipment 3.0 FTE 40-hour Career Service employees	\$25,000	\$294,000
Enhanced Social Media Outreach	Social Media Liaison, 25-hour OPS employee Direct Social Media Marketing	\$3,628	\$21,770
Total		\$70,566	\$423,400

*** Initial installation cost. Staff anticipates an annual maintenance cost of less than \$20,000 in future fiscal years.

In consideration of the current fiscal challenges in Leon County government, Option 1 represents the most cost effective option. Option 1 is included in the FY 2014 tentative budget.

The WFSU contract targets the most listeners during the morning and afternoon drive-time spots. Leon County staff will work with WFSU to record radio script updates to ensure radio spots are

timely and fresh. Staff will leverage WFSU's existing strong network of listeners through a negotiated contract that promotes cost savings on an annual basis versus a per-spot basis.

Option 1 also considers social media outreach. By enhancing Leon County's social media outreach, staff would appeal to demographics not usually reached with traditional models such as print media or television. Also, the social media liaison would leverage the existing social media followers on Facebook, Twitter, and other platforms to provide free and consistent communication. The enhanced social media outreach would also allow staff to provide timely and fresh digital updates during special events or county initiatives.

Social media direct outreach campaigns generate larger audiences for future social media posts, so each outreach dollar spent with social media has the potential to generate a long-term engaged citizen. At that point, further updates are no longer paid advertisements but simply social media updates from staff at no cost. Doing so will allow staff to spend each outreach dollar where it is most effective. The social media liaison would be instrumental in tracking the effectiveness of direct social media outreach and developing future campaigns to engage citizens.

Options:

1. Direct staff to include \$32,170 in increased funding for community outreach in the FY2014 tentative budget to support expanded spots on WFSU and enhanced social media efforts (Table 7).
2. Direct staff to include \$85,050 in increased funding for community outreach in the FY2014 tentative budget to support expanded spots on WFSU, enhanced social media efforts, billboard advertising and increased print media (Table 8).
3. Direct staff to include \$423,400 in increased funding for community outreach in the FY2014 tentative budget to support expanded spots on WFSU, enhanced social media efforts, billboard advertising, increased print media and television production (Table 9).
4. Direct staff to maintain current funding for community outreach in the FY2014 tentative budget.
5. Board direction.

Recommendation:

Option #1 is included in the tentative budget.

Leon County Board of County Commissioners Budget Workshop Item #10

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of \$100,000 in Jail Diversionary Account Funding for FY2014 and Carryforward of Unspent Current Year Funding as Requested by the Public Safety Coordinating Council

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:	Wanda Hunter, Director, Office of Intervention and Detention Alternatives

Fiscal Impact:

This item has a fiscal impact of \$100,000 to support the jail diversionary account. In addition, the PSCC has requested that any unspent appropriation from the current year funding (estimated at \$75,000) in the diversionary account be approved for a carryforward at the end of the current fiscal year.

Staff Recommendation:

- Option #1: Direct staff to include \$100,000 in the jail diversionary account for FY2014.
- Option #2: Direct staff to carryforward any unspent funds remaining in the jail diversionary account at the end of the current fiscal year.

Report and Discussion

Background:

For the past several years, the County has allocated \$100,000 in dedicated funding for the purpose of jail diversion. The Board has annually requested the PSCC to make recommendations on the most appropriate way to allocate the funding with the intent to maximize the diversion of individuals from the County Jail.

Since the Board's initial directive and funding allocation to the Public Safety Coordinating Council, the funds have been used for a variety of programs and initiatives designed to manage jail population. These initiatives include but are not limited to substance abuse counseling and rehabilitation services (Mother-In-Crisis), counseling services for incarcerated offenders in preparation for re-entry into the community (A Life Recovery), enhanced electronic monitoring and case management (Supervised Pretrial Release). Most recently, vocational training for inmates to build employability skills in preparation for re-entry into the community (DISC Village- LIFT Program) and mental health competency restoration services were among the initiatives recommended by the PSCC.

These and other intervention and detention alternatives have been successful in aiding the goal of reserving limited jail bed space for those who pose the greatest risk to public safety.

At the July 9, 2012 Budget Workshop, the Board considered the Public Safety Coordinating Council (PSCC) recommendation to fund both the Leveraging Intervention For Transformations (LIFT) Program and establish a mental health competency restoration program to address a population of defendants not served under Florida Statute 916. During the workshop the Board had extensive discussion regarding funding two recurring programs at \$100,000 each thereby creating a future recurring expenditure of \$200,000. The Board decided at the workshop that they did not desire to create this future increased recurring expenditure and directed that only \$100,000 be included in the budget and that \$100,000 be returned to fund balance. The Board voted and ratified the following actions at its July 10, 2012 regular meeting:

1. Accepted staff's report on mental health competency restoration services and the LIFT Program;
2. Took no further action on the existing \$100,000 carry forward available in the jail diversionary account and allowed the appropriation to be returned to fund balance;
3. Maintained the current \$100,000 funding level in the diversionary account for the LIFT Program;
4. Directed staff to agenda funding consideration for mental health competency restoration services for the Board's August meeting.

Additionally, the Board invited the PSCC to attend a Board meeting and discuss in detail the costs and benefits of establishing a mental competency restoration program. Subsequently, during their August 22, 2012 meeting, the PSCC voted to send a representative to address the Board during their next scheduled meeting to provide more information on the request for funding and how the funds would be utilized.

At the September 11, 2012 meeting the PSCC's representative provided information requested by the Board and responded to follow up questions, thereafter, the Board voted to appropriate

\$100,000 for a competency restoration program utilizing prior year uncommitted carry forward jail diversionary account funding.

Analysis:

Based on current practice, the PSCC makes recommendations to the Board regarding how any future funding allocation should be distributed to address jail population management.

During their June 18, 2013 meeting, the PSCC reviewed funding requests from three agencies. Following is a brief synopsis of each of the agencies' presentation and request:

1. Ability First: Mental Health Competency Restoration Services. After receiving Board approval for funding and completing the Request for Proposal process, Ability First began receiving its first clients in December, 2013. The agency has served 13 defendants to date including 3 juveniles. As of this writing, four defendants' cases were scheduled for review to consider disposition. Based upon referral and status reviews, the agency has expended \$8,062 of the \$100,000 allocation. The agency has estimated that given the current trend in assignments \$25,000 would be adequate to address those defendants still in the program at the end of 2013. The Program will not accept referrals after September 30, 2013. Attachment #1 details the justification offered by Ability First for retaining a portion of the funds allocated in the 2013 budget process.
2. DISC Village: The LIFT Program. This Program continues to meet or exceed its objectives in all target areas of inmate skill development, education, counseling and resource referral to assist them remain in the community upon completion of their jail sentence. DISC Village requested \$100,000 to maintain the program through FY 2014. A copy of their formal letter of request is included as Attachment #2.
3. Domestic Violence Coordinating Council (DVCC) was created jointly by the City of Tallahassee and Leon County in 1995. The DVCC serves as a network of resources for agencies and advocates serving domestic violence victims. It continues to meet its primary directive of offering a wide array of public awareness and education events to all citizens. In recent years, they have been funded solely by the City of Tallahassee. However, they have experienced an increase in requests for services from citizens who reside in Leon County beyond the city limits. As such, the agency is requesting \$25,000 to provide teen education programs that may serve to curtail criminal behavior and victimization among youth. Attachment #3 provides information on the services offered by the DVCC and their budget request for FY 2014.

After questioning and discussion, the PSCC voted to request the Board carry forward any unspent funds previously allocated in the current year for jail diversion. The PSCC also voted to bring recommendations regarding funding requests at a later date after the Board determines the amount they will make available to the PSCC to address jail population management issues in FY 2014.

Conclusion

The Board has historically embraced numerous programs and approaches to mitigate the jail population. Through the annual allocation of \$100,000, the Board relies upon the expertise of the PSCC membership to make recommendations on how to best divert individuals from the jail and thereby mitigate the overall jail population.

Last year, the adopted budget maintained the historic funding level of \$100,000. At the request of the PSCC, the Board also carryforward \$100,000 of unspent appropriation; this thereby provided a total of \$200,000 to be spent during the current fiscal year. The PSCC recommended and the Board approved the continued funding of the LIFT program (\$100,000) and the funding of Mental Health Competency Restoration Services (\$100,000).

The PSCC has again requested the Board included \$100,000 in appropriation for the jail diversionary account for FY2014 and requested any unspent appropriation (estimated to be \$75,000) be carryforwarded into FY2014.

If the PSCC recommendation is implemented then as part of next year's budget cycle the Board may be faced with having recurring programs supported by \$175,000 versus the annual budget \$100,000.

Options:

1. Direct staff to include \$100,000 in the jail diversionary account for FY2014.
2. Direct staff to carryforward any unspent funds remaining in the jail diversionary account at the end of the current fiscal year.
3. Board Direction.

Recommendations:

Option #1 and #2 are contemplated in the FY2014 preliminary budget.

Attachments:

1. Competency Restoration Funding Request
2. DISC Village Letter of Request for Funding
3. Domestic Violence Coordinating Council Program Description and Funding Request

Competency Program funding request for FY 2014

Due in part to a late start of the program, the mental health competency program has not expended the allocated \$100,000.00 and will not accept any new referrals after the end of FY2013. However, based on the funding structure outlined in the contract between Leon County and Ability 1st Inc, it is requested, that funding be provided / carried over for those defendants that are still in the program on September 30, 2013. This carry over of funds would be needed to address anticipated invoices from Ability 1st as they close out the cases of the remaining defendants. The specific funding request is as follows:

1. Approval for a portion of the remaining amount be carried over into FY 2014 as an anticipated invoice to provide for payment for services as each defendant completes the program.
2. Payment to Ability 1st is disbursed in three phrases based on initial, status and final reports to the court for each defendant.
3. Based on the current number of defendants in the program and the estimated number of additional referrals, it is anticipated that a maximum of \$25,000.00 would be needed beyond FY2013 to close out the program.



DISC Village, Inc.

Administrative Offices:

3333 West Pensacola Street, Suite 330 ♦ Tallahassee, Florida 32304

Telephone: (850) 575-4388 ♦ FAX: (850) 576-3317

Web: www.discvillage.com

March 4, 2013

Leon County Board of County Commissioners
Attn: Public Safety Coordinating Council
301 S. Monroe Street, 5th Floor
Tallahassee, FL. 32301

Dear PSCC Members:

This letter is to respectfully request a continuation of funding for the L.I.F.T program services for the PY 2013-2014 under the agreement between DISC Village, Inc. and the Leon County Board of County Commissioners originally executed on October 2010.

DISC Village has done an excellent job with both female and male offender population and has expanded services to the male population housed in the Leon County Jail. The program has enrolled and served 95 participants to date. The recidivism rate for participants in the LIFT program is at 26%. The state average for recidivism is 33% as noted in a report from Florida Right on Crime in 2010.

The agency continued providing resources to participants that eliminate barriers to success, such as providing assistance with housing, food stamp eligibility, and funds to obtain state identification, birth certificates, and bus passes for employment search. Obtaining safe and stable employment can often be a major challenge for individuals coming out of prison or jail. Recent statistics show that the unemployment rate for people with criminal records or who violate probation is as high as 60% in Florida. DISC Village has successfully assisted 43 out of 79 participants (54%) to obtain employment or enroll in continued educational services (GED or post-secondary).

We are requesting the opportunity to continue this successful service to male ex-offenders for the PY 2013-2014. We will continue to provide employability, vocational, life skills training, case management and post-release services, which will increase public safety and lower the jail population. DISC Village will maintain a total of 40 participants served annually and there will be no changes to the staffing. We propose to continue services and would like to request additional resources to help offset the actual costs of the program.

Thank you to the members of this council for your service and time to consider this request.

Regards,

Thomas K. Olk
Chief Executive Officer
DISC Village, Inc.

Administrative Offices: 3333 W. Pensacola Street, Suite 330 Tallahassee, Florida 32304 Telephone: (850) 575-4388 FAX: (850) 576-3317



Workshop Item #10



Domestic Violence Coordinating Council

11077 Wildlife Trail • Tallahassee, FL 32312

(850) 222-3845

Promoting zero tolerance to domestic violence in our community through education, prevention, and accessible coordinated intervention strategies focused on victim safety and offender accountability.

Domestic Violence Coordinating Council

The Domestic Violence Coordinating Council (DVCC) is Tallahassee's task force on domestic violence. Created by the City and County Commissions in 1995 to bring together the many agencies and advocates serving domestic violence victims, the DVCC continues to meet its primary directive of encouraging a well-coordinated community response to domestic violence. In addition, the DVCC has been a leader in providing a wide array of public awareness and education events to many varying populations and citizens in Tallahassee.

Domestic violence (DV) has been reported to affect one in four women in the US and has been characterized as a national epidemic (National Council Against Domestic Violence, Annual Report, 2011). All of the communities that have been most successful in combating DV have one thing in common: a Coordinated Community Response or CCR. Research and evaluative studies have shown that these area-wide systems of coordinated agencies are most effective in streamlining DV services, protecting victims, and holding batterers accountable. In addition, communities with the most effective model DV programs all attest to the essential role of on-going area-wide coordinating councils. Second only to well-coordinated responses, is the need for public awareness. Public awareness and education on the issue of DV has been shown to mitigate the shame of being a victim and increase the likelihood that victims will seek the help they need. Public awareness and education also contribute significantly to the negative attitudes towards perpetrators with a stronger willingness to hold them accountable.

The DVCC holds monthly meetings with member agencies including Refuge House, law enforcement, Leon County Probation, the Office of the Attorney General, the State Attorney's Office, Dept of Health, FSU, FAMU, TCC, and Batterer's Intervention, among other dedicated advocacy groups. These meetings provide an opportunity to review protocols, exchange information, and discuss issues in order to help Tallahassee provide a well-coordinated community response to domestic violence.

Over the last decade the DVCC has continually identified groups in need of DV training and information, and provided this crucial training on an ongoing basis. Some recent events include:

- ✦ **Medical Staff Training** – provided at FSU's medical school and clinic, TMH, and other area medical offices, the DVCC helped doctors and their teams spot the red flags of domestic violence and provided them with a usable protocol for getting their patients the help they need. As a profession that is often the first or only contact for a victim of DV, it is crucial that medical professionals be able to identify those in need.
- ✦ **Campus Dating Violence** – two different weeks of training were provide to both FSU and FAMU faculty, university police, housing coordinators, and students on DV. The positive and negative uses of technology were also addressed to help students understand how to safely use smart phones and other devices, as well as to help law enforcement use them to catch perpetrators.
- ✦ **Men Ending Domestic Violence** – a series of trainings were conducted by male trainers for university athletes on DV and the need for these men to be role models for their peers. This was a very powerful week of trainings and with AD cooperation, the DVCC has been able to make this an ongoing effort.
- ✦ **Teen Rallies on Healthy Relationships** – teens are new at dating and often lack experience in relationships. In order to help teens learn early about dangerous relationships, the DVCC provides 2-3 teen

rallies per year. These are lively fun pep rallies with music, pizza, games, and celebrity appearances, all surrounding an important training on healthy vs. unhealthy relationships. Hosted for the DVCC by Shonda Knight of WCTV, these rallies have reached more than 1,000 area teens and the response has been very positive. Currently the Tallahassee Teen Council is working with the DVCC to provide input from teens themselves on how to better reach this population with needed information.

↓ **Landlord Brochures** – recognizing that in a community of so many renters, there are victims of DV who have trouble leaving their abusive situations due to lease requirements. Working with the Chamber of Commerce and the Property Managers Association, the DVCC providing training and brochures to area landlords, encouraging them to help victims relocate rather than stay in dangerous surroundings. Safe alternatives were provided.

↓ **March to End the Silence on DV** – the DVCC holds an annual awareness event consisting of marchers from FAMU, FSU, and the Capitol converging on the Turnbull Conference Center for dinner and an evening of survivor stories. Our last event had 180 participants and was covered live by several TV stations as well as radio and newspapers. This is one of our most successful public awareness events.

↓ **Interfaith Response to DV** – this 3 hour training and interfaith panel discussion is a very popular and often requested event. As clergymen and women are often the first or only contact for a victim of DV, it is crucial that know not only how to identify those in need, but how to get them the help they need.

Recently published reports including the Leon County DV Fatality Review Team's 1st Annual Report and the Report on the Status of Women and Girls in Leon County, have cited the DVCC's ongoing work. Some recommendations of those reports include:

- o Educating area youth
- o More public awareness and education
- o Education for landlords

...all areas in which the DVCC has a proven track record of focus and success.

Originally funded by both the City and County Commissions, in recent years, the DVCC has been solely funded by the city. (Requests were not made to the County after 2006 funding expired in 2008.) However, the DVCC has grown considerably in the last few years with a huge increase in requests for training and education, especially Teen Rallies. Because we are City funded we have an obligation to focus on city centers first, but would like to more quickly honor the many requests we have from around the county. We graciously ask the commission to please consider granting the DVCC \$25,000 in order to better include requests from all over Leon County in the 2013-2014 operating year.

BUDGET REQUEST

<u>Cost Category</u>	<u>Amount</u>
a) Personnel Services	\$20,700.00 (20 hs)
b) Materials, Supplies, and Postage	220.00
c) Printing and Copying	580.00
d) Equipment Purchase, Rental and Maintenance	—
e) Occupancy, Utilities, and Telephone	—
f) Travel, Workshops, and Training	—
g) Collaborative Partnership Activities	3,500.00
h) Business and Incorporation Services	—
i) Other: please specify	—
TOTAL BUDGET	<u>\$25,000.00</u>

The DVCC would like to thank the Leon County Commission for its ongoing support of our efforts to end DV in our community. We look forward to continuing to serve the Leon County area for many years to come.

Leon County Board of County Commissioners Budget Workshop Item #11

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Office of Financial Stewardship Ken, Morris, Economic Development & Business Partnerships
Lead Staff/ Project Team:	Lee Daniel, Division of Tourism Development

Fiscal Impact:

This budget discussion item seeks Board approval of several new expenditures from the Division of Tourism Development’s unallocated fund balance, attempts to address some of the long-term community needs identified by the Cultural Plan Review Committee with ongoing operating revenue, and the scheduling of a future workshop on the consideration of funds dedicated to the Florida Center for Performing Arts and Education. This item has a fiscal impact of \$234,500 for FY 2014 and possible implications for an additional \$50,000 in FY 2015 from the unallocated fund balance of the Tourism Development account.

Staff Recommendation:

- Option #1: Approve the \$234,500 from the Tourism unallocated fund balance to support the Red Hills International Horse Trials, the development of the Word of South Festival, and additional marketing activities related to several new area amenities.
- Option #2: Direct staff to set aside \$125,000 in grant funds to support a signature community event fund and to bring back an agenda item detailing the process and criteria to access these grant funds.
- Option #3: Direct staff to increase the sports grants funding by \$25,000 and remove any maximum restrictions for an individual award.
- Option #4: Direct staff to remove any maximum restrictions for an individual grant awarded from the special events grant program.
- Option #5: Schedule a workshop on the consideration of funds dedicated to the Florida Center for Performing Arts and Education for October 22, 2013, from 12 – 3 p.m.

Report and Discussion

Background:

Over the past several months, the Board has directed staff to provide budget discussion items for consideration as part of the current budget cycle to address a number of funding requests. The following provides a summary of this direction and additional policy guidance that will be addressed in the item:

- On January 29, 2013, the Board approved a funding request in the amount of \$36,350 for the 2013 Red Hills Horse Trials (RHHT) event and directed the Tourist Development Council (TDC) to consider a three-year funding commitment to the RHHT that would be brought back to the Board as a budget discussion item (Attachment #1).
- Following an extensive discussion on a separate issue at the May 28, 2013 Commission Meeting, the Board directed staff to bring back the funding request for the Word of South Festival as a budget discussion item (Attachment #2).
- In addition to the RHHT and Word of South funding requests for the County's FY 2014 budget, the TDC made several recommendations at its June 13th meeting for one-time expenditures from the Division of Tourism Development's unallocated fund balance. These one-time expenditures are designed to further capitalize on a number of new products within our destination to enhance visitor awareness such as the improvements to the cross country course at the Apalachee Regional Park, the launching of the Trailahassee.com website, and the opening of the Capital Cascades Amphitheater at Cascades Park.
- As discussed with the Board at the June 18, 2013 meeting, the Board and the TDC continue to receive a number of requests for funding of significant community events outside of the traditional grant cycles. This item provides an approach to establish a signature event fund to formerly address these types of requests.
- This item provides a remedy to the concerns raised by the Board at the May 28, 2013 meeting regarding the current sports grant process.
- In light of recent activity related to the Performing Arts Center, this item seeks the Board's approval to schedule a future workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education that would address some of the long-term community needs identified by the Cultural Plan Review Committee and provide consistent funding for the cultural grant program.

Analysis:

Over the past year, there have been a number of requests seeking funds from the Division of Tourism Development's unallocated fund balance. This analysis provides an update on the Tourism Division's unallocated fund balance, seeks Board approval of several new expenditures

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

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from the Tourism Division's unallocated fund balance, attempts to address some of the long-term community needs identified by the Cultural Plan Review Committee with ongoing operating revenue, and the scheduling of a future workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education. This item has a fiscal impact of \$234,500 for FY 2014 and possible implications for an additional \$50,000 in FY 2015 from the Tourism Division's unallocated fund balance account.

The unallocated fund balance in the Tourism Division's account is \$1,246,349. This includes recent adjustments and appropriations approved by the Board including the \$125,000 for improvements to the cross country course at the Apalachee Regional Park, \$150,000 to support the hiring of a private management firm and related promotional expenses for the first year of County-sponsored events at the Capital Cascades Amphitheater, \$36,350 to support the 2013 RHHT, and \$35,000 to build a new web site for Trailhassee.com.

Based on the success of recent marketing efforts, the opening of the amphitheater, and the rollout of Trailhassee.com, the TDC would like to invest an additional \$234,500 of resources into the County's FY 2014 marketing efforts to further capitalize on a number of new products within our destination to enhance visitor awareness. The TDC recommends the following expenditures to enhance economic development through tourism:

1. Provide \$84,500 to RHHT to assist with the relocation and rebuilding of the cross country course in time for the group to host the spring 2014 event that continues to draw participants from across the United States and internationally. The Board previously approved \$36,350 for the 2013 RHHT event and RHHT does not anticipate a need for additional funds for the 2014 event beyond the recommended \$84,500 in relocation and rebuilding assistance. RHHT is unable to determine its needs for the spring 2015 event at this time so the TDC was reluctant to make a recommendation for the third year of the County's financial commitment.
2. Provide \$50,000 during FY 2014 to support the development of the Word of South Festival that would commence in the spring of 2015. At the June 13, 2013 meeting of the TDC, staff shared some of the concerns raised at the May 28th Commission meeting including the need for multi-year funding support, the level of financial commitment from the City of Tallahassee, and a review of the process by which such large funding requests are sought through the TDC. The City anticipates providing some unspecified in-kind services through its management and operation of Cascades Park. Mr. Mustian and the KCCI group working to develop the Boca Chuba Music Festival have been meeting and are discussing opportunities to possibly merge these events or work in close collaboration. Board approval would be required to allocate the remaining \$50,000 being sought for this festival. Finally, the next section of this analysis may address some of the Board's concerns about the process in which such large funding requests are made through the TDC and the ongoing need for dedicated funds to satisfy these requests.
3. \$100,000 to be utilized for additional marketing during FY 2014 in a combination of uses by both staff and the advertising/public relations agency to include:

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

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A. Increase the number of trade shows attended; enhancing the number of media and tour operator familiarization tours; increasing and updating the destination photography and video libraries; and improving signage for the Visitor Information Center.

B. Develop a signature promotion with *Garden & Gun Magazine* or a similar publication; or develop a native application for iPhone users for Trailahassee.com or the new VisitTallahassee.com websites.

If all of the aforementioned budget issues are approved by the Board, the unallocated fund balance for the Tourism Division would be reduced by \$234,500 to \$1,011,849. The remaining unallocated fund balance would be 24% of the Tourism budget, well above the Board's minimum requirement of 15%.

Proposed Signature Event Funding and Adjustments to the Sports and Special Event Grant Process

To address some of the Board's concerns articulated at the May 28th Commission meeting during the Word of South discussion in which such large funding requests are made through the TDC, staff is proposing a remedy to the volume of funding requests for events that occur outside of the current grant program cycle and/or that seek funding beyond the current program thresholds. These requests often target the Division of Tourism Development's unallocated fund balance on a case by case basis rather than allowing for a more deliberative process. During the presentation of the Cultural Plan Review Committee' Interim Report on June 18, 2013, the Board reiterated the need for a dedicated revenue source to satisfy the funding requests for these large events that have the potential to draw visitors to the community.

Staff is seeking Board approval to create a community signature event program fund from recurring Tourism revenue in the amount of \$125,000 previously set aside for the Mary Brogan Museum through the Council on Culture and Arts (COCA) budget. This fund would be available for large cultural, athletic, or heritage themed events that have the potential to draw visitors to the community without regard to the grant cycles. Should the Board approve this option, staff will bring back an item for the Board's consideration outlining the process and strict criteria to access these funds.

Another modification to the allocation process relates to the existing Sports Grant program. Currently, the Sports Grant process has a maximum award of up to \$6,500. Unless otherwise directed by the Board, staff intends to revamp the grant program by removing the maximum award. This will allow the County to not impose artificial caps, but rather award grants based on the overall return on investment an individual event has on the community. Staff, in utilizing the existing grant application process, would further develop specific criteria possibly including such factors as:

- Room nights generated in Leon County commercial lodging establishments
- Tourist Development Tax and Sales Tax generated
- The number of expected participants
- The number of anticipated total visitors (family and friends)

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- Timing of the event to coincide with lower hotel occupancy periods
- Potential for future event growth
- Potential for positive media exposure for Leon County
- Total economic impact as calculated by the Florida Sports Foundation or the Destination Marketing Association International economic impact models

To ensure the sports grant has adequate funding, it is recommending that an additional \$25,000 be added to the existing appropriation of \$90,000 for a total of \$115,000. This allocation is in addition to the existing sports “bid pool” funding which is used by the County to proactively seek sporting events to come to our community.

Similar to the sporting events grant fund, there is a special event grant fund with a \$6,500 cap. Staff recommends lifting this cap as well and establishing similar criteria to determine grant awards.

This action will bring the FY 14 COCA funding to \$354,500 for re-granting purposes and provide for \$125,000 to be utilized by the County for large signature events and \$25,000 more for sports grants.

Existing 1 Cent Allocation for the Performing Arts Center

Based on the recent direction of the Leon County Sales Tax Committee to not fund the Florida Center for Performing Arts and Education project by a 12-2 vote and the ongoing cultural needs identified in the Cultural Plan Review Committee’ Interim Report, the Board may want to identify a process for staff to start evaluating the future use of the one-cent bed tax dedicated to the performing arts center and the \$3.5 million currently set aside for its construction. While the final report of the Sales Tax Committee is not anticipated until February 2014, staff is recommending that the Board schedule a workshop for October 22, 2013, from 12 – 3 p.m. to review the existing agreements and obligations with the City and CRA regarding the performing arts center and to provide guidance on the use of these funds for future cultural or other needs.

Based on the needs identified in the Cultural Plan Review Committee’ Interim Report, staff anticipates including for the Board’s consideration, at minimum, the inclusion of grant funding for capital projects, ongoing support of the COCA re-granting process and the possible support for the proposed signature event series. Staff will develop a proposed process by which capital projects would be eligible to apply for and receive capital grant funding. A detailed analysis will be provided examining the statutory uses and limitations of tourism funds for capital improvements and cultural activities.

Options:

1. Approve the \$234,500 from the Tourism unallocated fund balance to support the Red Hills International Horse Trials, the development of the Word of South Festival, and additional marketing activities related to several new area amenities.
2. Direct staff to set aside \$125,000 in grant funds to support a signature community event fund and to bring back an agenda item detailing the process and criteria to access these grant funds.
3. Direct staff to increase the sports grants funding by \$25,000 and remove any maximum restrictions for an individual award.
4. Direct staff to remove any maximum restrictions for an individual grant awarded from the special events grant program.
5. Schedule a workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education for October 22, 2013, from 12 – 3 p.m.
6. Board direction.

Recommendation:

Options 1, 2, 3, 4 and 5 are included in the preliminary budget.

Attachment:

1. January 29, 2013, agenda item requesting \$36,350 for the 2013 Red Hills Horse Trials.
2. May 28, 2013 agenda item requesting \$100,000 for the Word of South Festival

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**Leon County
Board of County Commissioners
Cover Sheet for Agenda #29**

January 29, 2013

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Approval of Red Hills International Horse Trials Funding Request in the Amount of \$36,350

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Director, Economic Development & Business Partnerships
Lead Staff/ Project Team:	Lee Daniel, Director, Division of Tourism Development

Fiscal Impact:

This item has a fiscal impact. The recommended funding of \$36,350 to support the 2013 Red Hills International Horse Trials would come from the unallocated fund balance of the Tourism Development account. The current balance is approximately \$1 million.

Staff Recommendation:

Option #1: Approve the Resolution and associated Budget Amendment Request to provide \$36,350 from the Tourism Development unallocated fund balance to support the 2013 Red Hills International Horse Trials (Attachment #1).

Report and Discussion

Background:

The Red Hills International Horse Trials (RHHT) is one of Tallahassee's premier events and considered one of the equestrian world's top competitions. Since 1998, this annual competition has drawn spectators and participants from across the United States and numerous other countries. RHHT is governed by the Federation Equestre Internationale (FEI), which sanctions all major international trials. The 2013 event features three days of competition; dressage on March 8 with FEI Show Jumping that afternoon, cross country on March 9 and the national divisions of stadium jumping on March 10. Riders and horses from different skill levels take part, and seven different classifications are offered including: Preliminary Rider, Open Preliminary, Intermediate, and Advanced at the national levels, including the USEA Gold Cup Series, plus Concours International Combine (CIC) 1 Star, CIC 2 Star and CIC 3 Star at the international levels. Last year, four out of five members of the United States Olympic Team competed at Red Hills.

The 2013 event is expected to draw riders and horses from at least 28 states and 10 countries including many of the leaders in the US and international eventing community. More than 20,000 spectators are anticipated. The 2013 event will celebrate Florida's 500th anniversary of Spanish discovery with the theme "Red Hills salutes VIVA Florida 500; the role of the horse in Florida development." The Five Flags of Florida will fly over the Elinor Klapp-Phipps Park, and the history of the horse, first brought to the United States by Spanish explorers, will be highlighted in many ways. Exhibitions and a parade of breeds are among the plans. The sport of Eventing will be featured since it evolved from the dressage of the Spanish Riding School and used in cavalry training.

In addition to generating overnight stays in commercial lodging establishments, the RHHT brings national and international media exposure for our destination in both equestrian-related media and non-equestrian print and electronic media.

Analysis:

The County has traditionally supported RHHT through the Tourism Development Council (TDC) funds with a special event grant and provided dedicated ambulance and EMS personnel on site. For the 2012 event, the TDC awarded a grant of \$6,500 and contributed \$10,000 for EMS.

Unfortunately, RHHT is facing a number of challenges this year including the following: (1) loss of three major benefactors, (2) departure of its administrative assistant, (3) having to relocate the cross country course beginning in 2014, and (4) ability to generate sponsorship funds in this depressed economy. Total expenses for hosting the 2012 event were in excess of \$320,000. Expenditures for the 2013 event are estimated to be \$355,000.

Red Hills Horse Trials has approached the City of Tallahassee and Leon County for support through cash and in-kind services for the relocation of the cross country course in time for the 2014 event. The estimated cost of moving the course to another part of the property is from \$100,000 to \$125,000.

To host an official competition, RHHT must utilize officials sanctioned by FEI. Just some of these are: two FEI stewards, one foreign and one from the US; President of the Ground Jury FEI, who in 2013 is from Great Britain, and President of the National Ground Jury, this year from New Jersey; two additional members of each ground jury, dressage judges; two FEI-approved cross country course builders; a safety officer; a cross country controller; a show jumping course designer and five sanctioned veterinarians. The funding request is for \$6,650 to offset costs associated with travel for these sanctioned officials, \$26,200 in salaries, and \$3,500 in housing. If the Board approves the recommendation of the TDC, the funds would come from the approximately \$1 million that is in the unallocated fund balance of the Tourism Development account. At its January 10, 2013 meeting, the TDC unanimously approved a recommendation to provide the additional \$36,350 support for the 2013 event (Attachment #2), with the hope that RHHT officials can raise additional sponsorship money for the 2014 event and beyond.

In March 2007, Dr. Mark Bonn conducted an estimated economic impact study for RHHT. At that time, the event was estimated to have a total economic impact of almost \$300,000. The event has grown in both national and international importance and recognition in the last five years.

RHHT and Springtime Tallahassee are probably the area's best-known special events. RHHT is the single most important special event from the public relations standpoint, in terms of generating national and international media exposure. Some of the visitors to Tallahassee during the trials are the leaders in the equestrian community and could be excellent contacts for future economic development opportunities. According to the local RHHT organizers, the allocation of the requested funds is critical to the success of the 2013 event.

RHHT officials have expressed some concern about the future sustainability of the event, given the aforementioned challenges. With approval of this one-time funding request, the County will contribute \$50,849 (Funding request of \$36,350; \$10,000 for EMS; and awarded grant of \$4,499) toward the 2013 RHHT total expense projections of \$355,000. Staff has provided RHHT a list of local management companies to assist in raising additional sponsorship dollars for future events, and has encouraged RHHT to engage the Cultural Plan Review Committee as they evaluate community programming and funding needs.

Based on TDC's recommendation to support this request, the Board would need to approve the attached Resolution and associated Budget Amendment Request.

Options:

1. Approve the Resolution and associated Budget Amendment Request to provide \$36,350 from the Tourism Development unallocated fund balance to support the 2013 Red Hills International Horse Trials.
2. Do not approve the Resolution and associated Budget Amendment Request to provide \$36,350 from the Tourism Development unallocated fund balance to support the 2013 Red Hills International Horse Trials.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. [Resolution and Associated Budget Amendment Request](#)
2. [Memo from the Chair of the Leon County Tourist Development Council](#)

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**Leon County
Board of County Commissioners
Cover Sheet for Agenda #10**

May 28, 2013

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Consideration of a One-Time Funding Request for the Word of South Festival in the Amount of \$100,000

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Ken Morris, Director, Economic Development & Business Partnerships
Lead Staff/ Project Team:	Lee Daniel, Director, Division of Tourism Development

Fiscal Impact:

This item has a fiscal impact of \$100,000 to the Tourist Development fund. If the request is funded, staff would be directed to include \$50,000 in the FY 2014 budget from Tourist Development Tax Funds, with the remaining \$50,000 included in the FY 2015 budget.

Staff Recommendation:

Board direction.

Report and Discussion

Background:

Former City Commissioner Mark Mustian is working to develop a new annual festival for Tallahassee and Leon County called "Word of South." The proposed festival would be unique to Tallahassee and would combine literature and music to be held over a weekend beginning in the spring 2015. Mr. Mustian has established a non-profit corporation and has, at present, a 12-member steering committee, with a willingness to add additional members.

Mr. Mustian made a presentation to the Tourist Development Council (TDC) at its March 6, 2013 meeting and requested financial support from the Tourist Development Tax (TDT) in the amount of \$100,000. This amount would be a dollar-for-dollar match to the funds Mr. Mustian is personally contributing. The TDC approved a motion to support the festival in the amount of \$100,000. Mr. Mustian intends to leverage his personal funds and the potential County TDT funds in a state cultural grant application due June 1, 2013.

Analysis:

As a published author, Mr. Mustian has spoken and appeared at several literary festivals across the country. When he began to question why there is not a similar festival in Tallahassee. The Word of South is a proposed special event designed to draw

people from outside Tallahassee and will feature well-known writers and musicians combining their talents in different ways. The festival has initial funding through a gift of \$100,000 from Mr. Mustian.

The festival is committed to a broad range of programming, including minority authors and musicians, programming for children and other events to match the interests of the community. Although there is some flexibility in the date, the tentative days for the initial year are February 28 to March 1, 2015.

The festival's initial budget is targeted at \$300,000 with one-half of this amount used to pay for bringing artists to Tallahassee. The remaining budget would be used for marketing/publicity and the logistics of putting on the various events. Private companies will be solicited for sponsorships, and Tallahassee Community College has indicated an interest in being a major supporter. The festival has developed an active outreach effort for private and public donations. Additionally, the group expects to submit a state grant application in June 2013.

Mr. Mustian's March 6, 2013 presentation to the TDC requested the council recommend the Board approve matching his initial \$100,000 gift with proceeds from the TDT. There was lengthy discussion followed by a question and answer period (Attachment #1). The TDC unanimously approved a recommendation to the Board in support of \$100,000 from the TDT with funding being spread out over two fiscal years to allow staff to determine the final payment schedule. Should the Board concur with the TDC to provide \$100,000 for the Word of South Festival, staff would recommend using \$50,000 from the unallocated fund balance during FY 2014 and another \$50,000 in FY 2015.

Word of South is not eligible to apply for COCA grants because the festival has not been providing programming in its discipline for at least three complete fiscal years nor does the organization have multiple-event cultural programming that is regularly available to the public or produced throughout the year (Attachment #2). Word of South would be eligible to apply under current guidelines for the Tourism Development Special Event Grants, but their application would have to occur in June 2014 for the FY 2014-2015 budget cycle, and the maximum award would only be \$6,500. Aside from the \$6,500 award limit, Mr. Mustian is seeking a commitment from the Board to enhance a cultural grant application due to the state on June 1, 2013.

Members of the TDC, who have worked with Mr. Mustian in the past, expressed confidence in his thoroughness and in the amount of research put into the plan thus far. The fact that he has made a personal financial commitment was also persuasive. Mr. Mustian was able to overcome some concerns that if the total \$300,000 budget is not raised, TDT funds would be returned and that his private donation would be spent before any bed tax funds are used. If successful, Mr. Mustian hopes additional sponsors will help sustain future festivals.

There are a number of ongoing community efforts relating to culture and tourism that will require the Board's attention during the July budget workshops, as they are seeking or contemplating funds from the TDT unallocated fund balance. Some of these programs have been requested by the Board, while others have independently sought support through the TDC. For example, a KCCI Catalyst Group made a presentation at the May 8, 2013 TDC meeting for the Boca Chuba Music Festival, scheduled to take place on April 11-13, 2014 at Cascades Park (Attachment #3). The group did not make a formal request for funding support at that time, but provided the TDC with an update of its activities and suggested that TDC funds may be sought in the future.

At the Board's direction, staff is continuing to work with organizers of the Red Hills International Horse Trials to develop a recommendation for additional funding support through the TDT that would include assistance in relocating the course prior to the 2014 event. This will impact the amount of funds in the unallocated fund balance of the TDC to support the Word of South event or other requests. Therefore, staff will prepare a budget discussion item explaining each of the ongoing funding requests and their impact to the overall TDT fund balance. For these reasons, a Budget Amendment and Resolution (BAR) have not been prepared for this agenda item. Instead, the BAR will be included in the July budget discussion item to offer the Board a comprehensive summary of the expenditures being sought from the TDT fund balance.

The Board's approval to support the recommendation of the TDC by funding the Word of South Festival in the amount of \$100,000 over the next two fiscal years will provide Mr. Mustian the commitment needed to enhance his cultural grant application for state funds.

Options:

1. Approve the recommendation of the Tourist Development Council to support the Word of South Festival in the amount of \$100,000, and direct staff to include \$50,000 in the proposed FY 2014 budget and \$50,000 in the proposed FY 2015 budget.
2. Do not approve the recommendation of the Tourist Development Council to support the Word of South Festival in the amount of \$100,000.
3. Board direction.

Recommendation:

Board direction.

Attachments:

1. [Minutes of the March 6, 2013 meeting of the Leon County Tourist Development Council](#)
2. [COCA Grant Eligibility Guidelines](#)
3. [Boca Chuba Music Festival Fact Sheet](#)

Back

Print



"PEOPLE FOCUSED. PERFORMANCE DRIVEN."

Leon County

Board of County Commissioners

Budget Workshop Item #12

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of the Primary Healthcare Program Allocations for Fiscal Year 2013/14 and Status Report Regarding Space Needs Analysis for Neighborhood Community Health

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Management and Budget Candice M. Wilson, Director, Office of Human Services and Community Partnerships
Lead Staff/ Project Team:	Eryn D. Calabro, Financial Compliance Administrator Shington Lamy, Assistant to the County Administrator

Fiscal Impact:

This item has a fiscal impact of \$1,739,582 to the County, should the Board elect to maintain the current level of funding. If the Board approves the request made for additional funding, the fiscal impact to the County will be \$2,239,582.

Staff Recommendation:

- Option #1: Approve funding for the Primary Healthcare Program at current funding level for a total of \$1,739,582 as follows: Bond Primary Care \$332,052; Bond Women & Children’s Services \$245,588; Bond Pharmacy \$177,500; Bond Mental Health \$50,000; Neighborhood Medical Center Primary Care \$416,740; Neighborhood Medical Center Mental Health \$50,000; Apalachee Mental Health Services \$157,671; Capital Medical Society Foundation (We Care) \$130,043; Florida A&M University College of Pharmacy \$177,500; and Florida Healthy Kids/KidCare \$2,488.
- Option #2: Authorize the County Administrator to execute corresponding contracts with all primary care agencies in a form approved by the County Attorney.
- Option #3: Direct staff to continue to facilitate discussions on the potential to improve space utilization at the Health Department facilities in order to relocate Neighborhood Medical Center (NMC) to the Roberts and Stevens Health Department Facility which capital improvements would be paid for by NMC and provide an updated report to the Board within the next 60 to 90 days.

Report and Discussion

Background:

Leon County's Office of Human Services and Community Partnerships manages the County's Primary Healthcare Program (Program). For more than a decade, the County has made access to healthcare a priority. The goal of the Program is to improve the health of citizens by providing quality and cost effective health services through collaborative community partnerships. Funding is allocated to the Program to support CareNet agencies for increased access to healthcare services for Leon County residents who are uninsured and financially indigent. CareNet is a public/private collaborative of the County and healthcare providers which provides coordination of services for eligible patients.

CareNet is comprised of the following agencies: Bond Community Health Center (Bond CHC), Neighborhood Medical Center (NMC), Florida A & M University College of Pharmacy and Pharmaceutical Sciences (FAMU), Capital Medical Society Foundation We Care Network (We Care), Apalachee Center, Tallahassee Memorial Healthcare and Capital Regional Medical Center. Funding is not provided to the hospitals; however, each hospital plays a critical role in facilitating referrals for follow-up and the establishment of a medical home as needed. The hospitals also provide specialty medical services and ancillary services in coordination with We Care. It is through this coordinated community effort that citizens that are uninsured and lack access to care are served each year. The FY 2012/13 Adopted Budget includes \$1,739,582 for the Primary Healthcare Program.

It is important to note that staff is closely monitoring and evaluating the implementation of the Affordable Care Act and its impact to the Primary Healthcare Program in order to ensure that County dollars are effectually utilized to provide access to uninsured residents that may not be covered under the federal program.

In addition to the primary healthcare funding requests addressed in this item, on April 9, 2013, the Board directed staff to evaluate potential alternative space for NMC; staff's initial review has focused primarily on existing space availability through the Health Department. The space analysis is provided following the primary healthcare funding discussion.

Analysis:

In preparation for the FY 2013/14 Budget Workshop, staff requested that each CareNet agency complete a *FY2013/2014 Non-Departmental Funding Request Application* (Attachments # 1-5). The funding request applications include an overview of the agency's program and services, goals, objectives and partnerships. Also, included in the request is an explanation of why funding is being requested and the projected impact to the target population. Each agency has requested current level funding for FY2013/14, with the exception of NMC; following, is a detailed explanation of each funding request.

As the County's payment to Florida Healthy Kids Corporation is derived from a state mandated formula, a funding application and request for FY 2013/14 was not submitted.

Table 1 provides an overview of the FY 2012/13 Adopted Budget and FY 2013/14 agency funding requests.

Table 1. Primary Healthcare Agency Funding

Agency	FY2012/13 Adopted Budget	FY2013/14 Funding Requests
Bond Community Health Center		
<i>Bond Primary Care</i>	\$332,052	\$332,052
<i>Bond Women and Children's Services</i>	\$245,588	\$245,588
<i>Bond Pharmacy</i>	\$177,500	\$177,500
<i>Bond Mental Health Services</i>	\$50,000	\$50,000
<i>Bond Community Health Center Total</i>	<u>\$805,140</u>	<u>\$805,140</u>
Neighborhood Medical Center		
<i>Neighborhood Medical Center Primary Care</i>	\$416,740	\$416,740
<i>Neighborhood Medical Center Mental Health Services</i>	\$50,000	\$50,000
<i>Neighborhood Medical Center Expanded Primary Care Services</i>	N/A	\$440,000*
<i>Neighborhood Medical Center Expanded Mental Health Services</i>	N/A	\$50,000*
<i>Neighborhood Medical Center Expanded Medication</i>	N/A	\$10,000*
<i>Neighborhood Medical Center Total</i>	<u>\$466,740</u>	<u>\$966,740</u>
Apalachee Center Mental Health Services	\$157,671	\$157,671
Capital Medical Society Foundation/We Care	\$130,043	\$130,043
Florida A&M University College of Pharmacy & Pharmaceutical Sciences	\$177,500	\$177,500
Florida Healthy Kids/KidCare	\$2,488	\$2,488**
TOTAL	<u>\$1,739,582</u>	<u>\$2,239,582</u>

*NMC has requested an additional \$500,000 for expanded primary care and mental health patient visits.

**The FY 2013/14 funding request has not been received from Florida Healthy Kids. The amount budgeted represents level funding.

The FY 2013/14 CareNet funding requests total \$2,239,582. The following provides a detailed overview of services provided by each agency.

Bond Community Health Center (Bond CHC)

FY2012/13 Funding: \$805,140

FY2013/14 Funding Request: \$805,140

The County provides \$805,140 in funding to Bond CHC for healthcare services. The Leon Agreement includes the following: Primary Care, \$332,052; Women and Children’s Services, \$245,588. Each requires the provision of ambulatory, preventive and primary care, including diagnostic and therapeutic services. Bond CHC is reimbursed \$125 per patient visit, up to the contracted amount, which funds 4,621 patient visits. Funding also includes \$177,500 for pharmacy services, and covers salary and fringe for 1.0 FTE Pharmacy Manager at \$120,000; Salary and fringe for 1.0 FTE Pharmacy Technician at \$42,000; and \$15,500 for .50 FTE Patient Assistance Program Technician. In addition, the funding includes \$50,000 for integrated mental health and primary care services. Bond CHC is reimbursed \$80 per encounter for mental health services up to the contracted amount.

In prior years, leveraging County funding to draw down state and federal funds and expand access to healthcare services has occurred. Of its current allocations to Bond CHC, Leon County remits matching funds to the Agency for Healthcare Administration (AHCA) for Low Income Pool (LIP) grant funding as shown in Table 2. The County’s local match is based on the annual Federal Medical Assistance Percentages (FMAP) that are used in determining the amount of Federal matching funds for State expenditures for certain social services, and State medical and medical insurance expenditures. At the time of writing, this item staff has not received a request from Bond CHC for matching dollars to AHCA. It is unknown at this time how much LIP funding will be available.

Table 2. Prior Year Leon County/Bond CHC State Leveraging

Grant	County Match FY2012/13	State & Federal Funding	Total Community Benefit
Emergency Room Diversion	\$271,000	\$729,000	\$1,000,000
Specialty Care	\$211,350	\$788,650	\$1,000,000
Dental Services	\$84,540	\$315,460	\$400,000
Enhanced Primary Care	\$60,001	\$81,946	\$141,947
FQHC LIP grant SFY 12/13*	\$72,455	\$98,955	\$171,410
Total	\$699,346	\$2,014,011	\$2,713,357

** This is a one-time state FY 12/13 LIP grant that was approved at the May 28, 2013 meeting. This LIP grant required county funds for match. An amendment was needed to Bond CHC’s contract allocating a portion of the pharmacy staffing dollars for the match.*

Neighborhood Medical Center (NMC)

FY2012/13 Funding: \$466,740

FY2013/14 Funding Request: \$966,740

Leon County provides \$416,740 to NMC for primary care services. The agreement requires the provision of ambulatory care for children and adults; preventive and primary healthcare, including, diagnostic and therapeutic services. NMC is reimbursed \$125 per patient visit, up to the contracted amount, which funds 3,333 patient visits. To further expand the integration of mental health and primary care, NMC receives \$50,000 to provide mental health services. NMC is reimbursed \$80 per patient visit for mental health services up to the contracted amount. Florida A & M University College of Pharmacy provides pharmacy services at NMC. The County provides \$147,571 to FAMU to support the provision of these services, which are provided at NMC.

The County has partnered with Tallahassee Memorial Healthcare (TMH) to secure grant funds for NMC. In FY 2012/13, of the County's annual primary care funding to NMC, \$64,713 was leveraged as matching funds for an AHCA LIP grant. The \$64,713 was matched with \$157,820 in Federal Medical Assistance funding for a total payment to NMC from TMH of \$222,533. These additional funds help support services for women and children and for the provision of HIV/AIDS programs at NMC in partnership with TMH. It is anticipated that the FY 2013/14 grant funding will be the same.

In addition to the current level of funding, NMC has requested an additional \$500,000 for next fiscal year. The proposed \$500,000 increase is requested for the planned growth and expansion of services. NMC has begun the process of expanding its capacity to deliver services in satellite facilities. NMC has partnered with the Renaissance Community Center to provide primary, mental and specialty healthcare to homeless citizens of Leon County. The request includes increased funding in the amount of \$440,000 for an additional 3,520 anticipated primary health encounters, \$50,000 for an additional 625 anticipated mental health encounters and \$10,000 for additional patient medication. With the increase in funding, NMC could provide a total of 7,263 primary care patient visits and 1,250 mental health visits funded by the County. NMC reports this will significantly improve patient access and ease the burden of the disproportionate number of uninsured and financially indigent patients who seek care at NMC.

Apalachee Center, Inc. (Apalachee)

FY2012/13 Funding: \$157,671

FY2013/134Funding Request: \$157,671

Apalachee receives \$157,671 to fund the mental health services to uninsured and financially indigent patients. Services are provided for those patients who have severe or persistent mental illness and may not be able to be served in a primary care setting. Services include evaluation and medication management. Services are provided by a Psychiatrist or ARNP, and each is reimbursed at a rate of \$68.53 per quarter hour. Social Worker, Case management, and Comprehensive Community Support Team services are reimbursed at a rate of \$9.47 per quarter hour. There is no change in the funding requested for FY 2013/14.

Florida A&M University College of Pharmacy and Pharmaceutical Sciences (FAMU)

FY2012/13 Funding: \$177,500

FY2013/14 Funding Request: \$177,500

The County provides \$177,500 in funding to FAMU. The agreement requires coordinated and unified pharmacy services for indigent clients at NMC and the two local hospitals. Of this contract, \$29,929 is provided for services at the Leon County Health Department's Orange Avenue site. This includes \$27,000 for a Pharmacy Technician and \$2,929 for pharmacy software. The balance of the contract, \$147,571, funds pharmacy services at NMC. This funding is utilized for a Pharmacy Manager, including fringe and benefits at \$103,200; a Pharmacy Technician at \$32,000; MedData Services and Software for \$6,229; and Equipment and Sales for \$6,142. FAMU is reimbursed monthly, at a rate of 1/12 of its funding allocation or \$14,791. There is no change in the funding requested for FY 2013/14.

Capital Medical Society Foundation (We Care)

FY2012/13 Funding \$130,043

FY2013/14 Funding Request: \$130,043

The County provides \$130,043 to We Care. The agreement requires the provision of basic diagnostic procedures; and drug or other therapeutic modalities. We Care utilizes a network of volunteer specialty physicians to address client needs that cannot be addressed by the primary care physician. County funding is utilized to reimburse staff cost for a Project Coordinator, Case Manager, and support staff. We Care is reimbursed monthly, at a rate of 1/12 of its allocation, or \$10,836. There is no change in the funding requested for FY 2013/14.

Florida KidCare/Healthy Kids

FY2012/13 Funding: \$2,488

FY2013/14 Funding Request: TBD

The State Children's Health Insurance Program (SCHIP) for Florida is an umbrella organization known as Florida KidCare. KidCare is comprised of four components: Medicaid (children), MediKids, Healthy Kids, and the Children's Medical Service (CMS) Network. The Healthy Kids Corporation health insurance program requires local match funds for participation. Currently, Chapter 624.91 F.S. permits local match credits for in-kind contributions and other efforts on behalf of children's health care. During the September 17, 2002 regular meeting, the Board voted to approve funding for eligible children. Florida Healthy Kids Corporation has not yet submitted a request for funding for FY 2013/14; therefore, the funding allocated for FY 2012/13 has been included. The number of eligible children will determine the funding requested. This amount is anticipated to be similar to the FY 2012/13 level.

If funding for the Primary Healthcare Program is not approved, thousands of County residents could lose access to essential health services. The funding provided to CareNet agencies support almost 8,000 patient visits for primary care and approximately 2,000 mental health visits. County funding supports pharmacy services that facilitates access to essential prescription medications needed to improve and help with the maintenance of chronic conditions. Through the funding provided to We Care, many of these patients have access to critical specialty medical and dental services. The funding allocated to the Primary Healthcare Program is necessary to continue to meet the County's priority in supporting CareNet for the provision of health services to some of the County's most underserved citizens.

Alternative Location for NMC and Space Analysis of Leon County Health Department Facilities

As directed by the Board at the April 9, 2013, staff has worked with the Health Department and NMC in identifying possible alternative space for NMC. NMC currently occupies 4,500 square feet of the City of Tallahassee's Lincoln Center where NMC pays a monthly rent of approximately \$2,500 for six exam rooms. Additionally, FAMU Pharmacy is located in the building and predominately serves the patients of NMC. It is NMC's intent to submit an application for designation as a federally qualified health center (FQHC) look-a-like status. However, the space at the Lincoln Center is not adequate to receive the federal designation; specifically, NMC would require additional exam rooms before moving forward with its application.

To address NMC's exam room deficiency, a number of Leon County Health Department facilities were analyzed to determine if existing space could be better utilized, and thereby possibly provide space for NMC. With regards to the actual facilities, the Leon County Health Department facilities are owned and maintained by the County; however, Florida Statutes provides the Health Department the authority to operate the programs and services in the facilities. In order to determine the potential for space at a Health Department facility, staff, which included the County's architect, conducted a preliminary space analysis of the Health Department facilities. Site tours were held with Health Department Director to analyze the space utilization and capacity of the Health Department's four facilities: the Main Office located on Municipal Way (Municipal Way), the Roberts and Stevens Building located on Old Bainbridge Road (Old Bainbridge), the Richardson-Lewis building located on Orange Avenue (Southside) and the Dental Clinic located on Railroad Avenue (Dental Clinic) (Attachment #6). The following provides analysis of staff's preliminary findings at the four facilities as well as recommendation to move forward (Note: The Health Department's Environmental Health Division located at the Renaissance Building was not included in this analysis since its primary function is environmental permitting and regulation for development, and not primary healthcare).

Dental Clinic

The Dental Clinic is located at the County's Human Services and Community Partnerships' Amtrak property in a 4,975 square feet facility. The clinic, with 12 exam rooms, provides dental service to youth between the ages of four and 19. According to the Health Department, there were 14,000 visits at the facility in 2012. Staff's preliminary review and analysis of the space has determined that it is being adequately utilized and the facility is currently at capacity. No further review of this space is warranted at this time.

Southside

The Southside facility, located at 872 West Orange Avenue, is approximately 15,500 square feet and provides an array of Health Department programs and services including its Women, Infant, and Children (WIC) program, sexual violence prevention program, AIDS program, and clinical services. Clinical services provided include STD Testing, Family Planning, and Immunization. It is important to note that the Health Department does not provide primary health care but instead contracts with NMC and Bond to provide such services. There are five exam rooms at the facility. According to the Health Department, there were approximately 8,700 visits for clinical services in 2012 at the Southside location. FAMU Pharmacy is also located in the facility and primarily prescribes to the patients of the Health Department's AIDS Program.

Based on staff's tour of the facility there appeared to be potential for greater efficiency in the space currently utilized that would maximize the capacity for the services provided by the Health Department including the modification of the 2,500 square feet community room, which regularly remains vacant during hours of operation at the facility. In regards to NMC, the Southside facility is outside its service area and would not benefit its application for FQHC look-a-like designation. However, there are services at the Old Bainbridge facility that could be moved to the Southside facility thereby making space available at Old Bainbridge facility for NMC.

Municipal Way

The Municipal Way facility, located at 2965 Municipal Way, is approximately 22,000 square feet and houses the administrative offices as well as vital statistics, birth and death certificates and several other programs that utilize offices. Clinical services was once provided at the facility but was relocated to the Southside facility in 2009. The previous clinical services space including exam rooms were converted into offices primarily for the Health Department's school health program. During the site visit, staff observed potential opportunities for greater efficiency in the space currently utilized that would maximize the capacity for the services provided by the Health Department including the potential for the consolidation of offices and areas that have been modified inadequately. Like the Southside facility, there are services that could be relocated from the Old Bainbridge facility to Municipal Way facility thereby making space available at the Old Bainbridge Facility for NMC.

Old Bainbridge

The Old Bainbridge facility, located at 1515 Old Bainbridge Road, is approximately 15,000 square feet. Clinical services provided include STD Testing, Family Planning, and Immunization. The facility has 12 exam rooms and several offices for its STD program. According to the Health Department, there were approximately 30,000 visits at the facility for clinical services in 2012. In addition to the clinical services, the Old Bainbridge location also houses the Healthy Start program and WIC program. Based on County staff's tour it appeared portions of the facility are operating at capacity, specifically the Healthy Start Program and WIC program. Although space is adequately utilized at the clinical area of the facility, staff determined further discussion would be required with the Health Department regarding an opportunity to shift the clinical services and STD offices in order to maximize space efficiency at the Municipal Way and Southside facilities. Such a move could potentially provide an opportunity for the accommodation of NMC at the Old Bainbridge site, which is located within NMC's service area and would significantly improve the agency's FQHC look-a-like application status.

Preliminary Proposal for Further Discussion

On June 17, 2013, staff was informed that the previous Health Department Director had retired. On June 19, 2013, staff met with the new Interim Health Department Director to discuss the opportunity to shift the clinical services currently being provided at the Old Bainbridge facility (Roberts and Stevens Building) to the Municipal Way facility. Currently, clinical services are not offered at the Municipal Way facility, however, exam rooms do exist that could be recaptured for this purpose. This would allow NMC to utilize the clinical section of the Old Bainbridge building to enhance its primary health care service.

During the meeting, the Interim Health Department Director stated that she would be willing to work with the County and NMC to explore the opportunity for the possible relocation of NMC to the Old Bainbridge facility. However, the Interim Health Department Director stated that she would need to ensure that such a move would not have an adverse impact on the services and programs of the Health Department. The Interim Health Department Director stated that moving forward, additional information would be required to determine the potential impact of the relocation of clinical services currently being provided at Old Bainbridge to its clients, staff, service level, and space capacity. Additionally, the Interim Health Department Director shared that the Health Department would not be in a position to provide funding for any space modification that would be required to relocate its clinical services.

On June 21, 2013, staff met with representatives of NMC on the potential for space at the Old Bainbridge facility (Roberts and Stevens). At that time, staff shared the concerns of the Health Department, including the need for funding to make the necessary modifications to the various health department facilities. Staff requested and the representatives of NMC confirmed that should space be made available at the Old Bainbridge facility NMC would provide all of the funds for the costs associated with space modification of the Health Department facilities. Given the on-going health department activities at Old Bainbridge, the County would continue to operation and maintain the Old Bainbridge facility. However, NMC did inform staff that it would continue to move forward with expanding its operations to the City's Smith-Williams facility in the interim; once further discussions and analysis have occurred, a detailed report of the cost associated with relocating the services of the Health Department will be prepared for NMC.

At this point in time, both the Health Department and NMC have agreed to further evaluate the potential accommodation for NMC at the Old Bainbridge facility, with a corresponding relocation of certain health department functions to other existing health department facilities. Staff recommends the Board allow staff to continue to facilitate the on-going discussions and provide an updated report in the next sixty to ninety days.

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Options:

1. Approve funding for the Primary Healthcare Program at current level funding for a total of \$1,739,582 as follows: Bond Primary Care \$332,052; Bond Women & Children's Services \$245,588; Bond Pharmacy \$177,500; Bond Mental Health \$50,000; Neighborhood Medical Center Primary Care \$416,740; Neighborhood Medical Center Mental Health \$50,000; Apalachee Mental Health Services \$157,671; Capital Medical Society Foundation (We Care) \$130,043; Florida A&M University College of Pharmacy \$177,500; and Florida Healthy Kids/KidCare \$2,488.
2. Authorize the County Administrator to execute corresponding contracts with all primary care agencies in a form approved by the County Attorney.
3. Direct staff to continue to facilitate discussions on the potential to improve space utilization at the Health Department facilities in order to relocate Neighborhood Medical Center (NMC) to the Roberts and Stevens Health Department Facility which capital improvements would be paid for by NMC and provide an updated report to the Board within the next sixty to ninety days.
4. Approve increased annual primary care and mental health funding to Neighborhood Medical Center in the amount of \$500,000 for an additional 3,520 primary care and an additional 625 mental health patient visits for uninsured and financially indigent Leon County patients.
5. Do not approve funding for the Primary Healthcare Program at current level funding for a total of \$1,739,582 as follows: Bond Primary Care \$332,052; Bond Women & Children's Services \$245,588; Bond Pharmacy \$177,500; Bond Mental Health \$50,000; Neighborhood Medical Center Primary Care \$416,740; Neighborhood Medical Center Mental Health \$50,000; Apalachee Mental Health Services \$157,671; Capital Medical Society Foundation (We Care) \$130,043; Florida A&M University College of Pharmacy \$177,500; and Florida Healthy Kids/KidCare \$2,488.
6. Board direction.

Recommendation:

Options #1, #2, and #3 are included in the FY 13/14 preliminary budget.

Attachments:

1. Bond Community Health Center FY 2013/14 Funding Request Application
2. Neighborhood Medical Center FY 2013/14 Funding Request Application
3. Apalachee Center FY 2013/14 Funding Request Application
4. FAMU Pharmacy FY 2013/14 Funding Request Application
5. Capital Medical Society Foundation – We Care FY 2013/14 Funding Request Application
6. Health Department Facilities



2013/2014 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Tuesday, April 30, 2013

RECEIVED
JUN 06 2013

RECEIVED

A. Organizational Information

Legal Name of Agency: Bond Community Health Center, Inc.

RECEIVED

Agency Representative: Debra Weeks, MSW

Physical Address: 1720 South Gadsden Street

Mailing Address: _____

Telephone: (850) 576 4073

Fax: (850 576 2615) _____

E-mail Address: dweeks@bondchc.com

Agency Employer ID Number (FEIN): 59-2426414

Does the Agency have a **501(c) (3)** status? Yes: X No: _____

Date of Agency Incorporation: June 22, 1984
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

Bond Community Health Center, Inc. provides comprehensive primary care to residents of Leon County. Services include Pediatric care; Adult, Adolescent and Geriatric care; OB/GYN; Diabetes care; dental service; Diagnostic x-ray; HIV/AIDS primary care, case management and support services, Social Work services; Behavioral Health; Smoking Cessation; Outreach; Nutritional services, Healthcare for the Homeless services; Public Housing Primary Care Services and Mobile Health Services. Bond receives funding from Leon County to increase access to primary care services for women and children, pharmacy operations and fee for service for the uninsured individuals. A percentage of the funding is utilized to pay staff salaries and the remainder provides matching funds to state grants that address the high number of uninsured in Leon County. Leon County also provides funding that supports the Pharmacy Program staffing which offers federal 340B discounted medications. In an effort to reduce and prevent unnecessary emergency room visits and inpatient hospitalizations, the county provided a portion of its primary care funding as matching dollars to a state grant where Bond CHC extended its hours of operation, added basic radiology services, and implemented a continuity and disease/medication management clinic. In addition, BCHC also receives county primary healthcare funding that matches the state's Low Income Pool funding which supports the services of a part time physician providing care to uninsured Leon County residents. The center's dental clinic is supported through matching dollars provided by the county primary care funding for another state grant that provides oral health care services to uninsured Leon County residents. The primary care funding pays for 2,656 uninsured visits annually equating to 1,062 patients. BCHC served in 2012, almost 10,500 uninsured patients that equated to 20,000 uninsured visits.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is being requested and is critical in order to provide access to primary healthcare services for the vulnerable uninsured residents of Leon County. If this funding is not approved the Center would have to reduce many of the services provided, as well as reduce the workforce and eliminate programs such as the Women and Children's health program. A reduction in the number of uninsured residents seen for services would reduce access to care for the most vulnerable of Leon County's populations. There would be a devastating impact given the increase in numbers seen as a result of the economic decline and the resultant unemployment and loss of insurance coverage for so many.

3. Projected program impact/outcome results: What is the projected impact on the target population?

In 2012 BCHC provided healthcare services to over 15,800 patients of which almost 13,400 were Leon County residents. Of those residents approximately 8,000 were uninsured Leon County residents. The projected/outcome on this vulnerable population of uninsured is increased access to care, improved health outcomes, increased number of patients served, access to discounted medications, decreased number of preventable diseases, longer life expectancy, reduction in the number of patients accessing the emergency room for primary healthcare, reduction in infant mortality, decreased incidences related to the lack of oral health care. The impact is the provision of comprehensive, quality healthcare services to 8,000 uninsured Leon County residents.

4. List the targeted population projected to be served or benefit from this program.
The targeted population served and benefitting by the programs at Bond CHC are 8,000 uninsured Leon County residents of all life cycles including the pediatric, adolescent, adult, geriatric, mental health, and HIV/AIDS populations.

5. Provide the methods that are being used effectively to attain this program's targeted population.

Culturally and linguistically competent Street Outreach is conducted daily to all communities/neighborhoods throughout Tallahassee and the surrounding counties. Street Outreach means that staff provides culturally and linguistically competent information in the form of fliers and other materials to consumers/community residents with explanations specifically tailored to the communities and their respective needs. Information includes patient care and support services available at Bond CHC. Strategies include print and radio media, health fairs, the use of community liaisons and other means designed to include hard to reach populations.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Bond CHC operates Monday through Thursday from 8AM to 8PM, Friday from 8AM to 5PM and Saturdays from 9AM to 2PM. Outcomes measurement is evaluated on a quarterly basis by the Continuous Quality Assurance/Improvement Committee of the Center. Some agency goals are on-going while others are based on monthly or one year goals such as the implementation of new programs.

7. List the program's short-term, intermediate, and long-term goals.

The main goal is to increase access to primary healthcare services. Intermediate and long term goals include improved health outcomes and the health status of vulnerable populations that are served at Bond CHC. In keeping with Bond's mission this will lead to helping residents live longer and stronger.

Specific goals:

- Increase evidence-based preventive care/screening for those with Type 1 or 2 Diabetes, such as hemoglobin A1c (HbA1c) tests, diabetic foot exams, and documented self-management plans.
- Increase the percentage of patients with a BMI>25 at any time in the last 12 months who have a documented weight reduction plan.
- Increase the percentage of patients with diagnosed hypertension who have regular blood pressure checks and documented self-management goals.
- Increase the number of adults provided routine annual cancer screening in accordance with established clinical guidelines, including PAP smears and prostate cancer screens
- Provide annual routine screening for HIV and other Sexually Transmitted Diseases (STDs) for all clients ages 18-64.
- Provide regular access to seasonal influenza vaccines for adults and children, pneumovax for seniors and others as clinically indicated, and childhood/adolescent immunizations in keeping with recommended guidelines.
- Ensure geriatric risk assessments for those with symptoms of Alzheimer's disease that might otherwise be diagnosed as depression.
- Provide basic lab and other diagnostic services including ex-ray with regular access to basic CLIA Waived lab testing, EKG, blood pressure checks, urinalysis, pregnancy screening, and other recommended test

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s for routine preventive care and ongoing care for those with chronic diseases, such as diabetes and hypertension.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

Bond Community Health Center, Inc. is a Federally Qualified Health Center (FQHC) funded by HRSA which allows Bond to provide the most affordable, comprehensive, and convenient quality medical care and other specialty services. As an FQHC, Bond is dedicated to providing culturally and linguistically competent, comprehensive primary care, HIV/AIDS primary care, OB/GYN and prenatal care, mental health/substance abuse and social services, health education and prevention, outreach, referrals and affordable prescription services and Dental care to any resident that wants the best possible medical care. It is our goal to improve the physical, spiritual, psychosocial and psychological wellness by providing access to the highest quality comprehensive family health services with particular concern for the lower socio-economic groups, regardless of their ability to pay. There are no other FQHCs in Leon County and no other provider of care to the uninsured that can match the quality of services provided here. Hence there is no duplication of services provided.

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

Agency	Partnership/Collaboration

Bond’s Board of Directors and staff collaborate with many providers throughout Leon County and the surrounding counties. Partners include: the Tallahassee Memorial Hospital, Capital Regional Medical Center, WeCare Network (Volunteer Specialty Providers), Neighborhood Health Services (Health Clinic) Capital Medical Society (Medical Foundation Board), and the Leon County Health Department. Bond CHC has fostered close relationships and contractual agreements with many other agencies as well-Big Bend Homeless Coalition, Apalachee Center, Inc., Tallahassee Housing Authority, United Partners for Humans Services, Big Bend Cares and Diabetes and You (a grassroots prevention program in the Frenchtown community of Tallahassee. The Center also has agreements with health professional institutions and programs. The providers of BCHC are adjunct professors at Florida A&M University College of Pharmacy and Pharmaceutical Sciences (FAMU-COPPS) and the Florida State University College of Medicine. They have access to all of the continuing education activities offered at both colleges. Providers attend and participate in the College of Medicine’s Grand Rounds. Providers hold active and affiliate staff privileges at both local hospitals and share evidence-based treatment protocols with their colleagues. Children’s Medical Services (a pediatric multispecialty group)and Whole Child Leon (a County-wide pro-child network of agencies) makes direct referrals to BCHC for pediatric services including dental services and for adult care when they turn eighteen years old. The Florida/Caribbean AIDS Education and Training Center (AETC) collaborates in case conferencing with Bond’s providers. Post-graduate, Pharm.D candidates of FAMU-COPPS administer the ADAP services with faculty oversight. BCHC is an active member of the Florida Association of Community Health Centers (FACHC) .Our full scope of services and our active participation in numerous service networks and associations ensures that BCHC patients and clients are culturally and linguistically competently, holistically, and conveniently served.

C. Funding Information

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10. Agency's current total budget: 2012/13 \$9,181,323 (current) 2013/14 \$9,279,334 (proposed)

11. Total cost of program: \$805,140

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from Leon County and Other Revenue Sources:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	553,777	5,761,155	6,314,932
Professional Fees	71,606	688,853	760,459
Occupancy/Utilities/Network	47,373	492,844	540,217
Supplies/Postage (incl. Medical and Office supplies)	110,629	1,150,914	1,261,543
Equipment Rental, Maintenance, Purchase	6,941	72,211	79,152
Meeting Costs/Travel/Transportation	4,570	42,976	47,546
Staff/Board Development/Recruitment	-	55,223	55,223
Awards/Grants/Direct Aid	-	-	-
Bad Debts/Uncollectible	-	-	-
Bonding/Liability/Directors Insurance	2,862	29,775	32,637
Other Expenses (please itemize) - Electronic Health Records, Uniforms	7,381	82,232	89,613
Total	805,140	8,376,183	9,181,323

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	805,140	805,140
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP)	-	-
State	1,915,056	2,014,011
Federal	2,447,911	2,531,116

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Grants	-	
Contributions/Special Events	15,000	
Dues/Memberships	-	
Program Service Fees	3,969,237	4,088,314
Utilized Reserves		
Other Income (please itemize) Rental Income	28,979	43,979
Total	9,181,323	9,482,560

14. Please list the following expenses for the current year and the upcoming year below:

Actual Expenditure Detail	2012-2013	2013-2014 (budgeted)
Compensation and Benefits	6,314,932	6,504,380
Professional Fees	760,459	880,325
Occupancy/Utilities/Network	540,217	556,424
Supplies/Postage (incl. Medical and Office supplies)	1,261,543	1,299,389
Equipment Rental, Maintenance, Purchase	79,152	81,527
Meeting Costs/Travel/Transportation	47,546	48,972
Staff/Board Development/Recruitment	55,223	56,880
Awards/Grants/Direct Aid	-	-
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	32,637	33,616
Other Expenses (please itemize) - Electronic Health Records, Uniforms	89,613	31,048
Total	9,181,322	9,492,560

15. Describe actions to secure additional funding. Please be specific.

Bond's new board is actively involved in fund-raising activities. All administrators are charged with searching for and participating in many and varied grant funding opportunities to increase funding. Every effort is made to comply with required responses to queries and reports for current grantors to ensure funding continues.

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16. Will this program or event recur every year?

No: _____ Yes: X _____

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X _____

If "yes," estimate, the amount of next year's funding request: \$ 805,140 minimum _____

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X _____

If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>
2001 to present	Bond CHC	Leon Primary Care Program, Pharmacy, Women and Children Program, De

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: _____

Signature: _____

FY 2013/2014 Non-Departmental Funding Request Application

Date Signed: Messages for Debra Uffels 6/6/2013



2013/2014 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Thursday, April 30, 2013

RECEIVED

APR 29 2013

A. Organizational Information

Legal Name of Agency: Neighborhood Medical Center, Inc.

Agency Representative: Oretha W. Jones, ARNP

Physical Address: 438 W. Brevard St, Tallahassee, Florida 32301

Mailing Address: same as physical address

Telephone: (850) 513.3260

Fax: (850) 513.3277

E-mail Address: ojones@neighborhoodmedicalcenter.org

Agency Employer ID Number (FEIN): 23-7422549

Does the Agency have a **501(c) (3)** status? Yes: X No: _____

Date of Agency Incorporation: June 1974

Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

Neighborhood Medical Center (NMC) provides primary, mental and specialty health care services to the uninsured or qualifying insured low-income residents of Leon and the Big Bend counties. In addition to the primary, mental health and specialty care programs, NMC treats clients diagnosed with HIV/AIDS and has a Chronic Disease Wellness program that provides education and disease management to patients diagnosed with chronic diseases. Other programs include the NMC Education Initiative, pediatrics and obstetrics. A brief outline of each program follows:

Primary healthcare services provided via appointment or by walk-in include:

- Complete physical examination
- Health maintenance examination
- Management of chronic diseases (diabetes, hypertension, heart disease, and obesity)
- Adult immunizations (DT, influenza, pneumovac)
- Treatment and referral of transmittable diseases

Specialty clinics include:

- Dental screening, infection treatment and referral
- Vision screening and glasses
- Gynecology
- Orthopedics
- Cardiology
- Diabetes
-

Education and Outreach includes:

- Diabetes management classes
- Smoking cessation assistance
- Case Management and referral services to other ancillary services
- Coordination of the We Care Program, and referrals to specialty clinics
- Agency sponsored outreach efforts

Mental health services include:

- Mental Health evaluations
- Medication management for mental health/substance abuse disorders
- Individual, family and group psychotherapy such as, supportive therapy, cognitive behavioral therapy
- One-on-one education regarding mental health, and medical issues
- Community outreach services regarding medical issues and mental health
- Referrals to and from the NMC primary care clinic
- Coordination of services provided by specialty trained professional volunteers, such as physicians, psychologist, dieticians, and attorneys

The Education Initiative includes:

- Patient education through the chronic disease and wellness clinics offered at NMC
- Providing pharmacy students from the FAMU COPPS and medical students from the FSU College of Medicine with clinical educational experiences involving underserved patients and their care
- Providing a platform for clinical research projects for pre-medical and medical students aimed at improving the care of NMC patients.
- Providing and updating, as necessary, medical educational resources for the providers at NMC
- Providing interdisciplinary educational experiences for students from the FAMU College of Pharmacy, FSU College of Medicine, and the local schools of nursing and mental health.
- Providing a format by which pre-medical students can shadow providers at NMC to benefit both the student and the clinic
- Provide the staff of NMC with a means of continuing education to be evaluated and maintained in personnel records

The Infant Mortality Program Includes:

- NMC partnership with the Capital Area Healthy Start Coalition and Children's Medical Society to assist with analysis of data related to infant mortality

The Obstetrics Programs includes:

- NMC providing prenatal care to low income mothers through partnership with TMH Family Medicine Residency program.

The HIV-AIDS program includes:

- Testing for HIV
- Community wide HIV/AIDS education and awareness
- Treatment for persons diagnosed with HIV or AIDS

The Pediatric Program will include:

- Treatment of pediatric patients through collaboration with TMH's Family Medicine Residency Program.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

In its efforts to follow medical best practice and provide quality and compassionate care to the low income, uninsured and insured residents of Leon County and the Big Bend Area, Neighborhood

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Medical Center is following the tenets of its strategic plan which includes increasing the number of patient encounters provided each year, providing assistance with obtaining medications (in emergency situations only) and establishing satellite sites.

NMC has relied on funding from the Leon County Board of County Commissioners for many years. Without the funding provided by the Commission, NMC would, in the best case scenario, be forced to drastically limit services and also reduce its staff. In the worst case, the agency would be forced to close its doors.

Traditional Funding and Shortfalls

For the past several years, NMC has provided primary and mental health encounters that exceed the number for which it is contracted to provide, consequently creating a large number of encounters for which the agency receives no remuneration. During fiscal year 2011/2012, the funds contracted for primary health care from the Leon County Board of County Commissioners were exhausted in April, leaving a total of **2,307** patient encounters that could not be submitted for reimbursement for services. This resulted in a deficit in primary health funding of **\$288,375.00**.

During this same time period, there were **118** mental health encounters that were unbilled after the funds for this program were exhausted in August. This resulted in services valued at **\$9,440.00** that were provided without compensation, bringing the total amount of uncompensated services provided to residents of Leon County during fiscal year 2011/2012 to **\$297,815**.

Additional capital is also requested for a fund to provide medications to patients who are presenting with life threatening symptoms such as someone with an elevated blood pressure or blood glucose reading. Medications are provided to these patients as funds are available. Other factors include the urgency of the symptoms and also how many times the agency has purchased medications for the patient. **\$10,000** is requested for this portion of the program.

Planned Growth

One of NMC's goals in pursuing designation as a federally qualified look-alike center is to expand its capacity to deliver services in satellite settings, including homeless shelters and community meeting centers. A step towards meeting this goal was taken with the recent partnership between NMC and the Renaissance Community Center. NMC will provide primary, mental, and specialty healthcare to the homeless citizens of Leon County on-site at the Renaissance Center.

Citizens of the homeless population will often forego seeking medical services until a condition becomes chronic or life threatening. This is due to what they perceive as society's stigma or negative perception of homelessness. This agreement allows for the provision of services at a facility that is designed for use by homeless citizens, making seeking services there less traumatic.

According to statistics provided, there are approximately 450 homeless patients who regularly receive services provided by community partner agencies at the Renaissance Center. It is certain that this amount and more will seek services at the Neighborhood Medical Center satellite site and make NMC is medical home.

Providing non-emergency medical and mental health care to homeless citizens saves money for all of Leon County as many of these citizens will, when they do seek services, seek those services from the emergency room of one of the local hospitals. Providing preventive services

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by establishing a medical home for these patients will provide better healthcare outcomes and also save money for the local taxpayers.

We are also discussing a possible move to the Smith-Williams Community Center. If the requested funds are provided, NMC will have a satellite center targeted to primarily provide pediatric services but will also provide services for adults.

We are, therefore, seeking an additional **\$100,000** for use in both of these sites. The funding will be used to provide 480 additional primary health patient encounters and 500 additional mental health patient encounters. These numbers are estimates and are expected to increase after the first year of operation.

The breakdown of the current funding request along with the requested increased funding follows:

CURRENT FUNDING USE

PROGRAM NAME	COSTS	USED FOR	ITEMIZED COSTS
Primary health	\$416,740.00	Encounter reimbursement	\$125/encounter
Mental health	\$50,000.00	Encounter reimbursement	\$80/encounter

REQUESTED INCREASED FUNDING USE

PROGRAM NAME	COSTS	USED FOR	ITEMIZED COSTS
Primary Health	\$440,000.00	Funding for 3,520 additional encounters	\$125/encounter
Mental Health	\$50,000.00	Funding for 625 additional encounters	\$80/encounter
Primary and mental health medication	\$10,000.00	Purchasing patient medication	Not able to itemize

The total amount of funding requested is \$966,740.00

Sustainability:

NMC has plans for continued sustainability that include the following:

- Acquisition of federal funding
- We currently accept Blue Cross Blue Shield, Medicaid, Medipass, Medicare, Freedom Health, Amerigroup and Prestige Health Choice and are looking for other commercial insurances with whom NMC can partner so that we can internal billing will increase thus increasing the agency's income.
- Aggressively seeking more grant funds
- Increased capacity to treat more patients after moving will assist NMC with more income

3. Projected program impact/outcome results: What is the projected impact on the target population?

For the last few years, NMC has revamped its programs so that the agency could serve as a holistic

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medical center rather than just a clinic. In doing so, the range of services available to its target population are related (or integrated) so that as many components of a particular disease or condition are addressed in one place. For example, a patient diagnosed with diabetes will not only be treated for diabetes in the diabetes education program but will also receive on-site vision, medication management and podiatric services, all of which are necessary for good outcomes in the treatment of diabetes. During fiscal year 2011/2012, NMC provided 12,036 primary health encounters to 5,013 patients and 2,071 mental health encounters to 449 patients.

Program Name	Projected # of Unduplicated pts	Visits per year for best practice	Total minimum Projected visits/year
Primary Care	5,820	3	17,460
Mental Health	1,500	12	18,000
Education Initiative	500	3	1,500
Chronic Disease Management	500	3	1,500
Obstetrics	30	13	390
Pediatrics	100	6 (for birth – 12 months)	600
HIV	50	3	150

4. List the targeted population projected to be served or benefit from this program.

The target population that NMC serves is the low-income, uninsured, qualifying insured or homeless residents of the Leon County and Big Bend Areas.

5. Provide the methods that are being used effectively to attain this program’s targeted population.

NMC has made significant strides in the past twelve months in its efforts to reach, not only its target population, but also the community at-large through its association with local marketing firm, Bow Stern. We focus on our target population through outreach efforts that include agency sponsored health education and screening events and also actively participate in the events of our community that allow NMC to reach out to the community.

We also have an updated website, www.neighborhoodmedicalcenter.org, and, from time to time, use the services of various media outlets such as CaptiveEyes, Cumulus Radio, and WCTV to advertise various agency special events or projects. However, the advertisement that we most ardently strive to produce daily is word-of-mouth recommendations from clients who are satisfied with the services received at Neighborhood Medical Center.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

All of the programs for which we are seeking funding are currently active at NMC, therefore, they will continue to operate as they are.

7. List the program’s short-term, intermediate, and long-term goals.

Short-term Goals:

1. Goal: Become an accredited diabetes education center.
2. Goal: Continue pursuit of federal 330 Look Alike status.
3. Goal: Become a telehealth site in partnership with the Florida Caribbean AIDS Education Training Center (F/C AETC) to provide more comprehensive care for HIV/AIDS patients.
4. Goal: Continue to seek new site to accommodate agency growth and needs.

Intermediate Goals:

1. Provide substance abuse counseling

Long-term Goals:

1. Ongoing search for partnerships and alliances to assist NMC with providing the most comprehensive, patient centered array of services possible to our patients
 2. Explore fundraising and resource development opportunities
8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

Bond Community Health Center, along with several doctors in private practice, provide services similar to those we provide. However, the primary difference is that those agencies are funded by either federal funding and/or a variety of commercial insurance companies, in addition to co-pays. NMC receives the majority of its funding from the Leon County Board of County Commissioners and 98% of our patients are unable to pay for the services they receive.

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

AGENCY	PARTNERSHIP/COLLABORATION
Leon County Health Department	This agency provides funding for NMC's programs and also provides services for our patients such as family planning and STD treatment.
Tallahassee Memorial Hospital	Through this collaboration, staff from TMH's Family Residency Program provide obstetrics, labor and delivery, and pediatric services to NMC's patients.
Tallahassee Memorial Transition Center	This collaborative agreement allows for NMC to provide services to uninsured patients from TMH's Transition Center in an effort to make available a medical home to those patients.
DOH Office of Minority Health	This agreement provides breast and cervical cancer testing for female patients aged 50-64 and this agency also serves as a source of information and assistance for issues related to minority health.
FSU College of Medicine	FSU makes available doctors and medical students who provide medical services to NMC's patients while NMC serves as a training site for the medical students.

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FAMU College of Pharmacy	FAMU manages the on-site pharmacy, lends professors who act as certified diabetes educators, medication managers and health educators for NMC's Chronic Disease Treatment Program. NMC serves as a training site for FAMU's pharmacy students.
TechCare X-Ray	Through this partnership, NMC's patients are now provided on-site radiological services and the results with a few days of the request. This is important for patients who are uninsured and indigent who would otherwise have to wait for approval for these services from the We Care Network.
Primary Care of Southwest Georgia (PCSG)	This partnership provides a referral based relationship so that NMC's patients receive services from PCSW that are not available to them in the Tallahassee area while NMC will provide care (e.g. dermatology) to patients of PCSG that is not available to them in Georgia.
Renaissance Community Center	This partnership allows for NMC to have a satellite site in the Renaissance Center to provide services primarily to the homeless population
Big Bend Cares	Through this collaboration patients diagnosed with HIV/AIDS are referred to NMC for treatment and support
Florida Caribbean AIDS Education Training Center (F/C AETC)	This partnership provides the best practice care, services and technology for treating person diagnosed with HIV/AIDS
Workforce Plus	NMC partners with this agency to assist its patients with obtaining employment
FSU College of Law	This collaboration produced a medical/legal partnership that provides legal services to patients in the areas of immigration and disability benefits.
Tallahassee Coalition for the Homeless	This partnership provides shelter, meals and, on a limited basis, a bus ticket home, for homeless patients who are referred to it.
The Shelter	This partnership provides shelter and meals to homeless patients on a walk-in basis
Capital Medical Society/We Care Network	Through this partnership, NMC's patients are treated by volunteer providers in their practices for conditions for which NMC does not have the capacity to treat
ECHO	NMC refers patients who are in need of assistance with employment counseling, housing, furniture and food
Catholic Charities	Provides limited funding for medications, rent assistance bus tickets for homeless patients who want to return to their families
Apalachee Center, Inc.	Provides suicide watch and in-patient care for NMC patients who are suicidal
Ability 1 st of Tallahassee	Works with the clients of NMC's mental health program to teach independent living skills

C. Funding Information (Mental Health)10. Agency's current total budget: 2012/13 \$207,556(current) 2013/14 \$260,556.00 (*proposed*)11. Total cost of program: \$260,556.00 (mental health 2013/2014)

Use your response to Question 11 to answer Questions 12-13

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12. Please list the 2012/13 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	50,000.00	101,956	151,956
Professional Fees		20,280	20,280
Occupancy/Utilities/Network		2,640	2,640
Supplies/Postage		-0-	-0-
Equipment Rental, Maintenance, Purchase		-0-	-0-
Meeting Costs/Travel/Transportation		-0-	-0-
Staff/Board Development/Recruitment		7,500	7,500
Awards/Grants/Direct Aid		25,180	25,180
Bad Debts/Uncollectible		-0-	-0-
Bonding/Liability/Directors Insurance		-0-	-0-
Other Expenses (please itemize)		-0-	-0-
Total	50,000	157,556	207,556

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	50,000	103,000
City of Tallahassee (not CHSP)	-0-	-0-
United Way (not CHSP)	-0-	-0-
State	-0-	-0-
Federal	-0-	-0-
Grants (a)	157,556	157,556
Contributions/Special Events	-0-	-0-
Dues/Memberships	-0-	-0-
Program Service Fees	-0-	-0-
Utilized Reserves	-0-	-0-
Other Income (please itemize)	-0-	-0-
Total	207,556	260,556

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	151,956	161,956
Professional Fees	20,280	20,280
Occupancy/Utilities/Network	2,640	2,640
Supplies/Postage	-0-	-0-
Equipment Rental, Maintenance, Purchase	-0-	-0-
Meeting Costs/Travel/Transportation	-0-	-0-
Staff/Board Development/Recruitment	7,500	7,500
Awards/Grants/Direct Aid	25,180	68,180
Bad Debts/Uncollectible	-0-	-0-
Bonding/Liability/Directors Insurance	-0-	-0-

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Other Expenses (please itemize)	-0-	-0-
Total	207,556	260,556

C. Funding Information (Primary Care)

1. Agency's current total budget: 2012/13 \$1,422,380(current) 2013/14 \$1,874,616(proposed)
2. Total cost of program: \$1,874,616 (Primary care 2013/2014)

Use your response to Question 11 to answer Questions 12-13

3. Please list the 2012/13 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	416,740	514,682	931,422
Professional Fees	-	116,220	116,220
Occupancy/Utilities/Network	-	141,470	141,470
Supplies/Postage	-	53,900	53,900
Equipment Rental, Maintenance, Purchase	-	74,256	74,256
Meeting Costs/Travel/Transportation	-	8,000	8,000
Staff/Board Development/Recruitment	-	30,500	30,500
Awards/Grants/Direct Aid	-	52,959	52,959
Bad Debts/Uncollectible	-	-	-
Bonding/Liability/Directors Insurance	-	13,653	13,653
Other Expenses (please itemize)	-	-	-
Total	416,740	1,005,640	1,422,380

4. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	416,740	863,740
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP)	8,650	8,650
State	150,000	150,000
Federal	-	-
Grants (a)	733,790	733,026
Contributions/Special Events	60,500	66,500
Dues/Memberships	-	-
Program Service Fees	52,700	52,700
Utilized Reserves	-	-
Other Income (please itemize)	-	-
Total	1,422,380	1,874,616

(a) Includes LIPP grant funding.

5. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	931,422	1,316,658
Professional Fees	116,220	116,220
Occupancy/Utilities/Network	141,470	141,470
Supplies/Postage	53,900	53,900
Equipment Rental, Maintenance, Purchase	74,256	74,256
Meeting Costs/Travel/Transportation	8,000	8,000
Staff/Board Development/Recruitment	30,500	30,500
Awards/Grants/Direct Aid	52,959	119,959
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	13,653	13,653
Other Expenses (please itemize)	-	-
Total	1,422,380	1,874,616

C. Funding Information (Combined Primary Care and Mental Health)

6. Agency's current total budget: 2012/13 \$1,629,936(current) 2013/14 \$2,135,172(*proposed*)

7. **Combined** Primary care and Mental Health 2013/14 funding requested from **Leon County** and **Other Revenue Sources**:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	466,740	966,740
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP)	8,650	8,650
State	150,000	150,000
Federal	-	-
Grants (a)	891,346	890,582
Contributions/Special events	60,500	66,500
Dues/Memberships	-	-
Program Service Fees	52,700	52,700
Utilized reserves	-	-
Other Income (please itemize)	-	-
Total	1,629,936	2,135,172

(a) Includes LIPP grant funding.

FY 2013/2014 Non-Departmental Funding Request Application

8. Combined Primary care and Mental Health 2013/14 expenditures.

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	1,083,378	1,478,614
Professional Fees	136,500	136,500
Occupancy/Utilities/Network	144,110	144,110
Supplies/Postage	53,900	53,900
Equipment Rental, Maintenance, Purchase	74,256	74,256
Meeting Costs/Travel/Transportation	8,000	8,000
Staff/Board Development/Recruitment	38,000	38,000
Awards/Grants/Direct Aid (b)	78,139	188,139
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	13,653	13,653
Other Expenses (please itemize)	-	-
Total	1,629,936	2,135,172

(b) Increase primarily due to \$100,000 for Renaissance building clinic costs.

9. Describe actions to secure additional funding. Please be specific.

NMC receives funding from other sources such as the Leon County Health Department, Capital Health Plan, private donors, various churches in the community, grant writing and fund raising events. We have two major fundraising events planned for fiscal year 2012/2013.

We are pursuing contracts with additional commercial companies so that another revenue source can be created. We will also have another source of income through the 340-B drug pricing program once we become a federally qualified look-alike center. The 340B Drug Pricing Program requires drug manufacturers to provide outpatient drugs to eligible health care organizations/covered entities at reduced prices. The 340B Program enables facilities such as NMC to stretch scarce resources as far as possible while creating another stream of income.

10. Will this program or event recur every year?

No: _____ Yes: NMC hosts fundraising events and writes grants each year

11. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X
If "yes," estimate, the amount of next year's funding request: \$966,740.00

12. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X
If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
<u>2011/2012</u>	<u>NMC</u>	<u>Primary and mental health</u>	<u>\$466,740.00</u> <u>PH - (416,740) MH - (50,000)</u>

FY 2013/2014 Non-Departmental Funding Request Application

<u>2010/2011</u>	<u>NMC</u>	<u>Primary and mental health</u>	<u>\$466,740.00</u> <u>PH - (416,740) MH - (50,000)</u>
<u>2009/2010</u>	<u>NMC</u>	<u>Primary and mental health</u>	<u>\$466,740.00</u> <u>PH - (416,740) MH - (50,000)</u>
<u>2008/2009</u>	<u>NMC</u>	<u>Primary and mental health</u>	<u>\$405,000.00</u> <u>PH - (355,000) MH - (50,000)</u>
<u>2007/2008</u>	<u>NMC</u>	<u>Primary health</u>	<u>\$355,000.00</u>

13. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Oretha W. Jones, MSN, ARNP

Signature: 

Date Signed: 4/29/2013



2013/2014 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Thursday, April 30, 2013

RECEIVED

APR 12 2013

A. Organizational Information

Legal Name of Agency: Apalachee Center, Inc.

Agency Representative: Sue Conger

Physical Address: 2634-J Capital Circle, NE, Tallahassee, FL 32308

Mailing Address: 2634-J Capital Circle, NE, Tallahassee, FL 32308

Telephone: (850) 523-3247

Fax: (850) 523-3434

E-mail Address: suec@apalacheecenter.org

Agency Employer ID Number (FEIN): 59-1162148

Does the Agency have a **501(c) (3)** status? Yes: X No: _____

Date of Agency Incorporation: June 14, 1966

Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

Funding is being requested for Mental Health Services to include a full range of treatment services including psychiatric, therapy, case management services, basic diagnostic procedures and drug or other therapeutic modalities (i.e., treatment plans) ordered or provided by the mental health practitioner in the course of treating the patient.

ARNPs/Psychiatrists will provide mental health assessments, assist with "Patient Assistance Program" application for medications, provide crisis intervention, evaluate mental status, evaluate medication needs, maintain medication and physical history, complete a treatment plan, and perform other related duties. Case managers will assist clients to obtain Medicaid disability benefits, evaluate services needed, complete psychosocial history, provide referrals to community resources, assist with SSI application as needed, provide crisis intervention, complete a "treatment plan", and perform other related duties as needed.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is sought to provide services for uninsured clients who would otherwise have zero funding to access services. To employ psychiatrists and/or ARNPs and case managers to provide appropriate mental health services that include basic diagnostic procedures and drug or other therapeutic modalities (i.e., treatment plans) ordered or provided by the practitioner in the course of treating the patient. Case managers will help eligible patients access any third party payer for which they might be eligible, such as Medicaid. Case managers will also help the patients access various available and needed services such as food, housing, and transportation. The provider will also provide billable services at Apalachee Center, Inc. that meet the needs and requirements of the eligible patients. Apalachee Center, Inc. will refer those eligible patients, who do not already have a medical home, to Bond Community Health Center or Neighborhood Health Services for primary care services. Applicable federal, state, and local laws, regulations, administrative rules, policies, and procedures must be followed.

Impact would be that services would need to be curtailed including open clinics.

3. Projected program impact/outcome results: What is the projected impact on the target population?

The clients will have mental health care and case management of their mental health needs. As a result, there will be an improved health status and better quality of life for those clients and the community.

FY 2013/2014 Non-Departmental Funding Request Application

4. List the targeted population projected to be served or benefit from this program.

Mental Health Project clients—any person who is eligible to be a patient of Bond Community Health Center, Neighborhood Health Services, Apalachee Center, or the Leon County Health Department and needs mental health services, is indigent, and has no health insurance.

5. Provide the methods that are being used effectively to attain this program’s targeted population.

Collaboration with Prison Health Services. Continuity of care for persons released from Prison Health Services.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Services are currently available five (5) days a week from 8:00 am until 5:00 pm.

Three (3) walk-in clinic days are currently available and will continue to be made available with this funding to ensure that indigent clients with serious persistent mental illness have rapid access to services.

7. List the program’s short-term, intermediate, and long-term goals.

To improve the health and well-being of eligible clients in the community through the delivery of mental health services and access to third party payers such as Medicaid, TANF, food stamps. Improved health status, and improved quality of life.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

None.

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

Agency	Partnership/Collaboration
Apalachee Center	Prison Health Services
Apalachee Center	Bond Community Health Center
Apalachee Center	Neighborhood Health Clinic

FY 2013/2014 Non-Departmental Funding Request Application

C. Funding Information

10. Agency's current total budget: 2012/2013 \$ 24.5 M (current) 2013/14 \$ 24 (proposed)

11. Total cost of program: \$ 1.3 M

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	157,671	863,971	1,021,642
Professional Fees		65,328	65,328
Occupancy/Utilities/Network		110,274	110,274
Supplies/Postage		28,957	28,957
Equipment Rental, Maintenance, Purchase		13,341	13,341
Meeting Costs/Travel/Transportation		14,725	14,725
Staff/Board Development/Recruitment		7,593	7,593
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible		24,485	24,485
Bonding/Liability/Directors Insurance		10,873	10,873
Other Expenses (please itemize)		3,238	3,238
Total	157,671	1,142,785	1,300,456

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	157,671	157,671
City of Tallahassee (not CHSP)		
United Way (not CHSP)		
State	495,520	495,520
Federal		
Grants		
Contributions/Special Events		
Dues/Memberships		
Program Service Fees	647,265	647,265
Utilized Reserves		
Other Income (please itemize)		
Total	1,300,456	1,300,456

FY 2013/2014 Non-Departmental Funding Request Application

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	1,021,642	1,021,642
Professional Fees	65,328	65,328
Occupancy/Utilities/Network	110,274	110,274
Supplies/Postage	28,957	28,957
Equipment Rental, Maintenance, Purchase	13,341	13,341
Meeting Costs/Travel/Transportation	14,725	14,725
Staff/Board Development/Recruitment	7,593	7,593
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible	24,485	24,485
Bonding/Liability/Directors Insurance	10,873	10,873
Other Expenses (please itemize)	3,238	3,238
Total	1,300,456	1,300,456

15. Describe actions and fund-raisers to secure funding.

16. Will this program or event recur every year?

No: _____ Yes: Only with ongoing funding

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: _____
If "yes," estimate, the amount of next year's funding request: \$ 157,671

18. Has Leon County ever contributed funds to this program in the past 5 years?

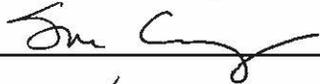
No: _____ Yes: X
If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
FYE 6/30/12	Apalachee Center, Inc.	Primary Healthcare Program	\$157,671
FYE 6/30/11	Apalachee Center, Inc.	Primary Healthcare Program	\$157,671

19. Attach a copy of the Agency's most recent financial report. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Sue Conger, Chief Operations Officer
Signature: 
Date Signed: 4/10/13



2013/2014 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Tuesday, April 30, 2013

RECEIVED

APR 30 2013

A. Organizational Information

Legal Name of Agency: Florida A&M University

Agency Representative: Dr. Michael D. Thompson

Physical Address: 1415 South Martin Luther King Jr. Blvd., Tallahassee, FL 32307

Mailing Address: Same as above

Telephone: (850) 599-3171

Fax: (850) 599-3347

E-mail Address: michael.thompson@famuedu

Agency Employer ID Number (FEIN): 59-0977035

Does the Agency have a **501(c) (3)** status? Yes: No:

Date of Agency Incorporation: _____

Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

The College of Pharmacy and Pharmaceutical Sciences will operate two pharmacies for uninsured and underinsured patients in Leon County as part of the Unified Pharmaceutical Plan. The services to be offered include the following:

- Dispensing of medications to manage both acute and chronic diseases as prescribed by appropriate medical providers
- Provide patient education to ensure effective use of the medications prescribed and to ensure that provider instructions are clearly understood and followed
- Administrative support of the Patient Assistance Program (PAP) to ensure that patients have access to medications not available on the limited pharmacy formulary at both sites

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

Funding is requested from the County to support the proposed program to ensure that patients have access to medications that have proven to help control various chronic disease states such as Diabetes, hypertension and other illnesses. Although the College is providing additional value-added services such as two full-time faculty members to educate patients and work with medical providers, the pharmacies are needed to ensure that patients have direct access to the medications prescribed as they cannot afford many of these medications at local chain pharmacies.

If this funding is not approved, the impact will be as follows:

- Patients will not have access to medications that have been proven to improve control of chronic diseases which are common among the individuals being served
- Poor access to appropriate medication therapy can lead to increased visits to local hospital emergency rooms and unnecessary hospitalizations. These factors will increase the overall care of health care in the community
- Failure to provide effective medication therapy and counseling to patients with chronic diseases seen in the population to be served has been shown to increase both morbidity and mortality

3. Projected program impact/outcome results: What is the projected impact on the target population?

The projected program impact/outcome will be as follows:

- Uninsured and underinsured patients will have access to medications to control their illnesses that would not be available to them otherwise
- Better control of disease states through effective treatment and continuous provider interactions
- Improved adherence to prescribed drug therapy without "breaks" in therapy

FY 2013/2014 Non-Departmental Funding Request Application

4. List the targeted population projected to be served or benefit from this program.
 - Uninsured individuals living in Leon County

5. Provide the methods that are being used effectively to attain this program's targeted population.
 - The program primarily depends on referrals from area hospitals and medical facilities. Additionally, collaborations with other community based organizations are used to improve the Community's awareness of the services provided.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.
 - This program is ongoing and is fully implemented at this time.

7. List the program's short-term, intermediate, and long-term goals.
 - Provide access to comprehensive affordable pharmaceutical care for uninsured individuals in Leon County
 - Supplement Leon County funds for this venture by providing at no cost to the County faculty from the FAMU College of Pharmacy (COPPS) and doctoral students to provide both provider and patient education and to initiate interventions that will facilitate optimal care of patients. FAMU COPPS faculty have implemented programs in Diabetes Education/Management, Chronic Disease Management, and HIV Intervention (paid by the COPPS to augment funds requested in this application)
 - Assist Providers in achieving positive outcomes through control of chronic diseases and address and resolve medication and disease related issues that may impede optimum care.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?
 - Bond Community Health Center

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

Agency	Partnership/Collaboration
Big Bend Coalition	Referral for prescription services
Capital Medical Society	Referral for prescription services
Catholic Charities	Referral for prescription services
Leon County	Referral for prescription services
Neighborhood Medical Services	Referral for prescription services, and disease management
The Shelter	Referral for prescription services

FY 2013/2014 Non-Departmental Funding Request Application

C. Funding Information

10. Agency's current total budget: 2012/13 \$ 177,500 (*current*) 2013/14 \$ 177,500 (*proposed*)

11. Total cost of program: \$177,500

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	\$162,200		\$162,200
Professional Fees			
Occupancy/Utilities/Network			
Supplies/Postage			
Equipment Rental, Maintenance, Purchase	\$6,142		\$6,142
Meeting Costs/Travel/Transportation			
Staff/Board Development/Recruitment			
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible			
Bonding/Liability/Directors Insurance			
Other Expenses (please itemize)			
Pharmacy Computer Software	\$5,858		\$5,858
MedData Services	\$3,300		\$3,300
Total	\$177,500		\$177,500

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Leon County (not CHSP)	\$177,500	\$177,500
City of Tallahassee (not CHSP)		
United Way (not CHSP)		
State		
Federal		
Grants		
Contributions/Special Events		
Dues/Memberships		
Program Service Fees		
Utilized Reserves		
Other Income (please itemize)	\$129,000	\$133,223
Total	\$306,500	\$310,723

FY 2013/2014 Non-Departmental Funding Request Application

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	\$162,200	\$162,200
Professional Fees		
Occupancy/Utilities/Network		
Supplies/Postage		
Equipment Rental, Maintenance, Purchase	\$6,142	\$6,142
Meeting Costs/Travel/Transportation		
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance		
Other Expenses (please itemize)		
Pharmacy Computer Software	\$5,858	\$5,858
MedData Services	\$3,300	\$3,300
Total	\$177,500	\$177,500

15. Describe actions to secure additional funding. Please be specific.

16. Will this program or event recur every year?

No: _____ Yes: X

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X

If "yes," estimate, the amount of next year's funding request: \$ \$177,500

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X

If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
FY2008-2009	FAMU College of Pharmacy	Unified Pharmaceutical Care Plan	\$355,500
FY2009-2010	FAMU College of Pharmacy	Unified Pharmaceutical Care Plan	\$177,500
FY2010-2011	FAMU College of Pharmacy	Unified Pharmaceutical Care Plan	\$177,500
FY 2011-2012	FAMU College of Pharmacy	Unified Pharmaceutical Care Plan	\$177,500
FY 2012-2013	FAMU College of Pharmacy	Unified Pharmaceutical Care Plan	\$177,500

FY 2013/2014 Non-Departmental Funding Request Application

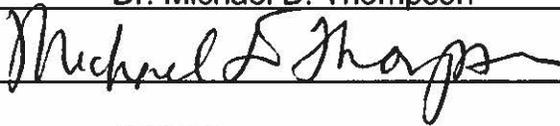
19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

(Please see attachment at end of document)

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Dr. Michael D. Thompson

Signature: 

Date Signed: 4/30/13



2013/2014 Non-Departmental Funding Request Application

**Office of Human Services and Community Partnerships
Primary Healthcare Program**

SUBMISSION DEADLINE: Tuesday, April 30, 2013

A. Organizational Information

Legal Name of Agency: Capital Medical Society Foundation, Inc.

Agency Representative: Sue Conte

Physical Address: 1204 Miccosukee Road, Tallahassee, FL 32308

Mailing Address: 1204 Miccosukee Road, Tallahassee, FL 32308

Telephone: (850) 877-9018

Fax: (850) 201-0085

E-mail Address: sconte@capmed.org

Agency Employer ID Number (FEIN): 59-2104510

Does the Agency have a **501(c) (3)** status? Yes: X No:

Date of Agency Incorporation: May 7, 1981
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

The We Care Network seeks to organize and coordinate the delivery of donated specialty medical and dental care to low-income, uninsured patients. The case managers organize the care donated by more than **300 volunteer physicians and 40 dentists, our local hospitals, and numerous ancillary medical providers.**

All of our patients must qualify for our services through a financial screening process which looks at the income and expenses of the patient's household. All eligible patients must live at or below 150% of the Federal Poverty Level, and their income must reconcile with their expenses. For a one-person household, this means that the income coming into the household must be less than \$17,235 per year.

Once the patient has qualified, all of the care they receive is donated by the physicians, dentists, hospitals, and ancillary medical providers at no cost to the patient. Program participants can, if needed, receive help paying for medications, transportation, equipment, and dental prosthetics through our patient assistance fund. Case managers assist the patients in applying for prescription assistance programs through pharmaceutical companies when that is available.

The case managers coordinate all of the patients' care from start to finish. The screening for eligibility, including assistance applying for alternate programs, the scheduling of appointments, and the assistance purchasing medications is all done by the case managers.

There is no other access point or program like the We Care Network that allows low-income, uninsured persons the access to physicians, dentists, hospitals, ancillary medical providers, and social workers. We are the only program serving this population in this way.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

This funding is being requested for case management services, operating costs, and patient assistance. The case managers serve as the access point to specialty medical and dental care for low-income uninsured patients. The process employed by the We Care Network allows healthcare providers to donate care in an organized fashion without requiring the volunteers or their staff to take extra steps for these patients. The funding for case management services and operating costs provides significant support for this endeavor. The funding for patient assistance goes directly to paying for medications, transportation, equipment, and dental prosthetics for current We Care patients. Providing this direct assistance improves patient compliance with treatment plans, improves health outcomes for these patients and benefits our communities by avoiding a higher cost to the community for avoidable hospitalizations and emergency room use. The emergency room is the most expensive medical setting, estimated to cost at least four times as much as treating a patient through regular hospital admission. Treatment is not as effective, recovery is not as good, and takes longer to achieve.

If the funding request is not approved, our total program budget would be decreased by 45%. We could not continue to employ all of our current staff if this happened. Services to Leon County patients would be decreased, and we would be forced to re-examine which counties would be our area of focus and how many patients we could realistically serve with a reduced staff.

3. Projected program impact/outcome results: What is the projected impact on the target population?

- Approximately 1,147 new patient referrals are received each year. Case managers provide short-term case management services to all referred patients whom we can reach. These low-income, uninsured patients become knowledgeable about available resources and are assisted in accessing appropriate resources each year. In FY 2011-2012, We Care Network provided short term case management services to 516 new patients.
- Case managers provide long-term case management services to over 600 new patients each year. In FY 2011-12, We Care Network provided long-term case management services to 631 new patients. An additional 200 current patients continue to receive services for multiple years. As a result, low-income, uninsured patients gain access to specialty medical and dental care.
- Patients are empowered to navigate the complex healthcare system with the assistance of their case managers.
- Through We Care's network of volunteer providers, patients are provided with treatment for their health problem(s) at no cost to them.
- Direct patient assistance provided by We Care pays for medications and transportation for these patients, thus improving patient compliance with treatment plans and ultimately improving health outcomes for these patients.
- Patients complete needed treatments and are returned to their primary care providers for follow-up and management, thus improving health outcomes for these patients.

4. List the targeted population projected to be served or benefit from this program.

The We Care Network serves low-income, uninsured residents of Leon, Gadsden, Jefferson, and Wakulla Counties. A prospective patient can have no applicable insurance, cannot be eligible for any alternative program (such as Medicaid or Medicare), lives at or below 150% of the Federal Poverty Level, has been determined by his or her primary care provider to be in need of specialty medical or dental care, and has no other means of getting the needed care. Approximately 63% of these patients are Leon County residents and the rest reside in the surrounding area.

5. Provide the methods that are being used effectively to attain this program's targeted population.

Our main referral sources in Leon County are Bond Community Health Center, Neighborhood Medical Center, and the Leon County Health Department. These healthcare centers are where the majority of uninsured patients seek care. We actively partner with these facilities, among others, to make sure they are aware of the services We Care can provide for their patients. We maintain contacts within each facility to ensure that correct information about our program is disseminated to the providers. These contacts send us referrals for patients who are in need of care. Once We Care receives the referral, a case manager contacts the patient by mail and/or phone to financially screen the patient for eligibility. If we cannot locate the patient, we inform the referring healthcare center so that they can follow-up with the patient.

FY 2013/2014 Non-Departmental Funding Request Application

We also work with social workers at TMH and CRMC to engage the many uninsured patients who show up in their emergency rooms needing care. These social workers help the patients obtain primary care, usually at Bond Community Health Center or Neighborhood Medical Center, so that a primary care provider can evaluate them and refer the patient to We Care, if appropriate. In urgent cases we will take referrals directly from the hospitals, with the goal of getting the patient into primary care in addition to specialty care as soon as possible.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

The Capital Medical Society Foundation has run the We Care Network continuously since 1992. We operate on a July 1 – June 30 fiscal year. We do not anticipate any major changes to our services in the near future. However, if our funding is discontinued, we would re-evaluate our ability to provide these services to the community.

7. List the program's short-term, intermediate, and long-term goals.

Short-term: To organize and deliver medical and dental care to low-income, uninsured residents in our community.

Intermediate: To improve access to medical and dental care for the underserved in our community.

Long-term: To improve medical outcomes for uninsured patients through donated care and prescription and transportation assistance.

Long-term: To maintain and enhance a system of service delivery that encourages physicians and dentists to volunteer.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

One of the major functions of our case managers is to determine if there are other programs that could pay for or otherwise provide care for the patient. Some of these programs include: Vocational Rehabilitation, Division of Blind Services, and Big Bend Cares. As part of our screening process, the case managers evaluate the patient's situation and make this determination. We try to assist patients in availing themselves of all potential resources before turning to us for donated care. This is important so that as many patients as possible gain access to care through whatever program best suits their needs. If a patient is not eligible for any other program, then we accept the patient and our volunteer providers donate the care to the patient.

There is no other program in Leon County that uses this model of care or provides the access to specialty medical and dental care that we do.

FY 2013/2014 Non-Departmental Funding Request Application

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

Agency	Describe Partnership/Collaboration
Bond Community Health Center	BCHC refers patients to We Care and We Care provides donated care to our mutual patients.
Neighborhood Medical Center	NHS refers patients to We Care and We Care provides donated care to our mutual patients.
Leon County Health Department	LCHD refers patients to We Care and We Care provides donated care to our mutual patients.
FAMU Pharmacy	FAMU Pharmacy works with We Care patients to sign them up for prescription assistance programs which reduce the costs We Care must pay for patients' medications.
Vocational Rehabilitation	We cross-refer patients who may be eligible for each other's programs, or who may need care from both programs based on the patient's situation.
Big Bend Cares	BBC and We Care sometimes have mutual patients who see providers related to their HIV/AIDS through BBC and providers for other health issues through us.

C. Funding Information

10. Agency's current total budget: 2012/13 \$338,072.00 (*current*) 2013/14 \$345,100.00 (*proposed*)

11. Total cost of program: \$345,100.00

12. Please list the 2012/13 funding amount and associated expenditures for Leon County and other revenue sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	\$105,888.00	\$152,549.00	\$258,437.00
Professional Fees	0.00	\$10,575.00	\$10,575.00
Occupancy/Utilities/Network	\$6,055.00	\$7,604.00	\$13,659.00
Supplies/Postage	\$3,575.00	\$796.00	\$4,371.00
Equipment Rental, Maintenance, Purchase	\$5,102.00	\$7,495.00	\$12,597.00
Meeting Costs/Travel/Transportation	\$0.00	\$2,900.00	\$2,900.00
Staff/Board Development/Recruitment	\$0.00	\$1,800.00	\$1,800.00
Awards/Grants/Direct Aid	\$9,423.00	\$21,300.00	\$30,723.00
Bad Debts/Uncollectible	\$0.00	\$0.00	\$0.00
Bonding/Liability/Directors Insurance	\$0.00	\$3,010.00	\$3,010.00
Other Expenses (please itemize)	\$0.00	\$0.00	\$0.00
Total	\$130,043.00	\$208,029.00	\$338,072.00

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2012/13 (Current)	2013/14 (Proposed)
Community Human Service Partnership (CHSP)	\$25,000.00	\$25,000.00
Leon County (not CHSP)	\$130,043.00	\$130,050.00
City of Tallahassee (not CHSP)	\$0.00	\$0.00
United Way (not CHSP)	\$13,987.00	\$14,800.00
State*	\$68,000.00	\$68,000.00
Federal*	\$0.00	\$0.00
Grants*	\$60,000.00	\$40,000.00
Contributions/Special Events	\$60,042.00	\$66,250.00
Dues/Memberships	\$0.00	\$0.00
Program Service Fees	\$0.00	\$0.00
Other Income (please itemize)**	\$1,000.00	\$1,000.00
Total	\$358,072.00	\$345,100.00

*Please provide details regarding State and Federal funding received.

State funding includes contracts with the Department of Health for:

Leon County Health Department	\$35,000.00
Gadsden County Health Department	\$27,000.00
Jefferson County Health Department	\$3,000.00
Wakulla County Health Department	\$3,000.00

Grants:

Frueauff	\$50,000.00 (2012/13)	\$30,000.00 (2013/14)
Florida Dental Health Foundation	\$7,000.00	
Wakulla County Commission	\$3,000.00	

**Other income: Interest

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2012/13 (Current)	2013/14 (Proposed)
Compensation and Benefits	\$258,437.00	\$266,100.00
Professional Fees	\$10,575.00	\$10,500.00
Occupancy/Utilities/Network	\$13,659.00	\$15,000.00
Supplies/Postage	\$4,371.00	\$4,500.00
Equipment Rental, Maintenance, Purchase	\$12,597.00	\$11,500.00
Meeting Costs/Travel/Transportation	\$2,900.00	\$3,000.00
Staff/Board Development/Recruitment	\$1,800.00	\$1,500.00
Awards/Grants/Direct Aid PAF	\$30,723.00	\$30,000.00
Bad Debts/Uncollectible	\$0.00	\$0.00
Bonding/Liability/Directors Insurance	\$3,010.00	\$3,000.00
Other Expenses (please itemize)	\$0.00	\$0.00
Total	\$338,072.00	\$345,100.00

FY 2013/2014 Non-Departmental Funding Request Application

15. Describe actions and fund-raisers to secure funding.

Each year the We Care Network staff writes grants requesting funding from the following sources:

- Charles A. Frueauff Foundation
- Community Human Services Partnership
- United Way of the Big Bend
- Florida Dental Health Foundation
- Perkins Charitable Foundation
- Rotary Club of Tallahassee
- Capital Health Plan

We contract with health departments in three of the four counties we serve to provide services to their residents. Our current contracts are with:

- Leon County Health Department
- Jefferson County Health Department
- Wakulla County Health Department
- Gadsden County Commission through Gadsden County Health Department

The following county commissions in our service area contract with us to provide services:

- Leon County Commission (through CareNet funding)
- Wakulla County Commission

16. Will this program or event recur every year?

No: _____ Yes: X _____

17. Would funding by Leon County be requested in subsequent years for this program?

No: _____ Yes: X _____
If "yes," estimate, the amount of next year's funding request: \$ 130,050.00

Has Leon County ever contributed funds to this program in the past?

No: _____ Yes: X _____

If "yes," list date(s), recipient or agency, program title and amount of funding:

All funding from Leon County was provided to the Capital Medical Society Foundation, Inc. for the We Care Network program. The table below shows the funding provided on a July 1 – June 30 fiscal year, which is CMSF’s fiscal year.

Funding Year	Funding Amount
2001 – 2002	\$ 30,012.68
2002 – 2003	\$ 65,357.90
2003 – 2004	\$ 83,616.00
2004 – 2005	\$ 83,616.00
2005 – 2006	\$ 83,616.00
2006 – 2007	\$ 83,616.00
2007 – 2008	\$ 83,616.00
2008 – 2009	\$ 83,616.00
2009 – 2010	\$ 120,048.28
2010 – 2011	\$ 130,043.00
2011 – 2012	\$ 130,043.00

18. Attach a copy of the Agency’s most recent financial report.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Sue Conte
Title: Executive Director

Signature: Sue Conte

Date Signed: 4/30/13

Leon County Health Department Facilities

Location	Address	Sq. Ft.	Programs/Services	Notes
Health Dept. - Main Office	2965 Municipal Way	21,928	Community Health Promotion; Minority Health; Public Health Preparedness; School Health; Vital Statistics/Birth & Death Certificates; Tobacco Education Program	Also houses the Administrative offices, I.T., support staff, business office, contracts and P.I.O. offices
Health Dept. - Roberts & Stevens	1515 Old Bainbridge Rd.	15,693	Clinic Services; Communicable Disease/Epidemiology; Social Services Program; Women, Infants, & Childrens Nutrition; Healthy Start, STD Treatment & Epidemiology, Vaginal Smear, Urinalysis	Also includes a small lab, medical records rooms, drug room, and tobacco cessation room
Health Dept. - Southside	872 W. Orange Ave.	15,500	Clinic Services; Communicable Disease/Epidemiology; STD Services; Women, Infants, & Childrens Nutrition; Sexual Violence Prevention Program; AIDS Program	Also includes FAMU Pharmacy, drug room, medical records, and a small lab
Health Dept. - Dental	918 Railroad Ave.	4,975	Dental Program	Program mainly geared to children

Leon County Board of County Commissioners Budget Workshop Item #13

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Authorization to Implement a Fee Structure For Use of the Rural Waste Service Centers

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Financial Stewardship Maggie Theriot, Director, Office of Resource Stewardship Robert Mills, Director, Solid Waste

Fiscal Impact:

This item has a fiscal impact. Implementation of a fee for use of the Rural Waste Service Centers (RWSC) will result in revenue to offset the program’s operational cost and therefore eliminating the general revenue subsidy to the Solid Waste Enterprise Fund. Annual revenue is estimated at \$900,000, with collection beginning October 1, 2013.

Staff Recommendation:

Option #1: Authorize implementation of a fee structure for use of the RWSCs intended to eliminate the general revenue subsidy to include a flat rate based on \$10 a month and a usage fee of \$2 per bag, \$2 per use of yard debris, and \$4 per use of bulky and authorize the closure of the Blount RWSC.

Report and Discussion

Background:

Over the past several years, the Solid Waste program has undergone a comprehensive review assessing the efficiency and effectiveness of each aspect of the program. Staff has undertaken various steps to determine opportunities to reduce cost while increasing recycling.

Regarding curbside collection, the current residential waste collection Franchise Agreement with Waste Management, Inc. initially commenced April 21, 1987 for a period of ten years. Since April 1987, the Board extended the Waste Management Agreement four times with the last extension expiring on September 30, 2013.

During the December 11, 2012 meeting, the Board approved issuance of an Invitation to Bid (ITB) for the Exclusive Franchise to Provide Waste Collection Services in Unincorporated Leon County. The ITB was developed with a deliberate effort to provide the greatest level of service, increasing recycling efforts, and, at the same time, reducing the cost to current residential subscription customers. Waste Pro was the lowest responsive and responsible bidder with a rate 32% lower than that paid by current subscribers.

Three different options related to the service area were included in the bid document, including Universal Collection. As a component of the April 23, 2013 Budget Workshop the Board selected Universal Collection, meaning all unincorporated residents will receive curbside service. Under the Universal Collection method the Rural Waste Service Centers (RWSC) would have closed. Reflective of the magnitude of potential change to the solid waste program as well as changes relating to stormwater and transportation gas tax, a Public Information and Community Outreach Plan was approved by the Board.

As a substantial component of the Communication Plan, staff conducted three community informational meetings to provide a greater level of interaction than would normally occur at a formal public hearing. These meetings were in geographically diverse areas of the County (Chaires Elementary, Fort Braden School, and Montford Middle School). Staff provided a panel that included representatives from County Administration, the Department of Resource Stewardship and the Department of Community Development and Public Works. Each meeting began with a brief presentation outlining the budgetary constraints then followed by citizen questions and comments.

Citizens addressed concerns and questions to the potential closure of RWSCs:

- Litter and illegal dumping – Residents expressed worry that the closure of RWSCs would directly contribute to increased litter and illegal dumping.
- Impacts on recycling – Concerns that closing the RWSCs would eliminate convenient means of recycling and material reuse.
- Equity of cost – Examples were provided of some citizens generating a small amount of waste proportionate to others and yet being charged the same fee for collection.

- RWSCs being “free” – Many did not agree with the statement that RWSCs are currently “free.” Ideas were expressed that although there is no charge for use of the RWSCs it does not equate to free service. Users provide their personal time, energy and fuel to deliver the waste to the center and they too contribute to the County’s general revenue through property tax which in turn subsidizes the operations of RWSCs.
- RWSC user fee – Citizens felt an alternative to closing the RWSCs would be to charge users a fee. A willingness to pay was expressed.
- Household Hazardous Waste – Apprehension was expressed that citizens may improperly dispose of hazardous waste upon closure of the RWSCs. Hazardous waste is not included in the curbside service and current collection points are not convenient.

During each of the community meetings, staff reiterated the options before the Board and made note of the Public Hearing occurring on May 28, 2013 where three alternative scenarios for solid waste could be considered by the Board should the citizens wish to attend. Per Board direction during the April 23, 2013 Budget Workshop a Public Hearing was required in order to consider an ordinance that would have implemented Universal Collection and correspondingly closed the five RWSCs. The Public Hearing was conducted on May 28, 2013 at which time 30 speakers addressed the Board with concerns. At the completion of the Public Hearing, the Board chose not to pursue Universal Collection and directed staff to refine options for a user fee for the RWSCs which would eliminate the general revenue subsidy.

The recent strides within the Solid Waste program in regards to curbside collection, disposal services and overall program efficiencies is an essential component of the following FY2012 & FY2013 Strategic Initiative that the Board approved during its January 29, 2012 meeting:

“Develop and implement strategies for 75% recycling goal by 2020, including seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling.”

This particular Strategic Initiative aligns with the Board’s Strategic Priority – Environment, “*Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including solar.*” (EN4). Staff will continue to determine opportunities to reduce cost while increasing recycling.

Analysis:

As directed by the Board at the May 28, 2013 Public Hearing, staff explored multiple user fee scenarios and the related program logistics and administration of each. Many residents have stated that they would be very willing to pay for the Rural Waste service and that a flat rate should be established for all users. While other residents stated that it should not be a one size fits all approach and that a user fee should be tied to the actual waste being dropped off at the site.

During the evaluation process staff examined several scenarios for program and cost structure. Based on these differing citizen perspectives provided during the community meetings a two prong system has been identified for unincorporated citizens who do not subscribe to curbside collection services. ***Hazardous waste and recyclables would still be accepted free of charge for all users regardless of the usage model.***

- A flat annual fee established for the use of the RWSC's allowing for unlimited drop off of household waste, bulky items and yard waste.
- A usage fee (per bag) for household waste with separate fees for loads of yard waste and bulky items.

Despite consideration of numerous other models, the flat fee and usage fee is deemed to be most beneficial given the unique characteristics of our community. Offering two usage models provides the citizens with flexibility while offering balance of simplistic program administration and oversight. Other scenarios were considered such as pre-paid waste disposal bags and unmanned automated centers.

In order to calculate the usage fee for the two scenarios, a few assumptions were needed. First the operating cost of the RWSC program and related capital cost to implement the user fee system for a total annual cost of \$900,000. Secondly the number of RWSC users, which for purposes of analysis was deemed to be 7,500. To utilize the RWSCs, residents are intended to have a "license" which the County issues. Of the 38,000 unincorporated residents there are approximately 23,000 who currently subscribe to curbside collection. The remaining 15,000 are deemed to use the RWSCs or dispose of their waste through the use of other means (ie: commercial dumpsters, illegal burying, burning or littering). Users of RWSC are currently issued licenses (no cost) to be displayed on their vehicle to allow the site attendant to quickly identify authorized users.

At the time of the community meetings and Public Hearing, licenses were issued to 4,600 residents. Concerns were voiced that the number of users was much higher and citizens reported seeing many users at the RWSCs being allowed to use the centers without licenses. RWSC attendants have made strides in capturing the total number of users. This number is still significantly lower than the 15,000 non-subscribers. As of the publication of this item, 5,300 licenses were issued. Staff will continue to ensure accurate oversight of licenses. In the meantime, for calculations it is assumed that 7,500 citizens participate in the use of the RWSC. Should the Board authorize the implementation of user fee for the RWSC, staff will monitor usage and the corresponding fee collection and provide the Board an update on actual usage.

The following table represents the revenue which would be received through various rate amounts. Should the Board wish to eliminate the general revenue subsidy, each residence that makes use of the Center would be charged \$10.00 a month beginning October 1, 2013. This compares to a curbside collection subscriber who would pay \$13.40 through Waste Pro. As described above, the calculations presume 7,500 users and an operating cost of \$900,000. For illustrative purposes the rates are displayed on a per-month basis. However, payment options will be flexible and allow for residents to prepay for a partial or whole year.

Table 1: Flat Rate Fee Options

Per Home Monthly	Annual Revenue	General Rev Subsidy
\$ 10.00	\$ 900,000	\$ -
\$ 7.50	\$ 675,000	\$ 225,000
\$ 5.00	\$ 450,000	\$ 450,000

*Assumes 7,500 users

To further reduce costs and provide the most efficient use of existing resources, staff recommends the closure of the Blount RWSC at an annual savings of \$50,000. Accordingly the flat rate fee structure is based on this premise. Should the Board choose not to eliminate the Blount RWSC, the flat rate fee paid by all RWSC users would increase from \$10.00 to \$10.56 in order to eliminate the subsidy. Closing of this site is believed to have limited impact on level of service to the Ft Braden community. This site is not a fully operational site and largely serves an individual neighborhood. The Blount site is seven miles away from the Ft Braden RWSC; operates on restricted hours and only two days a week; does not accept yard debris, bulky, or hazardous waste; and is not on a primary roadway easily accessible to the public.

It is assumed a vast majority of users will prefer to pay a flat fee granting full access to services as frequently as they wish. Reflective of this all revenue projections take into account only the flat rate participants. However as expressed during the community meetings, some residents generate less waste and feel a flat fee would not be fair. Those who wish to pay a per-use fee may do so. The following represents the proposed rate structure per-use.

- \$2 per bag: household garbage
- \$2 per usage: yard debris
- \$4 per usage: bulky items

Paying per use would be financially beneficial only those who produce a small amount of waste. Presuming a monthly flat fee of \$10.00 provides a resident unlimited access, any person who disposes of more than 4 bags a month would benefit by paying the flat annual fee rather than pay per use. For example, 5 bags a month x \$2 each = \$10 and would not provide for use of yard debris or bulky service unlike paying the flat \$10.00 fee which provides for disposal of unlimited bags and unlimited yard and bulky. Should people other than Leon County Unincorporated residents wish to make use of the RWSCs, an alternative fee structure can be developed offering a higher rate to cover disposal charges and convenience.

The County does not have a readily available billing mechanism for collecting fees outside of the property tax bill; therefore, a user fee would have to be administered in some other manner. The specific logistics will be finalized by staff, but at this time it is anticipated that fees can be paid through credit cards at each RWSC. Cash and checks will be accepted at the Solid Waste Management Facility which also serves as the Apalachee Parkway RWSC. In addition to these standard payment sites, staff anticipates conducting an on-site registration drive at each RWSC annually to provide accept cash/check and enhanced customer service. These steps would be

taken to avoid the need for site attendants to handle cash/checks and ensure the attendant's safety. Upon fee payment the user will receive an access card reflecting the status of flat fee versus pay per use. This card will grant users access to the site, and for pay-per-use customers the site attendant will reduce credits from the card reflective of how many bags of waste or use of yard debris and bulky.

Though not directly related to the user fee issue, it is apparent through the community meetings and public hearing that residents of the rural communities find great value in the RWSC. As such, staff is recommending to further enhance the facilities with a standard community bulletin board/kiosk at each RWSC. These new kiosks would allow for the County to provide a standard method to provide County related information and for the local community to have a consistent location for sharing information. Staff anticipates installing these new amenities during the next fiscal year.

The recent strides within the Solid Waste program in regards to curbside collection, disposal services and overall program efficiencies are part of a comprehensive effort to reduce cost while increasing recycling and continuing to provide valuable waste services to the community. In order to eliminate the subsidy of general revenue towards the RWSC program, staff recommends the following be implemented as of October 1, 2013:

- A flat fee (\$10.00 monthly) established for the use of the RWSC's allowing for unlimited drop off of household waste, bulky items and yard waste.
- A usage fee (\$2 per bag) for household waste with separate fees for loads of yard waste (\$2 per usage) and bulky items (\$4 per usage).
- Hazardous waste and recyclables would be accepted free of charge for all users regardless of the usage model.
- Implementation of field payment mechanism and related infrastructure.
- Closure of the Blount RWSC.

Options:

1. Authorize implementation of a fee structure for use of the RWSCs intended to eliminate the general revenue subsidy to include a flat rate based on \$10 a month and a usage fee of \$2 per bag, \$2 per use of yard debris, and \$4 per use of bulky and authorize the closure of the Blount RWSC.
2. Authorize the implementation of a fee structure at a rate to be determined by the Board and subsidize the program with general revenue accordingly.
3. Do not authorize implementation of a fee structure for use of the RWSCs and continue to operate free of charge therefore continuing to subsidize the program with general revenue.
4. Board direction.

Recommendation:

Option #1 is included in the preliminary budget.

Leon County

Board of County Commissioners

Budget Workshop Item #14

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Staff Report to Convert the Old Elections Warehouse on Railroad Avenue in to an Urban Incubator; Approve \$250,000 for Capital Improvements, and; Direct Staff to Finalize Community Incubator Structure and Secure Formal Commitments from Partner Organizations

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director of the Office of Financial Resources Stewardship
Lead Staff/ Project Team:	Ken Morris, Director of Economic Development and Business Partnerships

Fiscal Impact:

This budget discussion item recommends converting the old elections warehouse in to an urban incubator at a capital cost of \$250,000 which is contemplated in the tentative FY 2014 budget. It also seeks Board approval to finalize the structure and formal commitments from partner organizations which will require future County operating funds at a level to be determined based on the participation level of partner organizations. Should the Board adopt the staff recommendations, an agenda item will be brought back for consideration prior to the expenditure of any funds.

Staff Recommendation:

- Option #1: Accept staff report on converting the old elections warehouse in to an urban incubator and approve \$250,000 for capital improvements (included in the FY 2014 preliminary budget).
- Option #2: Direct staff to finalize the community incubator structure and secure formal commitments from partner organizations for a mixed-use urban incubator by the October 29, 2013 Commission meeting.
- Option #3: Direct staff to continue engaging qualified private sector interests to evaluate alternative incubator management proposals.

Report and Discussion

Background:

On September 13, 2011, the Board conducted a workshop examining the County's programs, initiatives, and collaboration with its economic development partners in an effort to continually build upon the strength of the community and enhance the County's ability to stimulate long-term, sustainable economic growth. The 36 recommendations derived from that workshop were the foundation for the Leon County 2012-2013 Job Creation Action Plan ratified on October 11, 2011. The 2012-2013 Job Creation Action Plan was subsequently incorporated in to the Board's newly created Strategic Priorities and Initiatives process (EC2) under Economy:

“Support business expansion and job creation, including the implementation of the Leon County 2012-2013 Job Creation Plan, to include evaluating the small business credit program (EC2).”

One of the recommendations in the 2012-2013 Job Creation Action Plan included organizing a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities. Per the Board's direction at the January 24, 2012 meeting, staff coordinated with Commissioner Dozier to organize stakeholders in conjunction with Innovation Park's mission to be a national research, technology, and manufacturing marketplace. During the FY 2013 budget process several months later, the Board concurred with staff's finding and recommendation through its LEADS process to examine the potential of repurposing the County's vacant warehouse space, located at 918 Railroad Avenue and previously occupied by the Supervisor of Elections, as an urban incubator given its prime location between the two universities. The repurposing of the warehouse space in to an urban incubator became a part of the commercialization and technology transfer efforts.

On November 16, 2012 Commissioner Dozier chaired the stakeholder meeting which brought together more than 40 investors, inventors, entrepreneurs, economic development professionals, and university officials in a think-tank environment where ideas were exchanged to enhance the area's economic development. This stakeholders' forum was a product of the Board's Strategic Initiative to:

“Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum.”

Stakeholder participants inventoried the available services for startup companies, the obstacles and challenges they face in growing their businesses, and the unmet needs in our community to stimulate entrepreneurship (Attachment #1). Of the handful of local organizations that offer physical space for startup businesses, few provide the majority of the needed training and services commonly associated with a business incubator. For its size, Vision 2020 does offer a good array of services but the minimal staffing and for-profit nature of the program limits the number of participants. Tallahassee Community College's (TCC) Advanced Manufacturing Training Center also provides a good array of business incubation services but would not be a competitor for a County incubator because the warehouse footprint does not allow for such large machinery and dedicated space. The universities suffer from limited available space in close

proximity to their main campus that can cater to for-profit businesses as they are not allowed to operate directly on campus. On-campus university incubators tend to be 'idea incubators' designed to encourage students to explore entrepreneurship. Off-campus incubators are the for-profit endeavors that can often be found at Innovation Park or the Commonwealth Center under the auspices of the Florida State University (FSU) Research Foundation. This decentralization of services isolates incubator tenants and lacks the engaging culture that many young entrepreneurs seek today.

Following the inventory and identification of gaps in services, owners of small business that have been spun out of the university system and the home garages of local residents, along with the educational and business leaders, offered creative suggestions to enhance the technology transfer process. Suggestions included efforts to attract more investment capital from outside the market and to create a better community awareness of the economic, scientific, and research value generated locally. Participants discussed the benefit of business incubator space and services in the Downtown and Gaines Street Districts and identified four critical needs to foster business growth and stimulate entrepreneurship:

1. Enhance access to capital and seed money.
 - a. Including efforts to attract investment capital from outside the local market.
2. Raise local awareness of the economic, scientific, and research value in our community.
3. Raise awareness of the community's current resources.
 - a. Need for a user-friendly guide or website for entrepreneurial programs and services with a coordinated marketing strategy.
4. Identify business navigators and/or active business mentors.

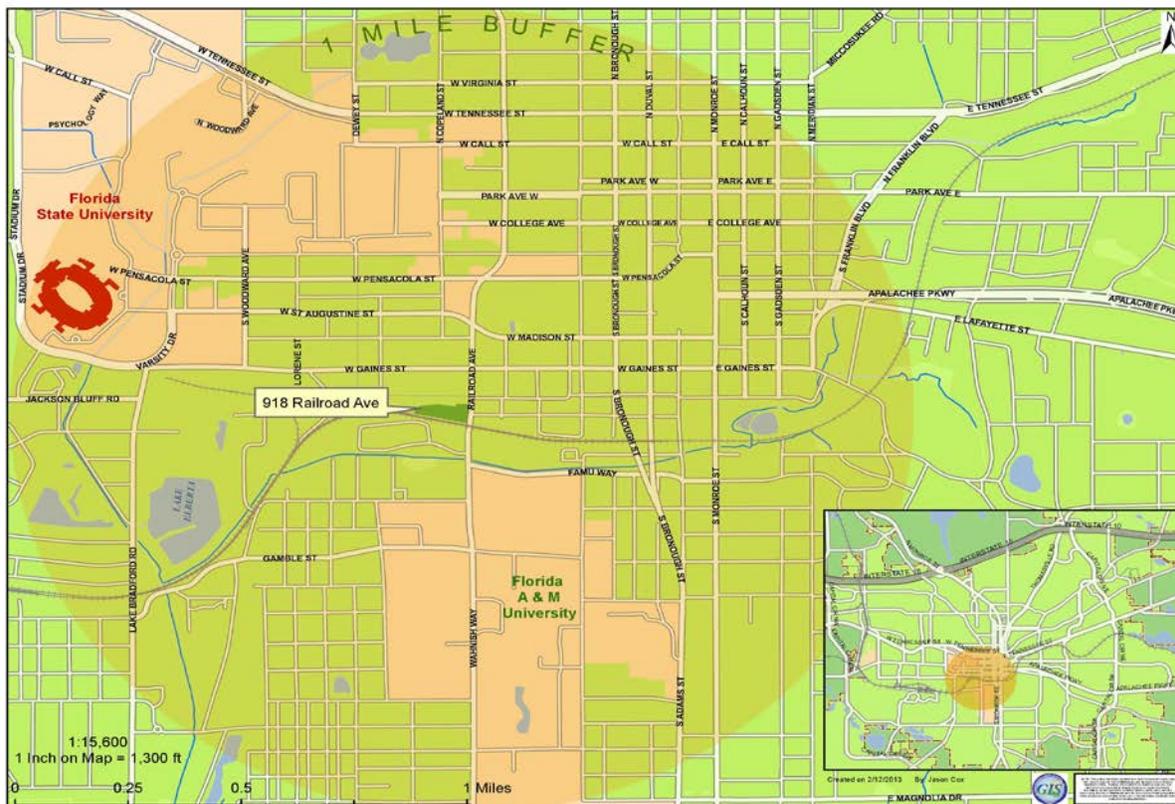
These four critical needs identified at the stakeholder forum were presented to the Board in a January 29, 2013 status report with the following action steps, most of which remain ongoing:

- ✓ Partner with the Jim Moran Institute for Global Entrepreneurship at FSU to expand the events and activities associated with the next National Entrepreneur Month (November 2013) to incorporate Florida A&M University (FAMU), TCC, and the local business community. The goal of this action step will be to shift the paradigm from a campus event to a community endeavor.
- ✓ Relocating Florida State University's Sneak Peek showcase from the Southwest Campus to a downtown location to better engage the community.
- ✓ Engage several participants about hosting the inventory resources on a website, in combination with a strategic marketing and communications plan. This will help centralize and better promote local opportunities for aspiring entrepreneurs.
- ✓ **Establish a small informal workgroup of entrepreneurs and stakeholders to conceptualize the County's proposed urban incubator, and to coordinate with other incubator efforts taking place so that any incubator programs complement each other rather than compete for participants.**
- ✓ Engage the Economic Development Council (EDC) at their annual Winter Forum (February 28th, 2013), focusing on entrepreneurship, on the efforts that have emerged through the stakeholder forum and to identify potential new resources.
- ✓ Convene the full stakeholder group again in the summer to offer a progress report and to continue working on the needs identified at the November 16, 2012 forum.

The remainder of this budget discussion item focuses on the fourth step in bold pertaining to the development of an urban incubator. A small workgroup was established to conceptualize the structure and services of the proposed urban incubator and to coordinate with other local incubator efforts taking place so that they complement each other rather than compete for participants. In addition to the November 2012 stakeholder forum and incubator workgroup meetings, staff has held a series of meetings over the past year with numerous officials at FSU, Florida A&M University (FAMU), Tallahassee Community College (TCC), and the Economic Development Council (EDC) to further identify needed services and to gauge their interests in participating in the urban incubator.

Analysis:

Staff is proposing converting the old elections warehouse located at 918 Railroad Avenue into an urban business incubator. Business incubators are programs designed to support the successful development of entrepreneurial companies through an array of business support resources and services. The proposed incubator site could offer unique opportunities for entrepreneurs given its location in the heart of the redevelopment efforts in Gaines St. District and proximity to downtown and the two universities. The ongoing investments in the area by the County and City, combined with the growing arts district and surge in student housing, are converting the Gaines Street District in to a thriving activity center. The warehouse boasts approximately 7,700 square feet of flexible space that generates intrigue and excitement among prospective tenants and partners with each tour of the facility.



Title: Acceptance of Staff Report to Convert the Old Elections Warehouse on Railroad Avenue in to an Urban Incubator; Approve \$250,000 for Capital Improvements, and; Direct Staff to Finalize Community Incubator Structure and Secure Formal Commitments from Partner Organizations

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While there has been an ongoing enthusiasm from the local institutions of higher education and willingness to take part in the development of the urban incubator, at this time the institutions have not expressed an interest in completely taking over the space for their own entrepreneurial needs. This was somewhat surprising to staff given the frequent references to the need for a full-service business incubator and the limitations of both universities to house for-profit businesses on university property. During this process, staff has also been approached by three separate private sector entities interested in the warehouse but one group was only offering to manage a shared workspace model program that would not provide the training or mentorship services associated with a business incubator. The two other entities, one for-profit and the other a not-for-profit with a large corporate backing (possibly an endowment), recently expressed interest in running a full-service incubator program at little to no cost to the County. Both entities are still evaluating their options and staff will remain engaged with these and other private sector interests in the future analysis of viable options for future Board consideration.

Incubator Workgroup Findings

Seeking to build on the expertise and enthusiasm of participants at the November 16, 2012 stakeholder forum, staff established a small informal workgroup of entrepreneurs and stakeholders to conceptualize the County's proposed urban incubator. The workgroup was made up of university representatives and graduates of the EDC's Entrepreneurial Excellence Program (EEP) which launched in 2011 with the support of a four-year \$450,000 grant from the U.S. Small Business Administration to support business incubation in the area based on the curriculum developed by the successful University of Central Florida Incubation Program. The EEP is designed to help entrepreneurs navigate the vulnerable stages of business development by providing access to a team of local business experts, researchers, and specialists who will help lay the foundation for a successful company. The program teaches participants such basics as: effective business models; team development; legal foundations; marketing strategies; funding insight; and entrepreneurial skills and development in a four-week boot camp of evening classes.

The workgroup discussed model incubator programs that could be replicated and the types of services needed for tenants in the County incubator space. The workgroup felt very strongly that the incubator should not be limited to a specific industry, particularly in its infancy, until the demand of a specific field requires the dedication of the entire space. A general incubator model presents some challenges from an equipment and service standpoint in that it has to be operationally and financially flexible enough to meet the needs of various industries. In recognition of these challenges, the workgroup acknowledged that a successful incubator program would require the commitment of the local universities, community college, public and private entities to be successful in delivering an array of services and expertise.

The workgroup welcomed suggestions for a set of requirements and expectations for tenants to ensure that the incubator is filled with skilled entrepreneurs committed to growing their businesses in Leon County. This included possible prerequisites for tenant admission, strict admissions criteria and evaluation of a business's success, the payment of rent for space within the incubator, attendance requirements for training opportunities, and periodic reviews of the business's progress. The workgroup suggested using the EEP as a pre-incubation service by

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providing an entrepreneurial foundation for startups. The EEP vetting process and expert panel would also serve as a filter for startups that may not be ready to succeed and occupy valuable space in the incubator. With a present day alumni base of 55 entrepreneurs, the EEP would serve as a strong feeder program for the urban incubator but the workgroup did not want to follow in the footsteps of the University of Central Florida by mandating the EEP as a prerequisite course and limiting access to the incubator. EEP will exhaust its federal grant funds by September 2014 with an anticipated alumni base of 80-90 entrepreneurs. It will be important to identify the means to continue providing the services offered through the EEP which could potentially be offered through the urban incubator program.

Aside from incorporating some privacy areas, addressing storage needs, and providing basic communal supplies such as printers, office supplies, and a shared conference room with the latest technology, there were very few physical needs sought by the workgroup. In fact, the workgroup concurred with staff's suggestion that the County should not assume the need to equip each workstation with a personal computer and telephone. Many entrepreneurs prefer to use their own mobile device (iPad and/or laptop computer), store large files on cloud software rather than hard drives, and may not anticipate significant call volumes at their stage of incubation or in their line of work. A cost effective use of the current layout of the warehouse would allow for the majority of businesses to operate in the eastern portion of the building on a wireless broadband network while reserving the smaller room in the western portion of the building for companies that require greater bandwidth and more sophisticated equipment (Attachment #2).

At first blush, this appeared to be a significant concession by the workgroup with regard to the equipping and overall operating costs of the incubator. However, a case was made that an alternative to blindly equipping each workstation before knowing a company's specific needs would be to set aside a small grant fund for each business. The workgroup pointed out that one of the most difficult challenges in the early stages of a business is finding that small bit of capital to purchase equipment, specialized software, or professional services (build a website, develop product packaging, etc.) that makes the difference between getting started and being forever stalled. A small (\$2,000 - \$3,000) one-time entrance grant could be structured in an account with strict criteria that also requires authorization by the incubator manager. The opportunity for such a liquid investment upon entrance to the incubator would require greater scrutiny of a business's viability through the selection process.

To accommodate entrepreneurs who may be full-time students or have other full-time jobs, the incubator must be accessible well beyond normal working hours. The staffing, programming, and training associated with the incubator must be similarly situated. Time and time again, the workgroup emphasized the importance of culture within the incubator and its preference for open and collaborative work spaces rather than cubicles or traditional office space. A key theme from the design discussions was that the workspace be flexible to foster collaboration amongst the tenants. This requires a program manager that understands the culture of a modern incubator program and can serve as a community resource coordinator for tenants. A manager/resource coordinator with strong project management skills was more desirable to the workgroup than an 8 a.m. – 5 p.m. administrative staff person answering phones, making copies, or serving as the gatekeeper to the incubator space. The program manager must ensure that the incubator space is

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the one-stop-shop for entrepreneurial information and resources for tenant businesses and assist those businesses in identifying long-term mentors.

Literature Review

Staff conducted an in-depth literature review to get a comprehensive understanding of the incubator marketplace and the numerous models throughout the country that have proven successful. For example, there are distinctions between an incubator and accelerator, for-profit and not-for-profit incubators, and incubators managed by a university versus a community model that is often led by a local government or its economic development organization. This literature review included a 2012 survey conducted by the National Business Incubation Association (NBIA) of 235 North American business incubators and a compilation of best practices entitled, “*Incubating Success*,” published by the U.S. Department of Commerce’s Economic Development Administration (Attachments #3 & #4).

The terms ‘incubator’ and ‘accelerator’ are often interchangeably misused. Accelerators tend to operate as for-profits designed to provide quick validation of business ideas, typically in mobile applications and other information technology fields, for a return on investment through the sale of the idea or technology. Incubators nurture and groom the business person, as much as the actual business itself, through training and mentorship for the longevity of success. On-campus university incubators tend to be ‘idea incubators’ designed to encourage students to explore entrepreneurship. Off-campus incubators are the for-profit endeavors that can often be found at Innovation Park or at the Commonwealth Center under the auspices of the FSU Research Foundation.

It is common for local governments to develop an incubator program under a ‘community’ model whereby it partners with other public and private organizations to share the operational and programmatic costs. Community incubators tend to house all types of startup businesses rather than a particular industry. These are commonly referred to as ‘general purpose’ or ‘mixed-use’ incubators and perfectly describe the feedback received from the workgroup and their vision for the urban incubator.

The remaining portion of this literature review section is designed to offer insight and guidance on the state of business incubators, best practices, and industry trends. Staff has provided editorial comments in italics to complement some of the 2012 NBIA survey results:

- The average mixed-use incubator facility is 31,194 square feet, down over 9,000 square feet since 2006. The median incubator size is 20,000 square feet. *Leon County’s proposed incubator is approximately 7,700 square feet.*
- Many incubator managers continue to view their programs as important economic development tools for their region, ranking job creation, fostering an entrepreneurial culture, accelerating growth of local industry, and other business development goals as the highest priorities. *Culture is the reoccurring theme.*

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- 70 percent of incubator graduates remain within the same county as the incubator and 17 percent relocate to a neighboring county. *Reinforces perennial County and economic development partner priorities of attracting and retaining talent by supporting local job creation efforts.*
- The average annual incubation program revenue is about \$540,000, while the average annual expenses is about \$517,000. The median expenses are \$300,000. Those operating in urban areas reported higher program expenses compared with other types of programs.
- Approximately 82 percent of the survey respondents do not take an equity stake in any of their clients, up from 75 percent in 2006. *Illustrates the growing trend to focus on job creation and entrepreneurial climate.*
- The median graduation period for clients in a mixed-use incubator is 36 months.
- 96 percent of incubators utilize outside service providers regularly to assist clients. Of that group, 34 percent report having between one and five outside service providers; 26 percent report having between six and 10, and; 36 percent report having more than 11 outside service providers. *Reaffirms the need for community support and active participation.*
- The average survival rate of incubator graduates is reportedly 87% but the response rate to this question was low as some incubators do not track data following graduation.

The U.S. Department of Commerce's report is a compilation of best practices, survey results, and research conducted by the University of Michigan and the State University of New York at Albany. Below are some of the key findings from its report, *Incubating Success*, along with editorial comments by staff in italics:

- No one incubator practice, policy, or service is guaranteed to produce incubation program success. Instead, it's the synergy among multiple practices, policies, and services that produce optimal outcomes: In other words, there is no "magic bullet."
- Top-performing incubation programs often share common management practices: Practices most represented among high-achieving programs are having a written mission statement, selecting clients based on cultural fit, selecting clients based on potential for success, reviewing client needs at entry, showcasing clients to the community and potential funders, and having a robust payment plan for rents and service fees. All of these practices are highly correlated with client success. Conversely, incubation programs with lax or no exit policies typically have less-than-optimal performance. *Critical evaluation of prospective tenants and their chances for success must be conducted by qualified partner representatives.*
- Incubator advisory board composition matters: Accounting, intellectual property (patent assistance), and general legal expertise on the incubator governing body often results in better performing programs. Government and economic development agency representatives also play key roles in enhanced client performance, as their presence ensures that the incubator is embedded in the community, which is necessary for its success. Local government and economic development officials also help educate critical funding sources about the incubation program and its successes.

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- Most high-achieving incubators are not-for-profit models (93 percent): This finding suggests that incubation programs focused on earning profits are not strongly correlated to client success. Instead, the most important goals of top performing incubation programs are creating jobs and fostering the entrepreneurial climate in the community, followed by diversifying the local economy, building or accelerating new industries and businesses, and attracting or retaining businesses to the host region. *Note the emphasis on community outreach and entrepreneurial climate.*
- Incubation programs with larger budgets (both revenues and expenditures) typically outperform incubators with budget constraints: Programs with more financial resources have more capacity to deliver critical client services and are more stable. However, the sources of incubation program revenues and the ways the incubator uses these resources also are important. Incubators receiving a larger portion of revenues from rent and service fees perform better than other programs. On the expenditure side, the more programs invest in staffing and program delivery – relative to building maintenance or debt servicing – the higher the probability of improved client outcomes.

Incubation programs provide entrepreneurs with a broad array of business assistance services to help them get their ventures off to a successful business start. This assistance ranges from basic business needs to much more focused services targeted to meet the specific and unique client needs in more specialized fields. Perhaps the most valuable information obtained through the literature review is the NBIA's survey of business incubator managers in which they rank, by order of importance, the types of business assistance programs offered to clients (Attachment #5). This data helped guide much of the incubator workgroup deliberations. Of the 33 specific services ranked, general business assistance items such as help with business basics, high-speed internet access, marketing assistance, and networking activities are among the most important services for entrepreneurs. Based on the input from the November 2012 stakeholder forum, the incubator workgroup, individual conversations with the local institutions of higher learning, and the literature review, staff has developed an urban incubator model to fit the needs of our community.

Proposed Urban Incubator Community Model

It is commonly recognized that our universities and community college produce talented and skilled graduates. Many of these graduates leave because they cannot find employment opportunities or the resources to start their own business. By fostering the entrepreneurial activities outlined herein, the County may be able to retain these graduates and its skilled workforce by growing and diversifying its economic base with a full-service urban incubator (Attachment #6). Barring a strong proposal from the private sector, staff recommends exploring a mixed-use incubator program to foster new startup businesses in recognition that our local economy is an interdependent web of government, education, and business entities that must join together to cultivate an entrepreneurial-minded community. This was a central theme in the County sponsored Town and Gown Initiative which invited representatives from the City of East Lansing, MI and Michigan State University to share their success story of intergovernmental cooperation and community investment in technology incubator programs to diversify its economy.

The diagram below illustrates the critical components for a successful startup ecosystem to cultivate an entrepreneurial community through local job creation efforts. These components and resources should also be woven in with the development of the County’s proposed urban incubator. The staff recommendation for a community mixed-use incubator model, in concert with the universities and other economic development partners, provides for a structure that would support both the clients located in the County’s urban incubator and the entrepreneurial community at-large through the collaboration of resources.



Urban Incubator Facility

As previously mentioned, the old elections warehouse is an ideal location for an urban business incubator given its open layout and proximity to the universities, downtown, student housing, and thriving art district. Throughout this review process, staff recognized that a great space with a great location should not have a problem recruiting tenants but it would not equate to a great incubator. Proper business training services and an energetic entrepreneurial culture are needed for a successful urban incubator. Pending some upgrades and improvements, the open floor layout that exists today lends itself to the workgroup’s guidance and vision for the space and culture they desire to take part in.

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Facilities Management estimates that the 7,700 square foot warehouse can be renovated, wired, and partially equipped with a budget of \$250,000. This would include building a shared conference room with the latest technology, two full-size offices, two common areas, security upgrades, storage areas, replacement of the garage doors with floor-to-ceiling windows, and approximately 15-20 makeshift workspaces that encourages the interaction and collaboration sought by the workgroup. Entrepreneur tenants would be assessed a below-market rental rate with consideration to their space needs. The ongoing operational costs of the facility itself, which calls for added security, cleaning services, utilities, basic office supplies, etc., are estimated at \$50,000 annually. This does not include the management or programming for the incubator which is described under a subsequent section but there may be opportunities to draw down legislative funding for additional one-time capital needs.

Business Training Services & Education

Partner organizations, particularly the two universities and the business sector, are needed for the delivery of the vast array of services and expertise associated with a mixed-use incubator. Both universities offer a college of business and a technology transfer office that are critical to entrepreneurship and the commercialization process. Both universities also have signature programs that can provide value to the urban incubator and its clients at very little cost.

The FAMU Small Business Development Center (SBDC) is a federally funded program for the region that provides technical assistance to entrepreneurs and small businesses. SBDC services include low or no cost workshops on business plans, marketing, accounting, financing, taxes, and other individual consulting services. The SBDC team includes a marketing management analyst, a business analyst specializing in small business startups, and a business analysis specializing in manufacturing and retail business finances and administration. The SBDC is currently located in Innovation Park but has expressed its willingness to lend its consultants and trainers to the proposed incubator for comprehensive business services.

FSU has plans to exponentially grow its Entrepreneur-in-Residence program over the next few years following the 2013 Legislature's approval of the pre-eminent university legislation which availed FSU to an additional \$15 million in state funding. FSU plans to use \$10 million of those funds to hire 75 new professors including a handful of Entrepreneurs-in-Residence. The Entrepreneur-in-Residence program seeks to hire seasoned entrepreneurs to teach undergraduate courses, provide mentorship to students and faculty involved in starting new business ventures, and assist in the development of commercialization plans for products and technologies on behalf of the university. There are only a few Entrepreneurs-in-Residence presently on campus and they are assigned to the Jim Moran Institute within the College of Business. President Barron hopes to expand the program to each college to encourage entrepreneurship throughout the university.

The participation of, and accessibility to, a select number of Entrepreneurs-in-Residence would enhance the available offerings of the critical business services identified in the NBIA survey of incubator managers. It would 'stock the shelves' with expertise from both universities and bring forth the elusive one-stop-shop entrepreneurial center that has evaded our community and startup

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ecosystem. A successful mixed-use incubator must have the capacity, through its partners or by procurement, to meet most of the services identified in the NBIA survey. The effective recruitment of savvy entrepreneurs for an urban incubator requires the commitment of partner organizations to ensure the continuity, quality, and reliability of needed services. Once these commitments are secured and finalized, private sector volunteers should be sought to serve as mentors and offer their business guidance and expertise.

Private Sector Volunteers, Mentors, & Professional Services

Active private sector engagement is critical for an urban incubator to remain relevant in the business community and to attract capital for entrepreneurial growth. Private sector volunteers provide great benefits to an incubator by serving as mentors and providing some coaching or consulting services. In taking that model a step further, there are several methods that can formalize some of the commitments of interested volunteers to solidify the framework for incubator participants. For example:

- An Executive Loan Program whereby a business owner, entrepreneur, or senior executive volunteers to report for duty at the incubator to work alongside incubator tenants for at least three consecutive days each year in a mentorship and/or training capacity. The executive would buy lunch for an incubator participant(s) of their choosing several times in a given year to discuss their progress and offer advice.
- A Continuing List of Professional Services that offers a discounted rate to incubator participants. Neither the County nor the universities can develop an incubator program that will meet every entrepreneur's needs. From time to time, startup businesses will need to procure professional services to take their business to the next level and they should be prepared to incur those expenses. The incubator manager could initiate a formal solicitation process for specified professional services that results in multiple partner organizations offering said professional services at a discounted rate. This could also be a powerful recruitment tool for an incubator program. If an applicant knows that a law firm typically charges \$400 per hour for legal work but offers \$325 an hour to an incubator participant, the incubator program is going to draw a lot of interest from startup businesses. Professional service providers may see the benefit of providing discounted services since such a program may also turn successful startups into long-term clients.

While some businesses may prefer one of these sample programs over the other, the programs are designed as a tool to help the incubator and its participants remain embedded in the fabric of the business community. This would be one of the responsibilities of the incubator manager and his/her employer, the management entity, in bridging the service delivery needs of incubator tenants with the broader entrepreneurial needs of the community. Assuming that the universities do not provide staffing for the management of the incubator program based on recent conversations with both schools, a partner organization is needed that can garner public and private sector support in the community. The LCRDA and EDC stand out as possibilities for different reasons.

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Community Collaboration, Management Entity & Incubator Culture

A common theme of discussion during the incubator workgroup meetings was that the County's proposed incubator should function as a hub that connects to other incubators and community resources. The proposed incubator should focus on entrepreneurial development programs, not just providing a workspace to startup companies. Many of the organizations and entrepreneurial programs identified through the November 2012 stakeholder forum operate independently, creating a duplication of services and opportunities for new collaboration. There are a number of startup programs, places, initiatives, and services throughout the community that may offer something unique for the benefit of a startup company. There are also frequent events, competitions, and lectures that go unrecognized and unnoticed by the community at-large and among startup businesses due to a lack of community coordination. Collaboration and coordination are needed to connect the startup businesses to their unique service needs and to help cultivate the community culture by touting these social events and competitions.

Partner organizations may have existing resources to take on this role independently or it can be incorporated in to the role of the management entity. For example, the Jim Moran Institute at FSU is creating a website for entrepreneurial resources that will supplement and possibly replace Knight Creative Communities Institute's www.tallahasseebusinessresources.com. By centralizing entrepreneurial resources, all of our economic development partners will be better able to promote local opportunities for aspiring entrepreneurs. LCRDA could decide to fill the void as the community collaborator because of its ties to the institutions of higher education and its core function of managing a research and technology park. Innovation Park was established by the County in concert with FAMU and FSU as a key partner of economic growth in Leon County and currently serves as home to the National High Magnetic Field Laboratory, Bing Energy, SolarSink, and Danfoss Turbocor Compressors Inc. In addition to the community collaboration role, LCRDA could also position itself to serve as the management entity of the urban incubator with financial support from other community partners. This would assist the LCRDA in recruiting future tenants for Innovation Park by utilizing the urban incubator as a fertile training ground and would align with the Board's Strategic Initiative to support Innovation Park through commercialization and technology transfer opportunities.

Under the proposed mixed-use community model urban incubator, entrepreneur tenants will keep their own hours, university personnel will come and go as needed or on a limited basis, interested private sector volunteers will contribute the available time that they have, but a program manager and organization is needed to align tenant needs with available resources, identify business mentors, monitor a business's progress, identify new funding sources for startups, help raise private funds for the program, and facilitate the culture of the urban incubator. This requires a program manager that understands the culture of a modern incubator program and can serve as a community resource coordinator for tenants. The program manager must ensure that the incubator space is the one-stop-shop for entrepreneurial information and resources for tenant businesses.

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The EDC, much like the LCRDA, could serve in one or both roles as the management entity and community collaborator. The EDC is the official economic development organization of both Leon County and the City of Tallahassee and is under contract to provide a broad range of services that makes it a viable management entity for the proposed incubator, or at the very least, a valuable partner in the economic ecosystem. The EDC has four main objectives which are illustrated in the table below and carried out through a variety of programs and resources that are mostly funded by the County and City governments.

	Objectives	Primary Programs/Resources
EDC Services	Foster Entrepreneurialism	Entrepreneurial Excellence Program
	Advance Local Businesses	International Business Development Program, Industry Sector Roundtables
	Grow Targeted Industry Sectors	GrowFL, Qualified Target Industry, Targeted Business Program, various incentive zone programs
	Attract Innovative Companies	Qualified Target Industry, Targeted Business Program, various incentive zone programs

The EDC’s primary efforts to foster entrepreneurialism are through the EEP which began in March 2011 and currently has 55 graduates in its alumni database, several of whom attended the November stakeholder forum and served on the incubator workgroup. As a potential feeder program for the incubator, there is a natural nexus between this EDC program and the management of the urban incubator given the appropriate financial resources. This may also be an opportune time to address programmatic changes through the EDC as it is currently revamping its organizational structure and personnel needs.

The ongoing management and programmatic costs of the urban incubator are difficult to pinpoint until the partnerships are formalized to describe the roles and responsibilities of each organization. Given its ownership of the building, the County should presume the ongoing facility costs of approximately \$50,000 under the community incubator model. Should the universities satisfy most of the business training service needs, the remaining expenses would include the community collaboration component, a program manager, cultural catalyst activities, training facilitation costs, and startup grants to new entrants if desired. These costs could vary from \$125,000 - \$150,000 per year, not including the proposed startup grants.

These expenses can be partially offset by the rental income generated from the startup businesses occupying the incubator. Additional funding partners should also be identified to help cover the remaining costs. Potential funding sources may include a consortium of private and public sector partners including LCRDA, the City of Tallahassee, and the CRA. Most of the programmatic and operational funding needs would not be required until FY 2015 under the staff recommendation.

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Talent Feeder System

There are a number of programs and spaces in the community geared towards fostering entrepreneurial startups with varying levels of business services. University commitment to the success of the urban incubator will avail the program to the many student entrepreneurs seeking the opportunity to grow their business in the incubator environment. With limitations in place for hosting for-profit ventures on the campuses of FSU and FAMU, the 15-20 anticipated spaces at the urban incubator should cater to the most viable startup businesses that the universities have to offer regardless of the originating academia program or college. Although the incubator facility is located directly between the two universities and is expected to attract student interest, it should not be exclusive to students. In fact, a majority of the EEP graduates can be described as full-time workers or mid-career types in pursuit of their entrepreneurial dreams. With 55 graduates already in the field and a total of 80-90 alumni by the time the incubator would be operational in FY 2015, EEP graduates could provide a mix of seasoned professionals to work alongside student entrepreneurs.

Governing Body

As noted in the literature review section of this analysis, the composition of an incubator advisory or governing body must include a variety of skill sets to effectively gauge a startup business's potential for success in its selection of incubator participants. The governing body's needed skill sets include proficiency in accounting, intellectual property (patent assistance), and general legal expertise. These skill sets are critical to the evaluation of business plans, short and long-term goals, finances, and identifying client needs during the interview process to help ensure their success. While the program manager offers day-to-day oversight and periodic review of tenant progress, the governing body must establish formal review and evaluation cycles to ensure progress, address potential obstacles and solutions, and help identify funding opportunities to guide these startup businesses toward their graduation from the incubator program. Each of the community partners and contributing financiers should have a role on the governing body to help play key roles in enhanced client performance as their presence ensures that the incubator is embedded in the community.

Conclusion

A centralized urban incubator that offers an array of business training services and opportunities for local startup businesses without regard to institutional or organizational roots has long been a missing piece to the local startup ecosystem. Through the Board's Strategic Initiative process, staff engaged numerous stakeholders to identify the needs of our community and to formulate a template that would deliver comprehensive incubator services and cultivate collaboration among the various entrepreneurial organizations. By fostering the entrepreneurial activities outlined herein, the County may be able to retain its skilled graduates and workforce by growing and diversifying its economic base. Barring a strong proposal from the private sector, staff recommends exploring a mixed-use community incubator program to foster new startup businesses in recognition that our local economy is an interdependent web of government, education, and business entities that must join together to cultivate an entrepreneurial-minded community.

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Both universities are needed for the delivery of the vast array of services and expertise associated with a mixed-use incubator. Moreover, active private sector engagement is critical to remain relevant in the business community and to attract capital for entrepreneurial growth. The proposed community model would offer a centralized a one-stop-shop entrepreneurial center that focuses on grooming the entrepreneur as much as the startup businesses, functioning as a hub that connects to other community resources.

Converting the old elections warehouse in to an urban incubator is estimated to cost \$250,000, including most of the needed equipment, and is contemplated in the tentative FY 2014 budget. With the Board's approval of Options 1, 2, and 3, staff would finalize the structure and formal commitments from partner organizations and bring back an agenda item by the October 29, 2013 Commission meeting and prior to the expenditure of any funds. At that time staff will be able to better determine the ongoing operating costs to the County, and each partner, with plans to open the incubator in early FY 2015. Staff would also be directed to continue engaging qualified private sector interests to evaluate alternative incubator management proposals.

Options:

1. Accept staff report on converting the old elections warehouse in to an urban incubator and approve \$250,000 for capital improvements (included in the FY 2014 preliminary budget).
2. Direct staff to finalize the community incubator structure and secure formal commitments from partner organizations for a mixed-use urban incubator by the October 29, 2013 Commission meeting.
3. Direct staff to continue engaging qualified private sector interests to evaluate alternative incubator management proposals.
4. Do not approve staff report on converting the old elections warehouse in to an urban incubator and direct staff to identify alternative uses for Board consideration.
5. Board direction.

Recommendation:

Options 1, 2, & 3 are included in the preliminary budget.

Attachments:

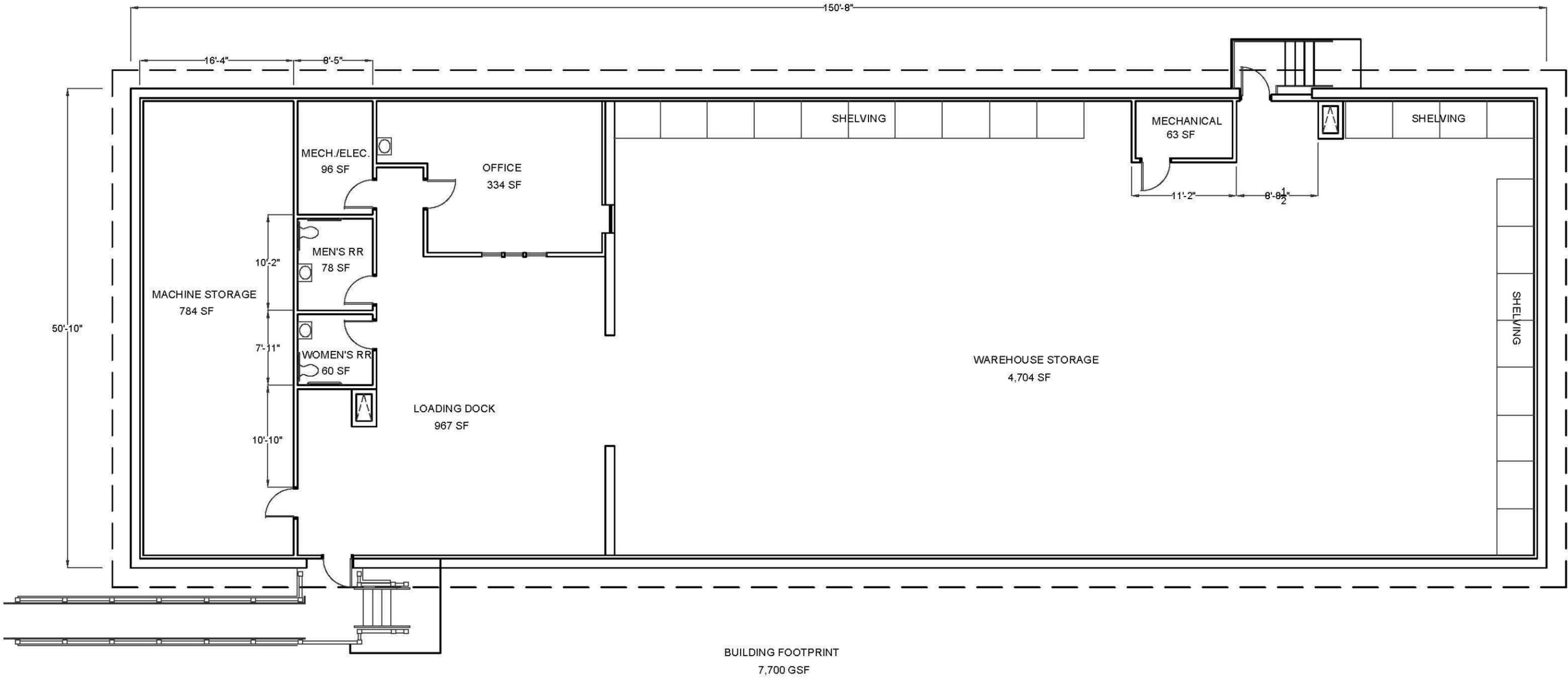
1. November 16, 2012 Stakeholder Forum Inventory
2. Current Building Layout of the County Warehouse at 918 Railroad Avenue
3. NBIA 2012 State of the Business Incubation Industry
4. *Incubating Success* by the U.S. Department of Commerce's Economic Development Administration
5. NBIA's 2012 Business Assistance Service Rankings
6. Station TLH External Design Concept Draft

Leon County Commercialization & Technology Transfer Stakeholder Forum

November 16, 2012

Leon County Training and Community Center

Organization/Program	Access to Capital		Training & Support Services				Physical Space
	Product Development	Equipment	Networking & Mentorship	Legal, Marketing, IT, & Commercialization Assistance	Business Admin. Training	Workforce Training	
Florida Venture Forum			Y		Y		
Vision 2020	Y	Y	Y	Y	Y		Y
Tallahassee Community College - AMTC			Y	Y		Y	Y
Tallahassee Community College - Capitol Center							Y
SCORE at Tallahassee Community College			Y	Y	Y		
FL Institute for Commercialization of Public Research	Y	Y	Y	Y			
EDC & Workforce Plus - Quick Response Training Program						Y	
EDC - Entrepreneurial Excellence Program			Y	Y	Y		
EDC - Industry Sector Roundtables			Y				
FAMU Small Business Development Center - 1 on 1 Counseling				Y	Y		
FAMU Small Business Development Center - Business Mentoring			Y				
FAMU Small Business Development Center - Resource Library				Y			
FAMU Office of Technology Transfer	Y		Y	Y			
FSU Office of IP Development & Commercialization	Y	Y	Y	Y			Y
FSU Research Foundation - GAP Program	Y	Y	Y				
Jim Moran Institute for Global Entrepreneurship - General Services			Y	Y	Y		
Jim Moran Institute for Global Entrepreneurship - InNOLEvation Accelerator			Y	Y	Y		Y
Leon County Research and Development Authority/ Innovation Park - Incubator							Y
Leon County Research and Development Authority/ Innovation Park - Tech Grant	Y	Y					
Silicon Tally			Y				Y
Startup Round			Y				
Summit East			Y				
TalTech Alliance			Y				
Tallahassee Business Resources			Y				
Making Awesome (formerly Tallahassee Fab Lab)		Y					Y



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STATE OF THE **business** incubation industry

by Linda Knopp



2012 STATE OF THE BUSINESS INCUBATION INDUSTRY

BY LINDA KNOPP



2012 State of the Business Incubation Industry

Author: Linda Knopp
Cover Design: Christina Ullman
Inside Design: Kim Barlag
Charts: Kate Erlewine

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INTRODUCTION

With the *2012 State of the Business Incubation Industry* report, the National Business Incubation Association continues its tradition of surveying business incubation programs throughout North America to learn about the latest industry trends. Since 1989, NBIA has assessed the incubation industry periodically to determine where it stands and where it is heading.

In recent years, communities across North America and around the world have been looking for ways to encourage new business development and spark economic growth. And in doing so, a growing number are turning to business incubation as a way to support entrepreneurs in their efforts to grow successful new ventures. At the same time, the economic downturn has caused several existing incubation programs to shut their doors because of budget cuts or diminished support from sponsors and stakeholders. Still, even with the closures, NBIA estimates that approximately 1,400 business incubation programs were operating in North America in 2011, up from 1,100 in 2006.

Over the last few years, we witnessed the development and growth of a new breed of entrepreneur support organizations called seed or venture accelerators. These programs garnered a great deal of attention from the media and the general public, much as the dot-com incubators did in the late 1990s. Although many people outside the industry use the terms “incubator” and “accelerator” interchangeably, most of these seed accelerators are not true incubation programs in the typical sense. Instead, they operate as for-profits designed to bring a return on investment to their sponsors by providing fast-test validation of business ideas, typically in fields such as mobile applications, gaming, and related areas. Validation of business ideas is just one service typically offered within a business incubation program.

Still, the 2012 SOI survey results reveal that the majority of the business incubation programs in North America follow the traditional incubation model, operating as nonprofit organizations that have job creation and other economic develop-

ment-related goals as their core missions. Only 7 percent of the incubation programs responding to the 2012 SOI were for-profit, up only slightly from the 2006 figure of 6 percent. Almost one-third (32 percent) of the programs were sponsored by academic institutions (two-year or four-year college or university)—the highest percentage reported since 1989. Many other programs were sponsored by nonprofit economic development organizations and local government agencies, with goals such as creating jobs and fostering the region’s entrepreneurial climate.

Here are some other highlights from the *2012 State of the Business Incubation Industry* report:

- The average number of client companies per incubation program reached an all-time high of 35. This figure includes both resident clients and affiliate clients.
- The amount of time incubator clients spend in a program before graduating varies widely depending on a number of factors, including the entrepreneurs’ level of expertise and the type of businesses they operate. On average, clients are receiving incubator services for less time before graduating than in previous years. SOI respondents in 2012 said their resident clients received full incubation services an average of 28 months before graduating from the program, down from 33 months in 2006. The average amount of time affiliate clients participate in incubation programs before graduating also decreased between 2006 and 2012.
- Mixed-use incubation programs continue to be the most prevalent type of incubator, making up more than one-half (54 percent) of North American incubators. The percentage of incubators that serve primarily technology businesses experienced a slight decline to 37 percent in 2012.
- A number of incubation programs offer targeted services to entrepreneurs in specific industry sectors or from specific demographic groups, even among mixed-use and general

technology incubators. Among incubation programs that targeted an industry sector, technology-related areas—including information technology, bioscience/life science, computer software, energy, and environment—were most common. The most common demographic groups targeted by incubation programs were microentrepreneurs, college/university students, Hispanics, women, and African-Americans.

- Although many new incubation programs open each year, a number of incubators have been in operation for decades. On average, incubation programs responding to the 2012 SOI had been in operation for about 12 years, up from 10 years in 2006.
- Despite increased interest in virtual incubation, the vast majority of incubation programs (93 percent) had an incubator facility in which they house and assist clients. The average size of those facilities is decreasing, however. Among 2012 SOI respondents, the average incubator facility was 32,319 square feet, down almost 5,000 square feet since 2006.
- Average incubator occupancy rates among 2012 SOI respondents was 74 percent, about the same figure that it's been over the last 10 years.
- Many incubator managers continue to view their programs as important economic development tools for their region, ranking job creation, fostering an entrepreneurial culture, accelerating growth of local industry, and other business development goals as the highest priorities.
- Fewer than one in five (18 percent) 2012 SOI respondents take equity in all or some of their client companies—the lowest percentage ever reported in an SOI study. As expected, for-profit incubators and technology programs were more likely than other programs to take equity in clients.
- Incubation programs of all types provide entrepreneurs with a broad array of business assistance services to help them get their ventures off to a successful start. According to 2012 SOI respondents, general business as-

sistance—including help with business basics, high-speed Internet access, marketing assistance, and networking activities—continue to rank as most important to incubator clients. Helping clients access funding and providing connections to specialized resources and connections also were viewed as important.

- Nearly three-quarters (73 percent) of SOI respondents said their programs offered pre-incubation services, post-incubation services, or both.
- Incubator budgets—like incubators—come in all sizes, but the industry is feeling the effects of a down economy. The average annual incubation program revenue in 2012 was about \$540,000, while average annual expenses were about \$517,000. Both figures are lower than those reported in 2006.
- Despite decreases in average incubator revenues in recent years, many incubation programs say they're on solid financial footing. Only 18 percent of 2012 SOI respondents said they would have to cease operations if they lost their cash operating subsidy, down from 23 percent in 2006. One-third of the respondents said their programs did not receive a cash operating subsidy.

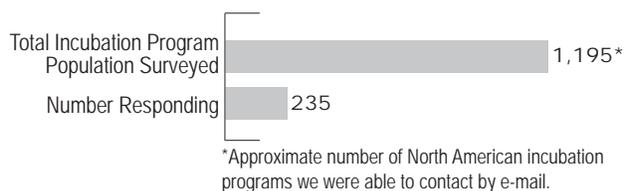
When the final numbers were crunched, NBIA was pleased to have statistical evidence that demonstrates that the business incubation industry continues to thrive, helping to spark economic growth, job creation, innovation, and business development in communities of all sizes. Across North America and around the world, business incubation programs are supporting entrepreneurs in their endeavors to turn their business ideas into profitable, thriving new ventures. And their efforts continue to pay off. In 2011 alone, NBIA estimates that North American incubators assisted about 49,000 start-up companies that provided full-time employment for nearly 200,000 workers and generated annual revenue of almost \$15 billion.* As communities around the world look for new ways to promote economic growth, business incubation programs are playing a vital role.

* This information is based on extrapolations from the 2012 SOI survey data.

FINDINGS

Survey Respondents

Figure 1 Survey Respondents

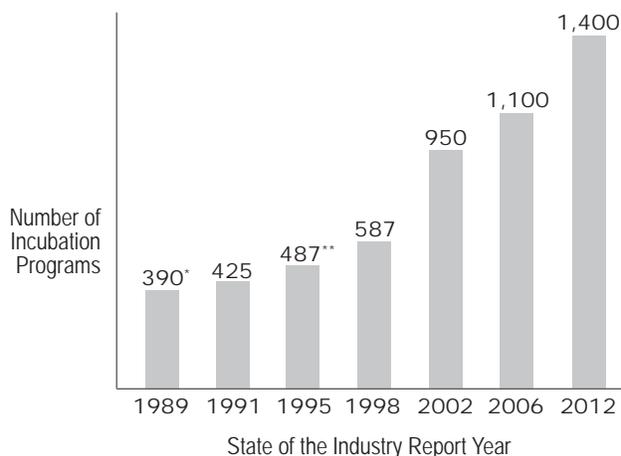


Approximately 20 percent of the known incubation programs in North America with usable e-mail addresses responded to NBIA's 2012 State of the Industry survey, the same percentage that responded in 2006. The all-time high for SOI responses was 67 percent in 1998 (when the number of known incubation programs was less than half of what it is today). The 20 percent response rate in 2006 and 2012 is the survey's lowest response rate, but the research team believes that those who did answer the survey provide a good cross-section of the business incubation industry.

NBIA believes the relatively low response rate in 2006 and 2012 was greatly influenced by the length of the survey instrument and the growing number of survey requests (through NBIA and other organizations) targeted toward incubator managers. Efforts are under way to streamline NBIA's data collection efforts in the future, minimizing the time required by incubation professionals to complete the surveys and allowing the association to get reliable information about the industry more often.

Figure 2

Number of North American Incubation Programs Reported in State of the Industry Reports



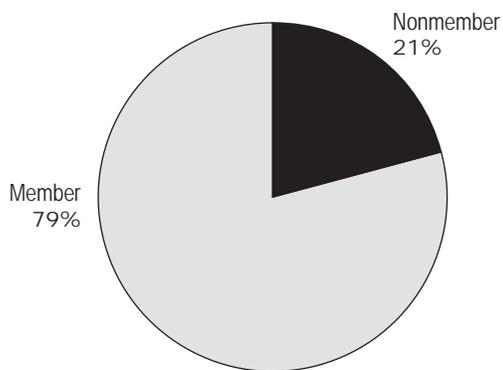
*The State of the Business Incubation Industry 1989 reports the number as "almost 400."

**From 10th Anniversary Survey of Business Incubators 1985-1995: A Decade of Success, an abbreviated SOI survey report

Throughout the history of the industry, business incubation has experienced periods of rapid development as well as times of more gradual growth. Over the last six years, an increasing number of communities and organizations have investigated business incubation as a way to stimulate economic growth and create new businesses and jobs. Many of these groups have gone on to create new business incubation programs (or will in the near future). At the same time, several existing incubation programs have shut their doors in recent years because of budget cuts or diminished support from sponsors and stakeholders. Still, even with these closures, there has been a net gain in the number of incubation programs in operation in North America since the last SOI survey, from approximately 1,100 in 2006 to about 1,400* today. This count represents impressive growth within the business incubation industry since 1995; between 1995 and 2012, the number of operating incubation programs in North America nearly tripled, from 487 to 1,400.

* This figure differs from the number of incubation programs surveyed in Figure 1 because we did not have usable e-mail addresses for all incubation programs in the NBIA database.

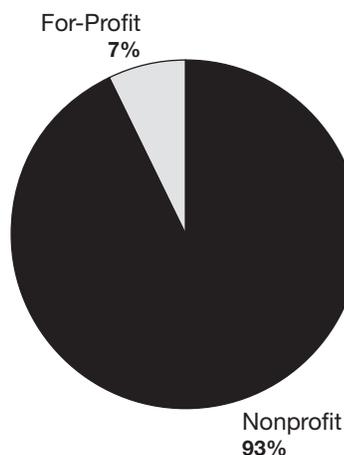
Figure 3 NBIA Membership Status of Incubation Programs (n=232)



As with previous SOI surveys, NBIA members made up a majority of the respondents in 2012. Approximately 79 percent of those who completed the most recent survey were NBIA members, down slightly from 85 percent in 2006. The 2006 figure was the all-time high for NBIA member representation. Still, the 2012 figure was higher than in the early years of the SOI survey. NBIA members made up 69 percent of the respondents in 2002 and 64 percent in 1998.

Tax Status

Figure 4 Incubation Program Tax Status (n=231)



Over the last few years, a new breed of entrepreneur support organizations—often called seed or venture accelerators—has garnered a great deal of attention from the media and the general public. While these programs are not true incubators in the typical sense (providing ongoing business assistance and support to start-up and early-stage ventures in various sectors), many people outside the industry use the terms “incubator” and “accelerator” interchangeably.

In reality, most accelerators are for-profits designed to bring a return on investment to their sponsors by providing fast-test validation of business ideas, typically in fields such as mobile applications, gaming, and related areas. In contrast, most business incubation programs are nonprofit organizations that often have job creation and other economic development-related goals as their core missions.

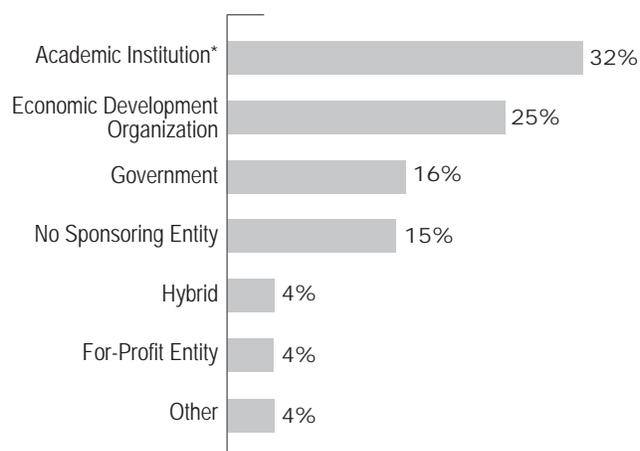
In 2012, 93 percent of the responding incubators were nonprofit; only 7 percent were for-profit. These figures vary little from the 2006 figures, when 94 percent of the respondents were nonprofit. In the late 1990s—the last time investors and other for-profit entities launched “incubators” in an attempt to hatch successful businesses quickly and bring in big payoffs for investors—NBIA estimated that for-profit incubators comprised nearly 30 percent of all incubators.

By 2002, when NBIA conducted its first SOI survey following the dot-com bust, that figure had dropped to 16 percent. Because many of the new breed of accelerators don’t consider themselves incubators, the recent growth in the number of these programs hasn’t sparked a jump in for-profit incubation like we saw during the dot-com era.

Still, the incubator and the accelerator models have some similarities and operate in overlapping space within the entrepreneurial community—sometimes competitively and sometimes cooperatively—so the rise and development of the seed accelerator model is worth watching in the future. In fact, growth and interest in seed accelerators might present opportunities for more traditional incubation programs to work with accelerators in their regions or to incorporate some of their programs and services to help clients grow more quickly.

Incubation Program Sponsoring Entities

Figure 5 Incubation Program Sponsoring Entities (n=234)



* Two- and four-year colleges, universities, and technical colleges.

Nearly one-third (32 percent) of survey respondents reported having an academic institution (two-year or four-year college or university) as their primary sponsor, up significantly from the 2006 figure of 20 percent. Historically, colleges and universities have sponsored incubation programs as a way to help faculty members commercialize technologies developed in research labs, to provide students with hands-on learning experiences, and to promote more business development in their communities.

But while interest in business incubation and entrepreneurship among higher education institutions has been increasing steadily in recent years, the 2006 figure actually represented a decrease in the percentage of incubation programs sponsored by academic institutions compared with previous years (from 25 percent in 2002 to 20 percent in 2006). The 2012 figure of 32 percent is the highest percentage reported since 1989, when 60 percent of the incubators responding to the SOI were sponsored by academic institutions, which could mean the statistics are now catching up to what NBIA has been hearing anecdotally. Of course, the increase could also be attributed to more college and university incubators responding to the 2012 survey than in 2006.

Many nonprofit economic development organizations and local government agencies also sponsor incubation programs as a way to stimulate economic growth in their region. One-quarter of the respondents in 2012 had economic development organizations as their primary sponsor, down from 31 percent in 2006. Over the same period, the percentage of incubation programs sponsored by city, county, and state government also decreased from 21 percent in 2006 to 16 percent in 2012.

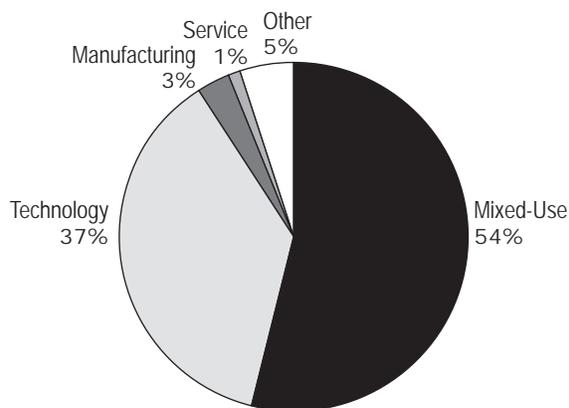
As with higher education institutions, nonprofit economic development organizations and government agencies also have demonstrated increased interest in business incubation as a means to spark business development and job growth in recent years. However, these types of organizations also have experienced strained budgets during the economic downturn, leading to the closure or scaling back of some existing incubation programs.

The decreases in the percentage of incubation programs sponsored by economic development organizations and government agencies could be attributed to a number of factors, including the closure of some of these programs since the last SOI survey (or perhaps fewer of these programs with the staff time to complete an in-depth survey, if the program has been scaled back) and/or the relative increase in incubation programs sponsored by higher education institutions (or the number of those programs responding to the survey).

The percentage of incubators sponsored by other types of organizations has changed little since 2006, with the exception of those programs that said they did not have a sponsor. Approximately 15 percent of those responding to the 2012 survey said their program had no sponsoring entity, up from 8 percent in 2006. However, the 2012 figure is in line with the figure from 10 years ago (19 percent), so the 2006 percentage could have been driven by the composition of the respondent pool rather than a real shift in the industry.

Incubation Program Type

Figure 6 Incubation Program Type (n=233)



Despite increased media attention on niche-focused incubation programs, the composition of the North American incubation industry has changed little in regards to incubator type in recent years. Mixed-use incubators—incubators that work with clients from a variety of industries—continue to be the most prevalent type of incubation program. More than half (54 percent) of all SOI respondents in 2012 represented mixed-use programs, the same figure as in 2006. The percentage of technology incubators decreased slightly during the period, from 39 percent in 2006 to 37 percent in 2012. Technology incubators experienced their most rapid growth during the late 1990s and early 2000s and have been holding steady since then. In 1998, only one-quarter of SOI respondents represented technology incubators.

Meanwhile, the number of incubators that focus exclusively on manufacturing and service firms remains steady, although these figures are still much lower than they've been historically. In both 2006 and 2012, approximately 3 percent of SOI respondents represented manufacturing incubators, and 1 percent represented service incubators. In 2002, 7 percent of incubators worked with manufacturing businesses and 6 percent assisted service firms. Of course, many mixed-use incubation programs accept service and light manufacturing firms, so the decrease in the percentage of programs that focus exclusively in these areas doesn't mean these types of firms can't receive incubation services.

Figure 7 Industry Sectors Supported by Incubation Programs (n=233)

Industry Sector Focus	Percent of Programs Supporting Industry Sector
No special focus	38%
Information technology	26
Bioscience - life sciences	22
Computer software	18
Energy	18
Environmental (including clean technology)	18
Health-care technology	15
Medical devices	13
Internet	12
Services/professional	12
Mobile applications	11
Wireless technology (RFID, Wi-Fi, etc.)	11
Electronics/microelectronics	10
Telecommunications	10
Bioscience - agriculture/plant	9
Kitchen/food	9
Advanced materials (ceramics, films, polymers, etc.)	7
Computer hardware	7
Media	7
Nanotechnology	7
Defense/homeland security	6
Aerospace	4
Healthcare services	4
Other	4
Arts	3
Construction	3
Retail	3
Nonprofit organizations	2
Wood/forestry technology	1
Fashion	.5
Tourism	.5

Because of the growing trend in incubation programs that target specific industry sectors—even among mixed-use and general technology incubators—NBIA began tracking whether SOI respondents provide targeted services in particular areas. More than one-third (38 percent) of those responding to the SOI survey in 2012 said their program targeted no particular industry sector.

Among those that did have a particular sector focus, technology-related areas were most common. More than one-quarter (26 percent) targeted information technology companies, while 22 percent focused in the bioscience/life science area and 18 percent targeted computer software, energy, and environmental (including clean technology) fields each. Other sectors targeted most frequently by incubation programs include health-care technology (15 percent), medical devices (13 percent), Internet-based technologies (12 percent), and services/professional firms (12 percent). The range of other sectors supported by incubators also is worth noting, ranging from mobile applications (11 percent) to kitchen/food (9 percent) to fashion and tourism (0.5 percent each).

In 2006, NBIA first asked incubation professionals about the types of industry sector(s) intentionally supported by their programs. At that time, the range of niche areas represented also was great, targeting several high-growth areas. However, because we did not limit the number of areas that respondents could select in 2006, some programs chose all industry sectors (with the rationale that they would provide services to any type of firm that needed assistance). Believing that an incubator can only provide true targeted services in a limited number of sectors, NBIA allowed respondents to select up to three industry sectors for this question in 2012. While these results are likely more indicative of reality than those from 2006, the change in the question makes it impossible to compare the results between the two years.

Figure 8 Demographic Groups Supported by Incubation Programs (n=226)

Demographic Focus	Percentage
No special focus	69%
Microentrepreneurs	19
College/university students	12
Hispanics	9
Women	9
African-Americans	8
Social entrepreneurs	7
Low-income entrepreneurs	6
Native Americans	4
Youth	4
Foreign/nondomestic entrepreneurs	3
Other	2

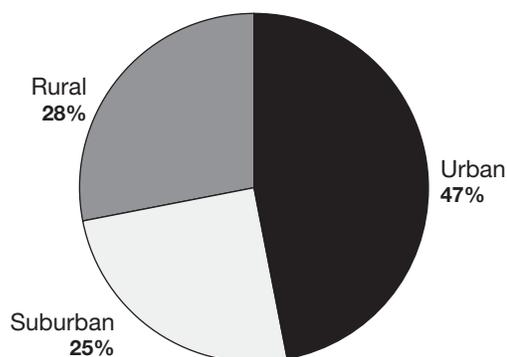
In 2006, NBIA first asked SOI respondents whether their incubation programs specifically targeted entrepreneurs from any particular demographic group(s) to get an idea of the number of incubators that target special populations, even if only as a percentage of their client base. At that time, 80 percent of those responding to the survey said they had no special demographic focus. Since then, the number of programs targeting specific demographic groups has increased. By 2012, the percentage of SOI respondents that said their program targeted no specific demographic group had declined to 69 percent.

The most common groups served by incubation programs responding to the SOI in 2012 were microentrepreneurs (19 percent), college/university students (12 percent), Hispanics (9 percent), women (9 percent), and African-Americans (8 percent). Less common, but still receiving special assistance by some incubators, were Native Americans (4 percent), youth entrepreneurs (4 percent), and foreign/nondomestic entrepreneurs (3 percent).

In 2006, microentrepreneurs also were the demographic group most often targeted by incubation programs (12 percent), followed by women (11 percent), African-Americans (10 percent), and low-income entrepreneurs (10 percent). The college/university student category was new in 2012, added to the question in recognition of the growing number of programs we've heard about that target this group of entrepreneurs. The percentage of incubation programs that work with Native Americans, youth entrepreneurs, and foreign/nondomestic entrepreneurs remained relatively unchanged between 2006 and 2012.

Geographic Area

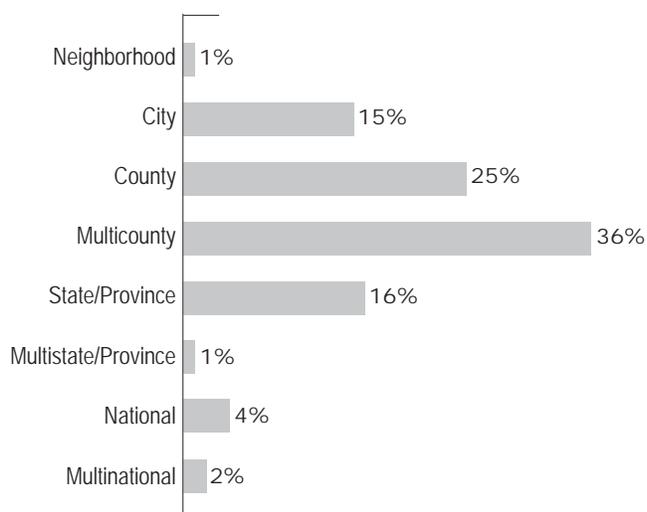
Figure 9 Incubation Program Geographic Area (n=233)



All types of communities—large and small—host business incubation programs to assist entrepreneurs and to help strengthen local and regional economies. In 2012, nearly one-half (47 percent) of SOI respondents operated in urban areas, down from 53 percent in 2006. Over the same period, incubators operating in suburban areas increased from 20 percent to 25 percent. More than one-quarter (28 percent) of incubation programs responding to the SOI in both 2012 and 2006 were in rural areas. These figures have remained fairly steady since the late 1990s.

In all types of communities, mixed-use incubators made up the greatest percentage of programs in 2012, as in 2006 (figure not shown). This was especially true in rural areas, where almost two-thirds (63 percent) of the incubators were mixed-use. Less than one-quarter (22 percent) of rural incubators focused on technology firms, although some mixed-use programs assist technology companies. These findings aren't surprising since a more dispersed entrepreneurial pool necessitates casting a wider net to attract potential clients. Also in rural areas, manufacturing incubators and other types of incubation programs (a category that includes kitchen incubators, which appear to be of increasing interest to rural communities) made up a larger percentage of all incubators than they did in other types of communities. Almost 8 percent of all rural incubators served manufacturing clients, while 6 percent fell into the "other" category. These figures compare with 2 percent in each category in both urban and suburban areas. Technology incubators made up a larger proportion of incubation programs in urban and suburban areas than they did in rural areas. About 46 percent of the incubation programs in suburban communities and 41 percent in urban areas focused on technology companies.

Figure 10 Incubation Program Primary Service Area (n=234)

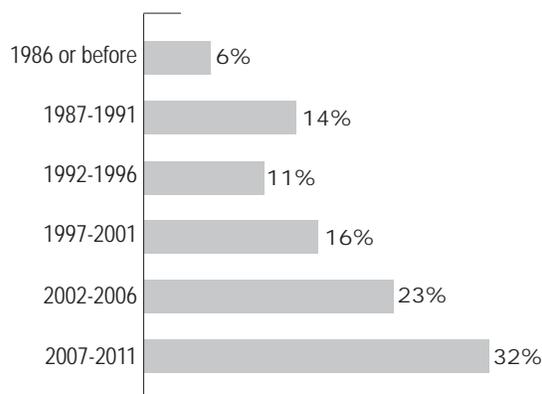


Some incubators are designed to help spark economic revitalization in a specific neighborhood while others reach out to entrepreneurs around the world to help their programs achieve their missions. Most programs fall somewhere in between. In 2012, more than one-third (36 percent) of SOI respondents served a multicounty region, one-quarter had a county-wide service area, 16 percent drew clients from throughout their state or province, and 15 percent worked primarily with entrepreneurs from the city where the incubator was located. A smaller percentage of incubators drew clients from wider geographic areas: 1 percent attracted clients from multiple states or provinces, and 4 percent said they had a national service area. On the two extremes, 1 percent had a neighborhood-focused incubation program, while 2 percent said their programs served a multinational area.

Overall, data on incubator service area in 2012 was comparable to that reported in 2006, although the percentage of incubation programs that attract clients from throughout their state or province was slightly higher in 2012 (16 percent compared with 10 percent in 2006). Also, no respondents in 2006 said their programs attracted clients multinationally, so the 2 percent figure in 2012, although small, is perhaps indicative of the larger trend of increased interest in doing business globally—a trend that’s worth watching in future SOI reports.

Incubation Program Age

Figure 11 Year Incubation Program Began Accepting Clients (n=224)



Average: 2000
Median: 2002
Range: 1963-2011

Each year, many new incubation programs open their doors, but a number of incubators have been in operation for decades. In fact, approximately 6 percent of the SOI respondents in 2012 were from programs that had been in operation for more than 25 years, with the oldest opening in 1963. One-quarter of the responding programs opened between 1987 and 1996 (14 percent between 1987 and 1991 and 11 percent between 1992 and 1996). At the other end of the spectrum, more than half (55 percent) of the SOI respondents in 2012 were from incubators that had opened in the last 10 years, including almost one-third (32 percent) that represented incubators that began operations since 2007.

On average, incubation programs responding to the 2012 SOI had been in operation for 12 years, making the respondent population slightly older, on average, than respondents in previous SOI surveys, despite the good representation of newer programs. This finding is likely driven by the fact that the respondent pool included several very long-running incubation programs. In 2006, the average age of programs responding to the SOI was about 10 years; in both 1998 and 2002, responding incubation programs had been operating for an average of seven years.

Figure 12 Incubation Program Start-Up Date by Incubator Type

Program Type	Average	Median	Range
Mixed-Use (n=121)	2000	2002	1963–2011
Technology (n=81)	2000	2002	1980–2011
Manufacturing (n=7)	1997	1995	1984–2009
Service (n=2)	2009	2009	2009
Other (n=11)	2006	2008	1986–2011

The 2012 SOI survey results show some variation in the average age of incubation programs by incubator type, although new incubators of all types have opened their doors since 2009. On average, manufacturing incubators were the most mature, followed by mixed-use and technology incubators. In 2012, manufacturing incubators that responded to the SOI had been in operation for an average of 15 years, while mixed-use and technology incubators had been open for an average of 12 years each. The maturity of manufacturing incubators is expected, given that manufacturing played a key role in many local and regional economies during the late 1980s and early 1990s. By the mid- to late-1990s, however, many communities were employing more technology-based economic development strategies to expand their economic base.

Contrary to popular belief, most new incubation programs are not specifically technology-focused (figure not shown). Of the incubation programs that have opened since 2007, more than one-half (52 percent) were mixed-use programs, while 32 percent were technology incubators. About 2 percent were manufacturing incubators. Incubation programs that classify their focus as “other”—a number of which focus on food-related ventures—also have been springing up more often in recent years. On average, incubators falling into this category that responded to the 2012 SOI survey were six years old; that group made up 10 percent of the incubators that opened since 2007.

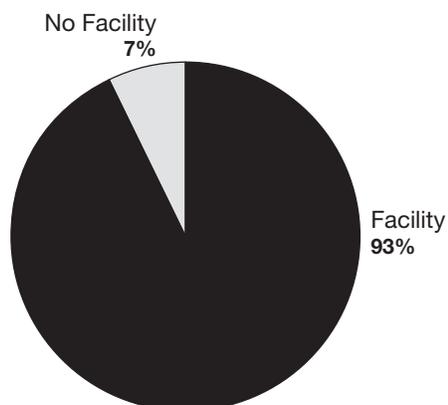
Figure 13 Incubation Program Start-Up Date Based on Geographic Area

Geographic Area	Average	Median	Range
Rural (n=62)	2001	2003.5	1983–2011
Suburban (n=56)	2001	2002	1983–2011
Urban (n=204)	2000	2002	1980–2011

Incubation programs that responded to the 2012 SOI survey had been in operation more than 10 years, on average, across geographic areas. Responding incubators in urban areas had an average opening date of 2000, slightly earlier than those in rural communities and suburban regions (both 2001).

Incubator Size and Lease-Up

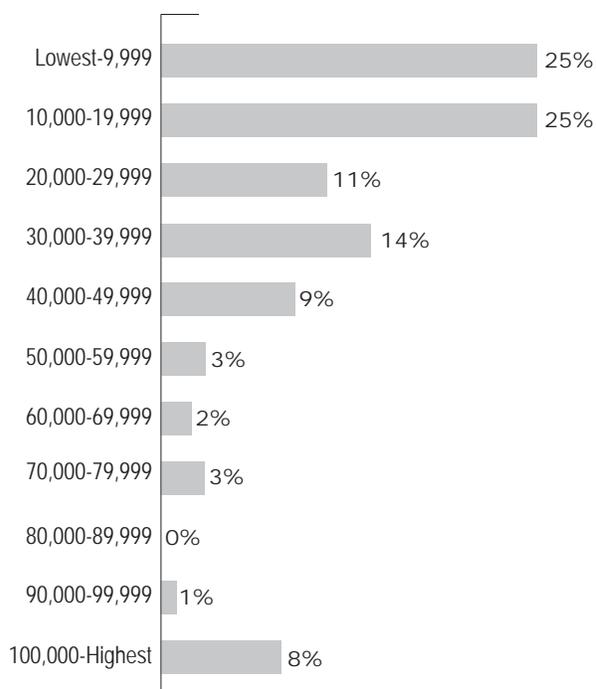
Figure 14 Incubation Programs With Dedicated Incubator Facilities (n=177)



Despite increased interest in virtual incubation, the vast majority of incubation programs continue to have an incubator facility in which they house and assist client companies. Of the incubation programs that responded to the 2012 SOI survey, 93 percent had a dedicated incubator facility. Those programs that did not have a facility were often mixed-use incubators in rural areas (figure not shown). More than one-half (55 percent) of incubators operating without a dedicated facility were in rural areas, while 36 percent were in suburban communities and only 9 percent were in urban areas.

Among programs with an incubator facility, 28 percent were in rural communities, 25 percent were in the suburbs, and 47 percent were in urban areas. More than two-thirds (67 percent) of incubation programs without facilities were mixed-use incubators, while only 17 percent were technology incubators. The figures for incubators with dedicated facilities were 55 percent (mixed-use) and 37 percent (technology), respectively. On average, incubation programs that provide services without a facility are slightly younger than those with a dedicated space. Still, the idea of providing incubation services virtually isn't a new phenomenon, as programs without a facility that responded to the 2012 SOI survey had been operating an average of 10 years (compared with 12 years for incubators with an incubator facility).

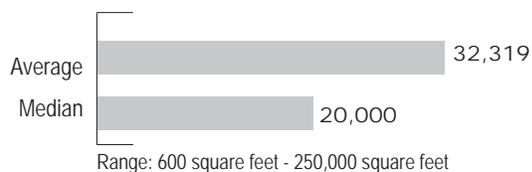
Figure 15 Incubator Gross Square Footage (n=159)



* Figures do not add to 100 percent due to rounding.

Industry experts used to assert that incubators should be at least 30,000 square feet to bring in enough rent to make the program sustainable. Through the years, however, SOI survey results have shown that the size of incubator facilities varies greatly from one program to the next—if they even have a facility. Approximately 61 percent of the 2012 SOI respondents had incubator facilities that were smaller than 30,000 square feet. That’s not necessarily bad news, however, as having a facility that’s too large for the region’s entrepreneurial pool can also spell trouble for an incubation program. Some incubation programs have operated successfully for many years in facilities that don’t meet the 30,000-square-foot threshold. Other programs have facilities that encompass hundreds of thousands of square feet. The key to running a successful incubator—no matter the size—is to have multiple (and reliable) revenue streams and to not count on any one funding source to carry the program.

Figure 16 Average and Median Gross Square Footage (n=159)

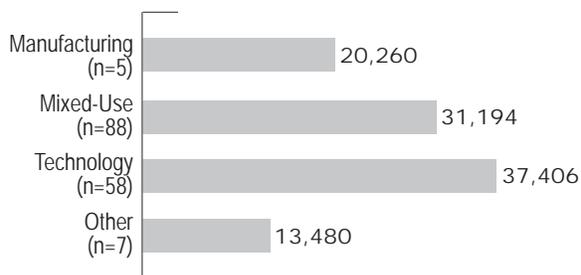


Over the last several years, the average size of incubator facilities has been decreasing steadily. In 2012, the average gross square footage of incubator facilities was 32,319 square feet, down from 37,086 square feet in 2006. The median gross square footage also decreased over the period, from 28,300 square feet in 2006 to 20,000 square feet in 2012. Ten years ago, the average size of an incubator facility was about 47,000 square feet.

The decreasing size of incubator facilities doesn't necessarily spell trouble for the industry, though. More likely, smaller incubator facility sizes are indicative of the types of businesses being started. Many start-ups today—even manufacturing firms—don't require as much space to operate as businesses in the past because of technological developments.

Also, changes in average facility size could be because more incubation programs opening in recent years have either built or renovated facilities specifically designed for serving incubator clients or have located in smaller facilities until they are sure they can generate enough revenue to support a larger building. Early in the history of the business incubation industry, many programs operated in old, hulking structures that needed repairs and were not well-suited to housing entrepreneurial firms. The 2012 survey results support this theory: the average age of incubators less than 30,000 square feet was eight years, while the average age of incubators with 30,000 square feet or more of space was 15 years.

Figure 17 Average Gross Square Footage Based on Incubator Type



As you'd expect, the size of incubator facilities varies depending on the type of client served. Overall in 2012, technology incubators reported the largest average facility size at 37,406 square feet, up slightly over the 2006 figure of 36,631 square feet. Over the same period, the average size of mixed-use incubators decreased, from 40,610 square feet in 2006 to 31,194 square feet, while the size of incubators that fell into the "other" category remained about the same (13,707 square feet in 2006 and 13,480 square feet in 2012).

Like technology incubation programs, manufacturing incubators also were a bit larger in 2012, on average, than they were six years ago, although these program still are much smaller today than they were early in the industry's history. In 2012, the average manufacturing incubator was 20,260 square feet, up from 16,758 square feet in 2006. Ten years ago, the average size of a manufacturing incubator was 54,000 square feet, although the number of manufacturing programs responding to the SOI survey was lower in both 2006 and 2012 than in 2002 and earlier.

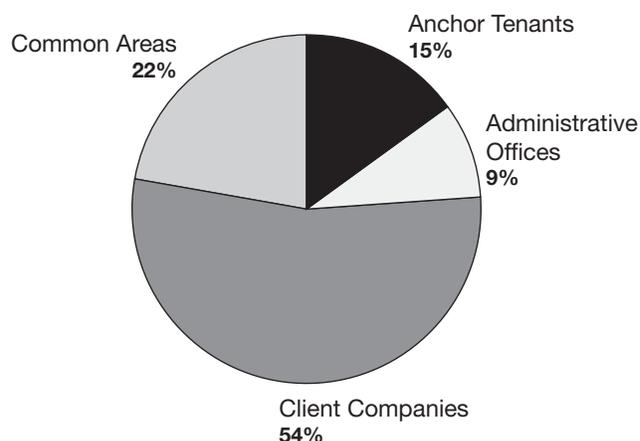
Figure 18 Incubator Occupancy Rates (n=150)



Although the average size of incubator facilities has varied considerably through the years, lease-up rates have remained fairly consistent, perhaps indicating that incubator sponsors are doing a good job of assessing the space needs of their region’s entrepreneurial pool. In 2012, incubator facilities were 74 percent occupied, on average, compared with 76 percent in 2006 and 75 percent 10 years ago. The median occupancy rate of incubators in 2012 was 80 percent, down slightly from 85 percent in both 2006 and 2002.

Many incubation professionals plan for an average occupancy rate of 80 percent to allow space for new clients and to give existing clients room to expand, so the current figures are in line with those goals. Across incubator types, occupancy rates were generally good, ranging from a low of 66 percent among incubators that fell into the “other” category to a high of 76 percent among mixed-use incubators (figure not shown).

Figure 19 Average Uses of Incubator Space (n=161)

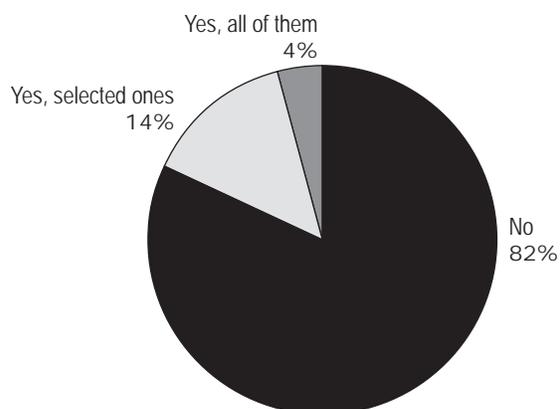


For the first time, NBIA asked SOI respondents in 2012 to estimate the percentage of space within their facility dedicated to various uses. On average, more than one-half (54 percent) of the space was set aside specifically for use by client companies, while nearly one-quarter (22 percent) was common space (e.g., restrooms, conference rooms, shared laboratories, etc.).

SOI respondents reported an average of 15 percent of their facilities was dedicated for use by anchor tenants, and 9 percent was used for the incubator's administrative offices. These figures represent a good mix of space usage, with the majority reserved for usage by start-ups—whether directly through dedicated client space or indirectly through shared common areas. In previous SOI studies, NBIA asked only about the square footage leased to anchor tenants and occupied by administrative offices, so the figures aren't comparable to current data.

Equity Ownership in Client Companies

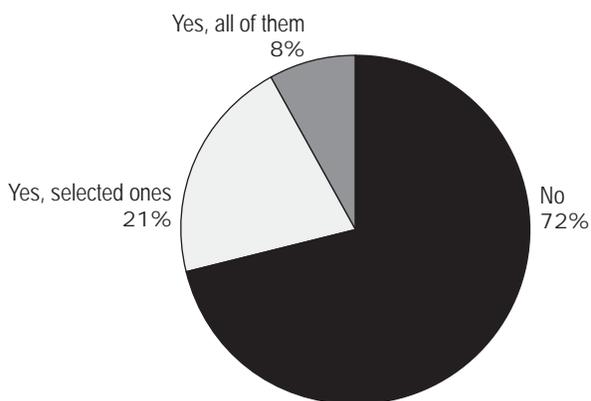
Figure 20 Percentage of Incubation Programs That Take Equity in Clients (n=139)



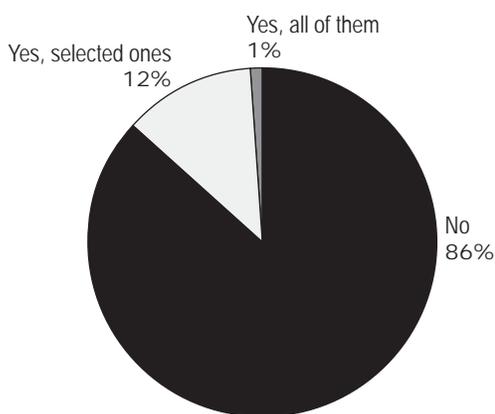
Although taking equity in client companies is a topic that comes up frequently on the NBIA Member Listserv and elsewhere, data from the 2012 SOI show this practice actually seems to be on the decrease. Approximately 82 percent of the 2012 SOI respondents said they do not take an equity stake in any of their clients, up from 75 percent in 2006. Of those that did, 14 percent took equity in selected clients, while 4 percent took equity in all clients. In 2006, nearly one-quarter (24 percent) of incubators took equity in some or all of their clients, the same percentage as reported in 2002. The 18 percent of incubators taking equity in all or some of their clients in 2012 is the lowest percentage reported in any SOI study.

Figure 21 Percentage of Incubation Programs That Take Equity in Clients by Incubator Type

Type: Technology (n=53)



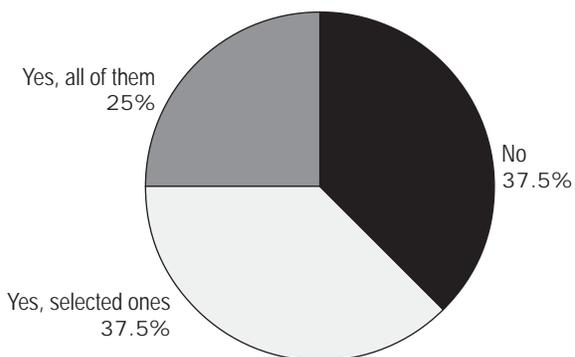
Type: Mixed-use (n=73)



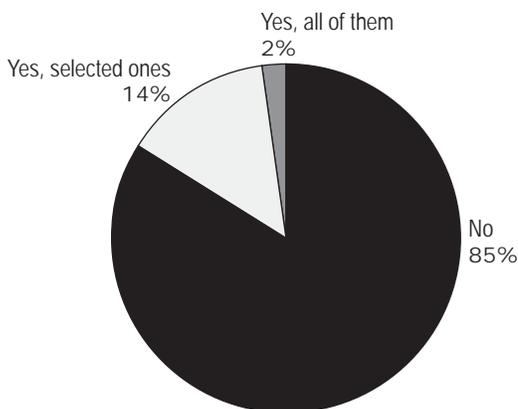
As in previous SOI surveys, the 2012 results show that technology incubators more often take equity in client companies than do other types of incubation programs. More than one-quarter (29 percent) of technology incubators said they take equity in all or some of their clients, compared with 13 percent of mixed-use incubation programs. Still, even the percentage of technology programs taking equity in clients is on the downswing. In 2006, nearly one-half (46 percent) of technology incubators took equity in all or some of their clients, as did 12 percent of the mixed-use programs. No manufacturing, service, or other types of incubators reported taking equity in client companies in 2012.

Figure 22 Percentage of Incubation Programs That Take Equity in Clients by Incubator Tax Status

For-profit (n=8)



Nonprofit (n=130)



As one might expect, for-profit incubators are more likely than their nonprofit counterparts to take equity in their clients. In 2012, approximately 63 percent of for-profit incubation programs took equity in all or some of their clients. Among nonprofit incubators, the figure was only 16 percent. The for-profit incubator figure is a slight increase over the percentage reported in 2006 (58 percent), but it's on par with the 61 percent reported 10 years ago. Meanwhile, nonprofit incubation programs were less likely to take equity in clients in 2012 than they were in 2006 or before. In 2006, 22 percent of nonprofit incubators took equity in all or some of their client companies; in 2002, the figure was 17 percent.

Incubation Program Goals

Figure 23 Incubation Program Goals

Incubation Program Goal	Average Rating of Importance
Creating jobs for local community (n=232)	4.7
Fostering community's entrepreneurial climate (n=231)	4.6
Building or accelerating growth of local industry (n=227)	4.0
Diversifying local economies (n=225)	3.9
Retaining businesses in community (n=232)	3.9
Commercializing technologies (n=223)	3.8
Identifying potential spin-in or spin-out business opportunities (n=230)	3.5
Generating net income for incubator or sponsoring organization/founders/investors (n=230)	3.2
Encouraging minority or women entrepreneurship (n=226)	3.2
Generating complementary benefits for sponsoring organization (n=225)	2.9
Revitalizing distressed neighborhood (n=224)	2.7
Moving people from welfare to work (n=223)	2.3

Incubators are most successful when their mission and goals correspond with the specific needs of the region's entrepreneurs and the incubator's sponsoring organization. With that being the case, the 2012 SOI survey results indicate that many incubator sponsors view their programs as important economic development tools, as has been the case for most of the industry's history.

NBIA asked 2012 SOI respondents to report how important various goals were to their programs on a 1-5 scale, with 5 being most important. Three goals—creating jobs for the local community, fostering the community's entrepreneurial climate, and building or accelerating growth of local industry—all received average ratings of 4.0 or above. Creating local jobs and contributing to the region's entrepreneurial climate, in particular, ranked very highly, with average ratings of 4.7 and 4.6, respectively. Although NBIA worded this question differently in 2012 than in previous SOI surveys, the two highest goals have remained consistent through the years.

Other highly rated goals also have economic development ties, as both diversifying the local economy and retaining businesses in the community received average importance ratings of 3.9. Commercializing technologies—a common goal of many incubation programs affiliated with higher education institutions and research institutes—had an average rating of 3.8.

Goals commonly associated with for-profit incubators—including identifying potential spin-in or spin-out business opportunities, generating net income for the incubator or its sponsoring organization, and generating complementary benefits for the incuba-

tor's sponsors—all received average ratings at about the mid-level (3.5, 3.2, and 2.9, respectively). Also ranking as important to fewer incubation programs was promoting economic growth among certain demographic groups. Encouraging entrepreneurship among women and/or minorities received an average importance rating of 3.2, while revitalizing distressed neighborhoods received a 2.7 and moving people from welfare to work received an average rating of 2.3.

Figure 24 Incubation Program Goals by Incubator Type

Incubation Program Goal	Avg. Rating of Importance: Mixed-Use Incubators	Avg. Rating of Importance: Technology Incubators	Average Rating of Importance: Other Incubators
Creating jobs for local community	4.7 (n=123)	4.6 (n=85)	4.7 (n=22)
Fostering community's entrepreneurial climate	4.7 (n=123)	4.4 (n=85)	4.7 (n=22)
Building or accelerating growth of local industry	3.9 (n=121)	4.1 (n=84)	4.5 (n=22)
Diversifying local economies	3.9 (n=122)	3.8 (n=84)	4.6 (n=21)
Retaining businesses in community	4.0 (n=124)	3.8 (n=84)	3.8 (n=22)
Commercializing technologies	3.6 (n=120)	4.5 (n=83)	2.6 (n=20)
Identifying potential spin-in or spin-out business opportunities	3.3 (n=123)	3.7 (n=85)	3.6 (n=22)
Generating net income for incubator or sponsoring organization/founders/investors	3.1 (n=122)	3.2 (n=85)	3.5 (n=21)
Encouraging minority or women entrepreneurship	3.4 (n=122)	2.6 (n=84)	3.9 (n=20)
Generating complementary benefits for sponsoring organization	2.8 (n=122)	3.1 (n=84)	2.7 (n=22)
Revitalizing distressed neighborhood	3.4 (n=121)	2.0 (n=84)	3.9 (n=20)
Moving people from welfare to work	3.6 (n=120)	1.5 (n=84)	3.4 (n=20)

In NBIA's 2012 SOI survey, creating jobs in the local community and fostering the community's entrepreneurial climate ranked highly as program goals across incubator types. Both mixed-use incubators and other types of programs (including manufacturing incubators, service incubators, and others) gave each of these goals average ratings of 4.7. However, even technology incubators said economic development goals were important, with job creation receiving an average rating of 4.6 and encouraging the region's entrepreneurial climate a 4.4.

As would be expected, technology incubators gave commercializing technologies a higher average rating than did other types of incubators (4.5 for technology programs compared with 3.6 for mixed-use incubators and 2.6 for others). Technology incubators also rated identifying potential spin-out or spin-in business opportunities and generating complementary benefits for their sponsors more highly than did other incubators. In contrast, mixed-use incubators gave retaining businesses in the community and moving people from welfare to work higher average ratings than did technology incubators or other incubators.

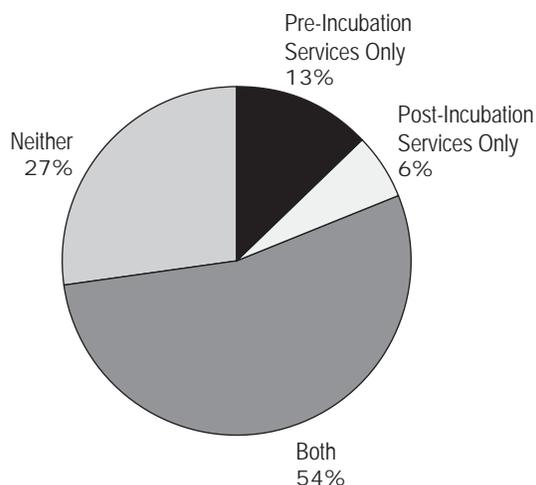
Other incubators gave some goals higher average ratings than did either mixed-use programs or technology incubators, including building or accelerating the growth of local industry, diversifying local economies, generating net income for the incubator/sponsors, encouraging minority/women entrepreneurship, and revitalizing distressed neighborhoods.

Indicates that this incubator type considers this goal a higher priority than do the other two incubator types, on average.

** Because of the low number of responses from manufacturing incubators, service incubators, and other incubators, NBIA aggregated their responses to this question into an "other" category.*

Client Services

Figure 25 Incubation Programs Offering Pre- and Post-Incubation Services (n=166)



Many incubation programs have expanded their service offerings to assist entrepreneurs at all stages of business development. Anecdotally, incubation professionals report that assisting very nascent entrepreneurs and those who are beyond the traditional incubator stage allow their programs to reach a broader audience of entrepreneurs, diversify their revenues streams, and raise their visibility in the business community. In 2012, more than one-half (54 percent) of incubation programs responding to the SOI survey offered both pre-incubation and post-incubation services; an additional 19 percent offered one or the other.

The current figures represent a slight increase in the percentage of incubators offering both pre-incubation and post-incubation programs, and a slight decrease in the percentage of offering one or the other. In both 2006 and 2012, about one-quarter (27 percent) offered neither pre-incubation nor post-incubation services to entrepreneurs in their regions. Ten years ago, about one-third (32 percent) of SOI respondents said they had neither pre-incubation nor post-incubation programs.

Figure 26 Types of Business Assistance Services Offered Through Incubation Programs

Service	Avg. Rating of Importance
Help with business basics (n=168)	4.1
High-speed Internet access (n=167)	4.1
Marketing assistance (n=167)	3.8
Networking activities among incubation program clients (n=168)	3.8
Access to angel investors or angel networks (n=168)	3.7
Linkages to strategic partners (n=167)	3.6
Help with accounting or financial management (n=168)	3.5
Linkages to higher education resources (n=168)	3.5
Help accessing specialized noncommercial loan funds or loan guarantee programs (n=167)	3.5
Technology commercialization assistance (n=167)	3.5
Comprehensive business training programs (n=168)	3.5
Help with presentation skills (n=167)	3.5
Access to venture capital investors (n=166)	3.4
Specialized equipment or facilities (n=166)	3.3
Intellectual property management (n=168)	3.3
Shared administrative or office needs (n=168)	3.2
Help accessing commercial bank loans (n=168)	3.2
Management team identification (n=164)	3.1
Shadow advisory boards or mentors (n=165)	3.1
Assistance with e-commerce (n=161)	3.1
Help with regulatory compliance (n=168)	3.0
Human resources support or training (n=168)	2.9
Business management process, customer assessment service, inventory management (n=166)	2.9
General legal services (n=168)	2.8
In-house investment funds (n=165)	2.8
Federal procurement assistance (n=166)	2.8
Help with business etiquette (n=166)	2.8
Assistance with manufacturing practices, processes and technology (n=168)	2.7
Assistance with product design and development practices, processes and technology (n=166)	2.6
Logistics/distribution support or training (n=168)	2.5
Loaned executive working in a management capacity (n=168)	2.5
International trade assistance (n=165)	2.5
Economic literacy training (n=167)	2.5

Incubation programs provide entrepreneurs with a broad array of business assistance services to help them get their ventures off to a successful start. This assistance ranges from basic business assistance to much more focused services targeted to meet the specific and unique needs of clients in more specialized fields. In 2012, NBIA asked incubator managers to indicate how important a list of 33 specific services are to their client companies on a scale from 1 to 5, with 5 being the most important.

General business assistance—including help with business basics, high-speed Internet access, marketing assistance, and networking activities—ranked as most important to entrepreneurs. Help with business basics and access to high-speed Internet both received average rankings of 4.1, while marketing assistance and networking activities for client companies each received a ranking of 3.8.

Helping clients access the funding they need to grow their businesses also ranked as an important function at many incubation programs. Providing access to angel investors or angel networks received an average rating of 3.7, while help accessing specialized noncommercial loan programs received a 3.5, access to venture capital investors received a 3.4, and help accessing commercial bank loans received a 3.2.

Also perceived as important were services designed to help entrepreneurs connect to specific expertise and/or resources. These included linkages to strategic partners (3.6), help with accounting or financial management (3.5), linkages to higher education resources (3.5), technology commercialization assistance (3.5), comprehensive business training (3.5), and help with presentation skills (3.5). Incubator managers said services such as assistance with product design (2.6), logistics/distribution support (2.5), loaned executives

(2.5), international trade assistance (2.5), and economic literacy training (2.5) were of less importance to their clients.

These findings match up well with the services found to be most often associated with client success in the U.S. Economic Development Administration study *Incubating Success: Incubation Best Practices That Lead to Successful New Ventures*. Some of the incubator services identified in the 2011 EDA study as being highly correlated with client success include access to various sources of capital, links to educational resources, providing networking opportunities for clients, general legal services, marketing assistance, and assistance identifying a management team.

Figure 27 Types of Business Assistance Services Offered Through Incubation Programs by Incubator Type

Service	Avg. Rating of Importance: Technology Programs	Avg. Rating of Importance: Mixed-Use Programs	Avg. Rating of Importance: Other Programs
Help with business basics	4.0 (n=59)	4.2 (n=91)	4.5 (n=15)
High-speed Internet access	4.3 (n=60)	4.0 (n=84)	3.5 (n=12)
Marketing assistance	3.6 (n=53)	3.8 (n=88)	4.1 (n=14)
Networking activities among incubation program clients	3.9 (n=60)	3.7 (n=89)	3.3 (n=14)
Access to angel investors or angel networks	4.4 (n=58)	3.4 (n=85)	2.4 (n=11)
Linkages to strategic partners	3.8 (n=58)	3.5 (n=83)	3.2 (n=14)
Help with accounting or financial management	3.3 (n=55)	3.5 (n=87)	3.6 (n=13)
Linkages to higher education resources	3.9 (n=59)	3.2 (n=87)	3.1 (n=14)
Help accessing specialized noncommercial loan funds or loan guarantee programs	3.2 (n=52)	3.6 (n=85)	3.5 (n=13)
Technology commercialization assistance	4.1 (n=58)	3.2 (n=80)	2.1 (n=12)
Comprehensive business training programs	3.2 (n=54)	3.6 (n=80)	3.7 (n=15)
Help with presentation skills	3.5 (n=58)	3.5 (n=86)	3.2 (n=13)
Access to venture capital investors	4.0 (n=57)	3.1 (n=81)	2.5 (n=13)
Specialized equipment or facilities	3.8 (n=57)	2.7 (n=64)	4.1 (n=14)
Intellectual property management	3.9 (n=56)	3.1 (n=82)	2.2 (n=14)
Shared administrative or office needs	3.2 (n=55)	3.3 (n=88)	2.9 (n=13)
Help accessing commercial bank loans	2.8 (n=52)	3.5 (n=83)	3.3 (n=12)
Management team identification	3.4 (n=56)	3.0 (n=82)	2.4 (n=11)
Shadow advisory boards or mentors	3.5 (n=49)	3.0 (n=76)	2.2 (n=13)
Assistance with e-commerce	2.8 (n=42)	3.1 (n=80)	3.2 (n=14)
Help with regulatory compliance	3.2 (n=56)	2.8 (n=82)	3.9 (n=14)
Human resources support or training	2.9 (n=54)	2.8 (n=87)	2.8 (n=14)
Business management process, customer assessment service, inventory management	2.8 (n=52)	2.9 (n=79)	3.4 (n=12)
General legal services	3.0 (n=47)	2.7 (n=77)	2.8 (n=13)
In-house investment funds	3.3 (n=32)	2.6 (n=53)	1.8 (n=10)
Federal procurement assistance	2.7 (n=51)	2.8 (n=79)	2.6 (n=12)
Help with business etiquette	2.6 (n=56)	2.9 (n=83)	3.2 (n=13)
Assistance with manufacturing practices, processes and technology	2.7 (n=50)	2.6 (n=76)	2.8 (n=12)
Assistance with product design and development practices, processes and technology	2.9 (n=54)	2.5 (n=75)	2.1 (n=13)
Logistics/distribution support or training	2.3 (n=53)	2.5 (n=77)	3.1 (n=14)
Loaned executive working in a management capacity	2.8 (n=39)	2.4 (n=68)	1.8 (n=12)
International trade assistance	2.5 (n=51)	2.6 (n=76)	2.1 (n=12)
Economic literacy training	2.1 (n=43)	2.7 (n=72)	2.6 (n=13)

As noted in the previous section, incubation programs of all types offer a complete menu of business assistance services for clients, ranging from the most basic business advice to specialized assistance targeted to entrepreneurs in specific industries. Some of the more general business assistance services are perceived as important to incubator clients of all types. These include help with business basics, which received average ratings of between 4.0 at technology incubators and 4.5 at “other” types of incubation programs (on a 5-point scale), and high-speed Internet access, which received importance ratings of between 3.5 at incubators that fell into the “other” category and 4.3 at technology incubators.

As might be expected, the relative importance of other types of incubator services varied depending on the type of client served. For example, managers of technology incubators were more likely to rate services related to funding and partnerships more highly than did managers of other types of programs. Technology incubator managers gave access to angel investors an importance rating of 4.4 (compared with 3.4 among mixed-use incubator managers and 2.4 among managers of other types of incubators). Also noted to be of high importance to technology incubator clients were linkages to strategic partners (3.8) and/or higher education resources (3.9), technology commercialization assistance (4.1), access to venture capital investors (4.0), and intellectual property management (3.9).

Managers of mixed-use incubation programs most often reported that general business assistance services were most important to their clients. In addition to help with business basics and high-speed Internet access, the services rated as most important to mixed-use incubator clients include marketing assistance

(3.8), networking activities among clients (3.7), help accessing specialized noncommercial loan funds (3.6), and comprehensive business assistance training (3.6).

Incubators that fall into the “other” category reported higher average ratings than other types of incubators on some basic business assistance services and some specialized services. These programs gave their highest ratings to services such as help with business basics (4.5) marketing assistance (4.1), specialized equipment or facilities (4.1), and help with regulatory compliance (3.9). These ratings are expected, given that many of the programs included in this category are food/kitchen programs, which often work with entrepreneurs who are new to starting a business (and thus need basic business training) and who need access to very specialized equipment and services.

Graduation Policies

Figure 28 How Often Incubation Programs Use Various Graduation Policies

Graduation Trigger	Most Often	Sometimes	Least Often	NA
Client company has spent maximum time allowable in program (n=135)	27%	13%	30%	30%
Client company has outgrown space available in incubator (n=134)	62%	14%	13%	11%
Client company has achieved mutually agreed upon milestones (n=135)	58%	9%	19%	14%
No specific graduation policy (n=121)	26%	6%	12%	56%

Incubators provide entrepreneurial firms with business assistance services with a goal of graduating freestanding and viable businesses into their communities. Unlike traditional real estate ventures where businesses continue to rent space year after year, most incubation programs have set policies to determine when client companies must leave the incubator. Historically, many incubators allowed clients to remain in the program for a set length of time, often between two and three years. However, a number of incubation programs in recent years have begun using graduation policies that are based on client growth and development, in recognition that not all businesses develop at the same rate.

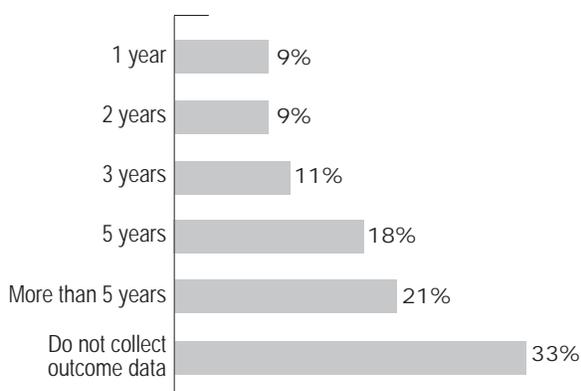
In 2012, NBIA asked SOI respondents to indicate how often they used certain guidelines to determine when a client must graduate from their program. (Respondents could choose more than one guideline.)

Approximately 89 percent of the 2012 respondents said they require companies to leave the incubator when they have outgrown the available space. About 62 percent used growth as a graduation guideline most often, while 14 percent used this guideline sometimes and 13 percent used this guideline least often.

About 86 percent of respondents required companies to graduate when they achieve mutually agreed upon milestones, such as certain revenue levels, staff size or composition, or market penetration. Approximately 58 percent of incubation programs used this guideline most often to determine when a company must leave the incubator, while 9 percent used this guideline sometimes and 19 percent used this guideline least often.

Time limits as graduation requirements are less common today than they were in the industry's earliest stages. About 70 percent of the 2012 SOI respondents say clients must graduate when they've spent the maximum time allowable in the program, with 27 percent using this guideline most often, 13 percent sometimes, and 30 percent least often. In contrast, 59 percent of the SOI respondents in 1991 said that time limits were their only graduation policy.

Figure 29 Length of Time Incubation Programs Collect Outcome Data From Graduates (n=141)



* Figures do not add to 100 percent due to rounding.

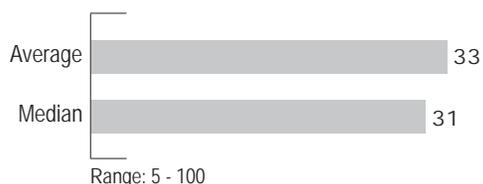
Throughout the industry’s history, business incubation experts—and especially business incubation critics—have noted how difficult it is to prove the effectiveness of incubation programs when many incubators don’t collect sufficient outcome data from clients and graduates. Over the last several years, NBIA has encouraged incubator managers to collect outcome data, even creating *Measuring Your Business Incubator’s Economic Impact: A Toolkit* (with support from Southern California Edison). This toolkit, available at www.nbia.org/impact, provides incubator managers with suggested metrics and tools. Although more incubation programs track data to help demonstrate their successes today than in previous years, many others still do not.

Collecting such information is closely related to an incubation program’s success, however. A report released by the U.S. Economic Development Administration in late 2011, *Incubating Success: Incubation Best Practices That Lead to Successful New Ventures*, found that the length of time an incubation program collects information about clients and graduates (e.g., employment data, sales data, etc.) correlates with incubation program success.

Among the 2012 SOI respondents, one-third (33 percent) say they do not collect outcome data from graduates of their programs. Those programs that do track graduate impact data typically collect the information for several years. Approximately 21 percent say they collect graduate data for more than five years, while 18 percent collect this information for five years. NBIA has historically recommended that incubation programs collect impact data from clients and from graduates for at least five years after graduation, recognizing that the information becomes more difficult to collect the longer the companies have been out of the incubator.

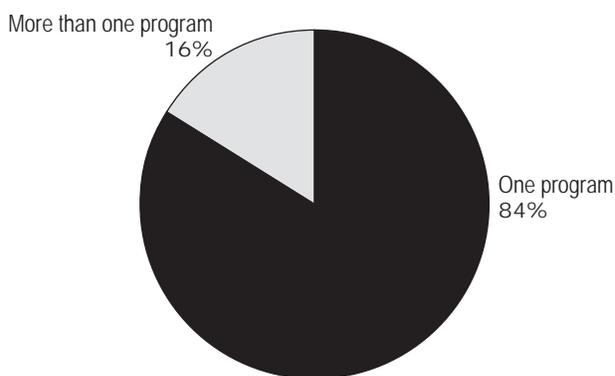
Incubation Program Staff and Other Service Providers

Figure 30 Hours Per Week Incubator Managers Devoted to Program-Related Business (n=164)



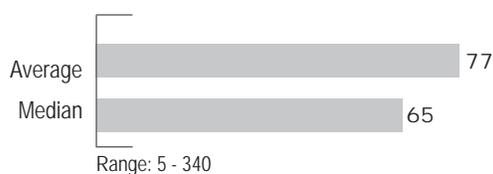
With its many and varied responsibilities, managing an incubation program can often feel like more than a full-time job, but many incubator managers devote less than a 40-hour week to their incubator-related responsibilities. On average, incubator managers in 2012 worked 33 hours per week on incubator duties, a slight increase over the 2006 figure of 32 hours. The median figure in 2012 (31 hours) is actually lower than the 2006 median of 35 hours. These figures don't mean that incubator managers have lots of free time on their hands, however. Oftentimes, incubator executives have other responsibilities within the incubator's sponsoring organization in addition to their incubator-related duties. On the other end of the spectrum, several incubator managers who responded to the 2012 SOI survey reported that they spend upwards of 80-100 hours a week on tasks related to running their programs.

Figure 31 Percentage of Incubator Executives Who Manage More Than One Program (n=235)



The number of incubator executives who manage more than one program appears to be on the upswing in the last few years. In 2012, 16 percent of those responding to the SOI survey said they manage more than one incubation program, up from 9 percent in 2006. Still, the figure is lower than that reported by SOI respondents in 2002 (20 percent) or in NBIA's 2009 compensation survey (28 percent).

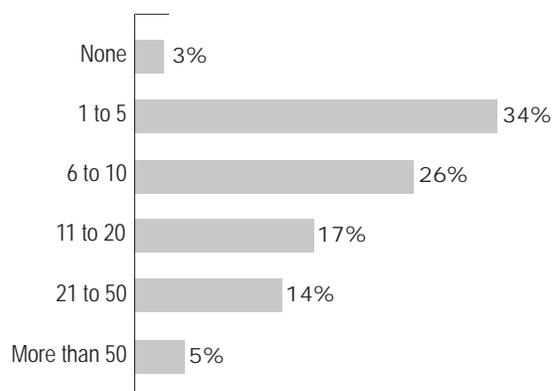
Figure 32 Combined Hours Per Week All Paid Incubation Program Staff Worked (n=166)



Unfortunately, many incubation programs continue to experience very lean staffing, although research has consistently shown that incubators—like other types of organizations—perform better when they have adequate staff to do the job. In 2012, SOI respondents reported that, on average, their programs had about 1.9 full-time equivalent staff members. While this figure is lower than the number reported in 2002 and 1998 (2.4 and 2.8, respectively), it actually represents a slight increase over the 2006 figure of 1.8. Still, some incubation programs may be trying to do more with less, as the use of outside service providers actually decreased somewhat in recent years (see page 39).

Because the median figure actually increased in 2012, it appears that incubators with the largest staffs could be cutting back the most, driving the average figures down. In 2012, the median number of hours worked by all staff at responding incubation programs was 65 hours per week, up from 58 hours per week in 2006 and 55 hours in 2002. Still, the staffing levels reported by many SOI respondents in 2012 were lower than recommended by industry best practices.

Figure 33 Number of Outside Service Providers That Regularly Assist Clients (n=174)



* Figures do not add to 100 percent due to rounding.

Many incubation programs rely on outside service providers—including mentors, volunteers, business professionals, and academics—to complement the business assistance provided to clients by the incubator staff. These extra hands can help a small professional staff reach a larger number of clients or provide specialized assistance in areas outside the area(s) of expertise of the incubator staff. In all, 96 percent of SOI respondents in 2012 said they used outside service providers regularly to assist clients, about the same percentage reported in 2006. However, the number of service providers used by incubators regularly appears to be declining. In 2012, 36 percent said they had 11 or more nonstaff members who regularly assist incubator clients, down from 50 percent in 2006. About one-third (34 percent) of 2012 SOI respondents said they have between one and five outside service providers who regularly assist client firms, up from 24 percent in 2006.

Since the 2012 SOI figures don't show a significant increase in incubator staffing levels, this decline in the number of outside experts regularly working with clients is a trend worth watching. If the numbers continue to decrease—without a corresponding increase in incubator staffing—those volunteers and staff members who are working with clients regularly could be stretched thin.

Figure 34 Percentage of Time Incubator Managers Spent Performing Activities (n=168)



* Figures do not add to 100 percent due to rounding.

Prioritizing management time to place the greatest emphasis on assisting clients is one of the best practices of successful business incubation—a recommendation that many SOI respondents seem to be following. On average in 2012, both incubator managers and other professional staff devoted more of their time each week to delivering business development services to clients than to other incubator-related duties. Incubator managers spent 36 percent of their time, on average, working with clients, while other professional staff at incubation programs spent an average of 38 percent of their time serving clients.

Facility management and building and managing a network of business resources, partners, and political supporters ranked as the second and third most time-consuming tasks among both incubator managers and other incubator staff. Incubator managers spent an average of 17 percent of their time on building/managing their program’s resource network and 14 percent of their time on facility management, while other professional staff devoted an average of 13 percent of their time to managing the incubator’s network and 15 percent of their time on building issues.

Among other incubator-related responsibilities, incubator managers spent an average of 11 percent of their time recruiting new clients, while other incubator staff spent 10 percent of their time on accounting/billing issues. Fundraising, staff development and management, and other duties accounted for a smaller percentage of work time for both incubator managers and other professional staff.

According to the U.S. Economic Development Administration report *Incubating Success*, the amount of time an incubator manager spends delivering client services, developing internal and external networks, and fundraising affects client success. The 2012 SOI figures show that managers of responding programs are

Figure 35 Percentage of Time Other Incubator Staff Spent Performing Activities (n=168)

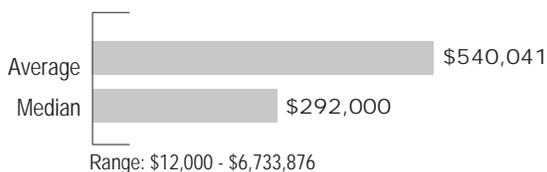


prioritizing their time in the first two categories. Although incubator managers spent a relatively small percentage of their time on fundraising activities, many of their efforts in serving clients well and developing strong relationships with their partners and supporters also can bring in additional financial resources for their programs in the long run.

* Figures do not add to 100 percent due to rounding.

Incubator Finances

Figure 36 Incubation Program Revenue (n=95)



Like incubation programs themselves, incubator budgets come in all sizes. The 2012 SOI survey results show that the amount of money incubation programs had available to them varied widely, from a low of \$12,000 to more than \$6.7 million annually. The average annual incubation program revenue was \$540,041, while the median was \$292,000. These figures indicate that the incubation industry hasn't escaped the recent economic downturn unscathed, as the average figure actually is a decrease from the 2006 average revenue of \$597,083. In 2006, the median annual incubator revenue was \$283,000, slightly less than the 2012 figure.

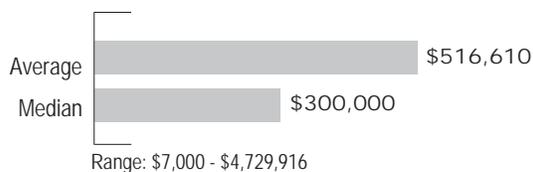
Previous industry research has demonstrated a strong relationship between the size of an incubation program's budget and its success, as those with larger budgets typically are more stable and have more capacity to deliver critical services to their clients. As such, the decline in average incubation program revenue over the last few years is a trend worth watching. In particular, programs on the lower end of the scale could find it difficult to provide the assistance their clients need to grow if they don't find additional sources of revenue or receive other types of support to help fund their operations.

Older incubation programs, technology incubators, and programs that operated in urban areas typically had higher revenues than other types of programs (figure not shown). Incubation programs that opened their doors in the 1980s reported the highest annual revenues (\$790,775 average and \$525,000 median), followed by incubators that opened during the 1990s (\$666,821 average and \$337,504 median) and programs that opened between 2000 and 2009 (\$499,751 average and \$242,000 median). Newer incubation programs—those

that have opened since 2010—reported the lowest annual revenue (\$186,808 average and \$95,000 median).

SOI respondents from technology incubators reported higher annual revenue than those at other types of incubation programs. In 2012, technology incubators reported average program revenues of about \$713,805 with a median of \$439,500. In contrast, mixed-use programs reported average revenue of \$480,790 (\$180,000 median); other types of incubators reported the lowest average and median revenues (\$251,421 and \$90,000, respectively).

As might be expected, incubation programs in suburban and urban areas reported higher average annual revenues than those in rural regions. Urban incubators reported the highest average revenues (\$673,782), followed by suburban incubators (\$555,859) and rural programs (\$325,305). Suburban incubators reported slightly higher median revenues than did incubators in urban areas (\$350,000 in suburban areas and \$315,000 in urban areas). Rural incubation programs also reported the lowest median revenue figures (\$165,500).

Figure 37 Incubation Program Expenses (n=94)

As with incubator revenue, incubator expenses also varied widely from one program to the next. Among 2012 SOI respondents, average annual expenses ranged from \$7,000 to more than \$4.7 million. Average incubation programs expenses were \$516,610, and the median was \$300,000. Both the average and median numbers were lower than the 2006 figures, when the average incubation program expenses were \$548,358 and the median was \$339,690. That's good news, however, given that average incubation program revenues also were down.

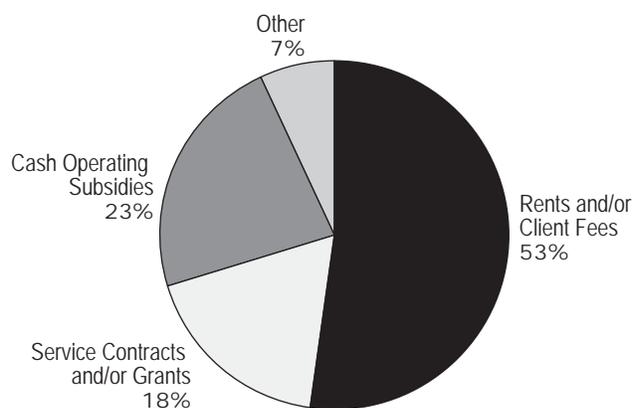
As with incubator revenues, older incubation programs, technology incubators, and those operating in urban areas reported higher program expenses compared with other types of programs (figure not shown). Average annual expenses for incubators that opened in the 1980s were the highest (\$761,375), followed by those that began accepting clients in the 1990s (\$640,344) and programs that opened between 2000 and 2009 (\$464,019). Incubation programs that have opened since 2010 reported the lowest average expenses (\$220,500). The same pattern followed with median figures, with programs opening before 1990 reporting the highest expenses and those that began operations since 2010 having the lowest expenses. Among the newest incubation programs (those that opened their doors since 2010), average expenses exceeded average revenues slightly, indicating that many new programs are likely operating at or near the break-even point.

Technology incubation programs reported far higher average and median program expenses (\$734,009 and \$491,000, respectively) than did other types of incubators. Among mixed-use programs, average annual incubator expenses were \$438,563 (\$239,450 median), while expenses reported by other types of incubation programs were the

lowest (\$226,779 average, \$72,500 median). Although technology incubation programs had larger budgets than other types of incubators, expenses slightly exceeded revenues, on average, among this group—which has not been the case among technology incubators in recent years.

Incubation programs in urban and suburban areas reported higher average program expenses than those in rural areas. Incubators in urban areas reported average annual expenses of \$640,040 (\$336,900 median), while suburban incubators had average program expenses of \$530,997 (\$379,000 median). Among rural programs, average expenses were \$302,837 (\$155,000 median). In all three types of geographic areas, average program revenue exceeded expenses, indicating that many incubation programs have been doing a good job of cutting costs to balance out declines in revenues.

Figure 38 Incubation Program Revenue by Source (n=110)

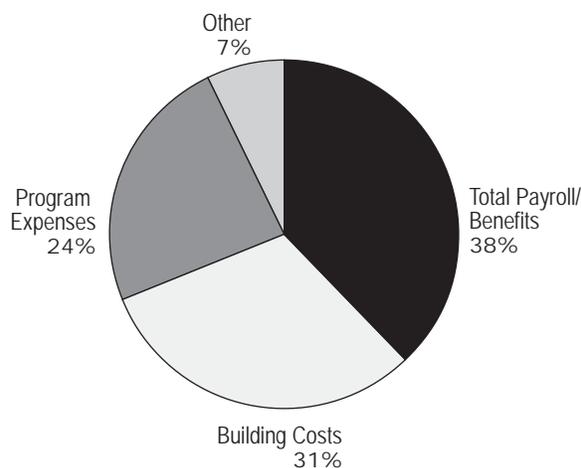


* Figures do not add to 100 percent due to rounding.

As might be expected, most of an incubation program's revenue comes from client rent and service fees. Among 2012 SOI respondents, these figures accounted for more than one-half (53 percent) of total annual revenue on average. Nearly one-quarter (23 percent) came from cash operating subsidies, while 18 percent was from fees for service contracts or grants incubators received to provide a specific service, such as business training or microloan assistance.

Since 2006, the percentage of annual incubation program revenue coming from these sources has changed somewhat, perhaps in light of the economic downturn over the last several years. In 2006, approximately 59 percent of an incubation program's annual revenue came from client rent and service fees—higher than the 2012 figure of 53 percent. In contrast, incubators today seem to be a bit more reliant on cash operating subsidies than they were six years ago. In 2006, cash operating subsidies made up only 15 percent of average incubator revenue, compared with the 2012 figure of 23 percent. The percentage of incubator revenue made up by service contracts and/or grants was 18 percent in both 2006 and 2012.

The 2011 U.S. Economic Development Administration study *Incubating Success* found that programs that received a large portion of their revenue from client rent and service fees typically perform better than others, so most SOI respondents fall into this group.

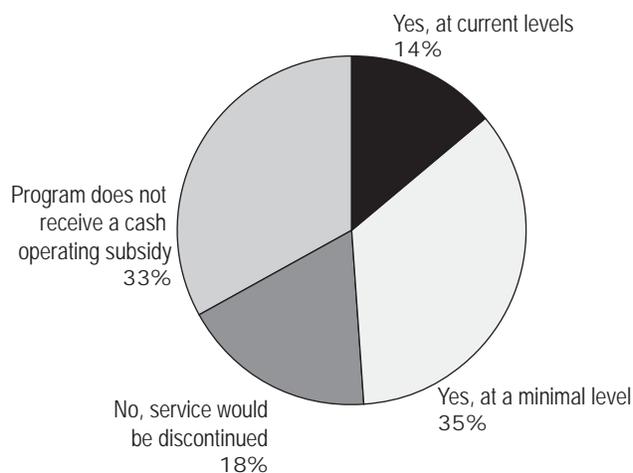
Figure 39 Incubation Program Expenses by Source (n=106)

Historically, human resources and building costs make up the largest share of an incubation program's expenses, on average. The 2012 results—like previous SOI surveys—show that continues to be the case. More than one-third (38 percent) of incubator expenses went toward employee payroll and benefits on average, while slightly less than one-third (31 percent) went for building expenses. Programmatic costs accounted for nearly one-quarter (24 percent) of total incubator expenses, on average, in 2012.

These figures tell some good news for the industry, as they represent an increase in the percentage of funds going toward payroll/benefits and programming since 2006—two areas where it's important for incubation programs to invest in to help attract and retain good employees and to provide effective client services and training. In 2006, human resources costs accounted for 36 percent of incubator expenses, on average, while program expenses accounted for 19 percent. Over the last six years, the percentage of incubator expenses accounted for by building costs actually decreased, from 38 percent in 2006 to 31 percent in 2012.

Incubating Success, a 2011 U.S. Economic Development Administration research study, found that incubation programs that invest more in staffing and program delivery—relative to building maintenance and expenses—typically have better client outcomes.

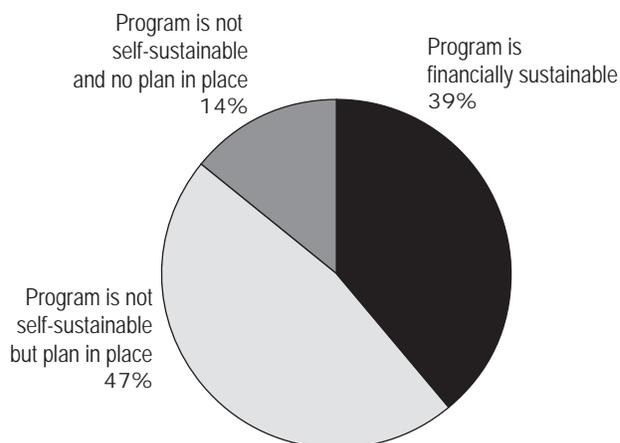
Figure 40 Incubation Program Ability to Identify Replacement Subsidy or Maintain Operations if Existing Subsidy Ceased (n=126)



Despite the recent economic downturn, most incubation programs say they're on solid financial footing. Only 18 percent of 2012 SOI respondents said they would have to cease operations if they lost their cash operating subsidy, a decrease from the 2006 figure of 23 percent. That comes as good news, given that cash operating subsidies actually accounted for a higher percentage of incubator revenue, on average, in 2012 than they did in 2006. One-third (33 percent) of those responding to the 2012 survey said their programs did not receive cash operating subsidies, on par with the 2006 figure of 32 percent.

Almost one-half (49 percent) of the 2012 respondents said their program could continue to operate on some level if they lost their subsidies, up slightly from the 2006 figure of 45 percent and the same as the 2002 figure. Still, more managers today believe they'd feel the effects of budget cuts than 10 years ago. In 2012, approximately 14 percent of SOI respondents said their programs could continue unchanged if they lost their subsidies, while 35 percent said they'd be able to provide only a minimal level of services to clients. In 2002, 30 percent of managers believed they'd be able to continue existing operations even if they lost their subsidies, while 19 percent said they'd only be able to provide a minimal level of services.

Figure 41 Plans for Incubator Self-Sustainability (n=127)

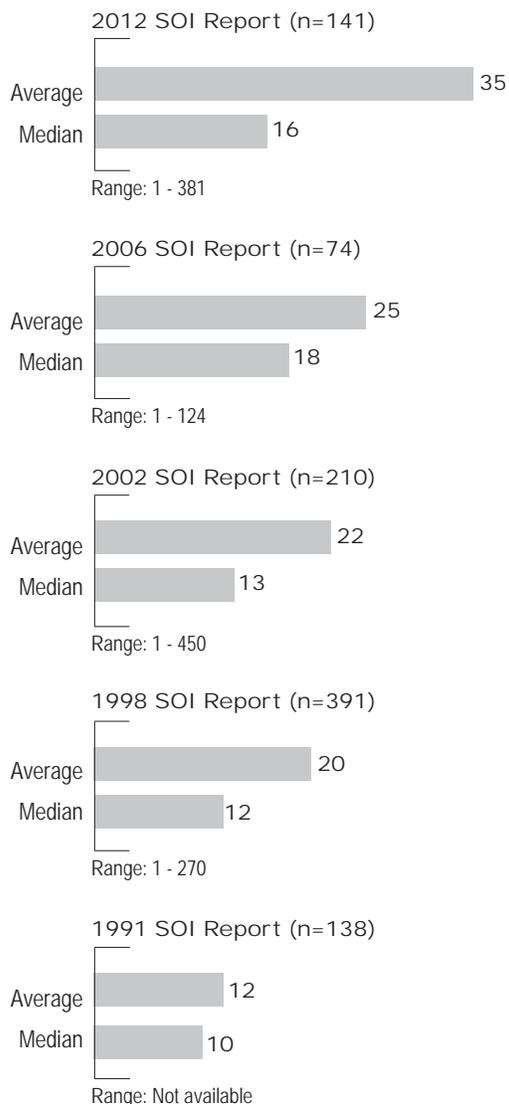


Incubator managers realize the importance of having multiple (and reliable) revenue streams for building a successful incubation program. More than one-third (39 percent) of 2012 SOI respondents said their incubation program is financially sustainable. Almost one-half (47 percent) said that although their program is not yet financially self-sustainable, they do have a plan in place to get them there. Only 14 percent said their programs are not financially self-sustainable nor do they have a plan for reaching self-sustainability.

NBIA defines self-sustainability as an incubator's ability to remain on solid financial footing, with multiple sources of funding that are both predictable and reliable. Self-sustainability does not preclude financial support from outside sources, however. In fact, among the 49 top-performing incubation programs identified in the U.S. Economic Development Administration's study *Incubating Success*, only three operated without some public-sector support from local government agencies, economic development groups, colleges or universities, or other incubator sponsors.

Incubator Clients

Figure 42 Total Number of Client Companies

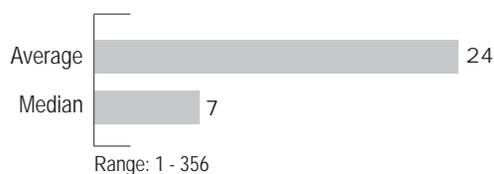


Even as incubator facilities and staff sizes have decreased over the years, the number of clients served by business incubation programs continues to increase. In 2012, SOI respondents reported an average of 35 clients (resident and affiliate combined), up from 25 in 2006 and 22 in 2002. The median number of clients served has actually decreased slightly over the last six years (from 18 in 2006 to 16 in 2012), indicating that a number of programs that serve a large number of clients are likely driving up the average figure.

Still, the average number of resident clients among SOI respondents in 2012 was 20, while the average number of affiliate clients was 15—both increases over the 2006 figures (17 and 8, respectively).^{*} Affiliate clients—businesses that receive full incubation services but do not reside within the incubator facility—make up a good portion of the total number of clients at many incubators, but the majority of businesses served by incubation programs continue to be resident clients.

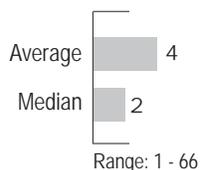
^{*} This overall average includes counts from incubation programs that have affiliate clients and those that do not. The average number of affiliate clients served by incubators that offer affiliate programs is reported separately (see page 51).

Figure 43 Number of Affiliate Client Companies (n=86)



Approximately 60 percent of the 2012 SOI respondents reported serving affiliate or virtual clients through their incubation programs. Among those that offered affiliate programs, the average number of affiliate clients served was 24. Both the percentage of incubators serving affiliate clients and the average number of off-site companies served by these programs have gone up in recent years. In 2006, 54 percent of the SOI respondents reported serving affiliate clients, with the average number of affiliates served by these programs as 16.

Figure 44 Number of Anchor Tenants (n=70)



Anchor tenants—businesses that reside in an incubator facility but do not receive incubation services—can provide incubation programs with a reliable source of additional revenue and experienced mentors for their early-stage incubator clients. In 2012, more than one-half (57 percent) of SOI respondents reported having anchor tenants within their incubator facilities, almost double the percentage of programs that reported having anchor tenants in 2006 (29 percent). The jump in the percentage of programs having anchor tenants doesn't mean that incubators are filling space that could be used for start-up clients with anchor tenants, however—one of the biggest arguments against incubators serving a large number of anchors. Among the incubation programs that said they had anchor tenants, the average number was four, up only slightly from the 2006 figure of three.

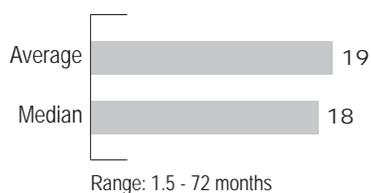
Figure 45 Number of Months Resident Clients Received Services Before Graduating (n=115)



The amount of time client companies spend in an incubator varies widely depending on a number of factors, including the entrepreneurs' level of business expertise and the type of businesses they operate. For example, life science and other firms with long research and development cycles will usually require more time in an incubation program than light manufacturing companies that are able to bring their products to market more quickly.

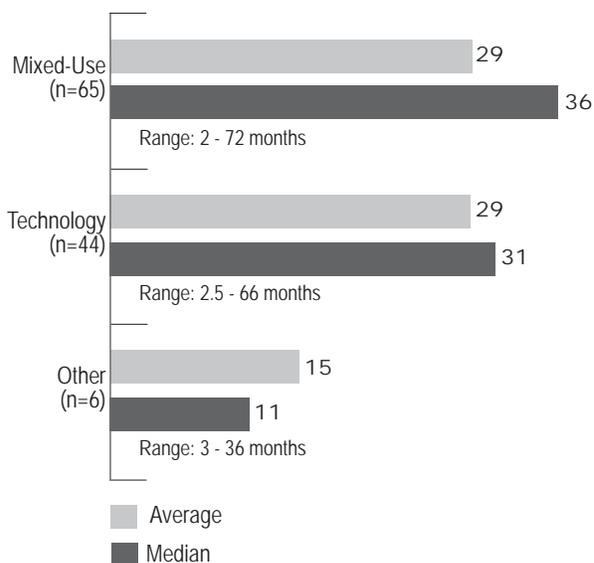
The amount of time incubator clients are receiving incubation services appears to be on the downswing, influenced, perhaps in part, by the growing number of accelerator programs that seek to provide business assistance services to start-ups in a short period of time. Overall, incubator managers in 2012 reported that resident clients received full incubation services for an average of 28 months before graduating from the program, down from 33 months in 2006. Over the same time period, the median figure also decreased from 36 months in 2006 to 30 months in 2012. Some resident clients received incubation services for only two months, while others remained in the incubator for 72 months.

Figure 46 Number of Months Affiliate Clients Received Services Before Graduating (n=55)



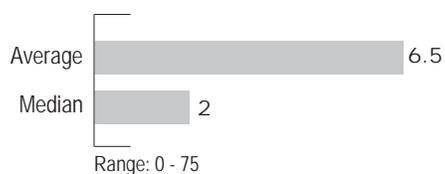
Affiliate clients typically remain in an incubation program for a shorter period of time than do resident clients, although this figure varies widely. SOI respondents in 2012 reported that their affiliate clients received incubator services for an average of 19 months before graduating, down from 23 months in 2006. Some affiliate clients graduated in less than two months, while others remained in the program for up to 72 months.

Figure 47 Number of Months Resident Clients Received Services Before Graduating by Incubator Type



On average, resident clients of mixed-use and technology incubators remained in incubators for about the period of time before graduating, while clients of other types of incubation programs graduated sooner. Clients of both mixed-use and technology incubation programs received full incubation services for an average of 29 months, while clients of other types of incubators—including manufacturing, service, and kitchen incubators—were part of an incubation program for an average of 15 months before graduating.

Figure 48 Average Number of Resident Clients Graduating Per Year (n=116)



Best-practice business incubation programs have a goal of graduating freestanding and viable businesses into their communities, and many SOI respondents are doing just that. Incubation programs responding to the 2012 SOI reported that they graduated an average of 6.5 companies a year (resident and affiliate combined); the median figure was two. Because many incubation programs have been operating 20 years or more, some incubators have graduated a number of successful businesses during their history (see figure below). On average, incubation programs that responded to the 2012 SOI had graduated 61 companies (resident and affiliate combined), with a median of eight, but the figure ranged from one company to 1,200 firms.

Figure 49 Total Number of Graduates (n=81)

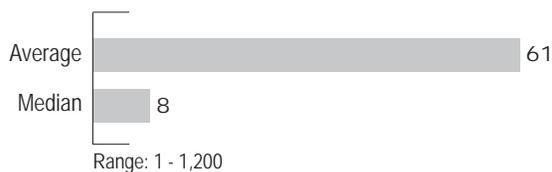
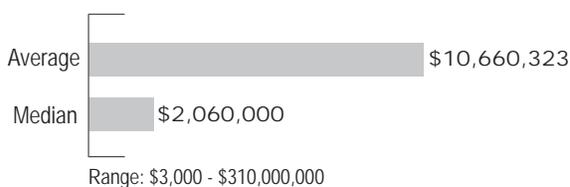
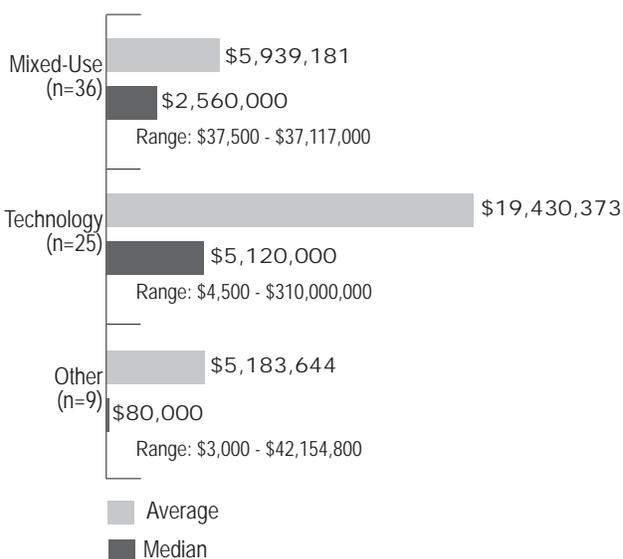


Figure 50 Combined Client Revenues for Most Recent Fiscal Year (n=70)



Business incubator clients continue to contribute substantially to their community's economies, but start-up firms do seem to be feeling the effects of the recent economic downturn. NBIA asked SOI respondents to report combined client revenue for both resident and affiliate clients for the most recent fiscal year. The average figure in 2012 was \$10.7 million, and the median was \$2.1 million. While these figures are impressive, they show a marked decrease from the 2006 figures of \$16 million (average) and \$5 million (median).

Figure 51 Combined Client Revenues for Most Recent Fiscal Year by Incubator Type



As might be expected, clients of technology incubators typically have higher revenues, on average, than start-ups at other types of incubation programs. In 2012, the average combined revenue of clients at technology incubators was \$19.4 million, more than triple the average figure for mixed-use incubation programs (\$5.9 million) and other types of incubators (\$5.2 million). Average combined client revenue among both technology incubators and mixed-use programs have gone down significantly since 2006, when the average figures were \$23.3 million and \$11.7 million, respectively. Average combined client revenues among other types of incubation programs increased over the period, from \$1.5 million in 2006 to \$5.2 million in 2012.

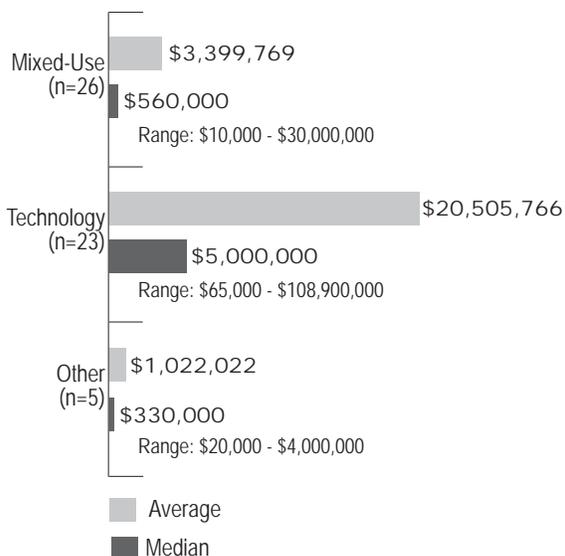
Figure 52 Combined Equity Investments in Client Companies for Most Recent Fiscal Year (n=53)



Equity investments provide a significant boost to many incubator clients in need of start-up capital. In 2012, NBIA asked SOI respondents to report combined equity investments—including angel/seed investment, venture capital investment, and other equity investment—in both resident and affiliate clients during the most recent fiscal year. Among those who reported data about their clients' equity investments (almost one-quarter of the SOI respondents), the average combined figure was \$10.7 million, and the median was \$1 million. However, the amount of equity investment brought in by incubator clients varies widely, from just \$5,000 to nearly \$109 million. Both the average and median figures in 2012 were significant decreases in the combined client equity reported in 2006, when the average figure was \$20.3 million and the median was \$4.4 million, likely caused, in part, by the struggling economy over the last few years.

Figure 53

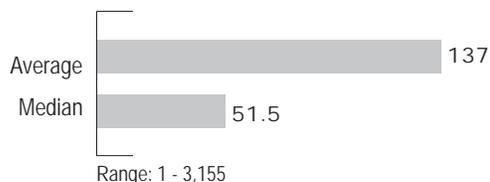
Combined Equity Investments in Client Companies for Most Recent Fiscal Year by Incubator Type



As expected, technology incubation programs reported the highest combined equity investments in client companies in 2012. Among technology incubation programs, the average figure was \$20.5 million, and the median was \$5 million. However, investment in technology-based start-ups seems to be affected most by the recent economic downturn. In 2006, technology incubation programs reported an average combined equity investment of \$29 million, with a median of \$7 million.

While investment in clients of mixed-use and other incubation programs is lower than for technology incubators, these groups seem to have fared better in recent years. In 2012, mixed-use incubation programs reported an average combined figure of \$3.4 million (\$560,000 median), and other incubation programs reported average client equity investments of \$1 million (\$330,000 median). The average figures represent only a slight decrease in investment in clients of mixed-use programs and an increase in investment in clients at other types of incubators. In 2006, average combined equity investment in clients at mixed-use programs was \$3.5 million and at other incubation programs was \$927,500.

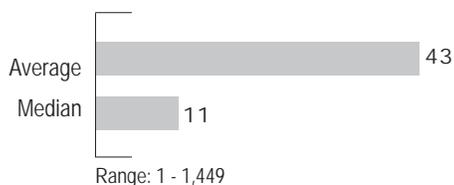
Figure 54 Full-Time Employment by Incubator Resident and Affiliate Clients (n=102)



The 2012 SOI results indicate that incubators are doing a good job of creating jobs in their local communities—even better than in recent years. On average, resident and affiliate clients of SOI respondents employed 137 full-time workers in 2012, up from 97 in 2006 and 86 in 2002. The 2012 figure was driven up by a few technology incubators that reported much higher employment than most incubation programs. Still, even when those outliers are excluded from the group, average employment among SOI respondents was 92, close to the figure reported in previous years.

Technology incubators reported higher average full-time employment than other types of incubators, led in part by a handful of programs reporting very high employment among clients (figure not shown). In 2012, technology incubation programs reported an average of 217 full-time employees among their resident and affiliate clients, compared with 96 at mixed-use programs and 62 at other types of incubators. When you exclude the programs with much higher-than-average employment, the average full-time employment figure for technology incubators (93) was almost the same as it was for mixed-use programs (96).

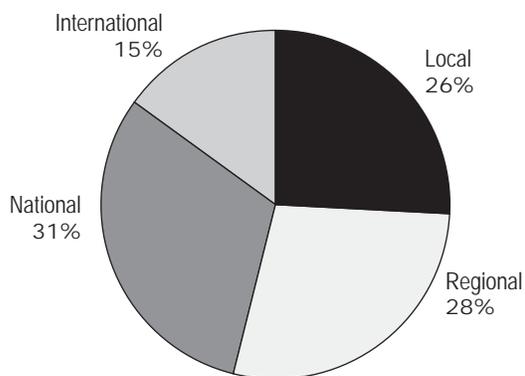
Figure 55 Part-Time Employment by Incubator Resident and Affiliate Clients (n=63)



Many resident and affiliate clients of incubation programs also employ part-time workers in addition to full-time employees, adding more jobs to their communities. In 2012, SOI respondents reported an average of 43 part-time employees among their clients, up from 24 in 2006. The median figure was 11 in 2012, up slightly from 10 in 2006, indicating that the averages here also were pushed up by a few programs on the high end. When you exclude the outliers, average part-time employment among resident and affiliate clients in 2012 was 21, close to the 2006 average.

As with full-time employment, technology incubators reported that their clients have more part-time workers than did other types of incubation programs (figure not shown). In 2012, technology programs reported that their in-house and affiliate clients employed an average of 93 part-time workers, compared with 42 among other types of incubators and 17 at mixed-use incubation programs. When you exclude the outliers from the technology incubator figure, the group reported that their clients had average part-time employment of 21, in line with the figure for mixed-use incubators.

Figure 56 Percentage of Incubator Clients Serving Different Markets (n=103)



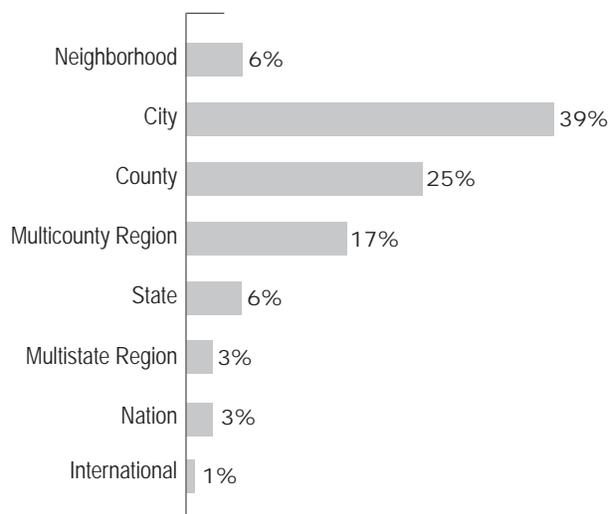
Although incubator clients contribute greatly to their local economies, most do so by serving customers outside their geographic areas. In fact, the 2012 SOI data show that many start-up clients provide products and services for national and even international markets. NBIA asked respondents what percentage of their resident and affiliate clients targeted (or planned to target) the following markets: local, regional, national, and international. On average, nearly one-third (31 percent) of incubator clients served a national market, while about one-quarter of incubator clients served regional or local markets (28 percent and 26 percent, respectively). About 15 percent of incubator clients reached an international customer base. These percentages were on par with those reported in 2006.

Figure 57 Survival Rates of Incubator Graduates (n=81)

The number of SOI respondents who provide information on their graduates has been low since NBIA began conducting the surveys in 1989, often because many programs do not collect information about firms once they leave the incubation program. The 2012 SOI survey results include enough information to warrant at least some basic analysis, however.

As part of the 2012 survey, NBIA asked respondents to report their program's total number of graduates firms (resident and affiliate combined), as well as the number of graduates still in business (including those that have been acquired or merged). From that information, we were able to calculate a figure for graduate survival rates among the programs that responded to these questions.

Among these programs, the average graduate survival rate was 87 percent—identical to the figure NBIA has long cited from the 1997 study *Business Incubation Works*. Although this figure includes all respondents who reported graduates—including new programs that have only recently graduated their first firms as well as long-running programs with hundreds of graduates—it's still a useful figure showing that incubation programs are producing successful graduates that continue to operate once they leave the incubator. The graduate survival rate reported by 2012 SOI respondents ranged from a low of 40 percent to a high of 100 percent.

Figure 58 Average Percentage of Incubator Graduates Relocating to Various Markets (n=86)

Historically, incubator graduates usually stay in the community or region where they were incubated, continuing to add to the regional economy as they grow. The 2012 SOI results show that trend continues to be true.

NBIA asked survey respondents to estimate the percentage of their graduate firms that relocated to various areas once they had graduated from the incubator. On average, approximately 70 percent of incubator graduates located at least within the same county as the incubator, with 6 percent locating in the same neighborhood, 39 percent in the same city, and 25 percent in the same county. Another 17 percent relocated to a site within the same region as the incubator (i.e., in a surrounding county). Only 13 percent of incubator graduates relocated further away from the incubator—elsewhere in the state, in another state, or in another country.

METHODOLOGY

Since 1989, the National Business Incubation Association has conducted a series of state of the industry surveys. NBIA designed this latest survey, which took place between September 30, 2011, and April 1, 2012, to provide a well-rounded look at demographics, staffing, outcomes, and other information about business incubation programs in North America.

The questions and methodology used in this survey were similar to previous SOIs, although some questions were reworded to make them easier to answer. Also, a few questions were added to the 2012 SOI from the survey instrument developed as part of a 2011 research project conducted by the University of Michigan; University at Albany, SUNY; NBIA; and Cybergroup. These additions allow for comparisons between the SOI data and the EDA survey results. Some questions asked in previous SOI surveys that did not generate many useful responses were then dropped to keep the survey instrument a manageable size.

As with previous SOIs, NBIA distributed this survey to as many North American incubation programs as the association could identify. In 2011, NBIA identified approximately 1,400 incubation programs in North America. Of those, NBIA had valid e-mail addresses for 1,195; these programs received e-mail requests to complete the online SOI survey.

The Survey and Distribution

The 2012 SOI survey was conducted online via SurveyMonkey (www.surveymonkey.com). Each of the 1,195 individuals within the population received a survey invitation with a unique link that was tied to their e-mail address. The survey included easy-to-understand directions and links to definitions of important terms. Participants were not required to complete the survey in one sitting;

information they already had filled out remained in their survey, allowing them to come back later to finish. When they re-entered the survey (via their unique survey link), it displayed their previous answers so they could pick up where they left off. Even if the respondent never completed the remaining questions, NBIA could use the information they had completed and aggregate that information with other responses.

NBIA sent an e-mail to alert SOI survey recipients that they would soon be receiving a survey invitation on September 21, 2011, and the first e-mail request for survey participation on September 30, 2011. The e-mail included text that emphasized the importance of participating in the survey and offered an incentive for responding. Each person who responded was entered into a drawing for an iPad tablet computer.

Follow-Up

NBIA did extensive follow-up to ensure a good response rate. Everyone on the initial survey list who had not responded to the survey received four follow-up e-mails encouraging their participation. Additionally, NBIA made phone calls to all NBIA members and most nonmembers we were able to reach by telephone. Over the course of six months, both members and nonmembers received additional reminders via the association's e-mail newsletters, *Memberabilia* (for NBIA members) and *Insights* (for nonmembers).

Response Rate

At the close of the survey period (April 1, 2012), NBIA had received 235 valid surveys from incubation programs in North America to include in the analysis. Some respondents did not complete the entire survey but gave enough responses to make

it into the final analysis. Others did not complete the survey because in many cases the programs were too young to qualify.

Although the 2012 response rate (20 percent) was acceptable and mirrored the response rate in the 2006 SOI, it was still lower than in previous SOI surveys. NBIA believes the discrepancy in the number of survey invitations NBIA sent out and the number of final respondents was influenced greatly by the length of the survey instrument and the increasing number of requests to incubation professionals to complete surveys. The survey included 43 questions, many of which were multipart. In total, the survey required more than 200 answers. Also, as researchers and students become more interested in business incubation, we've heard from many respondents who said they were suffering from "survey overload." Efforts are under way to streamline NBIA's data collection efforts in the future, minimizing the time required by incubation professionals to complete the surveys and allowing the association to get reliable information about the industry more often.

Overall, those who did respond to the 2012 SOI represented a good cross section of incubation program type, age, size, and location. The research team believes the results reflect an accurate profile of the industry.

RESOURCES

The following list includes previous state of the industry reports and other industry research that are referenced in the *2012 State of the Business Incubation Industry*.

Adkins, Dinah. *10th Anniversary Survey of Business Incubators 1985-1995: A Decade of Success*. Athens, Ohio: National Business Incubation Association, 1996.

Knopp, Linda. *2006 State of the Business Incubation Industry*. Athens, Ohio: National Business Incubation Association, 2007.

Lewis, David A., Elsie Harper-Anderson, and Lawrence A. Molnar. *Incubating Success: Incubation Best Practices That Lead to Successful New Ventures*. Ann Arbor, Mich.: University of Michigan, 2011. (www.edaincubatorool.org)

Linder, Sally. *2002 State of the Business Incubation Industry*. Athens, Ohio: National Business Incubation Association, 2003.

McKinnon, Susie, and Sally Hayhow. *1998 State of the Business Incubation Industry*. Athens, Ohio: National Business Incubation Association, 1998.

National Business Incubation Association. *The State of the Business Incubation Industry 1991*. Athens, Ohio: National Business Incubation Association, 1992.

Schroeder, Scott D., and Richard Greenberg. *The State of the Business Incubation Industry 1989*. Athens, Ohio: National Business Incubation Association, 1990.

University of Michigan, National Business Incubation Association, Ohio University, and Southern Technology Council. *Business Incubation Works: The Results of the Impact of Incubator Investments Study*. Athens, Ohio: National Business Incubation Association, 1997.

Other Books Published by the National Business Incubation Association

Put It in Writing II: A Guide to Incubator Policies, Procedures, and Agreements

Best Practices in Action: Guidelines for Implementing First-Class Business Incubation Programs, Revised 2nd Edition

2009 Incubation Industry Compensation Survey (PDF)

Speak Up! An Advocacy Toolkit for Business Incubators (PDF)

Measuring Your Business Incubator's Economic Impact: A Toolkit (print and PDF)

2006 State of the Business Incubation Industry (print and PDF)

A Practical Guide to Business Incubator Marketing

Developing a Business Incubation Program: Insights and Advice for Communities

The Incubation Edge: How Incubator Quality and Regional Capacity Affect Technology Company Performance

A Comprehensive Guide to Business Incubation, Completely Revised 2nd Edition

Incubation in Evolution: Strategies and Lessons Learned in Four Countries (print and PDF)

Self-Evaluation Workbook for Business Incubators

Incubating Technology Businesses:

A Brief History of Business Incubation in the United States

Does Technology Incubation Work? A Critical Review of the Evidence (PDF)

Incorporating Your Business Incubation Program: How Tax Status and Business Entity Affect Operations

Incubating in Rural Areas: Challenges and Keys to Success

Technology Commercialization through New Company Formation: Why U.S. Universities Are Incubating Companies

Incubating the Arts: Establishing a Program to Help Artists and Arts Organizations Become Viable Businesses

Bricks & Mortar: Renovating or Building a Business Incubation Facility (CD)

Business Incubation Works

The Art & Craft of Technology Business Incubation: Best Practices, Strategies, and Tools from More Than 50 Programs

Find these titles and others at www.nbia.org/store.



VOICE [740] 593 4331

FAX [740] 593 1996

E-MAIL publications@nbia.org

ADDRESS 20 East Circle Drive, #37198
Athens, Ohio 45701-3751

2012 STATE OF THE BUSINESS INCUBATION INDUSTRY

industry information

AT YOUR FINGERTIPS

Since 1989, the National Business Incubation Association has conducted regular surveys to provide incubation practitioners, stakeholders, and others the most up-to-date information about the business incubation industry. NBIA is pleased to continue the tradition with the 2012 State of the Business Incubation Industry.

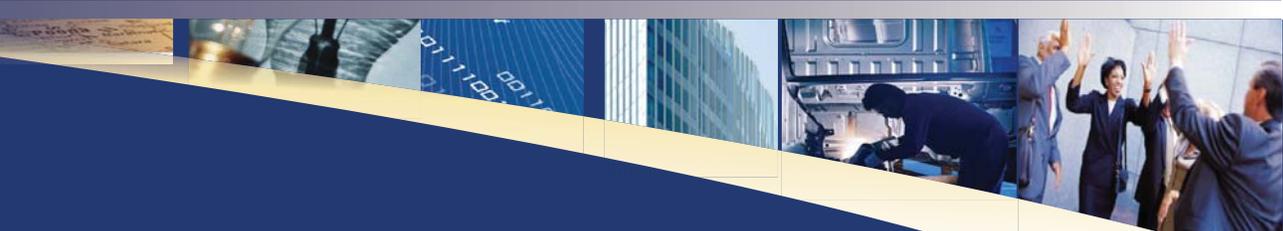
NBIA's state of the industry reports provide a snapshot of the business incubation industry over time. Through both statistical and anecdotal information, the 2012 SOI report demonstrates that the incubation industry continues to thrive.

More than 50 charts and graphs with commentary based on all previous SOI reports and other industry research put the survey's results in perspective. The report includes information on many incubation topics, including:

- Incubation program start-up date
- Incubation program type
- Incubation program sponsors
- Annual incubation program revenues and expenses
- Facility size
- Incubator services
- Incubator goals
- Incubator staffing
- Incubator client and graduate data



INCUBATING SUCCESS.



INCUBATION BEST PRACTICES THAT
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U.S. DEPARTMENT OF COMMERCE
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RESEARCH PARTNERS:
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THE UNIVERSITY AT ALBANY, STATE UNIVERSITY OF NEW YORK
NATIONAL BUSINESS INCUBATION ASSOCIATION
CYBERGROUP, INC.

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

THE UNIVERSITY OF MICHIGAN
THE UNIVERSITY AT ALBANY, STATE UNIVERSITY OF NEW YORK
NATIONAL BUSINESS INCUBATION ASSOCIATION
CYBERGROUP, INC.

Please visit:
www.edaincubatorool.org

Contact for further information:
National Business Incubation Association
(740) 593-4331
news@nbia.org
www.nbia.org

Incubating Success.

Incubation Best Practices That Lead to Successful New Ventures

Authored by David A. Lewis, Elsie Harper-Anderson, and
Lawrence A. Molnar

Incubating Success: Incubation Best Practices That Lead to Successful New Ventures
Research Principal Investigator: Lawrence A. Molnar, University of Michigan
Research Director and Primary Author: David Lewis, University at Albany – SUNY
Editor: Linda Knopp, National Business Incubation Association
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Catherine Laurion, Research Associate, University of Michigan

John Westenberg, Graduate Student Researcher, University at Albany, SUNY

Niki Vick, Business Administrator, University of Michigan

Kimberly Reid, Administrative Assistant, University of Michigan

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II. EXECUTIVE SUMMARY

Overview

With the help of targeted business assistance, entrepreneurs are better prepared to turn business ideas into successful new ventures that have a greater-than-average chance of success. Since the first business incubator opened in Batavia, N.Y., in 1959, *business incubation programs*¹ have helped new business owners access the resources and assistance they need to grow successful firms. For more than 50 years, these programs have played an important role in improving struggling economies, creating jobs, and encouraging innovation.

Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed or orchestrated by the *incubation program manager*, and offered both in the incubator and through its network of contacts. A business incubation program's main goal is to produce successful firms that will leave the program financially viable and freestanding. Critical to the definition of an incubator is the provision of management guidance, technical assistance, and consulting tailored to the needs of new enterprises.

The U.S. Department of Commerce Economic Development Administration (EDA), a longtime financial supporter of business incubators, funded this research study to examine the relationship between incubator best practices and client outcomes. This research – conducted by the University of Michigan's Institute for Research on Labor, Employment and the Economy; the State University of New York at Albany, the National Business Incubation Association, and Cybergroup Inc. – used a robust methodology to collect and statistically analyze data, and determine specific relationships between how an incubation program operates and how its *client companies* perform, as measured by a number of outcomes. The purpose of this study is to test whether there is a causal relationship between business incubation practices and client firm success, particularly after these firms have moved out of – or graduated from – the incubation program. Using the results of this study, the research team also created a Web-based tool for incubation practitioners that measures their program's performance compared with industry best practices and provides feedback about how they can improve their performance (see [http:// EDAincubatortool.org](http://EDAincubatortool.org)).

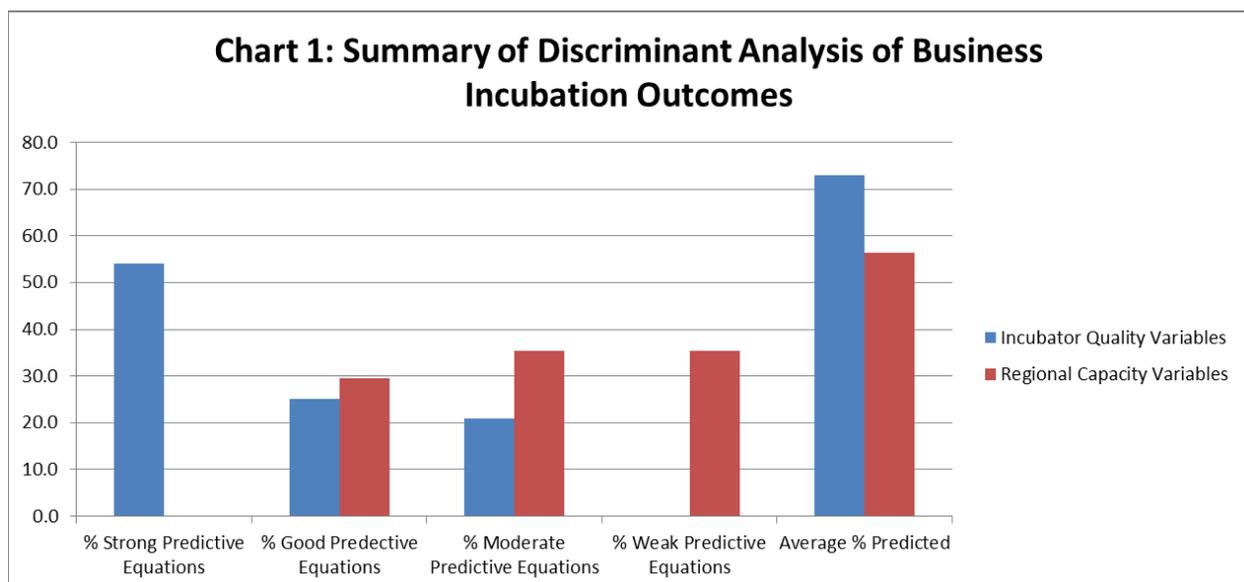
Although other industry studies have examined business incubation best practices and trends, this work is one of the first to employ a rigorous methodology to ensure that the surveyed programs meet a minimum threshold of what an incubator is (and is not). To be included in this

¹ Words and phrases printed in italic are defined in the glossary, which begins on page 107 of this report.

study, incubation programs had to have correct and verified contact information, to have been in operation at least five years, to target start-up firms, and to offer at least five commonly provided incubator services, such as help with business basics, networking activities among incubation program clients, marketing assistance, help with accounting or financial management, access to capital, or linkages to higher education resources and/or strategic partners.

The research team invited 376 incubator managers whose programs met the study’s definition of an incubator to complete an online survey. At the completion of the six-month survey period, the research team had received 116 responses, of which 111 were valid, yielding a 29.5% effective response rate. The respondents were representative of the geographic distribution of business incubation programs throughout the United States and across incubator industry sectors. This study substantially extends industry knowledge of the predictive power of incubator practices on firm success. Further, many predictive models based on incubation program attributes were highly accurate in predicting program success (up to 80%).

The analysis of both the qualitative and empirical data point to the same conclusion: Business incubation practices matter more than program age or size or the host region’s capacity for innovation and entrepreneurship when it comes to incubator success (see Chart 1). Aggregating the findings from the discriminant analysis of 24 business incubation program outcome variables indicates that, on average, incubator program quality variables predicted 72.9% of the outcomes correctly, compared with 56.3% predicted by regional capacity variables. Furthermore, 79.2% of discriminant analysis equations of incubator outcomes that used only incubator quality variables to predict the outcome have either good or strong predictive power. The discriminant analysis of the regional capacity variables reveals that host region characteristics are weaker predictors of business incubation program success.



By building on existing knowledge about business incubation, identifying best practices in a range of incubation activities, and providing an evaluation tool for incubation practitioners, this study provides valuable information and recommendations for policymakers at the federal, state, and regional levels. With fundamental transitions occurring in the U.S. economy, government officials and others recognize that the new economy must feature innovation, entrepreneurship, technology commercialization, new venture creation, and business incubation and acceleration as fundamental elements. While there is no one solution for overall economic development, the findings from this study suggest that business incubation positively influences entrepreneurial success. In that regard, this study provides a reliable overview of the positive impacts that well-developed and well-operated business incubation programs can have on their communities, which can serve as a guide to industry leaders and policymakers in the coming years.

The remainder of the Executive Summary highlights key findings of the research and summarizes policy recommendations based on the industry best practices identified through survey research and data collection and analysis.

Key Findings

- 1) **No one incubator practice, policy, or service is guaranteed to produce incubation program success. Instead, it's the synergy among multiple practices, policies, and services that produce optimal outcomes.** In other words, there is no “magic bullet.” As previous research has demonstrated, the needs of incubator clients vary depending on their level of development, industry sector, and management skills. The communities served by incubators differ in terms of capacity, and *sponsors* (see “primary sponsor”) vary in resources, mission, and requirements. Thus, it's the relationship between helpful policies and services that matter most to incubator success.
- 2) **Top-performing incubation programs often share common management practices.** Practices most represented among high-achieving programs are having a written mission statement, selecting clients based on cultural fit, selecting clients based on potential for success, reviewing client needs at entry, showcasing clients to the community and potential funders, and having a robust payment plan for rents and service fees. All of these practices are highly correlated with client success. Conversely, incubation programs with lax or no exit policies typically have less-than-optimal performance.
- 3) **Incubator advisory board composition matters.** Having an incubator *graduate firm* and a technology transfer specialist on an incubator's *advisory board* correlates with many measures of success. Additionally, accounting, intellectual property (patent assistance), and general legal expertise on the incubator board often result in better-

performing programs. This study found that government and economic development agency representatives also play key roles in enhanced client firm performance, as their presence ensures that the incubator is embedded in the community, which is necessary for its success. Local government and economic development officials also help educate critical funding sources about the incubation program and its successes.

- 4) **Neither the size of an incubator facility nor the age of a program is a strong predictor of client firm success.** Many incubator funders and practitioners perceive that the size and age of an incubator are key determinants of success. However, this research underscores that it is the incubator's programming and management that matter most. For example, staff-to-client ratios are strongly correlated to client firm performance.
- 5) **High-achieving incubators collect client outcome data more often and for longer periods of time than their peers.** Overall, two-thirds of top-performing incubators (66.7%) collect outcome data. More than half collect this information for two or more years, while slightly over 30% collect data for five or more years. Collected data include client and graduate firm revenues and employment, firm graduation and survival rates, and information on the success of specific program activities and services. This finding could suggest that collecting outcome data demonstrates a positive return on investment and ensures continued program funding, leading to a situation in which success breeds success. It could also mean that incubation programs with the capacity to collect outcome data also have to resources to implement best practices covering the array of management practices and services that lead to client firm success.
- 6) **Most high-achieving incubators are not-for-profit models.** All but one of the top-performing incubators in this study were nonprofits, as were 93% of the respondent population. This finding suggests that incubation programs focused on earning profits are not strongly correlated to client success. Instead, the most important goals of top-performing incubation programs are creating jobs and fostering the entrepreneurial climate in the community, followed by diversifying the local economy, building or accelerating new industries and businesses, and attracting or retaining businesses to the host region.
- 7) **Public sector support also contributes to program success.** Only three of the top-performing incubation programs in this study operate without public sector support from local government agencies, economic development groups, colleges or universities, or other incubator sponsors. On average, nearly 60% of an incubator's budget is accounted for by client rent and service fees. Thus, this research suggests that some level of public sector investment contributes to greater incubator outcomes in terms of job creation, graduation rates, etc.

- 8) **Incubation programs with larger budgets (both revenues and expenditures) typically outperform incubators with budget constraints.** Programs with more financial resources have more capacity to deliver critical client services and are more stable. However, the sources of incubation program revenues and the ways the incubator uses these resources also are important. This study found that incubators receiving a larger portion of revenues from rent and service fees perform better than other programs. On the expenditure side, the more programs invest in staffing and program delivery – relative to building maintenance or debt servicing – the higher the probability of improved client outcomes.
- 9) **All measures of the growth or size of a host region’s economy are poor predictors of incubation program outcomes.** Incubator management practices are better predictors of incubator performance than the size or growth of the region’s employment or GDP. Only the aggregate host region employment in 2007 was a strong predictor of any incubator outcome – change in *affiliate* firm FTE from 2003 to 2008.
- 10) **Collectively, measures of a region’s capacity to support entrepreneurship have limited effect on incubation program outcomes.** Compared with incubator quality variables, regional capacity variables have less predictive power. Among the regional capacity measures studied, only the proxies for urbanization, work force skills, availability of locally controlled capital, and higher educational attainment have moderate influence on incubator client outcomes.
- 11) **The findings provide empirical evidence that business incubation best practices are positively correlated to incubator success.** Specifically, practices related to the composition of advisory boards, hiring qualified staffs that spend sufficient time with clients, and tracking incubator outcomes result in more successful incubation programs, clients, and graduates.

Policy Recommendations

The empirical analysis presented in this report – coupled with previous research about the business incubation industry and practical knowledge of business incubator operations – can provide important information for policymakers, incubator funders, and the incubation community itself. The policy recommendations presented in this section are interdependent and targeted at two audiences: policymakers and funders interested in maximizing the results of public investments in business incubation programs, and incubation practitioners looking to start a new incubator or review an existing program and their governing boards.

Recommendations for Policymakers

- Incubation programs that receive public funding should be required to implement industry best practices. Additionally, *stakeholders* (see “primary stakeholders”) should ensure that the incubators have the money they need to provide the entrepreneurial support services demonstrated to catalyze client success. Although most incubators aim to maximize the amount of money they bring in through client rent and service fees, many continue to need subsidies to help fund their operations. Of the top-performing incubation programs identified in this study, five reported operating subsidies that exceeded 53% of their revenue stream. In fact, only three of the top-performing programs in this study do not receive operating subsidies. To keep costs down, incubation programs can leverage existing institutional resources, such as Small Business Development Centers or higher education institutions, for the delivery of critical services. For example, an incubator could partner with a business school in the region to bring in graduate students to help with market research for clients or require that firms attend specific training sessions offered by the local SBDC.
- Funding agencies should require publicly funded incubation programs to collect outcome data to monitor the impact of public investments. Some recommended measures include jobs created by incubator clients and graduates, client and graduate revenues, annual number of graduates, survival rate of graduate firms, and retention of graduates in the incubator’s host region. Tracking these figures over time can ensure that the incubator is accomplishing its goals of helping to build successful firms that create jobs, spark economic growth, etc.
- External, independent evaluators should conduct periodic assessments of business incubation programs receiving public support. Outcome evaluations need to control for the age of the program and the client base that is served.
- A nationwide database of incubation programs, which validates that each program meets the minimum criteria used in this study, should be further developed and maintained. The data set – which should be made available online for public use – should include incubation program characteristics, as well as area(s) of expertise. To encourage incubators to provide current information for the database, public funding agencies could tie incubator funding to registration. For example, to receive public funding, incubation programs could be required to complete a short survey that covers incubator demographics (e.g., incubator size, age, etc.) and program attributes that help ensure the entity is indeed an incubator (e.g., works with early-stage companies, has set entrance and exit criteria, provides key business assistance services, etc.).

- Programs receiving public support should be required to submit annual reports to their public funding source, so funders can monitor progress toward funding goals. These reports should include periodic independent audits of program budgets. By reviewing this data annually, public agencies could continually evaluate public investments in business incubators, ensure that funded programs are implementing best practices known to contribute to program and client success, and identify new industry trends that could affect program performance.
- Once incubation programs that receive public support are collecting adequate data and implementing industry best practices, other complementary policies should be considered. Such complementary policies may include providing seed funding for clients, creating appropriate graduate space, offering tax credits for client firms, conducting competitions for top incubation programs and incubator clients (by type), supporting the development of a business service provider network, and encouraging higher education institutions to support business incubation programs.

Recommendations for Incubation Practitioners

- Incubation advisory boards should include diverse expertise. These boards can help develop quality business assistance services for the incubation program, embed the program in the broader community, market the incubator, and provide effective program oversight. The evidence in this study suggests that advisory boards should have between 8 and 20 individuals and include the following types of professionals: (1) graduate firm; (2) *experienced entrepreneur*; (3) local economic development official; (4) corporate executive; (5) representative of the finance community; (6) business lawyer (and, in some cases, intellectual capital protection legal assistance); (7) university official; and (8) chamber of commerce representative. Other expertise that can play an important role in an incubation program – but that vary by incubator type and other local conditions – are marketing professional, production engineering specialist, local elected official, state economic development official, tech transfer specialist, incubator manager, and real estate manager/developer.
- Incubator management and stakeholders should review the current array of services provided through the incubation program and assess the effectiveness of those services periodically. Services that are statistically significantly related to client firm performance include: (1) providing entrepreneurial training (from business basics to comprehensive training in managing a new enterprise); (2) offering increased access to investment capital; (3) securing strong supportive relationships with local area higher education institution(s); (4) providing production assistance (from R&D and prototyping through to engineering production systems); and (5) developing strong mentor programs (e.g., shadow boards, loaned executives,

periodic engagement with incubator managers, participation in program activities). In addition, incubation programs should not overlook the obvious services needed by start-up businesses and provide high-speed broadband Internet access, shared administrative services and office equipment, and assistance with client presentation and business etiquette skills.

- As with any enterprise, having a competent staff with sufficient resources – including time – to effectively deliver key services is paramount. Staff also should implement the following management practices: (1) collecting outcome data; (2) providing *pre- and post- incubation services*; (3) conducting periodic reviews of the budget, service providers, and other program activities; (4) showcasing clients and otherwise marketing the program; and (5) developing effective entry and exit criteria for the incubator.
- Funders and incubation practitioners should evaluate incubation programs periodically through two different – though interdependent – units of analysis: outcomes and processes. Client firm performance (outcome analysis), as measured by various proxies (survival rates, jobs created, revenues, taxes paid, intellectual property created, etc.), is the first level of program evaluation. While data collection should occur at least annually, the analysis can be conducted every three to five years. Analysis of incubator processes should be conducted more frequently and cover a wide variety of systems. Services offered, advisory board composition, service providers, budgets, entry/exit criteria, and program effectiveness all should be reviewed periodically, although some more often than others. This evaluation should be linked to any public funding.

III. LITERATURE REVIEW

A. Introduction

The first U.S. business incubator opened in 1959, when Joseph Mancuso started the Batavia Industrial Center in Batavia, New York. Since that time, *business incubation programs* have emerged as successful economic development tools throughout the country and around the world. As of October 2006, approximately 1,400 business incubators operated in North America, including 1,115 in the U.S. Approximately 7,000 incubation programs are now in operation around the world.

As established through a seven-step validation process, 378 business incubation programs in the United States fit the criteria for this study (see the Survey Population section under Chapter IV: Study Design and Methods for more information on the validation process). The difference between previous industry estimates and this count most likely is the result of the more expansive definition of business incubation used in previous research, not because of a decline in the number of business incubation programs. As noted elsewhere in this report, this study included only incubation programs in operation for five years or more that met the minimum definition of what constitutes an incubator.

Through the years, analysts have separated incubators into several categories to identify and evaluate industry best practices and to evaluate outcomes. Each classification option has strengths and weaknesses in terms of organization, relevance, and the availability of reliable data. After careful consideration, the research team for this study decided to organize U.S. business incubation programs along two axes: industry segment and metropolitan region.

The National Business Incubation Association has defined the most common industry segments as: (1) *mixed-use*; (2) *technology*; (3) *service*; (4) *manufacturing*; and (5) *other*. For the purposes of this study, researchers used these categories, understanding that some incubation programs may not fit neatly into a single group.

Finally, there are debates within each segment of the business incubation industry that should be examined separately, as well as questions about the viability of incubators being financially *self-sustainable*. Other concerns relate to regional characteristics that influence the success or failure of incubation programs. In short, after the research has been divided into the above-specified categories, are there prevailing questions or trends that can be identified? Do these trends cross over business sectors and /or regional economies?

B. Trends

Much of the current literature on business incubation defines new models and, to a lesser degree, evaluates outcomes. In the mid-1980s, most research sought to define business incubators, explain how they functioned, and describe how to track the industry's trajectory. By the early 1990s, the focus shifted to identifying industry "best practices" – primarily by conducting case studies of what industry experts deemed successful business incubation programs. During this time, the current definition of business incubation emerged, focusing on programs that provide an array of entrepreneurial business services that improve *client company* outcomes.

As the end of the 1990s approached, investigators began to examine whether business incubation provides value-added contributions to client firms that lead to improved outcomes, increased job formation, and other economic benefits. After the tech-bubble burst and for-profit dot-com incubators began to fail in large numbers, many industry observers including Nash-Hoff began to question the efficacy of business incubators. However, by this point, the industry had expanded globally and two distinct streams of research began to appear, as noted by Gatewood et al. (1986) and Peterson et al. (1985).

The first of those streams of research sought to identify emerging models of business incubation programs in the U.S. and abroad. The second stream of literature sought to understand the growth of business incubation across the globe. Researchers focusing on business incubation in the international context have begun to conduct cross-national studies, although the lack of reliable data, varied definitions of success, and diverse definitions of business incubation across national boundaries have significantly impeded empirical evaluation. Because of the vast differences in national economic structures and central government involvement – and the fact that cross-national research data is often both unreliable and incompatible – the international literature on business incubation is not central to our analysis.

C. Road Map

To provide a foundation and common language from which to examine the research, the research team began its review of relevant literature with defining and categorizing business incubation. The team then explored recent incubation industry trends. Because there is little academic research on these new trends, most evidence in this area is qualitative and anecdotal evidence.

The research team analyzed the literature on business incubation with four lenses to organize the large body of work: (1) sectoral focus; (2) organizational framework; (3) incubation model; and (4) locational factors. The last section highlights which business incubation practices have been linked to more successful outcomes for both the incubation program and its clients. This

section ends with an examination of the remaining questions and an explanation of how the analysis has shaped the project's research methods, survey instruments, and toolkit development.

D. Defining an Incubator

This literature review begins with a look at definitions for key terms to provide a degree of consistency with other studies. Some industry terms are used interchangeably, which might cause some confusion; others are relatively new to the lexicon. Moreover, the categories the research team used to filter incubators may not be fully understood by the average reader, so efforts have been made to make the definitions clear.

Definitions

Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed or orchestrated by incubator management, and offered both in the incubator and through its network of contacts. A business incubation program's main goal is to produce successful firms that will leave the program financially viable and freestanding. Critical to the definition of an incubator is the provision of management guidance, technical assistance, and consulting tailored to young, growing companies.

In the practitioner's lexicon, "business incubation program" and "business incubator" often are used synonymously. However, the research team for this project defined a business incubator as a multitenant facility with on-site management that directs a business incubation program, as defined above. Business incubation programs usually provide clients access to appropriate rental space and flexible leases, shared basic business services and equipment, technology support services, and assistance in obtaining the financing necessary for company growth. Business incubation programs may also provide business assistance services for nontenant clients, also referred to as *virtual* or *affiliate clients*.

E. Prominent Business Incubation Models

For convenience, some researchers have divided incubators into four types: with walls, without walls (also called virtual incubators), international incubators, and accelerators. This typology distinguishes between business incubation models, although research has yet to provide a clear definition of an accelerator or international business incubator or to provide any empirical evaluation of these two models. The burgeoning body of research on business incubation from researchers such as Clarysse et al. (2005); Bøllingtoft and Ulhøi (2005); Lewis (2001); and Sherman (1999) has suggested programmatic and outcome differences between traditional business incubation programs, as defined above, and business incubators without walls/virtual business incubators.

With walls

An incubator with walls is a business incubation program with a multitenant *business incubator facility* and on-site management. Although an incubator with walls offers entrepreneurs space in which to operate their businesses, the focus of the program remains on the business assistance services provided to the start-ups, not on the building itself.

Virtual incubation

Incubators without walls and virtual business incubators are synonymous terms. Essentially, they are business incubators that do not offer on-site space for clients, although they may have a central office to coordinate services, house the management staff, meet with clients, and perhaps even provide conference rooms for clients. Virtual incubators may or may not be located in the same geographic area as their client companies, since a virtual presence is what defines an incubator without walls.

Virtual incubation programs tend to be less expensive to operate than traditional business incubators that have additional expenses related to the operation and management of a physical plant. In rural areas – where the client base is often spread out over large areas, making commutes difficult – virtual incubation may be a good alternative. Also, some entrepreneurs prefer not to locate in an incubator facility because they already have established offices elsewhere or need access to specialized equipment or facilities not present in the incubator. For these firms, virtual incubation or participation in an affiliate program at an incubation program with walls is a better option.

One significant challenge of virtual incubation is encouraging networking among clients. Having strong networks provides an environment that facilitates peer-to-peer learning, mutual support, and potential collaboration, as well as camaraderie – all of which are critical to client success. In addition, having clients located in close proximity within the incubator facility makes it easier for the incubator staff to deliver entrepreneurial support services. Some have compared virtual incubation with well-operated Small Business Development Centers. As with incubators with walls, virtual business incubation programs also face significant funding challenges.

International

Recently, a new form of business incubation program has emerged, which focuses on helping foreign firms enter the U.S. market. These international business incubators provide the same set of entrepreneurial services as a typical incubator, but they concentrate on providing a “soft landing” for international firms that want to access U.S. markets, partner with U.S. firms, or access other resources. Some specialized services offered by international incubators that are above and beyond typical business incubation services include translation services, language training, help obtaining business and driver’s licenses, cultural training, immigration and visa

assistance, and housing assistance. Immigration services are often extended to trailing spouses and children, making it easier for foreign entrepreneurs to settle into their new location.

Accelerators

The business incubation industry has inspired the development of the “business accelerator.” While no definitive definition of business accelerator exists in the literature, it may be broadly defined either as: (1) a late-stage incubation program, assisting entrepreneurial firms that are more mature and ready for external financing; or (2) a facility that houses a modified business incubation program designed for incubator graduates as they ease into the market. A third definition – which is both more expansive and less measurable – is similar to the virtual incubator model. Finally, some industry professionals use the terms business incubator and business accelerator interchangeably.

F. A Sectoral Typology of Business Incubation Programs

Incubator models have changed over time as the needs of communities and the overall national economic climate have evolved. The research team arrived at the categories used in this project after careful consideration, based on their relevance to the study, the number of incubators adequately described by the category, and the availability of data. Having clear definitions allows the team to compare operational and outcome differences across the different models and sectors of business incubation programs (Lewis and Frisch 2008).

For this research study, the team determined that the best way to categorize business incubators is by their industry focus, including manufacturing, mixed-use, technology, and service. A fifth category, “other,” is a catch-all for the significant number of business incubation programs that do not fit neatly into the four primary categories. For example, kitchen incubators and incubation programs that focus on developing artists and craftspeople as entrepreneurs would fall into the “other” category.

Manufacturing

A manufacturing incubation program is designed to assist new enterprises primarily engaged in the manufacturing sector. Because clients typically require manufacturing space in addition to office space, manufacturing incubators tend to occupy more square footage than do other types of incubators. Generally, to be considered a manufacturing incubator, at least 50% of the client firms should be manufacturing-oriented.

Mixed-Use

A mixed-use incubator (also called general purpose incubator) is a business incubation program that fosters the growth of all kinds of companies; the businesses in a mixed-use incubator are not required to fit into any specialized niche. Companies in mixed-use incubators may include service, manufacturing, technology, and other types of firms.

Technology²

A technology incubator is a program that fosters the growth of companies involved in emerging technologies such as software, biotechnology, robotics, or instrumentation. At least 50% of the clients should be technology-oriented to be classified as a technology incubator.

Service

A service incubation program fosters the development of entrepreneurial firms in the service sector. Firms may range from landscapers, graphic designers, and accountants to Internet-based companies and Web development firms. An incubation program may target a segment of the service industry or a range of service-oriented firms. Again, at least 50% of the client companies should be service firms to be categorized as a service incubator.

G. Current Trends in Incubation

Growth and distribution

Business incubation is a relatively new phenomenon. The industry began in the late 1950s, experienced early-stage development in the 1980s, and grew steadily through today. Business incubation research also has evolved as the industry has grown.

In their 2004 study, Hackett and Dilts reviewed incubator research over the industry's first years and beyond. This review, which covered from the mid-1980s through the year 2000, provides insight into the primary research orientations analyzing the industry. Hackett and Dilts' study examined incubator development studies, incubator taxonomies, policy prescriptions, key findings, incubation configuration studies and frameworks, incubatee development studies, impact studies, measures of success, theories of incubation, and suggestions for further research.

Many other incubation observers have documented the industry's maturation and growing sophistication. This growth demonstrates the ability of incubation programs to adapt to a changing economic landscape, while continuing to provide services valued by entrepreneurs. Much of the success can be directly linked to public support that enables incubation programs to develop new services, enhance entrepreneurial training programs, and increase their visibility in their host communities.

The growing number of business incubators operating in North America suggests that many governments, local communities, and private investors believe that it is desirable to try to help

² Defining "technology firms" is a moving target, as there is no clear consensus among academics, economic development organizations, and/or firms about what a technology firm is and is not. The definition can be as simplistic as "you know it when you see it." For start-up firms, this definition has merit, as the North American Industrial Classification System and other measures fail to capture emerging firms (and new technologies). Other definitions use various metrics to define technology firms, such as the percentage of sales invested in R&D or the percentage of workers in particular occupational categories. For a more detailed discussion, see Lewis (2002) pages 65-67.

“weak-but-promising” firms to avoid failure by incubating them until they have developed self-sustaining business structures, according to Hackett and Dilts.

Nonprofit Incubators

This study and other research have repeatedly found that most incubators are nonprofit, operated by groups ranging from community development organizations to municipal governments seeking to create new jobs and increase local tax bases.

In the United States, the majority of business incubation programs receive start-up funding, as well as ongoing operational support and in-kind contributions. Best estimates suggest that approximately 85% of business incubation programs receive ongoing public support for their annual operating budgets (Lewis 2008). Nonprofit incubators receive the majority of this public support, but a small minority of for-profit incubators also has received some public funding.

Others: Minority Incubators

Minority incubation programs are a sub-type of incubator – sometimes called empowerment incubators – on which there is little or no research available. Minority can refer to ethnic, racial, religious, gender, disadvantaged populations, persons with disabilities, and other population subgroups.

Greene and Butler conducted a 1996 study using the minority community as the basis of the research. In this work, the authors distinguish between a “formal” business incubator and a “natural” business incubator. Formal business incubators meet certain minimum standards or criteria, such as admission requirements, on-site technical and management assistance, graduation requirements, etc. Greene and Butler’s work builds on a theoretical framework identified as middleman theory, with the proposition that a minority is discriminated against by a majority; that the minority group tends to develop ventures in a group of industrial sectors; and that the minority group is characterized by solidarity among its members. The study concludes that the minority community provides many of the traditional roles of business incubation using many of the same tools.

H. Alternative Approaches to Incubation

Differences in how incubation programs operate and relate to their clients play an important role in incubation best practices. In general, incubators provide a range of services based on their client’s changing requirements and needs.

In a 2005 study, Grimaldi and Grandi used two models, *Model 1* and *Model 2*, to describe differences in the way incubators operate their programs. They concluded that business incubators offer different programs and services depending on the type of clients they serve, since businesses have different objectives and requirements. Model 1 incubators focus on

reducing start-up costs for small entrepreneurial initiatives that target local markets and are more anchored to the old economy. Model 2 incubators are designed to accelerate the start of highly promising entrepreneurial initiatives that are attractive in terms of investment size. These firms often are looking for high-value services from incubation programs.

I. By Sector

Technology

Several previous research studies have found that technology incubation programs often receive the most attention – especially in regions close to higher education institutions. A 1996 study conducted for NBIA by Tornatzky et al. examined best practices, strategies, and tools from more than 50 technology incubation programs in the United States. The study examined a number of incubation practices relative to business practice, including finance and capitalization, research and technology, management, business planning, legal/regulatory, physical infrastructure, markets and products, and structure/operations. The study is primarily descriptive of the surveyed incubation programs, but it identifies recommended next steps for future incubator research in the United States.

Several previous research studies examining business incubation best practices have focused special attention on technology business incubators. In a national study conducted for NBIA in 2000, Tornatzky, Sherman, and Adkins divided incubator client outcomes into two categories: primary outcomes (employment and sales revenue growth) and secondary outcomes (obtaining financing and securing intellectual property protection). The team then analyzed how primary and secondary outcomes varied as a function of clients' technology focus or their business emphasis. This NBIA research study yielded no strong statistical relationship between incubator business assistance practices and primary outcomes, but revealed a predictive relationship between business assistance practices and secondary business outcomes – which researchers think are important precursors to the primary outcomes. Among the 79 technology incubators in the study, researchers also identified 17 best-in-class incubators based on the primary outcome criteria. After conducting qualitative interviews with the managers of these programs, Tornatzky, Sherman, and Adkins found that, in addition to providing a full array of incubator services, the majority of best-in-class programs had either linkages to research universities and laboratories, or locations in areas that had a high concentration of technology-based companies and associated business support firms.

Some technology incubators are co-located with science/technology parks. Researchers Phan, Siegel, and Wright suggested in a 2005 study that a systematic framework is needed to understand the dynamic nature of science parks and incubators and the companies located within them. These researchers also suggest that assessing the performance of science parks and incubators can be problematic. They call for a more rigorous theoretical foundation for the study of science parks and incubators and the associated dependent variable and for new research to develop a broader body of literature on the topic.

Researchers also have studied how effective business incubators are in transferring technology. A 2002 study by Phillips examined the types of technology business incubators, identified technology business incubators and their characteristics, compared technology incubators with other types of business incubators, and discussed findings relative to university-based technology business incubators. Phillips also makes note of the paucity of studies targeting technology business incubation.

Lewis' 2005 study of technology incubation supports evolutionary theory that as incubator clients mature, regional capacity matters more than the quality of the incubation program to company employment growth. The study also found that the quality of the incubation program significantly contributes to the growth of client firm employment and revenues, compensating for the lack of regional capacity. Lewis found that incubators on academic campuses with an optimal mix of *advisory board* members and experienced management are better positioned to overcome regional capacity deficiencies.

J. By Lead Organization

University / Higher Education

As the number of technology incubation programs in the United States has grown, so has interest in technology transfer and commercialization and the potential for new venture creation. In a study of the relationship between business incubation and technology transfer, Ventriss and Gurdon (2006) provide an overview of incubation in higher education, describe the economic strategy of university-based technology incubators, provide a map illustrating the linkages between *stakeholders* (see "primary stakeholders") in a technology incubation environment, and describe policy implications in the formation of technology incubation programs.

Another study of university-sponsored business incubators in the United States by Mian (1994) explores performance from several key dimensions, including organizational design, client performance, funding sources, targeted technologies, strategic operational policies, services and their value-added component, and growth of client firms. Mian's work examines these dimensions within two types of university-sponsored incubators: those that were based in state institutions and those in private institutions. The study found no significant difference in performance between the two types of programs but did find that university-sponsored technology incubators have a positive effect on client firm survival and growth, as measured by jobs and sales.

As the U.S. higher education system becomes more engaged in forming the future economy, technology transfer, new venture creation, faculty innovation, and entrepreneurship become important components of any discussion of the role colleges and universities play in economic development. In a 2005 study, Voisey, Gornall, Jones, and Thomas examined linkages between

business incubation programs and higher education institutions and the potential for improved outcomes. Their work resulted in a conceptual framework for an incubation model that was described as a “ladder of incubation” linked to higher education institutions. Through a series of case studies, they examined seven incubation programs and provided a suggested framework for developing networks and collaborations between incubator providers and stakeholders that is different from previous approaches.

In a 2004 study, Schulte suggests that universities become more entrepreneurial and encourage the entrepreneurial spirit within their students. He suggests that one way to accomplish these goals is by establishing appropriate professorships to advance an entrepreneurial culture within the institution and with graduates. The study notes that to be successful, these efforts need sufficient funding and management and leadership who are committed to the program.

Within the U.S. higher education system, community colleges are increasingly viewed as fertile ground for establishing business incubation-related curricula and programs. In 2005, McCabe described how a community college transformed an abandoned industrial facility into a business incubator, resulting in millions of dollars of revenue for the local economy. The program also has created hundreds of new jobs, millions of dollars in payroll, increased purchasing power in the region, tax benefits for local jurisdictions, increases in net asset valuation, and more new venture creation.

Hernandez-Gantes, Sorensen, and Nieri examined the potential for higher education to foster entrepreneurship in the United States in a 1996 study that surveyed business incubator managers and clients. Most of the authors’ conclusions were consistent with previous business incubation research, but they did note that there was relatively less business incubation-related activity in two-year colleges, although these programs exhibited slightly more diversity in the entrepreneurial population.

For-Profit

For-profit incubators became somewhat synonymous with the dot-com boom and bust of the late 1990s. However, a careful analysis of many so-called dot-com incubators reveals that they would not have met our definition of a business incubation program because they lacked coordinated entrepreneurial business services. In addition, the business models of many for-profit dot-coms failed to consider that, on average, it takes slightly more than three years to successfully incubate a client firm – and perhaps up to six years or more for that firm to realize significant growth. However, interviews with former managers of dot-com programs suggest that their business plans speculated that clients would begin to turn a profit in 12 to 18 months – or even as few as six months. This flaw in the model most likely contributed to the rapid decline of the dot-com incubator. Thus, for the purposes of this study, the team does not consider this as a distinct model of business incubation (Nash-Hoff 1998).

State

Georgia has provided one of the better environments for new business formation and growth in the United States over the past 20 years. Research by Malizia and Winders (1999) demonstrates that rather than trying to assist young businesses directly, economic developers are advised to take an indirect approach. The study recommends that economic developers focus on community development to improve the locality's overall competitiveness and quality of life. As a result, the improved local business climate should support business expansion and attraction, as well as creation.

In a study of the Michigan incubator industry, Molnar, DePietro, and Gillette (1996) asked incubator managers about their program's practices and the characteristics of their client and *graduate firms*. The study addressed the economic impact of the state's incubators in terms of job creation, wages, and tax revenue. The study also examined actual revenue growth of graduate and client firms, as well as anticipated revenue growth, and the profitability of graduate firms and their satisfaction with incubator services. In the examination of incubator performance, the study addressed services provided to incubator clients, as well as incubator financial performance. The study also addressed survival rates of incubator graduates and their location following graduation, in terms of geographic proximity to the region in which they were incubated.

Nation

A United Nations study that examined international business incubation programs found significant variation across countries. This finding is not surprising given that the study included both developed industrial countries and less-developed nations, including those formerly part of the Soviet Union. Of course, there also are some similarities and common approaches across the population of incubators included in the study. The study provides an interesting view of various approaches to business incubation around the world in terms of guiding principles, objectives, business environments, services, structures, strengths and weaknesses, finances, customers, and legal status and regulatory legislation. The study also provides insight into many functions of incubators and different types of organizations approach business incubation.

K. Economic Development Theory

Business incubation is an important economic development tool that – when conducted in accordance with best practices and based on due diligence – can foster job creation, increase wealth creation, and serve as an important contributor to the national economy. As such, business incubation has played an important role in economic development theory. In a 1934 study, Schumpeter examined economic development theory as it relates to entrepreneurship. Schumpeter's work, which preceded the business incubation model, serves as the foundation for much of the modern literature on the subject. In this perspective, economic development is defined as changes in economic life that come from within, as opposed to forces that are

generated outside an economy. Entrepreneurial profit is considered a function of an excess of total revenue over total costs of an enterprise, a definition that can be applied to the business incubator as well as its clients and graduates.

Enterprise development is growing in popularity as an approach to community economic development. Its goals are to create wealth for owners and employees by helping entrepreneurs start and grow businesses. Previous research by Harrison and Kanter (1978); Dabson, Rist and Schweke (1996); and Lyons and Hamlin (1991) found that enterprise development is more sustainable, more cost-effective, and more attuned to community development than its sister economic development strategies of business attraction and business retention/expansion.

L. Regional Program Development

By working with local entrepreneurs, most business incubation programs target individuals with strong ties and connections to the community. Through the qualitative analysis of seven rural entrepreneurs, Jack and Anderson (2002) examined the role of community embeddedness on the creation and operation of businesses. Being socially embedded allows entrepreneurs to understand the local structure and become part of it. It also helps small business owners draw upon local resources and obtain a unique competitive advantage. The study also suggests that recognizing and realizing commercial opportunity are conditioned by the dynamics of the entrepreneur and the social structure. The social context does not always benefit the entrepreneurial process.

M. Findings

Incubation program management

A best practice incubation program should be operated as a business itself. It has a mission, goals, objectives, strategies, payroll, staff, cash flow, and most other business characteristics. The incubator, therefore, is a business that helps to create and nurture new businesses.

In a 2002 study, Rice found that the relationship between business *incubator management* and the program of support for its clients is an interdependent one, in which a type of co-production relationship is formed. In this work, Rice addresses several areas of incubator-client interaction and proposes factors that affect the variability of the impact of the co-production process. This exploration reveals the types of incubator-client interactions that lead to the most successful client outcomes. In the eight incubators Rice studied, he found that the gap between the knowledge, competencies, and resources of the incubator managers and that of their clients is generally substantial. Hence, there is significant potential for driving the flow of knowledge from the incubator manager to the entrepreneur.

In an NBIA research project conducted by Wolfe, Adkins, and Sherman in 2000, researchers examined business incubator best practices in ten major domains. These areas included comprehensive business assistance program, professional infrastructure, client capitalization

and financing, client networking, technology licensing and commercialization, university and federal laboratory linkages, facility basics, governance and staffing, client screening and graduation, and incubator evaluation. In each domain, the study provided an overview of the importance of the particular practice to incubator and company success, components of the practice, and examples of the best practice in action. This study examined new data from current programs and information from NBIA award winners and incubators that have achieved national or international prominence. The publication also featured eight incubators – six in the U.S., one in Israel, and one in the United Kingdom – as case studies to represent best practice or innovative approaches in a comprehensive incubation program.

Because incubation programs select which applicants they will admit, it is important to know which factors and characteristics are the most important predictors of client success – both while within the incubation program and upon graduation. Lumpkin and Ireland (1988) conducted a study of these critical factors, through which they identified and evaluated personal characteristics of the management team, market factors, entrance requirements, incubator characteristics, and analysis techniques. The study examined the screening processes of business incubators. Overall, the study found that a high percentage of incubator managers applied specific criteria during the selection process, although entrance criteria differed somewhat across incubator types. One-half of incubators sponsored by private corporations conducted no screening, however. This group also reported relatively low incubator occupancy rates.

Business incubation performance is measured by how the client company's growth and financial performance at the time of incubator exit. Operationally, there are five mutually exclusive outcomes at the completion of the incubation process:

1. The company is surviving and growing profitably.
2. The company is surviving and growing and is on a path toward profitability.
3. The company is surviving but is not growing and is not profitable or is only marginally profitable.
4. Company operations were terminated while still in the incubator, but losses were minimized.
5. Company operations were terminated while still in the incubator, and the losses were large.

Historically, the literature has suggested that the first three outcomes are indicative of incubation success, and the last two outcomes are indicative of failure (Hackett and Dilts 2004). However, in the book *The Real Options-Driven Theory of Business Incubation*, Hackett and Dilts say that a real options perspective can be used to argue that, in addition to the first two outcomes, the fourth outcome also is a success because the cost of failure has been limited to the cost of creating the option less any remaining option value. Additionally, they

recommend that the third outcome be considered a failure: The incubation of “zombie companies” is not identified in any known incubator’s mission statement.

Guided by Campbell et al.’s (1985) description of the value-added contributions of business incubators, Hackett and Dilts conducted a systematic review of the literature and fieldwork in North America and Asia. Their review identified the principal elements of the incubation process to be client selection, monitoring and assistance, and resource infusion (see Table 1 on next page).

Briefly, the model indicates that incubator clients are selected from a pool of candidates, monitored and assisted, and provided with resources during their earliest stages. Outcomes refer to the company’s survival or failure when it exits the incubator. Controls include regional differences in economic dynamism, level of incubator development, and size of incubator. The model is atemporal, with arrows indicating the relationships amongst the constructs. The arrows that lie between constructs point out that we do not know whether these constructs overlap; the possibility for interaction must be depicted.

In a 1987 study, Smilor examined incubator services in terms of the incubator’s performance. The study evaluated the importance of services such as business planning, marketing assistance, accounting, managerial assistance, financial advice, loans and grants, general counseling, loan packaging, and introduction to *venture capitalists*. Smilor’s work also addressed important elements to consider when applying admission criteria to prospective incubator clients, including job creation, operating costs, business plan development, uniqueness of opportunity, stage of creation, local ownership, and growth potential. The study suggested incubator characteristics that relate to measures of success, including a new/attractive facility, affiliation with key institutions, experienced management, key board of directors and advisory council, a promising group of start-ups, and successful graduates.

Allen and McCluskey (1990) studied variation in the characteristics of individual incubation programs and their influence on performance. Elements studied included facility objectives, building ownership by type of management, stakeholder policies, acceptable client types, exit policy criteria, client access to business assistance, incubator size, and occupancy rates. Among the study’s findings was that private incubators are less selective in admitting clients and less likely to require that firms graduate.

Table 1: Business Incubation Best Practices	
Category	
<u>Management of the Program</u>	<ul style="list-style-type: none"> Conduct a feasibility study before starting a program Develop a consensus-driven mission statement Establish client entry & exit criteria Collect outcome data Provide networking opportunities between client firms Establish effective tools to deliver support services Build networks with area business services providers Market incubators beyond the entrepreneurial community (i.e. embed the program in the fabric of the host community)
<u>Key Entrepreneurial Support Services</u>	<ul style="list-style-type: none"> Business plan writing and business basics Legal assistance, including but not limited to: <ul style="list-style-type: none"> General legal services Intellectual property protection Incorporation or other legal business structure Import/export requirements Access to capital Marketing assistance Access to broadband high-speed Internet Mentoring boards for clients with area business service providers Close ties with higher education institutions (where possible) Accounting and financial management services Networking with other entrepreneurs, particularly other clients Networking with area business community Assistance in developing presentation skills Assistance in developing business etiquette
<u>Additional Key Services for Technology Business Incubation Programs</u>	<ul style="list-style-type: none"> Technology commercialization assistance Access to specialized equipment and laboratories at reduced rates Intellectual property management assistance

Sources: Rice and Mathews (1995), Lewis (2001), Tornatzky et al. (1996), Campbell et al. (1988), Clarysse et al. (2005), Hackett and Dilts (2004), Hernandez-Gantes et al. (1995), and Lichtenstein (1992).

Notes: The management practices and entrepreneurial support services are not listed in hierarchical order. Interviews with industry experts and Lewis (2003) document that it is the synergistic combination of these factors that matters. In other words, there is no one or two silver bullet management practice or set of services that matter most.

Incubation research

Hackett and Dilts (2004) drew upon options theory to construct a theory of business incubation. Their study examined alternative theoretical foundations for the incubation process, including behavioral theories, economic theories, resource and knowledge-based views, dynamic capabilities theory, agency theory, institutional theory, structuration theory, scaffolding theory, and options theory. They concluded that options theory was best-suited to the business incubation model.

Sherman and Chappell (1998) conducted a study that used different methodologies to assess impacts of incubation programs on local communities. These methodologies included a quasi-experimental research design, macroeconomic modeling (REMI), and stakeholder analysis. Like other researchers, Sherman and Chappell concluded that it was not possible to identify a control group for purposes of the research. The study recommended establishing a national database of performance outcomes for benchmarking and encouraging the use of consistent measures throughout the industry.

Impact on economy

Sherman (1999) studied the effectiveness of interventions within business incubation programs in a study that addressed job creation, cost per job created, growth rates of client firms, and perceptions of key incubator stakeholders. His research suggested that incubator firms are more likely to survive than nonincubated firms. The study suggested that business incubation is only part of a very complex process; a wide range of support for entrepreneurship and new ventures is needed for a business incubation program to be most successful. Another key element of incubator success is that *sponsors* (see “primary sponsor”) recognize the critical role that managers play in contributing to incubator client success and that managers be allowed – and even encouraged – to spend the majority of their time assisting clients.

Using stakeholder analysis and macroeconomic analysis tools in the pilot test of another study, Sherman and Chappell (1998) found that business incubators can be effective economic development tools in terms of creating jobs and helping new businesses survive and grow.

Job creation

In a study of the economic and fiscal impacts of a single business incubation program, Markley and McNamara (1995) described how an incubator can create jobs and income in a local community. The study showed that incubators help firms create linkages with other firms, both inside and outside the local economy. Their research also found that the cost of creating jobs through business incubation is competitive with costs of attracting manufacturing investment into a local community and that incubator impacts can serve communities that are not well-positioned for business attraction.

Through his 1979 research, Birch used a sample of 5.6 million businesses to examine how the behavior of individual firms causes change, with a major focus on employment growth. This work found that about 60% of all jobs in the U.S. were generated by firms with 20 or fewer employees, making small firms the major generators of new jobs – especially in slower-growing areas. The study also suggested that smaller and younger firms often produced more jobs; the job-generating power of small businesses over four years old declined substantially. While the impact on public policy and research regarding small businesses is evident, some researchers have critiqued the methodology, suggesting it over estimates the impact and importance of small businesses in the US economy (Harrison 1994).

In a 1994 book, Kirchoff examined the role entrepreneurship plays in business formation and growth through both theoretical foundation (as a critic of the general equilibrium theory) and empirical research (which shows that small firms create most new jobs in the United States). Kirchoff described a process through which entrepreneurs enter into the market and compete for market shares with older and established firms by producing innovative products and services. This process not only produces economic growth, but also creates and redistributes wealth, hence being called dynamic capitalism. It is an economic system characterized by “the dynamics of new, small firms forming and growing, and old, large firms declining and failing.” By blending economics, business, and governmental policy, the author provides a dynamic capitalism typology to help build predictive theory and to guide government policy development. Kirchoff suggests that government leaders should focus on policies to encourage new firm formations and growth in all domestic and international markets.

Most start-ups derive from individuals seeking self-employment rather than an entrepreneurial effort to create new products, markets, or technologies, according to Bhide’s 2000 work. The typical business starts small and stays small. Although two-thirds of net new jobs in the private sector have originated from small firms in the past 25 years, these jobs have emerged from only a few rapidly growing companies. There is an argument that venture capitalists fund too many start-ups by pulling inventions out of existing companies. This point raises a basic question about whether public policies should even try to favor new or transitional businesses over established corporations.

Bhide’s literature says only a small proportion of new businesses – 5% to 10% – make much of a contribution to economic growth or job creation or have the potential to provide significant returns to their owners. The rest of the “marginal” microenterprises, which have a high rate of appearance and disappearance, have limited economic significance.

At the heart of *The E-Myth Revisited* (Gerber 1995) is the concept that businesses are not started by entrepreneurs. According to Gerber, technicians – people with narrowly defined skill

sets, such as plumbers, doctors, accountants, contractors, etc. – are accountable for most small business start-up activity, yet most are not adequately prepared to successfully run a business.

The formation and growth of new businesses in the United States have a substantial impact on the job creation. Since Birch's 1979 study of the impact of new and small firms on creating new jobs, researchers – including Kirchoff (1994) and Reynolds and White (1997) – have generated a considerable body of evidence that supports Birch's conclusions that small firms are the major source of employment growth in the U.S. economy. But more recent assessments have indicated that the original focus was misplaced. In 1999, Acs, Armington, and Robb found that new firms – not necessarily small firms – are the dominant source of net job growth; there is a net job loss among older firms, whether small or large.

The Panel Study of Entrepreneurial Dynamics (PSED) looked at information about the proportion and characteristics of the adult population involved in starting new businesses, the kinds of activities nascent entrepreneurs undertake during the business start-up process, and the proportion and characteristics of the start-up efforts that become infant firms. This study suggested that a lot of energy is being devoted to creating new businesses in the United States. A 2002 study by Ruef et al. found that the average start-up team is about 1.8 people, even though over 40% are sole-proprietorships. Work by Reynolds, Carter, Gartner, and Greene (2004) found that this suggests that 10.1 million nascent entrepreneurs are attempting to put 5.6 million new firms in place.

Return on investment

A business incubator's success is strongly tied to the outcomes of its clients and graduates. The investment of funds, time, and expertise by incubator management and the technical assistance provided by professional service providers are expected to yield a return – and that return on investment is an important measure of incubator success (see Table 2 on next page).

Table 2: Public Sector Cost per Direct Job Created by Business Incubators

Author	Year	Geography	Public Sector Cost per Job
Grant Thornton	2009	National	\$144 - \$216
DiGiovanna and Lewis	1998	New Jersey	\$3,000
Culp	1996	Georgia	\$3,785
Markley and McNamara	1995	Confidential*	\$6,580
Human Resource Investments	1994	Ohio	\$6,609
Human Resource Investments	1994	Random	\$11,353
Maryland Department of Economic & Employment Development	1990	Maryland	\$3,000
Roberts et al.	1990	Iowa	\$5,916

Source: Lewis, D.A. (2010). Testimony to the U.S. House of Representatives Committee on Small Business: Business Incubators as Job Creators, Wednesday, March 17, 2010. Washington, DC: U.S. House of Representatives.

Note: Dollars are expressed in current year dollars for the year of the study.

* This study used input-output modeling to estimate the impacts of one manufacturing incubator. The location of the incubator is intentionally obscured to protect the identity of participating firms that responded to a survey of all clients and graduates.

In a study that examined maximizing the return on incubator investments, Rice and Abetti (1992) identified two groups of entrepreneurs that benefit from incubator interventions: Group I are entrepreneurs who are relatively successful in the intervention process, and Group II are those entrepreneurs who are relatively unsuccessful in the intervention process. Researchers looked at factors such as physical space, equipment, business services, networking with other client firms, and other passive forms of intervention. The study found that more experienced managers tended to see themselves as intervening more with Group I entrepreneurs than with Group II entrepreneurs, and they tended to be more conservative than their clients. Managers with less experience tended to be more focused on the political necessities of their positions and perceived much more intervention activity than their clients.

Studies that seek to measure the outcomes and impacts of business incubation programs focus generally on the economic-related value of the return on investment. In a 2001 study of technology business incubation programs in the state of Maryland, Regional Economic Studies Institute (RESI) identified shortfalls in prior analyses, including lack of a control group, failure to quantify fiscal impacts, failure to recognize linkages between incubator firms and the regional economy, and failure to use distinct methodologies to calculate the impact of different types of incubators. RESI's methodology included a survey of current incubator clients and graduate firms in Maryland. The researchers gathered data from respondent firms, including the number of employees, revenues, grants/investments, and cash purchases. The study used the econometric modeling system IMPLAN to estimate economic impacts, and used three

methodologies: survival rate differential, public works evaluation, and *equity* percentage (baseline). Findings include information on employee growth and totals in client and graduate firms, revenue totals of client and graduate firms, and, through the multiplier effect, an estimate of total economic impact of business incubators in the state.

In a study funded by the U.S. Economic Development Administration, Molnar, Grimes, et al. (1997) employed three methodologies in an attempt to establish a best practice way of determining incubator impacts. The methods included surveying companies currently or previously involved in incubation programs, surveying incubator stakeholders, and using a regional macroeconomic model (REMI). Key findings of the study include that business incubation programs help companies create many new jobs; incubation programs provide a substantial return on investment and create new jobs for a low subsidy cost (\$1,109 per job); incubator companies experience very healthy growth; business incubation programs produce graduate firms with high survival rates; most incubator graduates remain in their communities; most incubator firms provide employee benefits; and EDA-funded incubators exhibit strong performance (see Table 3).

Table 3: Return on Public Investment in Business Incubation

Study	Type of Incubator(s) Studied	Geography	# in Study	ROI
RESI (2001)*	Technology	Maryland	6	\$31.6 m - \$151.9 m
Molnar et al. (1997)	Multiple	U.S.	4	5 to 1
Markley & McNamara (1995)	Manufacturing	Small Metro	1	1.21 to 1
Battelle (1995)	Technology	Virginia	1	7 to 1

Sources: RESI (2001), Molnar et al. (1997), Markley and McNamara (1995), and Battelle (1995).

* The figure presented here is the mid-range estimate from the RESI (2001) study.

Graduation rates

In another study examining the role of incubators in entrepreneurial development, Rice, Peters, and Sundararajan (2004) investigated whether incubators facilitate the entrepreneurial process and, if so, how. They proposed two hypotheses – the reduction of transaction costs and the increase in learning and information – to explain how incubators affect the entrepreneurial process. With a focus on how incubator services such as infrastructure, coaching, and networks affect incubator graduation rates, researchers attempted to test the differences among three types of incubators: for-profit, nonprofit, and university-based. However, this approach was not very effective. Through in-depth interviews with incubator directors, researchers found that graduation rate is only a very rough measure of an incubator’s ability to accelerate the entrepreneurial process, due to some internal management issues across incubators. In addition,

other factors, including the client selection process, will also affect outcomes such as graduation rates.

Firm survival

Businesses start and fail in the United States at an increasingly staggering rate. According to Gerber, over a million people in this country start a business each year. Statistics say that by the end of the first year, at least 40% of them will be out of business. Within five years, more than 80% of them – 800,000 – will have failed. And the bad news doesn't end there; more than 80% of the small businesses that survive the first five years fail in the second five (see Table 4 for a summary of research on incubator graduate survival rates).

Table 4: Graduate Firm Survival Rates

Study	Type of Incubator(s) Studied	Geography	Number in Study	Survival Rate
Lewis (2003)	Technology	US	147	70% - 80%
RESI (2001)*	Technology	MD	6	70%
DiGiovanna and Lewis (1998)	Technology	NJ	6	85%
Molnar et al. (1997)	All types	US	50	87%
Allen and Bazan (1990)	All types	PA	32	68%
Campbell et al. (1988)	All types	US	13	86%

Sources: Lewis (2003), RESI (2001), DiGiovanna and Lewis (1998), Molnar et al. (1997), Campbell et al. (1988), and Allen and Bazan (1990).

Note: Each study calculates the survival rate differently. The minimum standard for survival is that the graduate firm must be operating for at least one year post graduation.

* The figure presented here is the mid-range estimate from the RESI (2001) study.

A study of the real options theoretical focus by McGrath (1999) suggests that real options reasoning allows more benefits of failure to be captured and the most egregious of its costs to be contained. The research suggests that the key issue is not avoiding failure but managing its costs by limiting exposure to the downsides while preserving access to attractive opportunities and maximizing gains. A high failure rate can even be positive, provided that the cost of failing is bounded.

Sitkin (1992) explained that one reason why failure offers benefits is because it is often easier to pinpoint why a failure has occurred than to explain a success, making failure analysis a powerful mechanism for resolving uncertainty. According to Black and Scholes (1973), scholars can begin to make systematic progress on better analytical models of entrepreneurial value creation by carefully analyzing failures.

Firm location

Several researchers have studied the relationship between business incubators and their graduates as another way to evaluate the effect of incubators (see Table 5). In a study focused on incubator organizations and entrepreneurs, Cooper (1985) examined four factors: the location of the new firm, the nature of the business of the new firm, and the type and size of incubation organizations. With a sample of 161 new and growth-oriented firms, the study found that entrepreneurs in most industry categories do not change geographic location (remaining geographically close to their incubator organizations). In most technical industries, entrepreneurs usually start businesses related to what they did before. Thus, the researcher argued that because most entrepreneurs do not move to start a business, the possibilities for high-technology start-ups may be very limited in many geographic regions. The findings of this study seem to be generally consistent with other research and suggest that incubation organizations play an important role in the founding of growth-oriented firms. However, this work also suggested that the role universities play in this process appears to be less direct than is often assumed, creating space for policy intervention.

Table 5: Retention Rate for Incubator Graduates Remaining in the Host Region

Study	Type of Incubator(s) Studied	Geography	Number in Study	Retention Rate
Lewis (2005)	Technology	US	147	70%-80%
DiGiovanna and Lewis (1998)	Technology	NJ	6	85%
Molnar et al. (1997)	All types	US	50	84%
Allen and Bazan (1990)*	All types	PA	32	76%
Campbell et al. (1988)	All types	US & Canada	13	86%

Sources: Lewis (2005); DiGiovanna and Lewis (1998); Molnar et al. (1997); Campbell et al. (1988); and Allen and Bazan (1990).

Note: Retention rate is defined as the percent of graduate firms that locate in the host MSA after leaving the incubator, except in the case of DiGiovanna and Lewis (1998).

* Allen and Bazan (1990) study population was all incubators receiving funding from the Commonwealth of Pennsylvania.

IV. STUDY DESIGN AND METHODS

This study employed responses from a national survey of business incubator managers to achieve two objectives. The first goal was to update industry knowledge on business incubation trends, practices, and outcomes. The second objective was to collect comprehensive data to allow for rigorous statistical analysis to assess factors that affect incubator success. The research team performed descriptive statistical analysis, correlation analysis, and discriminant analysis to meet these objectives.

A. Data Sources

This study employed two data sources for the analysis. The primary source of data comes from responses submitted by business incubator managers to an online survey. Each survey record was enhanced with regional economic variables derived from secondary federal data sources, such as the U.S. Census Bureau, at the metropolitan statistical area (MSA) and county levels to allow the research team to consider how regional economic variables affect incubation outcomes.

B. Primary Data Collection

The survey was administered to the managers of the entire population of validated business incubation programs (376) (see the Survey Population section later in this chapter for more information on the validation process).

C. Survey Design

The research team began by reviewing several existing survey instruments related to business incubation practices and outcomes. The team built on these instruments by refining the relevant questions and adding additional ones as necessary to meet the objectives of this study. The group also consulted with a peer review panel of incubation experts to further refine the comprehensive survey.

The final survey instrument comprised 74 questions covering the following six broad topic areas about incubation programs: (1) demographics; (2) management, staff, and service providers; (3) clients; (4) services; (5) finances; and (6) outcomes. A copy of the final survey instrument is available online (see [http:// EDAincubatortool.org](http://EDAincubatortool.org)). Based on our pilot study, the research team estimated that the survey would take approximately 45 minutes to complete. However, the amount of time actually required could vary tremendously, depending on the manager's knowledge of the program and the availability of the requested information.

Prior to launching the survey, the researchers conducted a pilot test to assess the instrument's clarity, user-friendliness, and online technical functionality. The population for the pilot test

included 10 former incubator managers and five managers of incubators that were less than five years old (and hence did not qualify for the survey population). The research team identified pilot study participants based on members' contacts and affiliations. Before sending out the online survey invitation, research team members contacted potential participants with a letter and a phone call. Of the 15 invited, 13 participated in the pilot survey. Based on their feedback, the team revised the draft survey instrument, which was sent to the U.S. Economic Development Administration and the peer review panel.

D. Survey Population

Prior to this study, there was no comprehensive source of data containing validated records on all of the incubation programs in the United States. Therefore, the research team had to construct an original database using multiple sources. Also, because no uniform definition and criteria for business incubation programs existed, the team had to validate each case to ensure that the programs met the established study criteria.

The largest amount of data came from a database provided by the National Business Incubation Association (NBIA). The NBIA database contained both NBIA member data and nonmember records. The team combined the NBIA data with lists of business incubation programs from the U.S. Department of Housing and Urban Development (HUD), U.S. Economic Development Administration (EDA), U.S. Department of Agriculture (USDA), Tennessee Valley Authority (TVA), and Appalachian Regional Commission (ARC). The final database of potential incubator study participants consisted of 1,171 cases (see Table 6).

Table 6: Sources for Potential Incubator Programs

	Number	Percent
NBIA	1,119	95.6%
HUD	20	1.7%
EDA	17	1.5%
USDA	8	0.7%
TVA	5	0.4%
ARC	2	0.2%
Total Potential Incubators	1,171	100.1%*

* Total does not add to 100% due to rounding.

The researchers employed a rigorous validation process to determine whether each individual case qualified for inclusion in the survey population. In order for an incubator to be validated for inclusion, it had to meet certain requirements: Contact information for the incubator manager had to be correct and verified; incubators had to be at least five years old at the time of validation and had to target start-up businesses; and incubators had to offer at least five of the following commonly provided incubator services, as listed on the next page.

1. Help with business basics
2. Networking activities among incubation program clients
3. Marketing assistance
4. Help with accounting or financial management
5. Access to capital (e.g., loans, *equity*, etc.)
6. Linkages to higher education resources
7. Linkages to strategic partners

When the validation process was complete, 376 of the 1,171 cases considered were validated as incubation programs that met the study's criteria. The original strategy was to draw a stratified random sample from the validated population, but the relatively small population size enabled the research team to survey the entire population of validated incubation programs.

The researchers experienced several challenges in validating incubation programs. The three most prominent challenges were: (1) Either the contact information and/or the incubation program characteristics could not be verified (50% of rejected cases); (2) The incubators were too young (less than five years old) (27% of rejected cases); or (3) The incubator did not meet the study's definition of business incubators (16% of rejected cases). Other reasons that programs were dropped from the population included having incomplete information or that the entity was no longer an incubator.

E. Survey Implementation

The research team began conducting the survey in December 2009 and continued through May 2010. For incubation programs that had been validated, the team sent an initial e-mail to program managers informing them that their organization had been chosen for the study and that they would receive further instructions in a few days. Two days later, the team sent a second e-mail inviting each manager to participate in the survey. The invitation included a Web link to the survey instrument and a unique username and password. The team sent two reminder e-mails to programs that had not responded. In an effort to increase the response rate, researchers raffled off a gift certificate redeemable for merchandise from the NBIA Bookstore amongst survey participants.

At each step in the process, a number of e-mails either bounced back immediately as undeliverable or generated a delayed delivery e-mail message. The research team also received a few manual responses that either included corrected contact information or expressed the manager's inability or unwillingness to participate. Members of the team researched bounce-back cases to confirm and/or correct contact information for program managers. When researchers could obtain corrected information, the team followed the same process with invitations and reminders. If researchers obtained no corrected information after exhaustive efforts, the team dropped the case from the population.

Once the original data collection process was completed, researchers examined the data to see how representative it was of the industry as a whole on two parameters: geography and incubator type. The team determined that the sample was statistically representative by incubator type. However, the research team needed additional surveys from a few regions where respondents were underrepresented relative to the survey population. A more detailed look at the survey data revealed that a number of respondents left a significant portion of the survey blank – particularly survey questions that were important for answering the study’s main research questions. It was not feasible to eliminate these respondents from the analysis because it would have decreased the response rate below the target of 30%. Instead, the research team sent letters to respondents with incomplete surveys, asking them to complete their responses.

A few factors affecting the survey response are worth noting. The most prominent factor was the economy’s effect on incubator survival. Data collection occurred during the greatest recession in nearly 40 years. Several of the programs contacted during the validation phase had closed down or changed their format (i.e., were no longer business incubation programs). The economic effect also meant that many incubator managers had smaller staffs, meaning they were sometimes unavailable to answer calls or perhaps did not want to devote limited staff time to survey participation.

When the data collection process was completed, the research team had 111 useable survey responses, representing a 29.5% response rate based on the number of surveys that were successfully delivered.

F. Data Analysis

Discriminant analysis is closely related to multinomial regression analysis. The dependent variable can be either binomial or ranked-ordered, and the statistical operation uses the independent variables (predictor variables) to predict which category or rank the dependent variables are in. The strength of the analysis is determined by examining four key output measures. One measure is the percentage of cases predicted accurately by the multivariate discriminant equation(s). A general rule of thumb for a three-category ranked-order independent variable (e.g., low, moderate, and high) is that below 45% is low to poor predictive power; 45% to 55% is moderate predictive power; 55% to 70% is good predictive power; and over 70% is strong predictive power.

The reliability or statistical power of the casual relationship between the independent variables and the dependent variables is determined by analyzing the Eigen values, the canonical correlation, and the Wilkes Lambda likelihood probability. Larger Eigen values indicate stronger statistical relationships. Canonical correlation ranges are interpreted as: (1) between 0.00 and 0.33 is a weak relationship; (2) between 0.33 and 0.45 a moderate relationship; (3) between 0.45 and 0.70 a strong relationship; and over 0.70 an excellent relationship. Wilkes

Lambda is a standardized likelihood probability score that measures the reliability of predictive power for discriminate equations. The lower the score, the more reliable the predictive power. A good general rule for Wilkes Lambda interpretation is that between 1.00 and 0.75 is considered poor reliability; between 0.75 and 0.50 is considered weak reliability; between 0.50 and 0.33 indicates good reliability; and below 0.33 is considered strong reliability.

The Data Analysis Process

In this study, determining the best predictor variables for the 24³ measures of success for incubator clients was a multistage process. Detailed tables are available in the online appendices (see [http:// EDAincubatortool.org](http://EDAincubatortool.org)).

- 1) The research team analyzed each independent and dependent variable's descriptive statistics to determine the suitability for further inquiry. The team based its determination on both the distribution and the sample size. Any variable with a valid sample of less than 30 was dropped from further analysis. Researchers then examined the distribution of all continuous and proportional variables to determine if the variable was normally distributed. In the case of dependent variables, all were strongly skewed right. Given the relatively small dataset, the team recoded outliers (defined as cases more than three standard deviations from the mean) to preserve as many valid cases as possible. To "normalize" the data, the researchers recoded outliers to be at the mean plus three standard deviations from the mean. The research team repeated this process for all independent variables.
- 2) Once suitability was determined, the team conducted a bivariate Spearman's correlation analysis. This was a three-part process: (1) correlations between the independent variables; (2) correlations between the dependent variables; and (3) correlations between the independent and dependent variables. The research team examined the relationship between independent variables to determine the degree of multicollinearity between similar predictor variables. This analysis also informed the process of building constructed variables for services offered, advisory board membership, management practices, and incubator goals.
- 3) Even with normalizing the dependent variables, the relatively small number of cases and the still-skewed distribution required the researchers to recode the dependent variables. The team recoded each of the 24 outcome variables into ranked-ordered variables with three categories. The cut-off points for the three categories (low=1; moderate=2; and high=3) were determined by the mean and median of their distributions. The research team ranked those below the median as

³ The correlation and chi-square analyses both began with 31 outcome variables. The difference in the number of outcome variables used in the discriminant analysis is the result of the need for a minimum of 30 cases, which requires that each of these cases must have valid data in all the cells of the independent variables. If this is not the case, the outcome variable is dropped.

- low; those between the median and the mean as moderate; and those above the mean as high. For *graduate firm* and *affiliate firm* revenues, the distribution prevented the use of the above process. Instead, researchers used histograms to provide a more equal distribution across the three categories.
- 4) Once the team had recorded all of the dependent variables, researchers repeated the Spearman's correlation analysis in step 2, analyzing only the independent variables' (including the newly constructed indexes') bivariate correlation to the dependent variables. The research team used this analysis to determine which independent variables had statistically significant relationships to the dependent variables.
 - 5) The research team also conducted a chi-square analysis to test the strength of the relationship between categorical and ranked-ordered independent variables and the dependent variables.
 - 6) Researchers analyzed the regional characteristic variables to determine suitability for analysis before conducting the discriminant tests. The team used the same process to determine if a regional characteristic was appropriate for further analysis.
 - 7) The research team conducted the discriminant analysis in five phases:
 - a. The team tested each independent variable as the sole predictor variable with every outcome measure. Researchers also tested all independent variables against each index as the sole predictor to determine which index to use based on the Eigen value (+); canonical correlation (+); and Wilkes Lambda (p smaller). For example, there are four indexes for services; the research team ran each independently to determine which to use in the general predictive model.
 - b. This test was repeated for all single independent variables vs. all other independent variables as the sole predictor to determine which index to use based on the Eigen value (+); canonical correlation (+); and Wilkes Lambda (p smaller).
 - c. Using the combined table, the research team selected a set of independent variables to enter in the general incubator quality model.
 - d. Researchers also tested the regional characteristics as sole predictors of all dependent variables to determine which characteristics to enter into the general regional characteristics model.
 - e. The team compared the results of the general models based on regional characteristics with the incubator quality model to determine which was the better predictor of client firm outcomes.
 - 8) The final step was to analyze the regional and incubator characteristics of the top-performing incubators – the incubators with the highest aggregate or relative growth in outcomes for employment, revenues, survival rates, graduation rates, etc.

V. DATA ANALYSIS

A. *Sample Bias Analysis*

Following data collection, the research team tested the respondent data against the surveyed population on two critical variables: (1) geographic distribution; and (2) incubator type (i.e., mixed-use, technology, service, manufacturing, or other). Chi-square statistical tests indicated no statistically significant difference between the distribution of the population of validated incubators and the respondent group. The researchers conducted the spatial test at two scales: (1) the four broad Census-defined regions; and (2) the nine subregions in the United States, as defined by the U.S. Census Bureau. This finding, combined with an effective response rate of 29.5% (111 of 376), suggests that the respondents are a representative sample of the targeted incubator population.

Population of Business Incubators Accepting Clients for at Least Five Years

The descriptive analysis of the targeted business incubator population parallels prior research regarding size, management practices, services delivered, and other characteristics. The one area where there appears to be significant differences is in the number of clients and the average number of jobs produced by clients. The averages for the study population are somewhat lower than typically reported by incubation program managers in the National Business Incubation Association's State of the Business Incubation Industry Surveys. The most likely reason for the discrepancy is that during the process of validating incubators, the research team eliminated entities with larger client bases that did not fit the study's precise definition of a business incubation program. This study's findings are similar to those from other research that had a more rigorous definition of the target population.

Facility Size and Age of the Target Population

This study required participating incubation programs to have been in operation for at least five years. The research team found that, on average, these programs have been operating for 15 years. The population is skewed right by one incubator that has been in operation for over 50 years. The median (13 years) and the mode (7 years) are both less than the mean, indicating that there are really two distinct groups in the study population. One is a set of pioneering incubation programs that have been operating at least 15 years; the other is a group of incubators that are younger, clustering around seven or eight years of operation.

After recoding one outlier case of over three standard deviations from the mean, (287,000 square feet), the average facility size is 32,981 square feet; incubator size ranges from 1,200 square feet to 138,000 square feet. Typically, incubators dedicate about 63% of their facilities for client firms, 15% for *anchor tenants*, and roughly 10% each to common areas and administrative offices.

Services and Management Practices

The descriptive analysis of the business incubator population holds few surprises. For example, 93% of incubators are led by not-for-profit organizations, and over 80% are either mixed-use (41.7%) or technology incubators (39.1%) (see Chart 2). Roughly 65% of incubators target entrepreneurs with a specific socio-demographic group. The largest among these are *microentrepreneurs* (23.5%) (see Chart 3). The next largest groups are college students and low-income individuals (11.3% each). Of the 44.3% of incubators that target specific industrial sectors, the most common are life sciences (45.1%), information technologies (29.4%), energy (23.5%), computer software (19.6%), medical devices (19.6%), and advanced materials (15.7%). All other industrial sectors are less than 14% (see Table 7 on the next page).

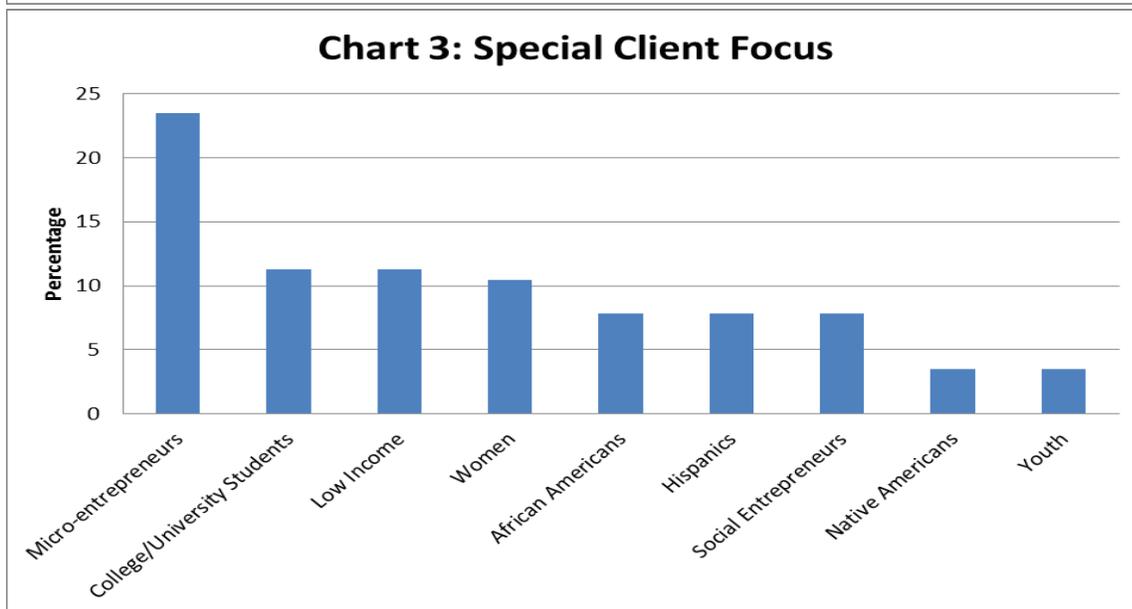
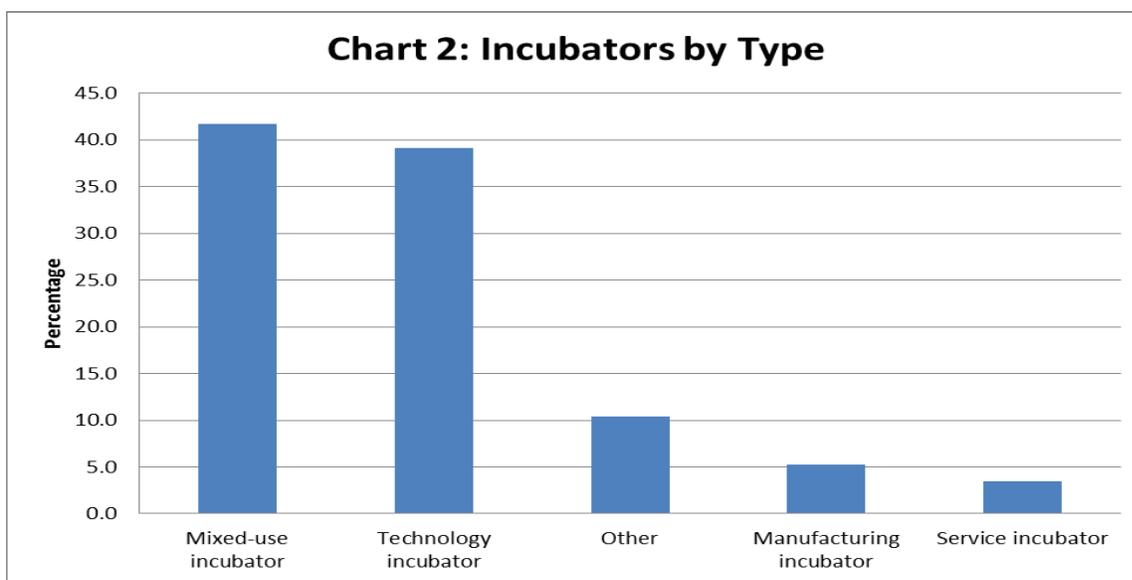
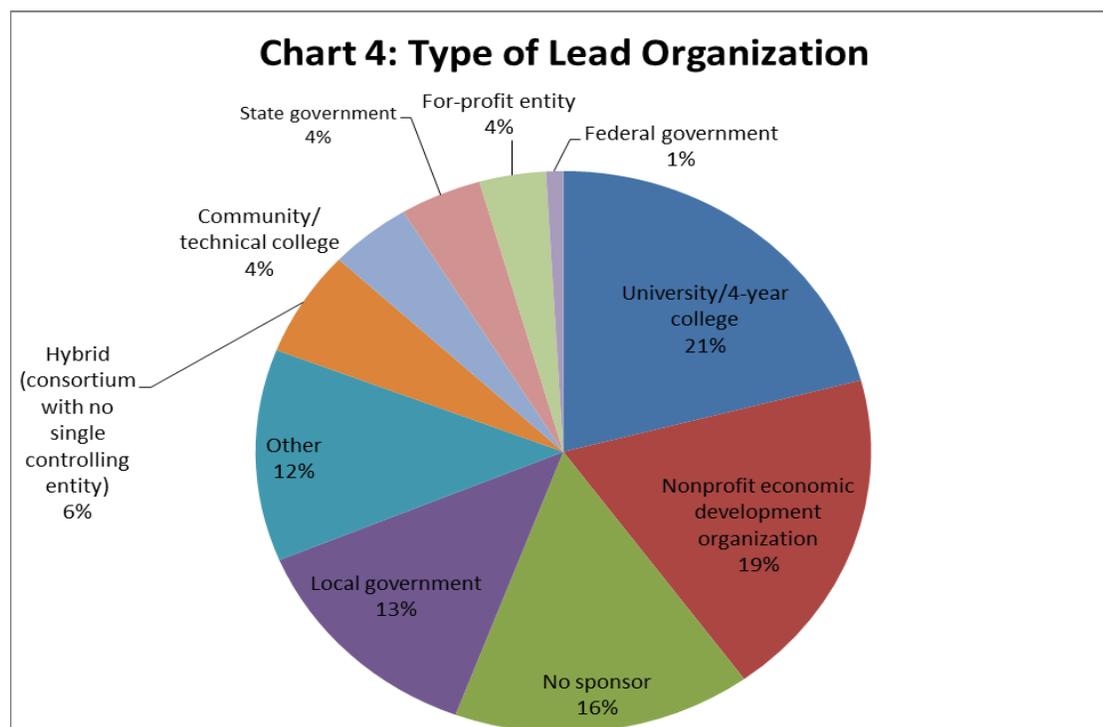


Table 7: Industrial Sectors Targeted by Incubation Programs

Category	%	Category	%
Bio-Science (Life Science)	45.1	Nonprofit Organizations	5.9
Information Technology	29.4	Retail	5.9
Energy	23.5	Telecommunications	3.9
Computer Software	19.6	Aerospace	3.9
Medical Devices	19.6	Arts	3.9
Advanced Materials	15.7	Computer Hardware	2.0
Professional Services	13.7	Wireless Technologies	2.0
Electronics/Microelectronics	11.8	Media	2.0
Health Care Technologies	11.8	Nanotechnology	2.0
Internet	9.8	Healthcare Services	2.0
Kitchen/Food	9.8	Wood/Forestry	2.0
Defense/Homeland Security	7.8	Construction	0.0
Environmental	7.8	Tourism	0.0
Bio-Science (Ag)	7.8	Fashion	0.0

The types of institutions that *sponsor* (see “primary sponsor”) business incubation programs vary widely. Nearly 21% are hosted by universities or four-year colleges, while 19% are sponsored by a local economic development organization. The next closest group is local government agencies (13%), while 16% have no sponsor (see Chart 4).



Overwhelmingly, incubation programs define their primary mission as developing an entrepreneurial culture in their region and creating jobs. Also rated as important goals are building or accelerating the growth of new businesses, attracting or retaining businesses in the community, diversifying the local economy, and commercializing technologies (see Table 8). The difference in incubator goals is most likely related to the specific socio-demographic group or the industry sectors targeted by incubation programs.

Table 8: Ranked Importance of Incubator Goals*

Category	Mean
Foster an Entrepreneurial Culture	4.5
Creating Jobs	4.4
Building or Accelerating Growth of New Business/Industry	4.0
Retaining and/or Attracting Firms to Region	3.9
Diversifying Local/Regional Economy	3.9
Commercialize Technologies	3.7
Identifying Spin On/Spin Off Businesses	3.3
Generating Net Income for Sponsor	3.2
Encourage Minority and/or Women Entrepreneurs	3.0
Generating <i>Complementary Benefits</i>	2.9
Revitalize Distressed Neighborhood	2.6
Moving People from Welfare to Work	2.5
Other	3.1
Overall Mean	3.5

* Ranked on scale of 1 to 5, with 5 being most important

As anticipated, the services provided by incubators vary, but there's a fair degree of consensus among managers about the services they believe are important to firm success. A few interesting findings about these services are worth noting: Basic shared office services ranked higher than average, while basic general legal counseling, e-commerce assistance, and international trade assistance ranked below average (see Table 9 on the next page).

Table 9: Importance of Services to Client Success

	Mean*	% Offered
Broadband/High-Speed Internet	4.4	97.6
Business Plan Development	4.3	100.0
Marketing Assistance	3.8	98.9
Specialized Equipment	3.7	84.7
Links to Higher Education	3.7	96.5
Accounting and Financial Management	3.6	98.8
Comprehensive Business Training Programs	3.5	96.5
Shadow Boards	3.5	91.8
Access to Venture Capitalists	3.5	91.8
Accessing Noncommercial Loan Fund	3.5	96.5
Tech Commercialization	3.4	96.5
Linkages to Strategic Partners	3.4	95.3
Accessing Commercial Loans	3.4	95.3
Intellectual Property Protection	3.3	92.9
Management Team Identification	3.3	96.5
Presentation Skills	3.3	95.3
Shared Administrative and Office Needs	3.3	96.5
In-house Investment Funds	2.9	67.1
Customer Assessment	2.9	95.3
Manufacturing Processes	2.9	85.9
E-Commerce	2.9	95.3
Regulatory Compliance	2.9	95.3
Human Resource Support/Train	2.8	97.6
General Legal Service	2.8	91.8
Federal Procurement	2.8	89.4
Product Design and Development	2.8	82.4
Business Etiquette	2.7	95.3
International Trade	2.6	84.7
Loaned Executive	2.5	77.6
Logistics Distribution Support/Train	2.5	91.8
Economic Literacy	2.5	85.9
Other	1.8	10.6
Overall Mean for Importance	3.2	

* Manager's rank on a scale of 1 to 5, with 5 being the most important to client firm success.

Not all incubation programs have adopted policies that have been theorized – and in many cases empirically demonstrated – to have positive correlations with client firm success. While 93% have a means to ensure payment of rent and service fees, 80.8% have a written strategic plan, and 86.5% have a written mission statement, less than three-quarters have a written

sustainability (business) plan and only 57.7% collect graduate firm outcome data (see Tables 10 and 11). Programs that collect graduate data are fairly evenly distributed in how long they collect the data, ranging from one year to over five years. Also, less than one-quarter of incubators take an *equity* stake in client firms – 75% of those take equity in specific firms and 25% do so with all clients. Of the 74% of incubators that provide services for graduate firms, they do so, on average, for slightly less than two years (22.8 months).

Table 10: Key Incubator Management Policies

	%
Discusses alternatives to incubation (if client not meeting goals/milestones)	78.7
Regularly screens service providers	77.5
Evaluates program effectiveness	73.0
Establishes milestones and conducts follow-up	70.8
Has written marketing plan	62.9
Discusses exit and graduation strategies regularly	59.6

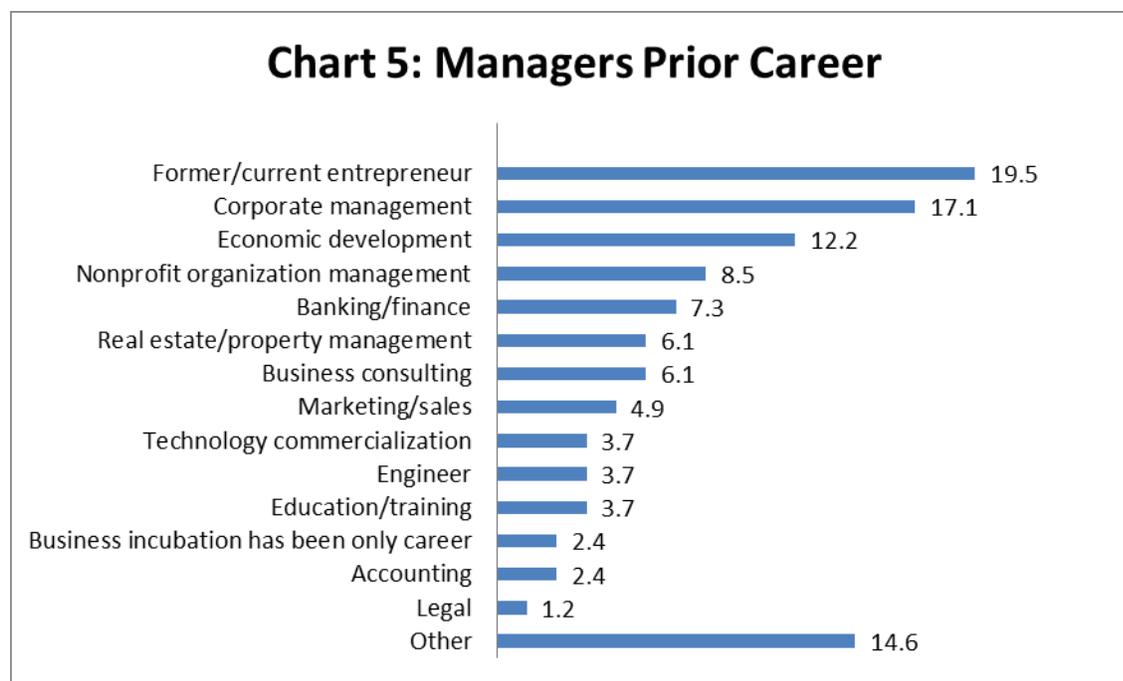
Table 11: Years of Graduate Data Collection

	%
Does not collect outcome data from graduate firms	42.3
1 Year	12.7
2 Years	9.9
3 Years	8.5
5 Years	14.1
More than 5 years	12.7

Staffing, Experience, and Available Expertise

On average, incubator managers have 8.1 years of experience in the business incubation industry, including 7.5 years at their current position. These averages are skewed higher due to a few long-term managers, some of whom have served more than two decades in their current position. Managers’ average work week is 36.6 hours, during which they spend over half their time delivering client services (37.7%) and developing internal and external networks for the program (18.2%). They also devote 20% of their time to facility management. All other activities consume less than 10% of the managers’ time. However, the standard deviations indicate that there are significant differences across programs.

Incubator managers' prior careers cover a broad range of experiences. The most common are former/current entrepreneur (19.5%), corporate management (17.1%), and economic development professional (12.2%); all others fall below 10% (see Chart 5).



The number of staff employed by incubation programs varies greatly. This finding underscores the variety of ways in which incubators deliver client services. Some programs use a network of outside providers, including Small Business Development Centers, SCORE programs, higher education institutions, and private business service providers. Other incubators deliver services with in-house staff exclusively.

External expertise on incubator advisory boards is diverse, although some categories are more prominent. Advisory boards average about 11.8 members, with a range from zero to 30. These boards typically include entrepreneurs (40.9%), local economic development officials (37.4%), representatives of the finance community (35.7%), corporate executives (34.8%), and university officials (34.8%). Also represented on at least 24% of incubator advisory boards (above the average) are accountants, business attorneys, chambers of commerce executives, incubator managers, and local government officials. Marketing experts have below-average presence on advisory boards, at only one in five incubators (see Table 12 on the next page).

Table 12: Advisory Board Membership

Category	%	Category	%
<i>Experienced Entrepreneur</i>	40.9	Marketing Expert	20.0
Local Ec. Dev. Official	37.4	Tech Transfer Specialist	17.5
Finance Community	35.7	Graduate Firm	14.8
Corporate Executive	34.8	Real Estate (manager/developer)	13.0
University Official	34.8	State Ec. Dev. Official	7.8
Accountant	30.4	Patent Attorney	6.1
Business Attorney	29.6	State Government Official	5.2
Chamber of Commerce	27.0	Other	5.2
Incubator Manager	27.0	Federal Ec. Dev. Official	1.7
Local Government Official	24.3		
		Average Size of Advisory Board	
Overall Mean	21.7		11.8

Client Base

The study examined data on *resident*, *affiliate*, and *graduate firms*. The survey also analyzed *full-time* and *part-time* employment data for a five-year period (from 2003 to 2008). Using this information, the researchers were able to calculate the aggregate and relative growth for each of the employment-related metrics of success. Typically one or two outlier cases skewed the outcome variables to the right. To calculate the averages presented below, the research team eliminated the outliers by recoding the value to just within three standard deviations of the mean.

On average, the number of *resident clients* grew by 2.4% between 2003 and 2008; the overall average remained constant at 17.3 resident clients per incubator (see Table 13 on the next page). This finding demonstrates that some incubators served fewer resident clients in 2008 than they did in 2003. The growth rate ranged from a low of -1% to a high of 61%. These rates are conservative estimates, as the research team dropped all cases where the incubator was just starting to accept clients in 2003 (but did not yet have any) from the analysis. Typically, the growth rate of new incubators will be higher because they are not yet experiencing space limitations when they first open their doors.

Table 13: Client Firm Outcomes and Change, 2003 to 2008

	# Clients 2003	# Clients 2008	Total Change 2003-08	% Change 2003-08
Mean	12.3	17.3	5.4	2.4
Median	6.5	12.0	3.0	0.26
Std. Deviation	15.2	16.9	11.1	8.8
Minimum	0.0	0.0	-11.0	-0.7
Maximum	78.0	72.0	61.0	61.0

The graduate firm population grew at approximately the same rate (2.5%) as resident clients. In 2003 the average number of graduate firms was 33.8 per incubator; that figured had jumped to 55 by 2008 (see Table 14).

Table 14: Graduate Firm Outcomes and Change, 2003 to 2008

	# Graduates 2003	# Graduates 2008	Total Change 2003-08	% Change 2003-08
Mean	33.8	55.0	20.7	2.5
Median	6.0	19.0	8.0	0.5
Std. Deviation	78.1	94.4	35.5	9.4
Minimum	0.0	0.0	-10.0	-0.7
Maximum	550.0	600.0	218.0	5.9

The results for overall growth in the number of affiliate firms are distorted by the number of the incubators with affiliate firms in 2008 (38) relative to 2003 (20) (see Table 15). The average number of affiliate firms was 27.9 in 2003, growing to 31.9 in 2008. However, the median was much lower (8.5 in 2003 and 6 in 2008), indicating that the large number of affiliates at a few programs artificially inflated the mean.

Table 15: Affiliate Firm Outcomes and Change, 2003 to 2008

	# Affiliates 2003	# Affiliates 2008	Total Change 2003-08	% Change 2003-08
Mean	27.9	31.9	26.9	20.4
Median	8.5	6.0	6.0	8.0
Std. Deviation	51.4	66.6	59.7	43.5
Minimum	1.0	1.0	1.0	1.0
Maximum	200.0	300.0	300.0	200.0

Both resident firm full-time employment (FTE) and part-time employment (PTE) grew over the five-year study period (see Table 16). During the period, the average number of resident firm FTEs grew from 53.1 to 76.8, and PTEs increased from 13 to 19 during the period.

Table 16: Client Firm FTEs and PTEs Outcomes and Change, 2003 to 2008

	Avg. # FTEs 2003	Avg. # FTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	53.1	76.8	23.9	7.2
Median	20.0	42.0	9.0	0.3
Std. Deviation	80.6	101.9	78.4	38.3
Minimum	0.0	0.0	-118.0	-0.8
Maximum	414.0	528.0	526.0	263.0

	Avg. # PTEs 2003	Avg. # PTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	13.0	19.0	6.0	46.0
Median	1.0	7.0	6.0	600.0
Std. Deviation	26.3	40.8	28.3	2.7
Minimum	0.0	0.0	0.0	0.0
Maximum	150.0	250.0	250.0	250.0

After eliminating outliers – as well as cases that did not have graduate firms in 2003 or reported that the program did not collect graduate data – average graduate firm full-time employment increased from 615 in 2003 to 711 in 2008. Part-time employment also increased over the five-year study period (from 13.9 in 2003 to 34.4 in 2008) (see Table 17).

Table 17: Graduate Firm FTEs and PTEs Outcomes and Change, 2003 to 2008

	Avg. # FTEs 2003	Avg. # FTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	615.0	711.0	296.0	0.9
Median	9.0	75.0	24.5	0.5
Std. Deviation	2,101.0	2,440.0	1,033.0	1.4
Minimum	0.0	0.0	-8.0	-0.8
Maximum	12,000.0	15,000.0	5,800.0	4.8

Table 17: Graduate Firm FTEs and PTEs Outcomes and Change, 2003 to 2008 (cont.)

	Avg. # PTEs 2003	Avg. # PTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	13.9	34.4	16.4	2.2
Median	0.0	10.0	4.0	1.0
Std. Deviation	47.0	88.7	47.5	3.0
Minimum	0.0	0.0	0.0	0.0
Maximum	250.0	500.0	250.0	9.5

Affiliate firm FTEs and PTEs grew from 2003 to 2008. The average number of FTE positions created by affiliate firms increased from 19.4 in 2003 to 47.3 in 2008, while PTEs grew from 30 to 57 over the study period (see Table 18).

Table 18: Affiliate Firm FTEs and PTEs Outcomes and Change, 2003 to 2008

	Avg. # FTEs 2003	Avg. # FTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	19.4	47.3	296.0	0.9
Median	0.0	3.0	24.5	0.5
Std. Deviation	80.2	165.3	1,033.0	1.4
Minimum	0.0	0.0	-8.0	-0.8
Maximum	500	1000	5,800.0	4.8

	Avg. # PTEs 2003	Avg. # PTEs 2008	Total Change 2003-08	% Change 2003-08
Mean	30.0	56.6	16.4	2.2
Median	0.0	0.0	4.0	1.0
Std. Deviation	164.1	315.4	47.5	3.0
Minimum	0.0	0.0	0.0	0.0
Maximum	1,000.0	2,000.0	250.0	9.5

A rough estimate of total incubator client firm employment may be calculated by multiplying the average for the population by the total number of incubators. Although the research team put forth great effort to validate all incubation programs over five years old, there are bound to be some true incubators that were not confirmed and thus were not included. Therefore, the calculated employment impact should be considered a conservative estimate. For 2008,

estimated total full-time employment for incubator firms (resident clients, affiliate clients, and graduate firms) is 315,294; part-time employment is estimated to be 41,336. Graduate firms employ the lion's share of full-time workers (85%), while affiliate firms account for slightly over half of the part-time employment (51.3%).

Overall, incubator client firms generated approximately \$18.7 billion in total revenues in 2008. On average, in 2008 for one incubator, total resident clients' revenues were \$6,120,389; graduate firms' revenues were \$39,449,059; and affiliate firms' revenues were \$9,662,899.

The average five-year survival rate for incubator graduates is 75%. Incubation programs produce an estimated 4.3 graduates per year, translating into approximately 21-22 new graduate firms over a five-year period. Of those, the community can anticipate 16 will survive at least three years. Though the data is limited, approximately 73.4% of these firms will locate in the host region (defined as the metropolitan area; see the Regional Analysis section later in this chapter for a complete description of metropolitan statistical areas).

B. Spearman's Correlation Analysis

The research team conducted the bivariate correlation analysis in four stages. During the first stage, the team analyzed the correlation between incubator outcome variables. Researchers then examined the multicollinearity between independent variables. The high degree of colinearity between some predictor variables catalyzed the researchers to construct index variables for the predictive variables that were highly intercorrelated. In the final step, the group conducted the analysis between the outcome measures and the predictor variables.

Dependent Variable Correlation

The purpose of correlation analysis is to ensure that no two outcome variables measure the same effect. Given researchers' prior knowledge about the variables involved in this study, the team anticipated a high degree of intercorrelation. For example, the growth in the number of resident clients between 2003 and 2008 was highly correlated with the growth of resident firm FTEs, as anticipated. In the end, there was sufficient difference between all outcome measures to use each separately.

Predictor Variables Correlation

Prior research has demonstrated that there is no one policy, advisory board composition, goal, or other program attribute that results in enhanced client firm performance. Rather, client firm success is predicated through the interplay of key policies and services and how well the program is embedded in its community. Thus, the research team designed the survey to capture the subtle relationships between an array of incubation program characteristics. As expected, the survey design (with over 100 incubator characteristics) produced a high degree of multicollinearity among the potential predictor variables.

The bivariate correlation analysis confirmed a high degree of multicollinearity within the following five categories of predictor variables: (1) services offered by the incubation program; (2) stated incubator goals; (3) advisory board membership; (4) collection of outcome measures from client firms; and (5) various management practices. Researchers analyzed each of these groupings based on four planes: (1) the degree of colinearity between them; (2) the strength of the predictor variable's correlation with the measures of success; (3) a comparison with findings from prior research regarding the relationship between each predictor variable and measures of success; and (4) a comparison with the theory of business incubation practices regarding each predictor variable's relationship to measures of success.

Correlation of Predictor Variables and Outcome Measures

The study's bivariate correlation analysis overwhelmingly supports current theory on business incubation. Some factors that are correlated with incubation program quality and client firm success measures include staffing, manager's experience, program revenues and expenditures, and collection of outcome data. Further, the array of entrepreneurial services provided and other management practices followed have, to varying degrees, positive and statistically significant relationships with one or more measures of client firm success.

Staffing

As with any organization, appropriate staffing is critical to an incubator's performance. The results of the correlation analysis suggest that additional staffing beyond the manager is positively and statistically significantly correlated with nine measures of client performance. Furthermore, the number of hours the staff works per week is statistically significantly related to five measures of success. Similarly, there is a positive and statistically significant relationship between the average number of hours per week the manager is engaged with the program and seven outcome measures. It is not just the size of the staff that matters, though. Resident client-to-staff ratio – either as the proportional variable or recoded into a low-, medium-, and high-ranked order variable – also is strongly correlated to the success of client firms. What activities the manager focuses on matters as well. The three activities most correlated to measures of client success are the delivery of client services, developing networks internal and external to the incubation program, and fundraising.

The positive and statistically significant relationship between improved client firm performance and the manager's experience in the incubation industry and her/his tenure with the current program suggests two critical points. First, more experienced managers are more effective. The manager's experience is positively correlated with 11 measures of success at a statistically significant level. Second, the incubator manager's stability (length of tenure with an incubation program) creates the opportunity to develop networks with key *stakeholders* (see “primary stakeholders”) and enhance trust, both of which contribute to boosting client firm outcomes.

Budgets

A strong correlation exists between the size of a business incubation program's budget (both revenues and expenditures individually) and program success (i.e., larger budget = greater success). Of course, one would anticipate that programs with larger budgets have more capacity to deliver critical services and are more stable. However, it is also important to look at revenue sources and how the incubator uses its resources. This research found that receiving a large portion of revenues from client rent and service fees is positively correlated with outcome measures, though the effect is only statistically significant for three client firm outcomes. On the expenditure side, the more programs invest in staffing and program delivery – relative to building maintenance or debt servicing – the higher the probability of improved client firm outcomes.

Collecting Outcome Data

Business incubation experts often have lamented that it is difficult to judge program effectiveness because many incubation programs do not collect sufficient outcome data. Indeed, survey results for this study indicate that over 40% of respondents still do not have formal data collection policies. Furthermore, some business incubation critics have pointed to the weakness of the evidence of industry success, due to selection bias favoring stronger programs that have the capacity to collect data. This issue is of particular importance to funders, who must weigh various options for investing scarce public resources to stimulate economic growth.

Correlation analysis provides sound empirical evidence that the length of time an incubation program collects graduate firm outcome data, resident client employment data, and graduate firm sales data are all statistically significant and positively correlated with 12 measure of client firm success. This finding could mean that programs with the capacity to collect data also have the resources to implement best practices covering the array of management practices and services that lead to client firm success. It is equally plausible that collecting outcome data demonstrating a positive return on investment assures funders that business incubation is a viable part of a sound economic development strategy and that continuing to invest in the program will result in the anticipated outcomes. Of course, success breeds success, as program stability enhances the capacity of an incubator to meet its stated goals. But having a written policy requiring clients to provide outcome data is also positively correlated at a statistically significant level. This suggests that the capacity to collect data is not the only means to ensure data collection, but that including this requirement among the entry criteria can reduce the administrative burden of data collection.

Services

The correlation analysis supports prior research and incubation theory regarding the provision of entrepreneurial services. The outcomes confirm that providing an array of entrepreneurial services is critical to business incubation program success. Overall, there were 56 positive statistically significant relationships between the services offered and measures of client outcomes. There also were five cases of statistically significant relationships between incubator services and incubation program outcome measures. However, these relationships do not fit the theory or anticipated outcomes. A closer examination reveals that in two cases, the outcome is an aggregate count of firms and PTEs in 2003. This might be the result of positive impacts not present in 2003 but manifested during the study period. In two other cases, the inverse relationship is with the total number of graduate firm PTEs in 2008. The final case concerns the growth in the number of graduate firms from 2003 to 2008. In all five cases, the relationship is relatively weak and in just one case the correlation exceeds 0.400.

Some of the services with relatively high correlation to measures of success include: (1) linkages to educational resources; (2) providing networking opportunities for clients; (3) general legal services; (4) marketing assistance; and (5) assistance identifying a management team. Each of these five services is statistically significantly correlated with at least five outcome measures.

Some services that have had demonstrable positive effects on client firm performance in prior research (and are still considered by industry experts as critical to incubator performance) did not have any statistically significant relationships with outcome measures in this study. This is the result of the statistical tool used coupled with the limited variation in the independent variable. For example, almost all (96%) of incubators provide help with business basics. As such, these services are viewed as best practices, but their contribution to client firm success is measurable only when coupled with other services and management practices.

Management Practices

Correlation analysis of management practices – including entry and exit criteria, program evaluation, budget reviews, etc. – suggests that some practices matter for client firm outcomes. Overall, for 43 of the management practices studied, the relationship's direction (positive or negative) fits incubation theory and supports prior research findings. Two management practices – clients overstaying their time and programs not having formal exit policies – confirm existing theory by having inverse relationships to measures of success. For this analysis, the research team considered these in the plus category of predictive power. Thus, 45 management practices are positively correlated with client firm outcomes; the theorized direction of the relationship is reversed in only eight cases.

Regularly evaluating incubation program effectiveness (correlated with seven outcome measures), collecting graduate data for longer periods (correlated with five outcome measures), and providing opportunities to showcase client firms in the community (correlated with four outcome measures) were the management practices that correlated with improved client firm outcomes most often. The following practices were correlated with three measures of success: (1) having exit criteria that require clients to graduate within an agreed-upon time; (2) reviewing incubation program budgets monthly; and (3) evaluating service providers regularly. Not having a formal graduation policy is negatively associated with optimal outcomes.

Constructed Indexes

The research team constructed indexes to capture the more subtle interplay between various services, management practices, goals, advisory board membership, and key outcome data incubation programs should collect. The set of three outcome data collection indexes had the highest correlation to positive client firm outcomes. Overall, the indexes were moderately correlated to the outcome measures and overwhelming positively related to improved client outcomes. Also, they followed the general pattern of the individual variables they replace in the chi-square and discriminant analysis.

Summary

The correlation analysis provides statistical evidence of a relationship between business incubation best practices and enhanced client success. The key findings support prior research and business incubation theory. Though the analysis was undermined by limited variation in predictor variables at time, these findings suggest that some industry best practices are widely used.

Incubation program age had a statistically significant correlation with only one outcome measure. Far more important to program stability and performance were the quality of staffing and the management practices employed by the program. The manager's experience and resident client-to-staff ratio were the two predictor variables with the strongest correlation with metrics of success.

While the size of the incubator facility was correlated with nine measures of success, in six cases, these were measures of the aggregate size of the number of resident firms in 2003 and 2008. This outcome was expected, as the larger the facility, the more space to rent to resident firms. That said, it also may indicate some degree of economies of scale for business incubators, when coupled with the finding that the size of the incubator budget, larger staffs, and more staff hours also are correlated with many measures of success.

C. Chi-Square Analysis

To deepen our understanding of the relationship between incubator qualities that promote client success, the researchers conducted a chi-square analysis between all dichotomous

predictor variables and the recoded outcomes as ranked order variables (low, moderate, and high). The results of this analysis buttress the findings of the correlation analysis, further demonstrating the importance of employing incubation best practices to maximize the return on public investment in business incubators.

The chi-square analysis is presented in three parts. First, the research team analyzed incubator services, then advisory board membership, and finally management practices that are dichotomous.

Services

Entrepreneurship literature has documented that start-up enterprises fail most often because they lack access to capital. Thus, is it no surprise that the top three services (determined by the number of statistically significant chi-squares) are access to various sources of capital. Overall, five services related to helping client firms access capital had 22 statistically significant outcomes in the chi-square analysis (see Table 19 on the next page).

As a group, services designed to assist clients with production processes were statistically significantly related to 14 measures of improved client performance. At the top of the list are manufacturing assistance and access to specialized equipment.

Though often considered to be of lesser importance, this research found that general services such as shared administrative assistance and office equipment still prove to be fundamental to client success. Management assistance through loaned executives and other means of connecting clients with needed expertise also have strong relationships to client firm outcomes, as documented in other research. While legal services scored relatively low in this analysis, there are only three services related to this category, most likely leading to a lower aggregate score. In the case of marketing and sales assistance, the relatively low score is considered a combination of two factors. The primary reason is the lack of variability in the number of incubation programs offering marketing services, international sales assistance, and e-commerce assistance. Second, customer relations and federal procurement aid are offered at few incubators, also explaining the weaker relationship.

Table 19: Number of Significant Chi-Squares Between Incubator Services and Measures of Success

Incubator Services	#	%
<u>Access to Funding</u>		
In-House Venture Fund	8	25.0
Access to Commercial Loans	5	15.6
Access to Non-Commercial Loans	5	15.6
Access to <i>Angel Investors</i>	2	6.3
Access to Venture Capitalists	2	6.3
<u>Production Assistance</u>		
Manufacturing Processing Assistance	5	15.6
Access to Specialized Equipment	5	15.6
Prototyping and Product Development	4	12.5
Technology Commercialization	0	0.0
<u>General Services</u>		
Logistics	4	12.5
High-Speed Broadband Internet	3	9.4
Economic Literacy	2	6.3
Shared Administrative Services	1	3.1
Comprehensive Business Training	1	3.1
Business Basics	0	0.0
Accounting	0	0.0
Access to Educational Resources	0	0.0
Business Etiquette	0	0.0
<u>Management and Networking</u>		
Loaned Executive	4	12.5
Internal Networking	1	3.1
Human Resources	1	3.1
Identify Management Team	1	3.1
Links to Strategic Partners	1	3.1
Shadow Board	0	0.0
<u>Legal Services</u>		
General Legal Services	4	12.5
Intellectual Property Protection	2	6.3
Regulatory Compliance	1	3.1
<u>Marketing and Sales</u>		
International Sales	2	6.3
Marketing Services	2	6.3
Customer Relations	1	3.1
E-Commerce	0	0.0
Federal Procurement Assistance	0	0.0

Advisory Board Membership

The chi-square analyses of the importance of different expertise on incubation program advisory boards are striking. The presence of a graduate firm representative on the advisory board is statistically significantly related to half of the 31 measures of success. This is 20% more than the number of statistically significant relationships generated by having a technology transfer specialist on the board – the next highest category (see Table 20).

**Table 20: Number of Significant Chi-Squares
Between Board Professional and Measures of Success**

Advisory Board Member	#	%
Graduate Firm	16	51.6
Technology Transfer Specialist	10	32.3
Accountant	7	22.6
Patent Attorney	6	19.4
Business Attorney	6	19.4
Federal Economic Development Official	6	19.4
State Government Official	5	16.1
Corporate Executive	5	16.1
University Official	5	16.1
Marketing Expert	5	16.1
Local Economic Development Official	4	12.9
Chamber of Commerce	4	12.9
Incubator Manager	4	12.9
Experienced Entrepreneur	4	12.9
Representative of the Finance Community	3	9.7
Real Estate/Developer	3	9.7
Local Government Official	3	9.7
State Economic Development Official	0	0.0

As incubation theory would predict, the next three most important areas of expertise are accounting, intellectual property (patent attorney), and general legal expertise. Government actors also play a key role in enhanced client performance. In the case of business incubation, the presence of government officials – be they elected officials or economic development officials – ensures a degree of community embeddedness necessary for incubation program success. Ensuring their participation assists in educating these critical funding sources about the incubation program and its successes. Government actors also can help promote the incubator to a wider community and help attract key stakeholders from the business community.

Management Practices

The chi-square analysis provides statistically significant evidence of the relationship between business incubation practices and client outcomes. Having entry and exit policies, conducting regular budget evaluations, evaluating service providers, analyzing program effectiveness, and formalizing incubator policies in writing have positive relationships with multiple client success measures (see Table 21). Of the 24 dichotomous management practice variables, five are positively related to more than 25% of the success measures; 11 of the independent predictor variables are statistically significantly related to client firm outcomes. These findings suggest strong predictive power in determining incubation program performance.

Table 21: Number of Significant Chi-Squares Between Management Policies and Measures of Success

Incubator Characteristic	#	%
<u>Management Practices</u>		
Budget Reviewed Monthly	10	31.3
Evaluates Service Providers	9	28.1
Evaluates Program Effectiveness	9	28.1
Has Written Strategic Plan	8	25.0
Budget Reviewed Quarterly	6	18.8
Resident Client Firm to Staff Ratio	6	18.8
Showcases Clients	5	15.6
Has Written Sustainability Plan	4	12.5
Has Written Mission Statement	3	9.4
Has Written Marketing Plan	3	9.4
Robust Payment System	1	3.1
<u>Stakeholders and Sponsors</u>		
Stakeholders Understand Mission	1	3.1
Stakeholders Support Mission	1	3.1
Primary Sponsor Understand Mission	1	3.1
Primary Sponsor Support Mission	1	3.1
<u>Entry Policy</u>		
Selects Clients on Entrepreneurial Basis	13	40.6
Written Agreement to Provide Data	6	18.8
Selects Clients on Cultural Basis	3	9.4
Milestones and Follow-Up	2	6.3
Evaluates Needs and Plan at Entry	0	0.0
<u>Exit Policy</u>		
Discusses Alternatives if not Meeting Milestones	6	18.8
Offers <i>Pre/Post Incubation Services</i>	6	18.8
Discusses Milestones	3	9.4
Takes Equity Stakes in Client Firms	3	9.4

However, the chi-square analysis was less effective at measuring the strength of the relationship between how well both stakeholders and sponsors understand the incubator's mission and support its stated goals. As with any statistical test, the lack of variation of the independent variable undermines the statistical test. For all four predictor variables to measure these incubator traits, more than 94.4% of respondents said their stakeholders and sponsors understood and supported the program's mission.

Summary

It is clear from the chi-square analysis that incubation program policies and practices are strongly related to improved client performance. Similarly, providing an array of entrepreneurial services and securing the right mix of expertise on advisory boards also have statistically significant relationships with client firm development, growth, and maturation.

D. Predicting Incubator Performance

The bivariate correlation analysis and chi-square analysis provide solid statistical evidence of the positive relationship between business incubation best practices and improved client firm performance. Discriminant analysis can deepen understanding of this relationship by testing the predictive power of various incubation practices to accurately categorize outcomes into low-, moderate-, or high-performing groups. Analyzing the causal nature of these relationships can encourage industry stakeholders to adopt policies that optimize public and private investments in business incubation programs.

Discriminant analysis is designed to predict which group a dependent variable (also called outcome variable) belongs to, based on values of a set of predictor variables (also called independent variables). In this analysis, all outcome variables were ranked as low=1, moderate=2, and high=3. The grouping is based on client performance in terms of survival, employment, and revenues, as well as the number of client firms and annual graduation rates. The low category is defined as less than the median; the moderate group is between the median and the average; and the high category is above the average.

The analysis empirically documents the relatively to very strong predictive power of incubation best practices. In essence, the analysis supports the theory that implementing incubation best practices can enhance client firm growth and survival. For example, the general predictive model for the number of graduate full-time employees in 2008 predicted 87.1% of the cases accurately (significance of $p=.0001$). In other words, researchers can be more than 99.9% certain the predictive equation will accurately forecast the range of the number of graduate firm full-time employees 87.1% of time, which is 54.1% more than would occur randomly (with three potential categories, random prediction is 33% of cases accurately predicted). The predictive model for the change in graduate firm FTEs from 2003 to 2008 has only moderately strong predictive power. The model accurately predicted 58.3% of the cases (significance of $p=.001$). Still, researchers can be more than 99.9% certain the model is 23.1%

more accurate than would occur by chance. The model for predicting aggregate growth of client firm performance was the weakest, yet it still has relatively strong predictive power, suggesting that incubation practices have a causal relationship to a program's performance.

The analysis is presented in five steps. The initial stage was to test each of the constructed index incubator quality variables as the sole predictor variable. Using these results, the research team selected the indexes with the greatest predictive power for steps three and five. Next, researchers tested all single incubator quality variables as sole predictors, using the same methodology for selecting which of these to use in the general predictive models in steps three and six. Step three built a general predictive model using the incubator characteristics demonstrated to have the strongest predictive power from steps one and two.

In steps four and five, the research team analyzed the regional economic conditions to control for differences across host communities. Step four followed the same analytical techniques used in steps one and two. In step five, the team built a general predictive model using only the regional capacity variables (analogous to step three).

A Brief Remark Regarding New Enterprise Development

From a public investment and economic development perspective, graduate firm outcomes are the best proxy for evaluating business incubation policy. Whether receiving business incubation services or not, start-up firms have a critical maturation period of about five years. In the first five years, the U.S. Small Business Administration estimates that roughly half (49%) of new firms cease operation, with a precipitous decline in the closure rate after that period (U.S. Small Business Administration, Office of Advocacy, Frequently Asked Questions document, based on U.S. Department of Commerce, Bureau of the Census, Business Dynamics Statistics). Also, during this period, growth tends to be relatively slow for most start-up enterprises before they hit the "take-off" period, three to five years into their existence (Lewis 2003, 2010; Shahidi 1998; Culp 1996).

Business incubation is designed to buffer start-up enterprises from stiff market forces by providing access to capital, managerial expertise, and marketing assistance. With an average incubation period of 33 months (Knopp 2007), measuring an incubator's performance – particularly for a new business incubation program – would be premature before the program has had adequate time to nurture and graduate firms. While clients are still participating in the incubation program – whether as resident or affiliate clients – incubators have not yet demonstrated that they can improve survival rates of start-up firms, anchor them in the host community, and graduate firms that can achieve take off. Indeed, during the time clients are still receiving direct assistance from the incubation program, these firms likely won't show tremendous growth. Once they reach the take-off stage, companies should graduate from the incubation program. Hence, the most critical evaluative measures (survival rates, jobs created,

and revenues generated) will be underestimated by only examining resident and affiliate firm outcomes or graduate firms that have not had two to three years in the marketplace.

For these reasons, the research team analyzed outcome variables of both graduate firms and client firms still residing within incubation programs. For each outcome measure, the team constructed a minimum of three predictive equations based on the correlation and chi-square analyses. What are presented throughout the discriminant analysis section of this report are the results of the best predictive equation for any outcome variable and/or the summary of all the results.

E. Predictive Power of the Constructed Indexes

Researchers analyzed each of the constructed indexes in three parts. First, the team looked at the outcome metrics related to graduate firm performance, then the measures of resident firm outcomes, and finally the two valid measures of affiliate firm performance. In each case, the researchers tested all indexes as the sole predictor, comparing the results to determine which index in each category had the greatest potential to predict outcomes accurately. The categories are management practices, incubator services, goals, advisory board composition, and outcome data collection (see Appendix A for a list of variables included in each index).

Graduate Firm Outcomes

In brief, the analysis of the constructed indexes provided clear guidance regarding the selection process for general predictive models. A short summary of the analysis is presented below.

- 1) The number of service providers (which is strongly correlated to the constructed service indexes) is the best predictor in 10 of the 12 possible outcomes, and in seven of the 10 cases, it meets the entry criteria. No service index was the best predictor more than once (see Appendix B).
- 2) Management Practice Indexes 1 and 4 potentially have strong predictive power, while the other two are very weak for all but one graduate firm outcome measure (change in graduate FTEs between 2003 and 2008).
- 3) How long an incubator collects graduate firm data is a better predictor than the three indexes on outcome data collection. Only Outcome Data Collect Index 1 is a viable predictor in more than one case. For nine of the 12 graduate firm outcomes, either the period of data collection (correlated with six outcomes measures) or one of the indexes is a strong predictive variable.
- 4) Only Goals Index 3 is a viable predictive variable, although in five of the 11 cases, it does not meet the entry criteria.

- 5) The size of the advisory board is never a strong predictor variable, while both indexes of the board composition have moderate (Advisory Board Index 1) to strong (Advisory Board Index 2) predictive power.

Resident Firm Outcomes

The discriminant analysis of the constructed indexes' relative predictive power also provided researchers with a discernable pattern to guide the selection process for the general predictive equations in steps three and six. The summary of the analysis is presented below.

- 1) The size of the advisory board seems to matter more for resident firm outcomes than for graduate firm outcomes. (Of course, the two advisory board indexes are strongly correlated to the size of the board.) For five resident firm outcomes, the size of the advisory board is a good predictor, while the composition of the board (as measured by the indexes) is only a good predictor for three resident client outcomes (see Appendix B).
- 2) For seven of the 10 resident firm outcomes, the number of service providers is a better predictor than the four service indexes. The finding is true for graduate firm outcomes. However, the service index is a strong predictor for five resident client outcomes.
- 3) The management practices index is a strong predictor in seven of 10 resident firm outcomes, often with more than one index meeting the entry criteria. This finding suggests a strong causal relationship between management practices and resident firm outcomes.
- 4) Either the length of outcome data collection or one of the three indexes for outcome data collection is a strong predictor of resident firm outcomes; for many resident client outcomes, more than one of these items meets the entry criteria. The longer incubation programs collect data, the better the outcomes. This buttresses the findings for graduate firm outcomes, suggesting a strong causal relationship between outcome data collection and client performance.
- 5) For just three resident firm outcomes, one of the goals indexes is a viable predictor variable.

Affiliate Firm Outcomes

The analysis of the affiliate firm outcomes is undermined due to low sample sizes, with only one affiliate firm outcome measure meeting the minimum of 30 cases. For affiliate firm revenues in 2008, the number of service providers used, the length of outcome data collection, and various management practices and goals all have good predictive power.

F. Predictive Power of Single Incubator Quality Variable

Evaluating single predictor variables begins with a comparison to the indexes. The analysis supports business incubation theory and prior research suggesting that the constructed variables that capture subtle relationships among the array of incubator qualities are better predictors than any single variable.

Some other key points of this analysis include:

- 1) Because the direct relationship between any single predictor variable and the outcomes are relatively weak, the researchers had to relax the entry criteria to select a variable for inclusion in the general model. The new entry criteria are: (1) Eigen values > 0.10 ; (2) canonical correlations > 0.3 ; (3) Wilkes' Lambda < 0.3 ; and/or (4) % predicted $> 45\%$.
- 2) Of the 35 single variables, 10 emerge as the strongest predictors of successful outcomes. They include: (1) manager's hours; (2) manager's experience; (3) manager's time with current program; (4) program revenues; (5) program expenditures; (6) client-to-staff ratio (either as proportion or ranked order); (7) budget controls (quarterly, although sometimes monthly); (8) evaluating the program; and (9) evaluating service providers.
- 3) Incubators' years in operation and total square footage are poor predictors of growth and graduate survival. Facility size is a moderate predictor of graduate firms per year, but four other variables are stronger predictors.
- 4) Incubators' years in operation and total square footage are only moderate predictors of aggregate outcomes, supporting the theory that size and age are not the most important factors (although they contribute to aggregate program outcomes).
- 5) Collectively, a few themes emerge: (1) Variables related to program capacity to deliver services – also a proxy of program stability – (incubator revenues and expenses; manager's hours, tasks, and experience; and client-to-staff ratio) are among the best predictors of successful outcomes; (2) Having written planning documents contributes to success; (3) Regularly evaluating different aspects of the incubation program matters (reviewing budgets, service providers, and program effectiveness); and (4) Having entry and exit criteria can boost program performance.
- 6) Collecting outcome data matters, although this finding may be an artifact of program capacity to document its successes.

Graduate Firm Outcomes

- 1) Manager's hours, experience, time with the program, and client-to-staff ratio are the best predictors of graduate firm outcomes.

Resident Firm Outcomes

- 1) Program revenues and expenses, client-to-staff ratios, and conducting regular budget reviews are the strongest predictors of resident firm outcomes.

Affiliate Firm Outcomes

- 1) There is no clear pattern of predictive power regarding affiliate firm outcomes.

G. Predictive Power of a General Model Using All Incubator Quality Variables

The statistical evidence suggests a strong positive relationship between incubator quality and client firm outcomes, with moderate to strong predictive power. The general models – using a combination of constructed indexes and single predictive variables for the 24 measures of success – predicted 72.9% of the cases accurately, on average (see Appendix B). The most cases predicted accurately was 88.9% (for graduate firm FTEs in 2003). The least stable model, with relatively moderate predictive power (at 60% predicted accurately), was for the aggregate change in affiliate firm FTEs from 2003 to 2008; thus, this model was dropped from further analysis.

Using the percent predicted accurately, Eigen values, canonical correlation, and the Wilkes' Lambda significance, the researchers categorized each model by the relative strength of its predictive power. More than half of the models (13) have strong predictive power; six have relatively good predictive power; and five are moderate predictors of client firm outcomes. Overall, the discriminant analysis provides a solid understanding of business incubation practices that can positively affect client firm outcomes.

Key Incubation Practices

By examining the number of times a variable was entered into an equation and which outcome they predicted, researchers can determine the business incubation practices that contribute most to client firm success. The number of service providers – a proxy for entrepreneurial services offered – was entered into more than half of the predictive equations (14), while the resident firm-to-staff ratio was entered into half (12) of the equations, and how long an incubation program collects outcome data from graduates was entered into 11 predictor equations. These three stand out as the most entered variables, closely followed by incubation program revenues (entered into nine predictor equations) (see Table 22 on the next page).

Table 22: Best Predictive Models for All Dependent Variables*

All Predictors Variables for Entry	# of Equations Entered
Number of Service Providers	14
Client Staff Ratio (proportional, no outliers)	12
How Long Graduate Data Collected	11
Program Revenues Total	9
Advisory Board Membership Index 1	7
Manager's Experience	7
Manager's Total Hours	7
Advisory Board Membership Index 2	6
Management Practices Index 1	6
Graduate Data Collection Index 1	4
Management Practices Index 2	4

* For the complete table, see Appendix C.

A group of five variables was clustered at six or seven entries. Entered into seven predictor equations were: (1) Advisory Board Membership Index 1; (2) manager's experience; and (3) manager's total hours. Advisory Board Membership Index 2 and Management Practices Index 1 were each entered into six equations. All other predictor variables were entered into four or fewer general models.

The analysis reveals four key findings. First, as sole predictors, single variables such as total manager's hours or experience were relatively weak predictors compared with the constructed index variables. This could indicate that no single practice, policy, or service is guaranteed to produce success. Rather, it is the synergy between multiple practices, policies, and services that produce optimal outcomes. Also, neither the age of an incubation program nor the size of its facility is a good predictor of success; it is what happens within a program that matters most.

Therefore, newer incubation programs that implement industry best practices can succeed and eventually grow their physical plant as demand increases with time. The marked contributions of the resident client-to-staff ratio, as well as the manager's experience and hours per week, illustrate the importance of staffing an incubation program with quality employees. Finally, both the number of service providers and the two advisory board indexes are strong predictors of success. These findings underscore that providing varied expertise that is embedded in the community is fundamental to improving client firm outcomes.

Graduate Firm Outcomes and the General Models

Of the 11 graduate firm outcome measures, the variables designed to capture the quality of an incubation program predicted 73.6% of the cases accurately, on average. This is more than

40% more than chance alone, suggesting that these practices have strong causal effects on graduate firm performance.

If the goal of public investment in business incubation is job creation, graduate firm survival rates, the ability to produce graduates annually and over time, graduate firm revenue, and graduate FTEs are key measures of success. From this perspective, the survival rates of graduate firms, annual graduation rates, percent increase in the number of graduate firms, growth in the number of jobs created by graduate firms, graduate revenue, and graduate full-time employment are key outcomes that policymakers should try to effect. For these six outcome measures, the predictive equations are 71.9% accurate – 38.6% better than random chance – suggesting that incubator practices can significantly improve these critical outcomes.

By understanding which incubator quality variables are the strongest predictors of success, policymakers can require incubation programs that receive public-sector funding to adhere to practices that will optimize public and private investments. The key variables for predicting graduate firm outcomes include staffing variables (manager's experience, manager's hours, and client-to-staff ratio), which were entered in five equations; outcome data collection measures, which were entered into five equations; and management practice indexes and measures of the composition of the advisory board, which were both entered in four equations. The services index and/or number of service providers was entered into three equations. Each of these practices has long been associated with improved client performance. Furthermore, management practices, incubator services, outcome data collection periods, advisory board composition, and staffing levels are within the realm of policy influence.

While the facility size was entered in two predictive equations, the age of the incubation program was not entered into any of the predictive equations for key graduate firm outcomes. This finding underscores the notion that it is the quality of the staff, services, and management practices that drives graduate firm success.

Resident Firm Outcomes and the General Models

The predictive models for 12 resident firm outcomes, collectively, are slightly less accurate than those for graduate firm outcomes, predicting 70.9% of the cases accurately (compared with 71.9% for graduate firm outcomes). The relative strength of the equations – based on Eigen values, canonical correlations, and the probability of Wilkes Lambda – indicate that incubation program attributes generally are good predictors of resident firm outcomes.

The more detailed analysis of resident firm outcomes follows the same theoretical and operational paradigm used for graduate firm outcomes. The seven resident outcomes used as proxies for job creation as the return on public investment include: (1) number of resident firms in 2008; (2) change in the number of resident firms from 2003 to 2008; (3) percent change in

the number of resident firms from 2003 to 2008; (4) change in the number of resident firm FTEs from 2003 to 2008; (5) percent change in the number of resident firm FTEs from 2003 to 2008; (6) number of resident firm FTEs in 2008; and (7) resident firm revenues in 2008. Incubator quality variables, on average, predicted 70% of the cases correctly. From this, the research team concluded that incubation program policies and practices can significantly enhance resident firm maturation and outcomes. The success of resident clients is the foundation for the success of graduate firms.

The incubator attributes that contributed most to resident firm success are very similar to those associated with causal effects on graduate firm outcomes. Staffing, collecting outcome data, and management practices variables dominate the results. Also ranking as strong predictors of resident firm outcomes are advisory board composition and services offered. Again, business incubation policies and practices are relatively strong predictors of resident firm outcomes relative to facility size, age, or budget size.

Affiliate Firm Outcomes and the General Models

Unfortunately, only one affiliate firm outcome variable provided enough data to conduct a statistically valid analysis. The predictive analysis of affiliate firm revenues in 2008 revealed a strong causal relationship between incubation program practices and affiliate client revenues. The equation predicted 88% of the cases correctly. The variety of incubator practices entered into this equation once again demonstrates that business incubator policies matter more than its physical size or age.

H. Descriptive Analysis of Host Regions

Descriptive Statistics for Regional Variables

The 113 respondents are located in 94 distinct regions. Region is defined as the Metropolitan Statistical Area or Consolidated Metropolitan Statistical Area for 88 cases; 17 of these are in a micropolitan area. There were six responding incubators not located in an MSA or CMSA. In these cases, the research team constructed regions using one of the two techniques. In three cases, the incubator was located in a county adjacent to an MSA. In those instances, the team added the additional county to the MSA definition to define the host region. When an incubator was not located in an MSA or adjacent to an MSA, researchers considered the host county the region.

Incubators are located in communities with populations ranging from 4,149 people to over 22 million people (median of 616,147). This large degree of variation extends to population age cohorts, educational attainment, regional income, and employment. The range in regional economic, demographic, and social characteristics reflects the regions' differing capacities to support entrepreneurship. To control for the possibility that the host region's capacity to support entrepreneurship is catalyzing client firm performance, the research team tested the

key regional attributes associated with innovation and entrepreneurial success in the same manner as the incubator quality variables.

The aggregate and percent growth in regional employment measures are designed to capture the impact of several regional economic trends on incubation program outcomes. An index of educational resources and the percent of the population with a bachelor's degree or higher is designed to measure the region's innovation capacity and associated workforce skills. Using the percent of regional income derived from non-earned income (interest, dividends, and rent) provides a proxy for locally controlled investment capital. Median housing value, median household income, and per capita income are used to measure regional wealth. Age cohorts also are used to categorize regions. The key variable examined is the percent of the population in the prime work years (25-54). Demographers, planners, and sociologists have documented that this cohort is more rooted than younger adults (18-24) or older individuals at or near retirement age (54-70). Above this age, people are more attached to a location, although very few are contributing to the regional productivity. The percent of a region's population living in urban areas is used to capture the opportunities for cross-sectoral interaction that fosters innovation.

Following the same analysis methods used to test the incubator quality variables, the regional descriptive analysis shows wide variation. However, only a few of the variable distributions did not resemble a normal curve. In these cases, when one or two outliers were present, the researchers moved the outlier cases to plus or minus three standard deviations from the mean. The following variables were normalized: (1) the percent population living in urban areas; (2) the percent change in regional employment from 2002 to 2007; (3) the total change in regional employment from 2002 to 2007; and (4) the index of higher education institutions per 10,000 residents.

I. Regional Capacity Analysis

The interdependent nature of the regional capacity variables results in a high degree of multicollinearity. The normalized percent urban variable is statistically significantly correlated with 16 of the 25 outcome measures. Urbanization rates are strongly and positively correlated with (1) the percent of population in the prime working years (25-54) (0.696**); (2) the percent of population over 25 years of age with a bachelor's degree (0.515**); (3) median household income (0.781**); (4) per capita income (0.773**); (5) median house value (.632**); (6) higher educational resources unweighted (0.683**); (7) total employment in 2007 (0.774**); and (8) change in total employment from 2002 to 2007 (0.658**). This degree of colinearity would obscure the results; thus, each variable needed to be tested independently to determine which is the best regional capacity variable to use in the predictive model. It can then be coupled with other less correlated regional capacity measures.

The Spearman's bivariate correlation analysis suggests that most regional capacity variables have no statistically relevant correlations to incubator client firm outcomes. However, total population and the percent of regional income from non-earned income are positively and significantly correlated with eight outcome measures. Both the raw percent of population living in urban areas variable and the normalized recode are positively and significantly correlated with four outcome metrics. No other regional capacity variable has more than two positively and statistically significant correlations with the incubator outcome variables.

As one might expect, the percentage of population over age 25 with only a high school education has an inverse relationship with some (three) incubator outcome variables. Theory and prior research has demonstrated that higher educational attainment is positively related to a region's entrepreneurship level. Somewhat more difficult to interpret is the finding that the percent of the population between the ages of 19 and 24 years has an inverse relationship with two incubator outcome measures. This runs contrary to some analysts' theory that this age group is more entrepreneurial; if that were the case, researchers would expect positively correlated outcomes.

Based on this analysis, the regional variables with the most potential to predict incubator outcomes are the total population, the percent of non-earned income, the percent of the population living in urban areas, and the percent of the population over age 25 with only a high school diploma. Since all the regional capacity variables are continuous or proportional, the researchers could not use chi-square analysis to refine the variable selection for the predictive equations or to confirm the findings of the Spearman's bivariate correlation analysis.

J. Key Characteristics of the 49 Top-Performing Programs

Following are some common characteristics of the top-performing incubation programs identified in this study.

- 1) Almost all (48) are not-for-profit; only one is a for-profit model.
- 2) While the number of service providers ranges from zero to 60, overwhelming the count falls between 10 and 30.
- 3) Incubator size ranges from 4,000 square feet to nearly 1 million square feet.
- 4) Incubation program age ranges from 7 years to over 50 years (Batavia Industrial Center in Batavia, N.Y.); excluding Batavia, ages range from 7 years to 30 years.
- 5) The size of incubator advisory boards range from zero to 30 members; the mode is 12, the mean 10.5, and the distribution follows a pretty normal curve.

- 6) The two most important goals for incubation programs are job creation (4.60) and fostering an entrepreneurial climate in the community (4.65) (out of 5).
- 7) Other key incubator goals are diversifying the local economy (4.20), building or accelerating new industries/businesses (4.14), and attracting or retaining businesses to the host region (4.02). All other goals are below 4.00.
- 8) Incubation program budgets range from revenues of \$33,000 with expenses of \$17,000 to \$2.8 million in revenue with expenses of \$2.5 million.
- 9) Only three programs fully support their operations through rent and service fees. The average amount of revenue incubators receive through rent and service fees is 58.7%, and it is relatively normally distributed. One program receives 100% of its funding from operating subsidies, with no revenue from rent or service fees. Another program receives 15% of its revenue from rent and fees and 53% from operating subsidies. There are four other examples of top-performing incubation programs that receive more than 60% of their revenues from operating subsidies. Only 12 of the incubation programs in the surveyed population cover all of their operational expenses through rent and service fees.
- 10) These high-achieving incubation programs have, on average, a higher outcome data collection rate (66.7%); this group also collects outcome data longer than other respondents. More than half collect outcome data for two or more years, with slightly over 30% collecting data for five or more years.
- 11) Services that all top-performing incubators provide include:
 - Help with business basics
 - Shared administration/equipment
 - Accounting
 - High-speed broadband Internet
 - Networking activities among incubator clients
 - Marketing assistance
 - Human resource training
 - E-commerce assistance
 - Comprehensive business training
 - Presentation skills training
 - Help with business etiquette
- 12) Services that only one to three top-performers do not provide include:
 - General legal services (3)
 - Access to educational resources (2)
 - Logistics support (3)

- Help identifying management team members (1)
- Shadow boards (1)
- Access to venture capital (3)
- Access to commercial loans (3)
- Access to noncommercial loans (2)
- Intellectual property protection (3)
- Technology commercialization (2)
- Customer relations training (1)
- Links to strategic partners (3)
- Help with regulatory compliance (1)
- Federal procurement assistance (3)

13) Management practices most represented among top-performing incubators:

- | | |
|--|-----|
| • Has a written mission statement | 92% |
| • Selects clients based on cultural fit | 92% |
| • Selects clients based on potential success | 92% |
| • Reviews client needs at entry | 98% |
| • Stakeholders/sponsors support/understand mission/goals | 98% |
| • Showcases clients within the community | 92% |
| • Offers robust payment plan for rent/service fees | 94% |

Characteristics of Host Regions of the 49 Top-Performing Programs

- 1) Most variables are normally distributed, although there are outliers both above and below the mean (see Appendix D).
- 2) The host regions exhibit capacity characteristics that one would anticipate. For example. They typically are more urban, wealthier, have better-than-average workforce skills, are experiencing growth, and have a high concentration of higher education institutions. However, it is important to note that this is not always the case. Coupled with the prior discriminate findings, this fact suggests that high-quality business incubation programs can overcome the lack of regional capacity.
- 3) The top-performing incubation programs tend to be in larger, urban areas, but there is a case of a high-achieving program in a region with just over 4,000 residents and 0% urban.
- 4) Most host regions experienced employment growth over the study period. However, two top-performing incubation programs were located in regions that lost employment from 2002 to 2007.
- 5) For all host regions, educational attainment for individuals over age 25 ranged from 6% with a bachelor's degree and 3% with more than bachelor's to 28% with a bachelor's degree and 17% with more than a bachelor's. On average, all regions and the regions

that host the 49 top-performing incubation programs have approximately the same level of higher educational attainment as the national averages (15.5% with a bachelor's degree and 8.9% with more than bachelor's).

- 6) The age cohorts reflected the national average, although again there is significant range among the host regions.

Types of Business Assistance Services Offered through Incubation Programs 2012 State of the Business Incubation Industry National Business Incubation Association		
Rank	Service	Avg. Rating of Importance
1	Help with business basics (business plan)	4.1
2	High-speed internet access	4.1
3	Marketing assistance	3.8
4	Networking activities among incubation program clients	3.8
5	Access to angel investors or angel networks	3.7
6	Linkages to strategic partners	3.6
7	Help with accounting or financial management	3.5
8	Linkages to higher education resources	3.5
9	Help accessing specialized noncommercial loan funds or loan guarantee programs	3.5
10	Technology commercialization assistance	3.5
11	Comprehensive business training programs	3.5
12	Help with presentation skills	3.5
13	Access to venture capital investors	3.4
14	Specialized equipment of facilities	3.3
15	Intellectual property management	3.3
16	Shared administrative or office needs	3.2
17	Help accessing commercial bank loans	3.2
18	Management team identification	3.1
19	Shadow advisory boards or mentors	3.1
20	Assistance with e-commerce	3.1
21	Help with regulatory compliance	3.0
22	Human resources support or training	2.9
23	Business management process, customer assessment service, inventory management	2.9
24	General legal services	2.8
25	In-house investment funds	2.8
26	Federal procurement assistance	2.8
27	Help with business etiquette	2.8
28	Assistance with manufacturing practices, processes and technology	2.7
29	Assistance with product design and development practices, processes and technology	2.6
30	Logistics/distribution support or training	2.5
31	Loaned executive working in management capacity	2.5
32	International trade assistance	2.5
33	Economic literacy training	2.5

Station TLH - Talent Lives Here

Where the Creative, Talented and Entrepreneurial Arrive



- Monday: App Software Development and Intellectual Property Training
- Tuesday: Food Truck Tuesday
- Wednesday: FAMU Small Business Development Team
- Thursday: FSU Entrepreneurs in Residence
- Friday: Open House



Leon County

Board of County Commissioners

Budget Workshop Item #15

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Status Report Regarding Leon County EMS and Consideration of One Year Extension to Fire Services Agreement with the City of Tallahassee

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	N/A
Lead Staff/ Project Team:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship Chief Tom Quillin, EMS Deputy Chief Chad Abrams, EMS

Fiscal Impact:

This item does have a fiscal impact. Under the current Interlocal Agreement, the County pays the City approximately \$9.68 million for the provision of fire services to the unincorporated area and advanced life support (ALS) services within the City. Through the proposed one-year extension, the fire services fee payment would not increase and the ALS payment would increase by inflation.

Staff Recommendation:

Option #1: The Board approve the one-year extension to the existing Fire Services agreement with the City of Tallahassee (Attachment #1), which includes:

- a. An extension of the termination date from September 1, 2014 to September 1, 2015.
- b. The County will increase its ALS payment by 2.2% for 2015, consistent with existing five year agreement. (\$753,151 per quarter, for an annual total payment of \$3,012,603).
- c. The County, by September 30, 2014, will notify the City of their intentions for the next service period, by the commitment to either 1) Participation in a new rate study to fund future service provision or 2) Dissolution of service contract.
- d. The City will evaluate cost containment measures for the provision of fire services. By February 1, 2014, the City will notify the County of the estimated cost of the provision of fire services beginning October 1, 2015 which would be the basis for a new fire fee study. The City may offer alternative service levels and the associated cost savings.

Option #2: To ensure cost containment is achieved in the provision of fire protection to the unincorporated area and that the EMS MSTU is being utilized in the most efficient manner possible, as part of next year's budget cycle, direct staff:

- a. To develop alternative methods for the delivery of fire services to the unincorporated area of the County.
- b. To evaluate the cost/benefit of the ALS payment to the City of Tallahassee versus utilizing the funding for the provision of additional 24/7 ambulances.
- c. To evaluate a possible increase in the EMS MSTU to ensure adequate funding is available to support the possible continued ALS payment to the City of Tallahassee, and provide funding for additional ambulances to address increased call volume

Report and Discussion

Background:

Leon County has had a long history of contracting with the City of Tallahassee for the provision of fire services for the unincorporated area of the County. A contract for these services was originally entered into on March 1988. This agreement was amended a number of times through 2005. The agreement contained an automatic five-year renewal clause for an indefinite number of periods, unless either party requested the agreement be terminated twenty-four months prior to the end of the current period. On June 13, 2007, the City formerly notified the County of its intent to terminate and renegotiate the then current agreement. The City also requested that a separate agreement relating to Advanced Life Support (ALS) be part of the negotiations. The City and County entered into negotiations, and in April 2009, a new interlocal agreement for an initial term of five years was executed.

The aspects of the agreement addressing Emergency Medical Services are narrowly focused to the City providing ALS services and the County providing overall medical direction for all Basic Life Support (BLS) and ALS services. The agreement provides for a payment from the County to the City for these services.

The agreement provides that a jointly funded rate study would be implemented to determine the necessary funding to support the City of Tallahassee's Fire Department budget. The fire fee was set for a period of five years. Unincorporated area residents pay the fire fee, and the fee is collected in one of three methods: 1) on their City utility bill, if they are a customer; 2) a direct bill from the City; or 3) on the tax bill if they have not paid the direct bill, or they choose to have it placed on their tax bill.

At the March 12, 2013 meeting (Attachment #2), the Board exercised the termination provision of the Interlocal Agreement that must be exercised not later than 18 months before the expiration of the current term. Based on the existing five-year term commencing on October 1, 2009, this required the Board to adopt the appropriate termination Resolution no later than April 1, 2013. By exercising the termination provision, this merely allowed the County to enter into a renegotiation with the City regarding an extension to the agreement. If the termination provision was not exercised, than the existing agreement requires a new rate study be authorized not less than 18 months prior to the expiration of the current term and all other terms and conditions will remain the same. The rate study would determine the new fire services fee. The motion approved by the Board at the March 12, 2013 was as follows:

1. Approve the Resolution to terminate the existing Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee.
2. Authorize staff to proceed with a renegotiation with the City of Tallahassee regarding the provision of Fire Services to the unincorporated area and emergency life support services in the City limits.

Analysis:

As directed by the Board, staff has been in on-going negotiations with the City of Tallahassee (Attachment #3). The discussions have involved a number of alternative approaches to a possible

extension to the existing agreement that would not require an increase in the fire services fee for a period of time.

County staff initially expressed a desire to forgo the new rate study and execute a new 5 year extension with no fee increase. At this point in time, the City of Tallahassee has offered a one-year extension to the current agreement without an increase to the Fire Services Fee (Attachment #3). This would extend the term of the existing agreement from ending September 30, 2014 to September 30, 2015. As a counter to the City's one-year offer, staff provided an option for a three year extension with no increase in the fire services fee; at the end of the three year period a new rate study would be conducted and staff would recommend a long term extension be entered into (10 years).

The City of Tallahassee's Fire Department provides an exceptional service to the residents of the community. However, as with all of the services the County provides, it is imperative that all opportunities for increased efficiency and costs savings be examined. The level of service being offered the residents of the City may not be commensurate with what is necessary or warranted for the unincorporated area.

Staff recommends that the Board, as part of the one year extension, authorize staff to review and evaluate alternative methods to provide fire protection services to the unincorporated area. The results of this review and any additional cost containment/level of service options being considered by the City would be provided to the Board. This approach of examining all options is consistent with how the County has addressed the overall budget deficits of the past several years.

The amount of funding being provided to the City annually is significant. The existing fire services fee for the unincorporated area generates approximately \$6.8 million annually. Additionally, under the terms of the agreement, the County pays the City \$2.88 million for the provision of ALS services through the Fire Department. The total annual payment to the City is \$9.68 million. This equates to approximately 30% of the City's total \$33.2 million annual budget for the fire department. In comparison, the total EMS budget, net of the payment to the City, is \$13.4 million.

Under any of the scenarios, including the one year extension, the City is to review cost containment opportunities, including level of service adjustments. Also, the City has requested that the County continue to provide an inflationary increase to the County's ALS payment to the City. This payment provides support for paramedics to be available at five city fire stations.

As the City and County move forward over the next year in evaluating fire protection, it is important for the Board to also have updated information related to the County's Emergency Medical Services (EMS) system.

Leon County EMS

Tallahassee Memorial Healthcare (TMH) provided Emergency Medical Services (EMS) within Leon County for over thirty years funded through fees for services. On September 20, 2002, TMH announced that they would stop providing EMS on June 30, 2003 because the service was

operating at an unsustainable deficit. This announcement forced the Board to consider how EMS services would be provided County-wide. Following an intensive process where the County engaged a consultant to assist in developing several alternatives for EMS system design, the Board opted to operate the EMS system as a function of County government. This option provided the Board the most control over the efficiency and effectiveness of the EMS system; allowed the Board to contain costs; provided the Board with direct control to effectuate changes in service delivery; and created the level of oversight desired by the Board.

The Board adopted a funding policy that included fees for services and a Municipal Services Taxing Unit (MSTU) set at a rate of 0.5 mills. This strategy established appropriate funding levels to support the cost of operating the EMS system and provided a balanced approach where property taxes were supplemented with user fees. The user fees adopted by the Board were recommended by the consultant and were consistent with the customary rates charged by TMH. The fee resolution includes an annual increase in fees consistent with the Consumer Price Index, US City Average, for Medical Care as reported by the United States Department of Labor. For FY 2004 the MSTU provided \$4.70 million or 52% of the funding for EMS and user fees accounted for \$4.38 million or 48% of user fees. Because of the decline in property values the MSTU will fund \$6.27 million or approximately 41% of the FY 2013 EMS budget with fees for services accounting for \$9.01 million or 58% of the FY 2013 EMS budget.

The County implemented a hybrid high-performance EMS system model because of the significant cost savings associated with the dynamic deployment of ambulances as compared to static EMS models where ambulance are placed in fixed locations regardless of effectiveness. Under the County's system a majority of ambulances are located throughout the community; based on factors such as historical call volume, the road network, available resources, and the ability to respond to emergency calls quickly. The County also placed ambulances in the communities of Woodville, Chaires, and Fort Braden due to the population density in those areas and the distance and associated time required responding to those areas and transporting a patient back to the hospital. This hybrid deployment of ambulances allows the County the flexibility to alter coverage patterns, frequently change ambulance staging locations, and ultimately impact the efficiency and effectiveness of the EMS system. The County Division of EMS began operation on December 31, 2003 and after the first full year of operation (January 2004 – December 2004) responded to 26,481 requests for service.

To supplement the availability of paramedics in the community the Board opted to contract with the City of Tallahassee to provide Advanced Life Support (ALS) first response services at five fire stations. Under the Agreement with the City, the County provides medical direction for ALS services, supplies and equipment for ALS services, and funding to the City to provide ALS services. In FY 2005 the County provided \$2.21 million in funding to the City and is scheduled to provide \$2.95 million in funding to the City in FY 2014. This funding represents approximately 21% of the EMS operating budget and 46% of total revenues collected through the MSTU. Over the 10 year life (FY 2004 – FY 2014) of the Agreement the County will pay the City \$26.5 million from the MSTU and provide direct services and equipment to the City in support of ALS first response services.

The County has been highly successful in providing effective and efficient EMS services to the community. In addition to the 15 state and national awards received by the County for the EMS program, the EMS Division became the first accredited governmental ambulance provider in Florida and the eighth in the United States. Additionally, the Heart Saver strategies adopted by the Board have resulted in a cardiac arrest resuscitation rate of 33.6% which is 400 times better than the 7% national average. The County's Division of EMS has become a nationally recognized leader in EMS operations and an important aspect of the local health care community.

From 2004 through 2012 the number of requests for service handled by EMS has increased by 26.5% from 26,481 requests in 2004 to 33,498 requests in 2012. The trend of significant call volume growth has continued through the first five months of 2013. During this same period the County has experienced a decrease in MSTU funding levels to amounts lower than FY07. Revenues generated from fees for service have been flat since FY11 and staff anticipates limited expansion of revenue generation through fees for services. The impact of the Affordable Care Act on payments received from insurance providers is another unknown factor that must be considered. In addition, the sequester order recently enacted at the Federal level has resulted in a 2% reduction, approximately \$100,000 annually, in Medicare payments to the County. The County has addressed these revenue issues through a combination of cost containment strategies within the budgeting process and through the use of fund balance.

The divergence of call volume growth vs. revenues has restricted the County from providing the resources necessary to fully accommodate the increased demand for services. The last time the County funded staffing for an additional ambulance was in FY08 when requests for service increased to 30,692. The number of requests for service grew modestly in 2009 – 2011 and then expanded by 7.11% in 2012. This has resulted in the decreased availability of ambulances in the Woodville, Chaires, and Fort Braden communities because these units are being utilized within the dynamically deployed aspects of the system more frequently. Additional performance indicators such as unit utilization rates and the number of times no on-duty ambulances are available for a call have reached maximum acceptable levels. While these indicators remain within the high side of acceptable ranges of anticipated performance staff believes that a continued increase in demand for service without additional ambulances on duty will result in a decline in system performance and longer times for patients to receive the required care at the hospital.

While the current system continues to provide a responding paramedic within acceptable time frames changes could be made through a re-alignment of current resources. As previously outlined, the County is providing the City \$2.88 million in funding in FY13 and \$2.95 million in FY14 to provide 5 ALS first response units. This represents approximately 46% of the total revenue generated by the EMS MSTU levied by the Board. With this same funding, the County could provide an additional 6 ambulances on duty 24/7. Additional ambulances would provide the resources necessary to not only respond to a patient's needs and provide on-scene care, but to transport the patient to definitive care. Research supports that the time it takes to get a patient to the hospital greatly contributes to the morbidity and mortality of patient outcomes.

The County continues to see an increase in calls for service to EMS. With the decline in property values (and a cap on the EMS MSTU at 0.5 mils) and the corresponding increase in the ALS

payment to the City of Tallahassee, EMS has not had the ability to provide an increase in staffing since FY2008. To continue to maintain the level of service required for the community, a cost/benefit review of the ALS payment versus adding additional 24/7 ambulances should be conducted. Correspondingly, the Board could consider an increase in the MSTU which would allow for the ALS payment to continue while providing additional resources to the County.

Conclusion

Although Leon County and the City of Tallahassee have had a long term relationship regarding the provision of fire protection to the unincorporated area, it is appropriate at this point in time to evaluate alternative service delivery methods to ensure cost containment and the appropriate level of service is provided. Correspondingly, a similar analysis is necessary to determine if the ALS payment to the City is providing the highest level of service for the funds being expended. At the same time, staff also recommends that the existing cap of 0.5 mils for the EMS MSTU be reviewed to determine if an increase is necessary to support the increasing calls for service.

Although the County would be evaluating alternatives for fire protection in the unincorporated area, it is staff's expectation that the City will correspondingly be evaluating cost containment and level of service alternatives for the provision of fire services by the City of Tallahassee. Staff would then provide the results of the both reviews for Board consideration.

Options:

1. The Board approve the one-year extension to the existing Fire Services agreement with the City of Tallahassee (Attachment #1), which includes:
 - a. An extension of the termination date from September 1, 2014 to September 1, 2015.
 - b. The County will increase its ALS payment by 2.2% for 2015, consistent with existing five year agreement. (\$753,151 per quarter, for an annual total payment of \$3,012,603).
 - c. The County, by September 30, 2014, will notify the City of their intentions for the next service period, by the commitment to either 1) Participation in a new rate study to fund future service provision or 2) Dissolution of service contract.
 - d. The City will evaluate cost containment measures for the provision of fire services. By February 1, 2014, the City will notify the County of the estimated cost of the provision of fire services beginning October 1, 2015 which would be the basis for a new fire fee study. The City may offer alternative service levels and the associated cost savings.
2. To ensure cost containment is achieved in the provision of fire protection to the unincorporated area and that the EMS MSTU is being utilized in the most efficient manner possible, as part of next year's budget cycle, direct staff:
 - a. To develop alternative methods for the delivery of fire services to the unincorporated area of the County.
 - b. To evaluate the cost/benefit of the ALS payment to the City of Tallahassee versus utilizing the funding for the provision of additional 24/7 ambulances.
 - c. To evaluate a possible increase in the EMS MSTU to ensure adequate funding is available to support the possible continued ALS payment to the City of Tallahassee, and provide funding for additional ambulances to address increased call volume

3. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. Draft one-year amendment to the fire services agreement
2. March 12, 2013 Agenda Item
3. Letter from County Administrator to City Manager regarding negotiations

1. Terms of extension: The current agreement shall be extended for one additional year, with a new expiration date of September 30, 2015. All terms and conditions of the agreement, to include current fire service fee structure and rates, remain in effect for the duration of the extension, with the following exceptions.
 - a. Exhibit D 4: The County will increase its ALS payment by 2.2% for 2015, consistent with existing five year agreement. (\$753,151 per quarter, for an annual total payment of \$3,012,603).
 - b. Section 3: The County, by September 30, 2014, will notify the City of their intentions for the next service period, by the commitment to one of the following options.
 - i. Participation in a new rate study to fund future service provision
 - ii. Dissolution of service contract
 - c. New section: The City will evaluate cost containment measures for the provision of fire services. By February 1, 2014, the City will notify the County of the estimated cost of the provision of fire services beginning October 1, 2015 which would be the basis for a new fire fee study. The City may offer alternative service levels and the associated cost savings.

Leon County Board of County Commissioners

Cover Sheet for Agenda #19

March 12, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of Resolution of the County's Intent to Terminate and Authorization to Renegotiate the Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	N/A
Lead Staff/ Project Team:	Alan Rosenzweig, Deputy County Administrator

Fiscal Impact:

This item does have a fiscal impact. Under the current Interlocal Agreement, the County pays the City approximately \$9.68 million for the provision of fire services to the unincorporated area and advanced life support (ALS) services within the City. Either entering into renegotiations with the City or authorizing a new fire fee study will result in an ongoing cost to the County at an amount to be determined.

Staff Recommendation:

- Option #1: Approval of the Resolution to terminate the existing Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee (Attachment #1).
- Option #2: Authorize staff to proceed with a renegotiation with the City of Tallahassee regarding the provision of Fire Services to the unincorporated area and emergency life support services in the City limits.

Title: Approval of Resolution of the County's Intent to Terminate and Authorization to Renegotiate the Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee
March 12, 2013
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Report and Discussion

Background:

Leon County has had a long history of contracting with the City of Tallahassee for the provision of fire services for the unincorporated area of the County. A contract for these services was originally entered into on March 1988. This agreement was amended a number of times through 2005. The agreement contained an automatic five-year renewal clause for an indefinite number of periods, unless either party requested the agreement be terminated twenty-four months prior to the end of the current period. On June 13, 2007, the City formerly notified the County of its intent to terminate and renegotiate the then current agreement (Attachment #2). The City also requested that a separate agreement relating to Advanced Life Support (ALS) be part of the negotiations. The City and County entered into negotiations, and in April 2009, a new interlocal agreement for an initial term of five years was executed (Attachment #3).

The aspects of the agreement addressing Emergency Medical Services are narrowly focused to the City providing ALS services and the County providing overall medical direction for all Basic Life Support (BLS) and ALS services. The agreement provides for a payment from the County to the City for these services.

The agreement provides that a jointly funded rate study would be implemented to determine the necessary funding to support the City of Tallahassee's Fire Department budget. The fire fee was set for a period of five years. Unincorporated area residents pay the fire fee, and the fee is collected in one of three methods: 1) on their City utility bill, if they are a customer; 2) a direct bill from the City; or 3) on the tax bill if they have not paid the direct bill, or they choose to have it placed on their tax bill.

As reflected in the memorandum from the County Attorney's Office (Attachment #4), the Interlocal Agreement includes a termination provision that must be exercised not later than 18 months before the expiration of the current term. Based on the existing five-year term commencing on October 1, 2009, this requires the Board to adopt the appropriate termination Resolution no later than April 1, 2013. By exercising the termination provision, this merely allows the County to enter into a renegotiation with the City regarding an extension to the agreement. If the termination provision is not exercised, then the existing agreement requires a new rate study be authorized not less than 18 months prior to the expiration of the current term and all other terms and conditions will remain the same. The rate study will determine the new fire services fee.

Analysis:

In these economic times, it is incumbent upon staff to provide the Board recommendations and options, which ensures maximum flexibility in addressing budgetary matters. This flexibility is imperative to guarantee the Board can demonstrate its continued fiduciary accountability for the unincorporated area citizens. Through a renegotiation with the City of Tallahassee, the County will have the opportunity to help develop the most effective fire services at the appropriate level of service in the unincorporated area; being provided at a cost that is acceptable to the Board. The exercise of the termination provision provides the Board this opportunity.

Title: Approval of Resolution of the County's Intent to Terminate and Authorization to Renegotiate the Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee

March 12, 2013

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The existing agreement requires a new rate study to commence 18 months prior to expiration of the current term, which is September 30, 2014. The structure of the existing agreement does not include any provisions related to determining the appropriate level of service or associated budget for the provision of Fire Services. The rate study would therefore utilize the City's current and projected fire services budget in establishing a new five year fire services fee. By proceeding under the terms of the existing agreement, the County would have no option but to implement the results of the new rate study. Given the anticipated growth in expenditures, it is assumed that the rate study will result in a fee increase.

The City of Tallahassee's Fire Department provides an exceptional service to the residents of the community. However, as with all of the services the County provides, it is imperative that all opportunities for increased efficiency and costs savings be examined. The level of service being offered the residents of the City may not be commensurate with what is necessary or warranted for the unincorporated area. This approach of examining all options is consistent with how the County has addressed the overall budget deficits of the past several years. By authorizing termination, the County would merely be retaining the necessary flexibility through a renegotiation to ensure the cost and level of service being provided for the unincorporated area is appropriate.

The amount of funding being provided to the City annually is significant. The existing fire services fee for the unincorporated area generates approximately \$6.8 million annually. Additionally, under the terms of the agreement, the County pays the City \$2.88 million for the provision of ALS services through the Fire Department. The total annual payment to the City is \$9.68 million. This equates to approximately 30% of the City's total \$33.2 million annual budget for the fire department. In comparison, the total EMS budget, net of the payment to the City, is \$13.4 million. If the termination provision is not exercised, the County will have no ability to effectively influence the long-term trajectory of these cost payments to the City and will be subject to the results of the rate study regardless of the study's outcome.

As noted in the background, the recommendation for approval to terminate the current agreement is identical to how the City and County addressed the conclusion of the previous Fire Services Agreement. Also, this approach is consistent with how the City and County are currently addressing the City's future utilization of the Transfer Station. As noted in Attachment #5, the City provided notice to the County to end the existing agreement regarding Transfer Station, although it contained an automatic extension. The letter in part stated,

“So that we can work through the solid waste challenges that face us and achieve the most efficient and effective results for our citizens, we intend to let the agreement expire....We do this with full anticipation that we will be able to come to mutually beneficial resolutions that benefit our community.”

This approach provided the City and the County the necessary flexibility to examine all options and approaches related to solid waste disposal; with an overall emphasis on reducing costs. At this point in time, City and County staff have been working closely to finalize a newly negotiated agreement. This process will result in reduced costs for all residents of the County, upon execution of a new interlocal agreement regarding the utilization of the transfer station.

Title: Approval of Resolution of the County's Intent to Terminate and Authorization to Renegotiate the Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee

March 12, 2013

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Staff's recommendation includes authorizing the renegotiation of the agreement with the City to ensure the unincorporated area is receiving the most efficient and effective level of service at the lowest cost possible. With the recent significant reduction in County revenues, the County continues to evaluate cost-saving opportunities throughout the budget. Additionally, the Board has directed staff to evaluate possible increases for the stormwater and solid waste fees, which could be occurring at the same time as any changes in the fire services fee. These possible non-ad valorem changes will be discussed as part of the current budget process.

The City of Tallahassee provides exemplary services to our citizens and through the existing Interlocal Agreement, provides for fire protection to the entire unincorporated area. However, as the County currently supports 30% of the fire department's ongoing budget, it is important to periodically evaluate if the anticipated increases in cost and/or the current level of service being offered are appropriate for the unincorporated area. Upon approval of the Resolution by the Board, staff will notify the City of the intent to terminate and commence a renegotiation for fire services. The parameters of the renegotiation should initially focus on cost containment and the level of service being offered.

The exercise of the termination provision for fire services is an opportunity to have a discussion with the City as to overall cost and benefit the unincorporated area receives from the level of fire services being offered by the City. This recommendation is not in any way a reflection on the quality of the fire services being rendered; but rather, it is only intended to ensure that all necessary information is provided to the Board prior to a new fire services fee being authorized and implemented.

Options:

1. Approve the Resolution to terminate the existing Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee.
2. Authorize staff to proceed with a renegotiation with the City of Tallahassee regarding the provision of Fire Services to the unincorporated area and emergency life support services in the City limits.
3. Do not approve the Resolution to terminate the existing Fire and Emergency Medical Services Interlocal Agreement and direct the County Administrator to implement the current Interlocal Agreement requirement to commence a new fire services fee study.
4. Board direction

Recommendation:

Options #1 and #2.

Attachments:

1. Resolution of Termination
2. June 13, 2007 City Letter
3. Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services
4. County Attorney February 20, 2013 memorandum
5. Solid Waste Letter from City Manager, January 10, 2012



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

Commissioners

March 13, 2013

BILL PROCTOR
District 1

Anita Favors Thompson, City Manager
City Hall
300 S. Adams St.
Tallahassee, FL 32301

JANE G. SAULS
District 2

JOHN DAILEY
District 3

Dear Anita:

BRYAN DESLOGE
District 4

As we discussed previously, the Board last night approved the following actions:

KRISTIN DOZIER
District 5

Approval of the Resolution to terminate the existing Fire and Emergency Medical Services Interlocal Agreement with the City of Tallahassee (enclosed).

MARY ANN LINDLEY
At-Large

Authorize staff to proceed with a renegotiation with the City of Tallahassee regarding the provision of Fire Services to the unincorporated area and emergency life support services in the City limits.

NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

As noted in the agenda item (enclosed), Leon County has had a long history of contracting with the City of Tallahassee for the provision of fire services in the unincorporated area of the County. In these economic times, it is imperative for our respective local governments to demonstrate our continued diligence in ensuring the appropriate level of fire service is provided to the unincorporated area at the most appropriate cost. I have every confidence that our good faith renegotiation of this agreement will result in the continued responsible stewardship over these matters into the future.

HERBERT W.A. THIELE
County Attorney

I look forward to working with you on this critical issue and will be reaching out to schedule a meeting as soon as possible.

Sincerely,

A handwritten signature in black ink that reads "Vincent S. Long".

Vincent S. Long
County Administrator

Enc.: Resolution of Termination
Leon County March 12, 2013 Agenda Item

cc: Chief Cindy Dick, Tallahassee Fire Department

Leon County
Board of County Commissioners
Budget Workshop Item #16

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: 2014 Plan Year CHP/Florida Blue Health Insurance Renewal and Employee Pay Adjustments

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Lillian Bennett, Director of Human Resources Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Amy Cox, Human Resources Manager Ernest Poirier, Human Resources Specialist

Fiscal Impact:

This agenda item has a fiscal impact. For the 2014 Plan year, CHP/Florida Blue have proposed a 4.4% blended renewal rate increase for health insurance services with no change in the Current Plan Design (Attachment #1). This represents a \$695,000 increase in employer costs above 2013 at the current 87.5/12.5 Value Based Design Contribution Strategy.

The item recommends a modified COLA: 1.5% effective October 1, 2013 and 1.5% April 1, 2014. The net effect of this adjustment would be \$1.935 million.

As reflected in the recommended option, staff is recommending a shift in the allocation for those employees with dependent coverages to be more consistent with local, state and national approaches. To ensure employees receive the benefit of the proposed minimal COLA, staff is recommending a one-time adjustment for those employees that would be paying an increased share of their dependent health insurance. Through this action, the County would realize health care cost savings going into the future with the retirement and hiring of new employees.

Staff Recommendation:

Option #1: Accept staff recommendations for health insurance eligibility and coverage requirements as a result of the Patient Protection and Affordable Care Act (Health Care Reform) - Attachment #7

Option #2: Based on local, state, and national trends, approve a change in the current contribution strategy for value based benefit (VBD) design participants as follows:

- Single coverage: 87.5% County/12.5% employee (no change)
- Employee plus 1: 85% County/15% employee
- Family: 80% County/20% employee

Option #3: Provide a modified three percent COLA to employees, providing 1.5% on October 1, 2013 and an additional 1.5% on April 1, 2014. In addition to the adjustment, provide that employees pay that is negatively impacted by the shift in dependent health care coverage receive a one-time pay adjustment so as to be held harmless in their gross pay and correspondingly receive the benefit of the COLA.

Report and Discussion

Background:

Leon County currently contracts with Capital Health Plan (CHP) and Florida Blue for employee health insurance services. The current agreement with CHP/Florida Blue provides for continuing health insurance services on a year to year basis, unless terminated by Leon County or CHP/Florida Blue. The health insurance program covers Board and Constitutional Office employees, dependents, COBRA participants, as well as Retirees. There are approximately 1,400 employees enrolled in the County's Health Insurance Program. Total enrollees' including dependents represent approximately 3,700 members. Retirees pay the full cost of health insurance coverage with no employer contribution. The total cost of health insurance for the current 2013 Plan Year is estimated at \$17.2 million, of which \$15.1 million is Leon County's employer share.

At the May 22, 2012 Budget Workshop, the Board discussed the Health Insurance Program and the concept of transitioning to a Value Based Design (VBD) program which integrates Employee Well-Being into the Health Insurance Program. Employees participating in the VBD program receive a 2.5% discount or incentive in the employee contribution paid towards health insurance. At the June 26, 2012 Workshop, titled "Health Insurance and Consideration of Alternatives, the Board provided preliminary guidance on the Plan Design, Contribution Strategy and Implementation of the VBD program for the 2013 Plan Year.

At the July 9, 2012 Budget Workshop, the Board approved a change in the CHP/Florida Blue Plan Design to a CHP 5 plan similar to that of the City of Tallahassee. The change in Plan Design resulted in a 2.25% reduction in annual costs for an estimated savings of (\$806,000). The savings also included a Board approved change in the standard employer/employee contribution strategy from 90/10 to 85/15 for the 2013 Plan Year. The Board further approved a VBD Contribution Strategy of 87.5/12.5, which represents a 2.5% contribution discount for those employees participating in the VDB program (Attachment #2). Approximately 90% of Board and Constitutional Office employees participated in the VBD program. These employees completed the required Health Risk Assessment in October 2012 and were eligible to receive a 2.5% discount on health insurance contributions effective January 1, 2013.

Analysis:

On May 24, 2013, Human Resources staff followed continuing discussions with CHP with a written request for 2014 renewal rates. The request included renewal rates for the current plan design, an alternative plan design with no increase in rates and renewal rates with and without the inclusion of Morbid Obesity Coverage (Attachment #3). On June 4, 2013, CHP responded with a 2014 renewal rate of 4.4% under the current plan design (Attachment #1). Due to new fees imposed by Health Care Reform, CHP was not able to offer a 2014 plan design with no increase in costs. It is important to note that approximately 3% of the 4.4% renewal rate offered by CHP represents new fees imposed as a result of the implementation of Health Care Reform. Florida Blue did offer several alternative plan designs, with increases in co-pays, deductibles and co-insurance requirements (Attachment #4).

As a result of the 4.4% renewal rate proposed by CHP/Florida Blue for the 2014 Plan Year, the total cost of health insurance is estimated at \$17.9 million. Leon County’s employer share is estimated at \$15.7 million at the current 87.5/12.5 employer/employee contribution level under the VBD program. This represents an annual employer increase of approximately \$659,341 over estimated 2013 plan year costs. Table #1 reflects estimated 2014 Plan Year costs at the current 87.5/12.5 VBD contribution level and the estimated increase in costs over the 2013 Plan Year:

Table #1
Estimated 2014 Plan Year Annual Costs
4.4% Renewal Rate Increase
87.5/12.5 VBD Contribution Level

Plan Year	Estimated Total Cost	Employer Annual Cost @ 87.5%	Employee Annual Cost @ 12.5%
2014	\$17,937,000	\$15,695,000	\$2,242,000
2013	\$17,184,000	\$15,036,000	\$2,148,000
Inc/(Dec) Costs over 2013	\$753,000	\$659,000	\$94,000

On April 29, 2013, Mercer Consulting completed a study for Leon County Government titled, “Health Care Reform Compliance Review”. In the study, the 2014 annual medical trend is 7.3%. When 3.6% in new fees are added as a result of Health Care Reform, total renewals are expected to average an estimated 10.9% nationally (Attachment #5). The 2014 renewal rate of 4.4% offered to Leon County by CHP/Florida Blue is significantly below these national market trends.

The Mercer study included the following Key Findings:

- Leon County is currently in compliance with the 2012-13 requirements of Health Care Reform
- Eligibility – In an effort to reduce cost
 - Consider increasing coverage eligibility hours requirement for part time employees from 20 to 30 hours per week in accordance with Health Care Reform
- Confirm processes are in place to accurately track hours worked
- Require Plan Design Change: Pharmacy co-pays must begin accumulating towards medical plans’ out of pocket maximums effective January 1, 2014.
- Begin planning for auto-enrollment and the potential impact of employees enrolling in County plan who are currently in Opt-Out.
- Begin planning a Communication Strategy for employees regarding the availability of the exchanges and their potential eligibility for subsidized coverage.
- Consider increasing the cost differential between employees participating and those not participating in the Value Based Design program (wellness incentives)
- Consider increasing Family contributions to be more in line with benchmark, (locally and nationally). Currently, Leon County charges less for Family Coverage than their peers. This could lead to employees enrolling their dependents on to the County’s plan which would increase costs.

As indicated in the Mercer study, Leon County is currently in compliance with the requirements of the Patient Protection and Affordable Care Act (Health Care Reform). Attached is a summary of actions Leon County has already taken in response to the requirements of the Health Care Reform (Attachment #6). Additionally, staff has prepared a summary of recommended actions that Leon County will take in response to the Mercer key findings and to comply with Health Care Reform changes effective, January 2014 (Attachment #7). The major recommended actions include the following:

1. **Continue to provide health insurance coverage for County employees.** Under Health Care Reform, Leon County is not required to provide health insurance coverage. Leon County can opt to pay a \$2.9 million penalty in lieu of providing health insurance coverage. This would result in an approximate savings of \$13 million. Employees would be eligible to receive coverage through the health insurance exchanges.
2. **Increase coverage eligibility for health insurance for part time employees from 20 hours to 30 hours per week in accordance with health care reform requirements.** Employees who work less than 30 hours will be eligible to purchase health insurance through the market exchanges and some may meet income requirements for a federal subsidy to assist with the cost of coverage.
3. **Increase Family contributions to be more in line with benchmarks, (locally and nationally).** Currently, Leon County charges less for Family coverage than their peers. According to Mercer, this makes the County plan a magnet for dependents, resulting in additional costs.

Annually, staff provides the Board with strategies to consider in reducing the employer share of health insurance costs. These strategies have included, (1) Decreasing Leon County's employer contribution; (2) Changing to a less costly Plan Design; or (3) a combination of these options. In addition, during the 2013 Budget process, the Board approved implementation of the Value Based Design program which integrates employee Well-Being into the health insurance program and encourages employee participation in wellness by providing a 2.5% discount in employee contributions as an incentive for their participation. This discussion item will review the following for Board consideration of the 2014 Health Insurance Renewal:

- I. Local Market Comparisons
 - A. Plan Designs
 - B. Contribution Strategies
- II. Mercer National Benchmark Review of Employee Contributions
- III. Proposed 2014 Renewal Rate and Contribution Strategies
 - A. Standard Contribution Strategies
 - B. Multi-Tier Contribution Strategies

I. Local Market Comparisons

A. Plan Designs

Attachment #8 provides a detailed summary of current Local Market Plan Designs for Leon County, City of Tallahassee, Leon County Schools, and the State of Florida. Table #2 highlights a few of the major differences in the Plan Design for co-pays for prescriptions and medical services for each of these entities:

**Table #2
 2013 Current Local Market Plan Design Highlights**

	Highlights of Major Differences in Co-Pays			
Medical Service	Leon County	City of Tallahassee	Leon County Schools	State of Florida
Primary Care	\$10	\$10	\$15	\$20
Specialist	\$40	\$40	\$40	\$40
Urgent Care	\$25	\$25	\$25	\$25
Physician -Out Patient	\$40	\$40	\$40	\$0
Mental Health	\$40	\$40	\$40	\$20
Hospital Out-Patient	\$250	\$250	\$250	\$250
Emergency Room	\$250	\$250	\$250	\$100
Ambulance	\$100	\$100	\$100	\$0
Ambulatory Surgical	\$100	\$100	\$100	\$0
MRI/PET/CT	\$100	\$100	\$100	\$0
Rehab Therapies	\$40	\$40	\$40	\$40
Routine Vision	\$10	\$10	\$15	\$40
RX-Prescriptions	\$7/\$30/\$50	\$7/\$30/\$50	\$15/\$30/\$50	\$7/\$30/\$50

As reflected in Table #2, in 2013 Leon County adopted the same CHP plan design as that of the City of Tallahassee. The Leon County Schools plan design is similar to that of Leon County with differences in co-pays for primary care, routine vision and prescription coverage. The State of Florida plan design continues to offer richer benefits with \$0 co-pays in four medical service areas, physician out-patient, ambulance services, ambulatory surgical services and MRI/PET/CT scans.

B. Contribution Strategies

Attachment #9 provides a detailed review of Local Market Contribution strategies for Leon County, City of Tallahassee, Leon County Schools and the State of Florida. Table #3 provides highlights of these contribution strategies:

Table #3
2013 Comparison of Local Market Contribution %

Tier	Leon County VBD	City of Tallahassee ¹	Leon County Schools	State of Florida
	Employer/Employee Contribution Percentage			
Single	87.5/12.5	100/0	80/20	91/9
Employee +1	87.5/12.5	90/10	60/40	98/2
Family	87.5/12.5	76/24	60/40	86/14

¹ City of Tallahassee comparison includes \$164 per month in employee Flexbucks applied towards benefits.

As shown in Table #3 above, the City of Tallahassee, Leon County Schools and the State of Florida have instituted a multiple-tiered contribution strategy that charges a higher employee contribution for dependent coverage (Employee +1 and Family).

Table #4 below reflects a local market comparison of actual dollar amounts paid by employees for health insurance coverage:

Table #4
2013 Comparison of Local Market Contribution
Employee Monthly Amounts Paid

Tier	Leon County VBD	City of Tallahassee ¹	Leon County Schools	State of Florida
	Employee \$ Contributions			
Single	\$64.24	0	\$107.36	\$52.90
Employee +1	\$133.10	\$97.87	\$436.20	N/A
Family	\$170.30	\$320.03	\$612.04	\$186.08

¹ City of Tallahassee comparison includes \$164 per month in employee Flexbucks applied towards benefits

As shown in Table #4 above, City of Tallahassee employees pay 88% or \$149 more per month for Family Coverage than Leon County employees. This includes the consideration of City Flexbucks provided to employees to offset the cost of benefits. Leon County School employees pay 227% and 259% (\$303 and \$441) more respectively for Employee +1 and Family Coverage than Leon County Employees. State of Florida employees currently pay a comparable premium that is approximately 9% or \$15 per month higher than what Leon County employees pay for Family Coverage.

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II. Mercer National Benchmark Review of Employee Contributions

As indicated in the April 2013 Mercer study for Leon County Government, “Health Care Reform Compliance Review,” Leon County’s Health Insurance Program may be considered a dependent magnet due to the low employee contribution amounts required for Employee +1 and Family Coverage. Attachment #10 provides a comparison of Leon County employee contribution amounts and percentages as compared to a 2012 Mercer Survey of Employer Sponsored Health Plans. The survey includes a comparison of Counties, 1,000-4,999 employees, Florida and National employee contributions. A summary of HMO employee contributions are highlighted in Table #5 below:

**Table #5
 Mercer Comparison of National Survey and of Leon County Employee Contributions**

HMO Contributions	Leon County	Leon County VBD	County 500+	1,000-4,999 employees	Florida 500+	National 500+
Individual - \$	\$77	\$64	\$78	\$109	\$108	\$105
Family - \$	\$204	\$170	\$280	\$369	\$414	\$370
Individual - %	15%	12.5%	12%	22%	24%	23%
Family - %	15%	12.5%	18%	28%	34%	28%

Mercer recommends that Leon County consider increasing the cost of dependent coverage to be more in line with benchmarks, (locally and nationally). Currently, Leon County charges less for dependent coverage (Employee +1 and Family) than their peers. This could lead to employees enrolling more dependents on to the County’s plan which could increase costs.

III. Proposed 2014 Renewal Rate and Contribution Strategies

CHP/Florida Blue have proposed a 4.4% renewal rate for the 2014 Plan Year. The renewal rate maintains the current plan design. Staff has prepared a summary of Standard and Multi-Tiered Contribution Strategies for Board consideration as follows:

A. Standard Contribution Strategies

Table #6 reflects three proposed standard contribution strategies that reflect annual employer costs and the fiscal impact over 2013 costs. The standard contribution strategy applies the same employee percentage to all tiers of coverage (Single, Employee +1 and Family).

Table #6
2014 Standard Contribution Strategies
4.4% Renewal Rate

	VBD – 2.5% Incentive Reduction	Employer Costs	Inc/Dec over 2013 Costs
2013 Est. Costs	87.5/12.5	\$15,036,000	
Strategy #1 Maintain Current	87.5/12.5	\$15,695,000	\$659,000
Strategy #2	85/15	\$15,247,000	\$211,000
Strategy #3	82.5/17.5	\$14,798,000	(\$238,000)

As shown in Table #6, reducing the employer contribution will result in a lower employer cost for Leon County. However, County employees will pick up the shift in costs through higher insurance premiums. Attachment #11 provides estimated total annual costs and monthly premiums associated with each of the standard contribution strategies.

B. Multiple Tier Contribution Strategies

Table #7 provides multiple tier contribution levels for single, employee +1 and family coverage. This strategy is designed to bring Leon County dependent contributions more in line with local and national benchmarks as noted in the April 2013 Mercer study. Contribution Strategies #2 and #3 charge a higher employee contribution percentage for dependent coverage as recommended in the 2013 Mercer study.

Table #7
Multiple Tier Contribution Levels
4.4% Renewal Rate

	VBD – 2.5% Employee Multi-tier Contribution			Leon County Employer Costs	Inc/Dec over 2013 Costs)
	Single	Emp+1	Family		
2013 Est. Costs	87.5/12.5	87.5/12.5	87.5/12.5	\$15,036,000	
Strategy #1 Maintain Current Strategy	87.5/12.5	87.5/12.5	87.5/12.5	\$15,695,000	\$659,000
Strategy #2	87.5/12.5	85/15	82.5/17.5	\$15,043,000	\$7,000
Strategy #3	87.5/12.5	85/15	80/20	\$14,772,000	(\$264,000)

As shown in Table #7 above, in Strategy #2 the Employee +1 contribution increases by 2.5% and the Family contribution increases by 5%. For Strategy #3, the Employee +1 contribution increases by 2.5% and the Family contribution increases by 7.5%. Additional detail of annual costs and monthly premiums related to the multi-tier contribution strategies is shown in Attachment #12.

In summary, staff recommends Board acceptance of the 2014 actions necessary to implement health insurance eligibility and coverage requirements as a result of the Patient Protection and Affordable Care Act (Health Care Reform) as outlined in Attachment #7. Additionally, in accordance with the findings of the April 2013 Mercer study and benchmark of employee contributions for Leon County, staff recommends approval of Option #2b – Multiple Tier Contribution Strategy Scenario #3. Employees with dependent coverage would pay a higher percentage of health insurance costs, which is comparable to local, state and national benchmarks.

Employee Pay Adjustments

As specified in the overview budget discussion item, a portion of the budgetary shortfall included a three percent cost of living adjustment for employees. The total impact of this adjustment is \$2.58 million. Staff is recommending a shift in premium to those employees with dependent coverages. With this cost shift, however, even with a three percent pay adjustment some employees would see a negative impact on their pay. To address this impact staff is recommending that employees be held harmless in this family health benefit cost shift. The county would realize cost savings from the cost shift on a going forward basis with the retirement and hiring of new employees.

To provide additional cost savings, staff is recommending providing a modified three percent pay adjustment. On October 1, 2013, employees would receive a 1.5% pay adjustment and a 1.5% adjustment on April 1, 2014. The split adjustment will save \$645,000 in addressing the budget shortfall. Staff is recommending that the modified three percent pay adjustment be provided to all employees. Earlier discussions indicated that a performance increase in the range of zero to five percent would be recommended; however, due to funding constraints and the modest increase a modified three percent will provide to employees, performance raises were not considered for the preliminary budget.

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Options:

1. Accept staff recommendations for health insurance eligibility and coverage requirements as a result of the Patient Protection and Affordable Care Act (Health Care Reform) - Attachment #7.
2. Based on local, state, and national trends, approve a change in the current contribution strategy for value based benefit (VBD) design participants as follows:
 - Single coverage: 87.5% County/12.5% employee (no change)
 - Employee plus 1: 85% County/15% employee
 - Family: 80% County/20% employee
3. Provide a modified three percent COLA to employees, providing 1.5% on October 1, 2013 and an additional 1.5% on April 1, 2014. In addition to the adjustment, provide that employees pay that is negatively impacted by the shift in dependent health care coverage receive a one-time pay adjustment so as to be held harmless in their gross pay and correspondingly receive the benefit of the COLA.
4. Board Direction

Recommendation:

Options #1, #2, and #3 are included in the recommended budget balancing strategy number 2.

Attachments:

1. CHP/Florida Blue Proposed 2014 Plan Year Renewal Rates Current Plan Design
2. July 9, 2013 Budget Workshop Discussion Item “2013 Plan Year Health Insurance Renewal”
3. May 24, 2013 letter to CHP requesting 2014 Renewal rates and Plan Designs
4. 2014 Florida Blue Alternative Plan Designs
5. Mercer April 2013 study of Leon County Government, “Health Care Reform Compliance Review”
6. Leon County Actions Taken to date regarding Health Care Reform
7. 2014 Recommended Actions to comply with requirements of Health Care Reform
8. Local Market Plan Design Comparisons
9. Local Market Contribution Strategies
10. Mercer National Benchmark Review of Employee Contributions
11. Standard Contribution Strategies Annual Costs and Associated Monthly Premiums
12. Multiple Tiered Contribution Strategies Annual Cost and associated Monthly Premiums



Capital Health

P L A NSM

An Independent Licensee of the Blue Cross and Blue Shield Association



Lillian W. Bennett
Director of Human Resources
Leon County
315 South Calhoun Street - Suite #502
Tallahassee, FL 32301

June 4, 2013

Re: Capital Health Plan and Florida Blue Blended 1/1/2014 Renewal Rates

Dear Lillian:

We are pleased to submit the 2014 Blended Dual Option renewal rates and alternates. Leon County has partnered with Capital Health Plan to meet the health care needs of its employees and their families for 30 years. We appreciate this partnership and look forward to continuing this relationship.

These rates are effective January 1, 2014 and are guaranteed for one year. The renewal rates do not include:

- 1) Changes in eligibility
- 2) Changes in the Anniversary Date
- 3) Significant changes in Demographics (15% or more)

The following are the 2014 renewal rates and the alternate rates that you have requested. These rates continue to reflect costs well below national trends.

Capital Health Plan	Tier	Florida Blue Plan 03559 \$15/30/50 (Current Plan)	Florida Blue Plan 03359 \$10/60/100 (Alternate)	Florida Blue Plan 05771 \$10/60/100 (Alternate)	Florida Blue Plan 03900 \$10/60/100 (Alternate)	Florida Blue Plan 03566 \$10/60/100 (Alternate)
Big Bend Selection \$7/\$30/\$50 Rx without Morbid Obesity Endorsement (Current Plan)	Employee	\$533.36	\$529.14	\$528.48	\$525.97	\$523.50
	Employee + Spouse	\$1,114.83	\$1,105.99	\$1,104.60	\$1,099.37	\$1,094.18
	Family	\$1,422.38	\$1,416.60	\$1,415.69	\$1,412.27	\$1,408.88
Big Bend Selection \$7/\$30/\$50 Rx with Morbid Obesity Endorsement (Alternate Plan)	Employee	\$538.09	\$533.86	\$533.20	\$530.70	\$528.22
	Employee + Spouse	\$1,124.70	\$1,115.87	\$1,114.48	\$1,109.24	\$1,104.06
	Family	\$1,435.44	\$1,429.66	\$1,428.76	\$1,425.33	\$1,421.95
Blended Rate Increase		4.4% / 5.3%	3.8% / 4.7%	3.7% / 4.6%	3.3% / 4.2%	2.9% / 3.9%

Sincerely,

Polly A. White
Sr. VP Marketing and Administrative Services

Cc: Dave Sanna, Laura Fortino

Leon County Board of County Commissioners

Cover Sheet for Workshop

July 9, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: 2013 Plan Year CHP/BCBS Health Insurance Renewal

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Lillian Bennett, Director of Human Resources
Lead Staff/ Project Team:	Ernest Poirier, Human Resources Specialist Mary Barley, Health and Wellness Coordinator

Fiscal Impact:

This agenda item has a fiscal impact. For the 2013 Plan year, CHP/BCBS have proposed a 0.42% blended renewal rate increase for health insurance services with no change in the Current Plan Design. At the June 26, 2012, Health Insurance Workshop, staff presented CHP/BCBS Current and Alternative Plan Designs and Renewal Rates for Board consideration (Attachment #1).

Staff Recommendation:

Board Direction

Title: 2013 Plan Year CHP/BCBS Health Insurance Renewal
July 9, 2012
Page 2

Report and Discussion

Background:

At the June 26, 2012 workshop, the Board discussed the 2013 Plan Year CHP/BCBS Health Insurance Renewal and consideration of Health Insurance Alternatives (Attachment #1). Staff provided the following information for Board review and consideration:

1. Plan Designs and Renewal Rates
 - o Plan A – Leon County’s Current Plan Design – 0.42% Renewal Rate
 - o Plan B – CHP 5 Plan Design (City of Tallahassee) – (2.25%) Renewal Rate
 - o Plan C – Capital Select Plan Design (Leon County Schools) – (4.30%) Renewal Rate

2. Contribution Strategies
 - o Standard Contribution Strategies
 - o 4 Year Phase-In Contribution Strategies
 - o Multiple Tier Contribution Strategies

3. Value Based Benefit Design (VBD) Program

Analysis:

The Board provided preliminary guidance and directed staff to bring back selected Plan Designs and Contribution Strategies at the July, 9, 2012 Budget Workshop as follows:

1. Plan Designs
 - a. Plan A - Leon County’s Current Plan Design
 - b. Plan B - CHP 5 Plan Design (City of Tallahassee)

2. Contribution Strategies
 - a. Standard Contribution Strategies

Strategy #1	Maintain 90/10
Strategy #2	87.5/12.5
Strategy #3	85/15

- b. Multiple Tier Contribution Strategies

	Single	Emp +1	Family
Strategy #1	90/10	87.5/12.5	87.5/12.5
Strategy #2	90/10	87.5/12.5	85/15
Strategy #3	90/10	85/15	85/15

3. The Board also requested that staff bring back the correlating Value Based Benefit Design (VBD) strategy applicable to each of the selected Standard and Multiple Tier Contribution strategies.

Title: 2013 Plan Year CHP/BCBS Health Insurance Renewal
July 9, 2012
Page 3

Capital Health Plan

Table #1 provides highlights of major differences in the Plan Designs for Plan A (Leon County's Current Plan Design) and Plan B (CHP 5 Plan Design -City of Tallahassee) as reflected below:

**Table #1
Plan Design Highlights - Plan A and Plan B**

Medical Service	Highlights of Major Differences in Co-Pays	
	Plan A Leon County's Current Plan	Plan B CHP 5 Plan (City of Tallahassee)
Primary Care	\$10	\$10
Specialist	\$25	\$40
Urgent Care	\$20	\$25
Physician -Out Patient	\$25	\$40
Mental Health	\$25	\$40
Hospital Out-Patient	\$100	\$250
Emergency Room	\$100	\$250
Ambulance	\$0	\$100
Ambulatory Surgical	\$100	\$100
MRI/PET/CT	\$25	\$100
Rehab Therapies	\$25	\$40
Routine Vision	\$15	\$10
RX-Prescriptions	\$7/\$30/\$50	\$7/\$30/\$50

Blue Cross/Blue Shield

The Alternative BCBS Plan Design 3559 is the preferred provider plan that will be associated with the selection of Plan B. A comparison chart of the changes in co-pays from the current BCBS plan design to the Alternate BCBS Plan Design 3559 under Plan B is shown in Attachment #2.

Standard Contribution Strategies

Table #2 reflects Standard Contribution Strategies and the related fiscal impact:

Table #2
Standard Contribution Strategies
2013 Fiscal Impact - Inc/(Dec) over 2012 Costs

Strategy	2013 Board Established Contribution Strategy	Plan A - Leon County Current Plan Design	Plan B - CHP 5 (City of Tallahassee)
Renewal Rate		0.42% Inc.	(2.25%) Dec.
Strategy #1	Maintain 90/10	\$67,000	(\$355,000)
Strategy #2	87.5/12.5	(\$374,000)	(\$784,000)
Strategy #3	85/15	(\$814,000)	(\$1,213,000)

o **Correlating Value Based Benefit Design Strategies**

Table #3 reflects the correlating VBD Strategies for each of the Standard Contribution Strategies noted in Table #2 above:

Table #3
Correlating Value Based Benefit Design (VBD) Strategy for
Standard Contribution Strategies
Fiscal Impact – Inc/(Dec) over 2012 Costs

	Standard Contribution Strategies For Plan A and Plan B	Corresponding VBD Contribution Strategies	VBD - 2.5% Incentive Reduction in Contribution Strategy	Plan A - Leon County Current Plan Design	Plan B - CHP 5 (City of Tallahassee)
Strategy #1	Maintain 90/10	87.5/12.5	90/10	\$44,000	(\$377,000)
Strategy #2	87.5/12.5	85/15	87.5/12.5	(\$396,000)	(\$806,000)
Strategy #3	85/15	82.5/17.5	85/15	(\$837,000)	(\$1,235,000)

Multiple Tier Contribution Strategies

Table #4 reflects Multiple Tier Contribution Strategies and related fiscal impact:

**Table #4
Multiple Tier Contribution Levels**

Fiscal Impact – Inc/(Dec) over 2012 Costs					
Strategy	Employer Multi-tier Contribution			Plan A - Leon County Current Plan Design	Plan B - CHP 5 (City of Tallahassee)
	Single	Emp+1	Family		
				0.42% Inc.	(2.25%) Dec.
Strategy #1	90/10	87.5/12.5	87.5/12.5	(\$309,000)	(\$720,000)
Strategy #2	90/10	87.5/12.5	85/15	(\$574,000)	(\$978,000)
Strategy #3	90/10	85/15	85/15	(\$683,000)	(\$1,084,000)

o **Correlating Value Based Benefit Design Strategies**

Table #5 reflects the correlating VBD Strategies for each of the Multiple Tier Contribution Strategies noted in Table #4 above:

**Table #5
Correlating Value Based Benefit Design (VBD) Strategy
For Multiple Tier Contribution Levels**

Fiscal Impact – Inc/(Dec) over 2012 Costs								
Strategy	Board Established Multi-Tier Contribution Strategy			VBD Participation - 2.5% Incentive Reduction in Contribution Strategy			Plan A - Leon County Current Plan Design	Plan B - CHP 5 (City of Tallahassee)
	Single	Emp+1	Family	Single	Emp+1	Family		
							0.42% Inc.	(2.25%) Dec.
Strategy #1	87.5/12.5	85/15	85/15	90/10	87.5/12.5	87.5/12.5	(\$330,000)	(\$742,000)
Strategy #2	87.5/12.5	85/15	82.5/17.5	90/10	87.5/12.5	85/15	(\$596,000)	(\$1,000,000)
Strategy #3	87.5/12.5	82.5/17.5	82.5/17.5	90/10	85/15	85/15	(\$705,000)	(\$1,106,000)

Title: 2013 Plan Year CHP/BCBS Health Insurance Renewal
July 9, 2012
Page 6

Options

1. Plan Design for the 2013 Plan Year:
 - a. Maintain Plan A – Leon County’s Current Plan Design
 - b. Select Plan B – CHP 5 Plan (City of Tallahassee)

2. Contribution Strategy from the following list from (a) Standard Contribution Strategy or from (b) Multiple Tier Contribution Strategy for 2013 Plan Year:
 - a. Standard Contribution Strategy (Table #2)

Strategy #1	Maintain 90/10
Strategy #2	87.5/12.5
Strategy #3	85/15

- b. Multiple Tier Contribution Strategy (Table #4)

	Single	Emp +1	Family
Strategy #1	90/10	87.5/12.5	87.5/12.5
Strategy #2	90/10	87.5/12.5	85/15
Strategy #3	90/10	85/15	85/15

3. Implement the correlating Value Based Benefit Design (VBD) strategy reflected in Table #3, Standard Contribution Strategy or Table #5, Multiple Tier Contribution Strategy.

Recommendation:

Board Direction

Attachment:

1. 2013 Plan Year CHP/BCBS Health Insurance Renewal and Consideration of Health Insurance Alternative Workshop Agenda Item
2. Comparison of current BCBS Plan Design and Alternate BCBS 3559 Plan Design

VSL/LWB/EAP/MB



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

Commissioners

May 24, 2013

BILL PROCTOR
District 1

Mr. John Hogan
President and CEO
Capital Health Plan
2140 Centerville Place
Tallahassee, FL 32308

JANE G. SAULS
District 2

JOHN DAILEY
District 3

BRYAN DESLOGE
District 4

Dear John:

KRISTIN DOZIER
District 5

It is again the time of year for the annual renewal of health insurance with Capital Health Plan. Leon County was successful in the implementation of the Value Based Design (VBD) program which integrated the County's Live Well LEON Wellness Program into the health insurance program. I would like to thank you and your staff for the assistance provided to Leon County in the implementation of the VBD Program.

MARY ANN LINDLEY
At-Large

NICK MADDOX
At-Large

The Board of County Commissioners will be holding a workshop on the Fiscal Year 2014 Budget on July 8, 2013. As such, we will need the 2014 renewal rates by June 7, 2013 in order for staff to prepare, analyze and distribute materials for Departmental Review in preparation for the Board's July 8, 2013 workshop.

VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

As requested in previous months during discussions with CHIP staff, please provide the following information:

- Renewal Rate for the Current Leon County Plan Design
- Alternative Plan Design with **No Increase** in renewal rates.
- Please advise of the renewal rates with and without Obesity Coverage.

Please assist us in meeting this important deadline. It is imperative that Human Resources receive this information as soon as possible and no later than June 7, 2013 in order to meet the Board's directive. Your immediate attention and cooperation in this matter is greatly appreciated. Please contact me at 850-606-2411, should you have any questions.

Sincerely,

Lillian W. Bennett
Director, Human Resources

cc: Vincent S. Long, County Administrator

COST SHARING Maximums shown are Per Benefit Period (BPM) unless noted	BlueOptions Predictable Cost 03359	BlueOptions Predictable Cost 03559	BlueOptions Predictable Cost 03566	BlueOptions Lower Cost 03900	BlueOptions Predictable Cost 05771
PREVENTIVE CARE					
Adult Wellness Office Services					
In-Network Family Physician	\$0	\$0	\$0	\$0	\$0
In-Network Specialist	\$0	\$0	\$0	\$0	\$0
Out-of-Network	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
Colonoscopies (Routine)	Age 50+ then Frequency Schedule Applies				
In-Network	\$0	\$0	\$0	\$0	\$0
Out-of-Network	\$0	\$0	\$0	\$0	\$0
Mammograms (Routine and Dx)					
In-Network	\$0	\$0	\$0	\$0	\$0
Out-of-Network	\$0	\$0	\$0	\$0	\$0
Well Child Office Visits (No BPM)					
In-Network Family Physician	\$0	\$0	\$0	\$0	\$0
In-Network Specialist	\$0	\$0	\$0	\$0	\$0
Out-of-Network	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
EMERGENCY/URGENT/CONVENIENT CARE					
Ambulance					
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	In-Ntwk DED + 20%	In-Ntwk DED + 20%	In-Ntwk DED + 30%	In-Ntwk DED + 50%	In-Ntwk DED + 20%
Convenient Care Centers (CCC)					
In-Network	\$25	\$20	\$35	\$35	\$30
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Emergency Room Facility Services (also see Professional Provider Services)					
In-Network	\$200	\$100	DED + 30%	DED + 50%	\$250
Out-of-Network	\$200	\$100	OON DED + 30%	DED + 50%	\$250
Urgent Care Centers (UCC)					
In-Network	DED + 20%	\$45	DED + 30%	DED + 50%	\$60
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
FACILITY SERVICES - HOSP/SURG/ICL/IDTF					
Unless otherwise noted, physician services are in addition to facility services. See Professional Provider Services.					
Ambulatory Surgical Center					
In-Network	\$100	\$100	DED + 30%	DED + 50%	\$200
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Independent Clinical Lab					
In-Network	\$0	\$0	\$0	\$0	\$0
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Independent Diagnostic Testing Facility - Xrays and AIS (Includes Physician Services)					
In-Network - Advanced Imaging Services (AIS)	\$125	\$150	DED + 30%	\$200	\$250
In-Network - Other Diagnostic Services	\$50	\$50	DED + 30%	DED + 50%	\$50
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
	BlueOptions	BlueOptions	BlueOptions	BlueOptions	BlueOptions

Proposed Benefits Leon County BOCC

PLAN DETAILS

	BlueOptions Predictable Cost 03359	BlueOptions Predictable Cost 03559	BlueOptions Predictable Cost 03566	BlueOptions Lower Cost 03900	BlueOptions Predictable Cost 05771
COST SHARING					
Maximums shown are Per Benefit Period (BPM) unless noted					
Deductible (DED) (Per Person/Family Agg)					
In-Network	\$1,000 / \$3,000	\$500 / \$1,500	\$5,000 / \$15,000	\$1,500 / Not Applicable	\$1,500 / \$4,500
Out-of-Network	\$2,000 / \$6,000	\$750 / \$2,250	Combined w/In-Ntwk	\$4,500 / Not Applicable	\$4,500 / \$13,500
Coinsurance (Member Responsibility)					
In-Network	20%	20%	30%	50%	20%
Out-of-Network	40%	40%	50%	50%	50%
Out of Pocket Maximum (Per Person/Family Agg)					
In-Network	Includes DED, Coins, Copays (Excludes Rx)	Includes DED, Coins, & Copays (Excludes Rx)			
Out-of-Network	\$3,000 / \$6,000	\$2,500 / \$5,000	\$7,500 / \$15,000	\$10,000 / \$10,000	\$4,500 / \$9,000
Lifetime Maximum	\$5,000 / \$10,000	\$5,000 / \$10,000	\$10,000 / \$20,000	\$20,000 / \$20,000	\$9,000 / \$18,000
	No Maximum				
PROFESSIONAL PROVIDER SERVICES					
Allergy Injections					
In-Network Family Physician	\$10	\$10	\$10	\$10	\$10
In-Network Specialist	DED + 20%	\$10	\$10	\$10	\$10
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
E-Office Visit Services					
In-Network Family Physician	\$10	\$10	\$10	\$10	\$10
In-Network Specialist	\$10	\$10	\$10	\$10	\$10
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Office Services					
In-Network Family Physician	\$25	\$20	\$35	\$35	\$30
In-Network Specialist	DED + 20%	\$40	\$50	\$50	\$55
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Provider Services at Hospital and ER					
In-Network Family Physician	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
In-Network Specialist	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	In-Ntwk DED + 20%	In-Ntwk DED + 20%	In-Ntwk DED + 30%	In-Ntwk DED + 50%	In-Ntwk DED + 20%
Provider Services at Other Locations					
In-Network Family Physician	DED + 20%	DED + 20%	DED + 30%	DED + 50%	\$30
In-Network Specialist	DED + 20%	DED + 20%	DED + 30%	DED + 50%	\$55
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Radiology, Pathology and Anesthesiology Provider Services at Ambulatory Surgical Center or Hospital					
In-Network Specialist	ASC: DED + 20% Hospital: DED + 20%	ASC: DED + 20% Hospital: DED + 20%	ASC: DED + 30% Hospital: DED + 30%	ASC: DED + 50% Hospital: DED + 50%	ASC: \$55 Hospital: DED + 20%
Out-of-Network	In-Ntwk DED + 20%	In-Ntwk DED + 20%	In-Ntwk DED + 30%	In-Ntwk DED + 50%	ASC: \$55 Hospital: In-Ntwk DED + 20%

COST SHARING	Predictable Cost 03359	Predictable Cost 03559	Predictable Cost 03566	Lower Cost 03900	Predictable Cost 05771
Maximums shown are Per Benefit Period (BPM) unless noted					
Inpatient Hospital (per admit)					
In-Network	Option 1 - \$750 Option 2 - \$1,000 DED + 40%	Option 1 - \$600 Option 2 - \$1,000 DED + 40%	Option 1 - DED + 30% Option 2 - DED + 30% DED + 50%	Option 1 - \$1,500 Option 2 - \$2,500 DED + 50%	Option 1 - DED + 20% Option 2 - DED + 20% \$500 PAD + DED + 50%
Out-of-Network	21 Days	21 Days	21 Days	21 Days	21 Days
Inpatient Rehab Maximum					
Outpatient Hospital (per visit)					
In-Network	Option 1 - \$150 Option 2 - \$250 DED + 40%	Option 1 - \$200 Option 2 - \$300 DED + 40%	Option 1 - DED + 30% Option 2 - DED + 30% DED + 50%	Option 1 - \$300 Option 2 - \$400 DED + 50%	Option 1 - DED + 20% Option 2 - DED + 20% DED + 50%
Out-of-Network					
Therapy at Outpatient Hospital					
In-Network	Option 1 - \$45 Option 2 - \$60 DED + 40%	Option 1 - \$45 Option 2 - \$60 DED + 40%	Option 1 - \$45 Option 2 - \$60 DED + 50%	Option 1 - \$45 Option 2 - \$60 DED + 50%	Option 1 - \$55 Option 2 - \$80 DED + 50%
Out-of-Network					
MENTAL HEALTH AND SUBSTANCE ABUSE					
Inpatient Hospitalization					
In-Network	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0
Out-of-Network	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
Outpatient Hospitalization (per visit)					
In-Network	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0	Option 1 - \$0 Option 2 - \$0
Out-of-Network	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
Provider Services at Hospital and ER					
In-Network Family Physician or Specialist	\$0	\$0	\$0	\$0	\$0
Out-of-Network Provider	\$0	\$0	\$0	\$0	\$0
Physician Office Visit					
In-Network Family Physician or Specialist	\$0	\$0	\$0	\$0	\$0
Out-of-Network Provider	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
Emergency Room Facility Services (per visit)					
In-Network	\$0	\$0	\$0	\$0	\$0
Out-of-Network	\$0	\$0	\$0	\$0	\$0
Provider Services at Locations other than Hospital and ER					
In-Network Family Physician	\$0	\$0	\$0	\$0	\$0
In-Network Specialist	\$0	\$0	\$0	\$0	\$0
Out-of-Network Provider	40% (No DED)	40% (No DED)	50% (No DED)	50% (No DED)	50% (No DED)
OTHER SPECIAL SERVICES AND LOCATIONS					
Advanced Imaging Services in Physician's Office					
In-Network Family Physician	\$125	\$150	DED + 30%	\$200	\$250
In-Network Specialist	\$125	\$150	DED + 30%	\$200	\$250
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Birth Center					
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%

COST SHARING	BlueOptions Predictable Cost 03359	BlueOptions Predictable Cost 03559	BlueOptions	BlueOptions Lower Cost 03900	BlueOptions Predictable Cost 05771
Maximums shown are Per Benefit Period (BPM) unless noted					
Durable Medical Equipment, Prosthetics, Orthotics BPM					
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Home Health Care BPM	20 Visits	20 Visits	20 Visits	10 Visits	20 Visits
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Hospice LTM	No Maximum				
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
Outpatient Therapy and Spinal Manipulations BPM	35 Visits (Includes up to 26 Spinal Manipulations)	35 Visits (Includes up to 26 Spinal Manipulations)	35 Visits (includes up to 26 Spinal Manipulations)	25 Visits (Includes up to 26 Spinal Manipulations)	35 Visits (Includes up to 26 Spinal Manipulations)
Skilled Nursing Facility BPM	60 days				
In-Network	DED + 20%	DED + 20%	DED + 30%	DED + 50%	DED + 20%
Out-of-Network	DED + 40%	DED + 40%	DED + 50%	DED + 50%	DED + 50%
PRESCRIPTION DRUGS	\$10/\$60/\$100	\$10/\$30/\$50	\$10/\$60/\$100	\$10/\$60/\$100	\$10/\$60/\$100
	\$0 Ded				
	Open Formulary				
Deductible	\$0	\$0	\$0	\$0	\$0
In-Network					
Retail (30 days)					
Generic/Preferred Brand/Non-Preferred	\$10/\$60/\$100	\$10/\$30/\$50	\$10/\$60/\$100	\$10/\$60/\$100	\$10/\$60/\$100
Mail Order (90 days)					
Generic/Preferred Brand/Non-Preferred	\$25/\$150/\$250	\$25/\$75/\$125	\$25/\$150/\$250	\$25/\$150/\$250	\$25/\$150/\$250
Out-of-Network					
Retail (30 days)					
Generic/Preferred Brand/Non-Preferred	50%/50%/50%	50%/50%/50%	50%/50%/50%	50%/50%/50%	50%/50%/50%
Mail Order (90 days)					
Generic/Preferred Brand/Non-Preferred	50%/50%/50%	50%/50%/50%	50%/50%/50%	50%/50%/50%	50%/50%/50%
Medical Pharmacy Monthly In-Network OOP Max (Provider-Administered Rx)*	\$200	\$200	\$200	\$200	\$200
In-Network	20% (No DED)				
Out-of-Network	DED + 50%				

(1) Medical Pharmacy Monthly OOP Max applies in-network only and is combined Preferred and Non-Preferred unless otherwise noted. It includes the drug cost share and applies to the health plan OOP Max. (2) Physician Services are in addition to drug costs (separate cost share applies). (3) Separate drug cost share does not apply to allergy injections or immunizations; only office cost share applies.

** See Proposal Assumptions for more details.

Diabetic Supplies (lancets, strips, etc.) are covered under the Rx benefit except when the group carves out pharmacy. When pharmacy is carved out, they are available through DME. Diabetic Equipment (insulin pumps, tubing) are always covered under the medical benefit.

This is not an insurance contract or Benefit Booklet. The above Benefit Summary is only a partial description of the many benefits and services covered by Blue Cross and Blue Shield of Florida, Inc., an independent licensee of the Blue Cross and Blue Shield Association. For a complete description of benefits and exclusions, please see Blue Cross and Blue Shield of Florida's Benefit Booklet and Schedule of Benefits; their terms prevail.

The information contained in this proposal includes benefit changes required as a result of the Patient Protection And Affordable Care Act (PPACA), otherwise known as Health Care Reform (HCR). Please note that plan benefits are subject to change and may be revised based on guidance and regulations issued by the Secretary of Health and Human Services (HHS) or other applicable federal agency. In addition, the rates quoted within this proposal are based on the plan benefits at the time the proposal is issued and may change before the plan effective date if additional plan changes become necessary.

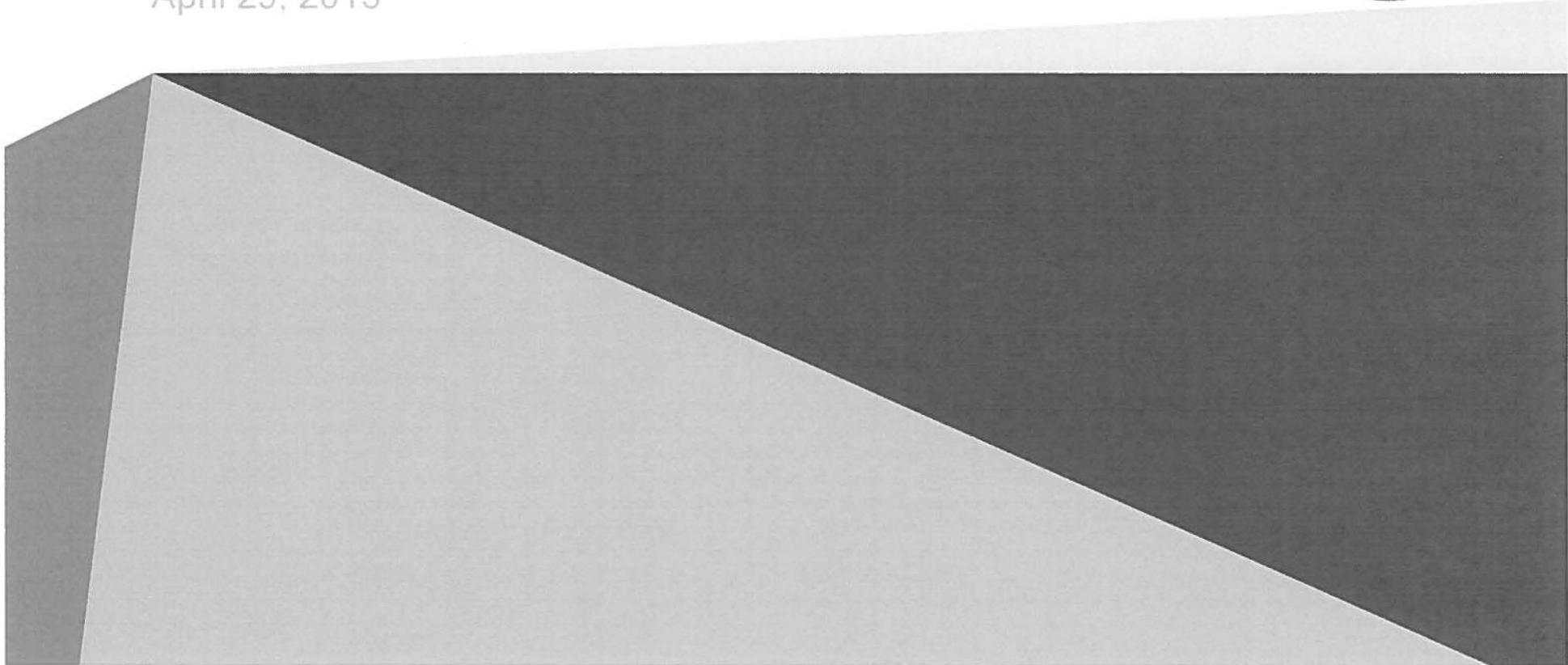
Additionally, Interim rules released by the Federal Government February 2, 2010 require BCBSF to test all benefit plans to ensure compliance with the Mental Health Parity and Addiction Equity Act (MHPAE). Benefits and rates reflected in the proposal are subject to change based on the outcomes of the test.



TALENT • HEALTH • RETIREMENT • INVESTMENTS

Leon County Government Health Care Reform Compliance Review

April 29, 2013



Contents

- Health Care Reform Check-up
 - Status of the law
 - Summary of Findings, Recommendations, Next Steps
- Check-up
 - Select Hot Spots from First Wave of Health Care Reform
 - 2012-2013 Requirements
 - 2014 Requirements and strategies to address
 - 2018 Excise Tax
 - Employee Communication Timeline 2012-2014
 - Employer Strategies Beyond Compliance
- Appendices

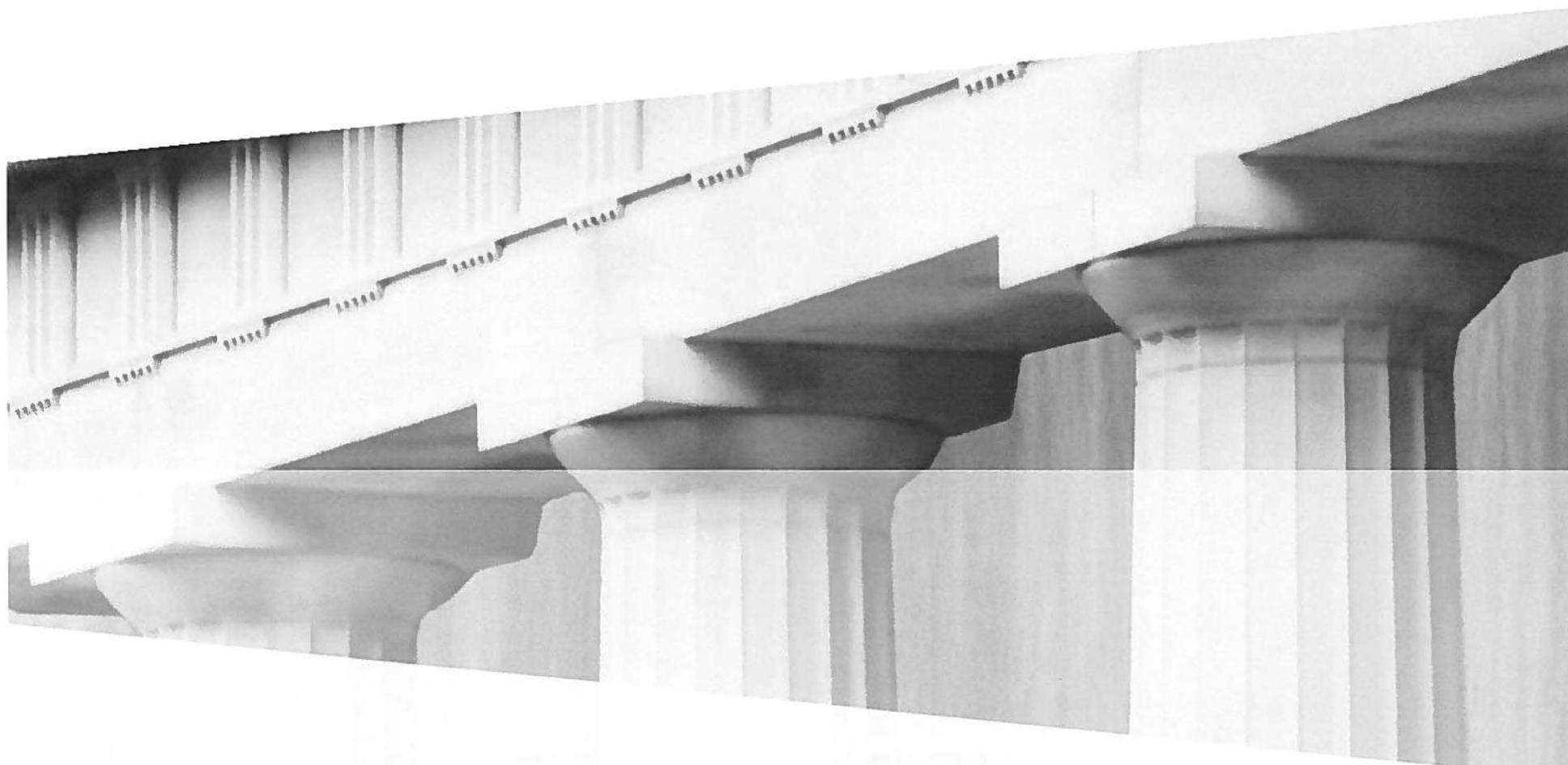
Health Care Reform: Status of the law

- In summer 2012, the U.S. Supreme Court ruled on several challenges to the Patient Protection and Affordable Care Act (PPACA) passed by Congress in March 2010
 - Individual Mandate: The penalty for not having insurance is constitutional under Congress' taxing power
 - Medicaid Expansion: The law's Medicaid expansion is constitutional, but the loss of all federal Medicaid funds for a state that chooses not to expand its program is unconstitutional
- November 2012 re-election of President Obama, Senate majority remains Democratic
 - PPACA lives on
 - Both federal and some state governments have picked up the pace to implementation, including regulations, but more guidance needed for employer compliance
- Further legal challenges to PPACA and federal/state budget pressures may result in delays or changes to the law
- Employers must move forward with planning to:
 - Comply with the requirements of the law
 - Adjust/refine health care strategies to comply with the law *and* support business and HR objectives

Key Findings

- Eligibility – In an effort to decrease Leon County’s costs:
 - Consider increasing eligibility hours requirement for part timers from 20 to 30 hours per week Slide 15
 - Consider expanding waiting period to 90 days (currently first of the month following receipt of application provided application is received in 30 days) Slide 20
 - If either of the above changes occur, communicate change to affected groups and update plan documents and communication materials accordingly
- Confirm processes are in place to accurately track hours worked Slide 19
- Required Plan Design Change: Pharmacy copays must begin accumulating towards both medical plans’ out of pocket maximums effective 1/1/14 Slide 21
- Begin planning for auto-enrollment and impact of employees enrolling who are currently opting out of the plan Slide 24
 - Consider implementing a low cost 60% actuarial value plan for default coverage to keep Leon County’s costs low Slide 32
- Begin planning communication strategy for keeping employees informed on the availability of the exchanges and their eligibility (or lack thereof) for subsidized coverage Slide 26
- Consider increasing cost differential between employees participating and those not participating in the Value Based Program (wellness incentives) Slide 30
- Consider increasing Family contributions to be more in line with benchmark. Currently, Leon County charges less for Family coverage than their peers. This could lead to employees enrolling their dependents on to your plan which would increase your costs. Slide 31

Select Hot Spots from First Wave of Health Care Reform



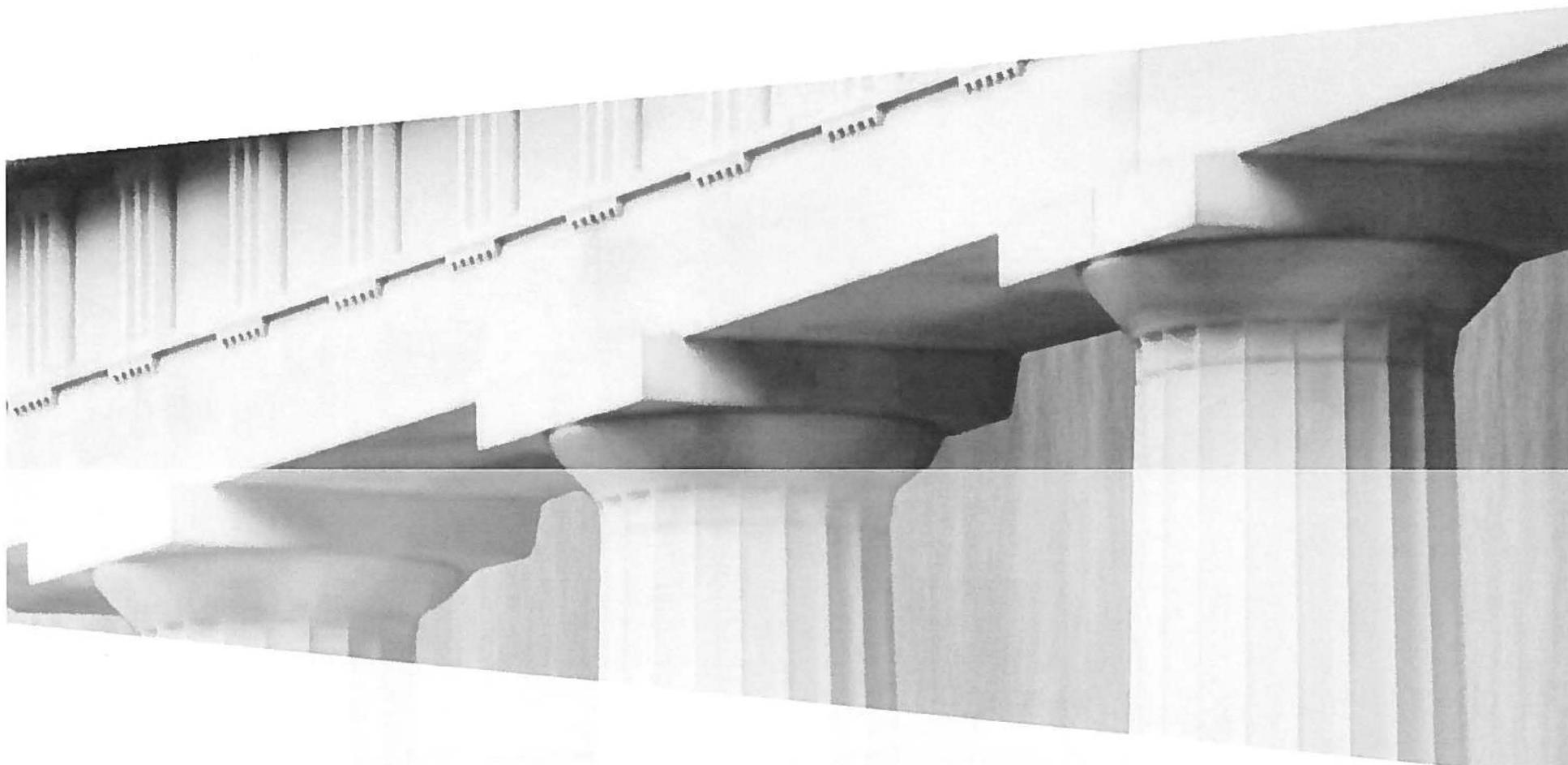
Select Hot Spots from First Wave of Health Care Reform

- For most plans, the first wave of health care reform mandates—which went into effect plan years beginning on or after Sept. 23, 2010—are in the rear view mirror
- Employers needed to confirm that benefit packages with any change causing loss of grandfathered status:
 - Comply with all mandates required of nongrandfathered plans on the first date any such change takes effect, including
 - Preventive services coverage, in network, with no cost-sharing
 - Emergency services coverage
 - Enhanced claims and appeal rights
 - Eligibility for adult children to age 26, regardless of marital/student status, access to other coverage – even if employer-sponsored, other conditions
 - Additional requirements for PCP designation; no preauthorization can be required for OB/GYN
 - At some future date, nondiscrimination standards for fully insured plans
 - Communicate (and amend documents as necessary)
 - Changes that caused the loss of GF status, and
 - Changes that result (new claim and appeal rights, preventive services coverage, etc.)

Select Hot Spots from First Wave of Health Care Reform

- Confirm whether dental/vision plans are subject to the first wave of PPACA benefit mandates
 - Exempt, if insured through a separate policy
 - Otherwise, exempt if “not integral” to medical coverage, meaning
 - Employees electing medical coverage can elect not to receive coverage for the vision or dental benefits; and
 - Employees electing the dental or vision pay an additional premium or contribution for it
 - Example of dental subject to mandates: self-insured dental and medical that are “linked” (i.e., must be elected together)
 - Difficult for dental and vision plans to comply with mandates
 - Example: Many dental and vision plans have annual/lifetime dollar limits on essential health benefits (such as pediatric dental care) that must be eliminated
- If you sponsor a nongrandfathered plan, confirm with your vendors that plan is administered in accordance with PPACA’s enhanced claim and appeals rights

2012 – 2013 REQUIREMENTS



2012-2013 Requirements

	BCBS	Notes	Leon County
<input type="checkbox"/>	<p>1. Minimum Loss Ratio (MLR) reimbursement (insured plans only)</p>	<p>Policyholders receiving a rebate must analyze plan documents and applicable guidance to determine how rebate should be used; first rebates due Aug. 1, 2012</p> <p>Insurers are required to provide notices to policyholders and participants – employers may wish to send their own notices to employee participants to advise how the rebate will be used/explain that rebate won't come directly to employees from insurer, set context that rebate not based on just their policy and premiums</p> <p>Employers should consider whether to add/improve plan document language on how rebate should be handled (for example, to permit employer to keep as much of the rebate as is permissible)</p>	<p>Leon County did not receive MLR Rebates from either BCBS or Capital Health. Both carriers confirmed rebates were not due.</p>
<input type="checkbox"/>	<p>2. Annual dollar limit restrictions</p>	<p>Transition to no annual dollar limits on essential health benefits, which must be eliminated for plan years beginning on or after Jan. 1, 2014</p> <p>For plan years beginning on or after 9/23/12 but before 1/1/14, these annual dollar limits cannot be lower than \$2 million</p>	<p>Both Capital Health Plan and BCBS have confirmed that Leon County's plans have no annual dollar limit restrictions on essential health benefits.</p>
<input type="checkbox"/>	<p>3. Uniform Summary of Benefits and Coverage (SBC)</p>	<p>Prepare and deliver SBCs for the first open enrollment beginning on or after September 23, 2012; must also be distributed to new hires, special enrollees, and upon request</p> <p>Required of most group health plans, including EAPs (if they are group health plans) and stand-alone HRAs</p>	<p>Leon County distributed medical SBCs through their 2013 Benefits Booklet at open enrollment.</p>

2012-2013 Requirements (cont'd)

	Issue	Notes	Leon County
<input type="checkbox"/>	4. Mid-year material modifications to SBC content	60-day advance notice required Make sure the effective date of an adopted change allows time for distributing information early enough to meet this requirement	Not applicable unless Leon County decides to make mid-year changes to their medical plan.
<input type="checkbox"/>	5. W-2 reporting	Identify the plans and the costs to be reported and ensure that payroll is collecting appropriate information (for example, typically employee salary reductions to health FSAs are not reportable); track in 2012 for reporting on W-2s issued in January 2013; consider including a communication with W-2s to set context for employees that this is reportable but in most cases not taxable; if you issue total comp statements (online or paper), consider whether numbers match Form W-2 and whether commentary is needed in your communication if they do not	Leon County has confirmed they report the cost of health care coverage on their W-2s.
<input type="checkbox"/>	6. Coverage of women's preventive services without cost-sharing	Nongrandfathered plans must cover additional women's preventive services with no cost-sharing for plan years starting on or after August 1, 2012; communicate to employees	Capital Health Plan and BCBS have confirmed that Leon County's plans cover women's preventive services at 100% including, but not limited to, well women exams, breastfeeding support and supplies, and contraceptives (generic drug, IUDs and diaphragms).
<input type="checkbox"/>	7. \$2,500 health FSA cap on employee salary reduction contributions	Implement cap and communicate changes to employees for plan years beginning on or after January 1, 2013; plan amendment required by December 31, 2014	In compliance. This benefit maximum was changed to be effective January 1, 2013 per the FSA Reference Guide.

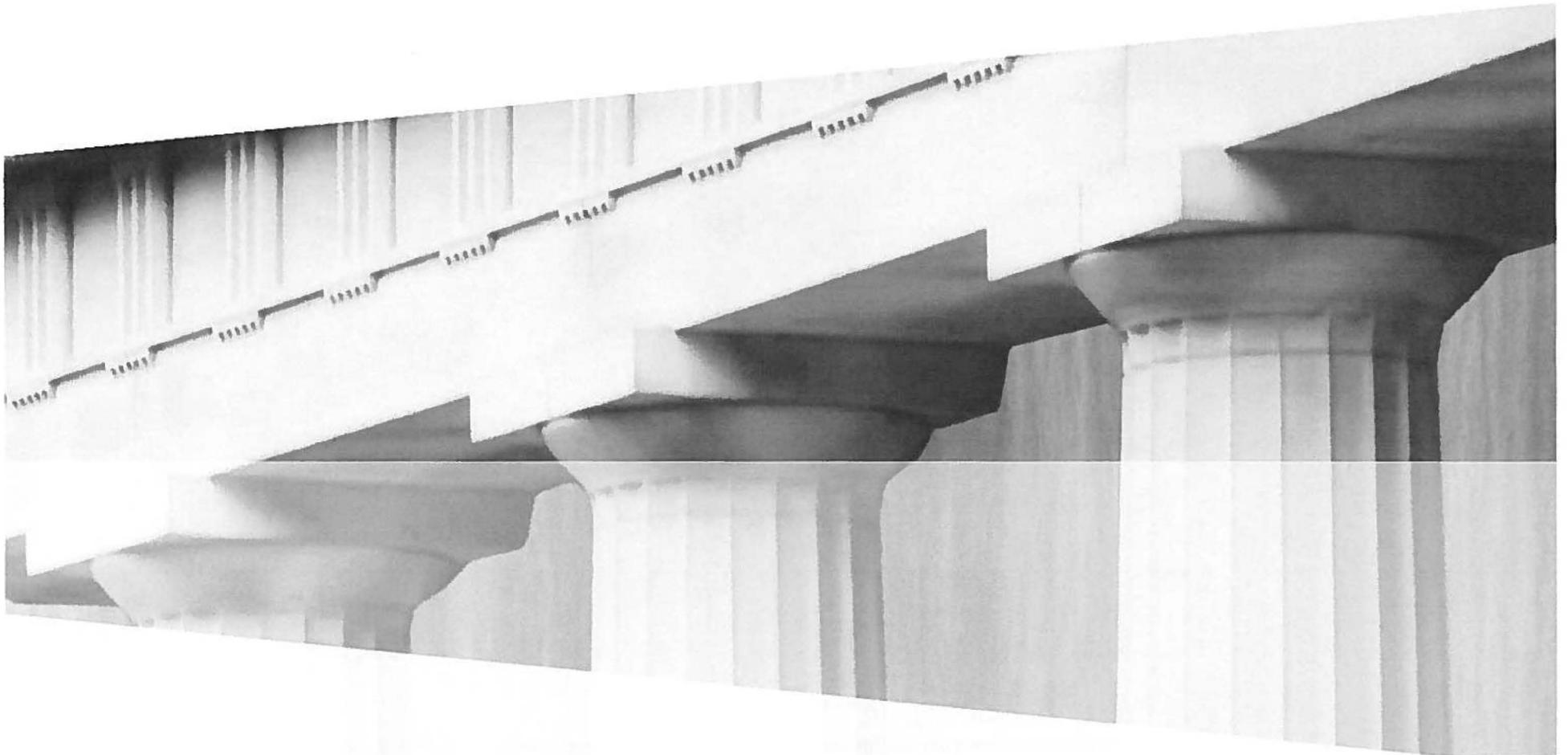
2012-2013 Requirements (cont'd)

	Issue	Notes	Leon County
<input type="checkbox"/>	8. Patient-Centered Outcomes Research Institute (PCORI) Fee	<p>\$1 per covered life for the first year; for calendar year plans, first payment is due July 31, 2013 (fees increase and continue through 2019)</p> <p>Plan sponsors of self-insured plans will need to choose an IRS-approved method to determine the average number of covered lives and also budget for expense</p>	<p>Leon County's fully insured medical vendors will pay this fee on their behalf. This cost will likely be passed on to Leon County via an increase in medical premiums.</p>
<input type="checkbox"/>	9. Notice about exchanges in 2013	<p>Distribute 2013 employee notices by March 1, 2013 (no template available yet)</p> <p>Consider how you will begin to help employees navigate through what they hear in the media, receive in their mail about health care reform – should your call centers and HR team have FAQs? What you will do to help employees understand when they're eligible for exchanges and what their options are (exchange vs. employer plan)</p>	<p>This requirement has been delayed until late summer / early fall 2013 due to no template being available yet.</p>
<input type="checkbox"/>	10. Medicare payroll tax in 2013	<p>Additional 0.9% tax on 2013 wages exceeding \$200,000/individual; \$250,000/couple; communicate in annual enrollment materials/online news and then specifically to affected individuals, with first paycheck in 2013</p>	<p>Leon County's payroll department should be administering this new tax. In 2012, there was one Leon County employee earning over \$200,000 and a second employee nearing this dollar amount.</p>
<input type="checkbox"/>	11. Change in Medicare retiree drug subsidy tax treatment takes effect	<p>For tax years beginning after Dec. 31, 2012, the subsidy payments must be subtracted from the tax deduction that employers otherwise would take for the cost of retiree drug coverage</p>	<p>As a public entity, Leon County isn't subject to this change in tax treatment if they were collecting a subsidy previously.</p>

2012-2013 Requirements (cont'd)

	Issue	Notes	Leon County
<input type="checkbox"/>	12. Initial enrollment period for exchanges	Open enrollment to run from Oct. 1, 2013 through Feb. 28, 2014. Consider how this affects what you will do with your own enrollment communication. What you will do to help employees understand when they're eligible for exchanges and what their options are (exchange vs. employer plan, financial implications, enrollment, etc.)	No action required for Leon County at this time. Furthermore, this may change if the exchanges are not ready by this time period.
<input type="checkbox"/>	13. Nondiscrimination rules	For nongrandfathered insured plans; will prohibit nondiscrimination in favor of highly compensated individuals (similar requirements apply to self-insured plans already); will be effective sometime after guidance is issued	This requirement has been delayed for fully insured plans until further guidance can be provided. No action required until that time.
<input type="checkbox"/>	14. Quality of Care Reporting	For nongrandfathered plans, sponsors must report to HHS on wellness and quality of care initiatives (such as activities to improve health outcomes); guidance hasn't been issued and so deadline is unknown	Until guidance is issued, no action is required.
<input type="checkbox"/>	15. Continue to provide required notices	Grandfathered notice, choice of provider notices for nongrandfathered plans	Leon County has lost grandfathered status and does not need to provide grandfathered notice any longer. Leon County does continue to include the other required notices in their open enrollment materials.

2014 REQUIREMENTS



2014 Requirements at a Glance...

- Individual coverage mandate
- Employer shared responsibility
- Health insurance exchanges
- Financial assistance for exchange coverage of lower-income individuals
- States may expand Medicaid
- Dependent coverage to age 26 for any covered employee's child*
- No annual dollar limits*
- No pre-existing condition limits*
- No waiting period over 90 days*
- Additional reporting and disclosure
- Additional standards for non-grandfathered plans, including limits on out-of-pocket maximums (\$6,250/individual, \$12,500/family in 2013), provider nondiscrimination, and coverage for routine medical costs of clinical trial participants
- Small market, non-grandfathered insured plans must cover essential health benefits with limited deductibles (initially \$2,000/individual, \$4,000/family), using a form of community rating
- Insured non-grandfathered plans of all sizes must offer guaranteed issue and renewability
- Increase in wellness limit
- Health insurance industry fees begin
- Auto enrollment some time after 2014**

* Applies to all plans, including grandfathered plans, effective for plan years beginning on or after Jan. 1, 2014.

** Delayed until regulations issued/date TBD

Employer Shared Responsibility

What is employer shared responsibility?

- Employers must offer “full-time employees” (and their dependents) “affordable” health care coverage with a “minimum value”, or face potential tax “penalties”

Which employers are subject to shared responsibility?

- More than 50 or more full-time equivalent employees in the preceding calendar year
- Penalties can be triggered if at least one full-time employee obtains exchange-based coverage and is eligible for financial assistance to better afford it AND if the employer doesn’t offer coverage to full-time employees, or offers coverage that is not affordable or that does not meet the minimum value requirements

How will an employer’s size be determined?

- Any employee working 30 or more hours a week will count as one full-time equivalent employee
- Part-time hours will also be counted

CHECK-UP:

- ✓ Leon County is subject to this as they have more than 50 full time equivalent employees in the preceding calendar year

Employer Shared Responsibility 30 Hour Work Week Requirement

Who is a full-time employee?

- Anyone employed on average at least 30 hours of service per week during a month

How do we determine full-time employee status?

- Under preliminary guidance, employers will have the option to use “measurement period” (lookback) of 3 to 12 calendar months to determine if an employee worked on average at least 30 hours of service
- If lookback is used, employer will have to adopt “stability period” during which employee is prospectively treated as full-time for at least 6 months, or length of measurement period, if longer
- Employer may use “administrative period” of up to 90 days
- Additional rules for new employees not reasonably expected to work full time
- Employers may want to start tracking hours or revising staffing models

CHECK-UP:

- ✓ Current eligibility requirement for benefits is 20 hours for part time employees following 2 years of service
- ✓ Number of employees that are covered in excess of the 30 hours requirement (they meet the 20 hours requirement but work less than 30 hours): 62 eligible, 23 participating
- ✓ Financial impact to change coverage requirement to employees working 30 hours: Approximately \$264K in annual employer savings in 2014 if the 23 currently participating employees are no longer eligible for benefits
- ✓ There are 13 employees who are currently ineligible for benefits, working more than 30 hours per week. Under HCR requirements, these employees will become eligible in 2014, at a cost of up to \$149K; the cost associated with these 13 employees is included in all of the following cost estimates, and assumes a 7.3% medical trend

Workforce Structure:

- Do you understand the potential impact on workforce productivity if you were to lower current full time employees hours to part time status?
- Do you rely on employees of other companies that are not eligible for health benefits (e.g. temp replacements, cleaning staff, cafeteria workers, hardware supplier, etc)? How will your cost for these services change in 2014?

Employer Shared Responsibility Minimum Plan Value

What is the “minimum value” test?

- The plan must be designed to pay at least 60% of covered benefit
- Approach for determining minimum value
 - HHS calculator
 - Actuary may adjust for EHBs outside of the MV calculator
 - Safe harbor checklists
 - If calculator or checklists are not appropriate, actuarial certification
 - Additional guidance expected

Does the minimum value test require coverage of specific benefits?

- It doesn't appear that the minimum value test requires specific benefits
- Other requirements may, such as:
 - Recommended preventive services for nongrandfathered plans
 - Minimum hospital stays for newborns and mothers
 - Certain post-mastectomy benefits
 - Parity in mental health and substance abuse coverage

CHECK-UP:

- Actuarial value of medical plans:
 - ✓ Capital Health Plan 89.9%
 - ✓ BlueCross Plan 84.2%
- Waivers for limited medical plans/mini-med plans expire in 2013

Employer Shared Responsibility Affordable Contributions

What is the “affordability” test?

- An employee’s required contribution for self-only coverage cannot exceed 9.5% of the employee’s household income
 - When an employer offers family coverage, the self-only cost determines whether the employer coverage is affordable for eligible family members.
- Affordability safe harbor if employer offers coverage that is affordable based on employee’s W-2 wages
- Employers must offer coverage to full-time employees and their children under age 26, but not their spouses or domestic partners

CHECK-UP:

- ✔ Current contribution required for individual only coverage in the lowest cost plan is \$64.24 for employees participating in the VBD and \$77.10 for employees not participating in the VBD.
- ✔ Lowest employee W-2 earning for full 12 months ending 12/31/2012 was \$1,372/month. 9.5% of this monthly income is \$130.34.

Employer safe harbor contributions

	With Medicaid expansion		Without Medicaid expansion	
	138% of Federal Poverty Level (projected to 2014)	Employee contribution for employer to avoid penalty	100% of Federal Poverty Level (projected to 2014)	Employee contribution for employer to avoid penalty
Individual coverage	\$16,353 per year	\$129 per month	\$11,850 per year	\$94 per month

** Health reform legislation specifies income threshold of 138% FPL but also requires states to apply an “income disregard” of 5% of FPL in meeting income test; effective income threshold for eligibility is 138%

Employer Shared Responsibility Communication/Documentation Readiness

Communication Implications

Once you have made your decisions:

- Changes to full-time definition, eligibility requirements
- Changes to benefit plan design
- What the changes mean to employees with regard to exchange-based coverage vs. employer-provided coverage
- Rationale for your decisions

CHECK-UP:

- Identify potential groups who will require communication
- Identify plan documents and communications that will need to be amended or updated

Employer Shared Responsibility Administration Readiness

Administration Implications

- Ensure accurate tracking of hours
- Update systems and processes to identify newly eligible FTE's
- Update systems and processes to identify changes in eligibility for employees moving from Part-time to Full-time and/or Full-time to Part-time
- Implement yearly monitoring of Affordability Test and Minimum Plan Value Test
- Not clear how exchanges will interface with employer plan sponsors

CHECK-UP:

- Review process, systems, and interfaces to third-parties for required changes and tracking
- Update system-generated life events and communications to reflect new eligibility rules

No Waiting Period Longer Than 90 Days

How is 90-day waiting period defined?

- Plans may not impose waiting period longer than 90 days
- Cannot wait until first of month after 90 days
- Employers can impose eligibility conditions unrelated to passage of time before a waiting period, e.g., job classification or licensure
- For variable hour employees or PTEs, can require employees (or classes of employees) to complete a specified cumulative number of hours of service (up to 1,200) before imposing 90 day waiting period
- No employer shared responsibility/obligation to cover or offer coverage during the waiting period (even if employee gets subsidized exchange coverage during that time)
- New variable hour employees must be eligible for coverage no later than 13 months from the employee's start date (plus, if the employee's start date is not the first day of a calendar month, the time remaining until the first day of the next calendar month).
- Could have nondiscrimination issues if using different waiting periods for different groups

CHECK-UP:

- Current waiting period for benefits eligibility is first of the month following receipt of application provided application is received in 30 days.
- Does Leon County have any interest in expanding to 90 days?
- Does Leon County have other eligibility conditions that precede a time lapse waiting period?

If considering a change in waiting period:

Communication/Documentation Implications:

- Potential groups who will need communication about any change – new hires, enrollment timing
- Plan amendments

Administration Implications:

- Update systems, processes and documents for current waiting periods to reflect new waiting periods

Additional Plan Requirements in 2014

All plans -- including grandfathered plans -- must meet minimum requirements

- Dependent coverage to age 26 for any covered employee's child
- No annual dollar limits on essential health benefits
- No pre-existing condition limits
- No waiting period over 90 days

Additional standards for non-grandfathered health plans

- Limited out-of-pocket maximums (\$6,250/individual, \$12,500 /family in 2013)
- Limited deductible maximums (\$2,000/individual, \$4,000/other) for insured small group policies (those with 100 or fewer employees), but not self-insured or large group plans
- Cover routine medical costs of clinical trial participants
- Insured plans must implement provider nondiscrimination; guaranteed issue, and renewability of coverage

CHECK-UP:

- ✔ Confirm out of pocket maximums do not exceed the allowed limits
 - ✔ CHP: \$2,000 / individual, \$4,500 family out of pocket maximums
 - ✔ BCBS: \$2,500 / individual, \$5,000 family out of pocket maximums

Note that "out-of-pocket" maximum calculations for this purpose include payments of plan deductibles

Also note, both the CHP and BCBS plan excludes pharmacy cost sharing from the out of pocket maximum. This will need to be updated to include Rx cost sharing in 2014.
- ☐ Plan for communicating changes to affected employees
- ✔ Update systems and processes to extend coverage rules for dependents to age 26 (eligibility already extended to age 26 for dependents)
- ✔ Update systems and process to identify dependents turning age 26 and communicate coverage end and COBRA/extended coverage rights (eligibility already extended to age 26 for dependents)
- ✔ Both CHP and FloridaBlue confirmed there are no pre-existing condition limitations on Leon County's plans

The Public Exchanges in 2014

Will Any of Your Employees Qualify for Subsidized Coverage?

Who is eligible for subsidized coverage in the Public Exchanges in 2014?

- Federal funding for states to create health insurance exchanges to facilitate purchase of insurance by individuals and Small Business Health Options Programs (SHOPs) to facilitate coverage for small groups
 - Federal government will establish exchanges in states failing to do so
- Income-based assistance for exchange plans for individuals with household incomes at or below 400% of federal poverty level not eligible for “minimum essential coverage”
- Employer size for SHOPs initially limited to employers with fewer than 100 employees (until 2016, states may limit participation to employers with fewer than 50 employees)
 - Federal threshold for SHOPs gradually rises to 100 or more in 2017, with state flexibility to let employers of any size participate

CHECK-UP

- ✓ Assuming some additional household income (beyond salary), no employees are expected to be eligible for exchange plans with assistance.
- ✓ Assuming no additional household income (beyond salary), no employees are expected to be eligible for exchange plans with assistance

Medicaid in 2014

Will Any of Your Employees Qualify?

Medicaid expansion could vary by State

- Significant Federal funding offered to states to expand Medicaid by including a new group – low-income, adults – and by increasing Medicaid's mandatory income eligibility level from 100% to 138% of the FPL
- Supreme Court decision lets states opt not to expand Medicaid and still receive federal funds for the rest of their Medicaid program; this could result in more state variation in Medicaid programs than originally expected

CHECK-UP

- Assuming some additional household income (beyond salary), no employees are expected to be eligible for Medicaid at 100% of FPL

Individual Mandate in 2014 Auto Enrollment Requirement After 2014

The individual mandate and auto enrollment will increase enrollment

- The individual mandate becomes effective on 1/1/2014
- Employers with more than 200 FTEs will be required to automatically enroll full-time employees in self-only medical coverage sometime after 2014 (awaiting regulations).

CHECK-UP

- ✓ Currently, 225 full-time employees do not enroll in medical coverage, which represents 15% of the total eligible population
- ✓ Participation exposure of up to \$2.59 million in 2014 if ALL current opt-outs (including the 13 newly eligible employees) enroll in Leon County Government's plan
 - ☐ All 2014 costs shown here, and on the following pages, assume a 7.3% annual medical trend

Possible next steps

- Consider actions to validate assumptions for opt-ins (survey, focus groups)
- Analysis to identify potential segmentation strategies for benefit offerings
- Consider workforce management strategies
- Consider communication strategy to minimize impact
- Analyze process and systems impacts of auto-enrollments for newly eligible employees and at annual enrollment

	Percentage of opt-outs to obtain coverage			
	25%	50%	75%	100%
Estimated Enrollment*	56	113	169	225
Leon County Government Cost Impact	\$647K	\$1.3M	\$1.94M	\$2.59M

Pay or Play

Opportunity for Population Segmentation Strategy?

Pay or Play?

- Employers *offering* coverage to full-time employees (and their dependents)
 - Lesser of: (1) up to \$3,000 for each *full-time* employee eligible for income-based assistance*, or (2) up to \$2,000 for every *full-time* employee (minus the first thirty)
- Employers *not offering* coverage to full-time employees (and their dependents)
 - Subject to penalty of up to \$2,000 for each *full-time* employee (minus the first thirty) if at least one full-time employee receives income-based assistance to buy coverage on insurance exchange*
 - Consider other financial offsets to employees for insurance coverage

*No penalties for FT employees enrolled in Medicaid

CHECK-UP

- For lower income families, subsidized exchange coverage and tax credits to offset out of pocket expense may result in lower personal expenses than enrolling in Employer plans
- Even after adjusting for taxes, the penalties Employers incur under these circumstances may be lower than the cost of offering coverage
- The potential for win-win situations is dependent on the employee's total household income
- Were Leon County Government to drop coverage for all employees, the estimated annual cost would be \$4.5 million

From Exchanges to Medicaid to Individual Mandates Communication Readiness

Communication Implications

Starting shortly:

- Media blitz, home mailings – how will you respond to employee context, help them sort through what they are hearing and seeing?

Once you have made your decisions:

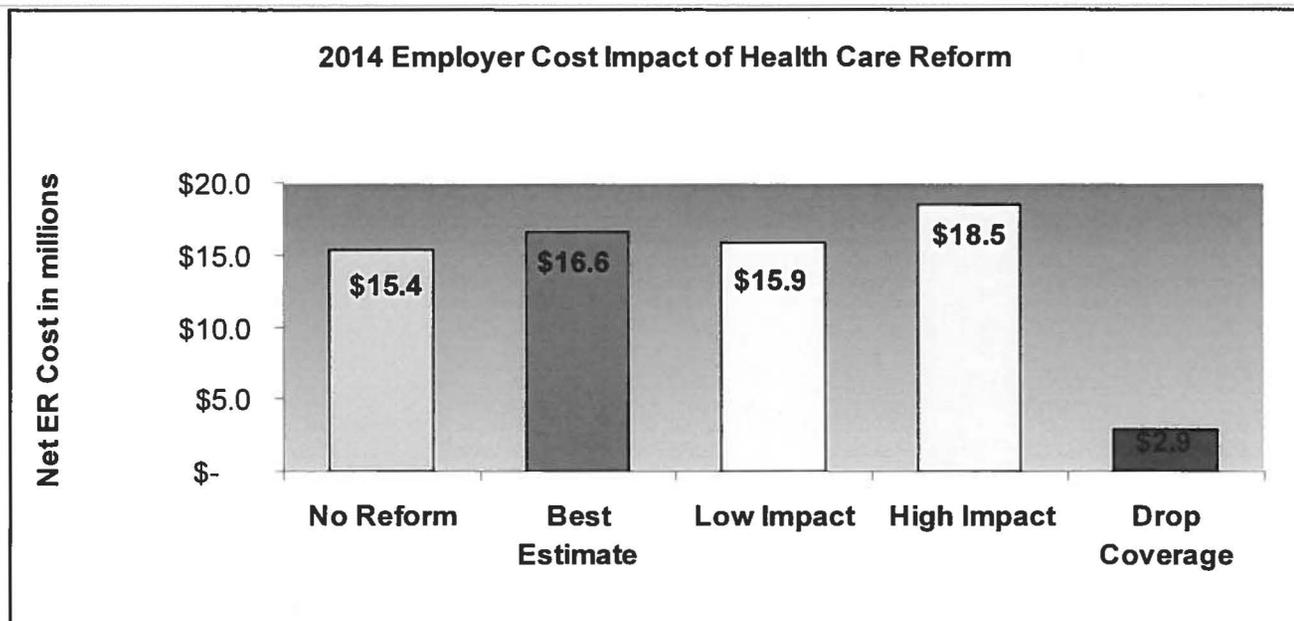
- Communicating decisions and rationale behind them
- Helping employees assess what this means personally – plan options, eligibility, enrollment, financial impact
- Changes to benefit plan design

CHECK-UP:

- Identify potential groups who will require communication
- Develop strategy/infrastructure for responding to employee questions
- Develop strategy/infrastructure for educating employees about their choices – supporting informed decisions
- Start analyzing potential impacts on systems and processes required to interact with exchanges

Financial Impact Analysis

- Leon County Government's projected 2014 employer cost before reform is estimated to be \$15.4M
- After accounting for health care reform, the employer cost is estimated to be between \$15.9M and \$18.5M:
 - Mercer's "Best Estimate" projects cost of \$16.6M, and assumes the following:
 - 25% of the opt-outs enroll in the employer plan, the remainder continue to opt-out
 - Mercer's "Low Impact" estimate projects cost of \$15.9M, and assumes the following:
 - 0% of the opt-outs enroll in the employer plan
 - Mercer's "High Impact" estimate projects cost of \$18.5M, and assumes the following:
 - 100% of the opt-outs enroll in the employer plan
- **Opt-out enrollment assumptions into the employer plan is inclusive of the current ineligible who will become newly eligible under HCR requirements**
- If Leon County Government dropped coverage entirely, the applicable penalty would be \$2.9M, assuming 1,534 full-time employees, and no employer tax



Financial Impact Analysis continued

Mercer's "Best Estimate" assumes the following:

- 25% of the opt-outs enroll in the employer plan
- 0% of current enrollees who are Medicaid-eligible opt-in to Medicaid
- 0% of current enrollees migrate into Exchange

The % change is the comparison to the projected 2014 employer cost (\$15.4M), before any health care reform.

2014 projected employer cost of \$15.4M (as illustrated on the previous page) before any health care reform assumes an annual trend increase of 7.3%, which is \$1.05M above 2013 employer cost

2014 health care reform employer cost shown below is 7.8% above the \$15.4M, which is an additional \$1.205M

In total, 2014 projected employer cost is expected to increase by 15.7% over 2013, which is \$2.25M

2014 Cost Impact Drivers (figures in '000s)	"Best Estimate"	% Change	Impact
Migration Into Employer Plan From Opt-Outs (individual mandate)	\$647	4.2%	\$\$
Migration Out of Employer Plan Into Medicaid (Medicaid expansion)	\$0	0.0%	-
Migration Out of Employer Plan Into Exchange	\$0	0.0%	-
Shared Responsibility Penalties	\$0	0.0%	-
Fees (PCORI & Transitional Reinsurance)	\$235	1.5%	\$
Required Plan Design Changes/Additional Cost Components	\$323	2.1%	\$
Total	\$1,205	7.8%	\$\$

*No legislation has been passed to expand Medicaid, and nothing indicates it is expected to be expanded; this modeling assumes no Medicaid expansion.

The Required Plan Design Changes/Additional Cost Components is the 2.1% Insurance Provider Fee.

Additional Fees in 2014

More fees in 2014...what are they?

- Transitional Reinsurance Fees -- Fee on health insurers (employers for self-funded health plans) from 2014-2016 to fund a temporary program to help offset adverse selection costs for insurers
 - HHS proposes excluding several types of plans from this fee: FSAs, HSAs, stand-alone dental/vision plans, many EAPs and HRAs
 - HHS estimates PMPY: \$63 for 2014, due in early 2015
- New industry Fees -- Fee on health issuers, slated to collect specific revenue 2014-2018, then index to premium growth for 2019 and later
 - Self-funded employer plans will be exempt

CHECK-UP:

- Insured plans could be expected to experience a cost pass-through of approximately 2% for insurer industry fees

Employer Opportunity in 2014 for New or Nongrandfathered plans

HIPAA Wellness Incentive Limit Increased to 30%
(50% for Tobacco Cessation Programs)

What is the change in the wellness incentive?

- HIPAA limit on group health plan wellness incentives based on health status increased to 30% (up from 20%) of the total cost of coverage
- Regulators have authority to raise the limit to 50%--and they have done so for tobacco cessation programs
- Plan years beginning on or after Jan. 1, 2014

CHECK-UP:

- Are you taking advantage of today's wellness incentive opportunities? What percentage of total cost of coverage do you spend?
 - Employees receive a subsidy equal to 2.5% of monthly premium for participating in the Value Based Program (VBD)
- What percentage of employees/ families earn wellness credits? 86% of those enrolled in medical coverage receive lower premium contributions due to participation in Leon County's VBD.
- What are the average dollars employees earn today?
 - \$13 - \$34 per month, depending on their dependent tier election.
- Beyond incentives, what strategies are you using to engage leaders and employees in wellness initiatives? How are you communicating incentives?

Strategic Consideration

Is Your Plan a Dependent Magnet?

	Leon County	Leon County VBD	County 500+	1,000-4,999 employees	Florida 500+	National 500+
PPO Contributions						
Individual (Contribution \$)	\$77	\$64	\$85	\$110	\$135	\$111
Family (Contribution \$)	\$204	\$170	\$295	\$392	\$490	\$391
Individual (Premium %)	15%	12.5%	13%	22%	26%	22%
Family (Premium %)	15%	12.5%	22%	30%	34%	30%
HMO Contributions						
Individual (Contribution \$)	\$77	\$64	\$78	\$109	\$108	\$105
Family (Contribution \$)	\$204	\$170	\$280	\$369	\$414	\$370
Individual (Premium %)	15%	12.5%	12%	22%	24%	23%
Family (Premium %)	15%	12.5%	18%	28%	34%	28%

Benchmark data source: 2012 Mercer Survey of Employer Sponsored Health Plans

Strategic Consideration: Auto-Enrollment Requirement After 2014

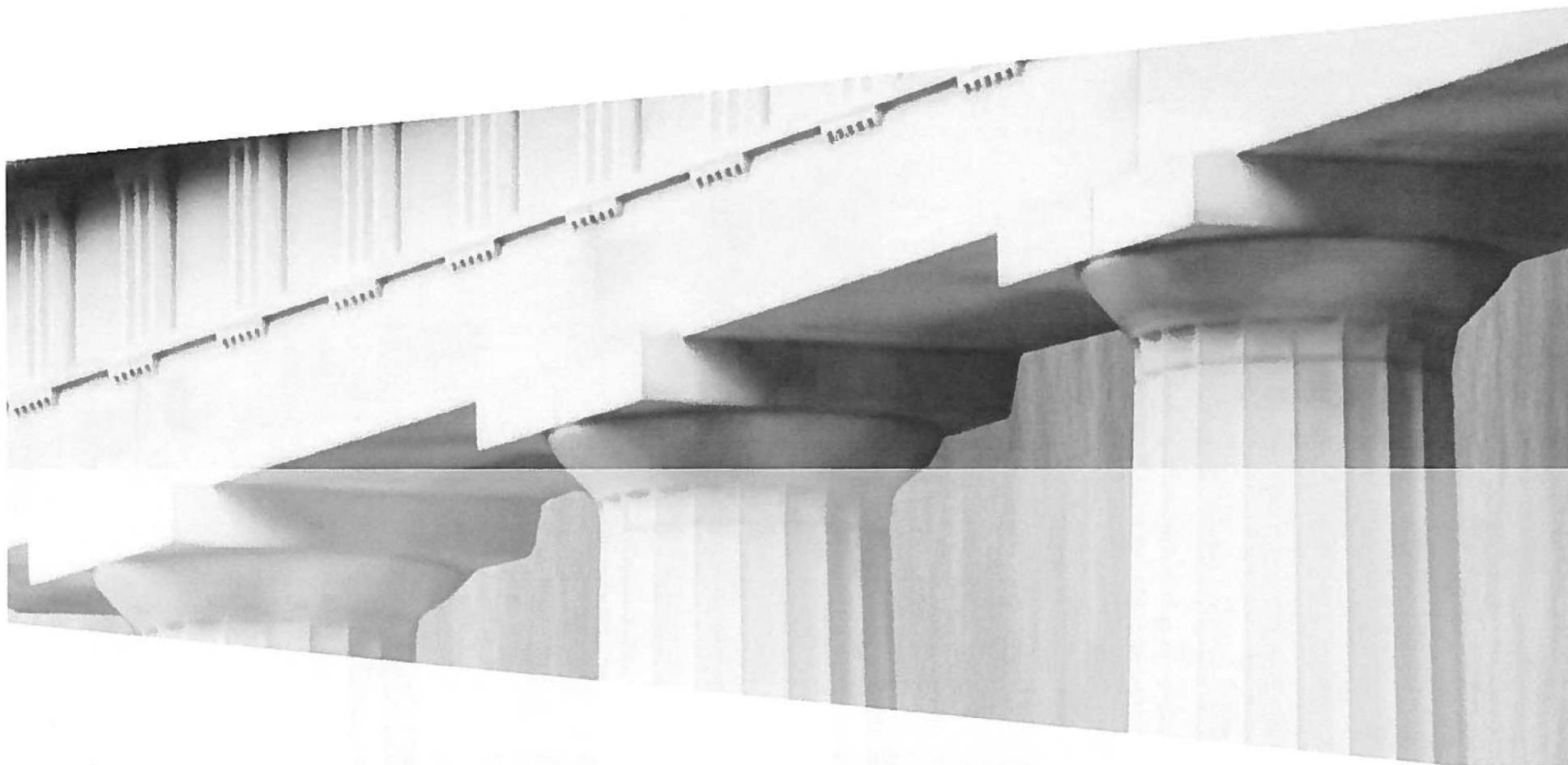
What Will Your Default Plan Be?

SAMPLE AUTO-ENROLLMENT PLAN DESIGN		
High Deductible + HSA (Approximate 60% value; can be increased)		
	In Network	Out of Network
Deductible	\$2,000 / \$4,000	\$4,000 / \$8,000
HSA Account	Up to \$250 can be earned for compliance with one or more health management programs	
Coinsurance	50%	
Preventive Services	100%	Not covered
Out of Pocket Maximum	\$6,250/\$12,500 (incl. deductible)	\$11,900/ \$23,800 (incl. deductible)
Pharmacy	Subject to deductible & coinsurance	

CHECK-UP

- Leon County's current lowest value plan is the Blue Cross Plan, which at 84.2% is well above the required actuarial value of 60%
- Offering a default plan with an actuarial value of about 60% could significantly reduce the cost impact of auto-enrollment
- Be sure to update systems and processes to default employees to the new plan where applicable

2018 – THE EXCISE TAX



Excise Tax in 2018

What is the Excise Tax?

- 40% excise tax on “high cost” coverage, including medical, health FSA contributions, onsite medical clinics, and employer contributions to HSAs
 - Does not include stand-alone insured dental and vision coverage or certain other coverage types
- Initial cap set at \$10,200/single and \$27,500 family
 - Higher thresholds (\$11,850/\$30,950) for retirees and workers in high-risk professions
 - Higher threshold (\$27,500) for single multiemployer plan coverage
 - Indexed to CPI (for 2019 only, CPI+1%)
- Aggregate cost determined using a methodology similar to that used for determining applicable COBRA premiums
- Employers must determine aggregate cost and report to insurer/administrator on value of coverage
 - Insurers responsible for tax for insured coverage
 - Benefit administrators responsible for tax for self-insured coverage
 - Employers responsible for tax for HSA contributions

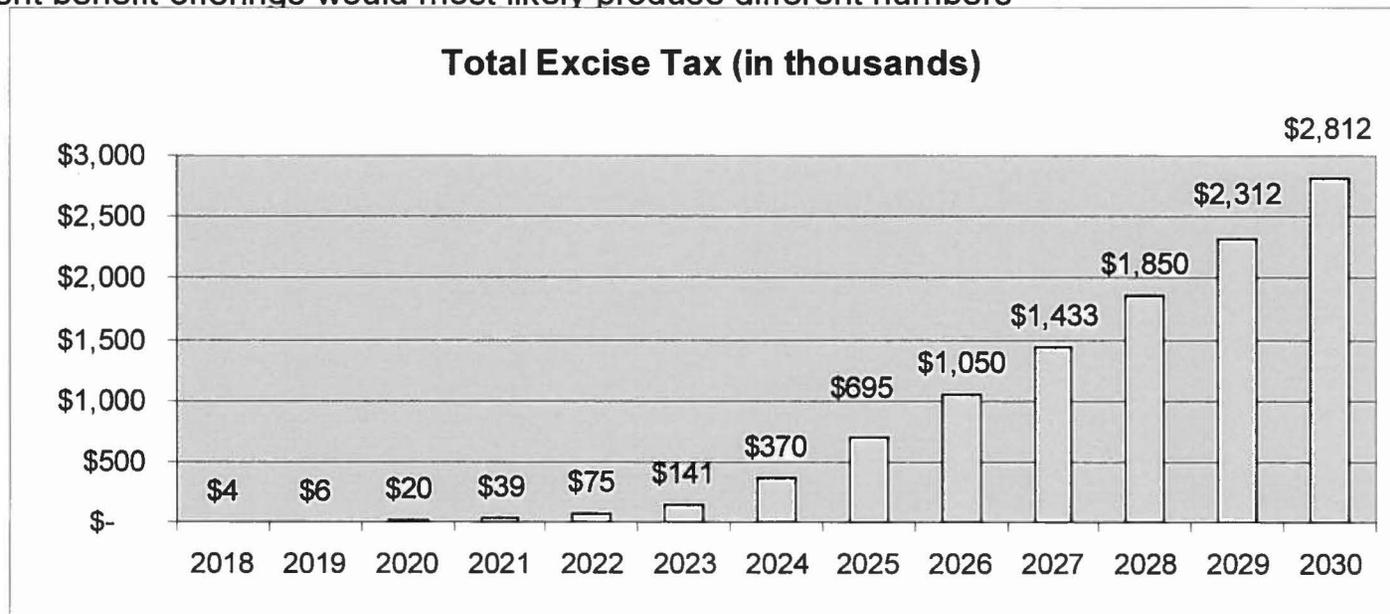
CHECK-UP:

- ☑ Projected excise tax of \$4K in 2018 for all members increasing to \$20K in 2020
 - Could approach \$695K in 2025 and \$2.8M in 2030

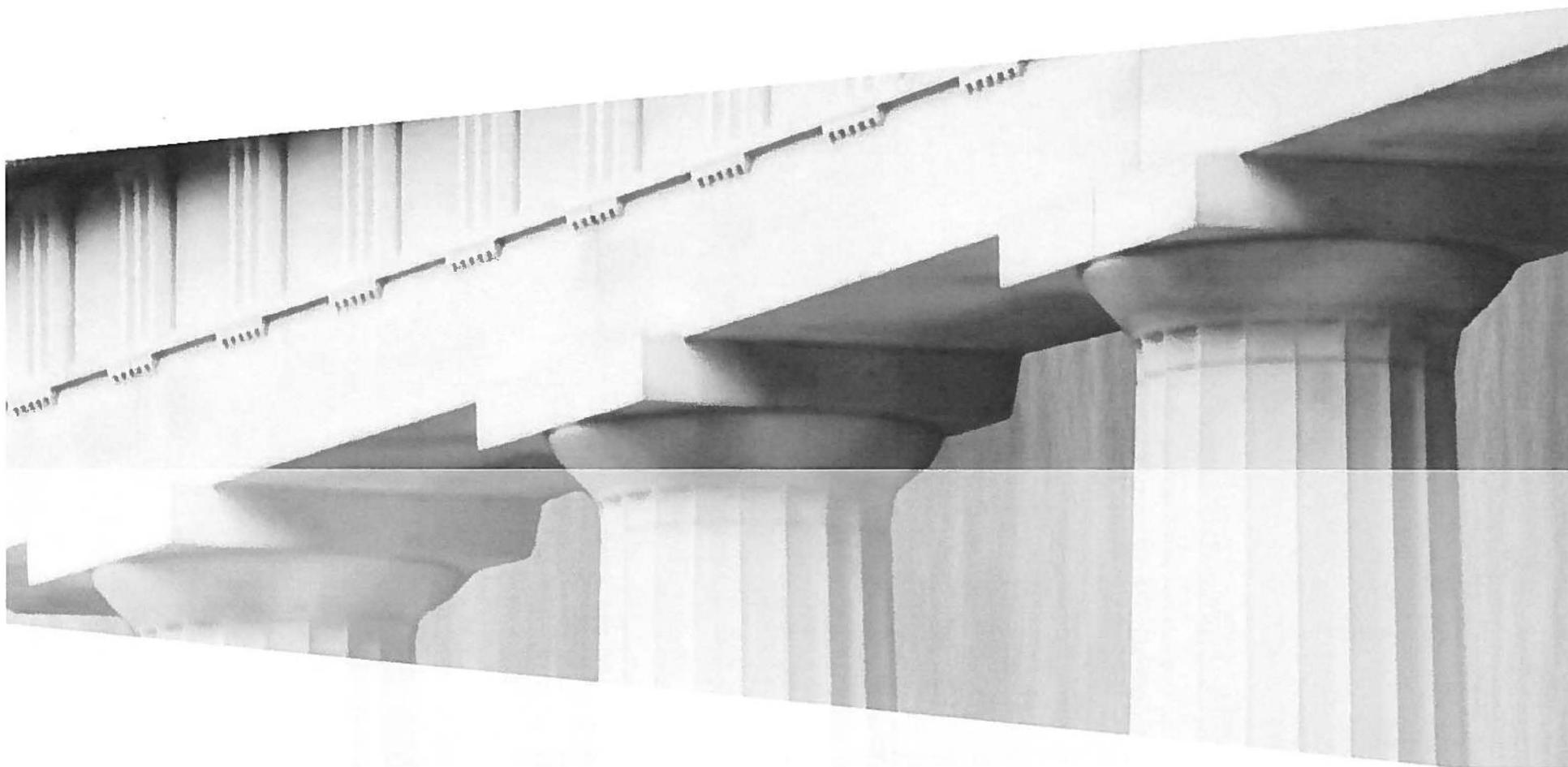
Financial Impact Analysis

Excise Tax to Leon County Government by Year (in thousands)

- Modeling includes estimated impact of Excise Tax cost
 - Based on an individual’s health program elections in all medical plans for active employees, pre-65 retirees and post-65 retirees
 - Population was split into 3 buckets: \$0 FSA election, average FSA election, and maximum FSA election
- We project an excise tax to Leon County Government of \$4K in 2018 for all members
 - Could approach \$695K in 2025 and \$2.81M in 2030
 - Assumes long-term annual trend at Leon County Government is at 7.3% for medical and 3% for FSA versus limits that are indexed at CPI (assumed to be 3%). These taxes assume the 2012 benefits and current assumed enrollment in those plans.
 - Growth in enrollment, distribution of enrollment among the tiers or any other significant change to current benefit offerings would most likely produce different numbers

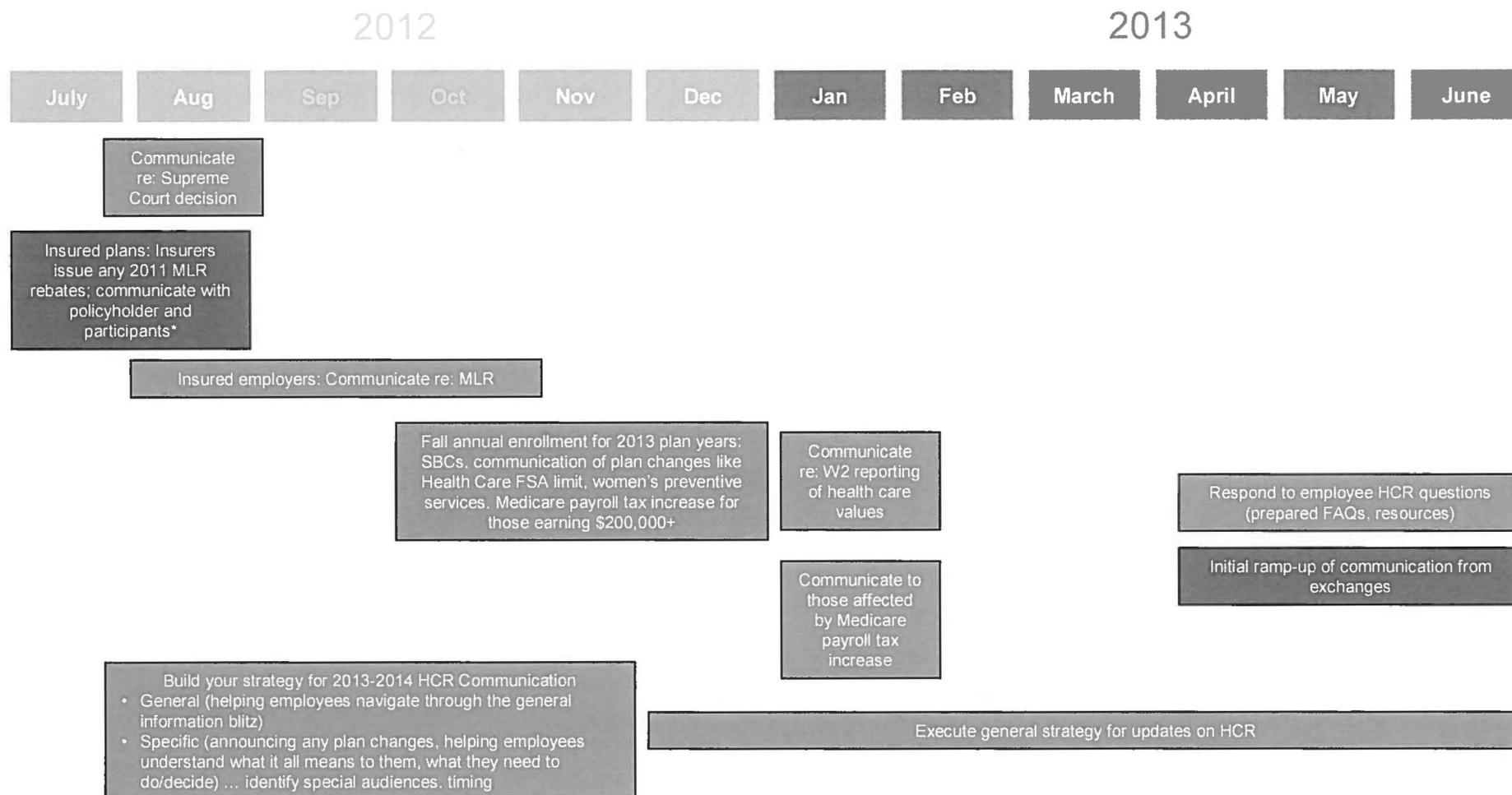


Employee Communication Timeline 2012-2014



Employee Communication Timeline Through Mid-2014

- Expected from outside sources
- Required (from employer, vendor)
- Suggested from employers



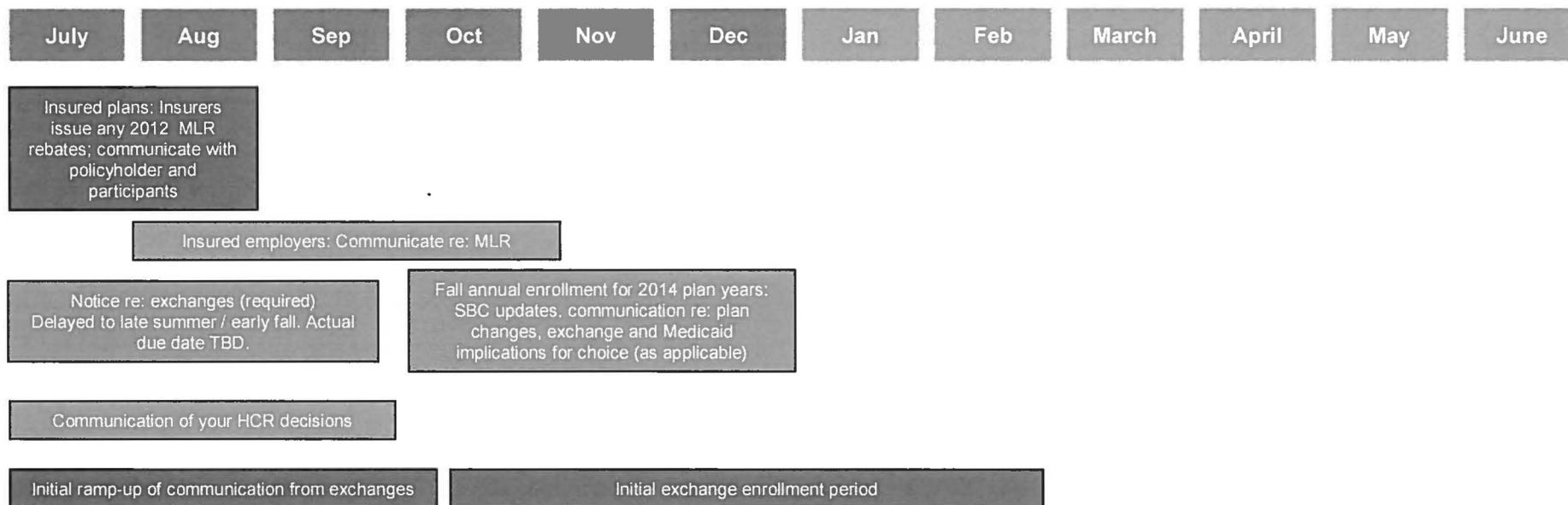
*Note, Leon County did not receive MLR rebates for their 2011 plan year

Employee Communication Timeline Through Mid-2014

- Expected from outside sources
- Required (from employer, vendor)
- Suggested from employers

2013

2014



DRAFT Health Care Reform Section of Medical Insurance Agenda Item

Highlights of Health Care Reform: From 2010 to the Present

On March 23, 2010, the Patient Protection and Affordable Care Act was signed into law. The law put in place comprehensive health care reforms that are rolled out over several years. This summary reflects the changes that have already taken place as well as what is changing in the near future.

The following changes have already taken effect:

January 1, 2011

- No Lifetime or Annual Dollar Limits on Essential Benefits
 - Provide coverage for Adult Children to age 26
 - Requires plans to provide coverage for preventive services without co-pays
 - Plans can't require preauthorization for emergency services, limit coverage to only in-network providers or impose higher cost sharing for services received from an out of network provider
 - Plans can't require preauthorization for OB/GYN services.
 - Plans can require or provide for designation of a primary care physician, but participants must be permitted to designate any primary care physician or pediatrician participating in the plan.
 - No reimbursements for over the counter medications in Flexible Spending Accounts
 - Plans must not impose pre existing condition exclusions for children age 19 or younger
 - Plans must provide for an enhanced internal appeals process.
 - Plans must not rescind coverage retroactively, except in situations involving fraud.
- **On June 28, 2012**, the Supreme Court upheld the Affordable Care Act (ACA) with one exception related to Medicaid. With the Court's decision, employers and plan sponsors have to proceed with complying in implementing the future provisions of the Act.

January 1, 2013

- Expansion of Preventive Health Services for Women at a \$0 cost share for: Human Papillomavirus (HPV) Testing, Counseling for sexually transmitted infections, Counseling and screening for human immune-deficiency virus (HIV), Screening for gestational diabetes, Contraceptive methods and counseling, Breastfeeding support, supplies and counseling, Annual Well Woman Visits
- Group Health Plans must provide a Summary of Benefits and Coverage (SBC) at Open Enrollment and at specified times such as upon application and enrollment in the plan. The SBC for CHP and Florida Blue is included in your 2013 Benefit Booklet.
- The cost of health insurance must be reported on the employee's 2012 W-2 Form due by January 31, 2013.
- The employee paid portion of the Medicare tax will increase for high wage earners. Employers must withhold an additional 0.9% Medicare tax for employees with income over \$200,000.

- Health Care FSA's must must comply with a \$2,500 limit on employee contributions.

Future Changes:

- By July 31, 2013, a new fee is assessed to finance comparative clinical effectiveness research through the Patent-Centered Outcomes Research Institute (PCORI). The amount of the fee is based upon the average number of covered lives (including both employees and dependents) under a health plan during the plan year. The PCORI fee for the first plan year is \$1.00 per covered life and will be increased based upon increases in national health spending. For fully insured plans, this is paid by the insurer.
- **Prior to October 1, 2013**, employer must provide employees with a notice regarding the availability of the Health Insurance Exchanges (Marketplaces) available to purchase individual health insurance coverage. New hires must be provided with the notice within 14 days of their hire date. The Department of Labor (DOL) has published model notices that employers can use.

Effective January 1, 2014:

- State Health Insurance Exchanges should be available for individuals and for employers with less than 50 employees.
- The Wellness Incentive Cap increases from 20% to 30% of the cost of health care.
- Removes the Annual Maximum on Essential Health Benefits (phased in)
- Prohibits Pre-existing Limitations for all enrollees.
- Applies maximum caps on Cost Sharing
- Requires new employee waiting period not to exceed 90 days
- Prohibits excluding from coverage because of health status or clinical trial participation
- Penalties for employers not offering their full time employees health insurance coverage. Full Time is defined as working at least 30 hours per week. Employer must offer health coverage to substantially all (at least 95%) of the employers full time employees.
- Penalties for large employers that do not offer essential health benefits, or don't provide a minimum value to their employees or if coverage is not affordable. Minimum value is defined as the plan pays at least 60% of the total cost of benefits. Affordable is defined as the employee only coverage is no more than 9.5% of the employees income.
- A new fee is imposed to fund reinsurance for insurers in the individual market in 2014, 2015 and 2016. It is estimated that the fee is \$63 per covered person (employees and dependents). For fully insured plans, the fee is paid by the insurer.

Originally effective January 1, 2014 but no regulations have been issued. These will not take effect until regulations are issued:

- Requires automatic enrollment for employers of 200 or more employees and allows for opt outs.
- Nondiscrimination rules have been extended to fully insured plans.
- Employers must report to the IRS whether they offer minimum essential coverage to employees.

Patient Protection and Affordable Care Act (Health Care Reform)
Leon County Recommended Actions
June 6, 2013

Employers throughout the United States have had to analyze their health plans, policies and eligibility requirements to determine what, if any, provisions could remain the same and what provisions need to change in order to comply with the regulations that are effective January 1, 2014.

Staff recommends the following actions regarding Leon County's Medical Plan and Eligibility requirements:

ELIGIBILITY

- 1. HCR requires plans not impose waiting period longer than 90 days for coverage to begin.**
 - Currently, new hires can have coverage the first of the month following receipt of application provided application is received within 30 days of hire date.

➤ **Staff Recommendation: Maintain current waiting period.**

- 2. HCR does not require employers to provide coverage to spouses—only to dependent children to age 26. Florida statute requires us to cover dependent children to age 30.**
 - Currently, Leon County offers coverage to spouses, domestic partners and dependent children to age 30.

➤ **Staff Recommendation: Continue to provide coverage to spouses, domestic partners and dependents.**

PLAN DESIGN

- 3. HCR requires employers to provide a minimum value plan in order to avoid penalties. The plan must be designed to pay at least 60% of covered benefits.**
 - Our current actuarial value of the CHP is 89.9% and the Florida Blue plan is 84.2%.
 - Once automatic enrollment under HCR becomes effective (effective date unclear, waiting for regulations to be issued) having a 60% value plan for default coverage will help keep our cost down.
 - Currently, 225 full-time employees do not enroll in medical coverage. Participation exposure of up to \$2.59 million in 2014 if ALL current opt-outs (including the 13 newly eligible employees) enroll in Leon County Government's plan

➤ **Staff Recommendation: Maintain the current plan designs and actuarial values until regulations are released for auto-enrollment. At that time, review options to consider adding a 60% value plan at following renewal.**

COST OF COVERAGE

4. **HCR requires coverage to be affordable in order for employers to avoid paying a penalty. Affordable is defined as an employee paying no more than 9.5% of their W-2 pay for Single only coverage.**
- Currently, our Single employee contribution rate is below the 9.5% of W-2 pay for the lowest paid employee.
 - Currently, Leon County has lower contributions for Family coverage than benchmark. Due to the upcoming 2014 tax penalty for not having coverage and potential implementation of auto-enrollment requirements, our plan may be more attractive for spouses to enroll in which would increase our overall costs.
- **Staff Recommendation: Establish employer/employee contribution based on 2014 CHP/BCBS Renewal Rates. Ensure that single contribution does not exceed 9.5% of W-2 pay for single coverage. Increase our contribution requirements for dependent coverage to be closer to benchmark to prevent our plan from receiving an undue portion of spouses.**

DECISION TO OFFER HEALTH INSURANCE COVERAGE

5. **HCR requires employers who do not provide health coverage to pay a penalty.**
- The estimated annual cost of the penalty if Leon County does not provide health insurance would be \$2.9 million dollars. This cost is less than Leon County providing health coverage.
 -
- **Staff Recommendation: Continue to provide health coverage. Benefits are an effective recruitment and retention tool.**

Staff recommends the following changes concerning our Medical Plan eligibility requirements and administrative procedures:

ELIGIBILITY

6. **HCR only requires providing coverage to employees who work 30+ hours per week.**
- Leon County provides coverage to regular part time employees working 20+ hours per week.
 - Currently, 62 part time employees are eligible now but only 23 are participating. If we change eligibility to 30+ hours/week only, approximate employer savings is \$264,000.
 - Currently 13 employees who are not eligible for health insurance (OPS/PRN) will become eligible because of requirements of HCR. Approximate cost to include them in health insurance is \$149,000.
 - Currently, for regular part time employees working fewer than 40 hours a week, Leon County only covers the single employee portion.
- **Staff Recommendation: Change eligibility to match HCR eligibility of working 30+ hours per week. Part Time employees working less than 30 hours per week will not**

be eligible for coverage. Any new enrollees will need to meet the 30 hour per week requirement.

ADMINISTRATIVE ISSUES-DETERMINATION OF FULL TIME STATUS

7. HCR requires employers to track hours of part time, variable hour and seasonal employees in order to determine if employee worked an average of 30 hours/week. Employers can use a “measurement period”, an “administrative period” and a “stability period.” For variable hour employees, we must assess whether, on that employee’s start date, Leon County cannot determine that this person is reasonably expected to be employed an average of at least 30 hours per week.

➤ **Staff Recommendation:**

- A measurement period of 12 months. We will track hours during this period of time.
- An administrative period of 1 month. We will notify the variable hour employee who meets the 30+ hours per week requirement they are eligible for health coverage. *If needed, administrative period can be up to 3 months but the combined measurement and administrative period cannot exceed 13 months, plus a fraction of a month.*
- A stability period of 12 months. The variable hour employee will remain on health insurance coverage. *Stability period must be at least as long as the measurement period.*

Covered Service	State of Florida Standard HMO (Handbook: SOF)		City of Tallahassee (Handbook: Large Employer)		Leon County (Handbook: Large Employer)		LCSD (Capital Selection) (Handbook: Large Employer)	
Physician Office Services								
PCP	Per visit	\$20	Per visit	\$10	Per visit	\$10	Per visit	\$15
Specialist	Per visit	\$40	Per visit	\$40	Per visit	\$40	Per visit	\$40
Urgent Care	Per visit	\$25	Per visit	\$25	Per visit	\$25	Per visit	\$25
OP Procedures	Per service	\$0	Per visit	\$40	Per visit	\$40	Per visit	\$40
MH/SA	Per visit	\$20	Per visit	\$40	Per visit	\$40	Per visit	\$40
Preventive Services	As defined by Section 2713 of PPACA	\$0	As defined by Section 2713 of PPACA	\$0	As defined by Section 2713 of PPACA	\$0	As defined by Section 2713 of PPACA	\$0
Hospital Services								
IP Hospital	Per admit	\$250	Per admit	\$250	Per admit	\$250	Per admit	\$250
OP Procedure	Per procedure	\$0	Per visit	\$250	Per visit	\$250	Per visit	\$250
MH/SA	Per admit	\$250	Per admit	\$250	Per admit	\$250	Per admit	\$250
Emergency Services								
Emergency Room	Per Visit (waived- if admitted)	\$100	Per visit	\$250	Per visit	\$250	Per visit	\$250
Ambulance	Per transport	\$0	Per transport	\$100	Per transport	\$100	Per transport	\$100
Other Benefits								
Home Health Services	Per occurrence	\$0	Per occurrence	\$0	Per occurrence	\$0	Per occurrence	\$0
Hospice	Per occurrence	\$0	Per occurrence	\$0	Per occurrence	\$0	Per occurrence	\$0
SNF Admit	Per confinement 60 days/ cal yr.	\$0	Per confinement 60 days/ Admit	\$0	Per confinement 60 days/ Admit	\$0	Per confinement 60 days/ Admit	\$0
ASC	Per procedure	\$0	Per visit	\$100	Per visit	\$100	Per visit	\$100
DME	Per device	\$0	Per device	\$0	Per device	\$0	Per device	\$0
Orthotic Prosthetic	Per appliance	\$0	Per appliance	\$0	Per appliance	\$0	Per appliance	\$0
MRI/PET/CT	Per scan	\$0	Per scan	\$100	Per scan	\$100	Per scan	\$100
Rehabilitation Therapies	Per visit 60 days/60 visits max per injury.	\$40	Per visit 62 days/ condition	\$40	Per visit 62 days/ condition	\$40	Per visit 62 days/ condition	\$40
Routine Vision	Per visit	\$40	Per visit	\$10	Per visit	\$10	Per visit	\$15
OOP max	\$1,500/\$3,000 excludes Rx		\$2,000/ \$4,500 excludes Rx		\$2,000/ \$4,500 excludes Rx		\$2,000/ \$4,500 excludes Rx	
RX	Tier 1 = \$7 Tier 2 = \$30 Tier 3 = \$50 includes Mail Order		Tier 1 = \$7 Tier 2 = \$30 Tier 3 = \$50 includes Mail Order		Tier 1 = \$7 Tier 2 = \$30 Tier 3 = \$50 includes Mail Order		Tier 1 = \$15 Tier 2 = \$30 Tier 3 = \$50	

All Plans: \$150/Household Fitness Reimbursement / All Plans: No Lifetime Max.

**SUMMARY COMPARISON OF
Local Government Entities
Monthly Premiums
Employer/Employee Contributions**

Leon County 1/2013 .42% Rate Increase No VBD	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$513.96	85%	15%
Employee + 1	\$1064.72	85%	15%
Family	\$1362.32	85%	15%

Leon County 1/2013 .42% Rate Increase W/VBD	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$513.96	87.5%	12.5%
Employee +1	\$1064.72	87.5%	12.5%
Family	\$1362.32	87.5%	12.5%

State of Florida 6/2013	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$587.74	91%	9%
Spouse Program	\$1329.16	98%	2%
Family	\$1329.14	86%	14%

City of Tallahassee 1/2013¹	Monthly Premium	Employer Contribution ²	Employee Contribution ²	Employer Contribution (w/Flexbucks) ²	Employee Contribution (w/Flexbucks) ²
Employee	\$481.14	80%	20%	100%	0%
Employee + 1	\$978.74	73%	27%	90%	10%
Family	\$1333.46	63%	37%	76%	24%

Leon County School Board FY 2012/13³	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$536.78	80%	20%
Employee + 1	\$1090.51	60%	40%
Family	\$1530.10	60%	40%

- ¹ City of Tallahassee was offered a 4% rate with a new plan design. The 2014 Employer/Employee Contribution Strategy has not been finalized. City is proposing increasing employee contribution by 5% over a two year period. Chart above reflects 2013 contribution strategy.
- ² City Contribution does not include \$164 Flexbucks added to each employee's pay as a supplement to assist employees with costs of benefits. If assumption is made that Flexbucks are used to offset the cost of employee health insurance, the employer contribution will increase. For example: Flexbuck pay used to offset cost of Family coverage will change employer/employee contribution from 77/23 to 76/24.
- ³ Leon County School Board rates reflected for 2012-2013. The effective date of these rates is October 1, 2012. Fiscal Year 2014 Renewal rates are not available.

Strategic Consideration

Is Your Plan a Dependent Magnet?

	Leon County	Leon County VBD	County 500+	1,000-4,999 employees	Florida 500+	National 500+
PPO Contributions						
Individual (Contribution \$)	\$77	\$64	\$85	\$110	\$135	\$111
Family (Contribution \$)	\$204	\$170	\$295	\$392	\$490	\$391
Individual (Premium %)	15%	12.5%	13%	22%	26%	22%
Family (Premium %)	15%	12.5%	22%	30%	34%	30%
HMO Contributions						
Individual (Contribution \$)	\$77	\$64	\$78	\$109	\$108	\$105
Family (Contribution \$)	\$204	\$170	\$280	\$369	\$414	\$370
Individual (Premium %)	15%	12.5%	12%	22%	24%	23%
Family (Premium %)	15%	12.5%	18%	28%	34%	28%

Benchmark data source: 2012 Mercer Survey of Employer Sponsored Health Plans

**2014 Standard Contribution Strategies
Annual Costs and Fiscal Impact
Value Based Benefit Design (VBD)
2014 Estimated Employer Costs**

One Contribution Strategy for All Tiers of Coverage						
	2014 Board Established Contribution Strategy	VBD - 2.5% Incentive Reduction in Contribution Strategy	Total Costs	Employer Costs	Employee Costs	Fiscal Impact Inc/(Dec) over 2013 Costs
2013 Estimated Costs	85/15	87.5/12.5	\$17,184,000	\$15,036,000	\$2,148,000	
Strategy #1 Current	85/15	87.5/12.5	\$17,937,532	\$15,695,341	\$2,242,191	\$659,341
Strategy #2	82.5/17.5	85/15	\$17,937,532	\$15,246,903	\$2,690,629	\$210,903
Strategy #3	80/20	82.5/17.5	\$17,937,532	\$14,798,464	\$3,139,068	(\$237,536)
Strategy #4	78.5/22.5	80/20	\$17,937,532	\$14,350,026	\$3,587,506	(\$685,974)

**2014 Health Insurance Costs
Standard Contribution Strategies
Value Based Design (VBD)
4.4% Renewal Rate**

2013 Monthly Premiums Current (87.5/12.5 - VBD)

2013 CHP/BCBS Current	Enrollees	Monthly Premiums	Employer 87.5%	Employee 12.5%	Inc/(Dec) in Employee premium over 2013
Single	423	\$513.96	\$449.73	\$64.24	
Emp+1	327	\$1,064.72	\$931.62	\$133.10	
Family	636	\$1,362.32	\$1,192.02	\$170.30	
	1386				

Strategy #1 -2014 Monthly Premiums - (Maintain 87.5/12.5 -VBD)

2014 CHP/BCBS 87.5/12.5	Enrollees	Monthly Premiums	Employer 87.5%	Employee 12.5%	Inc/(Dec) in Employee premium over 2013
Single	423	\$533.36	\$466.68	\$66.68	\$2.45
Emp+1	327	\$1,114.83	\$975.47	\$139.36	\$6.26
Family	636	\$1,422.38	\$1,244.58	\$177.80	\$7.50
	1386				

Strategy #2 - 2014 Monthly Premiums - (85/15- VBD)

2014 CHP/BCBS 85/15	Enrollees	Monthly Premiums	Employer 85%	Employee 15%	Inc/(Dec) in Employee premium over 2013
Single	423	\$533.36	\$453.36	\$80.00	\$15.77
Emp+1	327	\$1,114.83	\$947.61	\$167.22	\$34.12
Family	636	\$1,422.38	\$1,209.02	\$213.36	\$43.06
	1386				

**2014 Health Insurance Costs
Standard Contribution Strategies
Value Based Design (VBD)
4.4% Renewal Rate**

2014 CHP/BCBS 82.5/17.5	Enrollees	Monthly Premiums	Employer 82.5%	Employee 17.5%	Inc/(Dec) in Employee premium over 2013
Single	423	\$533.36	\$440.02	\$93.34	\$29.10
Emp+1	327	\$1,114.83	\$919.73	\$195.10	\$62.00
Family	636	\$1,422.38	\$1,173.46	\$248.92	\$78.62
Total	1386				

Strategy #4 - 2014 Monthly Premiums - (80/20 VBD)

2014 CHP/BCBS 80/20	Enrollees	Monthly Premiums	Employer 80%	Employee 20%	Inc/(Dec) in Employee premium over 2013
Single	423	\$533.36	\$426.68	\$106.68	\$42.45
Emp+1	327	\$1,114.83	\$891.85	\$222.98	\$89.88
Family	636	\$1,422.38	\$1,137.90	\$284.48	\$114.18
Total	1386				

2014 Summary Contribution Strategies						
Annual Costs and Fiscal Impacts (VBD)						
Multiple Tier Contribution Strategy						
4.4% Renewal Rate Increase						
	Contribution by Coverage Tier	Board Established Multi-Tier Contribution Strategies	VBD Participation- 2.5% Incentive Reduction in Contribution Strategy	Total Costs	Employer Cost	Fiscal Impact Inc/(Dec) over 2013
2013 Estimated Costs		85/15	87.5/12.5	\$17,184,000	\$15,036,000	
2014 Strategies:						
Strategy #1 - Maintain Current Contribution Strategy	Single - No Change	85/15	87.5/12.5	\$17,937,532	\$15,695,341	\$659,341
	Emp+1 - No Change	85/15	87.5/12.5			
	Family - No Change	85/15	87.5/12.5			
Strategy #2	Single - No Change	85/15	87.5/12.5	17,937,532	\$15,043,196	\$7,196
	Emp +1 - 2.5% Inc.	82.5/17.5	85/15			
	Family - 5% Inc.	80/20	82.5/17.5			
Strategy #3	Single - No Change	85/15	87.5/12.5	17,937,532	\$14,771,806	(\$264,194)
	Emp +1 - 2.5% Inc.	82.5/17.5	85/15			
	Family - 7.5% Inc.	78.5/22.5	80/20			
Strategy #4	Single - 2.5% Inc	82.5/17.5	85/15	17,937,532	\$14,594,758	(\$441,242)
	Emp +1 - 5% Inc.	80/20	82.5/17.5			
	Family - 7.5% Inc.	78.5/22.5	80/20			
Strategy #5	Single - No Change	85/15	87.5/12.5	17,937,532	\$14,933,831	(\$102,169)
	Emp +1 - 5% Inc.	80/20	82.5/17.5			
	Family - 5% Inc.	80/20	82.5/17.5			
Strategy #6	Single - No Change	85/15	87.5/12.5	17,937,532	\$14,553,076	(\$482,924)
	Emp +1 - 7.5% Inc.	78.5/22.5	80/20			
	Family - 7.5% Inc.	78.5/22.5	80/20			

**2014 Health Insurance Monthly Premiums
Multiple Tier Strategies
Value Based Design (VBD) - 4.4% Renewal Rate**

2013 Estimated Current Costs (87.5/12.5 - VBD)

2013 CHP/BCBS Current	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013
Single	423	87.5/12.5	\$513.96	\$449.72	\$64.24	
Emp+1	327	87.5/12.5	\$1,064.72	\$931.62	\$133.10	
Family	636	87.5/12.5	\$1,362.32	\$1,192.02	\$170.30	
Total	1386					

Strategy #1 - 2014 Estimated Costs (Maintain Current 87.5/12.5 - VBD)

2014 CHP/BCBS Costs - 4.4% Renewal Rate	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013
Single	423	87.5/12.5	\$533.36	\$466.68	\$66.68	\$2.45
Emp+1	327	87.5/12.5	\$1,114.83	\$975.47	\$139.36	\$6.26
Family	636	87.5/12.5	\$1,422.38	\$1,244.58	\$177.80	\$7.50
Total	1386					

Strategy #2 - 2014 Multi-Tier Monthly Premiums

No Increase in Single Contribution, 2.5% Increase in Emp +1 Contribution and 5% Increase in Family Contribution

2014 CHP/BCBS Strategy #2	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013
Single	423	87.5/12.5	\$533.36	\$466.68	\$66.68	\$2.45
Emp+1	327	85/15	\$1,114.83	\$947.61	\$167.22	\$34.12
Family	636	82.5/17.5	\$1,422.38	\$1,173.46	\$248.92	\$78.62
Total	1386					

Strategy #3 - 2014 Multi-Tier Monthly Premiums

No Increase in Single Contribution, 2.5% Increase in Emp +1 Contribution and 7.5% Increase in Family Contribution

2014 CHP/BCBS Strategy #3	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013
Single	423	87.5/12.5	\$533.36	\$466.69	\$66.67	\$2.44
Emp+1	327	85/15	\$1,114.83	\$947.61	\$167.22	\$34.12
Family	636	80/20	\$1,422.38	\$1,137.90	\$284.48	\$114.18
Total	1386					

**2014 Health Insurance Monthly Premiums
Multiple Tier Strategies
Value Based Design (VBD) - 4.4% Renewal Rate**

**Strategy #4 - 2014 Multi-Tier Monthly Premiums
2.5% Increase in Single Contribution, 5% Increase in Emp +1 Contribution and 7.5% Increase
in Family Contribution**

2014 CHP/BCBS Strategy #4	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013)
Single	423	85/15	\$533.36	\$453.36	\$80.00	\$15.77
Emp+1	327	82.5/17.5	\$1,114.83	\$919.73	\$195.10	\$62.00
Family	636	80/20	\$1,422.38	\$1,137.90	\$284.48	\$114.18
Total	1386					

**Strategy #5 - 2014 Multi-Tier Monthly Premiums
No Increase in Single Contribution, 5.0% Increase in Emp +1 and Family Contribution**

2014 CHP/BCBS Strategy #5	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013)
Single	423	87.5/12.5	\$533.36	\$466.68	\$66.68	\$2.45
Emp+1	327	82.5/17.5	\$1,114.83	\$919.73	\$195.10	\$62.00
Family	636	82.5/17.5	\$1,422.38	\$1,173.46	\$248.92	\$78.62
Total	1386					

**Strategy #6 - 2014 Multi-Tier Monthly Premiums
No Increase in Single Contribution, 7.5% Increase in Emp +1 and Family Contribution**

2014 CHP/BCBS Strategy #6	Enrollees	Multiple -Tier Discount Cont % - VBD	Monthly Premiums	Employer	Employee	Inc/(Dec in Employee premium over 2013)
Single	423	87.5/12.5	\$533.36	\$466.68	\$66.68	\$2.45
Emp+1	327	80/20	\$1,114.83	\$891.85	\$222.98	\$89.88
Family	636	80/20	\$1,422.38	\$1,137.90	\$284.48	\$114.18
Total	1386					

Leon County Board of County Commissioners Budget Workshop Item #17

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Balancing Reductions and Corresponding Budget Balancing Strategies, and Establishing the Maximum Millage Rate for the FY 2014 Tentative Budget

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

Fiscal Impact:

This presents the FY 2014 preliminary budget, and offers the Board options regarding balancing strategies that will be used in determining the FY 2014 maximum tentative countywide millage rate and budget to be presented at the September public budget hearings.

Staff Recommendations:

- Option #1: Provide direction to staff on any outstanding budget discussion items.
- Option #2: Authorize staff to implement strategy #2 to balance the FY2014 tentative budget.
- Option #3: Establish the maximum countywide millage rate at 8.3144 as specified in strategy #2.
- Option #5: Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) at 0.5 mills.

Report and Discussion

Background:

As indicated in the previous preliminary budget and balancing strategies workshop item, the revised budget shortfall is \$8.8 million. For Board consideration, three detailed budget balancing scenarios are included in Attachment #1. All balancing strategies can be enacted by a simple majority vote (4-3), since all millage rate scenarios are well below the simple majority maximum rate which exceeds the statutory allowable 10 mills. All of the following options provide a balanced budget as required by statute; *there are numerous variations that can be developed as the budget reductions, fund balance utilization, millage rate, etc. can be adjusted based on the Board's direction.*

- Strategy #1: Maintain the current millage rate of 8.3144, utilize \$2,004,431 in fund balance, make \$6,778,055 in reductions (e.g. budget cuts and changes to employee benefits), do not provide a COLA, and eliminates a net 11.20 positions.
- Strategy #2: Maintain the current millage rate of 8.3144, utilize \$5,117,795 in fund balance, make \$3,664,691 in reductions, includes modified COLA of 1.5% on October 1 and April 1, and eliminates a net 9.20 positions.
- Strategy #3: Implement the rolled back rate to generate an additional \$1,024,404 in additional revenue to reduce budget reductions and assist with funding employee benefits, utilize \$5,238,391 in fund balance, make \$2,519,691 in reductions, includes a 3% COLA effective October 1 and eliminates a net 9.20 positions.

Analysis:

Budget Balancing Strategies

Each budget balancing strategy requires some service level budget reductions. The greatest expenditure reduction occurs in strategy #1, with fewer reductions required in each of the subsequent two strategies. Some budget reductions are common to all strategies. The reductions detailed in each option below show what is required to provide a balanced budget. Each of these reductions is referenced in the comprehensive budget reduction matrix that was compiled for program reductions submitted by Departments and Constitutional Officers (Attachment #2).

In addition, the Board is constrained in certain expenditure categories regarding budget reductions. For example, Attachment #3 provides the mandatory and non-mandatory expenditure allocation from the FY 2013 budget. As reflected 61% of the budget is dedicated to mandatory expenditures and 15% of the operating budget funds non-mandatory expenditures. The remaining 24% of the operating budget funds self-supporting areas (e.g. Tourist Development and Building Inspection) and support service functions. Attachment #4 reflects the preliminary operating and capital budget detail sheets. A complete tentative budget will be delivered to the Board in August in advance of the required September public hearings.

Table 1 provides a summary of the budget balancing strategies to be discussed in detail below.

Table 1: Budget Balancing Strategy Summary

	Balancing Strategy #1	Balancing Strategy #2	Balancing Strategy #3 Rolled Back Rate
Millage Rate	8.3144	8.3144	TBD
Budget Shortfall	(\$8,782,486)	(\$8,782,486)	(\$8,782,486)
Additional Revenue	\$0.00	\$0.00	\$1,024,404
COLA Elimination/Shift	\$2,580,000	\$645,000	\$0.00
Expenditure Reductions	\$4,198,055	\$3,019,691	\$2,519,691
Recurring Fund Balance	\$2,004,431	\$5,117,795	\$5,238,391
Total Reduction Off-sets	\$8,782,486	\$8,782,486	\$8,782,486
Net Associated Position Reductions	11.2	9.2	9.2

Each strategy detailed below discusses the budget shortfall in the context of the associate millage rate used, the effect of health insurance cost shifts to employees, cost-of-living scenarios, expenditure reduction and the total use of fund balance used to achieve a balance budget. Associated position reductions are also discussed.

Budget Balancing Strategy #1

Note: In each balancing strategy, the item number refers to the correlating row on Attachment #1. Additional information pertaining to the reduction is available on the master reduction list and the introductory code corresponds to the master list.

This strategy leaves the current 8.3144 millage rate in place. In addition, the following would occur:

2. A healthcare plan that shifts the value based benefit design (VBD) employer/employee ratio for family coverage from the current 87.5/12.5 ratio to 80/20 ratio and single plus one from 87.5/12.5 to 85/15. All affected employees pay would be adjusted to offset the cost shift. Future year savings will occur as employees retire and new employees are hired, since employees would absorb more of any future increases to family coverage.
4. No cost-of-living adjustment would be provided to employees saving \$2,580,000.

The following expenditure reductions totaling \$4.2 million would be required. These reductions would also include the net elimination of 11.20 positions. Filled positions that are eliminated would be offered another position within the County workforce.

Outside Agency Funding

6. HSCP-11: Reduce Community Human Service Partnership Funding by 25% (Reduction - \$216,250) The Board established the maximum funding level for CHSP at \$865,000 for FY 13. This reduction would reduce Board support by 25%; thereby, reducing the funding to human service agencies by a like amount.
7. HSCP-3 through HSCP9: Reduce Primary Health Care Funding by 25% (Reduction - \$434,274) Primary Healthcare funding is awarded to Bond (\$755,140), Neighborhood Health Services (\$416,740), FAMU Pharmacy (\$177,500), Mental Health Care funding (\$257,671) and Capital Medical Society (\$130,043) to provide primary healthcare to uninsured and financially indigent patients. This reduction could result in fewer patients being served by each provider.
9. LIF-3: Reduce Outside Agency Funding by 25% (Reduction - \$83,015) The Board approved outside agencies to submit application for funding for the FY 2013 budget cycle. The funding for these agencies would be reduced by 20% and the agencies would need to make corresponding service level reductions, or find additional funding sources.
10. LIF-10: Reduce COCA Administration Funding by 25% (Reduction - \$37,500) Currently, COCA is funded \$150,000 annually to administer cultural regranting and to administer the Cultural Plan. This action would reduce the County's current level of support to COCA by 25% reducing COCA's administration funding by \$37,500.
11. LIF-9: Reduce Trauma Center Funding by 25% (Reduction - \$50,000) The County currently provides \$200,000 in annual support to Tallahassee Memorial Healthcare to fund its Trauma Center. This action would reduce the County's support for the Trauma Center by 25%.
12. LIF-10: Eliminate funding for the Palmer Monroe Teen Center (Reduction - \$150,000) As part of a three year agreement with the City of Tallahassee, Leon County provided three years of start-up funding for the Palmer Monroe Teen Center at \$150,000 each year. The concept plan for the Center requested level funding commitments of the government partners for three years to ensure the success of the center. The plan alludes to the fact that the Center could partner with other agencies and non-profits, and possibly utilize the CHSP process for funding. Since the Center should have successfully been transferred to

a community-based organization by its third year of operation, it would now be eligible for CHSP funding. Given the intent of the Center to be more self-sufficient at the end of its third year, staff is recommending no further direct County support for the facility.

County Program Eliminations/Reductions

13. HR-1: Eliminate Summer Youth Training Program (Reduction - \$73,000) The summer youth training program provides job training for students ages 14-21. Summer youth in the community would no longer be provided job training opportunities from Leon County.
14. EDBP-2: Reduce Federal Lobbying Contract (Reduction – \$60,000) Reduce the funding amount by \$60,000, leaving \$40,000 available to the Board for issue-specific federal lobbying needs as they arise. For example, the Board contracted with a firm in 2009 to assist the County in securing funds through the American Recovery and Reinvestment Act. The Board may desire federal representation on upcoming specific issues such as the national transportation reauthorization package or the acquisition of a portion of the Federal Correctional Institute on Capital Circle Northeast for additional park space.
15. PR-3: Reduce and/or Eliminate Port-a-lets Service (Reductions \$26,360) Various passive and boat landing locations would no longer have any sort of restroom facilities. In the case of Woodville Park, restroom facilities would still be available; however, they would be a considerable distance from the multi-purpose fields and two baseball diamonds. In the case of Miccosukee Greenway, restrooms would be available at Edenfield Trailhead, but not Thornton, Crump, or Fleishman trailheads.
16. PD-1: Eliminate Funding for First Appearance Attorney at the Public Defender’s Office (Reduction - \$37,000) This money is being used to maintain a full time paralegal position who is dedicated to Leon County First Appearances. According to the Public Defender’s Office, by providing a dedicated resource, the Public Defender is able to help reduce the jail population by immediately acting upon minor issues that would otherwise keep low level, non-violent offenders incarcerated at the jail. If this funding was eliminated, the jail could experience an increase in population. Funding for this service is not required by Article V.
17. SA-1 Eliminate Funding for First Appearance Attorney at the State Attorney’s Office (Reduction - \$37,000) This would have the same impact as stated above in the Public Defender’s Office reduction. Funding for this service is not required by Article V.
18. CE-4: Eliminate Urban Forester Education Program (Reductions - \$59,866) This program provides educational programs in the area of forestry to help customers more effectively interpret and use findings of science and technology in relation to land management plans, homeowner/landowner consultations on tree safety and management, certifications (CEU's) for arborists, educational and technical support to Leon County Parks and other departments, and education on prescribed burning.
19. EDBP-1: Eliminate Management Intern Program (Reduction \$40,322) The elimination of this program would result in a staff reduction of 1 FTE that serves multiple County departments throughout the year, including providing assistance during the legislative session and budget development process. Position has served as training ground for incoming employees. Four previous interns now fill professional level positions with the County.
20. CAO-1: Reduce County Attorney Professional Services (Reduction \$90,000) The current budget for professional services is \$455,000. The reduction would decrease funding for professional services to \$365,000. The entire budget reduction from the County Attorney's Office is recommended to come from this line item. The total funds set aside

for the clean water projects and litigation is \$205,000. Historically, the professional service account has not been fully spent. Given the unknown nature of when professional services will be needed due to litigation, the Board normally approves the carryforward of the under expenditures into the following fiscal year for these unknown circumstances.

21. LIB-3: Standardize Branch Library Security (Reduction \$80,000) A Leon County deputy sheriff is on duty 40 hours a week at the Dr. BL Perry Branch Library, during all hours that the library is open. The Library pays the hourly rate plus benefits of the deputy assigned. Elimination of this security would align with the security of all other branch libraries who call 911 for assistance. Recently recommended site improvements to property adjacent to the library have been completed, which has improved safety in the area.

Constitutional Officer Reductions

22. CLK-1: Eliminate First Floor Courthouse Reception Services (Savings - \$26,345) This position is shared by the Board and the Clerk (50% each). The County is able to direct customers to their courthouse destination and allow them to be served quickly and efficiently. Prior to the creation of this positions, part time volunteers were used, and this created less than satisfactory customer service Fifty percent is paid for by the Board and is shown for the reduction.
23. PA-1: Operating and Advance Capital Outlay Funding (Savings – \$37,126) The Property Appraiser is advance funding the replacement of a vehicle, and funds associated with litigation and travel have been reduced.
24. SOE–1 thru 3: Reduction of Supervisor of Elections Early Voting Site Expansion and related Early Voting Expenses - (Reduction - \$300,000) Previous state law requirements limited the Supervisor of Elections to four early voting sites. Legislation passed in 2013, provides greater flexibility in locating early voting sites. The original budget submission included funding to expand to nine early voting locals. The reduction will still allow for an in increase the number of sites from four to seven.
25. SH-1: Advance Fund Sheriff’s Capital Replacement Program (Savings - \$400,000) By deferring capital replacement of vehicles, the fleet gets older and requires additional maintenance dollars. Funding a portion this project from existing FY 13 budget will assist with the Sheriff meeting the recommended replacement schedule. Advance funding the rifle replacement will allow the Warrants Unit to have the same equipment as all other Law Enforcement units have. This would reduce the FY14 budget request by a corresponding amount saving \$400,000 in FY 2014.

LEADs Findings – Cost Savings and Cross Departmental Action Team Work Efficiencies

27. LIB-4: Reduce Library Courier Services from six to three days per week (Reduction - \$29,996) Requested materials would take longer to reach the location specified by the library user, and other materials would be in transit for one to two days longer before being returned to their home locations.
28. LIB-5: Reduce Bookmobile/Book Hauler Service by discontinuing Bookmobile stops to Miccosukee and Southwood (Reduction – \$42,357) Prior to the construction of the new Eastside Library and Woodville libraries, the bookmobile traveled to Chaires, Miccosukee, Woodville and Southwood. After the completion of the Woodville Library this service was discontinued. Due to lack of use, the Chaires stop was discontinued. Usage has similarly declined in Micossukee and a discontinuance of this stop is recommended. Due to the small size of the previous Parkway store-front library, service to Southwood was added. The completion of the Eastside Library makes the Southwood service obsolete. The County will continue to provide service to nursing home facilities with book delivery and pick up services⁶⁶⁶

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29. SW-1: Close the Blount Rural Waste Collection Center (Reduction - \$50,000) The Blount center is currently open two days a week and only takes household garbage and recycling. Hazardous waste, yard trash and bulky materials need to be taken to another full service center. This center essentially service one neighborhood off Blountstown Highway. A full service facility is located a few miles east on Highway 20 in Fort Braden. If the Blount site is left open, proposed fees to operate the rural waste collection centers would need to be modified to account for the operation of the Blount location which has not been budgeted in the FY 2014 Solid Waste Budget.
 30. MIS-1: Reduce GIS Mapping and Data Update Services (Reduction - \$23,111) GIS provides mapping resources to other County departments, the constitutional offices, private firms, and the public. The volume of public requests has dramatically dropped as more data and map services are provided on the web for users to help themselves, thus allowing for the reduction of the County funded GIS Technician I position.
 31. FM-1: Facilities Management Maintenance Reorganization: (Reduction - \$105,825) Through reallocation, realignment and reclassification of certain positions between Operation and Maintenance staff, Facilities Management will be able to reduce staffing levels by two positions. A position currently in operations will be reassigned to maintenance duties, and one mailroom position will be realigned to operations, and cross trained, while still providing back up duty to the mailroom. This move will make facilities operation and maintenance more efficient.
 32. FM-2: Eliminate Public Safety Complex Program Coordinator (Reduction - \$26,280) The Public Safety Project Coordinator position was a time limited position that was to exist for the duration of the construction project, which has been completed. The position was split funded with the City of Tallahassee. Savings represent salary dollars assigned to the County only.
 33. DSEM-1: Eliminate Internet Café Inspection Program (Savings - \$58,851) in response to Commissioners concerns regarding the proliferation of internet cafes in the County, with no corresponding state regulations; the Commission enacted an ordinance regulating internet cafes via a permit and inspection program. The program and related inspection position was funded by fees from the industry. After three legislative sessions, in 2013, the state, in response to numerous local jurisdictions concerns regarding fraud in the internet café industry, banned these businesses in the state of Florida. Internet cafes in Leon County closed upon passage of the legislation, and the inspection position is no longer needed.
 34. SW-2: Reorganization of Solid Waste Management Facility Operations (Savings - \$34,569) Currently, the Solid Waste Facility landfill only takes residual Class III waste from the County's contracted recycling partner. Other solid waste facility operations include yard waste and used tire disposal. Due to the limited amount of Class III (e.g. construction debris) being handled at the landfill, this maintenance position is no longer required. This move is the beginning of the long term reorganization of the solid waste program, which will involve the eventual closure of the landfill by the end of FY 2014. Savings from this reduction is confined to the Solid Waste Enterprise Fund.
 35. SW-3: Reorganization of Hazardous Waste Program (Reduction - \$41,707) Currently, the hazardous waste program has a manager and three hazardous material technicians that receive and process hazardous waste at the solid waste facility and conduct weekend collection efforts once a month. A recent efficiency study the Director of Solid Waste indicated that the work load could be handled by two technicians with the support of temporary labor at the monthly collection events, which is included in the solid waste budget. Savings from this reduction is confined to the Solid Waste Enterprise Fund.

36. Transportation Maintenance, Right-of-Way Management and Stormwater Program Reorganization (Reduction - \$27,860) Operation has a crew dedicated to private road maintenance and open cold grade asphalt maintenance. The County has recently taken over the maintenance of the right-of-way and landscaping associated with the widening of Mahan Drive. This was initially going to cost the County approximately \$290,000 in new staff and equipment starting in FY 2014. A detailed analysis of workload activity in the private road and OCGM repair programs showed that resources could be realigned from this division to create a landscape crew and provided additional resources to the Stormwater Maintenance Program. Several vacant equipment operator positions were reclassified downward to landscape maintenance workers providing for the additional savings. Though there is a net reduction in cost, one additional FTE still has been added to address the overall reorganization.
37. CE-1: Eliminate Extension Education Day Porter Services (Reduction – \$3,744) This part time position recycles, water plants, copies and collates newsletters, mailings, and other educational materials. Eliminate the inter-office day porter recycling program/ cleaning program. The tasks will be completed by support staff with minimal interruption to work. Custodial contract ensure the facility will be adequately cleaned.
38. PL-1: Restructure Planning Department Administrative Functions (Reduction – \$22,866) The Planning Department has an administrative division and associated division manager. Staff has analyzed this structure and determined that the administrative workload can be distributed evenly among the other divisions. Administrative responsibilities would be transferred to the respective divisions and eliminate one division manager position. Reduction reflects that County's funding portion of the position.
39. FM-1: Facilities Custodial Level of Service Reductions (Reduction - \$86,628) All County facilities buildings receive full custodial services five days a week. This reduction would categorize the County building inventory into three service levels for purposes of administering facilities custodial services. Examples of Level I facilities include the Courthouse, Bank of America building, library facilities, the health departments and the Public Safety Complex; examples of level II facilities include Public Works, branch libraries, and Huntington Oaks plaza; and level III represents all other remaining facilities. Custodial services would be provided to Level I facilities five days a week, Level II building would be serviced three days a week and Level III facilities would be serviced two days a week.
40. FM-6: Energy Efficiency Contract (Reduction – \$35,000) The County has a full service contract with for energy management. The initial contract period is coming to completion, and Facilities Management anticipates being able to reduce the contract price due to increased market competition.

Non-Recurring Capital Savings Project Savings

41. Reduced Capital Budget (Reduction in Transfer of Recurring Revenue (Reduction - \$1,250,000). The Board typically transfers \$1-\$2 million of recurring general revenue to assist in funding the capital program. In addition to reserves that have been set aside for long-term capital needs, the recurring revenue transfer allows for a level funding of the capital program, which avoids transferring large amounts of recurring revenue for capital projects in any given year. This year's capital program was projected to need approximately \$1.25 million. This amount has been cut from the planned capital improvement budget programming, and therefore will not require the use of additional capital reserves to fund the FY 2014 capital budget.

42. Heavy Equipment Sharing: (Savings - \$250,000) Subsequent to the submittal of the equipment replacement capital projects, the Cross Departmental Action Teams indicated that there was an opportunity in the organization to share heavy equipment. A review of the submittals indicated the County could save \$250,000 by sharing dump trucks with other division and deferring the scheduled replacement of two dump trucks.

Fund Balance

43. With these reductions, the Board would need to utilize an additional \$2 million in fund balance to balance the budget. This is \$3 million less than what was needed in FY 2013 to balance the budget.

Budget Balancing Strategy #2 (Recommended Option)

Note: In each balancing strategy, the item number refers to the correlating row on Attachment #1. Additional information pertaining to the reduction is available on the master reduction list and the introductory code corresponds to the master list.

Reductions previously detailed in strategy #1 do not include the associated service level impact narrative.

This option includes leaving the millage rate at 8.3144. In addition, 9.2 positions would be eliminated from the budget. Filled positions that are eliminated would be offered another position within the County workforce.

2. A healthcare plan that shifts the value based benefit design (VBD) employer/employee ratio for family coverage from the current 87.5/12.5 ratio to 80/20 ratio and single plus one from 87.5/12.5 to 85/15. All affected employees pay would be adjusted to offset the cost shift. Future year savings will occur as employees retire and new employees are hired, since employees would absorb more of any future increases to family coverage.
5. Implement a phased cost-of-living increase; 1.5% on October 1, 2013 and 1.5% on April 1, 2014. This incremental cost-of-living adjustment would save the \$645,000.

Program and service level reductions in the amount of \$3.0 million are still necessary in this option. These reductions include (Reductions previously detailed in strategy #1 do not include the associated service level impact narrative):

12. LIF-10: Eliminate funding for the Palmer Monroe Teen Center (Reduction - \$150,000)
20. CAO-1: Reduce County Attorney Professional Services (Reduction \$90,000)
21. LIB-3: Standardize Branch Library Security (Reduction \$80,000)
23. PA-1: Operating and Advance Capital Outlay Funding (Savings - \$37,126)
24. SOE-1 thru 3: Reduction of Supervisor of Elections Early Voting Site Expansion and related Early Voting Expenses - (Reduction - \$300,000)
25. SH-1: Advance Fund Sheriff's Capital Replacement Program (Savings - \$400,000)

LEADs Findings – Cost Savings and Cross Departmental Action Team Work Efficiencies

27. LIB-4: Reduce Library Courier Services from six to three days per week (Reduction - \$29,996)
28. LIB-5: Reduce Bookmobile/Book Hauler Service by discontinuing Bookmobile stops to Miccosukee and Southwood (Reduction - \$42,357)
29. SW-1: Close the Blount Rural Waste Collection Center (Reduction - \$50,000)
38. PL-1: Planning Reorganization (Reduction - \$22,866)
30. MIS-1: Reduce GIS Mapping and Data Update Services (Reduction - \$23,111)
31. FM-1: Facilities Management Maintenance Reorganization: (Reduction - \$105,825)
32. FM-2: Eliminate Public Safety Complex Program Coordinator (Reduction - \$26,280)
33. DSEM-1: Eliminate Internet Café Inspection Program (Savings - \$58,851)
34. SW-2: Reorganization of Solid Waste Management Facility Operations (Savings - \$34,569)
35. SW-3: Reorganization of Hazardous Waste Program (Reduction - \$41,707)
36. Transportation Maintenance, Right-of-Way Management and Stormwater Program Reorganization (Reduction - \$27,860)
37. CE-1: Eliminate Extension Education Day Porter Services (Reduction - \$3,744)
38. PL-1: Restructure Planning Department Administrative Functions (Reduction - \$22,866)
39. FM-1: Facilities Custodial Level of Service Reductions (Reduction - \$86,628)

40. FM-6: Energy Efficiency Contract (Reduction – \$35,000)

Non-Recurring Capital Project Savings

41. Reduced Capital Budget (Reduction in Transfer of Recurring Revenue (Reduction - \$1,250,000.

42. Heavy Equipment Sharing: (Savings - \$250,000)

Fund Balance

43. With these reductions, the Board would need to utilize an additional \$5.1 million in fund balance to balance the budget.

Budget Balancing Strategy #3

Note: In each balancing strategy, the item number refers to the correlating row on Attachment #1. Additional information pertaining to the reduction is available on the master reduction list and the introductory code corresponds to the master list.

Reductions previously detailed in strategy #1 and #2 does not include the associated service level impact narrative.

1. This option considers levying the rolled back rate allowing the Board to collect an additional \$1 million in ad valorem revenues. (The millage rate needed to levy the rolled back rate has yet to be determined. When final valuations are provided by the Property Appraiser's Office on July 1, 2013, the rolled back millage rate will be calculated.)

In addition, 9.2 positions would be eliminated from the budget. Filled positions that are eliminated would be offered another position within the County workforce.

2. A healthcare plan that shifts the value based benefit design (VBD) employer/employee ratio for family coverage from the current 87.5/12.5 ratio to 80/20 ratio and single plus one from 87.5/12.5 to 85/15. All affected employees pay would be adjusted to offset the cost shift. Future year savings will occur as employees retire and new employees are hired, since employees would absorb more of any future increases to family coverage.

Program and service level reductions in the amount of \$2.6 million are still necessary in this option. These reductions include (Reductions previously detailed in strategy #1 and #2 do not include the associated service level impact narrative):

12. LIF-10: Eliminate funding for the Palmer Monroe Teen Center (Reduction - \$150,000)
20. CAO-1: Reduce County Attorney Professional Services (Reduction \$90,000)
21. LIB-3: Standardize Branch Library Security (Reduction \$80,000)
23. PA-1: Operating and Advance Capital Outlay Funding (Savings - \$37,126)
24. SOE-1 thru 3: Reduction of Supervisor of Elections Early Voting Site Expansion and related Early Voting Expenses - (Reduction - \$300,000)
25. SH-1: Advance Fund Sheriff's Capital Replacement Program (Savings - \$400,000)

LEADs Findings – Cost Savings and Cross Departmental Action Team Work Efficiencies

27. LIB-4: Reduce Library Courier Services from six to three days per week (Reduction - \$29,996)
28. LIB-5: Reduce Bookmobile/Book Hauler Service by discontinuing Bookmobile stops to Miccosukee and Southwood (Reduction - \$42,357)
29. SW-1: Close the Blount Rural Waste Collection Center (Reduction - \$50,000)
38. PL-1: Planning Reorganization (Reduction - \$22,866)
30. MIS-1: Reduce GIS Mapping and Data Update Services (Reduction - \$23,111)
31. FM-1: Facilities Management Maintenance Reorganization: (Reduction - \$105,825)
32. FM-2: Eliminate Public Safety Complex Program Coordinator (Reduction - \$26,280)
33. DSEM-1: Eliminate Internet Café Inspection Program (Savings - \$58,851)
34. SW-2: Reorganization of Solid Waste Management Facility Operations (Savings - \$34,569)
35. SW-3: Reorganization of Hazardous Waste Program (Reduction - \$41,707)
36. Transportation Maintenance, Right-of-Way Management and Stormwater Program Reorganization (Reduction - \$27,860)
37. CE-1: Eliminate Extension Education Day Porter Services (Reduction - \$3,744)

38. PL-1: Restructure Planning Department Administrative Functions (Reduction – \$22,866)

39. FM-1: Facilities Custodial Level of Service Reductions (Reduction - \$86,628)

40. FM-6: Energy Efficiency Contract (Reduction – \$35,000)

Non-Recurring Capital Project Savings

41. Reduced Capital Budget (Reduction in Transfer of Recurring Revenue (Reduction - 750,000) This option allows for the transfer of \$500,000 in recurring revenue to capital projects, which would aid in extending the life of the capital reserves.

42. Heavy Equipment Sharing: (Savings - \$250,000)

Fund Balance

43. With these reductions, the Board would need to utilize an additional \$5.2 million in fund balance to balance the budget.

FY 2014 Position Changes

The total net reduction of positions in the preliminary FY 2014 budget is 9.20. This included the elimination of 10.20 positions and the addition of one FTE for right-of-way landscape maintenance needs. The realignment of five positions from transportation maintenance to right-of-way maintenance avoided a position increase of three FTEs in the right-of-way maintenance program. This position and cost avoidance effort is associated with the staffing and equipment needs required to maintain the median and right-of-way of the newly widened and landscaped Mahan Drive.

Originally, staff anticipated the budgetary impact of adding this project to the County's maintenance schedule at \$290,000, including three additional positions. Since this cost was identified staff has worked diligently to find solutions to reduce this impact. Due to the decline in the use of the private road repair program, and OCGM roads having lower than expected maintenance requirements, Public Works determined that by realigning work crews associated with these programs to right-of-way management, and changing the classification of vacant crew positions to lower pay grades, that only one new FTE in right-of-way maintenance was required for Mahan Drive. Pay grades associated with the realignment of vacant positions were lowered offering net savings to the County of \$27,860.

Table 2 provides a summarization of recommended position changes contained in the budget balancing strategies and positions realigned in the budget. As in previous years, all attempts will be made to address any filled positions without lay-offs; staff is confident that this can occur. However, it will become increasingly difficult to accommodate many other position reductions without layoffs if the Board selects additional budget reductions that involve staff eliminations with filled positions given the reduced number of vacancies the County currently is experiencing.

Table 2: FY 2014 Recommended Position Changes – All Budget Balancing Strategies

	Reductions/ Additions	Realignments	Change
Library Courier Services	(1)		(1)
Library Bookmobile Services	(1)		(1)
GIS – Map Production	(1)		(1)
Facilities Management Operation & Maintenance Reorganization	(2)		(2)
Facilities Management – Program Coord.	(1)		(1)
DSEM – Internet Café Inspector	(1)		(1)
Office of Resource Stewardship – Solid Waste Facility Maintenance	(1)		(1)
Office of Resource Stewardship – Hazardous Waste	(1)		(1)
Co-op Extension – Day Porter	(0.20)		(0.20)
Department of PLACE – Planning Admin.	(1)		(1)
Public Works - Transportation		(9)	(9)
Public Works – Right –of-Way Maintenance	1	5	6
Public Works - Stormwater		4	4
Court Administration		(1)	(1)
Court Judicial Programs		1	1
Net Position Changes	(9.20)	0	(9.20)

Information to Establish the FY 2014 Maximum Tentative Millage Rate

Two of the budget strategies rely upon maintaining the current 8.3144 millage rate, while the third strategy requires levying the rolled back rate. Once the maximum millage rate is established through the TRIM process, the rate can only be decreased during the required budget public hearings in September. For example, if the millage rate is established at the current rate of 8.3144 during the workshop and later ratified, it can only be lowered at the September public hearings.

With the implementation of property tax reform and the passage of Amendment 1, the legislature imposed a series of voting thresholds and requirements on local governments. The intent was to force local governments, through higher voting thresholds, to justify increases in property tax collections. The purpose was to establish a simple majority vote (4-3) as needed to provide the level of property tax collection to support the continuation of basic services. The formula takes into consideration the growth in per capita income. The intent allows for collection of additional revenue to address the normal increases for operating government (e.g. healthcare, retirement, inflation, raises/COLAs).

Based on Florida Statutes and the legislature’s intent to constrain local government’s ability to raise additional property tax collections, all of the budget balancing strategies can be achieved by a simple 4-3 vote of the Board. None of the strategies provided, (retaining the current millage rate or levying the rolled back rate) would be considered a tax increase.

It is difficult to determine or project the impact of millage rate adjustments on any specific individual homeowner or business. Under a “rolled back” scenario, the only definitive statement that can be made is the County is not increasing property tax collections for existing property owners; the only new collections are associated with new construction that did not previously

pay property taxes. However, depending upon what has occurred to an individual's property value, their taxes may increase or decrease in any of the scenarios. Table 3 provides a summary of the millage rates as discussed in detail in the balancing strategies above.

Table 3: Summary of Maximum Millage Rate Options Detailed in Balancing Strategy #'s 1-3

	Strategy #1	Strategy #2	Strategy #3
Current Millage Rate	8.3144	8.3144	
Rolled Back Rate			TBD*
Total Millage Rate	7.8500	8.3144	

* This will be provided to the Board once the revised valuations are provided to the County from the Property Appraiser.

Emergency Medical Service MSTU

Due to the cap on the Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) at 0.5 mills, the level property values will result ad valorem collections increasing by less than \$20,000. As referenced in the earlier Fire/EMS services budget discussion item, the lack of growth in property values with a capped millage rate, accompanied with level billing revenue, has long term funding implications for the Emergency Medical Services program.

Options:

1. Provide direction to staff on any outstanding budget discussion items.
2. Authorize staff to implement strategy #2 to balance the FY2014 tentative budget.
3. Establish the maximum countywide millage rate at 8.3144 as specified in strategy #2.
4. Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) at 0.5 mills.
5. Establish another maximum countywide millage rate as determined by the Board.

Recommendations:

Option #s: 1, 2, 3, and 4

Attachments:

1. Budget Balancing Strategy Option Table
2. Detailed program reduction matrix
3. FY 2013 Mandatory and Non-Mandatory Expenditure Chart
4. Preliminary Operating and Capital Budget Detailed Sheets

PROPOSED BUDGET BALANCING STRATEGIES

Strategy & Reduction #	Adjusted Shortfall (with current 8.3144 millage rate) * Health Care increase 4.4%, with 3% COLA, increases in retirement, contractual services , and a full year of Public Safety Complex Operating expenses	Strategy #1 No Millage Change (8.3144) (A)	Strategy #1 FTE Reduction (B)	Strategy #2 Recommended No Change in Millage Fewer Budget Reductions (8.3144) (C)	Strategy # 2 FTE Reduction (D)	Strategy # 3 Levy the Rolled-Back Rate (E)	Strategy #3 FTE Reduction (F)
	Shortfall equals \$8,782,486						
	Resources						
1	Rolled Back Rate*					1,024,404	
	Employee Benefits						
2	Family Health Care Shift Multi Tier Strategy #3 (80/20) Savings realized in future fiscal years						
3	Family Health Care Shift Multi Tier Strategy #2 (82.5/17.5) Savings realized in future fiscal years						
4	No 3% Cost-of-Living Increase	2,580,000					
5	Modified Cost-of-Living Adjustment (1.5% October 1/ 1.5% April 1)			645,000			
	Outside Agencies						
6	Community Human Service Partnership 25% reduction	216,250					
7	Primary Health Care 25% reduction - including mental health	434,724					
9	Reduce Line Item Agency Funding 25%	83,015					
10	Reduce COCA Administration 25%	37,500					
11	Reduce Trauma Center 25%	50,000					
12	Palmer Monroe Teen Center (Expiration of County three year funding agreement)	150,000		150,000		150,000	
	County Program Eliminations/Reductions						
13	Eliminate Summer Youth Program (Complete Closure of Program)	73,000					
14	Reduce Federal Lobbying Services (Reduction from \$100,000 to \$40,000)	60,000					
15	Reduction of Port-O-Let Services at parks and boat landings	23,360					
16	Eliminate First Appearance Funding - Public Defender	37,000					
17	Eliminate First Appearance Funding - State Attorney	37,000					
18	Eliminate Urban Forestry Program	59,866	1.00				
19	Eliminate Management Intern Program	40,322	1.00				
20	Reduce County Attorney Professional Services	90,000		90,000		90,000	
21	Branch Library Security Standardization	80,000		80,000		80,000	
	Constitutional Reductions						
22	Clerk of Courts and Board Information Desk Services	26,354					
23	Property Appraiser	37,126		37,126		37,126	
24	Supervisor of Elections Early Voting Locations (increase from four to seven instead of nine sites)	300,000		300,000		300,000	
25	Advance Fund Sheriff Capital Program	400,000		400,000		400,000	
	LEADs Findings - Cost Savings and Cross Departmental Action Team Work Efficiencies						
27	Library Courier Services from five days to three days a week	29,996	1.00	29,996	1.00	29,996	1.00
28	Library Book Mobile - eliminate Southwood and Miccosukee stops	42,357	1.00	42,357	1.00	42,357	1.00
29	Closing Blount Rural Waste Service Center **	**		**		**	
30	GIS Map Production	23,111	1.00	23,111	1.00	23,111	1.00
31	Facilities Management Maintenance Reorganizations	105,825	2.00	105,852	2.00	105,852	2.00
32	Facilities Management Program Coordinator	26,280	1.00	26,280	1.00	26,280	1.00
33	Internet Café Inspector	58,851	1.00	58,851	1.00	58,851	1.00
34	Solid Waste Maintenance Technician **	**	1.00	**	1.00	**	1.00
35	Hazardous Waste Technician **	**	1.00	**	1.00	**	1.00
36	Public Works Transportation / Stormwater Reorganization (creation of landscape maintenance crew)	27,860	(1.00)	27,860	(1.00)	27,860	(1.00)
37	Part Time Day Porter Service at Ag. Co-op Center	3,744	0.20	3,744	0.20	3,744	0.20
38	Planning Department Administration Reorganization	22,886	1.00	22,886	1.00	22,886	1.00
39	Reduction in Custodial Services Based on Building Usage	86,628		86,628		86,628	
40	Energy System Service Contract	35,000		35,000		35,000	
41	Reduced Capital Budget (Reduction in Transfer of Recurring Revenue)	1,250,000		1,250,000		750,000	
42	Heavy Equipment Sharing	250,000		250,000		250,000	
43	Subtotal Revenue, and Expenditure Reductions	6,778,055		3,664,691		3,544,095	
44	Shortfall	(8,782,486)		(8,782,486)		(8,782,486)	
45	Fund Balance Used	2,004,431		5,117,795		5,238,391	
46	Position Reductions		11.20		9.20		9.20

*Shortfall and rolled back revenue is based on preliminary property values provided by the Property Appraiser's Office on June 1, 2013.

Formal values will be provided on July 1, 2013. Any updates to the shortfall will be provided to the Board under separate cover prior to the July 8, 2013 budget workshop.

** The \$50,000 for closing the Blount Center and the \$81,757 in savings from the elimination of these two positions is realized in the solid waste fund.

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
BOARD OF COUNTY COMMISSIONERS									
BOARD OF COUNTY COMMISSIONERS									
BCC-1	Reduce Commission Aide Support	Currently, each Commissioner has a full time aide to assist in the day-to-day operation of their office. This includes addressing constituent concerns, and providing support to each Commissioner as needed.	This service level reduction would take the current number of aides from seven to four. One aide would be assigned to the Chairman, and the remaining three would support two Commissioners each. Responding to constituent calls may take longer, and Commissioners would need to coordinate the schedules between the shared aides. Reduction reflects the average salary, wages and benefits of seven Commission Aides.	\$ 201,920	3.00	\$ -	-	\$ 201,920	3.00
TOTAL BOARD OF COUNTY COMMISSIONERS				\$ 201,920	3.00	\$ -	-	\$ 201,920	3.00
ADMINISTRATION									
HUMAN RESOURCES									
HR-1	Summer Youth Training Program	Annually, Leon County provides Summer Youth Training Program. Annually, the County receives approximately 3,000 applications, resulting in approximately 60 summer positions being awarded. The program provides Leon County youths the opportunity to gain valuable work experience and learn the role of government at the local level.	Eliminate Summer Youth Training Program. Summer youth in the community would no longer be provided job training opportunities from Leon County.			\$ 73,000	-	\$ 73,000	-
HR-2	Electronic Document Management Reduction	Current position provides Electronic Document Management Services for Human Resources Personnel Records. Provides Quality Control review and scanning of HR Documents. Serves as backup support to Administrative Associate V - Main Secretary and Receptionist. Provides support for Customer Experience Training and Wellness Programs	Eliminating support position will further delay conversion of HR Personnel Files from current EDMS to AppExtender. There will be no position that can take on this responsibility on a continuous basis. HR Records Management would be seriously hindered. Current Administrative V will be required to scan and audit files as time permits, in conjunction with normal duties. There will also not be any back-up support for the AAV position.			\$ 34,433	1.00	\$ 34,433	1.00
HR-3	Eliminate Tuition Reimbursement Program	Leon County provides tuition reimbursement to employees for approved and accredited college education programs.	Eliminating Tuition Assistance Program will reduce the County's benefits offered to new and existing employees. In addition to professional development of employees, this program has served as an effective recruitment and retention tool.			\$ 49,225		\$ 49,225	-
TOTAL HUMAN RESOURCES				\$ -	-	\$ 156,658	1.00	\$ 156,658	1.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
MANAGEMENT INFORMATION SERVICES									
MIS-1	GIS Mapping Services and Data Updates	GIS provides mapping resources to other County departments, the constitutional government entities, private firms, and the public. One GIS Technician I position provides this support. This position also maintains existing data layers with data updates.	Reduce the level of service for public requests for mapping and data updating by eliminating the County funded GIS Technician I position. The volume of public requests has dramatically dropped as more data and map services are provided on the web for users to help themselves. The mapping and data updating functions that the position supports will be reassigned to existing GIS staff and to student interns from FSU's GIS program and TCC's CAD program. The impact may be delays in providing mapping requests and increasing workload of other staff.			\$ 46,221	1.00	\$ 46,221	1.00
TOTAL MANAGEMENT INFORMATION SERVICES				\$ -	-	\$ 46,221	1.00	\$ 46,221	1.00
COUNTY ATTORNEY'S OFFICE									
COUNTY ATTORNEY'S OFFICE									
CAO-1	Reduce Professional Services	This funding pays for experts, consultants, and outside counsel to assist with clean water projects and other litigation as necessary.	The current budget for professional services is \$455,000. The reduction would decrease funding for professional services to \$365,000. The entire budget reduction from the County Attorney's Office is recommended to come from this line item. The total funds set aside for the clean water projects and litigation is \$205,000. Historically, the professional service account has not been fully spent. Given the unknown nature of when professional services will be needed due to litigation, the Board normally approves the carryforward of the under expenditures into the following fiscal year for these unknown circumstances. Last year the Board approved a carryforward of \$131,000 for unanticipated litigation expenses.	\$ 90,000	-			\$ 90,000	-
TOTAL COUNTY ATTORNEY'S OFFICE				\$ 90,000	-	\$ -	-	\$ 90,000	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
PUBLIC WORKS									
DIVISION OF OPERATIONS									
PWO-1	Eliminate the Mosquito Control Larviciding Program	The Mosquito Control program provides mosquito control services in the incorporated and unincorporated areas of Leon County through larviciding. Larviciding is a preventative portion of the program that treats mosquito larval areas on limited spatial basis.	This reduction proposes eliminating the larviciding portion of the Mosquito Control Program. This option includes the elimination of two Mosquito Control Technician positions, one vehicle and operating dollars associated with ground and aerial larviciding activities. If this reduction is approved, efforts will be made to place affected personnel into vacancies within the Division of Operations.	\$ 171,145	2.00	\$ -	-	\$ 171,145.00	2.00
PWO-2	Eliminate the Mosquito Control Program	The Mosquito Control program provides mosquito control services in the incorporated and unincorporated areas of Leon County, including: truck fogging, hand fogging, ground and aerial larviciding, mosquito surveillance, WNV/SLE surveillance, neighborhood waste tire removal, mosquito fish placement and community education. The spraying program operates on a request for service basis.	This reduction proposes the elimination of the entire Mosquito Control Program and all mosquito control services within the incorporated and unincorporated areas of Leon County. The reduction results in the elimination of 4 FTE's and 12 OPS positions. If this reduction is approved, efforts will be made to place personnel filling impacted positions into vacancies within the Division of Operations. In the event of a significant event, the County would contract for aerial spraying as done in the past. Mosquito control services provision will not be impacted by this reduction.	\$ -	-	\$ 571,328	5.00	\$ 571,328.00	5.00
PWO-3	Transportation Maintenance, Right-of-Way Management and Stormwater Program Reorganization	Currently, Operation has a crew dedicated to private road maintenance and open cold grade asphalt maintenance.	The County has recently taken over the maintenance of the right-of-way and landscaping associated with the widening of Mahan Drive. This was initially going to cost the County approximately \$290,000 in new staff and equipment starting in FY 2014. A detailed analysis of workload activity in the private road and OCGM repair programs showed that resources could be realigned from this division to create a landscape crew and provided additional resources to the Stormwater Maintenance Program. Several vacant equipment operator positions were reclassified downward to landscape maintenance workers providing for the additional savings.	\$ -	-	\$ 27,860	-	\$ -	-
TOTAL PUBLIC WORKS OPERATIONS				\$ 171,145	2.00	\$ 571,328	5.00	\$ 742,473	7.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
PARKS AND RECREATION SERVICES									
PR-1	Community Centers	Community Centers are open 7 days a week.	Reduce the number of days open to 5 days - - closing them on Sunday and Monday.	\$20,000	-			\$ 20,000	-
PR-2	Reduce and/or Eliminate Port-a-lets Service	Currently the Division contracts for 16 port-a-lets at various park sites including 4 greenway trailheads, additional capacity at Woodville Park, boat landings, and passive parks. The contract amount includes rental of the unit and pumping once or twice a week depending on the location.	Various passive and boat landing locations would no longer have any sort of restroom facilities. In the case of Woodville Park, restroom facilities would still be available, however, they would be a considerable distance from the multi-purpose fields and two baseball diamonds. In the case of Miccosukee Greenway, restrooms would be available at Edenfield Trailhead, but not Thornton, Crump, or Fleishman trailheads.			\$ 26,360		\$ 26,360	
PR-3	General Mowing	Common areas, passive parks, and boat landings (Class B and C sites) continued to be mowed on a two week cycle under new contract through Facilities. The existing expenditure is approximately \$44,672 annually for these sites. (By utilizing the Facilities contract, this is already a \$40,000 reduction over last year's costs).	It is possible to change the cycle to once every four weeks. The result would be taller grass and an increase in complaints. (Note: That it might not actually equate to 50% reduction in cost since it takes longer to cut taller grass and there is more wear and tear on the contractor's equipment)	\$22,336	-			\$ 22,336	
PR-4	Reduce the Fire Ant applications on the Greenways	The County presently treats Fire Ants (\$23,100 annually for 350 acres) on the Greenways.	This proposal reduces treatments by 50% of the acreage covered per year. *However, when the additional acreage comes on-line (St. Marks and Fred George) a reduction in half becomes more significant than simply 50%.	\$11,550	-	\$ -	-	\$ 11,550	
TOTAL PARKS AND RECREATION				\$ 53,886	-	\$ 26,360	-	\$ 80,246	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT									
DEPARTMENT OF DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT									
DSEM-1	Eliminate Internet Café Inspections	in response to Commissioners concerns regarding the proliferation of internet cafes in the County, with no corresponding state regulations, the Commission enacted an ordinance regulating internet cafes via a permit and inspection program. The program and related inspection position was funded by fees from the industry.	After three legislative sessions, in 2013, the state, in response to numerous local jurisdictions concerns regarding fraud in the internet café industry, banned these businesses in the state of Florida. Internet cafes in Leon County closed upon passage of the legislation, and the inspection position is no longer needed.			\$ 56,851	1.00	\$ 58,851	1.00
TOTAL DEPARTMENT OF DEVELOPMENT SUPPORT & ENVIRONMENTAL SUPPORT						\$ 56,851	1.00	\$ 58,851	1.00
DEPARTMENT OF PLACE									
PLANNING									
PL-1	Restructure Planning Department Administrative Functions	The Planning Department has an administrative division and associated division manager.	Staff has analyzed this structure and determined that the administrative workload can be distributed evenly among the other divisions. Administrative responsibilities would be transferred to the respective divisions and eliminate one division manager position. Reduction reflects that County's funding portion of the position.	\$ 22,886	1.00			\$ 22,886	1.00
TOTAL DEPARTMENT OF PLACE				\$ 22,886	1.00	\$ -	-	\$ 22,886	1.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
FACILITIES MANAGEMENT									
FACILITIES MANAGEMENT									
FAC-1	Facilities Management Maintenance Reorganization	Facilities Management has dedicated staff for the daily operational needs of County facilities, and staff dedicated to on going maintenance activities. These units function independently from each other.	Through reallocation, realignment and reclassification of certain positions between Operation and Maintenance staff, Facilities Management will be able to reduce staffing levels by two positions. A position currently in operations will be reassigned to maintenance duties, and one mailroom position will be realigned to operations, and cross trained, while still providing back up duty to the mailroom. This move will make facilities operation and maintenance more efficient.			\$ 158,384	3.00	\$ 158,384	
FAC-2	Facilities Management Program Coordinator - Public Safety Complex	A position for construction program coordination of the Public Safety Complex was created three years ago. This position provided assistance to the full time architect assigned to oversee the design and construction of the project. The position was split funded with the City of Tallahassee.	The Public Safety Project Coordinator position was a time limited position that was created for the duration of the construction project, which has been completed. Savings represent salary dollars assigned to the County only.			\$ 26,280	1.00	\$ 26,280	1.00
FAC-3	Facilities Custodial Level of Service Reductions	All County facilities buildings receive full custodial services five days a week.	This reduction proposes categorizing the County building inventory into three service levels for purposes of administering facilities custodial services. Examples of Level I facilities include the Courthouse, Bank of America building, library facilities, the health departments and the Public Safety Complex; examples of level II facilities include Public Works, branch libraries, and Huntington Oaks plaza; and level III represents all other remaining facilities. Custodial services would be provided to Level I facilities five days a week, Level II building would be serviced three days a week and Level III facilities would be serviced two days a week.	\$ 86,628				\$ 86,628	

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
FAC-4	Eliminate Juror Parking	While not required to do so, the County currently pays the cost for juror parking. Jurors who park in the Republic garage may have their parking paid for.	Eliminate the cost for juror parking. Anticipated impacts include inconveniences to the jurors and the possibility that parking difficulties could delay jurors reporting for jury duty.	\$ 15,000				\$ 15,000	
FAC-5	Reduce Facilities temporary labor	Facilities Management utilizes temporary labor to provide on-going manual labor needs, such as daily trash pick-up, breaking down boxes from deliveries made to offices, transportation of records (to and from records storage), set-ups and take-downs for events, moving of office furniture and other non-skilled tasks.	In the future offices will be required to assist with their own set-up and take-downs for meetings and special events. Offices would be required to break down their boxes and transport them to the P3 level for bundling and recycling.	\$ 50,000				\$ 50,000	
FAC-6	Energy Efficiency Contract	Currently there is a full service contract with for energy management.	This service contract is up for bid, and Facilities Management anticipates leverage to reduce the contract price due to increased market competition.	\$ 35,000				\$ 35,000	
TOTAL FACILITIES MANAGEMENT				\$ 186,628	-	\$ 184,664	4.00	\$ 371,292	-
FINANCIAL STEWARDSHIP									
OFFICE OF MANAGEMENT & BUDGET									
OMB-1	Elimination of Management Review, Performance Management, Special Projects, and Organizational Studies	At the Board's request or as designated by County Administration, OMB performs special projects and conducts performance and management reviews of departments, divisions or outside agencies to determine if programs are being managed in an efficient and cost effective manner. In addition, OMB manages County programs' performance to ensure goals are being met in an effective and efficient manner.	Management reviews, performance management, special projects, and county surveys would no longer be performed, thereby eliminating tools that can result in increased efficiencies for the organization and may result in reduced division accountability in following established policies and procedures. This action would result in OMBs services being reduced to solely budget related activities.			\$ 60,937	1.00	\$ 60,937	1.00
TOTAL OFFICE OF MANAGEMENT & BUDGET				\$ -	\$ -	\$ 60,937	\$ 1	\$ 60,937	1.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS									
ECONOMIC DEVELOPMENT/INTERGOVERNMENTAL AFFAIRS									
EDBP-1	Eliminate Management Internship Program	The Program has been used to recruit graduate students and recent graduates with advanced degrees to work full time in multiple departments throughout the County organization. This position has served as training ground for incoming employees. Four previous interns now fill professional level positions with the County	The elimination of this program would result in a staff reduction of 1 FTE that serves multiple County departments throughout the year, including providing assistance during the legislative session and budget development process. Legislative staff would have less resources to notify department of legislative activities, and a training resource that has provided quality staff to the County would be lost.			\$ 40,322	1.00	\$ 40,322	1.00
EDBP-2	Eliminate or Reduce Federal Lobbying Services	Leon County utilizes federal lobbying services to represent the County in Washington D.C. to secure federal funds for local projects and advocate the County's position on various policy issues.	The County would no longer have federal representation to assist staff in securing federal funds and advocating on behalf of the County on federal policy issues. Reduce the funding amount by \$60,000, leaving \$40,000 available to the Board for issue-specific federal lobbying needs as they arise. For example, the Board contracted with a firm in 2009 to assist the County in securing funds through the American Recovery and Reinvestment Act. The Board may desire federal representation on upcoming specific issues such as the national transportation reauthorization package or the acquisition of a portion of the Federal Correctional Institute on Capital Circle Northeast for additional park space.	\$ 60,000	-	\$ 100,000	-	\$ 100,000	-
EDBP-3	Eliminate State Contract Lobbying Services	Leon County utilizes state lobbying services to represent the County on a variety of issues at the state Capitol on a daily basis. The contract lobbying team coordinates with County staff to advocate the Board's priorities specific to Leon County and also works with the Florida Association of Counties on statewide issues effecting county governments.	Eliminating the state contract lobbying services would require a greater dependence on the Florida Association of Counties and would severely limit Leon County's influence among legislators outside of the local delegation.			\$ 40,000		\$ 40,000	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
EDBP-4	Eliminate the Grants Coordinator Position	Leon County Grant Administration program explores and pursues federal, state, and private sector grant funding and reimbursement opportunities to further fund County programs and projects.	Eliminating the Grants Coordinator position would reduce the County's volume of grant applications and decentralize the grant application process throughout the organization. Some of the federal grant efforts could be redirected to the Assistant to the County Administrator and state grants could be shifted to the Intergovernmental Affairs Coordinator.			\$ 129,137	1.00	129,137	1.00
EDBP-5	Eliminate Minority, Women, and Small Business Enterprise Analyst	This program currently has one FTE that serves as the first point of contact for the Division in person, by phone, and via email. In addition, the position processes approximately 75 Minority, Women, and Small Business Enterprise (MWSBE) certification applications for final approval. Duties also include conducting site visits with new applicants applying for certification and preparation of certification documentation for all approved certifications. This position also maintains the on-line MWBE directory via the B2Gnow system, prepares certification renewal letters, assigns MWBE codes to un-coded vendors in the Banner Financial System and provides one-on-one technical assistance to MWSBE vendors seeking to do business with Leon County. Position provides staff support to networking and training events coordinated through partnerships with other local MWBE and Small Business Programs, and is produces the quarterly newsletter for the Division.	Eliminating the MWSBE analyst position would cause a delay in the review, evaluation and determination of MWSBE certifications within the thirty day requirement. Technical assistance would be reduced by 50%. The elimination of the position would also dissolve administrative support to the MWSBE program in generating annual reports. The assignment of MWBE codes to un-coded vendors in the Banner Financial System would be delayed significantly due to the volume of transactions that are processed weekly, updates to the on-line directory would decrease by 60%; and, the associated database management activities and tracking would decrease by 50%.			\$56,849	1.00	56,849	1.00
SUB-TOTAL ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS				\$ 60,000	-	\$ 366,308	3.00	\$ 366,308	3.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction Cost Savings	FTE	Full Service Reduction Cost Savings	FTE	Total Potential Reductions Cost Savings	FTE
Tourism Development									
TD-1	Marketing: Bid Pool for Sporting events, Meetings, & Transportation Funding Assistance	This program provides for bid funding to various large sporting events and meetings to entice planners to hold their event in Tallahassee. The Transportation Funding Assistance program provides funding assistance to conference meeting planners and to fund other opportunities as they become available.	Reducing this program would have negative implications on sporting events we could compete for and for meetings coming to the community, resulting in a reduction of economic impact, plus sales and tourist development tax collections.	\$ 50,000		\$ 210,840		\$ 210,840	
TD-2	Special Event Grants Program	This program provides marketing or programming assistance to events and meetings held in Leon County providing enticements for visitors to come to Tallahassee to attend events as either spectators or participants. Hotel room nights are tracked as a part of the grant reimbursement process.	This program could be reduced or eliminated. For FY2014, the proposed budget is for \$60,000 in special event grants and \$90,000 for sports grants. Reduction or elimination would reduce the number of visitors to Leon County and their economic impact in direct expenditures including sales and tourist development taxes.	\$ 50,000		\$ 150,000		\$ 150,000	
TOTAL TOURISM DEVELOPMENT				\$ 100,000	-	\$ 360,840	-	\$ 360,840	-
TOTAL ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS				\$ 160,000	-	\$ 727,148	3.00	\$ 727,148	3.00
PUBLIC SERVICES									
LIBRARIES									
LIB-1	Reduce Main Library Hours	The Main Library is open 7 days a week, for a total of 64 hours: Sunday, 2-6 PM; Monday-Thursday, 10 AM-9 PM; Friday, 10 AM-6 PM; Saturday 10 AM-5 PM. In the past three months, the Friday door count at the Main Library has been at least 1200. There are generally more visitors Monday-Thursday, and Saturday, from 1200 to over 1900.	Proposed schedule reduces evening hours at the Main Library by 8: Sunday, Friday and Saturday hours would remain the same; Monday and Wednesday, 10 AM - 8 PM and Tuesday and Thursday, 10 AM - 6 PM. Branch libraries are closed on Sunday and Monday, and are open 11 AM - 8 PM on Tuesday and Thursday and 10 AM to 6 PM on Wednesday and Friday. With this proposed change in the Main Library schedule, service would be available at either the Main Library or branches until 8 PM Monday-Thursday. A major inconvenience to library users would be that the two meeting rooms on the first floor and the Henderson Room, a small conference room, would not be available two evenings a week. Other consequences would be that library users would not have access to enhanced services of the Main Library for 8 evening hours. Services at the Main Library include specialized reference resources, microfilm, back issues of newspapers, magazines and journals, the larger Main Library circulating collection, 63 public-access Internet PCs as well as PCs for the library catalog and subscription online resources, and space for study, research and Literacy Program tutoring.	\$ 53,700	1.50			\$ 53,700	1.50

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
LIB-2	Reduce Main Library Hours	The Main Library is open 7 days a week, for a total of 64 hours: Sunday, 2-6 PM; Monday-Thursday, 10 AM-9 PM; Friday, 10 AM-6 PM; Saturday 10 AM-5 PM. In the past three months, the Friday door count at the Main Library has been at least 1200. There are generally more visitors Monday-Thursday, and Saturday, from 1200 to over 1900.	Proposed schedule closes the Main Library on Fridays, reducing Main Library hours by 8. The branch libraries are open on Friday from 10 AM - 6 PM, so residents would have access to library services on Friday. Staff schedules at the Main Library would be adjusted and deliveries would be rescheduled. Library users would not have access to enhanced services of the Main Library on Fridays, which is a popular day for library users to pick up library materials for weekends and travel. Services at the Main Library include specialized reference resources, microfilm, back issues of newspapers, magazines and journals, the larger Main Library circulating collection, 63 public-access Internet PCs as well as PCs for the library catalog and subscription online resources, and space for study, research and Literacy Program tutoring. Library meeting rooms would not be available. If the entire building were closed, with no staff at all working on Fridays, the courier service would not be available, slowing deliveries of reserve and new materials to all library locations. Cost savings: 2.5 FTEs and overtime for the Sheriff's deputy.	\$ 81,630	2.50			\$ 81,630	2.50

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
LIB-3	Standardize Branch Library Security	A Leon County deputy sheriff is on duty 40 hours a week at the Dr. BL Perry Branch Library, during all hours that the library is open. The Library pays the hourly rate plus benefits of the deputy assigned.	Elimination of this security would align with the security of all other branch libraries who call 911 for assistance. Recently recommended site improvements to property adjacent to the library have been completed, which has improved safety in the area.	\$ 80,000				\$ 80,000	
LIB-4	Courier Service	Monday-Saturday courier service throughout the library system moves library materials for library users to pick up where convenient to them; returned library materials are sent back to their home locations; Leon County interoffice and other mail is routed to the branch libraries and back to the Main Library. New library materials are delivered daily to branch libraries. Library program materials, some small equipment and other supplies are delivered to branch libraries; materials and equipment are returned to the Main Library. Library users expect a quick turnaround on requests, reserves and returned materials and to see new materials on a daily basis.	Reduce courier runs to three a week: Tuesday, Thursday and Saturday. Route would change to Ft. Braden, Lake Jackson and Northeast in the morning; Eastside, Woodville and BL Perry in the afternoon. Requested materials would take longer to reach the location specified by the library user, and other materials would be in transit for one to two days longer before being returned to their home locations. Longer wait times for reserve materials would reduce the number of times individual items are checked out. Collection Management staff members, would have to back up the full-time courier in times of scheduled and unscheduled absences affecting the processing of new materials. This would eliminate Sr. Library Assistant position.	\$ 29,996	1.00			\$ 29,996	\$ 1

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
LIB-5	Bookmobile Services to Miccosukee Community and SouthWood	Two staff members assigned to Outreach Services offer Bookmobile services at two stops in the Miccosukee Community and at one Miccosukee Hills senior residence center one day every two weeks, and at a stop in SouthWood one day every two weeks. Book Hauler services are provided to eight senior residential centers by rolling books and materials on carts into a common area at each center, creating an instant library for residents. These stops are served once every two weeks. Users can pick up reserve materials and return any library books at any of these stops.	Prior to the construction of the new Eastside Library and Woodville libraries, the bookmobile traveled to Chaires, Miccosukee, Woodville and Southwood. After the completion of the Woodville Library this service was discontinued. Due to lack of use, the Chaires stop was discontinued. Usage has similarly declined in Miccosukee and a discontinuance of this stop is recommended. Due to the small size of the previous Parkway store-front library, service to Southwood was added. The completion of the Eastside Library makes the Southwood service obsolete. The County will continue to provide service to nursing home facilities with book delivery and pick up services. One paraprofessional level position would be eliminated.	\$ 42,357	1.00			\$ 42,357	1.00
TOTAL LIBRARIES				\$ 287,683	6.00	\$ -	-	\$ 287,683	6.00
EMERGENCY MEDICAL SERVICES									
EMS-1	Stop participation in the Big Bend Regional Health Information Organization	The BOCC approved participation in the Big Bend Regional Health Information Organization (BBRHIO) at the October 12, 2010 meeting. BBRHIO is a regional health information network that conveys electronic health records between medical providers. BBRHIO is in the process of finalizing the EMS Divisions' participation in conveying the health records of patients transported to the receiving hospital's medical staff. There is currently \$33,000 in the EMS budget towards on-going annual costs associated with participating in the BBRHIO.	Elimination of the BBRHIO is disadvantageous to medical providers in that the EMS patient care records will not be located in the BBRHIO for ease of access.			\$ 24,000	-	\$ 24,000	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
EMS-2	Reduce Public Education and Injury Prevention Activities	The Division's Public Education and Injury Prevention program provides numerous educational activities designed to reduce the number of preventable injuries and illness that occur within the community. The Division provides safety education to kindergarten through second graders on safety issues such as bicycle and pedestrian safety and the appropriate use of 9-1-1; high school students are educated about the dangers associated with drinking and driving through a cooperative Operation Prom Night program; hundreds of citizens are trained in CPR and AED use; hundreds of Vial of Life packets have been distributed; distributed hundreds of bicycle helmets at bicycle safety events; provides child passenger safety seat installations and free seats to those that need them. There is one FTE designated to Public Education and Injury Prevention. This individual develops schedules and coordinates the public education events which are then staffed by appropriately trained EMTs and Paramedics.	Reducing this program would require it to be focused specifically on a small number of areas where the most results could be realized. The Division would maintain one FTE coordinating and providing public education programs. Currently, EMTs and Paramedics are used to provide the bulk of the on-site educational services with the FTE coordinating the events. Under this reduction, the level of EMT and Paramedic involvement would be reduced. This would greatly cut the resources available to provide public education services, resulting in reduced ability of the Division to affect preventable health emergencies and accidents in the community.	\$ 12,848	-			\$ 12,848	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
EMS-3	Eliminate Public Education and Injury Prevention Activities	Including the popular "Press the Chest" CPR training program, the Division's Public Education and Injury Prevention program provides numerous educational activities designed to reduce the number of preventable injuries and illness that occur within the community. Annually, the Division has educated over 3,000 kindergarten through second graders on safety issues such as bicycle and pedestrian safety and the appropriate use of 9-1-1. An additional 1,000 high school children were educated about the dangers associated with drinking and driving through a cooperative Operation Prom Night program. Over 700 citizens have been trained in CPR and AED use. And over 1,000 Vial of Life packets have been distributed at over twenty health and safety fairs held at various senior citizen events. The Division has distributed over 250 bicycle helmets at bicycle safety events and has eight staff trained in proper fitting techniques. Three staff members are certified Child Passenger Safety Seat Technicians and they provide education and assistance in appropriate child safety seat instillation and use. There is one FTE designated to Public Education and Injury Prevention.	This reduction will eliminate the ability of the Division to affect preventable health emergencies and accidents in the community. This would result in higher instances of injuries related to bicycle, pedestrian and automobile crashes and increase the risk to the community. Decreasing the number of citizens trained in CPR/AED will increase the risks associated with sudden cardiac arrest. Studies have shown that for every minute a person is in cardiac arrest without CPR/AED treatments their chances for survival decrease by ten percent. This makes spontaneous rescuers or citizens trained in how to assist the key to improving survival rates in the community. The County received a \$67,875 grant from the Department of Health to establish the Public Education and Injury Prevention program which would need to be repaid if the program is fully-reduced and terminated prior to the expiration of the grant in December 2012. The net cost savings is \$36,102 with the repayment of the grant.			\$ 105,397	1.00	\$ 105,397	1.00
TOTAL EMERGENCY MEDICAL SERVICES				\$ 12,848	-	\$ 129,397	1.00	\$ 142,245	1.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
ANIMAL SERVICES									
AS-1	Discontinue Grant to the St. Francis Wildlife Association	In accordance with the current contract, the St. Francis Wildlife Association provides wildlife rescue and nuisance control service to Leon County.	Wildlife rescue and nuisance service calls would be referred to the State of Florida Fish and Wildlife Commission. Decrease response to calls for service. Leon County Animal Control is not responsible for wildlife type calls unless it relates to known rabies carriers.	\$ 35,945	-	\$ 71,250	-	\$ 71,250	-
AS-2	Discontinue 24 hour emergency "on-call" service	Animal Control provides for emergency call out service from the hours of 5:30 pm thru 8:00 am Monday thru Friday and for the complete 24 hour periods Saturday and Sunday.	Discontinue "on-call" services for the specified time range. Emergency calls would be referred to either Leon County Sheriff's Officer or Tallahassee Police Department with follow-ups being conducted the following business day. Figures provided for savings are estimated.	\$ 20,000				\$ 20,000	
TOTAL ANIMAL SERVICES				\$ 55,945		\$ 71,250		\$ 91,250	

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction Cost Savings	FTE	Full Service Reduction Cost Savings	FTE	Total Potential Reductions Cost Savings	FTE
HUMAN SERVICES & COMMUNITY PARTNERSHIPS									
HSCP-1	Eliminate Active Duty Military Personnel Grant	The Leon County Active Duty Grant is available to active duty military, reservists and national guard members that have been called to active duty to support a named United States military conflict or in support of a national emergency declared by the President of the United States per Title 10, U.S.C. This policy was established to help offset the financial burden that these deployments can cause the service member and their families. For home owners the grant is equal to that portion of their Leon County Ad Valorem property taxes and for renters the grant is \$600.	Reduction of the Grant for Active Duty Military Personnel would have an adverse impact on our military members and their families. Deployments can cause emotional and financial hardships and this grant is a way for Leon County to support their citizens that serve their Country.			\$ 100,000		\$ 100,000	-
HSCP-2	Eliminate the Direct Emergency Assistance Program (DEAP)	DEAP provides emergency assistance for basic necessities such as rent, utilities/fuel, food and medication in an effort to prevent homelessness, malnutrition and reduce or prevent chronic conditions for citizens meeting eligibility criteria. The DEAP program assisted a total of 189 families, for a total of 448 residents in FY 2011.	The demand for utility and rental assistance remains high and partnering agencies are facing budget cuts. If the DEAP program is eliminated many residents will not be able to maintain basic necessities such as rent, utilities/fuel, food and medication in a time of an emergency. Elimination of this program would show a cost savings of \$40,000 affecting approximately 448 residents of Leon County.			\$ 40,000		\$ 40,000	-
HSCP-3	Eliminate Bond Women & Children's Services Funding	Bond Community Health Center receives \$245,588 for 1,964 women and children's healthcare services visits.	This reduction will reduce the number of primary healthcare visits supported by the County, by 1,964. 77% of Bond's total funding is allocated as matching grant funds through June 30, 2013. This is leveraged to bring in an additional in state and federal funding.			\$ 245,588		\$ 245,588	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
HSCP-4	Eliminate Bond Primary Healthcare Funding	Bond receives \$332,052 for 2,656 primary healthcare visits these services for uninsured and financially indigent patients.	This reduction will reduce the number of primary healthcare visits supported by the County, by 2,656. 77% of Bond's total funding is allocated as matching grant funds. This is leveraged to bring in state and federal funding.			\$ 332,052		\$ 332,052	-
HSCP-5	Eliminate Bond Pharmacy Funding	Bond receives \$177,500 for administration of their Pharmacy services. Funding supports 2.5 FTE: Pharmacy Manager @ 1.0 FTE; Pharmacy Tech @ 1.0 FTE; Patient Assistance Program Tech @ .50	This reduction will reduce the funding for 2.5 FTE pharmacy staff. This will reduce the resources needed to fill prescriptions for patients and limits the amount of assistance which may be provided for patient assistance program which provides free or discounted brand drugs which are often time unaffordable.			\$ 177,500		\$ 177,500	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
HSCP-6	Eliminate Neighborhood Medical Center Funding	Neighborhood Medical Center (formerly NHS) receives \$416,740 for 3,334 primary healthcare visits for uninsured and financially indigent patients.	This reduction will reduce the number of primary healthcare visits supported by the County, by 3,334. 15% of NMC's total funding is allocated as matching grant funds. Through partnership with TMH, NMC receives an additional \$157K for primary care.			\$ 416,740		\$ 416,740	
HSCP-7	Eliminate Mental Health Program Funding	Apalachee Center receives \$157,671 to provide mental health services for uninsured residents; Bond and NMC receive \$50,000 each for these services.	There will be a reduction in funding for mental health services. The number of visits this represents varies, as services are reimbursed based on professional services provided. However a reduction in at least 2,500 visits for these services will result.			\$ 257,671	-	\$ 257,671	-
HSCP-8	Eliminate FAMU Pharmacy Funding	FAMU Pharmacy receives \$177,500 for the administration of pharmacy services at Neighborhood Health Services and the Health Department. Funding supports 3.0 FTE: 2 Pharmacy Techs @ 2.0 FTE; 1.0 FTE Rx Manager. Note: \$29,929 is provided for services at the Leon County Health Department's Orange Avenue site (\$27,000-Pharmacy Technician; \$2,929 -pharmacy software). \$147,571-Services at NHS; Pharmacy Manager @ \$103,200; a Pharmacy Technician @ \$32,000; MedData Services and Software for \$6,229; and Equipment/Sales for \$6,142.	This reduction will reduce the funding for 3.0 FTE pharmacy staff. This will reduce the resources needed to fill prescriptions for patients and limits the amount of assistance which may be provided for patient assistance program which provides free or discounted brand drugs which are often time unaffordable.			\$ 177,500	-	\$ 177,500	-
HSCP-9	Eliminate Capital Medical Society Funding	Capital Medical Society Foundation receives \$130,043 in funding. The agency provides referrals and coordination of specialty care services for uninsured residents in cooperation with Bond and Neighborhood Health Services.	This reduction will reduce the funding for service coordination for specialty services for uninsured and financially indigent patients. Five positions will be eliminated by the agency; 4 Case Managers and 1 Case Management Aide.			\$ 130,043	-	\$ 130,043	-
HSCP-10	Eliminate Primary Healthcare Operating Budget	Operating Supplies and Other Expenses including one full time Health Care Coordinator position.	Personnel, Operating and Miscellaneous supplies for Primary Healthcare Program related services.			\$ 88,806	1.00	\$ 88,806	1.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
HSCP-11	Eliminate funding for the Community Human Services Partnership (CHSP)	CHSP is an innovative collaboration between Leon County, the City of Tallahassee, and the United Way of the Big Ben. It was established to most effectively distribute community funds for human services programs throughout Leon County.	Elimination of this program will show a cost savings of \$825,000 but will terminate Leon County's partnership with the City of Tallahassee and the United Way of the Big Bend. Elimination of this program will also cause a reduction of various human service			\$ 865	-	\$ 865	-
HSCP-12	Veteran Services Counselor	The County provides outreach, counseling and direct services to veterans in Leon County. This position is a permanent staff position that works regular office hours. This position is one of three counselors (including the Director) in the Veterans Services department. Currently, all the Veterans Services staff see walk-in clients and schedule appointments through the week Monday-Friday, 8:00 a.m.-5:00p.m.	An elimination of this position would result in one less counselor available to see clients, some of whom are walk-ins without appointments. This reduction in service would likely cause a delay in providing assistance to veterans and possibly delay them receiving deserved benefits.	\$ 46,884	1.00			\$ 46,884	1.00
HSCP-13	Volunteer Coordinator	The County provides a clearing house for volunteer services associated with disaster services and other County functions. The Volunteer Division also provides unique training opportunities to the public and County staff. The program also provides a contact point for students seeking volunteer service opportunities required to obtain graduation.	Reduced Services and Impact: Cease to serve as a Community Volunteer Center, eliminating the Hands on Connect On Volunteer Matching Portal, Volunteer Management Training Series, National Days of Services and Special Event Management, Directors of Volunteers Association Coordination, Volunteer Management Consultation and Training for community based agencies, Youth volunteer referrals and placement for Bright Future Scholarship hours, Training/presentations at County, Statewide and National Venues, & Board Matching Service. Services/functions to serve Leon County Government Departments: Management of Library System Volunteer Program, Management of County's Internship Program, Emergency Management -ESF Volunteer and Donations, Internal County Volunteer Employee Program, Provide support for County Special Events as requested.	\$ 48,906	1.00			\$ 48,906	1.00
TOTAL HUMAN SERVICES & COMMUNITY PARTNERSHIPS				\$ 95,790	2.00	\$ 1,966,765	1.00	\$ 2,062,555	3.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
RESOURCE STEWARDSHIP									
COOPERATIVE EXTENSION									
CE-1	Eliminate Extension Education Day Porter	Recycles, water plants, copy and collate newsletters, mailings, and other educational materials. Cleans kitchen and re-organizes utensils and supplies for the following weeks activities.	Eliminate the inter-office day porter recycling program/cleaning program . The tasks will be completed by support staff with minimal interruption to work. Custodial contract ensure the facility will be adequately cleaned.	\$ 3,557	0.20			\$ 3,557	0.20
CE-4	Environmental Education Program Reduction (administrative associate IV)	Provide administrative office support to five Extension Agents. Assist clientele and professionals with questions relating to Horticulture, Agriculture, Forestry and Natural Resources. Answer incoming calls for agents and volunteers. Administer pesticide application exams. Provide support for CEU training to professionals for Pesticide Certification. Provide support for the Master Gardener (MG), Florida Yards & Neighborhood (FYN) and Master Wildlife Conservationist (MWC) Programs and assist with supervision of volunteers. Serve as division website liaison for all programs within the division. Maintain and manage bulk mailings, e-mail databases, citizen and volunteer contacts. Provide support for Program Leader and four other agents in workshops, educational programs, classes and contact with public. Generate monthly reports, and log weekly news columns as required.	Office Support eliminated. Customer service reduced by 50%. Testing for State Pesticide Certification eliminated. Training support reduced by 30%. Master Gardener program support reduced by 20%. MWC support reduced 10%. FYN program support reduced by 25%. Citizen assistance reduced by 20%. Website support reduced by 50%. Newsletters, e-mail and contact marketing eliminated. Program preparation management reduced by 50%. Weekly news columns reduced 35%.	\$ 40,670	1.00			\$ 40,670	1.00
CE-5	Urban Forester Education	Conducts educational programs in the area of forestry to help customers more effectively interpret and use findings of science and technology. Prepares forest management plans for land owners, provide advice on how to best protect environmental resources. Provide technical assistance in site preparation and tree planting procedures, investment analysis, timber stand improvements methods, diagnosis of forest insect and disease out breaks, identification of plant species and communities, management of plant and animal species and plant communities, exotic plant control and prescribed burning. Provides assistance to County and other governmental entities in the development and implementation of effective environmental studies and practices relating to land-use planning zoning and development. Utilizes mass media to keep the public informed of developments in forestry and conservation.	Elimination of State support for position with Specialists, Staff Development and Training. Elimination of Urban Forester Education Program by 100%. Elimination of land management plans. Elimination of homeowner/landowner consultations on tree safety and management (in excess of 200 site visits per year). Elimination of certifications (CEU's) for arborists. Elimination of educational and technical support to Leon County Parks and other departments. Elimination of education on prescribed burning. Reduction in educational programs for Best Management Practices. Reduction/elimination of more than \$20,000 in grants.	\$ 59,846	1.00			\$ 59,846	1.00
TOTAL COOPERATIVE EXTENSION				\$ 104,073	2.20	\$ -	-	\$ 104,073	2.20

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
SUSTAINABILITY									
SUST-1	Community Garden Program (Partial Reduction)	Community garden program--provision of infrastructure (fencing, water enhancement, etc.) to develop sites on County lands and awarding of mini-grants to garden groups.	Reduce allocation for garden program by half, allowing ample funds to fully develop at least one new garden on County property and award grants to up to four stakeholder gardens. Impact: continue program at reduced pace to satisfy some, but not all, community requests. If the County were to discontinue the program, the development of community gardens would need to occur via neighborhoods or non profit groups.	9,000		18,000.00		\$ 18,000	
TOTAL SUSTAINABILITY				\$ 9,000	-	\$ 18,000	-	\$ 18,000	-
SOLID WASTE									
SW-1	Close the Blount Rural Waste Service Center	Currently, five rural waste service centers are available for citizens to dispose of household waste. The operation of all five centers will cost an estimated \$950,000 in FY 2014.	The Blount center is currently open two days a week and only takes household garbage and recycling. Hazardous waste, yard trash and bulky materials need to be taken to another full service center. This center essentially service one neighborhood off Blounstown Highway. A full service facility is located a few miles east on Highway 20 in Fort Braden. If the Blount site is left open, proposed fees to operate the rural waste collection centers would need to be modified to account for the operation of the Blount location which has not been budgeted in the FY 2014 Solid Waste Budget.	\$ 50,000				\$ 50,000	
SW-2	Reorganization of Solid Waste Management Facility Operations	Currently, the Solid Waste Facility landfill only takes residual Class III waste from the County's contracted recycling partner. Other solid waste facility operations include yard waste and use tire disposal.	Due to the limited amount of Class III (e.g. construction debris) being handled at the landfill, this maintenance position is no longer required. This move is the beginning of the long term reorganization of the solid waste program, which will involve the eventual closure of the landfill by the end of FY 2014. Savings from this reduction is confined to the Solid Waste Enterprise Fund.	\$ 34,569	1.00			\$ 34,569	1.00
SW-3	Reorganization of Hazardous Waste Program	Currently, the hazardous waste program has a manager and three hazardous material technicians that receive and process hazardous waste at the solid waste facility and conduct weekend collection efforts once a month.	A recent efficiency study the Director of Solid Waste indicated that the work load could be handled by two technicians with the support of temporary labor at the monthly collection events, which is included in the solid waste budget. Savings from this reduction is confined to the Solid Waste Enterprise Fund.	\$ 40,707	1.00			\$ 40,707	1.00
TOTAL SOLID WASTE				\$ -	2.00			\$ -	2.00
CONSTITUTIONAL OFFICERS									

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
SHERIFF									
SH-1	Advance Fund Sheriff's Capital Replacement Program	The current LCSO budget submission includes funding for vehicle replacement, M&P rifle packages and other equipment.	By deferring capital replacement of vehicles, the fleet gets older and requires additional maintenance dollars. During FY07, LCSO contracted with a nationally recognized fleet consultant who advised the need for a multi-year "smoothed" replacement program to get within best practices of vehicle replacement. Foregoing vehicle replacement will cause increased maintenance costs and is not in line with the consultants recommendations. The recommended replacement plan requires \$1.3 million annually. Funding this project from existing FY 13 budget will assist with the Sheriff meeting the recommended replacement schedule. Advance funding the rifle replacement will allow the Warrant Unit to have the same equipment all other Law Enforcement units have.	\$ 400,000				\$ 400,000	

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
SH-2	Eliminate Homeland Security Unit: One (1) Lieutenant and one (1) Detective. Reassign Sergeant and Crime Analysts	The Homeland Security Section is tasked with investigating domestic security issues in conjunction with our regional investigative partners, participates in and hosts weekly domestic security investigative meetings which are attended by the FBI, Florida Department of Law Enforcement, Tallahassee Police Department and the Immigration and Customs Enforcement (ICE), and manages the Department of Homeland Security Grants that are intended for Region 2. Other responsibilities for this section are terrorism planning, training and exercising for not only the Leon County Sheriff's Office but our domestic security task force partners, managing the Crime Analysts, which are tasked with the collection and analysis of criminal intelligence to support the operations of the Sheriff's Office, and the operation and deployment of the Tactical Operations Center (rapid response mobile command center utilized during incidents and events).	Eliminating these positions would cause this workload to be shifted to already strained personnel. The Crime Analysts would have to be reassigned to another Bureau for supervision. Also, the current DHS grants and future grants would have to be shifted to another Bureau for tracking and oversight. Due to the complexity of these grants and the DHS grant process, it would take considerable time for another Bureau to become familiar with this process and the associated procedures to ensure compliance with Federal guidelines. This Unit attends numerous Department of Homeland Security meetings which results in millions of dollars in grant funding for this region as well as the Leon County Sheriff's Office. Without this liaison relationship, our region and agency risks losing much of this grant funding for terrorism prevention to other agencies or regions. Elimination of these positions would also result in a loss of Intelligence sharing as it relates to Anti-Terrorism investigations. These personnel currently hold Top Secret security clearances for terrorism investigations handled by the Regional Domestic Security Task Force.			\$ 229,161	2.00	\$ 229,161	2.00
SH-3	Professional Standards: eliminate a captain position	There are currently two (2) detectives in Internal Affairs, one (1) detective in Background investigations and two (2) lieutenants as Accreditation Managers (Law Enforcement and Corrections). The captain position supervises all three areas.	Eliminating the Captain Position in this unit will increase the work load and direct oversight requirements for the staff and the division director.	\$ 136,749	1.00			\$ 136,749	1.00
SH-4	Reduce Staff in Crime Prevention: One (1) Administrative Assistant and one (1) Publications	This Crime Prevention program helps to reduce crime while providing valuable volunteer resources that assist this agency to meet many of our public safety responsibilities. Neighborhood Watch as well as the Citizen's Academy provides the organized link to the community that this agency needs to communicate and work with to solve problems. These citizens have become an important resource that Emergency Management staff rely on to involve community residents in emergency preparedness and homeland security. This spirit of volunteerism and support creates a stronger department and delivers tangible, cost-saving benefits for the agency and community.	Eliminating the Administrative Assistant position would severely impact this division and tasks would have to be re-assigned. This position handles the vast majority of unit staff communication, reporting to LCSB and other administrative duties. The Publications position requires specialized skills that cannot be transitioned to other staff. All publications would have to be eliminated or outsourced.			\$ 124,825	2.00	\$ 124,825	2.00
TOTAL SHERIFF				\$ 536,749	1.00	\$ 353,986	4.00	\$ 890,735	5.00

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
PROPERTY APPRAISER									
PA-1	Operating and Capital Outlay Reductions	Original budget requested included costs for litigation and travel, and capital outlay funding for a new vehicle.	The Property Appraiser is advance funding the replacement of a vehicle, and funds associated with litigation and travel have been reduced.	\$ 37,125				\$ 37,125	
TOTAL PROPERTY APPRAISER				\$ 37,125	-	\$ -	-	\$ 37,125	-
CLERK OF CIRCUIT COURTS									
CLK-1	Eliminate First Floor Receptionist Services	This position is shared by the Board and the Clerk (50% each). The County is able to direct customers to their destination and allow them to be served quickly and efficiently.	Prior to the creation of this position, part time volunteers were used, and this created less than satisfactory customer service. Fifty percent is paid for by the Board and is shown for the reduction.			26,354	-	\$ 26,354	1.00
TOTAL CLERK OF COURT				\$ -	-	\$ 26,354	-	\$ 26,354	1.00
SUPERVISOR OF ELECTIONS									
SOE-1	Reduction of Supervisor of Elections Early Voting Site Expansion and related Early Voting Expenses	Previous state law requirements limited the Supervisor of Elections to four early voting sites. Legislation passed in 2013, provides greater flexibility in locating early voting sites.	The original budget submission included funding to expand to nine early voting locals. The reduction will still allow for an increase the number of sites from four to seven.	\$ 300,000				\$ 300,000	-
TOTAL SUPERVISOR OF ELECTIONS				\$ 300,000	-	\$ -	-	\$ 300,000	-
JUDICIAL									
PUBLIC DEFENDER									
PD-1	Eliminate First Appearance	The county is funding \$37,000 toward a dedicated first appearance resource. This money is being used to maintain a full time paralegal position who is dedicated to Leon County First Appearances. By providing a dedicated resource, we are able to help reduce the jail population by immediately acting upon minor issues that would otherwise keep low level, non-violent offenders incarcerated at the jail.	If this funding was eliminated, the jail could experience a rise in population. County court low level offenses, and violation of probations on low level offenses, often must wait 4 weeks before being scheduled in front of a judge. This dedicated position identifies cases where a quick resolution can expedite the defendants release from jail, and this dedicated position then acts on that information. If this position was eliminated or reduced, then this early identification and follow through would be compromised, resulting in an increase in the jail population. For each defendant released 3 weeks earlier than their scheduled court appearance results in a savings to the county of approximately \$1,100. It is estimated that the dedicated position identifies at least 5 of these cases each week, for a total of 260 cases per year. Note: This position is not required by Florida Statutes (Article V).			\$ 37,000	-	\$ 37,000	-
TOTAL PUBLIC DEFENDER				\$ -	-	\$ 37,000	-	\$ 37,000	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
STATE ATTORNEY									
SA-1	SA-1	Eliminate First Appearance	The county is funding \$37,000 toward a dedicated first appearance resource. This money is being used to maintain a full time paralegal position who is dedicated to Leon County First Appearances. By providing a dedicated resource, we are able to help reduce the jail population by immediately acting upon minor issues that would otherwise keep low level, non-violent offenders incarcerated at the jail.			\$ 37,000		\$ 37,000	-
TOTAL STATE ATTORNEY				\$ -	-	\$ 37,000	-	\$ 37,000	-
NON-OPERATING									
CULTURAL AND OTHER LINE ITEM FUNDING									
LIF-1	Eliminate Line Item Funding for Outside Agencies	Currently, discretionary line item agency funding is provided for Keep Tallahassee Beautiful (\$21,375), the Tallahassee Historic Preservation Board (\$63,175), United Partners for Human Services (\$23,750) Whole Child Leon (United Way of the Big Bend) (\$38,000), DISC Village (\$185,759) and Palmer Munroe(\$150,000 funding expires this fiscal year after 3 year agreement) Total of \$482,059.	This action would eliminate the County's support for these outside agencies.	\$ -	-	\$ 482,059	-	\$ 482,059	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE
LIF-3	Reduce Line Item Funding for Outside Agencies by 25%	Currently, discretionary line item agency funding is provided for Keep Tallahassee Beautiful (\$21,375), the Tallahassee Historic Preservation Board (\$63,175), United Partners for Human Services (\$23,750) Whole Child Leon (United Way of the Big Bend) (\$38,000), DISC Village (\$185,759)	This action would reduce the County's support for these outside agencies by 25%.	\$ 83,015	-	\$ -	-	\$ -	-
LIF-4	Eliminate COCA Administration	Currently, COCA is funded \$150,000 annually to administer cultural regranting and to administer the Cultural Plan	The County would no longer pay COCA to administer the program, and would administer regranting through another agency. Alternative sources would have to be considered for funding the implementation of the Cultural Plan.	\$ -	-	\$ 150,000	-	\$ 150,000	-
LIF-5	Reduce COCA Administration by 50%	Currently, COCA is funded \$150,000 annually to administer cultural regranting and to administer the Cultural Plan	This action would reduce the County's current level of support to COCA by 50%.	\$ 75,000	-	\$ -	-	\$ -	-
LIF-6	Eliminate Diversionary Funding	For the past three years the Board has provided \$100,000 in jail diversionary funding. The Public Safety Coordinating Council makes recommendations to the BCC on alternative diversionary program spending.	Additional diversionary funding outside of the CHSP process would not be available to community groups who perform such services as counseling and drug treatment. These funds could be redirected to Probation Services to avoid reductions to the Probation/Pre-Trial Programs.	\$ -	-	\$ 100,000	-	\$ 100,000	-
LIF-7	Eliminate Funding for the Trauma Center	The County currently provides \$200,000 in annual support to Tallahassee Memorial Healthcare to fund their Trauma Center.	This action would eliminate the County's support for the Trauma Center. During the current fiscal year, the hospital was able to secure private donations of \$200,000 to eliminate the need for the County to provide funding for the Trauma Center. The City of Tallahassee provides \$75,000 in funding for the Trauma Center. The City of Tallahassee provides \$75,000 in funding for the Trauma Center.	\$ -	-	\$ 200,000	-	\$ 200,000	-
LIF-9	Reduce Funding for the Trauma Center by 50%	The County currently provides \$200,000 in annual support to Tallahassee Memorial Healthcare to fund its Trauma Center.	This action would reduce the County's support for the Trauma Center by 50%. During the current fiscal year, the hospital was able to secure private donations of \$200,000 to	\$ 100,000	-	\$ -	-	\$ -	-
LIF-10	Eliminate Funding for the Palmer Monroe Teen Center	As part of an agreement with the City of Tallahassee, Leon County provided three years of funding for the Palmer Monroe Teen Center at \$150,00 each year	The plan alludes to the fact that the Center could partner with other agencies and non-profits, and possibly utilize the CHSP process for funding. Since the Center should have successfully been transferred to a community-based organization by its third year of operation, it would now be eligible for CHSP funding. Given the intent of the Center to be more self-sufficient at the end of its third year, staff is recommending no further direct County support for the facility.	\$ 150,000	-	\$ -	-	\$ 150,000	-
LIF-10	Eliminate Youth Sports Funding	Annually the Board appropriate \$4,750 to fund post tournament play or receptions for local youth sports teams. Maximum awards are \$500 for each team.	Local youth sports teams would have to look to private donors to fund post season activities.	\$ -	-	\$ 4,750	-	\$ 4,750	-
TOTAL CULTURAL AND OTHER LINE ITEM FUNDING				\$ 408,015	-	\$ 936,809	-	\$ 1,086,809	-

FISCAL YEAR 2014 PROPOSED BUDGET REDUCTIONS

Reduc. #	Description	Current Level of Service	Reduced Services and Impact	Partial Service Reduction		Full Service Reduction		Total Potential Reductions	
				Cost Savings	FTE	Cost Savings	FTE	Cost Savings	FTE

TOTAL REDUCTIONS									
BOARD OF COUNTY COMMISSIONERS	\$	201,920	3.00	\$	-	-	\$	201,920	3.00
HUMAN RESOURCES	\$	-	-	\$	156,658	1.00	\$	156,658	1.00
MANAGEMENT INFORMATION SERVICES	\$	-	-	\$	46,221	1.00	\$	46,221	1.00
COUNTY ATTORNEY	\$	90,000	-	\$	-	-	\$	90,000	-
PW OPERATIONS	\$	171,145	2.00	\$	571,328	5.00	\$	742,473	7.00
PARKS AND RECREATION	\$	53,886	-	\$	26,360	-	\$	80,246	-
DEVELOPMENT SUPPORT	\$	-	-	\$	56,851	1.00	\$	58,851	1.00
PLACE - PLANNING	\$	22,886	1.00	\$	-	-	\$	22,886	1.00
FACILITIES MANAGEMENT	\$	186,628	-	\$	184,664	4.00	\$	371,292	-
OFFICE OF MANAGEMENT & BUDGET	\$	-	-	\$	60,937	1.00	\$	60,937	1.00
ECONOMIC DEVELOPMENT	\$	160,000	-	\$	727,148	3.00	\$	727,148	3.00
LIBRARIES	\$	287,683	6.00	\$	-	-	\$	287,683	6.00
EMERGENCY MEDICAL SERVICES	\$	12,848	-	\$	129,397	1.00	\$	142,245	1.00
ANIMAL SERVICES	\$	55,945	-	\$	71,250	-	\$	91,250	-
HUMAN SERVICES	\$	95,790	2.00	\$	1,966,765	1.00	\$	2,062,555	3.00
COOPERATIVE EXTENSION	\$	104,073	2.20	\$	-	-	\$	104,073	2.20
SUSTAINABILITY	\$	9,000	-	\$	18,000	-	\$	18,000	-
SHERIFF	\$	536,749	1.00	\$	353,986	4.00	\$	890,735	5.00
PROPERTY APPRAISER	\$	37,125	-	\$	-	-	\$	37,125	-
CLERK OF CIRCUIT COURT	\$	-	-	\$	26,354	-	\$	26,354	1.00
SUPERVISOR OF ELECTIONS	\$	300,000	-	\$	-	-	\$	300,000	-
STATE ATTORNEY	\$	-	-	\$	37,000	-	\$	37,000	-
PUBLIC DEFENDER	\$	-	-	\$	37,000	-	\$	37,000	-
CULTURAL AND OTHER LINE ITEM FUNDING	\$	408,015	-	\$	936,809	-	\$	1,086,809	-
TOTAL REDUCTIONS	\$	2,733,693	17.20	\$	5,406,728	22.00	\$	7,679,461	36.20

Leon County Fiscal Year 2013 Adopted Budget

Expenditures by Mandatory, Non-Mandatory, Support and Self-Supporting

Expenditure Summary by Category	FY11 Adopted	FY12 Adopted	% Change	FY13 Budget	% Change	Reference
MANDATORY						
Constitutional Officers						
Supervisor of Elections	\$ 2,918,446	\$ 4,408,445		\$ 3,042,822		FS 129.202, FS 97-107
Tax Collector	4,821,940	4,660,299		4,505,472		FL Constitution: Article VIII Section 1(d), FS 192.091(2), FS 197
Property Appraiser	4,445,162	4,244,488		4,326,795		FL Const: Article VIII Section 1(d), FS 192.091(1), FS 193.023, FS 193-194, 196, 200
Sheriff	62,244,253	59,697,408		61,282,990		FL Constitution: Article VIII Section 1(d), FS 30.49 and 30.50
Clerk of Court	1,931,921	1,865,274		1,843,747		FL Constitution: Article VIII Section 1(d), FL Constitution: Article V Section 16
subtotal	76,361,722	74,875,914	-1.95%	75,001,826	-1.95%	
Judiciary (Article V)						
State Attorney	121,676	107,284		106,945		FL Const: Article V Sec. 14 & 17, FS 29.008
Public Defender	140,200	132,060		130,450		FL Const: Article V Sec. 14 & 18, FS 29.008
Guardian Ad Litem	20,561	22,281		20,006		FS 29.008, FS 39.8296
Court Administration	28,157	63,345		217,201		FL Constitution: Article V, FS 29.008
Legal Aid	178,664	178,664		176,500		FS 939.185(2)
subtotal	489,258	503,634	2.94%	651,102	2.94%	
Charter						
County Commission	1,404,766	1,331,752		1,304,800		FL Constitution: Article VIII Section 1(e), FS 125.01, Leon County Charter
County Attorney	1,780,798	1,647,042		1,670,718		Leon County Charter, LCL: Ch 2-Article X Section 2-503, FS 127.01
County Administrator's Office	714,224	519,046		533,160		Leon County Charter, LCL: Ch 2-Article X Section 2-501, F.S. 125.7
subtotal	3,899,788	3,497,840	-10.31%	3,508,678	-10.31%	
Payments						
CRA-Payment	1,837,239	1,689,447		1,384,507		FS 163.506
Debt Service	9,416,769	9,260,022		9,367,607		FS 130
Medical Examiner	393,750	405,338		543,008		FS 406.08
Tubercular Care & Child Protection Exams	61,000	61,000		61,000		FS 392.68
Baker and Marchmen Act	638,156	651,169		664,575		FS 394.76(3)b
Medicaid & Indigent Burial	2,471,430	2,558,220		3,536,220		Med: FS 409.915, IB: FS 406.50
Tax Deed Applications	22,500	22,500		62,500		FS 197.502
Juvenile Detention Payment	1,350,000	1,377,000		1,250,000		FS 985.686
subtotal	16,190,844	16,024,696	-1.03%	16,869,417	-1.03%	
Transportation/Stormwater						
Public Works Support Services	608,433	573,307		569,286		
Engineering Services	3,245,197	2,995,738		2,882,639		FS 316.006(3)
Transportation Maintenance	4,235,665	4,165,976		4,325,001		FS 206.47(7), FS 206.60(2), FS 336.02(1)
Right of Way Maintenance	2,046,889	1,987,070		2,054,878		FS 337.401
Capital Project Reimbursements	(750,000)	(750,000)		(675,000)		
Stormwater Maintenance	2,921,710	2,774,701		2,721,002		403.0893
Water Quality and TMDL Monitoring	59,940	59,940		-		FS 403.0885, US Code: 1342 Title 33 Chapter 26, Comp Plan: Section IV Policy No. 2.2.6
subtotal	12,367,834	11,806,732	-4.54%	\$ 11,877,806	-4.54%	
Growth Management						
Development Services (not including Building Plans Review & Inspection)	605,272	648,733		662,666		LCL: Chapter 10, FS 163.3180, FS 163.3202 County Charter, LCL: Ch 10-Article IV Sec. 10, FS 380.021
Environmental Compliance	1,295,126	1,250,748		1,242,959		
Growth - Support Services	585,143	578,884		547,266		Supports functions of Fund 121
subtotal	2,485,541	2,478,365	-0.29%	2,452,891	-0.29%	
Other						
Veterans Services	190,461	139,961		182,162		FS 292.11
Planning	955,558	884,977		860,855		FS 163.3174, FS 163.3167(2)
Courthouse Annex (Bank of America Building)	844,137	771,611		749,981		FL Constitution: Article V, FS 29.008
Property/Liability Insurance	1,381,311	1,237,143		1,130,302		
subtotal	3,371,467	3,033,692	-10.02%	2,923,300	-10.02%	
Solid Waste						
Landfill Closure	533,836	533,836		546,483		FS 403.707
Transfer Station	5,804,710	5,908,256		6,053,235		FS 403.706 and Interlocal Agreement
Solid Waste Management Facility	2,110,656	2,052,697		2,007,212		FS 403.706 and Interlocal Agreement
Hazardous Waste	534,343	573,892		560,457		FS 403.7225, FS 403.704
Recycling Services	400,110	373,536		293,670		FS 403.706(2)
subtotal	9,383,655	9,442,217	0.62%	9,461,057	0.62%	
TOTAL MANDATORY	\$ 124,550,109	\$ 121,663,090	-2.32%	\$ 122,746,077	0.89%	

Leon County Fiscal Year 2013 Adopted Budget

Expenditures by Mandatory, Non-Mandatory, Support and Self-Supporting

Expenditure Summary by Category	FY11 Adopted	FY12 Adopted	% Change	FY13 Budget	% Change	Reference
NON-MANDATORY						
Jail Detention/Mental Health Coordination	\$ 164,370	\$ 141,088		\$ 63,502		FL Const: Article V Section 14(c), FS 29.008
Pre-Trial Release	1,026,082	880,253		879,498		Provided alternative to incarceration
MWSBE	223,300	230,130		231,804		FS 255.101-102, County Policy No. 96-1
Code Enforcement	199,266	242,438		285,924		Numerous Leon County Code of Laws
Intergovernmental Affairs	316,093	477,874		508,483		FS 951.26
Community & Media Relations	324,154	330,912		393,064		FS 125.001
Volunteer Services	167,255	161,192		161,077		FS 125.9503, County Emergency Management Plan
Parks and Recreation	2,264,194	2,391,513		2,447,979		
Cooperative Extension	541,447	542,079		520,297		FS 1004.37
Mosquito Control	580,656	531,058		577,067		FS 388.161-162
Library	6,743,791	6,752,621		6,519,641		
Housing Services	537,774	538,226		425,176		FS 420.9075, FS 420.9079, FS 125.0103(7)
Health Department	237,345	237,345		237,345		FS 154.01
Animal Services	1,112,362	1,086,294		1,165,688		FS 828.03(1), FS 828.27 - Cruelty, FS 828.30 Rabies, FS 588.16, LCL: Chapter 4, F.A.C 64D-3.040
Probation	1,128,427	1,104,957		1,075,635		Provides an alternative to the County Jail
Rural Waste Service Centers	963,068	917,529		842,718		
Primary Healthcare	1,804,069	1,830,754		1,830,738		FS 154.011, LCL: Ch 11-Article XVII Section 11
Office of Sustainability	269,919	265,318		261,604		
Strategic Initiatives	-	380,692		427,655		
Real Estate	-	76,015		217,248		
subtotal	18,603,572	19,118,288	2.77%	19,072,143	2.77%	
Agreements/Payments						
Fire Department - City Payment	6,992,084	6,421,502		5,879,213		FS 125.01(1)d and Interlocal Agreement
City Payment - Parks Rec/Animal Shelter CIP	1,032,612	1,076,498		1,122,249		Interlocal Agreement with City of Tallahassee
subtotal	8,024,696	7,498,000	-6.56%	7,001,462	-6.56%	
Line Item Funding						
Cultural Resources Comm. (COCA)	654,500	654,500		504,500		Ordinance 2006-34
Tallahassee Trust for Historic Pres.	63,175	63,175		63,175		Ordinance 2006-34
DISC Village/Juvenile Assess. Center	185,759	185,759		185,759		Ordinance 2006-34
United Partners for Human Services	23,750	23,750		23,750		Ordinance 2006-34
Whole Child Leon	38,000	38,000		38,000		Ordinance 2006-34
Trauma Center	200,000	200,000		200,000		Ordinance 2006-34
Oasis Center	-	-		10,000		
Keep Tallahassee Beautiful	21,375	21,375		21,375		Ordinance 2006-34
Economic Development Council	199,500	199,500		199,500		Ordinance 2006-34
Palmer Monroe Teen Center	150,000	150,000		150,000		Ordinance 2006-34
subtotal	1,536,059	1,536,059	0.00%	1,396,059	0.00%	
Miscellaneous						
Youth Sports Teams	4,750	4,750		4,750		
Human Services CHSP	1,078,011	1,075,669		1,058,776		County Policy No. 01-04
Military Grant	100,000	100,000		100,000		County Policy No. 03-18
Summer Youth Employment	73,943	74,265		74,265		
Volunteer Fire Department	482,479	482,479		482,479		
Diversionsary Funding	100,000	100,000		100,000		
Blueprint 2000	61,603	60,879		61,082		
CRTPA	224,080	215,035		217,646		Ordinance 2006-34
subtotal	2,124,866	2,113,077	-0.55%	2,098,998	-0.55%	
Event Sponsorships						
Celebrate America	2,500	2,500		2,500		Ordinance 2006-34
Dr. Martin Luther King Celebration	4,500	4,500		4,500		Ordinance 2006-34
Capital City Classic	5,000	5,000		5,000		Ordinance 2006-34
Friends of Library	3,000	3,000		3,000		Ordinance 2006-34
NAACP Freedom Awards Banquet	1,000	1,000		1,000		Ordinance 2006-34
After School Jazz Jams	2,000	2,000		2,000		Ordinance 2006-34
Soul Santa	4,000	4,000		4,000		Ordinance 2006-34
Veterans Day Parade	2,500	2,500		2,500		Ordinance 2006-34
subtotal	24,500	24,500	0.00%	24,500	0.00%	
TOTAL NON-MANDATORY	\$ 30,313,693	\$ 30,289,924	-0.08%	\$ 29,593,162	-2.30%	

Leon County Fiscal Year 2013 Adopted Budget

Expenditures by Mandatory, Non-Mandatory, Support and Self-Supporting

Expenditure Summary by Category	FY11 Adopted	FY12 Adopted	% Change	FY13 Budget	% Change	Reference
SUPPORT FUNCTIONS						
Office of Management & Budget	\$ 1,034,040	\$ 831,985		805,580		FS 129
Facilities Management	6,992,511	6,690,316		8,001,422		FS 29.008 Maintains County Facilities
Human Resources	1,167,613	1,139,122		1,150,518		Implement Federal and State legislation regarding employment practices
Management Information Services	5,550,689	5,313,496		5,507,077		FS 29.008 Maintains all County information systems - emails, hardware, software, etc
Purchasing	587,822	552,594		400,796		FS 274.03, FS 287, LCL: Chapter 2-Article IX Section 2.401
Geographic Information Systems	1,845,447	1,795,518		1,823,738		Interlocal Agreement with the City of Tallahassee
Public Services - Support	488,711	-		-		LCL:Chapter 2, Article X Section 2-502
Non-Operating (Audit, Bank Charges, etc.)	769,946	807,635		772,178		
TOTAL SUPPORT FUNCTIONS	\$ 18,436,779	\$ 17,130,666	-7.08%	\$ 18,461,309	7.77%	
RESERVES						
Budgeted Contingency; all funds	1,093,090	1,109,168		882,383		
TOTAL BUDGETED RESERVES	\$ 1,093,090	\$ 1,109,168	1.47%	\$ 882,383	-20.45%	
TOTAL GENERAL REVENUE SUPPORTED	\$ 174,393,671	\$ 170,192,848	-2.41%	\$ 171,682,931	0.88%	
SELF SUPPORTING AND INTERNAL SERVICES						
Building Inspection	\$ 1,145,744	\$ 1,037,352		\$ 1,027,174		Numerous FS cites - see division page
Fleet Management	3,083,086	3,166,667		3,460,656		Workers Compensation, Property, Liability Insurance
Risk Management	4,050,018	3,895,441		2,763,400		
Communications Trust Fund	707,419	892,865		692,016		
Teen Court	113,842	131,676		133,751		FS 938.19, Ordinance 9-18, LCL: Ch 7-Article 2 Section 7-28
Drug Abuse Trust Fund	52,369	50,255		47,770		
Judicial Programs	369,957	418,893		203,901		FS 939.185, LCL: Ch 7-Article II Section 7-24
Other Grant Related Activity	621,061	649,942		674,205		
9-1-1 Funding	1,208,023	1,220,636		1,080,436		FS 365.171
Emergency Medical Services (EMS)	13,623,285	13,676,939		13,544,092		FS 125.01(1)e, LCL: Ch 8-Article III Section 8
Tourist Development Funding (all 5 Cents)	3,008,527	3,190,099		3,351,609		
Housing Finance Authority	31,065	30,780		30,495		FS 159.601, FS 159.604
Amtrak	22,984	-		-		
Killearn Lakes Special Assessment	232,500	232,500		232,500		Interlocal Agreement with the City of Tallahassee
800 Mhz Radio Support	543,147	1,035,000		1,057,250		
Huntington Oaks Plaza	96,660	80,690		92,775		
Drug & Alcohol Testing	150,429	146,922		139,686		
TOTAL SELF SUPPORTING AND INTERNAL SERVICES	\$ 29,060,116	\$ 29,856,657	2.74%	\$ 28,531,716	-4.44%	
TOTAL OPERATING BUDGET	\$ 203,453,787	\$ 200,049,505	-1.67%	\$ 200,214,601	0.08%	
TOTAL CAPITAL BUDGET	\$ 17,169,238	\$ 22,626,879	31.79%	\$ 16,076,849	-28.95%	
TOTAL CAPITAL RESERVES	\$ 23,507,055	\$ 12,941,346	-44.95%	\$ 6,799,054	-47.46%	
GRAND TOTAL	\$ 244,130,080	\$ 235,617,730	-3.49%	\$ 223,090,504	-5.32%	

Notes:

1. Definitions of categories:

- Mandatory: Required expenditures per the Florida Constitution, Florida Statutes or the County Charter. For purposes of this exercise, there maybe certain functions that have components that are non-mandatory, but the amounts are not significant enough to break-out. Although an expenditure is included in the Mandatory category, the County does not necessarily need to continue to provide the service at its current level.

- Non-Mandatory: Expenditures that are not required.

- Support Functions: Includes departments and programs that provide services that benefit all of County government. As with the mandatory category, portions of these functions can be performed at a lower level of service.

- Budgeted Reserves: Includes budgeted reserves for raises and contingencies.

- Self Supporting - Programs that have a dedicated revenue stream and therefore do not receive general revenue for support.

2. References - Citations in Florida Statutes or local ordinance that govern the service. References in categories other than mandatory govern the administration of the activity and do not specify that the service is required.

Attachment #4

Preliminary Operating and Capital Project Budget Sheets

The following pages are the draft version of the operating and capital budget sheets that will be shown in final form in the FY 2014 tentative budget book. Unless otherwise stated budget reductions discussed in the balancing strategies are not reflected on the pages.

As required by state statute, the tentative FY 2014 budget book will be distributed prior to the scheduled September public hearings. The tentative budget, which will be distributed the first week of August, will have complete detail and analysis regarding the development of the FY 2014 tentative budget. Any decisions made during the July 8, 2013 budget workshop will be reflected in the material.

Leon County Fiscal Year 2014 Proposed Budget

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Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Operating	74,834	90,565	89,398	-	89,398	89,398
Total Budgetary Costs	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Commission	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Total Budget	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Total Revenues	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Operating	74,834	90,565	89,398	-	89,398	89,398
Total Budgetary Costs	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Commission At-Large (Group 1) (001-106-511)	9,666	9,500	9,500	-	9,500	9,500
Commission At-Large (Group 2) (001-107-511)	8,880	9,500	9,500	-	9,500	9,500
Commission District 1 (001-101-511)	9,005	9,500	9,500	-	9,500	9,500
Commission District 2 (001-102-511)	4,808	9,500	9,500	-	9,500	9,500
Commission District 3 (001-103-511)	8,863	9,500	9,500	-	9,500	9,500
Commission District 4 (001-104-511)	8,505	9,500	9,500	-	9,500	9,500
Commission District 5 (001-105-511)	4,601	9,500	9,500	-	9,500	9,500
Commissioners' Account (001-108-511)	20,506	24,065	22,898	-	22,898	22,898
County Commission (001-100-511)	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Total Budget	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Total Revenues	1,279,969	1,304,800	1,343,576	-	1,343,576	1,369,322
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalentents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - County Commission (001-100-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Total Budgetary Costs	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Total Revenues	1,205,135	1,214,235	1,254,178	-	1,254,178	1,279,924
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Commission Aide	7.00	7.00	7.00	-	7.00	7.00
County Commissioner	7.00	7.00	7.00	-	7.00	7.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

The major variances for the FY 2014 County Commission budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission District 1 (001-101-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	9,005	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	9,005	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	9,005	9,500	9,500	-	9,500	9,500
Total Revenues	9,005	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission District 2 (001-102-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	4,808	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	4,808	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,808	9,500	9,500	-	9,500	9,500
Total Revenues	4,808	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission District 3 (001-103-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	8,863	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,863	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	8,863	9,500	9,500	-	9,500	9,500
Total Revenues	8,863	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission District 4 (001-104-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	8,505	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,505	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	8,505	9,500	9,500	-	9,500	9,500
Total Revenues	8,505	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission District 5 (001-105-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	4,601	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	4,601	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,601	9,500	9,500	-	9,500	9,500
Total Revenues	4,601	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission At-Large (Group 1) (001-106-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	9,666	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	9,666	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	9,666	9,500	9,500	-	9,500	9,500
Total Revenues	9,666	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commission At-Large (Group 2) (001-107-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	8,880	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,880	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	8,880	9,500	9,500	-	9,500	9,500
Total Revenues	8,880	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Board of County Commissioners

County Commission - Commissioners' Account (001-108-511)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	20,506	24,065	22,898	-	22,898	22,898
Total Budgetary Costs	20,506	24,065	22,898	-	22,898	22,898
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	20,506	24,065	22,898	-	22,898	22,898
Total Revenues	20,506	24,065	22,898	-	22,898	22,898

The major variances for the FY 2014 County Commission budget are as follows:

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,167.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	6,625,999	7,059,104	7,257,070	41,113	7,298,183	7,452,840
Operating	2,593,644	2,765,340	2,823,471	210,319	3,033,790	3,045,540
Transportation	7,005	10,768	9,935	-	9,935	9,935
Capital Outlay	7,982	-	-	-	-	-
Total Budgetary Costs	9,234,629	9,835,212	10,090,476	251,432	10,341,908	10,508,315
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Administration	521,483	533,160	563,061	-	563,061	573,805
Strategic Initiatives	730,494	820,719	843,533	36,170	879,703	895,974
Human Resources	1,055,442	1,150,518	1,157,584	59,207	1,216,791	1,236,074
Management Information Services	6,927,210	7,330,815	7,526,298	156,055	7,682,353	7,802,462
Total Budget	9,234,629	9,835,212	10,090,476	251,432	10,341,908	10,508,315
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	9,234,629	9,835,212	10,090,476	251,432	10,341,908	10,508,315
Total Revenues	9,234,629	9,835,212	10,090,476	251,432	10,341,908	10,508,315
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Administration	3.00	3.00	3.00	-	3.00	3.00
Human Resources	13.00	12.00	12.00	-	12.00	12.00
Management Information Services	59.00	61.00	61.00	-	61.00	61.00
Strategic Initiatives	8.00	9.00	9.00	-	9.00	9.00
Total Full-Time Equivalents (FTE)	83.00	85.00	85.00	-	85.00	85.00

Leon County Fiscal Year 2014 Proposed Budget

Administration

County Administration (001-110-512)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	507,429	515,763	545,329	-	545,329	556,073
Operating	14,054	17,397	17,732	-	17,732	17,732
Total Budgetary Costs	521,483	533,160	563,061	-	563,061	573,805
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	521,483	533,160	563,061	-	563,061	573,805
Total Revenues	521,483	533,160	563,061	-	563,061	573,805
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Administrator	1.00	1.00	1.00	-	1.00	1.00
Sr. Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Deputy County Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2014 County Administration budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$335.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Strategic Initiatives (001-115-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	603,105	703,263	726,052	16,770	742,822	759,093
Operating	127,389	117,456	117,481	19,400	136,881	136,881
Total Budgetary Costs	730,494	820,719	843,533	36,170	879,703	895,974
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	730,494	820,719	843,533	36,170	879,703	895,974
Total Revenues	730,494	820,719	843,533	36,170	879,703	895,974
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Agenda Coordinator	1.00	1.00	1.00	-	1.00	1.00
Assistant to the County Administrator	1.00	1.00	1.00	-	1.00	1.00
Citizen Services Liaison	1.00	1.00	1.00	-	1.00	1.00
Director of Community & Media Relations	1.00	1.00	1.00	-	1.00	1.00
Public Information Specialist	2.00	3.00	3.00	-	3.00	3.00
Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Sr. Asst. to the County Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	9.00	9.00	-	9.00	9.00

The major variances for the FY 2014 Strategic Initiatives budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments. Proposed increase for one Social Media Liaison 25-hour OPS employee in the amount of \$16,770.

2. Contracts or other obligations for continuity of services in the amount of \$19,400 including:

- County Link advertising \$4,000
- WFSU Radio \$10,400
- Social Media Marketing \$5,000

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Human Resources (001-160-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	873,479	911,541	922,636	24,343	946,979	966,262
Operating	173,981	238,977	234,948	34,864	269,812	269,812
Capital Outlay	7,982	-	-	-	-	-
Total Budgetary Costs	1,055,442	1,150,518	1,157,584	59,207	1,216,791	1,236,074
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,055,442	1,150,518	1,157,584	59,207	1,216,791	1,236,074
Total Revenues	1,055,442	1,150,518	1,157,584	59,207	1,216,791	1,236,074
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Compensation Administrator	1.00	1.00	1.00	-	1.00	1.00
Director of Human Resources	1.00	1.00	1.00	-	1.00	1.00
Document Scanner	1.00	1.00	1.00	-	1.00	1.00
Employee Development Coord.	1.00	1.00	1.00	-	1.00	1.00
Employee Relations Coordinator	1.00	1.00	1.00	-	1.00	1.00
Human Resources Generalist	3.00	3.00	2.00	(1.00)	2.00	2.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	-	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	-	1.00	1.00
Project Search Coordinator	1.00	-	-	-	-	-
Employee Wellness Coordinator	1.00	1.00	1.00	-	1.00	1.00
Human Resources Information Systems Coordinator	-	-	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	13.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2014 Human Resources budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance.
2. Position reclassification of a Human Resources Generalist to a Human Resources Information Systems Coordinator in the amount of \$24,343.
3. Contracts or other obligations for continuity of services in the amount of \$34,864 including:
\$20,000 increase associated with consulting services for Healthcare Reform and Benefits Administration.
\$14,864 increase in operating costs associated with the Wellness Program. The total includes expenditures for a wellness communications consultant (\$7,500), diabetes program with TMH (\$3,200), working well gold sponsorship (\$1,500), breakfast/lunch and learn healthy food (\$1,530), gift cards/wellness incentives (\$884), and 9-5-2-1-0 annual membership (\$250).

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$4,244.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	4,641,985	4,928,537	5,063,053	-	5,063,053	5,171,412
Operating	2,278,220	2,391,510	2,453,310	156,055	2,609,365	2,621,115
Transportation	7,005	10,768	9,935	-	9,935	9,935
Total Budgetary Costs	6,927,210	7,330,815	7,526,298	156,055	7,682,353	7,802,462
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Article V MIS (001-171-713)	1,065,874	-	-	-	-	-
Geographic Info. Systems (001-421-539)	1,786,306	1,823,738	1,843,932	50,000	1,893,932	1,921,384
Management Information Services (001-171-513)	4,075,030	5,258,278	5,370,971	85,755	5,456,726	5,546,131
Public Safety Complex Technology (001-411-529)	-	248,799	311,395	20,300	331,695	334,947
Total Budget	6,927,210	7,330,815	7,526,298	156,055	7,682,353	7,802,462
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	6,927,210	7,330,815	7,526,298	156,055	7,682,353	7,802,462
Total Revenues	6,927,210	7,330,815	7,526,298	156,055	7,682,353	7,802,462
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Management Information Services	42.84	42.84	42.84	-	42.84	42.84
Public Safety Complex Technology	-	2.00	2.00	-	2.00	2.00
Geographic Info. Systems	16.16	16.16	16.16	-	16.16	16.16
Total Full-Time Equivalentents (FTE)	59.00	61.00	61.00	-	61.00	61.00

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services - Management Information Services (001-171-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,647,030	3,510,426	3,623,952	-	3,623,952	3,701,607
Operating	1,420,996	1,737,084	1,737,084	85,755	1,822,839	1,834,589
Transportation	7,005	10,768	9,935	-	9,935	9,935
Total Budgetary Costs	4,075,030	5,258,278	5,370,971	85,755	5,456,726	5,546,131
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,075,030	5,258,278	5,370,971	85,755	5,456,726	5,546,131
Total Revenues	4,075,030	5,258,278	5,370,971	85,755	5,456,726	5,546,131
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	0.67	0.67	0.67	-	0.67	0.67
Administrative Associate IV	0.50	0.50	0.50	-	0.50	0.50
Applications & Database Mngr.	1.00	1.00	1.00	-	1.00	1.00
Applications Dev. Analyst	6.00	6.00	6.00	-	6.00	6.00
Computer Asset Analyst	1.00	1.00	1.00	-	1.00	1.00
IT Technical Support Specialist II	6.00	6.00	6.00	-	6.00	6.00
Director of MIS/GIS	0.67	0.67	0.67	-	0.67	0.67
IT Coordinator-Communications	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Admn Services	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Technical Serv.	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Systems	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Web Development	1.00	1.00	1.00	-	1.00	1.00
Sr. IT Technical Support Spec.	1.00	1.00	1.00	-	1.00	1.00
MIS Special Projects Coord.	1.00	1.00	1.00	-	1.00	1.00
Network & Tech. Serv. Manager	1.00	1.00	1.00	-	1.00	1.00
Network Systems Administrator	7.00	7.00	8.00	-	8.00	8.00
IT Technical Support Supv.	1.00	1.00	-	-	-	-
Unix Systems Administrator	1.00	1.00	1.00	-	1.00	1.00
Web Applications Analyst	1.00	1.00	1.00	-	1.00	1.00
JIS Sr. Applications Analyst	4.00	4.00	4.00	-	4.00	4.00
Applications Development Coordinator	1.00	1.00	1.00	-	1.00	1.00
Network Construction Planner	1.00	1.00	1.00	-	1.00	1.00
Oracle Enterprise Architect	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator - Work Order & EDMS	1.00	1.00	1.00	-	1.00	1.00
EDMS Technician	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	42.84	42.84	42.84	-	42.84	42.84

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services - Management Information Services (001-171-513)

The major variances for the FY 2014 Management Information Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$85,755 including:
 - CIP Impact for E-Filing system annual licensing maintenance \$27,000
 - CIP Impact of annual financial hardware support for Probation \$3,000
 - CIP Impact of Avaya Digital Phone System for the Sheriff \$26,755
 - Fuelmaster Program to monitor and report usage \$7,500
 - IBM hardware and software maintenance \$15,000
 - Solar Winds Network monitoring and security maintenance \$6,500

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$833.
2. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,790.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services - Article V MIS (001-171-713)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	763,925	-	-	-	-	-
Operating	301,949	-	-	-	-	-
Total Budgetary Costs	1,065,874	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,065,874	-	-	-	-	-
Total Revenues	1,065,874	-	-	-	-	-

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for Article V information systems. These expenses are currently funded in the operating budget of Management Information Services and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services - Public Safety Complex Technology (001-411-529)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	172,163	173,124	-	173,124	176,376
Operating	-	76,636	138,271	20,300	158,571	158,571
Total Budgetary Costs	-	248,799	311,395	20,300	331,695	334,947
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	248,799	311,395	20,300	331,695	334,947
Total Revenues	-	248,799	311,395	20,300	331,695	334,947
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Network Systems Analyst	-	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	-	2.00	2.00	-	2.00	2.00

The following expenditures establish the FY 2014 technology support budget for the new Public Safety Complex. These costs will be jointly funded (50/50), with reimbursement from the City of Tallahassee.

Increases to Program Funding:

- Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. The Operating budget for FY14 reflects a full year's funding for the Public Safety Complex compared to a partial year's funding in FY13. These increases do not consider any employee salary adjustments.
- Contracts or other obligations for continuity of services in the amount of \$20,300.
 - EMS Dispatch Software – Dispatch Pro \$9,800
 - EMS Dispatch Software – RescueNet \$10,500

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Administration

Management Information Services - Geographic Info. Systems (001-421-539)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,231,031	1,245,948	1,265,977	-	1,265,977	1,293,429
Operating	555,275	577,790	577,955	50,000	627,955	627,955
Total Budgetary Costs	1,786,306	1,823,738	1,843,932	50,000	1,893,932	1,921,384
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,786,306	1,823,738	1,843,932	50,000	1,893,932	1,921,384
Total Revenues	1,786,306	1,823,738	1,843,932	50,000	1,893,932	1,921,384
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	0.33	0.33	0.33	-	0.33	0.33
Administrative Associate IV	0.50	0.50	0.50	-	0.50	0.50
Director of MIS/GIS	0.33	0.33	0.33	-	0.33	0.33
GIS Application Dev. Analyst	1.00	1.00	1.00	-	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
GIS Oracle Database Admin.	1.00	1.00	1.00	-	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	-	1.00	1.00
GIS Specialist II	2.00	2.00	1.00	-	1.00	1.00
GIS Web Application Dev. Anl.	1.00	1.00	1.00	-	1.00	1.00
Gis Mapping Specialist	2.00	3.00	2.00	-	2.00	2.00
Network Systems Administrator	1.00	1.00	1.00	-	1.00	1.00
Unix System Adm. - GIS	1.00	1.00	1.00	-	1.00	1.00
GIS Technician I	1.00	-	1.00	-	1.00	1.00
GIS Technical Services Manager	1.00	1.00	1.00	-	1.00	1.00
GIS Database Analyst	1.00	1.00	1.00	-	1.00	1.00
GIS Specialist III	1.00	1.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	16.16	16.16	16.16	-	16.16	16.16

The major variances for the FY 2014 Geographic Information Systems budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$50,000 for the Leon County Health Department and GIS septic tank inventory and additional communication costs in the amount of \$165.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

County Attorney's Office

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,190,922	1,193,542	1,251,653	6,547	1,258,200	1,283,891
Operating	403,449	477,176	475,467	-	475,467	475,467
Total Budgetary Costs	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Attorney	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Total Budget	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Total Revenues	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Attorney	12.00	12.00	12.00	-	12.00	12.00
Total Full-Time Equivalentents (FTE)	12.00	12.00	12.00	-	12.00	12.00

Leon County Fiscal Year 2014 Proposed Budget

County Attorney's Office

County Attorney Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,190,922	1,193,542	1,251,653	6,547	1,258,200	1,283,891
Operating	403,449	477,176	475,467	-	475,467	475,467
Total Budgetary Costs	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Attorney (001-120-514)	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Total Budget	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Total Revenues	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Attorney	12.00	12.00	12.00	-	12.00	12.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

Leon County Fiscal Year 2014 Proposed Budget

County Attorney's Office

County Attorney - County Attorney (001-120-514)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,190,922	1,193,542	1,251,653	6,547	1,258,200	1,283,891
Operating	403,449	477,176	475,467	-	475,467	475,467
Total Budgetary Costs	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Total Revenues	1,594,371	1,670,718	1,727,120	6,547	1,733,667	1,759,358
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Asst County Attorney	3.00	3.00	3.00	-	3.00	3.00
County Attorney	1.00	1.00	1.00	-	1.00	1.00
Legal Administrator	1.00	1.00	1.00	-	1.00	1.00
Legal Records Specialist	1.00	1.00	1.00	-	1.00	1.00
Legal Assistant	2.00	2.00	2.00	-	2.00	2.00
Sr. Legal Assistant	1.00	-	-	-	-	-
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Sr Asst County Attorney	1.00	-	-	-	-	-
Deputy County Attorney	-	1.00	1.00	-	1.00	1.00
Sr Paralegal	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2014 County Attorney budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Market adjustment for three positions effective October 1, 2013 in the amount of \$6,547.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,709.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	10,419,423	10,955,600	11,111,605	(57,060)	11,054,545	11,306,000
Operating	5,010,075	6,182,260	5,870,019	40,963	5,910,982	6,053,498
Transportation	1,384,896	1,879,148	1,573,379	(8,134)	1,565,245	1,573,379
Capital Outlay	63,288	40,000	50,957	37,334	88,291	88,291
Grants-in-Aid	-	-	144,000	-	144,000	144,000
Total Budgetary Costs	16,877,682	19,057,008	18,749,960	13,103	18,763,063	19,165,168
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
PW Support Services	377,617	569,286	574,122	-	574,122	582,785
Operations	8,873,855	9,696,448	9,511,121	(7,860)	9,503,261	9,657,196
Engineering Services	2,719,291	2,882,639	2,932,866	-	2,932,866	3,021,284
Fleet Management	2,787,380	3,460,656	3,198,870	-	3,198,870	3,257,480
Parks & Recreation	2,119,539	2,447,979	2,532,981	20,963	2,553,944	2,646,423
Total Budget	16,877,682	19,057,008	18,749,960	13,103	18,763,063	19,165,168
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	577,067	571,328	-	571,328	578,568
106 Transportation Trust	9,003,675	9,831,804	9,851,746	(203,589)	9,648,157	9,851,209
122 Mosquito Control	589,521	-	-	-	-	-
123 Stormwater Utility	2,377,566	2,721,002	2,565,578	195,729	2,761,307	2,802,031
125 Grants	-	18,500	29,457	-	29,457	29,457
140 Municipal Service	2,119,539	2,447,979	2,532,981	20,963	2,553,944	2,646,423
505 Motor Pool	2,787,380	3,460,656	3,198,870	-	3,198,870	3,257,480
Total Revenues	16,877,682	19,057,008	18,749,960	13,103	18,763,063	19,165,168
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Engineering Services	34.00	32.00	32.00	-	32.00	32.00
Fleet Management	9.00	9.00	9.00	-	9.00	9.00
Operations	128.00	128.00	128.00	1.00	129.00	129.00
Parks & Recreation	26.00	28.00	28.00	-	28.00	28.00
PW Support Services	4.00	4.00	4.00	-	4.00	4.00
Total Full-Time Equivalents (FTE)	201.00	201.00	201.00	1.00	202.00	202.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operations	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Support Services (106-400-541)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	242,409	379,113	390,390	-	390,390	399,053
Operating	135,208	190,173	183,732	-	183,732	183,732
Total Budgetary Costs	377,617	569,286	574,122	-	574,122	582,785
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
106 Transportation Trust	377,617	569,286	574,122	-	574,122	582,785
Total Revenues	377,617	569,286	574,122	-	574,122	582,785
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Asst to the Public Works Dir	1.00	1.00	1.00	-	1.00	1.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Sr. Administrative Associate	1.00	1.00	1.00	-	1.00	1.00
Director, Public Works & Community Development	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	4.00	4.00	4.00	-	4.00	4.00

The major variances for the FY 2014 Support Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$5,541.
2. Communication costs in the amount of \$900.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	5,995,338	6,297,894	6,416,143	(57,060)	6,359,083	6,504,884
Operating	1,686,747	1,818,354	1,772,524	20,000	1,792,524	1,792,524
Transportation	1,173,601	1,580,200	1,311,497	(8,134)	1,303,363	1,311,497
Capital Outlay	18,168	-	10,957	37,334	48,291	48,291
Total Budgetary Costs	8,873,855	9,696,448	9,511,121	(7,860)	9,503,261	9,657,196
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Mosquito Control (001-216-562)	-	577,067	571,328	-	571,328	578,568
Mosquito Control (122-216-562)	542,206	-	-	-	-	-
Mosquito Control Grant (122-214-562)	47,315	-	-	-	-	-
Mosquito Control Grant (125-214-562)	-	18,500	29,457	-	29,457	29,457
Right-Of-Way Management (106-432-541)	1,898,647	2,054,878	2,116,569	342,878	2,459,447	2,492,581
Stormwater Maintenance (123-433-538)	2,365,066	2,721,002	2,565,578	195,729	2,761,307	2,802,031
Transportation Maintenance (106-431-541)	4,020,619	4,325,001	4,228,189	(546,467)	3,681,722	3,754,559
Total Budget	8,873,855	9,696,448	9,511,121	(7,860)	9,503,261	9,657,196
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	577,067	571,328	-	571,328	578,568
106 Transportation Trust	5,919,267	6,379,879	6,344,758	(203,589)	6,141,169	6,247,140
122 Mosquito Control	589,521	-	-	-	-	-
123 Stormwater Utility	2,365,066	2,721,002	2,565,578	195,729	2,761,307	2,802,031
125 Grants	-	18,500	29,457	-	29,457	29,457
Total Revenues	8,873,855	9,696,448	9,511,121	(7,860)	9,503,261	9,657,196
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Mosquito Control	5.00	5.00	5.00	-	5.00	5.00
Transportation Maintenance	56.00	56.00	56.00	(9.00)	47.00	47.00
Right-Of-Way Management	30.00	30.00	30.00	6.00	36.00	36.00
Stormwater Maintenance	37.00	37.00	37.00	4.00	41.00	41.00
Total Full-Time Equivalents (FTE)	128.00	128.00	128.00	1.00	129.00	129.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Mosquito Control	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Transportation Maintenance (106-431-541)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,687,061	2,796,635	2,805,854	(460,835)	2,345,019	2,409,722
Operating	824,944	883,341	881,625	(37,601)	844,024	844,024
Transportation	504,798	645,025	540,710	(48,031)	492,679	500,813
Capital Outlay	3,816	-	-	-	-	-
Total Budgetary Costs	4,020,619	4,325,001	4,228,189	(546,467)	3,681,722	3,754,559
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
106 Transportation Trust	4,020,619	4,325,001	4,228,189	(546,467)	3,681,722	3,754,559
Total Revenues	4,020,619	4,325,001	4,228,189	(546,467)	3,681,722	3,754,559
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Asst Dir Oper/ Drng Fac Sup	1.00	1.00	1.00	-	1.00	1.00
Crew Chief I	4.00	4.00	4.00	(1.00)	3.00	3.00
Crew Chief II	3.00	3.00	3.00	(1.00)	2.00	2.00
Director of Operations	1.00	1.00	1.00	-	1.00	1.00
Equipment Operator	9.00	9.00	9.00	(3.00)	6.00	6.00
Heavy Equipment Operator	9.00	9.00	9.00	(2.00)	7.00	7.00
In-Mate Supervisor	1.00	1.00	1.00	-	1.00	1.00
Maint. & Const. Supervisor	2.00	2.00	2.00	(1.00)	1.00	1.00
Maintenance Repair Technician	7.00	7.00	7.00	(1.00)	6.00	6.00
Maintenance Technician	8.00	8.00	8.00	-	8.00	8.00
Sr. Administrative Associate	1.00	1.00	1.00	-	1.00	1.00
Traffic Services Supervisor	1.00	1.00	1.00	-	1.00	1.00
Traffic Sign Technician	6.00	6.00	6.00	-	6.00	6.00
Work Control Coordinator	1.00	1.00	1.00	-	1.00	1.00
Traffic Sign Crew Chief	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	56.00	56.00	56.00	(9.00)	47.00	47.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Transportation Maintenance (106-431-541)

The major variances for the FY 2014 Transportation Maintenance budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$3,000 in sidewalk repairs.
3. Communications Costs in the amount of \$165.

Decreases to Program Funding:

1. Costs associated with an efficiency reorganization within the Division of Operations aimed at moving personnel and resources to meet current and future service demands, specifically landscape maintenance demands associated with new County right-of-way such as Mahan Drive. The savings to the Division of Operations from the reorganization is estimated at \$27,860. A decrease in personnel costs to Transportation Road Maintenance of \$460,835 is due to the realignment of 9 positions moving to the Right-Of-Way Management and Stormwater Maintenance programs.
2. Operating costs in the amount of \$37,601 as part of the efficiency reorganization related to the transfer of operating expenditures to the Right-Of-Way Management and Stormwater Maintenance programs.
3. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$104,315.
4. Additional transportation costs in the amount of \$48,031 as part of the efficiency reorganization related to the transfer of vehicles and their costs to the Right-Of-Way Management and Stormwater Maintenance programs.
5. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,816.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Right-Of-Way Management (106-432-541)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,375,478	1,355,908	1,465,940	235,583	1,701,523	1,734,657
Operating	265,291	369,762	369,515	32,386	401,901	401,901
Transportation	257,878	329,208	281,114	37,575	318,689	318,689
Capital Outlay	-	-	-	37,334	37,334	37,334
Total Budgetary Costs	1,898,647	2,054,878	2,116,569	342,878	2,459,447	2,492,581
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
106 Transportation Trust	1,898,647	2,054,878	2,116,569	342,878	2,459,447	2,492,581
Total Revenues	1,898,647	2,054,878	2,116,569	342,878	2,459,447	2,492,581
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Work Program Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Crew Chief I	3.00	4.00	4.00	1.00	5.00	5.00
Equipment Operator	5.00	4.00	4.00	-	4.00	4.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00	2.00	2.00
In-Mate Supervisor	3.00	3.00	3.00	-	3.00	3.00
Maintenance Technician	7.00	8.00	8.00	4.00	12.00	12.00
R-O-W Mgmt. Superintendent	1.00	1.00	1.00	-	1.00	1.00
Service Worker	2.00	2.00	2.00	-	2.00	2.00
Sr. Maintenance Technician	1.00	-	-	-	-	-
R-O-W Management Supervisor	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	30.00	30.00	30.00	6.00	36.00	36.00

The major variances for the FY 2014 Right-Of-Way Management budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Personnel costs associated with an efficiency reorganization within the Division of Operations aimed at moving personnel and resources to meet current and future service demands. An estimated increase of \$235,583 is due to the transfer of 5 positions from Transportation Maintenance and 1 new Maintenance Technician position, for a total of 6 positions. The additional personnel will be used to create a landscape maintenance crew needed for added right-of-way maintenance such as Mahan Drive. The cost of the Maintenance Technician will be offset by an overall cost savings estimated at \$27,860 in the Division of Operations from the reorganization.
3. Repair and Maintenance costs in the amount of \$17,000 associated with continued operational costs for the Killearn Lakes Plantation CIP (\$10,000) and the Community Safety & Mobility CIP (\$7,000).
4. Operating Costs associated with the efficiency reorganization and transfer of personnel to Right-Of-Way Management in the amount of \$32,386.
5. Transportation costs in the amount of \$37,575 associated with vehicle insurance, repairs, and fuel due to the re-alignment of vehicles in conjunction with the Operation's Division efficiency reorganization.
6. Capital costs associated with the personnel reorganization within the Operations Division in the amount of \$37,334 for the purchase of mowers and small equipment for a maintenance crew. These one time costs will be offset by buy back savings from grading equipment no longer needed due to the elimination of a road maintenance crew in Transportation Maintenance.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$447.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$48,094.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Stormwater Maintenance (123-433-538)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,617,489	1,821,969	1,823,054	168,192	1,991,246	2,031,970
Operating	391,237	350,424	306,527	25,215	331,742	331,742
Transportation	356,340	548,609	435,997	2,322	438,319	438,319
Total Budgetary Costs	2,365,066	2,721,002	2,565,578	195,729	2,761,307	2,802,031
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
123 Stormwater Utility	2,365,066	2,721,002	2,565,578	195,729	2,761,307	2,802,031
Total Revenues	2,365,066	2,721,002	2,565,578	195,729	2,761,307	2,802,031
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Crew Chief I	1.00	1.00	1.00	1.00	2.00	2.00
Crew Chief II	6.00	5.00	5.00	-	5.00	5.00
Equipment Operator	10.00	10.00	10.00	1.00	11.00	11.00
Heavy Equipment Operator	1.00	2.00	2.00	-	2.00	2.00
In-Mate Supervisor	3.00	3.00	3.00	-	3.00	3.00
Maint. & Const. Supervisor	2.00	2.00	2.00	-	2.00	2.00
Maintenance Technician	9.00	9.00	9.00	2.00	11.00	11.00
Service Worker	2.00	2.00	2.00	-	2.00	2.00
Stormwater Superintendent	1.00	1.00	1.00	-	1.00	1.00
Work Control Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	37.00	37.00	37.00	4.00	41.00	41.00

The major variances for the FY 2014 Stormwater Maintenance budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Personnel costs associated with an efficiency reorganization within the Division of Operations aimed at moving personnel and resources to meet current and future service demands. An estimated increase of \$168,192 is due to the transfer of 4 positions from Transportation Road Maintenance to create a fully equipped mowing crew.
2. Operating Costs associated with the efficiency reorganization and transfer of personnel to Stormwater Maintenance in the amount of \$25,215.
3. Transportation costs in the amount of \$2,322 associated with vehicle insurance, repairs, and fuel due to the re-alignment of vehicles in conjunction with the Operation's Division efficiency reorganization.
4. Communication costs in the amount of \$200.

Decreases to Program Funding:

1. Transportation Costs associated with vehicle insurance, repairs, and fuel in the amount of \$112,612.
2. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$2,237.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Mosquito Control (001-216-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	323,382	321,295	-	321,295	328,535
Operating	-	196,327	196,357	-	196,357	196,357
Transportation	-	57,358	53,676	-	53,676	53,676
Total Budgetary Costs	-	577,067	571,328	-	571,328	578,568
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	577,067	571,328	-	571,328	578,568
Total Revenues	-	577,067	571,328	-	571,328	578,568
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Mosquito Control Technician	2.00	2.00	2.00	-	2.00	2.00
Sr Mosquito Control Technician	1.00	1.00	1.00	-	1.00	1.00
Mosquito Control Supervisor	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	-	5.00	5.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
MC Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Mosquito Control budget are as follows:

Decreases to Program Funding:

1. Costs associated with a reduction in an employee elected healthcare coverage plan. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$3,682.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Mosquito Control (122-216-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	315,310	-	-	-	-	-
Operating	168,439	-	-	-	-	-
Transportation	54,585	-	-	-	-	-
Capital Outlay	3,872	-	-	-	-	-
Total Budgetary Costs	542,206	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
122 Mosquito Control	542,206	-	-	-	-	-
Total Revenues	542,206	-	-	-	-	-

Note: The Mosquito Control program was moved from fund 122 to the general fund (001) in FY 2013, accounting for zero budget in FY13 and the out years and a lack of history on the preceding page.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Mosquito Control Grant (125-214-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	-	18,500	18,500	-	18,500	18,500
Capital Outlay	-	-	10,957	-	10,957	10,957
Total Budgetary Costs	-	18,500	29,457	-	29,457	29,457

Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	-	18,500	29,457	-	29,457	29,457
Total Revenues	-	18,500	29,457	-	29,457	29,457

Expenditures related to FY 2014 grant funding for the Mosquito Control program were increased to \$29,457 due to additional funding received during the state budgeting process.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Operations - Mosquito Control Grant (122-214-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	36,835	-	-	-	-	-
Capital Outlay	10,480	-	-	-	-	-
Total Budgetary Costs	47,315	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
122 Mosquito Control	47,315	-	-	-	-	-
Total Revenues	47,315	-	-	-	-	-

Note: This grant was moved from fund 122 to the regular grant fund (125) in FY 2013, accounting for zero budget in FY13 and the out years and a lack of history on the preceding page.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Engineering Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,462,532	2,360,724	2,416,542	-	2,416,542	2,469,960
Operating	214,259	462,103	463,344	-	463,344	498,344
Transportation	42,500	59,812	52,980	-	52,980	52,980
Total Budgetary Costs	2,719,291	2,882,639	2,932,866	-	2,932,866	3,021,284
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Engineering Services (106-414-541)	2,706,791	2,882,639	2,932,866	-	2,932,866	3,021,284
Water Quality & TMDL Monitoring (123-726-537)	12,500	-	-	-	-	-
Total Budget	2,719,291	2,882,639	2,932,866	-	2,932,866	3,021,284
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
106 Transportation Trust	2,706,791	2,882,639	2,932,866	-	2,932,866	3,021,284
123 Stormwater Utility	12,500	-	-	-	-	-
Total Revenues	2,719,291	2,882,639	2,932,866	-	2,932,866	3,021,284
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Engineering Services	34.00	32.00	32.00	-	32.00	32.00
Total Full-Time Equivalents (FTE)	34.00	32.00	32.00	-	32.00	32.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Engineering Services - Engineering Services (106-414-541)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,462,532	2,360,724	2,416,542	-	2,416,542	2,469,960
Operating	201,759	462,103	463,344	-	463,344	498,344
Transportation	42,500	59,812	52,980	-	52,980	52,980
Total Budgetary Costs	2,706,791	2,882,639	2,932,866	-	2,932,866	3,021,284
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
106 Transportation Trust	2,706,791	2,882,639	2,932,866	-	2,932,866	3,021,284
Total Revenues	2,706,791	2,882,639	2,932,866	-	2,932,866	3,021,284
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	2.00	1.00	1.00	-	1.00	1.00
CAD Technician	4.00	4.00	4.00	-	4.00	4.00
Chief of Construction Mgmt.	1.00	1.00	1.00	-	1.00	1.00
Chief of Engineering Design	1.00	1.00	1.00	-	1.00	1.00
Chief of R-O-W- & Survey	1.00	1.00	1.00	-	1.00	1.00
Construction Inspector	3.00	3.00	3.00	-	3.00	3.00
Dir of Engineering Services	1.00	1.00	1.00	-	1.00	1.00
Right-of-Way Agent	1.00	-	-	-	-	-
Sr Design Engineer	3.00	3.00	3.00	-	3.00	3.00
Sr. Construction Inspector	2.00	2.00	2.00	-	2.00	2.00
Survey Party Chief	1.00	1.00	1.00	-	1.00	1.00
Survey Technician I	1.00	1.00	1.00	-	1.00	1.00
Survey Technician II	1.00	1.00	1.00	-	1.00	1.00
Water Resource Scientist	1.00	1.00	1.00	-	1.00	1.00
Chief of Eng. Coordination	1.00	1.00	1.00	-	1.00	1.00
Stormwater Management Coordinator	1.00	1.00	1.00	-	1.00	1.00
Design Analyst	2.00	2.00	2.00	-	2.00	2.00
Construction Inspector Aide	2.00	2.00	2.00	-	2.00	2.00
Water Resource Limnologist	1.00	1.00	1.00	-	1.00	1.00
Water Resource Specialist	1.00	1.00	1.00	-	1.00	1.00
Sr. Engineering Design Specialist	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	34.00	32.00	32.00	-	32.00	32.00

The major variances for the FY 2014 Engineering Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$1,241.

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$5,832.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Fleet Maintenance (505-425-591)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	556,112	581,853	542,972	-	542,972	555,543
Operating	2,220,592	2,857,183	2,637,342	-	2,637,342	2,683,381
Transportation	10,676	21,620	18,556	-	18,556	18,556
Total Budgetary Costs	2,787,380	3,460,656	3,198,870	-	3,198,870	3,257,480
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
505 Motor Pool	2,787,380	3,460,656	3,198,870	-	3,198,870	3,257,480
Total Revenues	2,787,380	3,460,656	3,198,870	-	3,198,870	3,257,480
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Dir of Fleet Management	1.00	1.00	1.00	-	1.00	1.00
Equipment Mechanic II	2.00	2.00	2.00	-	2.00	2.00
Equipment Mechanic III	3.00	3.00	3.00	-	3.00	3.00
Fleet Analyst	1.00	1.00	1.00	-	1.00	1.00
Shop Supervisor	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	-	9.00	9.00

The major variances for the FY 2014 Fleet Management budget are as follows:

Increases to Program Funding:

1. Communication costs in the amount of \$95.

Decreases to Program Funding:

1. Costs associated with position changes. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Costs associated with a decrease in fuel, oil, and maintenance supplies, which are offset by departmental, constitutional, and agencies billings, in the amount of \$219,426.
3. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$3,064.
4. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$510.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Public Works

Parks and Recreation Services (140-436-572)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,163,031	1,336,016	1,345,558	-	1,345,558	1,376,560
Operating	753,269	854,447	813,077	20,963	834,040	895,517
Transportation	158,119	217,516	190,346	-	190,346	190,346
Capital Outlay	45,120	40,000	40,000	-	40,000	40,000
Grants-in-Aid	-	-	144,000	-	144,000	144,000
Total Budgetary Costs	2,119,539	2,447,979	2,532,981	20,963	2,553,944	2,646,423
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
140 Municipal Service	2,119,539	2,447,979	2,532,981	20,963	2,553,944	2,646,423
Total Revenues	2,119,539	2,447,979	2,532,981	20,963	2,553,944	2,646,423
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Crew Chief I	-	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	2.00	2.00	2.00	-	2.00	2.00
Park Attendant	13.00	14.00	14.00	-	14.00	14.00
Park Facilities Technician	2.00	2.00	2.00	-	2.00	2.00
Parks & Recreation Director	1.00	1.00	1.00	-	1.00	1.00
Parks Supervisor	2.00	1.00	1.00	-	1.00	1.00
Supv of Greenways & Open Spaces	1.00	1.00	1.00	-	1.00	1.00
Community Center Attendant	3.00	2.00	2.00	-	2.00	2.00
Irrigation Technician	-	1.00	1.00	-	1.00	1.00
Parks & Community Centers Supervisor	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	26.00	28.00	28.00	-	28.00	28.00

The major variances for the FY 2014 Parks and Recreation budget are as follows:

Increases to Program Funding:

- Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
- Repair and Maintenance costs associated with the installation and upkeep of memorials on County owned property in the amount of \$3,800. All expenditures will be offset by the donations received by the County for the memorial as approved by the Board on May 28, 2013.
- Contracts or other obligations for continuity of services in the amount of \$20,963 including:
 - Utility (\$6,000), Contractual (\$1,500), Operating Supplies (\$1,453), and Road Materials & Supplies (\$850) costs associated with the Fred George Park CIP.
 - Contractual (\$2,000), Operating Supplies (\$5,810), and Road Materials & Supplies (\$3,350) costs associated with the Miccosukee Park CIP.
- Costs associated with the realignment of the contracted Senior Outreach program from the Office of Human Services & Community Partnerships in the amount of \$144,000.

Decreases to Program Funding:

- Efficiency savings created from combining mowing contracts with other County departments in the amount of \$40,000.
- Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$27,170

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	3,420,359	3,569,415	3,729,167	(58,851)	3,670,316	3,749,723
Operating	109,601	255,090	248,700	-	248,700	248,837
Transportation	57,638	95,439	80,254	-	80,254	80,254
Total Budgetary Costs	3,587,598	3,919,944	4,058,121	(58,851)	3,999,270	4,078,814
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Permit and Code Services	450,092	490,244	502,976	(58,851)	444,125	453,485
DS Support Services	302,285	342,946	326,061	-	326,061	332,207
Building Plans Review & Inspection	920,794	1,027,174	1,142,855	-	1,142,855	1,164,106
Environmental Services	1,215,080	1,242,959	1,284,948	-	1,284,948	1,311,735
Development Services	558,362	662,666	646,349	-	646,349	659,357
DEP Storage Tank	140,985	153,955	154,932	-	154,932	157,924
Total Budget	3,587,598	3,919,944	4,058,121	(58,851)	3,999,270	4,078,814
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
120 Building Inspection	920,794	1,027,174	1,142,855	-	1,142,855	1,164,106
121 Growth Management	2,525,819	2,738,815	2,760,334	(58,851)	2,701,483	2,756,784
125 Grants	140,985	153,955	154,932	-	154,932	157,924
Total Revenues	3,587,598	3,919,944	4,058,121	(58,851)	3,999,270	4,078,814
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Building Plans Review & Inspection	12.86	12.86	13.95	-	13.95	13.95
DEP Storage Tank	2.00	2.00	2.00	-	2.00	2.00
Development Services	9.00	9.00	9.00	-	9.00	9.00
DS Support Services	4.12	4.12	3.92	-	3.92	3.92
Environmental Services	14.00	14.00	14.00	-	14.00	14.00
Permit and Code Services	8.02	8.02	8.13	(1.00)	7.13	7.13
Total Full-Time Equivalents (FTE)	50.00	50.00	51.00	(1.00)	50.00	50.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

Permit & Code Services (121-423-537)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	423,719	455,170	467,447	(58,851)	408,596	417,956
Operating	23,561	29,598	30,003	-	30,003	30,003
Transportation	2,812	5,476	5,526	-	5,526	5,526
Total Budgetary Costs	450,092	490,244	502,976	(58,851)	444,125	453,485
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
121 Growth Management	450,092	490,244	502,976	(58,851)	444,125	453,485
Total Revenues	450,092	490,244	502,976	(58,851)	444,125	453,485
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	0.61	0.61	0.61	-	0.61	0.61
Administrative Associate V	0.61	0.61	0.61	-	0.61	0.61
Combination Inspector	-	-	0.25	-	0.25	0.25
Permit & Compliance Services Dir.	0.75	0.75	0.75	-	0.75	0.75
Permit Processing Supervisor	0.61	0.61	0.50	-	0.50	0.50
Permit Technician	1.22	1.22	1.00	-	1.00	1.00
Senior Compliance Specialist	2.00	2.00	2.00	(1.00)	1.00	1.00
Code Enforcement Board Tech	0.61	0.61	0.80	-	0.80	0.80
Contractors Licensing Board Technician	0.61	0.61	0.61	-	0.61	0.61
Code Compliance Supervisor	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	8.02	8.02	8.13	(1.00)	7.13	7.13

The major variances for the FY 2014 Permit & Code Services budget are as follows:

Increases to Program Funding:

1. Communication costs in the amount of \$405.
2. Transportation cost increases associated with vehicle insurance and repairs offset by decreases in fuel for a net increase in the amount of \$50.

Decreases to Program Funding:

1. An overall decrease in Personnel Services is due to the proposed reduction of a Senior Compliance Specialist in the amount of \$58,851 as a result of the Florida Legislature's decision to close Internet Café locations. This decrease is offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. Additional increases to FTE counts reflect adjustments made to position splits between Permit and Code Services, Building Plans Review and Inspection, and DS Support Services divisions following internal review of associate workload activity. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

DS Support Services (121-424-537)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	287,769	306,651	295,091	-	295,091	301,237
Operating	14,516	36,295	30,970	-	30,970	30,970
Total Budgetary Costs	302,285	342,946	326,061	-	326,061	332,207
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
121 Growth Management	302,285	342,946	326,061	-	326,061	332,207
Total Revenues	302,285	342,946	326,061	-	326,061	332,207
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.61	1.61	1.61	-	1.61	1.61
Records Manager	0.61	0.61	0.61	-	0.61	0.61
Sr. Administrative Associate	0.95	0.95	0.85	-	0.85	0.85
Director, Development Support & Environmental Management	0.95	0.95	0.85	-	0.85	0.85
Total Full-Time Equivalents (FTE)	4.12	4.12	3.92	-	3.92	3.92

The major variances for the FY 2014 DS Support Services budget are as follows:

Decreases to Program Funding:

1. An overall decrease in Personnel Services is due to decreases to FTE counts which reflect adjustments made to position splits between DS Support Services, Permit and Code Services, and Building Plans Review and Inspection divisions following internal review of associate workload activity. This decrease is offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These decreases do not consider any employee salary adjustments.
2. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$5,325.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

Building Plans Review and Inspection (120-220-524)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	870,824	910,362	1,036,743	-	1,036,743	1,057,994
Operating	25,792	77,891	75,984	-	75,984	75,984
Transportation	24,178	38,921	30,128	-	30,128	30,128
Total Budgetary Costs	920,794	1,027,174	1,142,855	-	1,142,855	1,164,106
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
120 Building Inspection	920,794	1,027,174	1,142,855	-	1,142,855	1,164,106
Total Revenues	920,794	1,027,174	1,142,855	-	1,142,855	1,164,106
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	0.39	0.39	0.39	-	0.39	0.39
Administrative Associate V	0.78	0.78	0.78	-	0.78	0.78
Building Inspection Supervisor	1.00	1.00	1.00	-	1.00	1.00
Combination Inspector	2.00	2.00	1.75	-	1.75	1.75
Dir of Bldg. Inspection	1.00	1.00	1.00	-	1.00	1.00
Permit & Compliance Services Dir.	0.25	0.25	0.25	-	0.25	0.25
Permit Processing Supervisor	0.39	0.39	0.50	-	0.50	0.50
Permit Technician	0.78	0.78	1.00	-	1.00	1.00
Records Manager	0.39	0.39	0.39	-	0.39	0.39
Sr. Administrative Associate	0.05	0.05	0.15	-	0.15	0.15
Code Enforcement Board Tech	0.39	0.39	0.20	-	0.20	0.20
Contractors Licensing Board Technician	0.39	0.39	0.39	-	0.39	0.39
Senior Plans Examiner	2.00	2.00	2.00	-	2.00	2.00
Senior Combination Inspector	3.00	3.00	3.00	-	3.00	3.00
Director, Development Support & Environmental Management	0.05	0.05	0.15	-	0.15	0.15
Building Plans Review Administrator	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.86	12.86	13.95	-	13.95	13.95

The major variances for the FY 2014 Building Plans Review and Inspection budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. Additional increases reflect adjustments made to position splits between Building Plans Review and Inspection, Permit and Code Services, and DS Support Services divisions following internal review of associate workload activity as well as the addition of a Building Plans Review Administrator position approved by the Board on April 9, 2013. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$8,793.
2. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,892.
3. Communication costs in the amount of \$15.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

Environmental Services (121-420-537)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,170,092	1,167,075	1,212,903	-	1,212,903	1,239,553
Operating	20,556	37,307	37,584	-	37,584	37,721
Transportation	24,432	38,577	34,461	-	34,461	34,461
Total Budgetary Costs	1,215,080	1,242,959	1,284,948	-	1,284,948	1,311,735
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
121 Growth Management	1,215,080	1,242,959	1,284,948	-	1,284,948	1,311,735
Total Revenues	1,215,080	1,242,959	1,284,948	-	1,284,948	1,311,735
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Dir of Env Compliance	1.00	1.00	1.00	-	1.00	1.00
Env. Review Supervisor	1.00	1.00	1.00	-	1.00	1.00
Environmental Compliance Spec.	6.00	6.00	6.00	-	6.00	6.00
Environmental Inspection Supv.	1.00	1.00	1.00	-	1.00	1.00
Sr Environmental Engineer	2.00	2.00	2.00	-	2.00	2.00
Environmental Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Stormwater Sr. Design Analyst	1.00	1.00	1.00	-	1.00	1.00
Sr. Environmental Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

The major variances for the FY 2014 Environmental Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance.
2. Communication costs in the amount of \$277.

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$4,116.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

Development Services (121-422-537)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	532,323	591,127	574,455	-	574,455	587,463
Operating	24,187	67,910	68,070	-	68,070	68,070
Transportation	1,851	3,629	3,824	-	3,824	3,824
Total Budgetary Costs	558,362	662,666	646,349	-	646,349	659,357
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
121 Growth Management	558,362	662,666	646,349	-	646,349	659,357
Total Revenues	558,362	662,666	646,349	-	646,349	659,357
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Addressing Program Team Leader	1.00	1.00	1.00	-	1.00	1.00
Customer Services Technician	1.00	1.00	1.00	-	1.00	1.00
Development Services Admin.	1.00	1.00	1.00	-	1.00	1.00
Senior Planner	-	-	1.00	-	1.00	1.00
Dir. of Development Services	1.00	1.00	1.00	-	1.00	1.00
Planner I	2.00	2.00	2.00	-	2.00	2.00
Planner II	2.00	2.00	1.00	-	1.00	1.00
Concurrency Management Planner	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	-	9.00	9.00

The major variances for the FY 2014 Development Services budget are as follows:

Increases to Program Funding:

1. Transportation cost increases associated with vehicle insurance and repairs offset by decreases in fuel for a net increase in the amount of \$195.

Decreases to Program Funding:

1. Personnel Services costs associated with changes in personnel. This decrease is offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These decreases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$160.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Development Support & Environmental Management

DEP Storage Tank (125-866-524)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	135,632	139,030	142,528	-	142,528	145,520
Operating	988	6,089	6,089	-	6,089	6,089
Transportation	4,366	8,836	6,315	-	6,315	6,315
Total Budgetary Costs	140,985	153,955	154,932	-	154,932	157,924
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	140,985	153,955	154,932	-	154,932	157,924
Total Revenues	140,985	153,955	154,932	-	154,932	157,924
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Environmental Compliance Spec.	1.00	1.00	1.00	-	1.00	1.00
Sr. Env. Compliance Spec.	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 DEP Storage Tank budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance.

Decreases to Program Funding:

1. Transportation cost decreases associated with vehicle insurance and repairs offset by increases in fuel for a net decrease in the amount of \$2,521.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,616,844	2,779,137	2,888,530	(158,384)	2,730,146	2,791,792
Operating	4,211,760	6,092,780	6,827,117	126,083	6,953,200	7,146,335
Transportation	89,329	100,842	107,245	-	107,245	107,245
Capital Outlay	29,848	88,667	-	10,000	10,000	10,000
Total Budgetary Costs	6,947,781	9,061,426	9,822,892	(22,301)	9,800,591	10,055,372
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Facilities Management	6,873,010	8,844,178	9,590,078	(61,346)	9,528,732	9,778,425
Real Estate Management	74,771	217,248	232,814	39,045	271,859	276,947
Total Budget	6,947,781	9,061,426	9,822,892	(22,301)	9,800,591	10,055,372
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	6,354,343	8,218,670	8,984,402	(70,539)	8,913,863	9,147,854
165 Bank of America Building Operations	494,291	749,981	745,715	16,588	762,303	783,093
166 Huntington Oaks Plaza	99,147	92,775	92,775	31,650	124,425	124,425
Total Revenues	6,947,781	9,061,426	9,822,892	(22,301)	9,800,591	10,055,372
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Facilities Management	40.00	43.00	43.00	(3.00)	40.00	40.00
Real Estate Management	2.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	42.00	46.00	46.00	(3.00)	43.00	43.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,542,072	2,571,034	2,669,766	(158,384)	2,511,382	2,567,940
Operating	4,211,760	6,083,635	6,813,067	87,038	6,900,105	7,093,240
Transportation	89,329	100,842	107,245	-	107,245	107,245
Capital Outlay	29,848	88,667	-	10,000	10,000	10,000
Total Budgetary Costs	6,873,010	8,844,178	9,590,078	(61,346)	9,528,732	9,778,425
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Bank of America (165-154-519)	412,199	749,981	745,715	16,588	762,303	783,093
Bank of America (165-154-711)	44,473	-	-	-	-	-
Bank of America (165-154-712)	37,619	-	-	-	-	-
Facilities Management (001-150-519)	5,155,520	7,176,783	7,285,449	(109,584)	7,175,865	7,319,786
Facilities Management: Judicial Maintenance (001-150-712)	727,579	-	-	-	-	-
Facilities Management: Judicial Security (001-150-711)	396,473	-	-	-	-	-
Huntington Oaks Plaza Operating (166-155-519)	99,147	92,775	92,775	31,650	124,425	124,425
Public Safety Complex Facilities (001-410-529)	-	824,639	1,466,139	-	1,466,139	1,551,121
Total Budget	6,873,010	8,844,178	9,590,078	(61,346)	9,528,732	9,778,425
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	6,279,572	8,001,422	8,751,588	(109,584)	8,642,004	8,870,907
165 Bank of America Building Operations	494,291	749,981	745,715	16,588	762,303	783,093
166 Huntington Oaks Plaza	99,147	92,775	92,775	31,650	124,425	124,425
Total Revenues	6,873,010	8,844,178	9,590,078	(61,346)	9,528,732	9,778,425
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Facilities Management	39.00	39.00	39.00	(3.00)	36.00	36.00
Public Safety Complex Facilities	-	3.00	3.00	-	3.00	3.00
Bank of America	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	40.00	43.00	43.00	(3.00)	40.00	40.00

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Facilities Management (001-150-519)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,491,297	2,420,199	2,519,073	(158,384)	2,360,689	2,413,670
Operating	2,545,046	4,655,742	4,659,131	38,800	4,697,931	4,788,871
Transportation	89,329	100,842	107,245	-	107,245	107,245
Capital Outlay	29,848	-	-	10,000	10,000	10,000
Total Budgetary Costs	5,155,520	7,176,783	7,285,449	(109,584)	7,175,865	7,319,786
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	5,155,520	7,176,783	7,285,449	(109,584)	7,175,865	7,319,786
Total Revenues	5,155,520	7,176,783	7,285,449	(109,584)	7,175,865	7,319,786
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	2.00	2.00	2.00	-	2.00	2.00
Construction Manager	2.00	2.00	2.00	-	2.00	2.00
Customer Services Technician	1.00	1.00	1.00	-	1.00	1.00
Dir of Fac Mgmt & Construction	1.00	1.00	1.00	-	1.00	1.00
Fac. Maint. Superintendent	2.00	2.00	2.00	-	2.00	2.00
Facilities Planner	1.00	1.00	1.00	-	1.00	1.00
Facilities Support Tech II	17.00	17.00	17.00	(2.00)	15.00	15.00
Facilities Support Tech III	2.00	2.00	2.00	-	2.00	2.00
Mail Clerk	2.00	2.00	2.00	-	2.00	2.00
Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Parking Generalist	2.00	2.00	2.00	-	2.00	2.00
Operations Support Technician	1.00	-	-	-	-	-
Project Coordinator	1.00	1.00	1.00	(1.00)	-	-
Facilities Maintenance Supervisor	2.00	2.00	2.00	-	2.00	2.00
Fac. Operations Supervisor I	1.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	39.00	39.00	39.00	(3.00)	36.00	36.00

The major variances for the FY 2014 Facilities Management budget are as follows:

Decreases to Program Funding:

1. Costs associated with programmatic budget reductions that eliminates three positions: Project Coordinator associated with the completion of the Public Safety Complex and two Facilities Technician II positions associated with reorganization of operation and maintenance units for better efficiency. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$2,461.

Increases to Program Funding:

1. Contracts or other obligations for continuity of services (security services) in the amount of \$38,800.
2. Transportation costs associated with vehicle repairs and fuel in the amount of \$6,403.
3. Maintenance equipment in the amount of \$10,000.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Facilities Management: Judicial Security (001-150-711)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	396,473	-	-	-	-	-
Total Budgetary Costs	396,473	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	396,473	-	-	-	-	-
Total Revenues	396,473	-	-	-	-	-

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals reflect the total amount funded by the County for judicial security. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Facilities Management: Judicial Maintenance (001-150-712)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	727,579	-	-	-	-	-
Total Budgetary Costs	727,579	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	727,579	-	-	-	-	-
Total Revenues	727,579	-	-	-	-	-

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for judicial maintenance. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Public Safety Complex Facilities (001-410-529)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	99,636	103,760	-	103,760	106,285
Operating	-	636,336	1,362,379	-	1,362,379	1,444,836
Capital Outlay	-	88,667	-	-	-	-
Total Budgetary Costs	-	824,639	1,466,139	-	1,466,139	1,551,121
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	824,639	1,466,139	-	1,466,139	1,551,121
Total Revenues	-	824,639	1,466,139	-	1,466,139	1,551,121
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Facilities Support Tech II	-	2.00	2.00	-	2.00	2.00
Public Safety Complex Operations Manager	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	-	3.00	3.00	-	3.00	3.00

The major variances for the FY 2014 Public Safety Complex budget are as follows:

Budget reflects a full year's funding for the Public Safety Complex. A partial year was funded for FY 2013. These cost are jointly funded 50/50 with the City of Tallahassee. The following are additional increases programmed for FY 2014.

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Bank of America (165-154-519)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	50,775	51,199	46,933	-	46,933	47,985
Operating	361,423	698,782	698,782	16,588	715,370	735,108
Total Budgetary Costs	412,199	749,981	745,715	16,588	762,303	783,093
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
165 Bank of America Building Operations	412,199	749,981	745,715	16,588	762,303	783,093
Total Revenues	412,199	749,981	745,715	16,588	762,303	783,093
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Facilities Support Tech II	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Facilities Management: Bank of America budget are as follows:

Increases to Program Funding:

- Contracts or other obligations for continuity of services in the amount of \$16,588 including:
Security monitoring services \$4,233
Utility Services \$12,355

Decreases to Program Funding:

- Costs associated with changes in employee healthcare coverage. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Bank of America (165-154-711)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	44,473	-	-	-	-	-
Total Budgetary Costs	44,473	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
165 Bank of America Building Operations	44,473	-	-	-	-	-
Total Revenues	44,473	-	-	-	-	-

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals reflect the total amount funded by the County for Clerk of Courts Finance. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Bank of America (165-154-712)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	37,619	-	-	-	-	-
Total Budgetary Costs	37,619	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
165 Bank of America Building Operations	37,619	-	-	-	-	-
Total Revenues	37,619	-	-	-	-	-

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals reflect the total amount funded by the County for Clerk of Courts Finance maintenance. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Facilities Management - Huntington Oaks Plaza Operating (166-155-519)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	99,147	92,775	92,775	31,650	124,425	124,425
Total Budgetary Costs	99,147	92,775	92,775	31,650	124,425	124,425
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
166 Huntington Oaks Plaza	99,147	92,775	92,775	31,650	124,425	124,425
Total Revenues	99,147	92,775	92,775	31,650	124,425	124,425

The major variances for the FY 2014 Facilities Management: Huntington Oaks Plaza budget are as follows:

Increases to Program Funding:

1. Contracts or other obligations for continuity of services in the amount of \$31,650 including:
 - Broker fees \$16,000
 - Parking lot service (street sweeping) \$3,600
 - Increased contingency \$5,450
 - Mail box maintenance \$1,500
 - Increase recycling dumpster fees \$5,100

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of Facilities Management

Real Estate Management (001-156-519)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	74,771	208,103	218,764	-	218,764	223,852
Operating	-	9,145	14,050	39,045	53,095	53,095
Total Budgetary Costs	74,771	217,248	232,814	39,045	271,859	276,947
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	74,771	217,248	232,814	39,045	271,859	276,947
Total Revenues	74,771	217,248	232,814	39,045	271,859	276,947
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Right-of-Way Agent	-	1.00	-	-	-	-
Real Estate Manager	1.00	1.00	1.00	-	1.00	1.00
Real Estate Specialist	1.00	1.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2014 Real Estate Management budget are as follows:

Increases to Program Funding:

- Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
- Contracts or other obligations for continuity of services in the amount of \$39,045 including:
 - Travel (local mileage and real estate seminar) \$2,045
 - Property taxes \$5,000
 - Solid Waste ad valorem assessments (amounts includes \$12,400 realigned from Non Departmental) \$26,000
 - Office supplies \$500
 - Increased operating supplies costs (property tracking software, materials for site clean-ups and materials to secure building/property) \$3,000
 - Professional license fees (real estate, broker and notary) \$2,500

Decreases to Program Funding:

- Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$2,685.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Department of PLACE

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	160,581	135,492	123,825	-	123,825	126,527
Operating	21,330	35,000	25,000	-	25,000	25,000
Capital Outlay	8,035	-	-	-	-	-
Grants-in-Aid	752,828	751,445	770,000	-	770,000	770,000
Total Budgetary Costs	<u>942,774</u>	<u>921,937</u>	<u>918,825</u>	<u>-</u>	<u>918,825</u>	<u>921,527</u>
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Planning Department	881,793	860,855	859,679	-	859,679	860,974
Blueprint 2000	60,981	61,082	59,146	-	59,146	60,553
Total Budget	<u>942,774</u>	<u>921,937</u>	<u>918,825</u>	<u>-</u>	<u>918,825</u>	<u>921,527</u>
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	942,774	921,937	918,825	-	918,825	921,527
Total Revenues	<u>942,774</u>	<u>921,937</u>	<u>918,825</u>	<u>-</u>	<u>918,825</u>	<u>921,527</u>
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Blueprint 2000	1.00	1.00	1.00	-	1.00	1.00
Capital Reg. Trans. Planning Agency	2.00	2.00	-	-	-	-
Planning Department	28.00	26.00	26.00	-	26.00	26.00
Total Full-Time Equivalents (FTE)	<u>31.00</u>	<u>29.00</u>	<u>27.00</u>	<u>-</u>	<u>27.00</u>	<u>27.00</u>

The Capital Regional Transportation Planning Agency staff and budget were realigned to other non-operating in FY 2014.

Leon County Fiscal Year 2014 Proposed Budget

Department of PLACE

Planning Department (001-817-515)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	99,599	74,410	64,679	-	64,679	65,974
Operating	21,330	35,000	25,000	-	25,000	25,000
Capital Outlay	8,035	-	-	-	-	-
Grants-in-Aid	752,828	751,445	770,000	-	770,000	770,000
Total Budgetary Costs	881,793	860,855	859,679	-	859,679	860,974
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	881,793	860,855	859,679	-	859,679	860,974
Total Revenues	881,793	860,855	859,679	-	859,679	860,974
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Executive Secretary	1.00	1.00	1.00	-	1.00	1.00
GIS Coordinator	2.00	2.00	2.00	-	2.00	2.00
Planner	1.00	-	-	-	-	-
Planner II	10.00	10.00	10.00	-	10.00	10.00
Transportation Planner	1.00	-	-	-	-	-
Director	1.00	1.00	1.00	-	1.00	1.00
Graphics & Mapping Specialist	1.00	1.00	1.00	-	1.00	1.00
Supervisor-Planning Research	1.00	1.00	1.00	-	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	-	1.00	1.00
Secretary IV	3.00	3.00	3.00	-	3.00	3.00
Land Use Planning Administrator	1.00	1.00	1.00	-	1.00	1.00
Community Involvement Planner	2.00	2.00	2.00	-	2.00	2.00
Manager, Special Project Planning	1.00	1.00	1.00	-	1.00	1.00
Comprehensive & Environmental Admin	1.00	1.00	1.00	-	1.00	1.00
Manager, Comprehensive Planning	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	28.00	26.00	26.00	-	26.00	26.00

The personnel budget was established for one Planning employee opting for County benefits. The remaining operating budget reflects the County's share of Planning costs.

The major variances for the FY 2014 Planning Department budget are as follows:

Decreases to Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. County share of rent obligation to City for continuity of services in the amount of \$10,000.
3. Costs associated with reductions of population in the unincorporated areas, which reduced county share of planning budget in the amount of \$18,555.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget**Department of PLACE****Blueprint 2000 (001-403-515)**

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	60,981	61,082	59,146	-	59,146	60,553
Total Budgetary Costs	60,981	61,082	59,146	-	59,146	60,553
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	60,981	61,082	59,146	-	59,146	60,553
Total Revenues	60,981	61,082	59,146	-	59,146	60,553
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Legal Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Budget was established for one Blueprint 2000 employee opting for County benefits as allowed by the interlocal agreement establishing the agency. Blueprint 2000 will reimburse personnel costs to the County on an annual basis.

The major variances for the FY 2014 Blueprint 2000 budget are as follows:

Decreases to Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,016,162	964,231	958,149	-	958,149	978,381
Operating	186,420	232,138	236,244	-	236,244	238,945
Transportation	3,017	10,007	4,842	-	4,842	4,842
Capital Outlay	10,386	-	-	-	-	-
Total Budgetary Costs	1,215,985	1,206,376	1,199,235	-	1,199,235	1,222,168
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Office of Management and Budget	557,197	576,090	594,044	-	594,044	608,182
Purchasing	457,583	400,796	373,746	-	373,746	380,387
Risk Management	201,205	229,490	231,445	-	231,445	233,599
Total Budget	1,215,985	1,206,376	1,199,235	-	1,199,235	1,222,168
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,014,780	976,886	967,790	-	967,790	988,569
501 Insurance Service	201,205	229,490	231,445	-	231,445	233,599
Total Revenues	1,215,985	1,206,376	1,199,235	-	1,199,235	1,222,168
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Office of Management and Budget	7.90	7.00	7.00	-	7.00	7.00
Purchasing	7.00	6.00	6.00	-	6.00	6.00
Risk Management	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	15.90	14.00	14.00	-	14.00	14.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Office of Management & Budget (001-130-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	481,325	503,400	516,858	-	516,858	528,295
Operating	65,487	72,690	77,186	-	77,186	79,887
Capital Outlay	10,386	-	-	-	-	-
Total Budgetary Costs	557,197	576,090	594,044	-	594,044	608,182
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	557,197	576,090	594,044	-	594,044	608,182
Total Revenues	557,197	576,090	594,044	-	594,044	608,182
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Management & Budget Analyst	2.00	2.00	2.00	-	2.00	2.00
Assistant County Administrator	0.90	-	-	-	-	-
Management & Budget Technician	1.00	1.00	1.00	-	1.00	1.00
Dir. of Fin. Stewardship	1.00	1.00	1.00	-	1.00	1.00
Sr Management & Budget Analyst	2.00	2.00	1.00	-	1.00	1.00
Principal Management & Budget Analyst	1.00	1.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	7.90	7.00	7.00	-	7.00	7.00

The major variances for the FY 2014 Office of Management & Budget's budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Salary increase associated with staff turnover in the amount of \$14,512.
3. Contracts or other obligations for continuity of services in the amount of \$10,147 including: GovMax licensing software agreement increase of 3% (1,147). GovMax support realigned from the CIP budget to the operating budget in the amount of \$9,000.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$6,796.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Purchasing Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	440,125	365,445	343,980	-	343,980	350,621
Operating	14,441	25,344	24,924	-	24,924	24,924
Transportation	3,017	10,007	4,842	-	4,842	4,842
Total Budgetary Costs	457,583	400,796	373,746	-	373,746	380,387
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Procurement (001-140-513)	294,938	230,626	281,950	-	281,950	286,965
Property Control (001-142-513)	43,263	47,026	-	-	-	-
Warehouse (001-141-513)	119,382	123,144	91,796	-	91,796	93,422
Total Budget	457,583	400,796	373,746	-	373,746	380,387
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	457,583	400,796	373,746	-	373,746	380,387
Total Revenues	457,583	400,796	373,746	-	373,746	380,387
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Procurement	4.00	3.00	4.00	-	4.00	4.00
Warehouse	2.00	2.00	2.00	-	2.00	2.00
Property Control	1.00	1.00	-	-	-	-
Total Full-Time Equivalent (FTE)	7.00	6.00	6.00	-	6.00	6.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Purchasing - Procurement (001-140-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	283,309	211,311	257,988	-	257,988	263,003
Operating	11,629	19,315	22,120	-	22,120	22,120
Transportation	-	-	1,842	-	1,842	1,842
Total Budgetary Costs	294,938	230,626	281,950	-	281,950	286,965
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	294,938	230,626	281,950	-	281,950	286,965
Total Revenues	294,938	230,626	281,950	-	281,950	286,965
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Dir of Purchasing	1.00	1.00	1.00	-	1.00	1.00
Property Control Specialist	-	-	1.00	-	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	-	1.00	1.00
Contract Manager	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	4.00	3.00	4.00	-	4.00	4.00

The major variances for the FY 2014 Procurement budget are as follows:

Increases to Program Funding:

1. Costs associated with the Purchasing Division reorganization that consolidates Property Control with Procurement and realigns the Property Control Specialist position to Procurement in the amount of \$45,666. Additional increases are reflected in the County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. With the inclusion of \$3,470 in FY13 Operating expenditures from Property Control, a net decrease results from rental and leasing costs associated with savings from the county-wide centralization of copier services and Communication costs in the amount of \$665.
2. With the inclusion of \$2,052 in FY13 Transportation expenditures from Property Control, a net decrease results from costs associated with vehicle insurance, repairs, and fuel in the amount of \$210.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Purchasing - Warehouse (001-141-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	115,461	112,630	85,992	-	85,992	87,618
Operating	1,912	2,559	2,804	-	2,804	2,804
Transportation	2,009	7,955	3,000	-	3,000	3,000
Total Budgetary Costs	119,382	123,144	91,796	-	91,796	93,422
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	119,382	123,144	91,796	-	91,796	93,422
Total Revenues	119,382	123,144	91,796	-	91,796	93,422
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Materials Management Spec.	1.00	2.00	2.00	-	2.00	2.00
Warehouse Supervisor	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 Warehouse budget are as follows:

Increases to Program Funding:

1. Contracts or other obligations for uniforms and safety shoes in the amount of \$245

Decreases to Program Funding:

1. Personnel Services costs associated with changes in personnel. This decrease is offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These decreases do not consider any employee salary adjustments.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$4,955.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Purchasing - Property Control (001-142-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	41,355	41,504	-	-	-	-
Operating	900	3,470	-	-	-	-
Transportation	1,008	2,052	-	-	-	-
Total Budgetary Costs	43,263	47,026	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	43,263	47,026	-	-	-	-
Total Revenues	43,263	47,026	-	-	-	-
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Property Control Specialist	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	1.00	1.00	-	-	-	-

The major variances for the FY 2014 Property Control budget are as follows:

Costs associated with the Purchasing Division reorganization that consolidates Property Control with Procurement and realigns the Property Control Specialist position with corresponding Operating and Transportation expenditures can be found within Procurement.

Leon County Fiscal Year 2014 Proposed Budget

Office of Financial Stewardship

Risk Management (501-132-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	94,713	95,386	97,311	-	97,311	99,465
Operating	106,492	134,104	134,134	-	134,134	134,134
Total Budgetary Costs	201,205	229,490	231,445	-	231,445	233,599
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
501 Insurance Service	201,205	229,490	231,445	-	231,445	233,599
Total Revenues	201,205	229,490	231,445	-	231,445	233,599
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Risk Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Risk Management budget are as follows:

Increase to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,283,973	1,303,152	1,270,333	-	1,270,333	1,297,089
Operating	1,496,099	1,786,831	1,754,142	239,928	1,994,070	1,994,070
Transportation	-	4,510	6,823	-	6,823	6,823
Capital Outlay	2,340	-	-	-	-	-
Grants-in-Aid	1,622,144	1,701,403	1,854,991	36,350	1,891,341	1,914,330
Total Budgetary Costs	4,404,556	4,795,896	4,886,289	276,278	5,162,567	5,212,312
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Tourism Development	3,539,737	3,856,109	3,947,915	276,278	4,224,193	4,263,691
Economic Dev./Intergov Affairs	683,666	707,983	718,174	-	718,174	725,399
M/W Small Business Enterprise	181,153	231,804	220,200	-	220,200	223,222
Total Budget	4,404,556	4,795,896	4,886,289	276,278	5,162,567	5,212,312
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,014,819	1,089,787	1,088,374	-	1,088,374	1,098,621
160 Tourism Development	3,389,737	3,706,109	3,797,915	276,278	4,074,193	4,113,691
Total Revenues	4,404,556	4,795,896	4,886,289	276,278	5,162,567	5,212,312
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Economic Dev./Intergov Affairs	4.00	4.00	4.00	-	4.00	4.00
M/W Small Business Enterprise	2.00	2.00	2.00	-	2.00	2.00
Tourism Development	10.00	10.00	10.00	-	10.00	10.00
Total Full-Time Equivalents (FTE)	16.00	16.00	16.00	-	16.00	16.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Tourism Development	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Economic Development/Intergovernmental Affairs Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	331,425	332,054	342,085	-	342,085	349,310
Operating	152,741	176,429	176,589	-	176,589	176,589
Grants-in-Aid	199,500	199,500	199,500	86,350	285,850	285,850
Total Budgetary Costs	683,666	707,983	718,174	86,350	804,524	811,749
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Economic Dev./Intergov.I Affairs (001-114-512)	484,166	508,483	518,674	-	518,674	525,899
Line Item - Economic Development (001-888-552)	199,500	199,500	199,500	-	199,500	199,500
Line Item - Special Events (160-888-574)	-	-	-	86,350	86,350	86,350
Total Budget	683,666	707,983	718,174	86,350	804,524	811,749
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	683,666	707,983	718,174	-	718,174	725,399
160 Tourism Development	-	-	-	86,350	86,350	86,350
Total Revenues	683,666	707,983	718,174	86,350	804,524	811,749
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Economic Development/Intergovernmental Affairs	4.00	4.00	4.00	-	4.00	4.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	-	4.00	4.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Economic Dev./Intergov. Affairs - Economic Dev./Intergov. Affairs (001-114-512)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	331,425	332,054	342,085	-	342,085	349,310
Operating	152,741	176,429	176,589	-	176,589	176,589
Total Budgetary Costs	484,166	508,483	518,674	-	518,674	525,899
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	484,166	508,483	518,674	-	518,674	525,899
Total Revenues	484,166	508,483	518,674	-	518,674	525,899
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants Program Coordinator	1.00	1.00	1.00	-	1.00	1.00
Special Projects Coordinator	-	1.00	1.00	-	1.00	1.00
Management Intern	1.00	1.00	1.00	-	1.00	1.00
Director, Office of Econ. Dev & Bus. Partnerships	-	1.00	1.00	-	1.00	1.00
Director, Office of Econ. Dev & Bus. Partnerships	1.00	-	-	-	-	-
Intergovernmental Affairs Coordinator	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	-	4.00	4.00

The major variances for the FY 2014 Economic Development/Intergovernmental Affairs budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$160.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Economic Dev./Intergov. Affairs - Line Item - Economic Development (001-888-552)

Major Variances

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	199,500	199,500	199,500	-	199,500	199,500
Total Budgetary Costs	199,500	199,500	199,500	-	199,500	199,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	199,500	199,500	199,500	-	199,500	199,500
Total Revenues	199,500	199,500	199,500	-	199,500	199,500

Budget was established for contracted funding of the Economic Development Council (EDC) for services such as job creation, capital investment, and the local match investment for EFI-Qualified Target Industries (QTI).

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Minority/Women Small Business Enterprise (001-112-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	142,175	143,945	132,291	-	132,291	135,313
Operating	38,978	87,859	87,909	-	87,909	87,909
Total Budgetary Costs	181,153	231,804	220,200	-	220,200	223,222
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	181,153	231,804	220,200	-	220,200	223,222
Total Revenues	181,153	231,804	220,200	-	220,200	223,222
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
MWSBE Analyst	1.00	1.00	1.00	-	1.00	1.00
MWSBE Director	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 Minority/Women Small Business Enterprise budget are as follows:

Increases to Program Funding:

1. Communication costs in the amount of \$50.

Decreases in Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	810,373	827,153	795,957	-	795,957	812,466
Operating	1,304,380	1,522,543	1,489,644	239,928	1,729,572	1,729,572
Transportation	-	4,510	6,823	-	6,823	6,823
Capital Outlay	2,340	-	-	-	-	-
Grants-in-Aid	1,422,644	1,501,903	1,655,491	36,350	1,691,841	1,714,830
Total Budgetary Costs	3,539,737	3,856,109	3,947,915	276,278	4,224,193	4,263,691
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
1 Cent Expenses (160-305-552)	521,494	820,800	824,743	-	824,743	857,732
Administration (160-301-552)	446,917	514,499	475,062	4,500	479,562	485,963
Advertising (160-302-552)	754,319	843,000	843,000	99,428	942,428	942,428
Council on Culture & Arts (COCA) (160-888-573)	504,500	354,500	504,500	-	504,500	504,500
Line Item - COCA Administration (001-888-573)	150,000	150,000	150,000	-	150,000	150,000
Line Item - Special Events (160-888-574)	-	-	-	36,350	36,350	36,350
Marketing (160-303-552)	946,048	1,023,310	990,610	136,000	1,126,610	1,136,718
Special Projects (160-304-552)	216,458	150,000	160,000	-	160,000	150,000
Total Budget	3,539,737	3,856,109	3,947,915	276,278	4,224,193	4,263,691
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
160 Tourism Development	3,389,737	3,706,109	3,797,915	276,278	4,074,193	4,113,691
Total Revenues	3,539,737	3,856,109	3,947,915	276,278	4,224,193	4,263,691
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administration	3.00	3.00	3.00	-	3.00	3.00
Marketing	7.00	7.00	7.00	-	7.00	7.00
Total Full-Time Equivalents (FTE)	10.00	10.00	10.00	-	10.00	10.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administration	0.50	0.50	0.50	-	0.50	0.50
Marketing	0.50	0.50	0.50	-	0.50	0.50
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Line Item - COCA Administration (001-888-573)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	150,000	150,000	150,000	-	150,000	150,000
Total Budgetary Costs	150,000	150,000	150,000	-	150,000	150,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
Total Revenues	150,000	150,000	150,000	-	150,000	150,000

Budget established to support Cultural re-granting administrative costs from the general fund.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Administration (160-301-552)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	312,988	320,629	299,280	-	299,280	305,681
Operating	133,929	189,360	168,959	4,500	173,459	173,459
Transportation	-	4,510	6,823	-	6,823	6,823
Total Budgetary Costs	446,917	514,499	475,062	4,500	479,562	485,963
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	446,917	514,499	475,062	4,500	479,562	485,963
Total Revenues	446,917	514,499	475,062	4,500	479,562	485,963
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Assistant to the Executive Director	1.00	1.00	1.00	-	1.00	1.00
Executive Director	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
TDC Consolidated OPS	0.50	0.50	0.50	-	0.50	0.50
Total OPS Full-Time Equivalents (FTE)	0.50	0.50	0.50	-	0.50	0.50

The major variances for the FY 2014 Tourist Development Administration budget are as follows:

Increases to Program Funding:

1. Contracts or other obligations for continuity of services in the amount of \$4,500 for the DMAI calculator which measures the economic value of an event and calculates its return on investment to local taxes.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$2,313.

Decreases to Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Advertising (160-302-552)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	754,319	843,000	843,000	99,428	942,428	942,428
Total Budgetary Costs	<u>754,319</u>	<u>843,000</u>	<u>843,000</u>	<u>99,428</u>	<u>942,428</u>	<u>942,428</u>
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	754,319	843,000	843,000	99,428	942,428	942,428
Total Revenues	<u>754,319</u>	<u>843,000</u>	<u>843,000</u>	<u>99,428</u>	<u>942,428</u>	<u>942,428</u>

The major variances for the FY 2014 Tourist Development Advertising budget are as follows:

Increases to Program Funding:

1. Costs associated with the department's advertising efforts related to the Amphitheater and Trailhassee in the amount of \$99,428. for Advertising for Trailhassee in niche publications (60,000); Trailhassee website enhancements (8,000); Website development for the Amphitheater at Cascades Park (23,428) and press event to kick off Amphitheater opening (8,000).

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Marketing (160-303-552)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	497,385	506,524	496,677	-	496,677	506,785
Operating	416,132	490,183	477,685	136,000	613,685	613,685
Capital Outlay	2,340	-	-	-	-	-
Grants-in-Aid	30,192	26,603	16,248	-	16,248	16,248
Total Budgetary Costs	946,048	1,023,310	990,610	136,000	1,126,610	1,136,718
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	946,048	1,023,310	990,610	136,000	1,126,610	1,136,718
Total Revenues	946,048	1,023,310	990,610	136,000	1,126,610	1,136,718
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Senior Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Marketing Communications Manager	1.00	1.00	1.00	-	1.00	1.00
Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Leisure Travel Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Marketing Manager	1.00	1.00	1.00	-	1.00	1.00
Meetings & Conventions Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
TDC Consolidated OPS	0.50	0.50	0.50	-	0.50	0.50
Total OPS Full-Time Equivalents (FTE)	0.50	0.50	0.50	-	0.50	0.50

The major variances for the FY 2014 Marketing budget are as follows:

Increases to Program Funding:

1. Increases in Marketing charges related to the Management Contract for the Amphitheater in the amount of \$66,000 and other current charges for Amphitheater Programming and Utilities in the amount of \$70,000 for a total \$136,000 increase.

Decreases to Program Funding:

- Costs associated with a decrease in Personnel Services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
- Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,498.
- Costs associated with programmatic (and/or service level) budget reductions such as Sponsorships & Contributions in the amount of \$10,355.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Special Projects (160-304-552)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	216,458	150,000	160,000	-	160,000	150,000
Total Budgetary Costs	216,458	150,000	160,000	-	160,000	150,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	216,458	150,000	160,000	-	160,000	150,000
Total Revenues	216,458	150,000	160,000	-	160,000	150,000

The major variance for the FY 2014 Tourist Development Special Projects budget are as follows:

Increases to Program Funding:

1. Mock Trial event at the courthouse in the amount of \$10,000.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - 1 Cent Expenses (160-305-552)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	521,494	820,800	824,743	-	824,743	857,732
Total Budgetary Costs	521,494	820,800	824,743	-	824,743	857,732
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	521,494	820,800	824,743	-	824,743	857,732
Total Revenues	521,494	820,800	824,743	-	824,743	857,732

The Tourist Development 1 Cent Expenses budget funds the Performing Arts Center. Revenue for this expenditure is derived from the 4th cent tourist development bed tax. The major variances for the FY 2014 budget are as follows:

Decreases to Program Funding:

1. The increase in expenditures is associated with a estimated revenue increase from \$820,800 per penny in FY13 to \$824,743 in FY14.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Council on Culture & Arts (COCA) (160-888-573)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	504,500	354,500	504,500	-	504,500	504,500
Total Budgetary Costs	504,500	354,500	504,500	-	504,500	504,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	504,500	354,500	504,500	-	504,500	504,500
Total Revenues	504,500	354,500	504,500	-	504,500	504,500

Budget reflects annual maximum grant level funding approved by Board to support Cultural re-granting funds from the Tourist Development 4-cent bed tax.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Economic Development & Business Partnerships

Tourism Development - Line Item - Special Events (160-888-574)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	-	-	-	84,500	84,500	-
Total Budgetary Costs	-	-	-	84,500	84,500	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
160 Tourism Development	-	-	-	84,500	84,500	-
Total Revenues	-	-	-	84,500	84,500	-

The major variances for the FY 2014 Tourism Development Line Item budget are as follows:

Increases to Program Funding:

1. Costs associated with support of the Red Hills International Horse Trials in the amount of \$84,500.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	12,810,606	13,195,839	13,351,606	347,159	13,698,765	13,958,688
Operating	4,877,472	6,150,612	6,172,186	108,837	6,281,023	6,401,732
Transportation	838,915	1,017,165	832,601	-	832,601	846,245
Capital Outlay	832,258	794,555	657,005	25,128	682,133	622,505
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	19,430,501	21,229,421	21,084,648	481,124	21,565,772	21,900,420
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Library Services	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
Emergency Medical Services	12,730,719	13,544,092	13,420,304	470,430	13,890,734	14,097,006
Animal Services	553,860	1,165,688	1,121,354	4,914	1,126,268	1,134,656
Total Budget	19,430,501	21,229,421	21,084,648	481,124	21,565,772	21,900,420
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
135 Emergency Medical Services	12,730,719	13,544,092	13,420,304	470,430	13,890,734	14,097,006
140 Municipal Service	553,860	1,165,688	1,121,354	4,914	1,126,268	1,134,656
Total Revenues	19,430,501	21,229,421	21,084,648	481,124	21,565,772	21,900,420
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Animal Services	7.00	7.00	7.00	-	7.00	7.00
Emergency Medical Services	111.45	107.10	107.20	-	107.20	107.20
Library Services	103.70	103.70	103.70	-	103.70	103.70
Total Full-Time Equivalents (FTE)	222.15	217.80	217.90	-	217.90	217.90
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Library Services	1.00	1.00	1.00	-	1.00	1.00
Emergency Medical Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Library Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	4,679,906	5,052,649	5,071,869	-	5,071,869	5,184,704
Operating	710,500	821,738	826,327	-	826,327	839,260
Transportation	16,268	22,749	22,289	-	22,289	22,289
Capital Outlay	739,248	622,505	622,505	5,780	628,285	622,505
Total Budgetary Costs	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Lib - Policy, Planning, & Operations (001-240-571)	772,550	889,927	903,854	-	903,854	925,182
Library Collection Services (001-242-571)	781,853	814,986	823,244	-	823,244	838,473
Library Extension Services (001-243-571)	2,177,472	2,332,415	2,367,474	-	2,367,474	2,417,344
Library Public Services (001-241-571)	2,414,047	2,482,313	2,448,418	5,780	2,454,198	2,487,759
Total Budget	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
Total Revenues	6,145,922	6,519,641	6,542,990	5,780	6,548,770	6,668,758
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Lib - Policy, Planning, & Operations	6.00	6.00	6.00	-	6.00	6.00
Library Public Services	36.70	38.70	38.20	-	38.20	38.20
Library Collection Services	13.50	13.00	13.00	-	13.00	13.00
Library Extension Services	47.50	46.00	46.50	-	46.50	46.50
Total Full-Time Equivalents (FTE)	103.70	103.70	103.70	-	103.70	103.70
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Library Public Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget**Office of Public Services****Library Services - Lib - Policy, Planning, & Operations (001-240-571)**

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	371,746	407,941	420,991	-	420,991	429,944
Operating	400,804	481,986	482,863	-	482,863	495,238
Total Budgetary Costs	772,550	889,927	903,854	-	903,854	925,182
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	772,550	889,927	903,854	-	903,854	925,182
Total Revenues	772,550	889,927	903,854	-	903,854	925,182
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administration & Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate VI	1.00	1.00	1.00	-	1.00	1.00
Library Budget & Collection Development Manager	1.00	1.00	1.00	-	1.00	1.00
Library Director	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2014 Library Policy, Planning, & Operations budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$1,035.
3. Contracts or other obligations for continuity of services in the amount of \$877 offset by decreases in postage and the elimination of Barkley Security services.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$11,617.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Library Services - Library Public Services (001-241-571)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,635,304	1,819,440	1,785,545	-	1,785,545	1,824,886
Operating	39,495	40,368	40,368	-	40,368	40,368
Capital Outlay	739,248	622,505	622,505	5,780	628,285	622,505
Total Budgetary Costs	2,414,047	2,482,313	2,448,418	5,780	2,454,198	2,487,759
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	2,414,047	2,482,313	2,448,418	5,780	2,454,198	2,487,759
Total Revenues	2,414,047	2,482,313	2,448,418	5,780	2,454,198	2,487,759
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
	-	1.00	-	-	-	-
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Applications Dev. Analyst	-	1.00	1.00	-	1.00	1.00
Computer Support Technician	1.00	1.00	1.00	-	1.00	1.00
Information Professional	9.00	9.50	9.50	-	9.50	9.50
Library Assistant	9.70	5.50	5.00	-	5.00	5.00
Library Services Coordinator	3.00	3.00	3.00	-	3.00	3.00
Library Services Specialist	2.00	3.00	3.00	-	3.00	3.00
Library Services Specialist	-	1.50	1.00	-	1.00	1.00
Sr. Library Assistant	4.00	2.20	2.70	-	2.70	2.70
Sr. Library Assistant	7.00	9.00	10.00	-	10.00	10.00
Sr. Library Services Specialist	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	36.70	38.70	38.20	-	38.20	38.20
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Library Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Library Public Services budget are as follows:

Increases to Program Funding:

1. Capital Outlay for buffing machine to polish library DVD's and CDs in the amount of \$5,780.

Decreases to Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Position realignment of 0.5 FTE to Library Extension Services, to make a part-time position full-time.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Library Services - Library Collection Services (001-242-571)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	620,853	635,279	644,058	-	644,058	659,287
Operating	149,528	162,382	162,382	-	162,382	162,382
Transportation	11,472	17,325	16,804	-	16,804	16,804
Total Budgetary Costs	781,853	814,986	823,244	-	823,244	838,473
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	781,853	814,986	823,244	-	823,244	838,473
Total Revenues	781,853	814,986	823,244	-	823,244	838,473
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Courier	1.50	1.00	1.00	-	1.00	1.00
Information Professional	1.00	1.00	1.00	-	1.00	1.00
Library Services Manager	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	8.00	8.00	8.00	-	8.00	8.00
Sr. Library Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	13.50	13.00	13.00	-	13.00	13.00

The major variances for the FY 2014 Library Collection Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$521.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Library Services - Library Extension Services (001-243-571)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,052,003	2,189,989	2,221,275	-	2,221,275	2,270,587
Operating	120,672	137,002	140,714	-	140,714	141,272
Transportation	4,796	5,424	5,485	-	5,485	5,485
Total Budgetary Costs	2,177,472	2,332,415	2,367,474	-	2,367,474	2,417,344
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	2,177,472	2,332,415	2,367,474	-	2,367,474	2,417,344
Total Revenues	2,177,472	2,332,415	2,367,474	-	2,367,474	2,417,344
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Information Professional	11.00	9.00	9.50	-	9.50	9.50
Library Assistant	7.50	6.00	6.50	-	6.50	6.50
Library Services Coordinator	6.00	7.00	7.00	-	7.00	7.00
Library Services Manager	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	4.00	2.00	1.50	-	1.50	1.50
Library Services Specialist	2.00	4.00	5.00	-	5.00	5.00
Library Special Services Coordinator	2.00	3.00	3.00	-	3.00	3.00
Literacy Project Coordinator	1.00	1.00	1.00	-	1.00	1.00
Sr. Library Assistant	7.00	5.00	4.00	-	4.00	4.00
Sr. Library Assistant	6.00	7.00	7.00	-	7.00	7.00
Sr. Library Services Specialist	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	47.50	46.00	46.50	-	46.50	46.50

The major variances for the FY 2014 Library Extension Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Operating cost increases in rentals and leases, repairs and maintenance and vehicle repair in the amount of \$3,712.
3. Position realignment of .5 FTE from Public Services to make a part-time position full time.

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$61.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Emergency Medical Services (135-185-526)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	7,734,646	7,733,474	7,868,260	347,159	8,215,419	8,354,119
Operating	4,134,744	4,720,037	4,776,299	103,923	4,880,222	4,987,998
Transportation	768,319	918,531	741,245	-	741,245	754,889
Capital Outlay	93,010	172,050	34,500	19,348	53,848	-
Total Budgetary Costs	12,730,719	13,544,092	13,420,304	470,430	13,890,734	14,097,006
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
135 Emergency Medical Services MSTU	12,730,719	13,544,092	13,420,304	470,430	13,890,734	14,097,006
Total Revenues	12,730,719	13,544,092	13,420,304	470,430	13,890,734	14,097,006
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
EMS Director	1.00	1.00	1.00	-	1.00	1.00
EMS Division Manager	2.00	2.00	2.00	-	2.00	2.00
EMS Field Operations Supervisor	6.00	6.00	6.00	-	6.00	6.00
EMS System Controller	4.25	4.00	4.00	-	4.00	4.00
EMS Staff Assistant	3.00	2.00	2.00	-	2.00	2.00
Emergency Medical Technician	28.00	22.00	18.00	-	18.00	18.00
Paramedic	55.00	57.00	61.00	-	61.00	61.00
EMS Supply Technician	2.00	2.00	2.00	-	2.00	2.00
EMS Quality Improv. & Educ. Manager	1.00	1.00	1.00	-	1.00	1.00
EMS Billing Coordinator	1.00	1.00	1.00	-	1.00	1.00
Medical Director	1.00	1.00	1.00	-	1.00	1.00
EMT/Paramedic Part-Time	-	-	1.20	-	1.20	1.20
EMT/Paramedic Part-Time	7.20	7.10	6.00	-	6.00	6.00
Financial Analyst	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	111.45	107.10	107.20	-	107.20	107.20
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
EMS Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Emergency Medical Services (135-185-526)

The major variances for the FY 2014 Emergency Medical Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Position reclasses effective October 1, 2013 in the amount of \$347,159, adjustments for Critical Care Differentials. An entire market review was done for the first time in over 10 years; Since the inception of the EMS system entry level salaries had not been adjusted for paramedical EMTs. The adjustments are critical to ensure Leon County properly compensates our first responders to continue to have the highest performing system.
3. Position reclassified from PT EMT to PT Paramedic and increased .10 FTE from .50 to .60 FTE.
4. Costs associated with the obligations for continuity of services such as equipment for training in the amount of \$26,650 including: 600 CPR Anytime kits: \$18,000, Venue: \$2,000, Audio/Visual: \$1,500, Advertising: \$3,500, Food: \$250, T-shirts: \$1,000, Signage: \$200, Certificate's/Awards: \$200) to fund the Press the Chest Event. And \$77,273 for annual physicals, biohazard disposal, shoes and American Ambulance Association membership fee. \$19,348 for in-house training equipment for EMT and Paramedics (Cardiac – 2 mannequins at \$2,600 each = \$5,200, Peds- 2 mannequins at \$1,580 each = \$3,160, Infant – 2 mannequins at \$694 each = \$1,388, IO – 2 mannequins at \$350 each = \$700, Airway – 2 mannequins at \$2,500 each = \$5,000, EKG Generator – 4 at \$975 each = \$3,900)

Decreases to Program Funding:

1. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$176,958.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Public Services

Animal Services (140-201-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	396,054	409,716	411,477	-	411,477	419,865
Operating	32,227	608,837	569,560	4,914	574,474	574,474
Transportation	54,328	75,885	69,067	-	69,067	69,067
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	553,860	1,165,688	1,121,354	4,914	1,126,268	1,134,656
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
140 Municipal Service	553,860	1,165,688	1,121,354	4,914	1,126,268	1,134,656
Total Revenues	553,860	1,165,688	1,121,354	4,914	1,126,268	1,134,656
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Animal Control Officer	4.00	4.00	-	-	-	-
Director of Animal Control	1.00	1.00	1.00	-	1.00	1.00
Sr. Animal Control Officer	1.00	1.00	5.00	-	5.00	5.00
Total Full-Time Equivalent (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2014 Animal Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$4,914 for required animal cruelty investigation certification training.

Decreases to Program Funding:

1. A preliminary decrease of \$38,323 associated with the Animal Shelter Contract with the City due to an estimated decrease in the County's percentage of intake animals at the shelter for FY12, which is the basis for determining the FY14 budget. Final adjustments will be made in conjunction with the City's budget process for Animal Shelter funding.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$6,818.
3. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$819.
4. Communication costs in the amount of \$135.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,929,201	1,965,271	2,004,576	-	2,004,576	2,050,106
Operating	238,393	249,288	245,330	93,000	338,330	338,330
Grants-in-Aid	-	335,759	335,759	-	335,759	335,759
Total Budgetary Costs	2,167,594	2,550,318	2,585,665	93,000	2,678,665	2,724,195
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Probation	1,007,648	1,411,394	1,431,965	-	1,431,965	1,455,892
Supervised Pretrial Release	1,008,865	999,238	1,006,507	93,000	1,099,507	1,118,635
Drug & Alcohol Testing	151,082	139,686	147,193	-	147,193	149,668
Total Budget	2,167,594	2,550,318	2,585,665	93,000	2,678,665	2,724,195
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	335,759	335,759	-	335,759	335,759
111 Probation Services	2,047,164	2,094,819	2,127,534	93,000	2,220,534	2,263,168
125 Grants	120,430	119,740	122,372	-	122,372	125,268
Total Revenues	2,167,594	2,550,318	2,585,665	93,000	2,678,665	2,724,195
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Probation	18.00	17.00	17.00	-	17.00	17.00
Drug & Alcohol Testing	2.00	2.00	2.00	-	2.00	2.00
Supervised Pretrial Release	15.00	15.00	15.00	-	15.00	15.00
Total Full-Time Equivalents (FTE)	35.00	34.00	34.00	-	34.00	34.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	981,726	1,034,648	1,056,772	-	1,056,772	1,080,699
Operating	25,922	40,987	39,434	-	39,434	39,434
Grants-in-Aid	-	335,759	335,759	-	335,759	335,759
Total Budgetary Costs	1,007,648	1,411,394	1,431,965	-	1,431,965	1,455,892
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Probation (111-542-523)	1,007,648	1,075,635	1,096,206	-	1,096,206	1,120,133
Line Item - Detention/Correction (001-888-523)	-	335,759	335,759	-	335,759	335,759
Total Budget	1,007,648	1,411,394	1,431,965	-	1,431,965	1,455,892
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	335,759	335,759	-	335,759	335,759
111 Probation Services	1,007,648	1,075,635	1,096,206	-	1,096,206	1,120,133
Total Revenues	1,007,648	1,411,394	1,431,965	-	1,431,965	1,455,892
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
County Probation	18.00	17.00	17.00	-	17.00	17.00
Total Full-Time Equivalents (FTE)	18.00	17.00	17.00	-	17.00	17.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation - Line Item - Detention/Correction (001-888-523)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	-	335,759	335,759	-	335,759	335,759
Total Budgetary Costs	-	335,759	335,759	-	335,759	335,759
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	335,759	335,759	-	335,759	335,759
Total Revenues	-	335,759	335,759	-	335,759	335,759

The Detention/Correction line item funding for Palmer Munroe Teen Center and DISC Village has been realigned to the Office of Intervention & Detention Alternatives due to the intervention alternative nature of the program.

- Palmer Munroe Teen Center in the amount of \$150,000
- DISC Village in the amount of \$185,759

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation - County Probation (111-542-523)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	981,726	1,034,648	1,056,772	-	1,056,772	1,080,699
Operating	25,922	40,987	39,434	-	39,434	39,434
Total Budgetary Costs	1,007,648	1,075,635	1,096,206	-	1,096,206	1,120,133
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
111 Probation Services	1,007,648	1,075,635	1,096,206	-	1,096,206	1,120,133
Total Revenues	1,007,648	1,075,635	1,096,206	-	1,096,206	1,120,133
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Community Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Dir of Probation	1.00	1.00	1.00	-	1.00	1.00
Probation Officer I	4.00	3.00	3.00	-	3.00	3.00
Probation Officer II	5.00	5.00	5.00	-	5.00	5.00
Probation Supervisor	1.00	1.00	1.00	-	1.00	1.00
Probation Technician	3.00	3.00	3.00	-	3.00	3.00
Sr. Probation Officer	2.00	2.00	2.00	-	2.00	2.00
Diversion Alternatives Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	18.00	17.00	17.00	-	17.00	17.00

The major variances for the FY 2014 County Probation budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$1,355.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$2,908.
2. Court ordered fee waivers for indigent defendants in the amount of \$200.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	838,714	834,068	842,524	-	842,524	861,652
Operating	170,151	165,170	163,983	93,000	256,983	256,983
Total Budgetary Costs	1,008,865	999,238	1,006,507	93,000	1,099,507	1,118,635
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
FDLE JAG Grant - Pretrial (125-982057-521)	120,430	-	-	-	-	-
FDLE JAG Grant - Pretrial (125-982058-521)	-	119,740	-	-	-	-
FDLE JAG Grant - Pretrial (125-982059-521)	-	-	122,372	-	122,372	125,268
Pretrial Release (111-544-523)	888,435	879,498	884,135	93,000	977,135	993,367
Total Budget	1,008,865	999,238	1,006,507	93,000	1,099,507	1,118,635
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
111 Probation Services	888,435	879,498	884,135	93,000	977,135	993,367
125 Grants	120,430	119,740	122,372	-	122,372	125,268
Total Revenues	1,008,865	999,238	1,006,507	93,000	1,099,507	1,118,635
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Pretrial Release	13.00	13.00	13.00	-	13.00	13.00
FDLE JAG Grant - Pretrial	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	15.00	15.00	15.00	-	15.00	15.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - Pretrial Release (111-544-523)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	719,227	714,328	720,152	-	720,152	736,384
Operating	169,207	165,170	163,983	93,000	256,983	256,983
Total Budgetary Costs	888,435	879,498	884,135	93,000	977,135	993,367
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
111 Probation Services	888,435	879,498	884,135	93,000	977,135	993,367
Total Revenues	888,435	879,498	884,135	93,000	977,135	993,367
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Pre-Trial Release Case Worker	1.00	1.00	1.00	-	1.00	1.00
Pre-Trial Release Specialist	6.00	6.00	6.00	-	6.00	6.00
Pre-Trial Supervisor	1.00	1.00	1.00	-	1.00	1.00
Sr. Pre-Trial Release Spec.	1.00	1.00	1.00	-	1.00	1.00
Assistant Drug Screening Coordinator	1.00	1.00	1.00	-	1.00	1.00
Pre-Trial Technician	2.00	2.00	2.00	-	2.00	2.00
Mental Health Court Pretrial Release Specialist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	13.00	13.00	13.00	-	13.00	13.00

The major variances for the FY 2014 Pretrial Release budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$93,000 for the GPS monitoring contract approved by the Board on January 29, 2013.
3. Communication costs in the amount of \$290.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,477.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - FDLE JAG Grant - Pretrial (125-982057-521)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	119,487	-	-	-	-	-
Operating	943	-	-	-	-	-
Total Budgetary Costs	120,430	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	120,430	-	-	-	-	-
Total Revenues	120,430	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - FDLE JAG Grant - Pretrial (125-982058-521)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	119,740	-	-	-	-
Total Budgetary Costs	-	119,740	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	-	119,740	-	-	-	-
Total Revenues	-	119,740	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - FDLE JAG Grant - Pretrial (125-982059-521)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	-	122,372	-	122,372	125,268
Total Budgetary Costs	-	-	122,372	-	122,372	125,268
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	-	-	122,372	-	122,372	125,268
Total Revenues	-	-	122,372	-	122,372	125,268
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Pre-Trial Release Specialist	1.00	1.00	1.00	-	1.00	1.00
Drug Screening Technician	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 FDLE JAG Grant budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Leon County Fiscal Year 2014 Proposed Budget

Office of Intervention & Detention Alternatives

Drug & Alcohol Testing (111-599-523)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	108,761	96,555	105,280	-	105,280	107,755
Operating	42,320	43,131	41,913	-	41,913	41,913
Total Budgetary Costs	151,082	139,686	147,193	-	147,193	149,668
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
111 Probation Services	151,082	139,686	147,193	-	147,193	149,668
Total Revenues	151,082	139,686	147,193	-	147,193	149,668
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Drug Screening Coordinator	1.00	1.00	1.00	-	1.00	1.00
Drug Screening Technician	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 Drug & Alcohol Testing budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$400 for increased costs associated with UA collection supplies.
3. Communication costs in the amount of \$35.

Decreases to Program Funding:

1. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,253.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	799,027	818,356	835,014	2,585	837,599	856,049
Operating	2,611,353	2,667,771	2,515,978	23,806	2,539,784	2,553,720
Transportation	2,909	5,091	5,397	-	5,397	5,397
Capital Outlay	13,912	-	-	-	-	-
Grants-in-Aid	4,889,030	5,674,233	4,743,592	105,000	4,848,592	4,943,849
Total Budgetary Costs	8,316,231	9,165,451	8,099,981	131,391	8,231,372	8,359,015
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Veteran Services	179,741	282,116	265,027	40,000	305,027	307,725
Volunteer Center	154,615	161,077	163,957	-	163,957	167,232
Housing Services	622,864	455,671	470,528	2,585	473,113	482,163
Human Services	7,359,011	8,266,587	7,200,469	88,806	7,289,275	7,401,895
Total Budget	8,316,231	9,165,451	8,099,981	131,391	8,231,372	8,359,015
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	8,141,776	9,134,956	8,069,771	131,391	8,201,162	8,329,090
124 SHIP Trust	148,989	-	-	-	-	-
161 Housing Finance Authority	25,465	30,495	30,210	-	30,210	29,925
Total Revenues	8,316,231	9,165,451	8,099,981	131,391	8,231,372	8,359,015
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Housing Services	8.00	6.00	6.00	-	6.00	6.00
Human Services	2.00	2.00	2.00	-	2.00	2.00
Veteran Services	2.00	3.00	3.00	-	3.00	3.00
Volunteer Center	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalent (FTE)	14.00	13.00	13.00	-	13.00	13.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Veteran Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	104,535	160,686	148,819	-	148,819	151,517
Operating	40,126	21,430	16,208	-	16,208	16,208
Capital Outlay	13,912	-	-	-	-	-
Grants-in-Aid	21,168	100,000	100,000	40,000	140,000	140,000
Total Budgetary Costs	179,741	282,116	265,027	40,000	305,027	307,725
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Line Item - Veterans (001-888-553)	-	-	-	40,000	40,000	40,000
Veteran Services (001-390-553)	179,741	282,116	265,027	-	265,027	267,725
Total Budget	179,741	282,116	265,027	40,000	305,027	307,725
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	179,741	282,116	265,027	40,000	305,027	307,725
Total Revenues	179,741	282,116	265,027	40,000	305,027	307,725
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Veteran Services	2.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	2.00	3.00	3.00	-	3.00	3.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Veteran Services - Veteran Services (001-390-553)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	104,535	160,686	148,819	-	148,819	151,517
Operating	40,126	21,430	16,208	-	16,208	16,208
Capital Outlay	13,912	-	-	-	-	-
Grants-in-Aid	21,168	100,000	100,000	-	100,000	100,000
Total Budgetary Costs	179,741	282,116	265,027	-	265,027	267,725
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	179,741	282,116	265,027	-	265,027	267,725
Total Revenues	179,741	282,116	265,027	-	265,027	267,725
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Veterans Services Manager	1.00	1.00	1.00	-	1.00	1.00
Veterans Services Counselor	1.00	1.00	2.00	-	2.00	2.00
Veterans Services Coordinator	-	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	2.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2014 Veteran Services budget are as follows:

Decreases to Program Funding:

1. Costs associated with personnel services. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$1,222.
3. Costs associated with programmatic budget reductions such as office supplies in the amount of \$4,000.
4. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,342.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Veteran Services - Line Item - Veterans (001-888-553)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	-	-	-	40,000	40,000	40,000
Total Budgetary Costs	-	-	-	40,000	40,000	40,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	-	-	40,000	40,000	40,000
Total Revenues	-	-	-	40,000	40,000	40,000

The major variances for the FY2014 Veteran Services Line Item budget are as follows:

Increases to Program Funding:

1. Costs associated with support of the Honor Flight in the amount of \$15,000.
2. Costs associated with hosting Operation Thank You! in the amount of \$25,000.

Leon County Fiscal Year 2014 Proposed Budget**Office of Human Services & Community Partnerships****Volunteer Center (001-113-513)**

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	139,635	141,967	144,792	-	144,792	148,067
Operating	14,980	19,110	19,165	-	19,165	19,165
Total Budgetary Costs	154,615	161,077	163,957	-	163,957	167,232
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	154,615	161,077	163,957	-	163,957	167,232
Total Revenues	154,615	161,077	163,957	-	163,957	167,232
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Director of Volunteer Services	1.00	1.00	1.00	-	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 Volunteer Center budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication charges in the amount of \$55.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	428,360	389,512	406,688	2,585	409,273	418,608
Operating	31,376	53,003	50,378	-	50,378	50,093
Transportation	2,909	5,091	5,397	-	5,397	5,397
Grants-in-Aid	160,219	8,065	8,065	-	8,065	8,065
Total Budgetary Costs	622,864	455,671	470,528	2,585	473,113	482,163
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Housing Finance Authority (161-808-554)	25,465	30,495	30,210	-	30,210	29,925
Housing Services (001-371-569)	448,410	425,176	440,318	2,585	442,903	452,238
SHIP 2009-2012 (124-932042-554)	140,917	-	-	-	-	-
SHIP 2011-2014 (124-932043-554)	8,073	-	-	-	-	-
Total Budget	622,864	455,671	470,528	2,585	473,113	482,163
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	448,410	425,176	440,318	2,585	442,903	452,238
124 SHIP Trust	148,989	-	-	-	-	-
161 Housing Finance Authority	25,465	30,495	30,210	-	30,210	29,925
Total Revenues	622,864	455,671	470,528	2,585	473,113	482,163
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Housing Services	8.00	6.00	6.00	-	6.00	6.00
Total Full-Time Equivalentents (FTE)	8.00	6.00	6.00	-	6.00	6.00

Leon County Fiscal Year 2014 Proposed Budget**Office of Human Services & Community Partnerships****Housing Services - Housing Services (001-371-569)**

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	428,360	389,512	406,688	2,585	409,273	418,608
Operating	17,140	30,573	28,233	-	28,233	28,233
Transportation	2,909	5,091	5,397	-	5,397	5,397
Total Budgetary Costs	448,410	425,176	440,318	2,585	442,903	452,238
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	448,410	425,176	440,318	2,585	442,903	452,238
Total Revenues	448,410	425,176	440,318	2,585	442,903	452,238
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	2.00	1.00	1.00	-	1.00	1.00
Health & Human Services Director	1.00	1.00	1.00	-	1.00	1.00
Housing Rehabilitation Specialist	2.00	1.00	1.00	-	1.00	1.00
Housing Services Specialist	1.00	1.00	1.00	-	1.00	1.00
Financial Compliance Administrator	1.00	1.00	1.00	-	1.00	1.00
Affordable Housing Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2014 Housing Services budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Salary adjustment for Financial Compliance Administrator due to market study of current salary in the amount of \$2,585.
3. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$306.

Decreases to Program Funding:

1. Communication costs in the amount of \$2,348.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - SHIP 2009-2012 (124-932042-554)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	140,917	-	-	-	-	-
Total Budgetary Costs	140,917	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
124 SHIP Trust	140,917	-	-	-	-	-
Total Revenues	140,917	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - SHIP 2011-2014 (124-932043-554)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	8,073	-	-	-	-	-
Total Budgetary Costs	8,073	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
124 SHIP Trust	8,073	-	-	-	-	-
Total Revenues	8,073	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - Housing Finance Authority (161-808-554)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	14,236	22,430	22,145	-	22,145	21,860
Grants-in-Aid	11,229	8,065	8,065	-	8,065	8,065
Total Budgetary Costs	25,465	30,495	30,210	-	30,210	29,925
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
161 Housing Finance Authority	25,465	30,495	30,210	-	30,210	29,925
Total Revenues	25,465	30,495	30,210	-	30,210	29,925

The major variances for the FY 2014 Housing Finance Authority budget are as follows:

Decreases to Program Funding:

1. Operating expenditures adjusted to match bond free revenue in the amount of \$285.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	126,497	126,191	134,715	-	134,715	137,857
Operating	2,524,871	2,574,228	2,430,227	23,806	2,454,033	2,468,254
Grants-in-Aid	4,707,643	5,566,168	4,635,527	65,000	4,700,527	4,795,784
Total Budgetary Costs	7,359,011	8,266,587	7,200,469	88,806	7,289,275	7,401,895
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Baker Act & Marchman Act (001-370-563)	638,156	664,575	664,574	13,806	678,380	692,601
CHSP & Emergency Assistance (001-370-569)	1,051,147	1,058,776	921,689	40,000	961,689	963,046
Health Department (001-190-562)	237,345	237,345	237,345	-	237,345	237,345
Line Item - Human Ser Agencies (001-888-569)	660,684	334,925	334,925	10,000	344,925	344,925
Medicaid & Indigent Burials (001-370-564)	2,376,316	3,536,220	2,589,550	-	2,589,550	2,667,797
Medical Examiner (001-370-527)	532,396	543,008	559,037	25,000	584,037	601,047
Primary Health Care (001-971-562)	1,817,467	1,830,738	1,832,349	-	1,832,349	1,834,134
Tubercular & Child Pro Exams (001-370-562)	45,500	61,000	61,000	-	61,000	61,000
Total Budget	7,359,011	8,266,587	7,200,469	88,806	7,289,275	7,401,895
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	7,359,011	8,266,587	7,200,469	88,806	7,289,275	7,401,895
Total Revenues	7,359,011	8,266,587	7,200,469	88,806	7,289,275	7,401,895
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
CHSP & Emergency Assistance	1.00	1.00	1.00	-	1.00	1.00
Primary Health Care	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Health Department (001-190-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	237,345	237,345	237,345	-	237,345	237,345
Total Budgetary Costs	237,345	237,345	237,345	-	237,345	237,345
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	237,345	237,345	237,345	-	237,345	237,345
Total Revenues	237,345	237,345	237,345	-	237,345	237,345

The FY14 Health Department budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Medical Examiner (001-370-527)

Objectives

1

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	532,396	543,008	559,037	25,000	584,037	601,047
Total Budgetary Costs	532,396	543,008	559,037	25,000	584,037	601,047
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	532,396	543,008	559,037	25,000	584,037	601,047
Total Revenues	532,396	543,008	559,037	25,000	584,037	601,047

The major variances for the FY 2014 Medical Examiner budget are as follows:

Increases to Program Funding:

1. Leon County's statutory obligation to fund costs associated with Medical Examiner payments in the amount of \$25,000.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Tubercular Care & Child Protection Exams (001-370-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	45,500	61,000	61,000	-	61,000	61,000
Total Budgetary Costs	45,500	61,000	61,000	-	61,000	61,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	45,500	61,000	61,000	-	61,000	61,000
Total Revenues	45,500	61,000	61,000	-	61,000	61,000

The FY14 Tubercular Care & Child Protection Exams budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Baker Act & Marchman Act (001-370-563)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	638,156	664,575	664,574	13,806	678,380	692,601
Total Budgetary Costs	638,156	664,575	664,574	13,806	678,380	692,601
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	638,156	664,575	664,574	13,806	678,380	692,601
Total Revenues	638,156	664,575	664,574	13,806	678,380	692,601

The major variances for the FY 2014 Baker Act & Marchman budget are as follows:

Increases to Program Funding:

1. Leon County's statutory obligation to fund costs associated with a 3% increase in Baker Act payments in the amount of \$11,247.
2. Leon County's statutory obligation to fund costs associated with a 3% increase in Marchman Act payments in the amount of \$2,559.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Medicaid & Indigent Burials (001-370-564)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	1,231	1,330	1,330	-	1,330	1,330
Grants-in-Aid	2,375,085	3,534,890	2,588,220	-	2,588,220	2,666,467
Total Budgetary Costs	2,376,316	3,536,220	2,589,550	-	2,589,550	2,667,797
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	2,376,316	3,536,220	2,589,550	-	2,589,550	2,667,797
Total Revenues	2,376,316	3,536,220	2,589,550	-	2,589,550	2,667,797

The major variances for the FY 2014 Medicaid & Indigent Burials budget are as follows:

Decreases to Program Funding:

1. In the FY2013 budget Medicaid expenses were increased due to anticipated legislative changes occurring that did not happen. Therefore, the level of funding decreased to previously projected FY2014 levels, in the amount of \$946,670 from FY2013.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - CHSP & Emergency Assistance (001-370-569)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	50,514	49,776	56,689	-	56,689	58,046
Operating	144,000	144,000	-	-	-	-
Grants-in-Aid	856,632	865,000	865,000	40,000	905,000	905,000
Total Budgetary Costs	1,051,147	1,058,776	921,689	40,000	961,689	963,046
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,051,147	1,058,776	921,689	40,000	961,689	963,046
Total Revenues	1,051,147	1,058,776	921,689	40,000	961,689	963,046
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Human Services Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Community Human Services Partnership & Emergency Assistance budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services related to the Community Health Services Partnership program in the amount of \$40,000.

Decreases to Program Funding:

1. Cost associated with budget in the amount of \$144,000, for Senior Outreach which was realigned to Parks and Recreation Department.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Line Item - Human Service Agencies (001-888-569)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	-	10,000	10,000	10,000	20,000	20,000
Grants-in-Aid	660,684	324,925	324,925	-	324,925	324,925
Total Budgetary Costs	660,684	334,925	334,925	10,000	344,925	344,925
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	660,684	334,925	334,925	10,000	344,925	344,925
Total Revenues	660,684	334,925	334,925	10,000	344,925	344,925

The major variances for the FY 2014 Line Item -Human Service Agencies are as follows:

Increases to Program Funding:

1. Women & Girls Commission research and data analysis in the amount of \$10,000.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Primary Health Care (001-971-562)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	75,982	76,415	78,026	-	78,026	79,811
Operating	1,741,484	1,754,323	1,754,323	-	1,754,323	1,754,323
Total Budgetary Costs	1,817,467	1,830,738	1,832,349	-	1,832,349	1,834,134
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,817,467	1,830,738	1,832,349	-	1,832,349	1,834,134
Total Revenues	1,817,467	1,830,738	1,832,349	-	1,832,349	1,834,134
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Healthcare Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Primary Healthcare budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,691,382	2,543,969	2,607,360	(4,468)	2,602,892	2,657,784
Operating	6,559,624	7,959,887	6,382,321	51,387	6,433,708	6,123,717
Transportation	424,814	549,433	490,623	-	490,623	490,623
Capital Outlay	19,056	32,387	4,800	-	4,800	-
Grants-in-Aid	21,375	21,375	21,375	-	21,375	21,375
Total Budgetary Costs	9,716,251	11,107,051	9,506,479	46,919	9,553,398	9,293,499
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Cooperative Extension	481,347	520,297	527,470	4,356	531,826	541,742
Office of Sustainability	204,935	282,979	281,055	-	281,055	284,746
Solid Waste	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Total Budget	9,716,251	11,107,051	9,506,479	46,919	9,553,398	9,293,499
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	686,282	803,276	808,525	4,356	812,881	826,488
401 Solid Waste	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Total Revenues	9,716,251	11,107,051	9,506,479	46,919	9,553,398	9,293,499
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Cooperative Extension	14.00	13.18	13.18	(0.18)	13.00	13.00
Office of Sustainability	2.00	2.00	2.00	-	2.00	2.00
Solid Waste	41.00	37.00	37.00	(1.00)	36.00	36.00
Total Full-Time Equivalents (FTE)	57.00	52.18	52.18	(1.18)	51.00	51.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Solid Waste	2.00	2.00	2.00	-	2.00	2.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Cooperative Extension (001-361-537)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	402,025	429,031	438,891	4,356	443,247	453,163
Operating	61,119	86,939	80,913	-	80,913	80,913
Transportation	2,230	4,327	7,666	-	7,666	7,666
Capital Outlay	15,974	-	-	-	-	-
Total Budgetary Costs	481,347	520,297	527,470	4,356	531,826	541,742
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	481,347	520,297	527,470	4,356	531,826	541,742
Total Revenues	481,347	520,297	527,470	4,356	531,826	541,742
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Program Assistant	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate V	1.00	1.00	-	-	-	-
Administrative Associate VI	-	-	1.00	-	1.00	1.00
Director of County Extension	1.00	1.00	1.00	-	1.00	1.00
Extension Agent, Natural Resources	1.00	1.00	1.00	-	1.00	1.00
Extension Agent, 4-H Youth	2.00	2.00	2.00	-	2.00	2.00
Extension Agent, Home Economics	1.00	1.00	1.00	-	1.00	1.00
Maid	1.00	0.18	0.18	(0.18)	-	-
Urban County Forester	1.00	1.00	1.00	-	1.00	1.00
Extension Agent, Horticulture	1.00	1.00	1.00	-	1.00	1.00
Extension Agent, Agriculture	1.00	1.00	1.00	-	1.00	1.00
Extension Agent, Family & Cons Svc	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	13.18	13.18	(0.18)	13.00	13.00

The major variances for the FY 2014 Cooperative Extension budget are as follows:

Increases to Program Funding:

- Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
- Cell phone allowances for nine Extension agents for a net increase of \$8,100, offset by costs associated with programmatic budget reduction such as the elimination of a part-time Maid position in the amount of \$3,744.
- Transportation costs associated with vehicle repairs and fuel in the amount of \$3,239.
- Communication costs in the amount of \$250.

Decreases to Program Funding:

- Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$2,789.

The University of Florida Institute of Food & Agricultural Sciences (UF-IFAS) provides 70% of the salary and all benefits for each Extension Agent. The County pays the remaining 30% of the salary.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Office of Sustainability Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	135,822	168,091	165,755	-	165,755	169,446
Operating	47,634	91,625	91,635	-	91,635	91,635
Transportation	104	1,888	2,290	-	2,290	2,290
Grants-in-Aid	21,375	21,375	21,375	-	21,375	21,375
Total Budgetary Costs	204,935	282,979	281,055	-	281,055	284,746
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Line Item - Keep Tall. Beautiful (001-888-539)	21,375	21,375	21,375	-	21,375	21,375
Office of Sustainability (001-127-513)	183,560	261,604	259,680	-	259,680	263,371
Total Budget	204,935	282,979	281,055	-	281,055	284,746
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	204,935	282,979	281,055	-	281,055	284,746
Total Revenues	204,935	282,979	281,055	-	281,055	284,746
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Office of Sustainability	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Office of Sustainability - Office of Sustainability (001-127-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	135,822	168,091	165,755	-	165,755	169,446
Operating	47,634	91,625	91,635	-	91,635	91,635
Transportation	104	1,888	2,290	-	2,290	2,290
Total Budgetary Costs	183,560	261,604	259,680	-	259,680	263,371
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	183,560	261,604	259,680	-	259,680	263,371
Total Revenues	183,560	261,604	259,680	-	259,680	263,371
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Sustainability Program Coordinator	1.00	1.00	1.00	-	1.00	1.00
Director, Office of Resource Stewardship	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2014 Office of Sustainability budget are as follows:

Decreases to Program Funding:

1. Costs associated with changes in employee healthcare coverage. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Increases to Program Funding:

1. Transportation costs associated with the addition of vehicle coverage in the amount of \$690. This increase is offset by decreased vehicle repair costs in the amount of \$288.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Office of Sustainability - Line Item - Keep Tall. Beautiful (001-888-539)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	21,375	21,375	21,375	-	21,375	21,375
Total Budgetary Costs	21,375	21,375	21,375	-	21,375	21,375
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	21,375	21,375	21,375	-	21,375	21,375
Total Revenues	21,375	21,375	21,375	-	21,375	21,375

Consistent with the County's efforts to streamline its sustainability efforts, funding for Keep Tallahassee/Leon County Beautiful was realigned to the Office of Resource Stewardship. Funding is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	2,153,535	1,946,847	2,002,714	(8,824)	1,993,890	2,035,175
Operating	6,450,871	7,781,323	6,209,773	51,387	6,261,160	5,951,169
Transportation	422,480	543,218	480,667	-	480,667	480,667
Capital Outlay	3,083	32,387	4,800	-	4,800	-
Total Budgetary Costs	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Hazardous Waste (401-443-534)	571,337	560,457	562,982	75,033	638,015	643,233
Landfill Closure (401-435-534)	96,084	546,483	110,123	-	110,123	110,323
Recycling Services & Education (401-471-534)	352,734	293,670	226,798	(30,182)	196,616	197,816
Rural Waste Service Centers (401-437-534)	847,457	842,718	829,541	60,212	889,753	893,886
Solid Waste Management Facility (401-442-534)	2,000,106	2,007,212	1,728,286	16,568	1,744,854	1,682,308
Transfer Station Operations (401-441-534)	5,162,250	6,053,235	5,240,224	(79,068)	5,161,156	4,939,445
Total Budget	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Total Revenues	9,029,969	10,303,775	8,697,954	42,563	8,740,517	8,467,011
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Rural Waste Service Centers	9.00	8.00	8.00	1.15	9.15	9.15
Transfer Station Operations	11.53	12.33	12.33	(2.15)	10.18	10.18
Solid Waste Management Facility	11.47	10.67	10.67	0.30	10.97	10.97
Hazardous Waste	4.00	4.00	4.00	0.25	4.25	4.25
Recycling Services & Education	5.00	2.00	2.00	(0.55)	1.45	1.45
Total Full-Time Equivalents (FTE)	41.00	37.00	37.00	(1.00)	36.00	36.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Rural Waste Service Centers	1.00	1.00	1.00	-	1.00	1.00
Hazardous Waste	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Landfill Closure (401-435-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	-	14,000	3,000	-	3,000	3,000
Operating	96,084	532,483	107,123	-	107,123	107,323
Total Budgetary Costs	96,084	546,483	110,123	-	110,123	110,323
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	96,084	546,483	110,123	-	110,123	110,323
Total Revenues	96,084	546,483	110,123	-	110,123	110,323

This program is recommended at an overall decreased funding level.

Decreases to Program Funding:

1. Elimination of landfill closure financial requirements in the amount of \$425,360 due to the FY 2014 anticipated closing of the landfill. As the County moves toward the complete closure of the landfill, this account will be adjusted based on the actual costs utilizing the appropriately established reserve accounts.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Rural Waste Service Centers (401-437-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	452,114	357,285	411,822	60,212	472,034	482,287
Operating	294,340	344,734	301,392	-	301,392	300,072
Transportation	101,004	131,572	111,527	-	111,527	111,527
Capital Outlay	-	9,127	4,800	-	4,800	-
Total Budgetary Costs	847,457	842,718	829,541	60,212	889,753	893,886
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	847,457	842,718	829,541	60,212	889,753	893,886
Total Revenues	847,457	842,718	829,541	60,212	889,753	893,886
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
In-Mate Supervisor	-	-	-	0.25	0.25	0.25
Rural Waste Site Attendant	6.00	5.00	5.00	-	5.00	5.00
Rural Waste Center Supervisor	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Operator	2.00	2.00	2.00	0.80	2.80	2.80
Solid Waste Superintendent	-	-	-	0.10	0.10	0.10
Total Full-Time Equivalents (FTE)	9.00	8.00	8.00	1.15	9.15	9.15
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Rural Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Solid Waste – Rural Waste Service Centers budget are as follows:

Increases to Program Funding:

1. Costs associated with the Solid Waste reorganization (80% budget split realignment for the Solid Waste Operator position from Recycling; 25% budget split realignment for Inmate Supervisor position from the Solid Waste Management Facility; and 10% budget split realignment for Solid Waste Superintendent position from Transfer Station). Increases also include County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. Operating costs such as recycling contractor tipping fees, other current charges and obligations (Transfer Station loads, tires and E-waste), and printing and binding in the amount of \$43,342.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$20,045.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Transfer Station Operations (401-441-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	585,658	612,990	586,341	(79,068)	507,273	517,408
Operating	4,466,980	5,288,048	4,516,450	-	4,516,450	4,284,604
Transportation	109,612	143,264	137,433	-	137,433	137,433
Capital Outlay	-	8,933	-	-	-	-
Total Budgetary Costs	5,162,250	6,053,235	5,240,224	(79,068)	5,161,156	4,939,445
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	5,162,250	6,053,235	5,240,224	(79,068)	5,161,156	4,939,445
Total Revenues	5,162,250	6,053,235	5,240,224	(79,068)	5,161,156	4,939,445
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Dir of Solid Waste	0.33	0.33	0.33	-	0.33	0.33
In-Mate Supervisor	0.20	1.00	1.00	(0.75)	0.25	0.25
Service Worker	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Operator	4.00	4.00	4.00	-	4.00	4.00
Solid Waste Superintendent	-	-	-	0.10	0.10	0.10
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Sr. Solid Waste Operator	1.00	1.00	1.00	-	1.00	1.00
Weighmaster	2.00	2.00	2.00	-	2.00	2.00
Solid Waste Financial Specialist	1.00	1.00	1.00	(0.50)	0.50	0.50
Contract Compliance Tech	1.00	1.00	1.00	(1.00)	-	-
Total Full-Time Equivalents (FTE)	11.53	12.33	12.33	(2.15)	10.18	10.18

The major variances for the FY 2014 Solid Waste – Transfer Station budget are as follows:

Decreases to Program Funding:

1. Costs associated with the Solid Waste reorganization (realignment of Contract Compliance Technician position to Solid Waste Management Facility (SWMF); realignment of a 50% budget split for Waste Financial Specialist position to SWMF; and realignment of a 75% budget split for Inmate Supervisor position to Recycling (25%), Hazardous Waste (25%) and Rural Waste Services (25%) and realignment of a 10% budget split for Solid Waste Superintendent position from the Transfer Station. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Through a negotiation with Waste Management, a significant reduction in the cost of disposal at Springhill Landfill will be realized in FY 2014 including. Operating costs such as hauling and disposal services, utility services, travel, rental and leases, repair and maintenance, printing and binding, and training in the amount of \$771,598.
3. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$5,831.
4. Communication costs in the amount of \$50.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Solid Waste Management Facility (401-442-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	649,704	606,526	637,785	16,568	654,353	668,707
Operating	1,168,442	1,182,678	909,536	-	909,536	832,636
Transportation	181,959	210,881	180,965	-	180,965	180,965
Capital Outlay	-	7,127	-	-	-	-
Total Budgetary Costs	2,000,106	2,007,212	1,728,286	16,568	1,744,854	1,682,308
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	2,000,106	2,007,212	1,728,286	16,568	1,744,854	1,682,308
Total Revenues	2,000,106	2,007,212	1,728,286	16,568	1,744,854	1,682,308
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
Dir of Solid Waste	0.67	0.67	0.67	-	0.67	0.67
In-Mate Supervisor	0.80	-	-	-	-	-
Landfill Spotter	1.00	1.00	-	-	-	-
Maintenance Technician	2.00	2.00	2.00	(1.00)	1.00	1.00
Solid Waste Operator	2.00	2.00	3.00	-	3.00	3.00
Solid Waste Superintendent	1.00	1.00	1.00	(0.20)	0.80	0.80
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Weighmaster	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Financial Specialist	-	-	-	0.50	0.50	0.50
Contract Compliance Tech	-	-	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	11.47	10.67	10.67	0.30	10.97	10.97

The major variances for the FY 2014 Solid Waste Management Facility budget are as follows:

Decreases to Program Funding:

1. Operating costs such as engineering services, bulky waste hauling, utility services (leachate), repair and maintenance, operating supplies, promotional, training, and postage in the amount of \$273,142.
2. Transportation costs associated with vehicle insurance and repairs in the amount of \$29,816.
3. Rental and Leasing costs associated with savings from the county-wide centralization of copier services in the amount of \$1,342.

Increases to Program Funding:

1. Costs associated with Solid Waste reorganization (elimination of a Maintenance Technician position; realignment of Contract Compliance Technician position from Transfer Station; realignment of a 50% budget split for the Solid Waste Financial Specialist position from Transfer Station; and realignment of 20% budget split for the Solid Waste Superintendent position to the Solid Waste Management Facility (10%) and Rural Waste (10%). These increase also includes County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Communication costs in the amount of \$105.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Hazardous Waste (401-443-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	255,521	255,524	264,255	23,646	287,901	293,119
Operating	310,787	289,203	289,318	51,387	340,705	340,705
Transportation	5,029	8,530	9,409	-	9,409	9,409
Capital Outlay	-	7,200	-	-	-	-
Total Budgetary Costs	571,337	560,457	562,982	75,033	638,015	643,233
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	571,337	560,457	562,982	75,033	638,015	643,233
Total Revenues	571,337	560,457	562,982	75,033	638,015	643,233
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Hazardous Materials Technician	3.00	3.00	3.00	-	3.00	3.00
Hazardous Waste Manager	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	-	-	-	0.25	0.25	0.25
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	0.25	4.25	4.25
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Haz Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Solid Waste – Hazardous Waste budget are as follows:

Increases to Program Funding:

1. Costs associated with Solid Waste reorganization (realignment of 25% budget split for the Inmate Supervisor position from Transfer Station). This increase includes cost associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Overtime costs in the amount \$14,000.
3. Contracts or other obligations for continuity of services in the amount of \$51,387 including:
Temporary labor \$22,000
General Hazardous Waste Transport and Disposal \$4,387
Operating supplies (shipping drums, pails and accessories) \$25,000
4. Transportation costs associated vehicle coverage and fuel in the amount of \$879.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Office of Resource Stewardship

Solid Waste - Recycling Services & Education (401-471-534)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	210,538	100,522	99,511	(30,182)	69,329	70,654
Operating	114,237	144,177	85,954	-	85,954	85,829
Transportation	24,877	48,971	41,333	-	41,333	41,333
Capital Outlay	3,083	-	-	-	-	-
Total Budgetary Costs	352,734	293,670	226,798	(30,182)	196,616	197,816
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	352,734	293,670	226,798	(30,182)	196,616	197,816
Total Revenues	352,734	293,670	226,798	(30,182)	196,616	197,816
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Community Education Coord.	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	-	-	-	0.25	0.25	0.25
Recycling Coordinator	1.00	-	-	-	-	-
Solid Waste Operator	1.00	1.00	1.00	(0.80)	0.20	0.20
Recycling Assistant	1.00	-	-	-	-	-
In-Mate Supervisor - Recycling	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	5.00	2.00	2.00	(0.55)	1.45	1.45

The major variances for the FY 2014 Solid Waste – Recycling Services & Education budget are as follows:

Decreases to Program Funding:

1. Costs associated with the Solid Waste division reorganization (realignment of 80% budget split for the Solid Waste Operator position to Rural Waste and realignment of 25% budget split for Inmate Supervisor position from Transfer Station). The decrease is offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$7,638.
3. Operating costs such as one-time professional services, temporary labor, communications, postage, repair and maintenance, printing, office supplies, operating supplies, training and utility services in the amount of \$58,223.

Budgets do not reflect proposed reductions unless otherwise indicated

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	48,685,122	49,640,748	48,923,433	-	48,923,433	50,349,647
Operating	15,039,421	15,573,820	19,465,030	-	19,465,030	19,242,834
Transportation	950,143	1,096,063	6,134	-	6,134	6,134
Capital Outlay	1,511,293	836,740	1,651,870	-	1,651,870	1,620,514
Interfund Transfers	1,255,098	-	-	-	-	-
Constitutional Payments	10,836,332	10,357,188	10,598,827	-	10,598,827	10,822,268
Budgeted Reserves	-	98,852	24,404	-	24,404	24,404
Sheriff Offset	-	(1,399,994)	(1,540,585)	-	(1,540,585)	(1,540,585)
Total Budgetary Costs	78,277,408	76,203,417	79,129,113	-	79,129,113	80,525,216
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk of the Circuit Court	1,865,274	1,843,747	1,894,548	-	1,894,548	1,946,792
Property Appraiser	4,278,912	4,326,795	4,445,504	-	4,445,504	4,578,869
Sheriff	62,994,698	62,484,581	64,235,921	-	64,235,921	65,900,333
Supervisor of Elections	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
Tax Collector	4,662,143	4,505,472	4,552,147	-	4,552,147	4,598,255
Total Budget	78,277,408	76,203,417	79,129,113	-	79,129,113	80,525,216
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	10,169,229	10,008,561	10,203,525	-	10,203,525	10,423,858
060 Supervisor of Elections	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
110 Fine and Forfeiture	62,182,798	61,722,971	63,429,293	-	63,429,293	65,101,981
123 Stormwater Utility	20,214	18,447	64,000	-	64,000	65,920
125 Grants	-	121,155	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
135 Emergency Medical Services MSTU	140,157	133,797	133,797	-	133,797	135,135
145 Fire Services Fee	27,040	33,080	33,080	-	33,080	33,080
162 County Accepted Roadways and Drainage	6,300	6,400	6,600	-	6,600	5,500
164 Special Assessment - Killlearn Lakes Units I	5,000	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,596	30,748	31,670	-	31,670	32,620
Total Revenues	78,277,408	76,203,417	79,129,113	-	79,129,113	80,525,216
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk of the Circuit Court	168.00	168.00	168.00	-	168.00	168.00
Property Appraiser	53.00	52.00	52.00	-	52.00	52.00
Sheriff	642.00	604.00	604.00	-	604.00	604.00
Supervisor of Elections	17.00	17.00	17.00	-	17.00	17.00
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	966.00	927.00	927.00	-	927.00	927.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Clerk of the Circuit Court Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	408,793	439,981	414,527	-	414,527	422,803
Constitutional Payments	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Total Budgetary Costs	1,865,274	1,843,747	1,894,548	-	1,894,548	1,946,792
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk - Article V Expenses (110-537-586)	408,793	-	-	-	-	-
Clerk - Article V Expenses (110-537-614)	-	439,981	414,527	-	414,527	422,803
Clerk - Finance Administration (001-132-586)	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Total Budget	1,865,274	1,843,747	1,894,548	-	1,894,548	1,946,792
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
110 Fine and Forfeiture	408,793	439,981	414,527	-	414,527	422,803
Total Revenues	1,865,274	1,843,747	1,894,548	-	1,894,548	1,946,792
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk - Finance Administration	25.00	25.00	25.00	-	25.00	25.00
Clerk - Article V Expenses	143.00	143.00	143.00	-	143.00	143.00
Total Full-Time Equivalent (FTE)	168.00	168.00	168.00	-	168.00	168.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Clerk of the Circuit Court - Clerk - Finance Administration (001-132-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Total Budgetary Costs	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Total Revenues	1,456,481	1,403,766	1,480,021	-	1,480,021	1,523,989
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk of Circuit Courts	-	-	-	-	-	-
Clerk - Finance Division	25.00	25.00	25.00	-	25.00	25.00
Total Full-Time Equivalents (FTE)	25.00	25.00	25.00	-	25.00	25.00

The FY2014 Clerk of Court Finance Administration budget is recommended at the same funding level from the previous year.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Clerk of the Circuit Court - Clerk - Article V Expenses (110-537-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	408,793	-	-	-	-	-
Total Budgetary Costs	408,793	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	408,793	-	-	-	-	-
Total Revenues	408,793	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Clerk of the Circuit Court - Clerk - Article V Expenses (110-537-614)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	-	439,981	414,527	-	414,527	422,803
Total Budgetary Costs	-	439,981	414,527	-	414,527	422,803
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	-	439,981	414,527	-	414,527	422,803
Total Revenues	-	439,981	414,527	-	414,527	422,803
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Clerk - Courts	101.50	101.50	101.50	-	101.50	101.50
Clerk - Information Services	10.00	10.00	10.00	-	10.00	10.00
Clerk - Administration	31.50	31.50	31.50	-	31.50	31.50
Total Full-Time Equivalents (FTE)	143.00	143.00	143.00	-	143.00	143.00

Clerk's Article V budget reflects costs associated with a decrease in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Property Appraiser (001-512-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	4,278,912	4,326,795	4,445,504	-	4,445,504	4,578,869
Total Budgetary Costs	4,278,912	4,326,795	4,445,504	-	4,445,504	4,578,869
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,278,912	4,326,795	4,445,504	-	4,445,504	4,578,869
Total Revenues	4,278,912	4,326,795	4,445,504	-	4,445,504	4,578,869
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Financial Officer	1.00	1.00	1.00	-	1.00	1.00
Administrative Supervisor/Secretary/Telephone Operator	1.00	1.00	1.00	-	1.00	1.00
Assistant Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Chief Deputy of Appraisals	1.00	1.00	1.00	-	1.00	1.00
Commercial Analyst	3.00	3.00	3.00	-	3.00	3.00
Exemption/Customer Service Supervisor	1.00	1.00	1.00	-	1.00	1.00
Data Entry Operator	2.00	2.00	2.00	-	2.00	2.00
Chief Information Officer	1.00	1.00	1.00	-	1.00	1.00
Director of Management Services	1.00	1.00	1.00	-	1.00	1.00
Director of Real Estate	1.00	1.00	1.00	-	1.00	1.00
Exempt/Customer Service Technicians	5.00	6.00	6.00	-	6.00	6.00
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
GIS/IT Specialist	3.00	4.00	4.00	-	4.00	4.00
Land Appraisers/Sales	4.00	3.00	3.00	-	3.00	3.00
Land Supervisor	1.00	1.00	1.00	-	1.00	1.00
NAL Supervisor	1.00	1.00	1.00	-	1.00	1.00
TPP Supervisor	1.00	1.00	1.00	-	1.00	1.00
Network System Administrator	1.00	1.00	1.00	-	1.00	1.00
Residential Appraisal/Specialist	12.00	11.00	11.00	-	11.00	11.00
RE Title/NAL Technician	4.00	4.00	4.00	-	4.00	4.00
Supervisor/Administrator Field Operations	2.00	1.00	1.00	-	1.00	1.00
TPP Appraiser/Auditor	3.00	3.00	3.00	-	3.00	3.00
Tax Roll Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	53.00	52.00	52.00	-	52.00	52.00

The major variances for the FY 2014 Property Appraiser budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	46,725,413	48,007,889	46,906,818	-	46,906,818	48,558,086
Operating	13,058,131	13,741,906	17,129,259	-	17,129,259	17,129,259
Transportation	946,075	1,089,033	-	-	-	-
Capital Outlay	1,009,980	825,740	1,594,870	-	1,594,870	1,608,014
Interfund Transfers	1,255,098	-	-	-	-	-
Constitutional Payments	-	121,155	121,155	-	121,155	121,155
Budgeted Reserves	-	98,852	24,404	-	24,404	24,404
Sheriff Offset	-	(1,399,994)	(1,540,585)	-	-1,540,585	(1,540,585)
Total Budgetary Costs	62,994,698	62,484,581	64,235,921	-	64,235,921	65,900,333
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Corrections (110-511-586)	29,404,421	29,952,612	30,727,316	-	30,727,316	31,504,465
Emergency Management (125-864-525)	-	121,155	121,155	-	121,155	121,155
Enhanced 9-1-1 (130-180-586)	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
Law Enforcement (110-510-586)	32,369,584	31,330,378	32,287,450	-	32,287,450	33,174,713
Total Budget	62,994,698	62,484,581	64,235,921	-	64,235,921	65,900,333
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	61,774,005	61,282,990	63,014,766	-	63,014,766	64,679,178
125 Grants	-	121,155	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
Total Revenues	62,994,698	62,484,581	64,235,921	-	64,235,921	65,900,333
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Law Enforcement	343.00	304.00	304.00	-	304.00	304.00
Corrections	293.00	293.00	293.00	-	293.00	293.00
Emergency Management	2.00	2.00	2.00	-	2.00	2.00
Enhanced 9-1-1	4.00	5.00	5.00	-	5.00	5.00
Total Full-Time Equivalents (FTE)	642.00	604.00	604.00	-	604.00	604.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Law Enforcement (110-510-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	26,715,905	27,099,277	25,735,799	-	25,735,799	26,618,131
Operating	3,128,241	3,524,971	6,534,549	-	6,534,549	6,534,549
Transportation	898,736	1,039,690	-	-	-	-
Capital Outlay	995,537	715,900	1,180,470	-	1,180,470	1,185,401
Interfund Transfers	631,164	-	-	-	-	-
Sheriff Offset	-	(1,049,460)	(1,163,368)	-	(1,163,368)	(1,163,368)
Total Budgetary Costs	32,369,584	31,330,378	32,287,450	-	32,287,450	33,174,713
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	32,369,584	31,330,378	32,287,450	-	32,287,450	33,174,713
Total Revenues	32,369,584	31,330,378	32,287,450	-	32,287,450	33,174,713

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Law Enforcement (110-510-586)

Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Aircraft Mechanic	1.00	1.00	1.00	-	1.00	1.00
Bailiff Security Technician	3.00	1.00	1.00	-	1.00	1.00
Bailiff Unit Supervisor	1.00	-	-	-	-	-
Captain	5.00	6.00	8.00	-	8.00	8.00
Clerk Specialist	4.00	1.00	1.00	-	1.00	1.00
Communications Officer	30.00	-	-	-	-	-
Communications Manager	1.00	-	-	-	-	-
Deputy	187.00	186.00	186.00	-	186.00	186.00
Deputy/Bailiff	3.00	-	-	-	-	-
Evidence Custodian	2.00	2.00	2.00	-	2.00	2.00
Finance Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Fiscal Accounts Payable	2.00	1.00	1.00	-	1.00	1.00
Fleet Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
Lieutenant	13.00	13.00	13.00	-	13.00	13.00
Sergeant Accreditation	1.00	1.00	1.00	-	1.00	1.00
Major	4.00	4.00	3.00	-	3.00	3.00
Process Server	6.00	7.00	7.00	-	7.00	7.00
Records Clerk	5.00	2.00	2.00	-	2.00	2.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Secretary	6.00	4.00	3.00	-	3.00	3.00
Sergeant	28.00	28.00	28.00	-	28.00	28.00
Sheriff	1.00	1.00	1.00	-	1.00	1.00
Victim Advocate	1.00	1.00	1.00	-	1.00	1.00
IT Technician	4.00	3.00	3.00	-	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	-	1.00	1.00
Civil Enforcement Supervisor	1.00	1.00	1.00	-	1.00	1.00
Communications/Lead Worker	4.00	-	-	-	-	-
Communications/Shift Supervisor	4.00	-	-	-	-	-
Crime Analyst	1.00	4.00	4.00	-	4.00	4.00
Fingerprint Clerk	1.00	1.00	1.00	-	1.00	1.00
Fiscal Operations Purch/Prop	2.00	2.00	2.00	-	2.00	2.00
Fleet Maintenance Mechanic	4.00	3.00	3.00	-	3.00	3.00
Human Resources Generalist	2.00	3.00	4.00	-	4.00	4.00
Payroll Specialist	1.00	1.00	1.00	-	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
IT Manager	1.00	1.00	1.00	-	1.00	1.00
Publication Specialist	1.00	1.00	1.00	-	1.00	1.00
Records Custodian	1.00	1.00	1.00	-	1.00	1.00
Records Specialist	2.00	2.00	2.00	-	2.00	2.00
Communications Manager	1.00	-	-	-	-	-
Latent Fingerprint Examiner	1.00	1.00	1.00	-	1.00	1.00
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Fiscal Assist Manager	1.00	-	-	-	-	-
Training Technician	1.00	-	-	-	-	-
Public Information Officer	-	1.00	1.00	-	1.00	1.00
Fiscal Operations Coordinator	-	1.00	1.00	-	1.00	1.00
Deputy Internet Cafe	-	1.00	-	-	-	-
Warrants Clerk	-	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Law Enforcement (110-510-586)

Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Judicial Services Specialist	-	3.00	3.00	-	3.00	3.00
Chief Administrative Officer	-	1.00	1.00	-	1.00	1.00
Records Technician	-	4.00	4.00	-	4.00	4.00
IT Administrator	-	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	343.00	304.00	304.00	-	304.00	304.00

The major variances for the FY 2014 Sheriff Law Enforcement budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Decreases to Program Funding:

1. Decreases in personnel costs are offset by increases to contractual service payments to the Consolidated Dispatch Agency (C.D.A.) which is the lead agency for county and city-wide dispatching services.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Corrections (110-511-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	19,727,921	20,617,281	20,869,650	-	20,869,650	21,638,586
Operating	9,355,315	9,526,682	9,820,483	-	9,820,483	9,820,483
Transportation	47,339	49,343	-	-	-	-
Capital Outlay	14,443	109,840	414,400	-	414,400	422,613
Interfund Transfers	259,402	-	-	-	-	-
Sheriff Offset	-	(350,534)	(377,217)	-	(377,217)	(377,217)
Total Budgetary Costs	29,404,421	29,952,612	30,727,316	-	30,727,316	31,504,465
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	29,404,421	29,952,612	30,727,316	-	30,727,316	31,504,465
Total Revenues	29,404,421	29,952,612	30,727,316	-	30,727,316	31,504,465
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Major	1.00	1.00	1.00	-	1.00	1.00
Captain	4.00	2.00	2.00	-	2.00	2.00
Lieutenant	9.00	11.00	11.00	-	11.00	11.00
Sergeant	24.00	22.00	22.00	-	22.00	22.00
Correctional Officer	206.00	208.00	208.00	-	208.00	208.00
Correctional Technician	35.00	32.00	32.00	-	32.00	32.00
Administrative Assistant	3.00	1.00	1.00	-	1.00	1.00
Inmate Records Clerk	1.00	4.00	4.00	-	4.00	4.00
Facilities Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
IT Support Staff	1.00	1.00	1.00	-	1.00	1.00
Fiscal OPS Coordinator	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Electrician	2.00	2.00	2.00	-	2.00	2.00
Facilities Maintenance - General	2.00	3.00	3.00	-	3.00	3.00
Facilities Maintenance - HVAC	2.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Plumber	1.00	2.00	2.00	-	2.00	2.00
Inmate Records Specialist	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	293.00	293.00	293.00	-	293.00	293.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Corrections (110-511-586)

The major variances for the FY 2014 Sheriff Corrections budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services in the amount of \$392,895 including:
 - \$193,543 for other contractual services.
 - \$199,352 for increases to Offsite Medical Service contractual services.
3. Increases in capital outlay funding in the amount of \$414,000 including:
 - \$88,000 for security system upgrade phases 2&3
 - \$107,400 for 3 LiveScan
 - \$10,000 for steam kettle
 - \$7,000 for 2 food warmers
 - \$2,000 for a mixing bowl.
 - \$200,000 for a whole body security scanner

Decreases to Program Funding:

1. Costs associated with programmatic budget reductions such as Utilities (\$159,810), rentals and leases (\$5,048) and insurance (\$23,622) in the amount of \$188,480.

The Sheriff's office has offered to reduce their Capital Outlay expenditures in FY2014 and is shown as a budget reduction in the balancing strategies.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Emergency Management (125-864-525)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	-	121,155	121,155	-	121,155	121,155
Total Budgetary Costs	-	121,155	121,155	-	121,155	121,155
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
125 Grants	-	121,155	121,155	-	121,155	121,155
Total Revenues	-	121,155	121,155	-	121,155	121,155
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Emergency Management Coordinator	1.00	1.00	1.00	-	1.00	1.00
Emergency Management Director	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Notes:

This program is recommended at the same funding level as the prior fiscal year. The Budget represents the County match for the program's Federal and State grant funding.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Sheriff - Enhanced 9-1-1 (130-180-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	281,586	291,331	301,369	-	301,369	301,369
Operating	574,575	690,253	774,227	-	774,227	774,227
Interfund Transfers	364,532	-	-	-	-	-
Budgeted Reserves	-	98,852	24,404	-	24,404	24,404
Total Budgetary Costs	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
130 9-1-1 Emergency Communications	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
Total Revenues	1,220,694	1,080,436	1,100,000	-	1,100,000	1,100,000
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Customer Services Specialist	1.00	1.00	1.00	-	1.00	1.00
GIS Mapping Specialist	1.00	2.00	2.00	-	2.00	2.00
9-1-1 Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	5.00	5.00	-	5.00	5.00

The major variances for the FY 2014 Sheriff Enhanced 9-1-1 budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.
2. Contracts or other obligations for continuity of services and maintenance and repair cost increases in the amount of \$83,974.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,959,709	1,632,859	2,016,615	-	2,016,615	1,791,561
Operating	1,572,496	1,391,933	1,921,244	-	1,921,244	1,690,772
Transportation	4,067	7,030	6,134	-	6,134	6,134
Capital Outlay	501,313	11,000	57,000	-	57,000	12,500
Constitutional Payments	438,796	-	-	-	-	-
Total Budgetary Costs	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Elections (060-520-586)	167,365	-	-	-	-	-
Elections (060-521-513)	2,236,123	1,205,415	2,166,288	-	2,166,288	1,661,852
Elections (060-521-586)	271,431	-	-	-	-	-
SOE Grants (060-525-513)	34,514	-	-	-	-	-
Voter Registration (060-520-513)	1,766,948	1,837,407	1,834,705	-	1,834,705	1,839,115
Total Budget	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
Total Revenues	4,476,381	3,042,822	4,000,993	-	4,000,993	3,500,967
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Voter Registration	17.00	17.00	17.00	-	17.00	17.00
Total Full-Time Equivalents (FTE)	17.00	17.00	17.00	-	17.00	17.00
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections - Voter Registration (060-520-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	1,533,578	1,510,037	1,498,515	-	1,498,515	1,502,443
Operating	216,455	318,023	324,035	-	324,035	329,017
Transportation	1,342	4,347	2,655	-	2,655	2,655
Capital Outlay	15,574	5,000	9,500	-	9,500	5,000
Total Budgetary Costs	1,766,948	1,837,407	1,834,705	-	1,834,705	1,839,115
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	1,766,948	1,837,407	1,834,705	-	1,834,705	1,839,115
Total Revenues	1,766,948	1,837,407	1,834,705	-	1,834,705	1,839,115
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Services Manager	1.00	1.00	1.00	-	1.00	1.00
Assistant Supervisor of Elect	1.00	1.00	1.00	-	1.00	1.00
Demographics/GIS Manager	1.00	1.00	1.00	-	1.00	1.00
Elections Coordinator	1.00	1.00	1.00	-	1.00	1.00
Elections Records Manager	1.00	1.00	1.00	-	1.00	1.00
Elections Records Specialist	3.00	4.00	4.00	-	4.00	4.00
Elections System Manager	1.00	1.00	1.00	-	1.00	1.00
Outreach Coordinator	1.00	1.00	1.00	-	1.00	1.00
Election Records Clerk	1.00	-	-	-	-	-
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Voting System Manager	1.00	1.00	1.00	-	1.00	1.00
Elections Information Specialist	1.00	-	-	-	-	-
Voting System Technician II	1.00	2.00	2.00	-	2.00	2.00
Voting Operations Technician II	1.00	1.00	1.00	-	1.00	1.00
Voting System Technician	1.00	-	-	-	-	-
Elections Records Specialist II	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	17.00	17.00	17.00	-	17.00	17.00

The major variances for the FY 2014 Supervisor of Election Voter Registration budget are as follows:

Decreases to Program Funding:

Costs associated with staff turnover and retirements. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

1. Costs associated with programmatic budget reductions such a communications, postage, printing, and training in the amount of \$11,557.
2. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$1,692.

Increases to Program Funding:

1. Costs associated with operating budget increases such as professional services, other contractual services, other current charges, operating supplies, repairs and maintenance, and publications in the amount of \$18,055.

2. Machinery and equipment increase in the amount of \$4,500 for equipment at the Voter Operations Center.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections - Elections (060-520-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	167,365	-	-	-	-	-
Total Budgetary Costs	167,365	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	167,365	-	-	-	-	-
Total Revenues	167,365	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections - Elections (060-521-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	426,131	122,822	518,100	-	518,100	289,118
Operating	1,321,527	1,073,910	1,597,209	-	1,597,209	1,361,755
Transportation	2,725	2,683	3,479	-	3,479	3,479
Capital Outlay	485,739	6,000	47,500	-	47,500	7,500
Total Budgetary Costs	2,236,123	1,205,415	2,166,288	-	2,166,288	1,661,852
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	2,236,123	1,205,415	2,166,288	-	2,166,288	1,661,852
Total Revenues	2,236,123	1,205,415	2,166,288	-	2,166,288	1,661,852
OPS Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Elections Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalent (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2014 Supervisor of Election - Elections budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Additional increases are related to the upcoming gubernatorial election as well as an increase in election voting sites from 4 to 7.

1. Increase cost in OPS salaries in the amount of \$450,000 .
2. Contracts or other obligations for continuity of services in the amount of \$144,200
3. Postage, rentals, office supplies and printing and binding in the amount of \$469,436.
4. Transportation costs associated with vehicle insurance, repairs, and fuel in the amount of \$9,823.

Decreases to Program Funding:

1. Communication costs in the amount of \$1000.

The Supervisor of Elections has offered a \$300,000 budget reduction by reducing the proposed increase in early election voting sites from 4 to 7 instead of the original 4 to 9. This reduction is shown as a possible reduction in the balancing strategies.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections - Elections (060-521-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	271,431	-	-	-	-	-
Total Budgetary Costs	271,431	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	271,431	-	-	-	-	-
Total Revenues	271,431	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Supervisor of Elections - SOE Grants (060-525-513)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	34,514	-	-	-	-	-
Total Budgetary Costs	34,514	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
060 Supervisor of Elections	34,514	-	-	-	-	-
Total Revenues	34,514	-	-	-	-	-

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	4,662,143	4,505,472	4,552,147	-	4,552,147	4,598,255
Total Budgetary Costs	4,662,143	4,505,472	4,552,147	-	4,552,147	4,598,255
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Tax Collector (001-513-586)	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
Tax Collector (123-513-586)	20,214	18,447	64,000	-	64,000	65,920
Tax Collector (135-513-586)	140,157	133,797	133,797	-	133,797	135,135
Tax Collector (145-513-586)	27,040	33,080	33,080	-	33,080	33,080
Tax Collector (162-513-586)	6,300	6,400	6,600	-	6,600	5,500
Tax Collector (164-513-586)	5,000	5,000	5,000	-	5,000	5,000
Tax Collector (401-513-586)	29,596	30,748	31,670	-	31,670	32,620
Total Budget	4,662,143	4,505,472	4,552,147	-	4,552,147	4,598,255
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
123 Stormwater Utility	20,214	18,447	64,000	-	64,000	65,920
135 Emergency Medical Services MSTU	140,157	133,797	133,797	-	133,797	135,135
145 Fire Services Fee	27,040	33,080	33,080	-	33,080	33,080
162 County Accepted Roadways and Drainage	6,300	6,400	6,600	-	6,600	5,500
164 Special Assessment - Killlearn Lakes Units I	5,000	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,596	30,748	31,670	-	31,670	32,620
Total Revenues	4,662,143	4,505,472	4,552,147	-	4,552,147	4,598,255
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalent (FTE)	86.00	86.00	86.00	-	86.00	86.00

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (001-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
Total Budgetary Costs	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
Total Revenues	4,433,836	4,278,000	4,278,000	-	4,278,000	4,321,000
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	86.00	86.00	86.00	-	86.00	86.00

Notes:

The Board budget allocation is not the entire Tax Collector's budget, but only the portion relative to statutorily changed commissions paid by the County.

The major variances for the FY 2014 Tax Collector budget are as follows:

This budget reflects estimated commission payments associated with the collection of ad valorem taxes. In addition to property taxes levied by the County, according to Florida Statutes, the County is responsible for all commissions with the School Board ad valorem taxes. Final commissions will be established after the Property Appraiser provides final budgeting valuations on July 1, 2013.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (123-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	20,214	18,447	64,000	-	64,000	65,920
Total Budgetary Costs	20,214	18,447	64,000	-	64,000	65,920
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
123 Stormwater Utility	20,214	18,447	64,000	-	64,000	65,920
Total Revenues	20,214	18,447	64,000	-	64,000	65,920

Notes:

The budget reflects estimated commission payments associated with the collection of the non-ad valorem stormwater assessment set at \$85 per single family equivalent amount of impervious area.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (135-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	140,157	133,797	133,797	-	133,797	135,135
Total Budgetary Costs	140,157	133,797	133,797	-	133,797	135,135
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
135 Emergency Medical Services MSTU	140,157	133,797	133,797	-	133,797	135,135
Total Revenues	140,157	133,797	133,797	-	133,797	135,135

Notes:

The budget reflects estimated commission payments associated with the collection of Emergency Medical Services MSTU ad valorem taxes.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (145-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	27,040	33,080	33,080	-	33,080	33,080
Total Budgetary Costs	27,040	33,080	33,080	-	33,080	33,080
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
145 Fire Services Fee	27,040	33,080	33,080	-	33,080	33,080
Total Revenues	27,040	33,080	33,080	-	33,080	33,080

Notes:

The budget reflects estimated commission payments associated with the collection of the non ad valorem fire service assessment fee.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (162-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	6,300	6,400	6,600	-	6,600	5,500
Total Budgetary Costs	6,300	6,400	6,600	-	6,600	5,500
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
162 County Accepted Roadways and Drainage Systems Program (CARDS) (162)	6,300	6,400	6,600	-	6,600	5,500
Total Revenues	6,300	6,400	6,600	-	6,600	5,500

Notes:

The budget reflects estimated commission payments associated with the collection of the special assessments on subdivision lots associated with County infrastructure improvements, primarily roadway and associated stormwater improvements.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (164-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	5,000	5,000	5,000	-	5,000	5,000
Total Budgetary Costs	5,000	5,000	5,000	-	5,000	5,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
164 Special Assessment - Killlearn Lakes Units I and II Sewer	5,000	5,000	5,000	-	5,000	5,000
Total Revenues	5,000	5,000	5,000	-	5,000	5,000

Notes:

The budget reflects estimated commission payments associated with collection of a special assessment for the City of Tallahassee Sewer Department "readiness to serve charge" for the City sewer system constructed by the County in Killlearn Lakes Units I and II.

Leon County Fiscal Year 2014 Proposed Budget

Constitutional

Tax Collector - Tax Collector (401-513-586)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Constitutional Payments	29,596	30,748	31,670	-	31,670	32,620
Total Budgetary Costs	29,596	30,748	31,670	-	31,670	32,620
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
401 Solid Waste	29,596	30,748	31,670	-	31,670	32,620
Total Revenues	29,596	30,748	31,670	-	31,670	32,620

Notes:

This budget reflects estimated commission payments associated with the collection of the unincorporated area non ad valorem assessment of \$40 for solid waste disposal.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	616,185	543,706	493,268	-	493,268	501,461
Operating	271,803	279,847	252,177	1,060	253,237	252,859
Capital Outlay	35,331	52,203	47,500	-	47,500	47,738
Grants-in-Aid	176,500	176,500	181,155	-	181,155	181,820
Total Budgetary Costs	1,099,819	1,052,256	974,100	1,060	975,160	983,878
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Court Administration	215,793	280,703	231,965	-	231,965	236,017
State Attorney	103,444	106,945	108,655	-	108,655	108,655
Public Defender	131,372	130,450	132,875	-	132,875	132,875
Other Court-Related Programs	632,311	514,152	479,318	-	479,318	483,984
Guardian Ad Litem	16,900	20,006	21,287	1,060	22,347	22,347
Total Budget	1,099,819	1,052,256	974,100	1,060	975,160	983,878
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	232,692	300,709	253,252	1,060	254,312	258,364
110 Fine and Forfeiture	361,946	361,692	375,185	-	375,185	375,612
114 Family Law Legal Services	122,519	133,751	155,663	-	155,663	158,950
117 Judicial Programs	382,662	256,104	190,000	-	190,000	190,952
Total Revenues	1,099,819	1,052,256	974,100	1,060	975,160	983,878
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Court Administration	3.00	4.18	3.00	-	3.00	3.00
Other Court-Related Programs	8.00	4.33	5.50	-	5.50	5.50
Total Full-Time Equivalents (FTE)	11.00	8.50	8.50	-	8.50	8.50

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Court Administration Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	160,959	251,754	184,295	-	184,295	188,347
Operating	54,834	28,949	47,670	-	47,670	47,670
Total Budgetary Costs	215,793	280,703	231,965	-	231,965	236,017
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Court Administration (001-540-601)	161,718	280,703	222,965	-	222,965	227,017
Court Information Systems (001-540-713)	12,981	-	9,000	-	9,000	9,000
Court Operating (001-540-719)	41,094	-	-	-	-	-
Total Budget	215,793	280,703	231,965	-	231,965	236,017
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	215,793	280,703	231,965	-	231,965	236,017
Total Revenues	215,793	280,703	231,965	-	231,965	236,017
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Court Administration	3.00	4.18	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	3.00	4.18	3.00	-	3.00	3.00

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Court Administration - Court Administration (001-540-601)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	160,959	251,754	184,295	-	184,295	188,347
Operating	759	28,949	38,670	-	38,670	38,670
Total Budgetary Costs	161,718	280,703	222,965	-	222,965	227,017
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	161,718	280,703	222,965	-	222,965	227,017
Total Revenues	161,718	280,703	222,965	-	222,965	227,017
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Detention Review Coordinator	1.00	-	-	-	-	-
Court Mental Health Coordinator	1.00	1.00	1.00	-	1.00	1.00
Trial Court Marshall	-	1.00	1.00	-	1.00	1.00
Court Liaison Officer	-	0.18	-	-	-	-
Information Systems Analyst	-	1.00	-	-	-	-
Clerical Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	4.18	3.00	-	3.00	3.00

The major variances for the FY 2014 Court Administration budget are as follows:

Increases to Program Funding:

- Contracts or other obligations for continuity of services in the amount of \$10,733.
 - Process server fees in the amount of \$8,533
 - One additional printer lease \$1,500
 - One additional parking space \$700

Decreases to Program Funding:

- Personnel Services costs associated with retirement and the expiration of one OPS position budget is offset by the additional position transferred from Wakulla in Judicial Programs/Article V. These decreases are offset by an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These decreases do not consider any employee salary adjustments.

- Communication costs in the amount of \$1,012.

Budgets do not reflect proposed reductions unless otherwise indicated.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Court Administration - Court Information Systems (001-540-713)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	12,981	-	9,000	-	9,000	9,000
Total Budgetary Costs	12,981	-	9,000	-	9,000	9,000
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	12,981	-	9,000	-	9,000	9,000
Total Revenues	12,981	-	9,000	-	9,000	9,000

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 actual expenses were reported in Court Administration's operating budget (001-540-601). For FY14, Communication expenses are budgeted and reported separately.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Court Administration - Court Operating (001-540-719)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	41,094	-	-	-	-	-
Total Budgetary Costs	41,094	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	41,094	-	-	-	-	-
Total Revenues	41,094	-	-	-	-	-

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for Article V other operating costs. These expenses are currently funded in the Court Administration operating budget and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

State Attorney Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	66,444	69,945	71,655	-	71,655	71,655
Total Budgetary Costs	103,444	106,945	108,655	-	108,655	108,655
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
State Attorney (110-532-602)	37,000	98,600	98,600	-	98,600	98,600
State Attorney (110-532-713)	15,100	8,345	10,055	-	10,055	10,055
State Attorney (110-532-719)	51,344	-	-	-	-	-
Total Budget	103,444	106,945	108,655	-	108,655	108,655
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	103,444	106,945	108,655	-	108,655	108,655
Total Revenues	103,444	106,945	108,655	-	108,655	108,655

Leon County Fiscal Year 2014 Proposed Budget

Judicial

State Attorney - State Attorney (110-532-602)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	-	61,600	61,600	-	61,600	61,600
Total Budgetary Costs	37,000	98,600	98,600	-	98,600	98,600
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	37,000	98,600	98,600	-	98,600	98,600
Total Revenues	37,000	98,600	98,600	-	98,600	98,600

The State Attorney's budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

State Attorney - State Attorney (110-532-713)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	15,100	8,345	10,055	-	10,055	10,055
Total Budgetary Costs	15,100	8,345	10,055	-	10,055	10,055
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	15,100	8,345	10,055	-	10,055	10,055
Total Revenues	15,100	8,345	10,055	-	10,055	10,055

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actual expenses for communication costs associated with the phone system were reported in the State Attorney's operating budget. These expenses are currently budgeted in State Attorney Information Systems and the actual expenses will be reported separately each year. Increases to Communication costs for FY14 total \$1,710.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

State Attorney - State Attorney (110-532-719)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	51,344	-	-	-	-	-
Total Budgetary Costs	51,344	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	51,344	-	-	-	-	-
Total Revenues	51,344	-	-	-	-	-

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for Article V other operating costs. These expenses are currently funded in the State Attorney's operating budget and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Public Defender Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	94,372	93,450	95,875	-	95,875	95,875
Total Budgetary Costs	131,372	130,450	132,875	-	132,875	132,875
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Public Defender (110-533-603)	37,000	118,525	118,525	-	118,525	118,525
Public Defender (110-533-713)	25,084	11,925	14,350	-	14,350	14,350
Public Defender (110-533-719)	69,288	-	-	-	-	-
Total Budget	131,372	130,450	132,875	-	132,875	132,875
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	131,372	130,450	132,875	-	132,875	132,875
Total Revenues	131,372	130,450	132,875	-	132,875	132,875

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Public Defender - Public Defender (110-533-603)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	-	81,525	81,525	-	81,525	81,525
Total Budgetary Costs	37,000	118,525	118,525	-	118,525	118,525
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	37,000	118,525	118,525	-	118,525	118,525
Total Revenues	37,000	118,525	118,525	-	118,525	118,525

The FY14 Public Defender's budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Public Defender - Public Defender (110-533-713)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	25,084	11,925	14,350	-	14,350	14,350
Total Budgetary Costs	25,084	11,925	14,350	-	14,350	14,350
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	25,084	11,925	14,350	-	14,350	14,350
Total Revenues	25,084	11,925	14,350	-	14,350	14,350

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actual expenses for communication costs associated with the phone system were reported in the Public Defender's operating budget. For FY14, these expenses are budgeted in Public Defender-Information Systems and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Public Defender - Public Defender (110-533-719)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	69,288	-	-	-	-	-
Total Budgetary Costs	69,288	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	69,288	-	-	-	-	-
Total Revenues	69,288	-	-	-	-	-

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for Article V other operating costs. These expenses are currently funded in the Public Defender's operating budget and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	381,226	217,952	234,973	-	234,973	239,114
Operating	39,254	67,497	15,690	-	15,690	15,312
Capital Outlay	35,331	52,203	47,500	-	47,500	47,738
Grants-in-Aid	176,500	176,500	181,155	-	181,155	181,820
Total Budgetary Costs	632,311	514,152	479,318	-	479,318	483,984
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Alternative Juvenile Programs (117-509-569)	73,583	77,136	47,500	-	47,500	47,738
Court Administration - Teen Court (114-586-662)	122,519	133,751	155,663	-	155,663	158,950
Judicial Programs/Article V (117-548-662)	224,378	74,562	47,500	-	47,500	47,738
Law Library (117-546-714)	35,331	52,203	47,500	-	47,500	47,738
Legal Aid - Court (117-555-715)	49,370	52,203	47,500	-	47,500	47,738
Legal Aid (110-555-715)	127,130	124,297	133,655	-	133,655	134,082
Total Budget	632,311	514,152	479,318	-	479,318	483,984
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	127,130	124,297	133,655	-	133,655	134,082
114 Family Law Legal Services	122,519	133,751	155,663	-	155,663	158,950
117 Judicial Programs	382,662	256,104	190,000	-	190,000	190,952
Total Revenues	632,311	514,152	479,318	-	479,318	483,984
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Court Administration - Teen Court	3.00	3.00	3.00	-	3.00	3.00
Alternative Juvenile Programs	1.00	1.00	1.00	-	1.00	1.00
Judicial Programs/Article V	4.00	0.33	1.50	-	1.50	1.50
Total Full-Time Equivalentents (FTE)	8.00	4.33	5.50	-	5.50	5.50

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Legal Aid (110-555-715)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	127,130	124,297	133,655	-	133,655	134,082
Total Budgetary Costs	127,130	124,297	133,655	-	133,655	134,082
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
110 Fine and Forfeiture	127,130	124,297	133,655	-	133,655	134,082
Total Revenues	127,130	124,297	133,655	-	133,655	134,082

The major variances for the FY 2014 Other Court-Related Programs – Legal Aid budget are as follows:

Increases to Program Funding:

1. Contracts or other obligations for continuity of services in the amount of \$9,358.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Court Administration - Teen Court (114-586-662)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	116,466	123,061	144,973	-	144,973	148,638
Operating	6,053	10,690	10,690	-	10,690	10,312
Total Budgetary Costs	122,519	133,751	155,663	-	155,663	158,950
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
114 Family Law Legal Services	122,519	133,751	155,663	-	155,663	158,950
Total Revenues	122,519	133,751	155,663	-	155,663	158,950
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Case Coordinator	1.00	1.00	1.00	-	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	-	1.00	1.00
Teen Court Education Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2014 Teen Court budget are as follows:

Increases to Program Funding:

1. Costs associated with an increase in County's portion of funding for the Florida Retirement System investment plan, Workers Compensation, and Health Insurance. These increases do not consider any employee salary adjustments.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Alternative Juvenile Programs (117-509-569)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	72,253	72,657	47,500	-	47,500	47,738
Operating	1,329	4,479	-	-	-	-
Total Budgetary Costs	73,583	77,136	47,500	-	47,500	47,738
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
117 Judicial Programs	73,583	77,136	47,500	-	47,500	47,738
Total Revenues	73,583	77,136	47,500	-	47,500	47,738
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Juvenile Alternative Sanctions Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Law Library (117-546-714)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Capital Outlay	35,331	52,203	47,500	-	47,500	47,738
Total Budgetary Costs	35,331	52,203	47,500	-	47,500	47,738
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
117 Judicial Programs	35,331	52,203	47,500	-	47,500	47,738
Total Revenues	35,331	52,203	47,500	-	47,500	47,738

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Judicial Programs/Article V (117-548-662)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Personnel Services	192,506	22,234	42,500	-	42,500	42,738
Operating	31,872	52,328	5,000	-	5,000	5,000
Total Budgetary Costs	224,378	74,562	47,500	-	47,500	47,738
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
117 Judicial Programs	224,378	74,562	47,500	-	47,500	47,738
Total Revenues	224,378	74,562	47,500	-	47,500	47,738
Staffing Summary	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Administrative Asst. I	1.00	-	-	-	-	-
Trial Court Marshall	1.00	-	-	-	-	-
Court Liaison Officer	1.00	0.33	0.50	-	0.50	0.50
Information Systems Analyst	1.00	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	0.33	1.50	-	1.50	1.50

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements.

The major variances for the FY 2014 Judicial Programs/Article V budget are as follows:

Increases to Program Funding:

- Costs associated with the transfer of an Information Systems Analyst position formerly housed in Wakulla County to be moved to Leon County. Reimbursements from surrounding Counties within the 2nd Judicial Circuit have been budgeted.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Other Court-Related Programs - Legal Aid - Court (117-555-715)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Grants-in-Aid	49,370	52,203	47,500	-	47,500	47,738
Total Budgetary Costs	49,370	52,203	47,500	-	47,500	47,738
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
117 Judicial Programs	49,370	52,203	47,500	-	47,500	47,738
Total Revenues	49,370	52,203	47,500	-	47,500	47,738

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Guardian Ad Litem Summary

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	16,900	20,006	21,287	1,060	22,347	22,347
Total Budgetary Costs	16,900	20,006	21,287	1,060	22,347	22,347
Appropriations	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
GAL Information Systems (001-547-713)	12,147	1,275	1,495	-	1,495	1,495
GAL Operating (001-547-719)	4,753	-	-	-	-	-
Guardian Ad Litem (001-547-685)	-	18,731	19,792	1,060	20,852	20,852
Total Budget	16,900	20,006	21,287	1,060	22,347	22,347
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	16,900	20,006	21,287	1,060	22,347	22,347
Total Revenues	16,900	20,006	21,287	1,060	22,347	22,347

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Guardian Ad Litem - Guardian Ad Litem (001-547-685)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	-	18,731	19,792	1,060	20,852	20,852
Total Budgetary Costs	-	18,731	19,792	1,060	20,852	20,852
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	-	18,731	19,792	1,060	20,852	20,852
Total Revenues	-	18,731	19,792	1,060	20,852	20,852

The major variances for the FY 2014 Guardian Ad Litem budget are as follows:

Increases to Program Funding:

1.Costs associated with one additional parking space in the amount of \$1,060.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Guardian Ad Litem - GAL Information Systems (001-547-713)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	12,147	1,275	1,495	-	1,495	1,495
Total Budgetary Costs	12,147	1,275	1,495	-	1,495	1,495
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	12,147	1,275	1,495	-	1,495	1,495
Total Revenues	12,147	1,275	1,495	-	1,495	1,495

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 expenses were reported in the Guardian Ad Litem's operating budget. For FY14, the expenses are reported in Guardian Ad Litem-Information Systems and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2014 Proposed Budget

Judicial

Guardian Ad Litem - GAL Operating (001-547-719)

Budgetary Costs	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
Operating	4,753	-	-	-	-	-
Total Budgetary Costs	4,753	-	-	-	-	-
Funding Sources	FY 2012 Actual	FY 2013 Adopted	FY 2014 Continuation	FY 2014 Issues	FY 2014 Budget	FY 2015 Budget
001 General Fund	4,753	-	-	-	-	-
Total Revenues	4,753	-	-	-	-	-

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY12 Actuals depict the total amount funded by the County for Article V other operating costs. These expenses are currently funded in the Guardian Ad Litem's operating budget and the actual expenses will be reported separately each year.

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Leon County Government FY 2014/FY 2018 Capital Improvement Program

Project	Project #	FY 2013 Budget	FY 2014 Planned	FY 2014 Proposed	Variance	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	Five Year Project Total
CULTURE AND RECREATION										
Woodville Community Park	041002	50,000	550,000	50,000	(500,000)	500,000	-	-	-	550,000
Fort Braden Community Park	042005	75,000	-	-	-	-	-	-	-	-
Fred George Park	043007	-	-	-	-	50,000	50,000	50,000	-	150,000
Okeeheepkee Prairie Park	043008	315,000	150,000	-	(150,000)	150,000	-	-	-	150,000
Northeast Community Park	044001	388,000	388,000	388,000	-	-	-	-	-	388,000
Miccosukee Park	044002	40,000	-	-	-	-	-	-	-	-
Miccosukee Greenway	044003	35,000	300,000	-	(300,000)	300,000	-	-	-	300,000
Miccosukee Community Center	044005	-	-	-	-	-	15,000	-	-	15,000
Apalachee Parkway Regional Park	045001	758,000	100,000	-	(100,000)	300,000	100,000	100,000	100,000	600,000
J.R. Alford Greenway	045004	-	75,000	-	(75,000)	-	-	-	-	-
Parks Capital Maintenance	046001	500,000	900,000	400,000	(500,000)	450,000	850,000	910,000	300,000	2,910,000
Playground Equipment Replacement	046006	163,000	163,000	-	(163,000)	130,000	-	130,000	-	260,000
New Vehicles & Equipment for Parks/Greenways	046007	35,000	17,000	17,000	-	-	84,000	-	-	101,000
Athletic Field Lighting	046008	-	-	150,000	150,000	-	-	-	-	150,000
Greenways Capital Maintenance	046009	145,000	145,000	166,000	21,000	202,000	238,000	257,000	257,000	1,120,000
St. Marks Headwaters Greenway	047001	-	-	-	-	-	-	-	-	-
Library Services Technology	076011	42,000	-	20,000	20,000	80,000	30,000	30,000	30,000	190,000
Fort Braden Community Center Roof	082003	28,000	-	-	-	25,000	-	-	-	25,000
Main Library Improvements	086053	151,000	40,000	-	(40,000)	40,000	300,000	-	-	340,000
Subtotal		2,725,000	2,828,000	1,191,000	(1,637,000)	2,227,000	1,667,000	1,477,000	687,000	7,249,000
GENERAL GOVERNMENT										
General Vehicle & Equipment Replacement	026003	322,490	504,000	350,000	(154,000)	498,000	450,000	410,000	420,000	2,128,000
Financial Hardware and Software	076001	9,000	39,000	30,000	(9,000)	-	-	-	-	30,000
Data Writing	076003	25,000	25,000	25,000	-	25,000	25,000	25,000	25,000	125,000
Digital Phone System	076004	150,000	350,000	400,000	50,000	100,000	25,000	25,000	25,000	575,000
Supervisor of Electronics Technology	076005	25,000	25,000	30,000	5,000	35,000	25,000	25,000	25,000	140,000
File Server Maintenance	076008	250,000	250,000	375,000	125,000	375,000	375,000	375,000	375,000	1,875,000
Network Backbone Upgrade	076018	80,000	80,000	80,000	-	80,000	80,000	80,000	80,000	400,000
Technology In Chambers	076022	-	-	85,000	85,000	-	-	-	-	85,000
Courtroom Technology	076023	100,000	100,000	100,000	-	100,000	75,000	50,000	50,000	375,000
User Computer Upgrades	076024	300,000	300,000	200,000	(100,000)	300,000	300,000	300,000	300,000	1,400,000
Work Order Management	076042	19,000	20,000	20,000	-	20,000	20,000	20,000	20,000	100,000
Property Appraiser Technology	076045	-	-	-	-	-	-	-	-	-
State Attorney Technology	076047	30,000	30,000	25,000	(5,000)	30,000	30,000	30,000	30,000	145,000
Pubic Defender Technology	076051	30,000	50,000	25,000	(25,000)	30,000	30,000	30,000	30,000	145,000
Records Management	076061	50,000	50,000	-	(50,000)	50,000	50,000	50,000	50,000	200,000
E-Filing System for Court Documents	076063	88,200	21,435	20,000	(1,435)	-	-	-	-	-
MIS Data Center and Elevator Room Halon System	076064	70,000	-	-	-	-	-	-	-	-
Lake Jackson Town Center	083002	150,000	25,000	100,000	75,000	195,000	230,000	-	25,000	550,000
Courtroom Minor Renovations	086007	150,000	60,000	-	(60,000)	60,000	60,000	60,000	60,000	240,000
Architectural & Engineering Services	086011	60,000	60,000	40,000	(20,000)	80,000	80,000	80,000	80,000	360,000
Courthouse Security	086016	20,000	20,000	-	(20,000)	20,000	20,000	20,000	20,000	80,000
Common Area Furnishings	086017	25,000	25,000	20,000	(5,000)	30,000	30,000	30,000	30,000	140,000
Courthouse Repairs	086024	384,000	85,000	100,000	15,000	200,000	200,000	200,000	145,000	845,000
Bank of America Building Acquisition/Renovations	086025	800,000	600,000	784,000	184,000	710,000	480,000	285,000	-	2,259,000
Courthouse Renovations	086027	-	-	30,000	-	355,000	456,000	-	-	841,000
Agriculture Center Renovations	086030	-	-	-	-	-	50,000	-	-	50,000
Parking Lot Maintenance	086033	16,000	16,000	25,000	9,000	16,000	16,000	16,000	16,000	89,000
Elevator Generator Upgrades	086037	325,000	125,000	-	(125,000)	150,000	150,000	150,000	150,000	600,000
Reduction of Emissions and Energy Conservation Improvements	086041	-	-	-	-	-	-	-	-	-
Centralized Storage Facility	086054	-	50,000	-	(50,000)	-	50,000	-	-	50,000
General Country Maintenance and Minor Renovations	086057	85,000	25,000	-	(25,000)	25,000	25,000	25,000	25,000	100,000
Community Services Building Renovations	086062	60,000	-	200,000	200,000	200,000	-	-	-	400,000
Air Conditioning Unit Replacements	086064	-	-	-	-	94,000	36,000	36,000	36,000	202,000
Welcome Center Roof Replacement	086065	-	-	60,000	60,000	-	-	-	-	60,000
Pre-Fabricated Building	086066	-	-	-	-	-	-	18,750	18,750	37,500
Lake Jackson Town Center Sense of Place Initiative	086068	-	-	100,000	100,000	50,000	50,000	50,000	50,000	300,000
Business Incubator Center	086069	-	-	250,000	250,000	-	-	-	-	250,000
Elections Equipment	096015	-	1,650,000	800,000	(850,000)	-	-	-	-	800,000
Capital Grant Match Program	096019	-	-	-	-	-	-	-	-	-
Subtotal		3,623,690	4,585,435	4,274,000	(341,435)	3,828,000	3,418,000	2,390,750	2,085,750	15,996,500

Leon County Government FY 2014/FY 2018 Capital Improvement Program

Project	Project #	FY 2013 Budget	FY 2014 Planned	FY 2014 Proposed	Variance	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	Five Year Project Total
HEALTH AND SAFETY										
Emergency Medical Services Vehicle & Equipment Replacement	026014	860,500	633,798	1,095,000	461,202	821,000	846,000	870,000	897,000	4,529,000
Emergency Medical Services Technology	076058	52,500	-	12,500	12,500	12,500	12,500	12,500	12,500	62,500
Jail Complex Maintenance	086031	-	-	-	-	-	-	-	-	-
Sheriff Heliport Building	086042	-	175,000	175,000	-	-	-	-	-	175,000
Medical Examiner Facility	086067	-	-	250,000	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Emergency Medical Services Facility	096008	-	-	-	-	-	-	-	-	-
Public Safety Complex	096016	-	-	-	-	-	-	-	-	-
Subtotal		913,000	808,798	1,532,500	723,702	1,833,500	1,858,500	1,882,500	1,909,500	9,016,500
PHYSICAL ENVIRONMENT										
Stormwater Vehicle & Equipment Replacement	026004	342,500	342,500	430,400	87,900	870,000	690,000	680,000	570,000	3,240,400
Landfill Improvements	036002	100,000	100,000	100,000	-	100,000	100,000	100,000	120,000	520,000
Solid Waste Facility Heavy Equipment & Vehicle Replacement	036003	34,500	413,720	85,000	(328,720)	975,000	540,000	640,000	350,000	2,590,000
Transfer Station Heavy Equipment Replacement	036010	410,829	487,500	90,000	(397,500)	585,000	661,000	545,000	488,000	2,369,000
Apalachee Solid Waste Mgt Fac Scale	036013	-	-	81,000	81,000	-	-	-	-	81,000
Transfer Station Improvements	036023	100,000	200,000	200,000	-	120,000	120,000	120,000	120,000	680,000
Solid Waste Master Plan	036028	-	-	-	-	-	-	-	-	-
Remedial Action Plan	036032	-	-	-	-	-	-	-	-	-
Rural/Hazardous Waste Vehicle and Equipment Replacement	036033	39,500	91,200	-	(91,200)	25,000	201,500	50,000	39,500	316,000
Landfill Gas Analyzer	036040	-	-	11,000	11,000	-	-	-	-	11,000
Solid Waste Pre-fabricated Building	036041	-	-	18,750	18,750	18,750	18,750	-	-	56,250
Pedrick Road Pond Walking Trail	045007	120,000	-	100,000	100,000	-	-	-	-	100,000
Lake Munson Restoration	062001	-	-	-	-	-	-	-	-	-
Lakeview Bridge	062002	-	-	-	-	-	-	-	-	-
Longwood Outfall Retrofit	062004	-	-	-	-	-	-	-	-	-
Gum Road Target Planning Area	062005	-	3,200,000	-	(3,200,000)	3,200,000	-	-	-	3,200,000
Lexington Pond Retrofit	063005	-	-	-	-	-	-	-	-	-
Killlearn Acres Flood Mitigation	064001	-	-	-	-	-	-	-	-	-
Bradfordville Pond 4 Outfall Stabilization	064005	241,000	-	-	-	-	-	-	-	-
Killlearn Lakes Plantation Stormwater	064006	-	500,000	500,000	-	250,000	250,000	-	-	1,000,000
Lafayette Street Stormwater	065001	-	-	-	-	-	-	-	-	-
CARDS Stormwater Program: Start Up Costs	066001	-	50,000	-	(50,000)	-	50,000	-	50,000	100,000
Stormwater Structure Inventory and Mapping	066003	250,000	250,000	125,000	(125,000)	-	-	-	-	125,000
TMDL Compliance Activities	066004	50,000	100,000	50,000	(50,000)	250,000	500,000	500,000	500,000	1,800,000
Stormwater Maintenance Filter Replacement	066026	100,000	100,000	-	(100,000)	100,000	100,000	100,000	100,000	400,000
Blue Print 2000 Water Quality Enhancements	067002	-	-	-	-	-	-	-	-	-
Geographic Information Systems	076009	238,280	238,280	188,280	(50,000)	238,280	238,280	238,280	238,280	1,141,400
Permit & Enforcement Tracking System	076015	70,000	50,000	50,000	-	50,000	50,000	50,000	50,000	250,000
Geographic Information Systems Incremental Basemap Update	076060	-	298,500	298,500	-	298,500	298,500	298,500	298,500	1,492,500
Subtotal		2,096,609	6,421,700	2,327,930	(4,093,770)	7,080,530	3,818,030	3,321,780	2,924,280	19,472,550
TRANSPORTATION										
Public Works Vehicle & Equipment Replacement	026005	919,000	950,000	586,000	(364,000)	1,093,000	970,000	904,000	840,000	4,393,000
Open Graded Cold Mix Maintenance and Resurfacing	026006	600,000	600,000	600,000	-	600,000	600,000	600,000	600,000	3,000,000
Fleet Management Shop Equipment	026010	65,000	50,000	-	(50,000)	50,000	-	50,000	25,000	125,000
Arterial & Collector Roads Pavement Markings	026015	85,200	85,200	135,200	50,000	135,200	135,200	135,200	135,200	676,000
Springhill Road Bridge	051007	-	-	-	-	-	-	-	-	-
Pullen Road at Old Bainbridge Road	053002	-	-	-	-	-	-	-	-	-
North Monroe Turn Lane	053003	-	-	-	-	-	-	-	-	-
Talpeco Road & Highway 27 North	053005	-	-	-	-	-	-	-	-	-
Bannerman Road	054003	-	-	-	-	-	-	-	-	-
Beech Ridge Trail	054010	-	-	-	-	-	-	-	-	-
Arterial/Collector Resurfacing	056001	3,200,000	3,200,000	3,200,000	-	3,200,000	3,200,000	3,200,000	3,200,000	16,000,000
Community Safety & Mobility	056005	500,000	750,000	750,000	-	750,000	750,000	750,000	750,000	3,750,000
Florida Department of Transportation Permitting Fees	056007	50,000	50,000	50,000	-	50,000	50,000	50,000	50,000	250,000
Transportation and Stormwater Improvements	056010	-	250,000	-	(250,000)	500,000	500,000	500,000	500,000	2,000,000
Public Works Design and Engineering Services	056011	60,000	60,000	60,000	-	60,000	60,000	60,000	60,000	300,000
Intersection and Safety Improvements	057001	750,000	750,000	750,000	-	750,000	576,000	750,000	750,000	3,576,000
Local Road Resurfacing	057005	-	850,000	850,000	-	-	850,000	-	850,000	2,550,000
CARDS Transportation Program: Start Up Costs	057900	75,000	75,000	-	(75,000)	-	-	-	-	-
Subtotal		6,304,200	7,670,200	6,981,200	(689,000)	7,188,200	7,691,200	6,999,200	7,760,200	36,620,000
Total		15,662,499	22,314,133	16,306,630	(6,037,503)	22,157,230	18,452,730	16,071,230	15,366,730	88,354,550

CULTURE AND RECREATION

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Woodville Community Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	041002	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the restroom and concession stands at J. Lewis Hall, Sr., Woodville Park and Recreation Complex. The existing restroom/concession was built in 1997 and since then three additional fields have been added. The additional fields have placed an increased demand on restrooms and concession beyond what was originally programmed for this facility. Currently, Port-a-Lets are being rented in order to meet restroom demands.

To meet the needs and use requirements for this area, a building the size of the building built at the Apalachee Regional Park will be needed. To reduce the operational costs, the new building will be built as energy efficient as possible. Items include a rain cistern system for the irrigation of plants around the building, and solar panels to reduce utility costs.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	112,500	0	0	0	0	0	0	0	0	112,500
305 Capital Improvements	36,341	50,000	0	50,000	500,000	0	0	0	550,000	636,341
309 Sales Tax - Extension	159,402	0	0	0	0	0	0	0	0	159,402
325 Bond Series 1998A Construction	33,238	0	0	0	0	0	0	0	0	33,238
	341,482	50,000	0	50,000	500,000	0	0	0	550,000	941,482

Policy/Comprehensive Plan Information

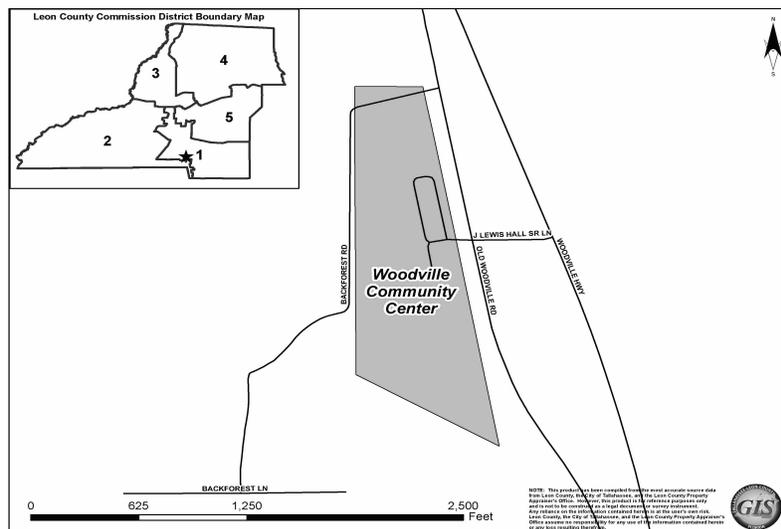
Parks & Recreation Master Plan (May 1997)
Parks & Recreation Element of the Comprehensive Plan, Policy, 1.1.3

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
140 Municipal Service	0	0	6,000	6,000	6,000
	0	0	6,000	6,000	6,000

This project will have an annual impact on the Parks and Recreation operating budget. The following are the estimated impacts anticipated to begin in FY 2016:

- \$4,000 Utility Services
- \$2,000 Operating Supplies



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Fort Braden Community Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	042005	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for a 12 foot addition to the restroom/concession stand at the Fort Braden Community Park. This addition is needed for the secure storage of equipment such as mowers, utility vehicle, and field groomers. Currently, the equipment is hauled back and forth from the Miccosukee Complex each time it is needed at the site. This addition will also provide a space for storage of Concession supplies in a secure area.

Financial Summary

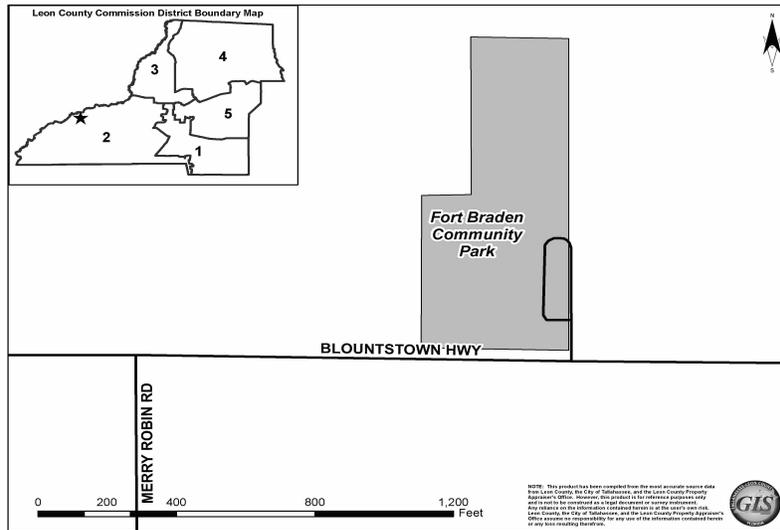
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	75,000	0	0	0	0	0	0	0	75,000
	0	75,000	0	0	0	0	0	0	0	75,000

Policy/Comprehensive Plan Information

Parks & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Okeehoopkee Prairie Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	043008	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the construction of recreational facilities in the Okeehoopkee Prairie Park. The Florida Water Management District has completed a large storm water pond at this location that offers the opportunity for a recreational/educational trail in accordance with a grant agreement with the Florida Communities Trust program.

This project will be completed in three phases. The first phase is funding for the design and permitting fees. The second phase is for the parking lot, boardwalk, and the trail around the pond. The final phase will include a picnic shelter, signage, and walking trail.

Financial Summary

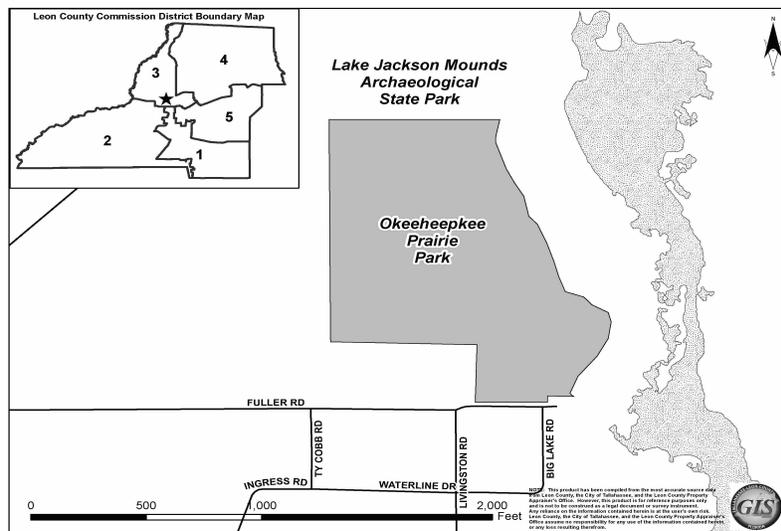
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	315,000	0	0	150,000	0	0	0	150,000	465,000
318 Bond Series 1999 Construction	49,946	487,554	30,678	0	0	0	0	0	0	537,500
	49,946	802,554	30,678	0	150,000	0	0	0	150,000	1,002,500

Policy/Comprehensive Plan Information

Florida Community Trust Management Plan
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3 and 1.1.4 and Objective 1.2

Operating Budget Impact

This project is anticipated to have operating impacts once the park is brought online.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Northeast Community Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	044001	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the acquisition of property for the development of a community park in the northeast area of the County. Currently, there is not a county owned park in this section of the County. The total cost of the property is \$750,000 plus 4% interest. A \$100,000 down payment was made in FY 2012 and a \$338,000 payment was made in FY 2013. The remaining balance is included in the FY 2014 budget.

Financial Summary

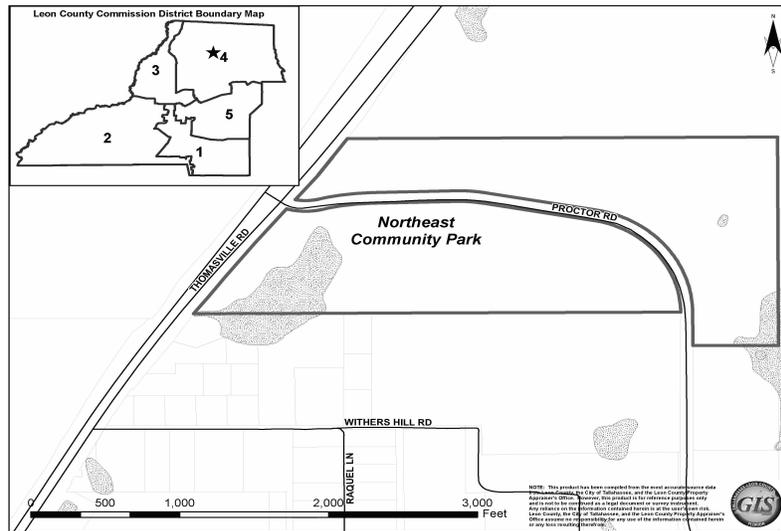
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	100,000	398,000	338,000	388,000	0	0	0	0	388,000	886,000
325 Bond Series 1998A Construction	16,870	0	0	0	0	0	0	0	0	16,870
	116,870	398,000	338,000	388,000	0	0	0	0	388,000	902,870

Policy/Comprehensive Plan Information

Parks & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3, 1.1.5 and 1.2.1

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Micosukee Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	044002	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for improvements to recreational needs and space requirements of the Micosukee Community Park. These improvements would be for the construction of new athletic fields, including a softball field and a T-ball field and the installation of a new well designed to support the existing and proposed turf needs and the new community garden.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	150,739	709,929	9,186	0	0	0	0	0	0	860,668
318 Bond Series 1999 Construction	181,216	0	0	0	0	0	0	0	0	181,216
325 Bond Series 1998A Construction	203,855	0	0	0	0	0	0	0	0	203,855
	535,811	709,929	9,186	0	0	0	0	0	0	1,245,740

Policy/Comprehensive Plan Information

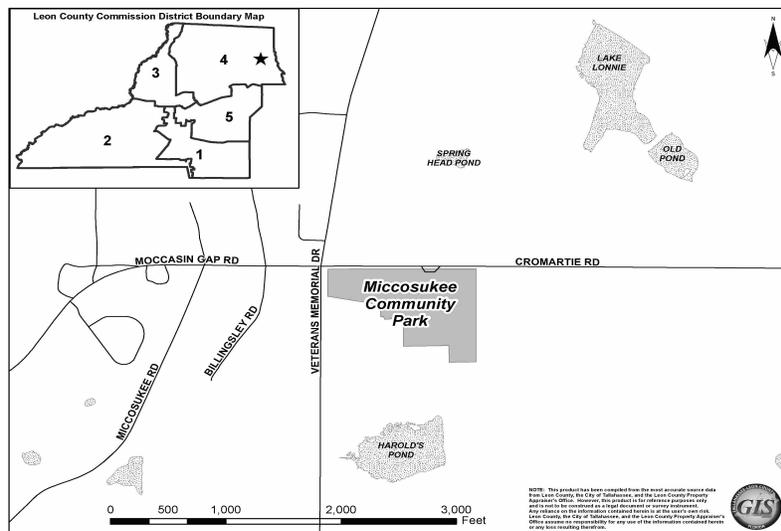
Parks & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3 and 1.1.5

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
140 Municipal Service	11,160	11,160	11,160	11,160	11,160
	11,160	11,160	11,160	11,160	11,160

This project will have an annual impact on the Parks and Recreation operating budget. The following are the estimated impacts anticipated to begin in FY14:

- Ball field materials (clay, sand, etc.) \$3,350
- Ball field maintenance \$5,810
- Ball field irrigation, pest control/turf management \$2,000



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Micosukee Greenway

Dept/Div: **Parks & Recreation** Comp Plan CIE Project: **N/A**
 Project #: **044003** Capital Improvement: **N/A**
 Service Type: **Culture & Recreation** Level of Service Standard: **N/A**
 Status: **Existing Project - Carryforward** Current Level of Service: **N/A**

Project Description/Justification

This project is for improvements at the Micosukee Greenway. In accordance with the revised Land Management Plan, FY13 funding allocation will be used for improving Fleischmann Road and Crump Road Trailheads. The Crump improvement will require the installation of a well.

The FY15 request is for matching funds for a Federal Grant for improvements to the existing trail system from the Edenfield Trailhead to the Fleischmann Road Trailhead. This is the third and final phase of trail improvement grants for this area. Improvements will provide safe all weather surfaces that physically impaired citizens may use to walk on the Greenways. These funds are the 50% match for the Grant funds.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	146,338	498,166	56,265	0	0	0	0	0	0	644,504
305 Capital Improvements	2,495	35,000	6,325	0	300,000	0	0	0	300,000	337,495
309 Sales Tax - Extension	37,864	0	0	0	0	0	0	0	0	37,864
325 Bond Series 1998A Construction	194,785	0	0	0	0	0	0	0	0	194,785
	381,482	533,166	62,590	0	300,000	0	0	0	300,000	1,214,648

Policy/Comprehensive Plan Information

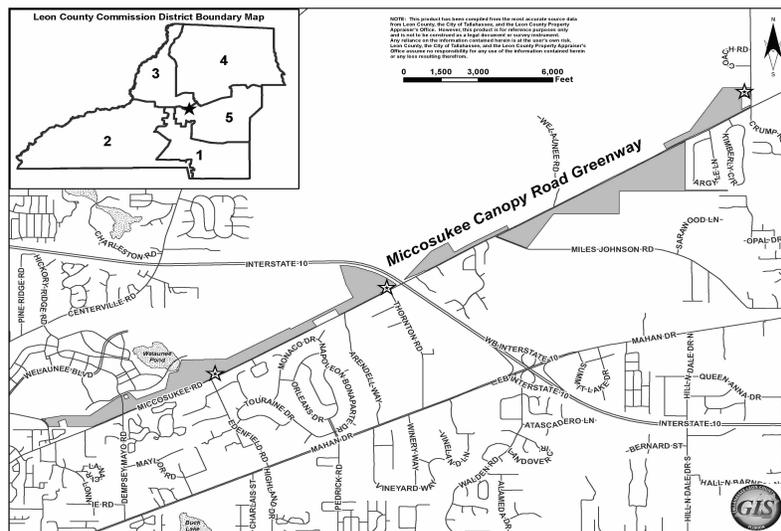
Management Plan for Micosukee Canopy Road Greenway (2001)
 Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3
 Parks & Recreation Master Plan (1997)

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
140 Municipal Service	0	1,000	1,000	1,000	1,000
	0	1,000	1,000	1,000	1,000

This project will have annual impacts on the Parks & Recreation operating budget. The following are the estimated impacts anticipated to begin in FY15:

Road Materials \$1,000



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Micosukee Community Center

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	044005	Capital Improvement:	
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the Micosukee Community Center roof. The existing roof has a life span of 10-15 years and is showing signs of material failure. Replacing the roof will mitigate any potential deterioration of the building infrastructure due to leaks.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	0	0	15,000	0	0	15,000	15,000
	0	0	0	0	0	15,000	0	0	15,000	15,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Apalachee Parkway Regional Park

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	045001	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the design and construction of an entrance road and parking loop more conducive to the high utilization of the park. Currently traffic flow patterns are congested and ineffective. In addition, this project includes the construction of a stormwater management facility. This facility has been designed in-house and is ready to permit.

In FY 2013, \$250,000 was allocated to widen and improve the cross country track at Apalachee Regional Park. The project costs were split 50/50 between General Revenue (\$125,000) and the Tourist Development tax (\$125,000). It is estimated that with this expansion ten additional events could be hosted at the park, which equates to over 18,000 visitors to the area and a potential economic impact of approximately \$10.7 million. Funding for FY 2014 and FY 2015 is contemplated for design and construction of the restroom facility with water and sewer connections. In addition, FY 2014 - FY 2018 funding will be utilized as the Solid Waste Master Plan is completed and implemented.

Financial Summary

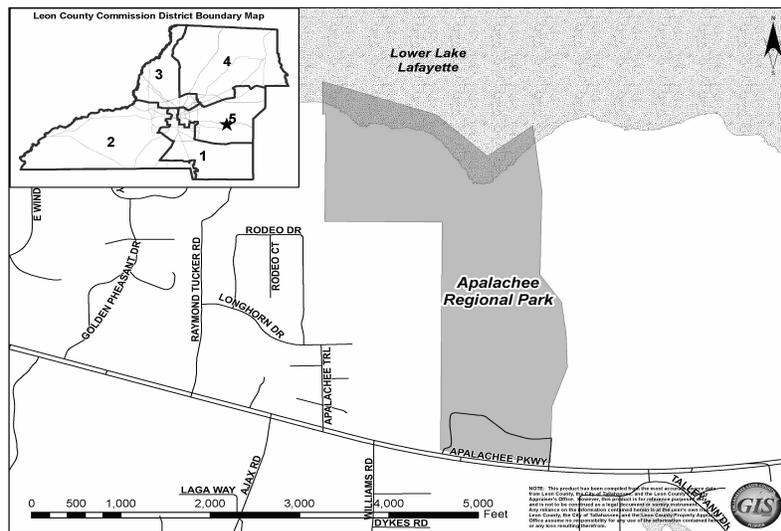
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	438,849	818,693	101,966	0	300,000	100,000	100,000	100,000	600,000	1,857,542
309 Sales Tax - Extension	839,751	0	0	0	0	0	0	0	0	839,751
401 Solid Waste	493,488	0	0	0	0	0	0	0	0	493,488
	1,772,088	818,693	101,966	0	300,000	100,000	100,000	100,000	600,000	3,190,781

Policy/Comprehensive Plan Information

Parks & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3, 1.2.1 and 1.2.5

Operating Budget Impact

This project will have minor impacts on the Parks and Recreation and Operations operating budget.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

J.R. Alford Greenway

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	045004	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the design of a shop complex at the J.R. Alford Greenway. The proposed complex will consist of a shop with office space for employees, restrooms, equipment storage, truck/tractor storage sheds, and a fueling station. Funding for construction will be addressed in future budget years.

Financial Summary

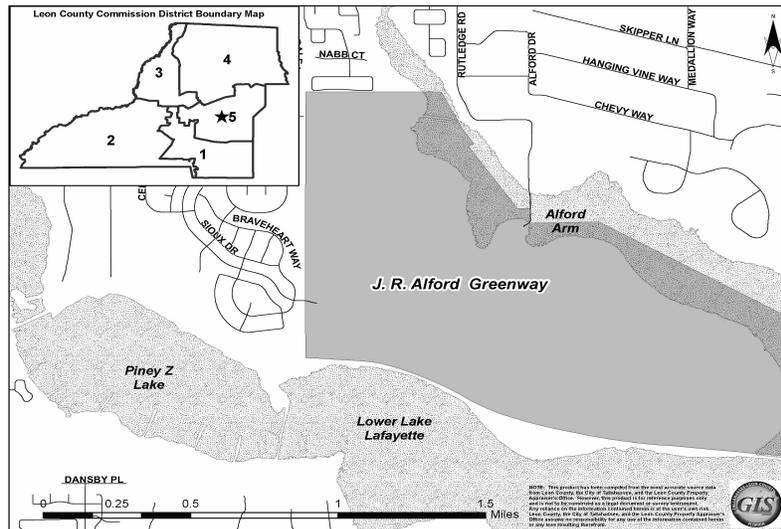
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	110,185	0	0	0	0	0	0	0	0	110,185
309 Sales Tax - Extension	25,000	0	0	0	0	0	0	0	0	25,000
	135,186	0	0	0	0	0	0	0	0	135,186

Policy/Comprehensive Plan Information

J.R. Alford Greenway Land Management Plan

Operating Budget Impact

The design phase of the project will not impact the operating budget.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Parks Capital Maintenance

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	046001	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project includes \$300,000 per year for the maintenance and replacement of equipment at all Countywide Parks. This includes, but is not limited to, fencing, safety corrections on equipment, paving and parking lot improvements, facility signs, maintenance, irrigation, turf management, as well as tennis and basketball court maintenance. This project will allow Parks and Recreation to quickly correct unsafe items and prevent possible injury to the public.

In addition, this project includes funding for maintenance projects as identified in the active parks analysis conducted in FY12:

Drainage Improvements/Retrofits (\$200,000 in FY 2013, \$100,000/year in FY 2014-2017)

Canopy Oak Concession/Comfort Station Replacement (\$500,000 in FY 2014)

Daniel B. Chaires Park Baseball Field Construction (\$510,000 in FY 2017)

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,277,427	573,926	19,333	400,000	450,000	850,000	910,000	300,000	2,910,000	4,761,353
	1,277,427	573,926	19,333	400,000	450,000	850,000	910,000	300,000	2,910,000	4,761,353

Policy/Comprehensive Plan Information

Parks & Recreation Master Plan (1997)

Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Playground Equipment Replacement

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	046006	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of playground equipment within the Leon County Parks and Recreation program. In addition, this project will also establish new play areas within the parks system. Previously, playground equipment replacement and additions were budgeted within individual park capital improvement projects. Playground equipment generally has a life span of 15 years unless safety regulations change or unexpected damage occurs. This replacement program will include the purchase and installation of rubber safety surface under the equipment. All playground equipment in county parks is inspected several times a year by licensed playground inspectors to ensure safety requirements are being met.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	176,889	276,111	0	0	130,000	0	130,000	0	260,000	713,000
	176,889	276,111	0	0	130,000	0	130,000	0	260,000	713,000

Policy/Comprehensive Plan Information

Parks & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

New Vehicles and Equipment for Parks/Greenways

Dept/Div:	Parks & Recreation	Comp Plan CIE Project:	N/A
Project #:	046007	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for new vehicles and equipment for the Parks and Greenways. The Parks and Greenways program has grown dramatically in recent years. In the past five years, the County has acquired a total of 1,491 acres: 321 acres for public use and 1,170 acres in green space that has not been open to the public (St. Marks Greenway, Fred George Greenway, Fallschase, and Okeeheepkee Prairie Park).

The FY14 request is for one additional all terrain vehicle for Canopy Oaks Park.

The FY16 request is for a mini excavator. The Greenways crew has been renting one of these each year for the past three years to perform trail maintenance and clearing of debris. The purchase of the excavator will allow for additional maintenance on the trails as well as other jobs (stump removal, ditch work, and irrigation repairs) that are not currently being performed due to the limited rental time.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	139,682	258,198	148,462	17,000	0	84,000	0	0	101,000	498,880
	139,682	258,198	148,462	17,000	0	84,000	0	0	101,000	498,880

Policy/Comprehensive Plan Information

Park & Recreation Master Plan (1997)
Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3
State of Florida Division of Forestry "Best Management Practices"

Operating Budget Impact

This project will have annual impacts on the Parks & Recreation operating budget once the vehicles have been purchased.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Athletic Field Lighting

Dept/Div: **Parks & Recreation** Comp Plan CIE Project: **N/A**
 Project #: **046008** Capital Improvement: **N/A**
 Service Type: **Culture & Recreation** Level of Service Standard: **N/A**
 Status: **Existing Project - Carryforward** Current Level of Service: **N/A**

Project Description/Justification

This project is for security lighting and lighting the final two fields at Apalachee Regional Park. The lighting of the fields allows additional time to complete an evening game or practice during the weekdays.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	565,134	22,866	0	150,000	0	0	0	0	150,000	738,000
	565,134	22,866	0	150,000	0	0	0	0	150,000	738,000

Policy/Comprehensive Plan Information

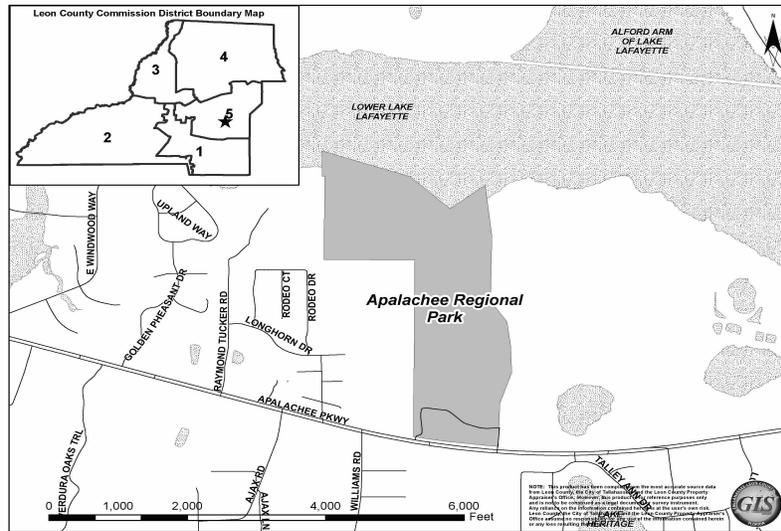
Parks & Recreation Master Plan (1997)
 Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
140 Municipal Service	0	10,000	10,000	10,000	10,000
	0	10,000	10,000	10,000	10,000

This project will have annual impacts on the Parks & Recreation operating budget once the lights are installed at the Apalachee Regional Park. The following operating impacts are anticipated to begin in FY 2015:

\$10,000 for costs such as utilities, repairs/maintenance, etc.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Greenways Capital Maintenance

Dept/Div: **Parks & Recreation** Comp Plan CIE Project: **N/A**
 Project #: **046009** Capital Improvement: **N/A**
 Service Type: **Culture & Recreation** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for the maintenance (mowing, tree trimming, fence repair, etc.) of the greenways and green spaces within the County's Parks and Recreation system. This project will address maintenance issues that arise within the J.R. Alford, Miccosukee, Fred George and St. Marks greenways, as well as control plant invasive species. The budget plans maintenance funding for the greenway acreage to be brought online as follows:

FY 2014 - 175 acres
 FY 2015 - 300 acres
 FY 2016 - 300 acres
 FY 2017 - 155 acres

Financial Summary

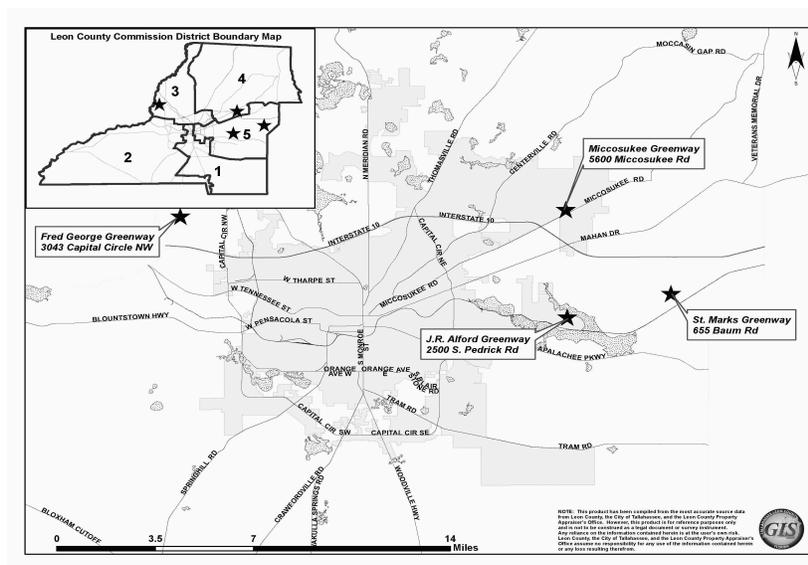
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	100,295	0	0	0	0	0	0	0	0	100,295
127 Grants - Interest Bearing	1,830	0	0	0	0	0	0	0	0	1,830
305 Capital Improvements	637,999	165,087	70,343	166,000	202,000	238,000	257,000	257,000	1,120,000	1,923,086
	740,124	165,087	70,343	166,000	202,000	238,000	257,000	257,000	1,120,000	2,025,211

Policy/Comprehensive Plan Information

Lease Agreement between Leon County and the Office of Greenway and Trails
 J.R. Alford Greenway Management Plan
 Miccosukee Canopy Road Greenway Management Plan
 Florida Community Trust Management Plan #01-152-FF1
 Parks & Recreation Element of the Comprehensive Plan, Policy 1.1.3 and 1.1.4

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

St. Marks Headwaters Greenways

Dept/Div: **Parks & Recreation** Comp Plan CIE Project: **N/A**
 Project #: **047001** Capital Improvement: **N/A**
 Service Type: **Culture & Recreation** Level of Service Standard: **N/A**
 Status: **Existing Project - Carryforward** Current Level of Service: **N/A**

Project Description/Justification

This project is for the construction of a parking lot, trail systems (including those conducive to equestrian use), boardwalks, viewing areas, and shelters to comply with the State Management Plan for these areas and a potential multi-purpose area in the northwest quadrant of the field.

In FY 2012, \$1,510,954 in funding was provided from Blueprint 2000's 80% share of the Sales Tax extension to complete this project.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	0	1,510,594	0	0	0	0	0	0	0	1,510,594
305 Capital Improvements	190,730	198,944	0	0	0	0	0	0	0	389,674
309 Sales Tax - Extension	50,000	0	0	0	0	0	0	0	0	50,000
	240,730	1,709,538	0	0	0	0	0	0	0	1,950,268

Policy/Comprehensive Plan Information

St. Marks Headwaters Greenway Management Plan approved by the Florida Community Trust. Parks and Recreation Element of the Comp Plan Policy 1.1.3, 1.1.4.

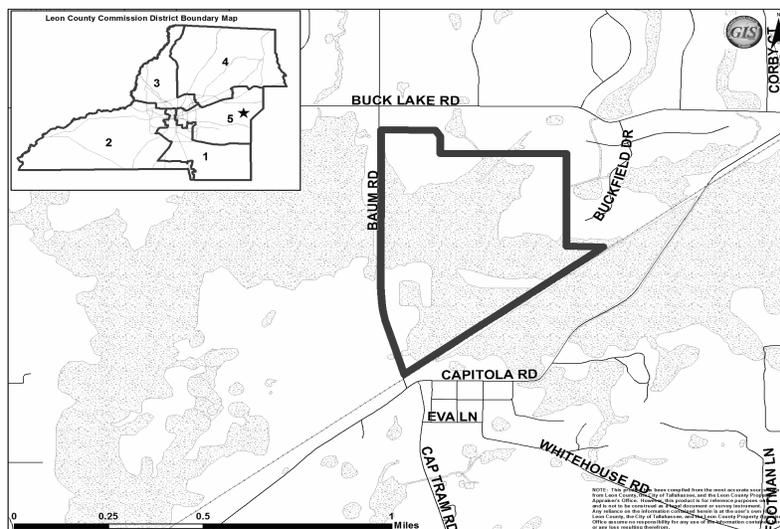
Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
140 Municipal Service	0	40,700	40,700	40,700	40,700
	0	40,700	40,700	40,700	40,700

When the facility comes on-line, it will have an annual impact on the Parks and Recreation operating budget. The following are the estimated impacts:

FY 2015 - FY 2018

- \$25,700 Supplies: Operating and Road Materials
- \$15,000 Other Contractual Services: invasive plant control and port-a-let



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Library Services Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076011	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for technology improvements for Library Services.

Funding of \$45,000 is for an update of the Vocera remote telephone devices. Each library employee has a Vocera device, which is integrated with the County's Avaya phone system. Library staff can be located anywhere in the building and receive calls going to their desks. This allows staff to be on the floor assisting patrons, working in the book stacks, and working away from their desks. A carry forward of \$25,000 from the FY 2013 budget is planned, and the FY 2014 budget includes \$20,000 required to upgrade the server infrastructure in order to support the new version of the Vocera software. FY 2015 budget includes \$80,000 to upgrade all public personal computers from Windows XP to Windows 7 or 8. FY 2016 - 2018 budgets plan funding for future technology improvements.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	107,846	42,000	4,624	20,000	80,000	30,000	30,000	30,000	190,000	339,846
	107,846	42,000	4,624	20,000	80,000	30,000	30,000	30,000	190,000	339,846

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Fort Braden Community Center Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	082003	Capital Improvement:	N/A
Service Type:	Culture & Recreation	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the roof at the Fort Braden Community Center. The existing roof is showing signs of material failure. The current three tab shingle has multiple roll tabs, which represents that the roof has reached the end of its life expectancy. Additionally, leaks are exposed in several locations throughout the building. FY 2015 budget is for repainting the Center, which is an extensive process requiring "torching" off the old paint to begin with the original surface.

Financial Summary

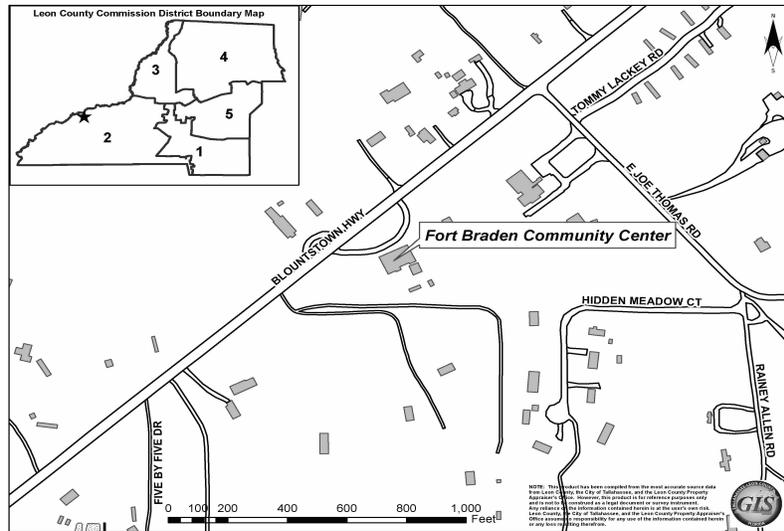
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	75,148	28,000	23,975	0	25,000	0	0	0	25,000	128,148
318 Bond Series 1999 Construction	49,607	0	0	0	0	0	0	0	0	49,607
325 Bond Series 1998A Construction	30,000	0	0	0	0	0	0	0	0	30,000
	154,754	28,000	23,975	0	25,000	0	0	0	25,000	207,754

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Main Library Improvements

Dept/Div: **Facilities Management** Comp Plan CIE Project: **N/A**
 Project #: **086053** Capital Improvement: **N/A**
 Service Type: **Culture & Recreation** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for the renovations of the restrooms at the main library. The main library services thousands of patrons each year and the restrooms are in need of renovation to update the fixtures, wall coverings, and floor. Renovations include six restrooms on the first floor and the two restrooms on the second floor. This renovation will be a four year process. FY 2013 funding for improvements including exterior caulking and sealing, refurbishment of the front concrete area and stairs, and the replacement of the front entrance doors.

FY 2016 budget is for the replacement of an antiquated fire alarm panel.

Financial Summary

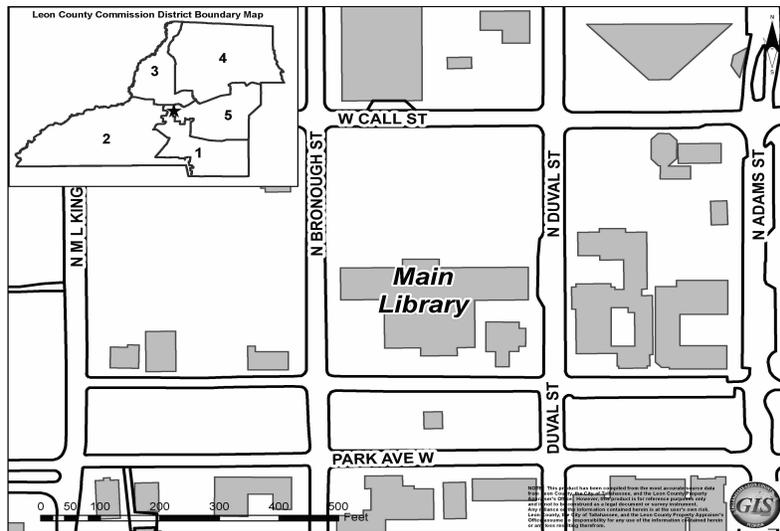
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	346,838	166,278	10,953	0	40,000	300,000	0	0	340,000	853,116
	346,838	166,278	10,953	0	40,000	300,000	0	0	340,000	853,116

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



GENERAL GOVERNMENT

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Financial Hardware and Software

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076001	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the purchase of financial hardware and software technology. The FY14 request is for the purchase of a formal point-of-sale accounting system for Probation, Supervised Pretrial Release, and Drug and Alcohol Testing for tracking daily collections. This system will be interfaced with Banner.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	253,128	29,119	1,625	30,000	0	0	0	0	30,000	312,247
	253,128	29,119	1,625	30,000	0	0	0	0	30,000	312,247

Policy/Comprehensive Plan Information

Leon County Policy No. 92-4: Accounting and Reporting
Leon County Policy No. 93-44: Fiscal Planning

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
001 General Fund	3,000	3,000	3,000	3,000	3,000
	3,000	3,000	3,000	3,000	3,000

This project has an annual impact on Management Information Services operating budget. The following are the estimated impacts anticipated to begin in FY 2014:

\$3,000 Annual Support fee for the Probation accounting system

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Data Wiring

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076003	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the continued replacement of the computer wiring at various County facilities. These replacements will be coordinated with any building and/or renovation changes that are planned through Facilities Management.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	434,859	25,000	1,535	25,000	25,000	25,000	25,000	25,000	125,000	584,859
	434,859	25,000	1,535	25,000	25,000	25,000	25,000	25,000	125,000	584,859

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Digital Phone System

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076004	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the phone and voice mail system for the Leon County Sheriff's Office, Leon County Clerk of Courts and Court Administration to the Avaya phone system. These agencies will realize operational savings and improved services.

The FY 2014 request includes the addition of the Sheriff's office. FY 2015 budget is for the addition of the Clerk's office. FY 2016 - 2018 budgets include planning for future upgrades.

The Court Administration migration was completed in FY 2013.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,072,549	150,000	1,639	400,000	100,000	25,000	25,000	25,000	575,000	1,797,549
318 Bond Series 1999 Construction	150,000	0	0	0	0	0	0	0	0	150,000
	<u>1,222,549</u>	<u>150,000</u>	<u>1,639</u>	<u>400,000</u>	<u>100,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>575,000</u>	<u>1,947,549</u>

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
001 General Fund	48,500	57,500	57,500	57,500	57,500
	<u>48,500</u>	<u>57,500</u>	<u>57,500</u>	<u>57,500</u>	<u>57,500</u>

This project will have annual impacts to the MIS Automation and Sheriff's Office operating budgets. The following are the estimated impacts anticipated to begin in FY 2014:

FY 2014:

MIS Automation - \$48,500 for increased annual maintenance costs for Avaya as the Sheriff's Office Public Safety Complex is moved to Avaya. (\$26,750 Sheriff's Office + \$21,750 Public Safety Complex)

Sheriff's Office - Approximately \$80,000 one-time decrease in the operating budget as initial set of phone lines are eliminated through the move to the Avaya phone system.

Net operating impact for FY 2014 is a \$31,500 decrease.

FY 2015 - FY 2018:

MIS Automation - \$57,500 for increased annual maintenance costs for Avaya as the Clerk's Office is moved to Avaya. (\$26,750 Sheriff's Office + \$21,750 Public Safety Complex \$9,000 Clerk's Office)

Sheriff's Office - Approximately \$110,000 ongoing decrease in the operating budget as remaining phone lines are eliminated with the completed move to the Avaya phone system.

Net operating impact for FY 2015 - FY 2018 is a \$52,500 decrease.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Supervisor of Elections Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076005	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for technology improvements for the Supervisor of Elections. FY 2014 budget includes an additional \$5,000 and FY 2015 budgets include an additional \$10,000 to refresh a total of 15 laptops to accommodate Windows 7 or 8.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	208,302	25,000	783	30,000	35,000	25,000	25,000	25,000	140,000	373,302
	208,302	25,000	783	30,000	35,000	25,000	25,000	25,000	140,000	373,302

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

File Server Maintenance

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076008	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of file servers for planned obsolescence and standardization. Consolidation and upgrading of servers is an ongoing process to sustain desktop and communication functionalities and specialized applications for County staff and services. Upgrading of servers improves performance and reliability of systems and backup solutions. In addition, a virtualization solution for file servers will be used to improve support of applications, test environments, and maintenance, as previously described. The virtualization will minimize space requirements and cut energy costs in the data center, maximize technical staff resources, and provide for disaster recovery and business continuity of services. Funding includes IBM compute environment annual lease costs (\$300,000) and other costs associated with the physical servers and tape backup system (\$75,000).

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,570,690	262,283	19,445	375,000	375,000	375,000	375,000	375,000	1,875,000	3,707,973
	1,570,690	262,283	19,445	375,000	375,000	375,000	375,000	375,000	1,875,000	3,707,973

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

This project produces an annual energy costs savings of approximately \$10,000 in electrical and air conditioning expenses. These energy savings in the data center were achieved by replacing nearly 250 servers with eight enterprise system servers that utilize virtualization and Storage Area Network (SAN) technology. These technologies provide on demand computing services through shared resources.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Network Backbone Upgrade

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076018	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the continual maintenance and upgrading of the network connectivity of County offices to provide uninterrupted service with high speed and increased bandwidth to support existing and growing applications requiring graphics and document images. Redundant links to critical offices will continue to be implemented each year to prepare for disaster recovery and business continuity needs.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	930,346	80,000	60,361	80,000	80,000	80,000	80,000	80,000	400,000	1,410,346
	930,346	80,000	60,361	80,000	80,000	80,000	80,000	80,000	400,000	1,410,346

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Technology In Chambers

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076022	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project upgrades the Board of County Commissions Chambers television broadcasting equipment purchased in FY 2001.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	397,392	0	0	85,000	0	0	0	0	85,000	482,392
	397,392	0	0	85,000	0	0	0	0	85,000	482,392

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Courtroom Technology

Dept/Div: **Management Information Services** Comp Plan CIE Project: **N/A**
 Project #: **076023** Capital Improvement: **N/A**
 Service Type: **General Government** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for technology needs for the Courtrooms such as sound system replacements and other technology needs of the Judiciary and Court Administration. The out-year funding (FY16 - FY18) includes funding for the maintenance of technology equipment.

Financial Summary

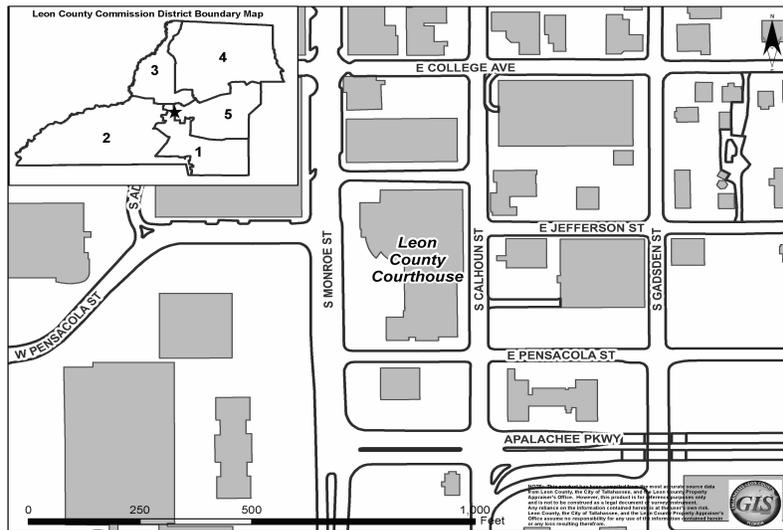
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	788,394	100,042	4,336	100,000	100,000	75,000	50,000	50,000	375,000	1,263,436
318 Bond Series 1999 Construction	119,981	0	0	0	0	0	0	0	0	119,981
	908,375	100,042	4,336	100,000	100,000	75,000	50,000	50,000	375,000	1,383,417

Policy/Comprehensive Plan Information

Florida Statute 29.008 - designates courtroom space and associated technology as a county responsibility

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

User Computer Upgrades

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076024	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of old user computers, printers, and peripherals. A replacement schedule is extremely important due to advances in software, deterioration of hardware, the inability to obtain replacement parts for old equipment and the increased cost of maintenance of old equipment. Currently, computers are on a five year replacement cycle plan. However, users with specialty software needs, such as engineers and GIS staff, are in a three year replacement cycle. The computers that are replaced every three years are recycled to County users with standardized needs. Pursuant to Board Policy, older machines are recycled to the Goodwill's electronics store. A virtualized desktop solution is being deployed for Board users over a 4-year plan, which will prolong the life of the desktop more than 5 years.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	2,824,901	448,123	61,771	200,000	300,000	300,000	300,000	300,000	1,400,000	4,673,024
	2,824,901	448,123	61,771	200,000	300,000	300,000	300,000	300,000	1,400,000	4,673,024

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Work Order Management

Dept/Div: **Management Information Services** Comp Plan CIE Project: **N/A**
 Project #: **076042** Capital Improvement: **N/A**
 Service Type: **General Government** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for the consolidation of work order management functions into one system. For the next several years, field operations will adopt mobile access to their work order systems allowing for data entry and access in the field for efficiency and process improvements. Anticipated rollouts of hand held devices are:

FY 2014	FY 2015
Facilities Management - 8	Facilities Management - 10
Engineering - 2	Engineering - 2
Operations - 5	Other Departments as Required - 5
Other Departments as Required - 5	Total: 20
Total: 20	

FY 2016 - 2018 budgets include other departments as required for a total of 20 devices annually.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	238,939	20,177	1,819	20,000	20,000	20,000	20,000	20,000	100,000	359,116
306 Transportation Improvements	243,202	3,545	0	0	0	0	0	0	0	246,747
	482,141	23,722	1,819	20,000	20,000	20,000	20,000	20,000	100,000	605,863

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

This project has an annual impact on departmental operating budgets.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Property Appraiser Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076045	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for technology improvements for the Property Appraiser's property assessment and appraisal system.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	371,833	178,167	54,000	0	0	0	0	0	0	550,000
	371,833	178,167	54,000	0	0	0	0	0	0	550,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

The technology upgrades to the existing property assessment and appraisal system will provide an estimated \$100,000 in annualized operating savings.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

State Attorney Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076047	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for technology needs for the State Attorney's Office.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	208,585	30,000	0	25,000	30,000	30,000	30,000	30,000	145,000	383,585
	208,585	30,000	0	25,000	30,000	30,000	30,000	30,000	145,000	383,585

Policy/Comprehensive Plan Information

Article V - legislation requiring counties to fund technology needs for the State Attorney's Office

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Public Defender Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076051	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for technology needs for the Public Defender's Office.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	237,270	30,000	12,880	25,000	30,000	30,000	30,000	30,000	145,000	412,270
	237,270	30,000	12,880	25,000	30,000	30,000	30,000	30,000	145,000	412,270

Policy/Comprehensive Plan Information

Article V - legislation requiring counties to fund technology needs for the Public Defender's Office.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Records Management

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076061	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the development of a records management strategy and implementation plan for information storage, management, and discovery for County departments. Information will include all paper, microfilm, and electronically stored items such as emails, video, digital photos, maps, and databases. This project will also define the technical requirements for supporting the strategy and implementation plan within the existing Documentum solution. A process framework will be based on Florida statutes and developed to define 1) how and when to organize and store information, 2) how to comply with the Florida retention schedule for information, 3) how to destroy information, and 4) how to access information. Another outcome of the project is to define the software and hardware for an archiving solution for emails and other documents. As paper and electronic documents and processes are integral to the work of the County government, management of those documents and processes are critical to the success of the government.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	19,416	205,584	53,000	0	50,000	50,000	50,000	50,000	200,000	425,000
	19,416	205,584	53,000	0	50,000	50,000	50,000	50,000	200,000	425,000

Policy/Comprehensive Plan Information

The State of Florida dictates the retention of records and requires the transparency of data through the Sunshine Law. Establishment of a records management strategy and implementation plan will support the County government in complying with the State requirements.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

E-Filing System for Court Documents

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076063	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the electronic filing (e-filing) system for Court Administration, State Attorney, and Public Defender. According to legislative mandate, by Spring 2013, each office is to develop and implement a process by which the e-filing of court documents can be administered.

Court Administration contracted with aiSmartbench for the 2nd Judicial Circuit's e-filing solution. Leon County's share for software services was \$201,683, which was budgeted in FY 2012 and FY 2013. The FY 2014 request is for display units, scanners and other hardware needs.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	138,200	0	20,000	0	0	0	0	20,000	158,200
	0	138,200	0	20,000	0	0	0	0	20,000	158,200

Policy/Comprehensive Plan Information

During the 2011 Legislative Session, the House and Senate passed SB170 which requires the State Attorney and Public Defender to electronically file court documents with the Clerk of Court. Article V of the Florida Constitution requires counties to fund technology needs for the State Attorney, Public Defender, and offices of the clerk of the circuit and county courts performing court-related functions.

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
001 General Fund	27,000	27,000	27,000	27,000	27,000
	27,000	27,000	27,000	27,000	27,000

This project has an annual impact on the MIS operating budget. The following are the estimated impacts anticipated to begin in FY 2014:

\$27,000 for E-Filing system annual licensing maintenance

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

MIS Data Center and Elevator Room Halon System

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	076064	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the Halon system in the MIS Data Center and elevator room #8. The current Halon system is obsolete, inadequate and parts are no longer available. Halon as a suppression agent is no longer marketed due to its environmental effects and danger to human life. The existing system will be replaced to meet the current suppression needs with a system that is not harmful to the environment and does not pose a hazard to the occupants of the facility.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	70,000	0	0	0	0	0	0	0	70,000
	0	70,000	0	0	0	0	0	0	0	70,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lake Jackson Town Center

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	083002	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for renovations at the Lake Jackson Town Center. Current space consisting of six vacant suites will be made lease ready with "vanilla box" interior improvements that include carpet, paint, plumbing, electrical and steel doors. This project also includes an upgrade of 10 approximately 20 year old HVAC (heating and cooling) units to more energy efficient units. FY 2014 - FY 2015 budgets are to renovate 6 suites and replace 3 HVAC units and replace an additional 5 HVAC units. FY 2016 - FY 2017 budget is to replace area B of the existing roof. FY 2018 budget is for other general renovations.

Financial Summary

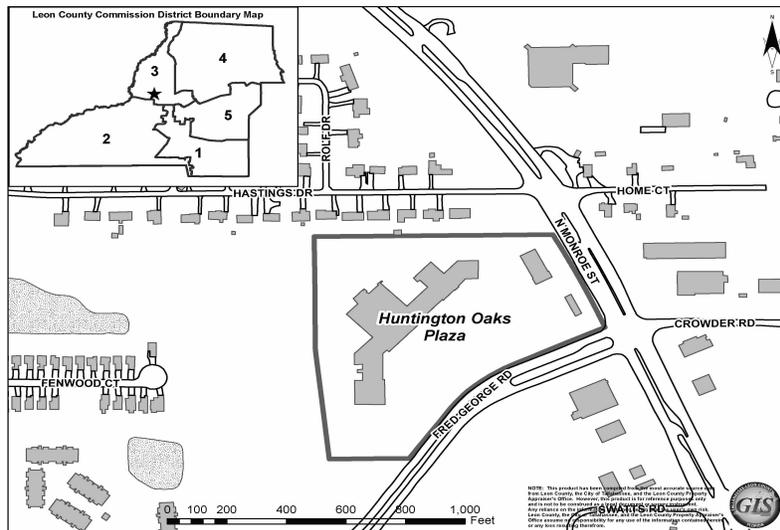
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
166 Huntington Oaks Plaza	29,967	429,033	984	100,000	195,000	230,000	0	25,000	550,000	1,009,000
	29,967	429,033	984	100,000	195,000	230,000	0	25,000	550,000	1,009,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Courtroom Minor Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086007	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for items such as bench replacements, cosmetic upgrades, reupholstering of jury chairs, new attorney tables, witness stands, minor office renovations and restroom alterations for courtrooms on the third floor northwest wing of the Courthouse. The FY 2013 budget included \$150,000 for the renovation of the Leon County Jail courtroom, which will include security enhancements.

Financial Summary

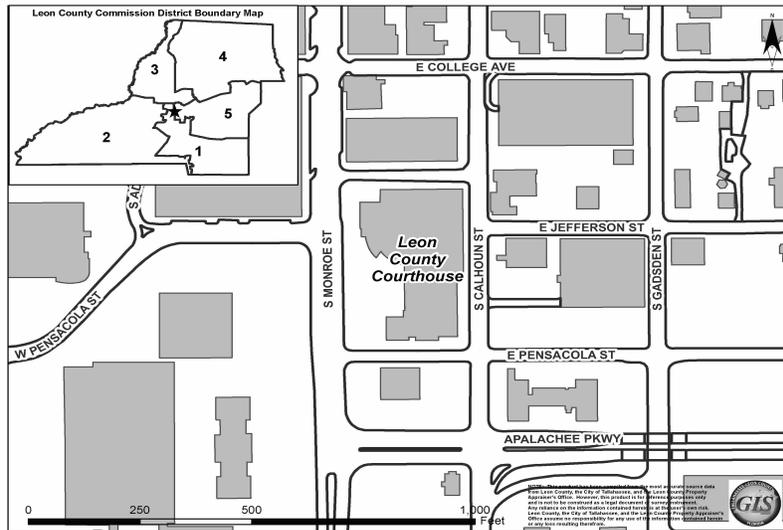
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	306,202	178,854	359	0	60,000	60,000	60,000	60,000	240,000	725,056
	306,202	178,854	359	0	60,000	60,000	60,000	60,000	240,000	725,056

Policy/Comprehensive Plan Information

Article V (HB 113A of the 2003 legislation and SB 2960 of the 2004 session) - designation of courtroom space as a county responsibility

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Architectural & Engineering Services

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086011	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for architectural and engineering services that occur routinely throughout the year and are necessary to insure the safety and consistency of operations in County buildings. Routine operating maintenance of County buildings occasionally involves the discovery of structural deterioration and mechanical or electrical failures that warrant an immediate investigative action and proposed course to solution.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	261,256	86,196	35,884	40,000	80,000	80,000	80,000	60,000	340,000	687,452
	261,256	86,196	35,884	40,000	80,000	80,000	80,000	60,000	340,000	687,452

Policy/Comprehensive Plan Information

Florida Statutes 479, 480, 481 and 489 - compliance with licensing requirements for certain classes of planning and design activity.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Courthouse Security

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086016	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the repair and replacement to the security system throughout the Courthouse. The current security system was installed in February 2001, and some of the equipment, such as DVRs, cameras, monitors and x-ray machines are showing signs of needing to be replaced. The predicted life expectancy of the equipment is varied as some pieces have been replaced sporadically and others are starting to show signs of wear and tear, such as images burned into monitors and camera displaying unclear pictures. This project also includes the addition of any new equipment, such as cameras, panic buttons, DVRs, etc.

Financial Summary

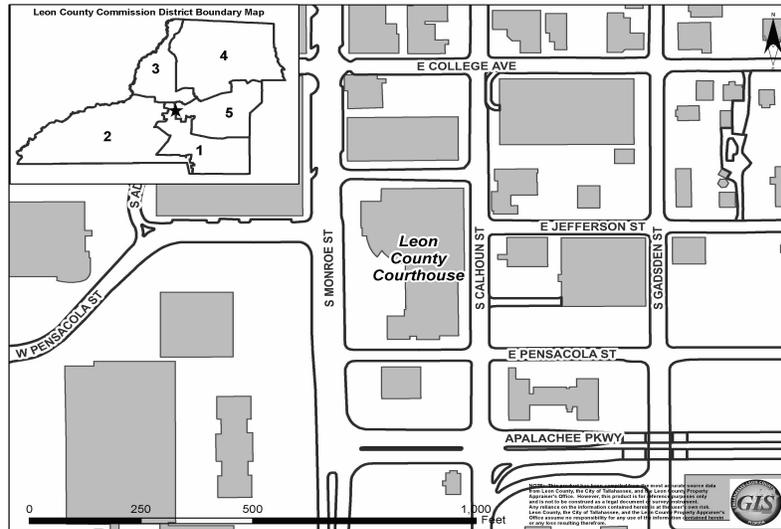
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
110 Fine and Forfeiture	17,144	0	0	0	0	0	0	0	0	17,144
305 Capital Improvements	20,447	20,000	0	0	20,000	20,000	20,000	20,000	80,000	120,447
318 Bond Series 1999 Construction	317,489	0	0	0	0	0	0	0	0	317,489
	355,080	20,000	0	0	20,000	20,000	20,000	20,000	80,000	455,080

Policy/Comprehensive Plan Information

Florida Statute 29.008; Section 14, Article V of the State Constitution - Counties are required to fund the cost of security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions.

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Common Area Furnishings

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086017	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the renewal and replacement of common area furnishings at major County buildings, including the Main Library. FY 2015 - FY 2018 budgets include \$5,000 for the scheduled replacement of library furnishings.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	306,913	11,190	719	20,000	30,000	30,000	30,000	30,000	140,000	458,103
	306,913	11,190	719	20,000	30,000	30,000	30,000	30,000	140,000	458,103

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Courthouse Repairs

Dept/Div: **Facilities Management** Comp Plan CIE Project: **N/A**
 Project #: **086024** Capital Improvement: **N/A**
 Service Type: **General Government** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for repairs and improvements to the Courthouse building. Current mechanical systems are aging and in need of repair. In FY 2014, the main breaker and secondary switch gear will be replaced. Over the next 5 years 210 HVAC (heating and cooling) air mixing boxes need to be replaced. FY 2014 - 2018 budgets are for the replacement the mixing boxes. FY Budget includes FY 2015 budget includes the replacement of two sump pumps on level P-0 of the Courthouse.

Financial Summary

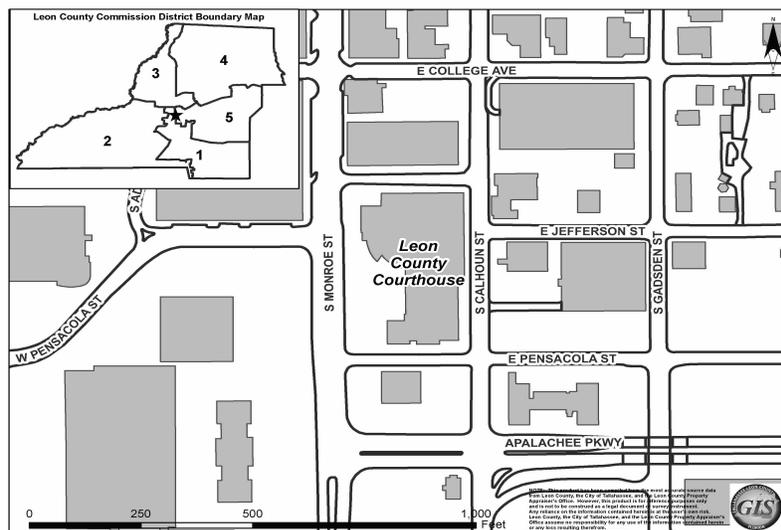
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,356,984	171,752	64,544	100,000	225,000	200,000	200,000	145,000	870,000	2,398,736
311 Bond Series 2003A & 2003B Construction	2,085,221	155,179	1,878	0	0	0	0	0	0	2,240,400
318 Bond Series 1999 Construction	2,446,675	0	0	0	0	0	0	0	0	2,446,675
320 Bond Series 2005 Construction	0	830,830	45,622	0	0	0	0	0	0	830,830
325 Bond Series 1998A Construction	662,000	0	0	0	0	0	0	0	0	662,000
	6,550,880	1,157,761	112,044	100,000	225,000	200,000	200,000	145,000	870,000	8,578,641

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Bank of America Building Renovations

Dept/Div: **Facilities Management** Comp Plan CIE Project: **N/A**
 Project #: **086025** Capital Improvement: **N/A**
 Service Type: **General Government** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for completion of the renovation, mechanical, and electrical upgrades and safety improvements to the Bank of America building acquired by the County. FY 2014 budget is for the replacement of the roof. FY 2015 budget is for caulking and sealing or replacing windows with more energy efficient windows. FY 2016 budget is to replace the 2nd Floor air handler. FY 2017 budget is for the purchase of a larger generator, transfer switch and secondary switch gears.

The FY 2014 budget also includes converting office space on the 2nd and 8th floors into seven smaller offices. This renovation will address the current demand for smaller office space in the BOA.

Financial Summary

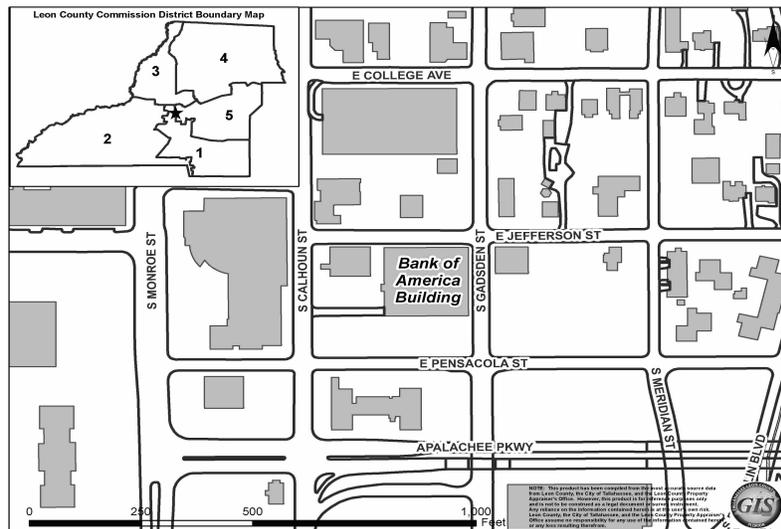
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
165 Bank of America Building Operations	443,963	1,837,554	460,766	784,000	710,000	480,000	285,000	0	2,259,000	4,540,517
305 Capital Improvements	404,051	216,430	123,275	0	0	0	0	0	0	620,481
311 Bond Series 2003A & 2003B Construction	16,924,203	0	0	0	0	0	0	0	0	16,924,203
318 Bond Series 1999 Construction	2,619,626	0	0	0	0	0	0	0	0	2,619,626
	20,391,843	2,053,984	584,041	784,000	710,000	480,000	285,000	0	2,259,000	24,704,827

Policy/Comprehensive Plan Information

Florida Statute 29.008(A) - designation of facilities for all Court related functions as a county responsibility

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Courthouse Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086027	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project renovates the Management Information Services office space. This renovation will allow for more efficient use of the space by consolidating MIS operations and providing the division with needed office space. The current MIS space is segmented by three adjoining corridors that lead from the entrance to the elevators. In addition, the data center occupies a significant amount of space adjacent to MIS. This project realigns the east entrance (Calhoun Street) of the Courthouse for direct access to the elevators and relocates the existing data center to the Public Safety Complex. This project will occur in two phases: Phase 1 budgets design in FY 2014 and construction in FY 2015 and Phase 2 budgets design in FY 2015 and construction in FY 2016.

Financial Summary

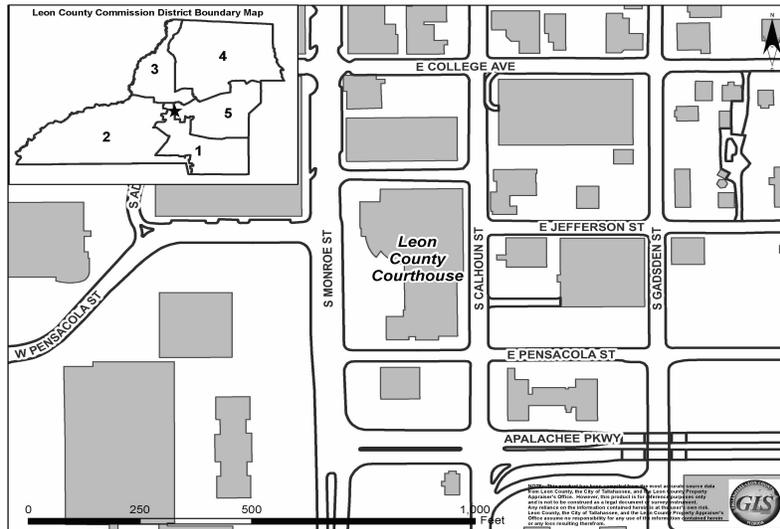
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	30,000	408,000	456,000	0	0	894,000	894,000
	0	0	0	30,000	408,000	456,000	0	0	894,000	894,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Agriculture Center Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086030	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the renovation of the Leon County Extension Office entrance way. The Agriculture Center building's design is outdated. This renovation gives the facility a fresh, new look that provides a positive, more efficient, customer friendly admosphere that correlates with the Leon LEADs focus of "People Focused. Performance Driven."

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	0	50,000	0	0	0	50,000	50,000
	0	0	0	0	50,000	0	0	0	50,000	50,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Parking Lot Maintenance

Dept/Div: **Facilities Management** Comp Plan CIE Project: **N/A**
 Project #: **086033** Capital Improvement: **N/A**
 Service Type: **General Government** Level of Service Standard: **N/A**
 Status: **Existing Project** Current Level of Service: **N/A**

Project Description/Justification

This project is for the maintenance of County parking lots including the purchase of replacement gate arms, ticket readers, and parking lot stripping and repair. The main lots anticipated to be updated over the next three years include the Gadsden Street and Courthouse garage. FY 2014 budget includes \$9,000 to restripe the Gadsden Street parking lot surface.

Financial Summary

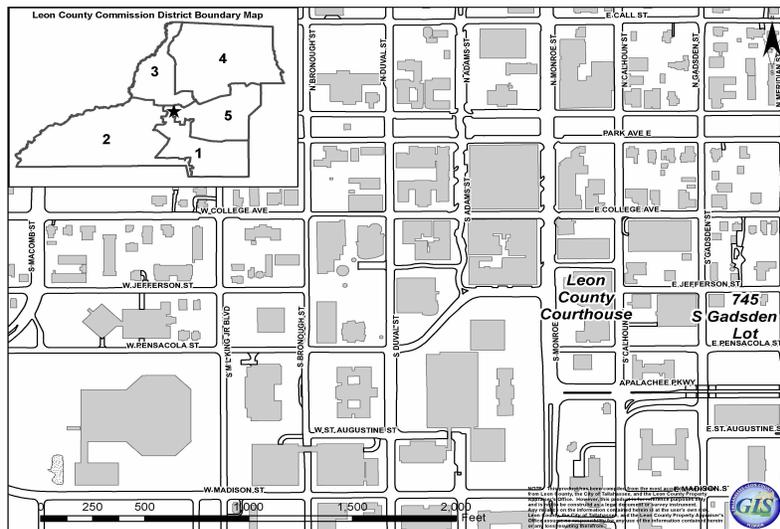
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	26,950	175,818	0	25,000	16,000	16,000	16,000	16,000	89,000	291,768
	26,950	175,818	0	25,000	16,000	16,000	16,000	16,000	89,000	291,768

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Elevator Generator Upgrades

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086037	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the modernization of elevator generator motors and accompanying electric drive systems. An average of three elevators a year will be modernized. Emergency replacement costs are very high and the down-time for repair affects the buildings. The current generator motors and drive systems are large alternating current systems that run 24 hours a day and 7 days a week. These units are no longer manufactured or marketed by the elevator companies. The new technology is a variable frequency direct current system, which is more efficient and operates only on demand. The elevators are located at the Main Library, Courthouse, and the Bank of America Building.

Financial Summary

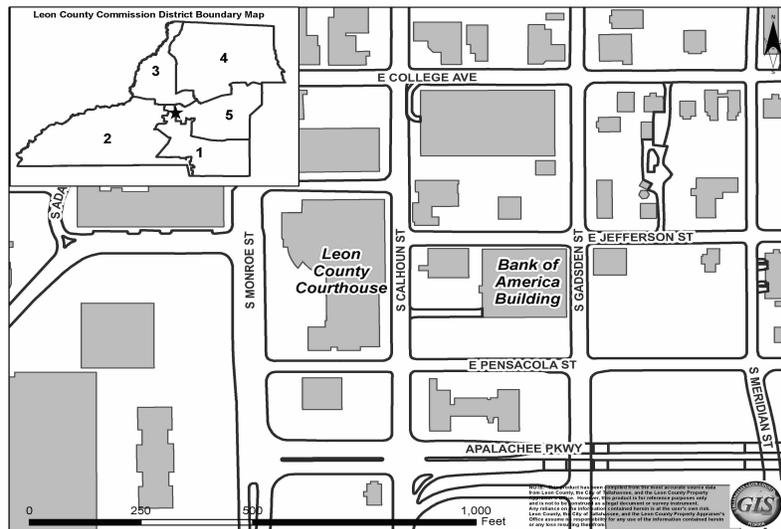
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,210,951	632,250	46,032	0	150,000	150,000	150,000	150,000	600,000	2,443,201
	1,210,951	632,250	46,032	0	150,000	150,000	150,000	150,000	600,000	2,443,201

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

This project will have an estimated annual decrease of \$10,000 per upgraded elevator in the Facilities Management operating budget for the reduced electrical consumption and number of repair calls.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Energy & Resource Conservation Improvements

Dept/Div:	Miscellaneous	Comp Plan CIE Project:	N/A
Project #:	086041	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is to decrease consumption of energy, fuel, water and waste resources from Leon County operations. Specific work performed under this project will focus on strategies which decrease energy demand, increase energy efficiency, switch to renewable energy and vehicle fuel, reduce miles traveled, and reduce solid waste through increased reuse and recycling. Surveys, audits and studies will be conducted to identify areas with the highest opportunity for energy savings and resource conservation. Many of the reduction measures will result in reduced energy use, with initial funding recovered through reduced life cycle operating costs. Projects to date include but are not limited to the replacement of windows with energy efficient features at Ft. Braden Community Center, upgrade of lighting at the Transfer Station, implementation of lighting controls, outdoor recycling bins for all active parks, replacement of HVAC units in more than 25 locations.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	421,857	238,792	43,786	0	0	0	0	0	0	660,649
	421,857	238,792	43,786	0	0	0	0	0	0	660,649

Policy/Comprehensive Plan Information

On May 22, 2007, the Board approved a resolution that committed to achieving International Council for Local Environmental Initiatives (ICLEI) Cities for Climate Protection Campaign Five Milestones.

Operating Budget Impact

It is anticipated that the completed improvements will help reduce County departments operating expenses.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Centralized Storage Facility

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086054	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project will provide for the consolidation of archive record storage for Board offices, Clerk of Courts, Public Defender, and State Attorney in addition to surplus furniture. The centralized storage facility will eliminate the need for multiple storage leases located throughout the County.

Financial Summary

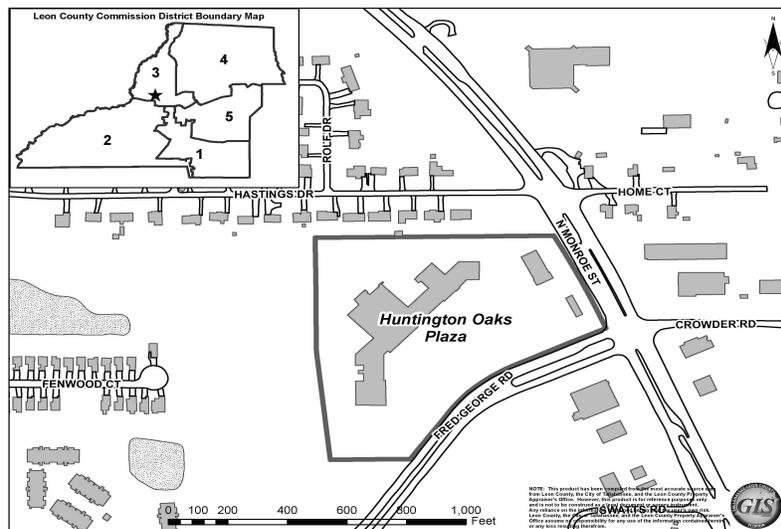
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	158,743	131,258	10,239	0	0	50,000	0	0	50,000	340,001
	158,743	131,258	10,239	0	0	50,000	0	0	50,000	340,001

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

General County Maintenance and Minor Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086057	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project will allow Leon County to provide maintenance and minor renovations to County Facilities.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	45,041	85,000	0	0	25,000	25,000	25,000	25,000	100,000	230,041
	45,041	85,000	0	0	25,000	25,000	25,000	25,000	100,000	230,041

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Community Services Building Renovations

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086062	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the Community Services Building renovations. This project serves to consolidate the operations of the Office of Detention and Intervention Alternatives. FY 2014 - FY 2015 budgets are to renovate the front lobby area to optimize space to provide a more efficient work space and additional office space for staff.

Financial Summary

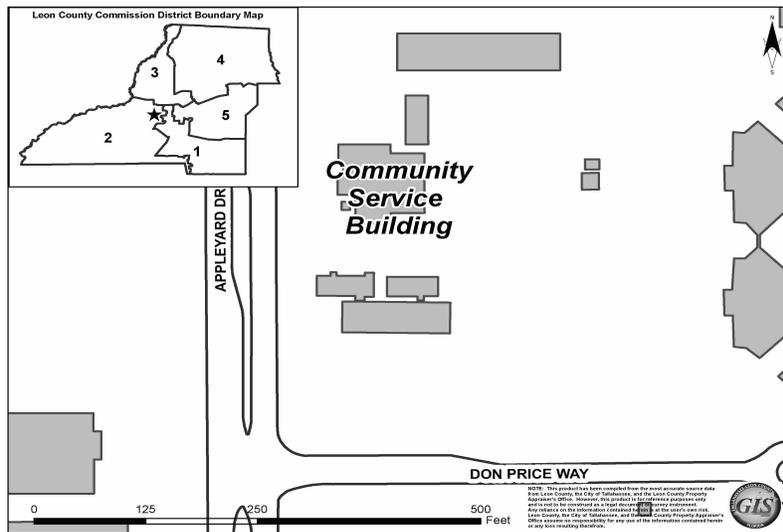
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	24,957	60,000	2,388	200,000	200,000	0	0	0	400,000	484,957
	24,957	60,000	2,388	200,000	200,000	0	0	0	400,000	484,957

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Welcome Center Roof Replacement

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086065	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the Welcome Center roof. The existing roof is approximately 19 years old and is constructed of the antiquated hot tar build-up with gravel on top.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
160 Tourism Development	0	0	0	60,000	0	0	0	0	60,000	60,000
	0	0	0	60,000	0	0	0	0	60,000	60,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Pre-Fabricated Buildings

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086066	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project will provide the replacement of 2 pre-fabricated buildings located at the Kate Ireland Park, and Sunset Landing. The existing 10x14 units were manufactured by a mobile home company and are in need of constant repair. This project replaces the units with better quality, more energy efficient units.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	0	0	0	18,750	18,750	37,500	37,500
	0	0	0	0	0	0	18,750	18,750	37,500	37,500

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lake Jackson Town Center Sense of Place Initiative

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086068	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project is establish a "sense of place at the Lake Jackson Town Center at Huntington. This initiative will reinvest in the Community Center by improving connections (traveling between places) and utilizing natural and historical resources (surrounding neighborhoods, parks, etc.).

Financial Summary

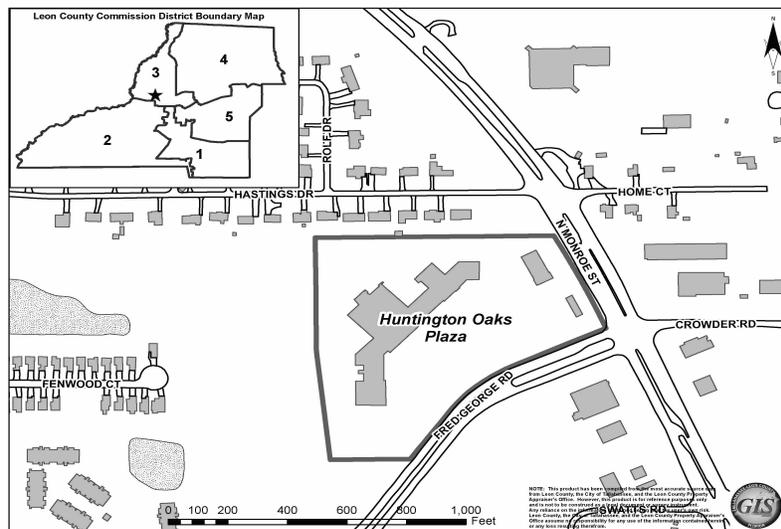
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	100,000	50,000	50,000	50,000	50,000	300,000	300,000
	0	0	0	100,000	50,000	50,000	50,000	50,000	300,000	300,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Business Incubator Center

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086069	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project converts County vacant warehouse space for use an urban business incubator. During the FY 2013 budget process, the Board concurred with staff's finding and recommendation through its LEADS process to examine the potential of repurposing the County's vacant warehouse space, located at 918 Railroad Avenue and previously occupied by the Supervisor of Elections, as an urban incubator given its prime location between the two universities. Through the Board's Strategic Initiative process, staff engaged numerous stakeholders to identify the needs of our community and to formulate a template that would deliver comprehensive incubator services and cultivate collaboration among the various entrepreneurial organizations. A centralized urban incubator that offers an array of business training services and opportunities for local startup businesses without regard to institutional or organizational roots has long been a missing piece to the local entrepreneurial ecosystem. This project is estimated at \$250,000 including most of the needed equipment. With the Board's approval of the incubator budget discussion item, staff would finalize the structure and formal commitments from partner organizations and bring back an agenda item for consideration prior to the expenditure of any funds.

Financial Summary

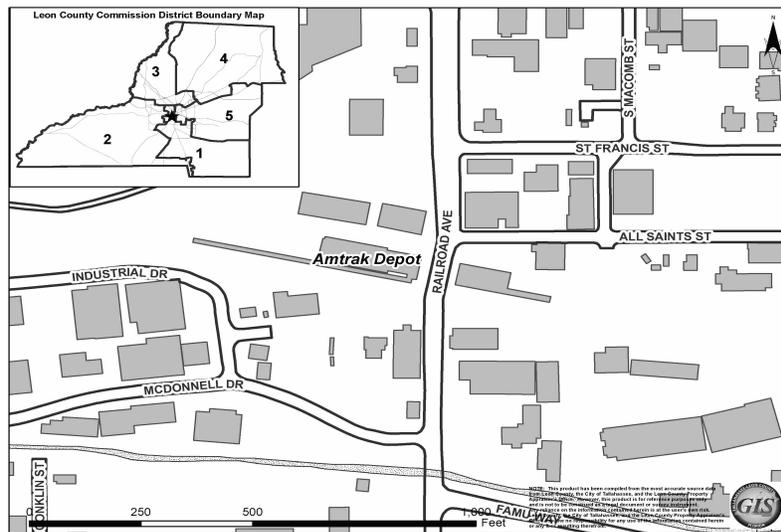
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	250,000	0	0	0	0	250,000	250,000
	0	0	0	250,000	0	0	0	0	250,000	250,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Election Equipment

Dept/Div:	Miscellaneous	Comp Plan CIE Project:	N/A
Project #:	096015	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of election equipment. Most of the current optical scan voting equipment was purchased between 1992 and 2000. Touch screens for ADA accessibility were added after the 2000 election cycle. Since that time, touch screen voting has been de-certified and must be replaced no later than January 1, 2016 in order to comply with Florida Statutes 101.56075(3). The new system will utilize all the same ADA accessible equipment. In order to properly train, test and utilize the equipment in an actual election, the system needs to be purchased by January 1, 2014. This will allow equipment to be placed in service in the election prior to the 2016 Presidential election cycle.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	1,199,302	1,431,120	0	800,000	0	0	0	0	800,000	3,430,422
318 Bond Series 1999 Construction	332,538	15,041	0	0	0	0	0	0	0	347,579
	<u>1,531,840</u>	<u>1,446,161</u>	<u>0</u>	<u>800,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>800,000</u>	<u>3,778,001</u>

Policy/Comprehensive Plan Information

Chapter 101.56075 F.S. Requires all voting systems to utilize paper ballots and all ADA voting systems must be compliant by January 1, 2016.

Operating Budget Impact

It is anticipated that there will be little to no impact on the operating budget, except for annual increases to license and maintenance contracts.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Capital Grant Match Program

Dept/Div:	Miscellaneous	Comp Plan CIE Project:	N/A
Project #:	096019	Capital Improvement:	N/A
Service Type:	General Government	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project provides matching grant funds for the American Recovery and Reinvestment Act (ARRA) of 2009. The County has been actively monitoring the ARRA, as well as coordinating with regional partners to identify possible projects for funding consideration. On April 21, 2009, the Board accepted a status report on the ARRA, including funding for additional lobbying efforts to gain grant funding.

Subsequently, this project was amended during the June 22, 2010 budget workshop to fund capital projects such as Transportation and Stormwater Improvements and equipment for the Public Works Department. Currently, \$355,600 is appropriated to strengthen the County's position when trying to leverage state and federal funds.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	355,600	0	0	0	0	0	0	0	355,600
	0	355,600	0	0	0	0	0	0	0	355,600

Policy/Comprehensive Plan Information

American Recovery and Reinvestment Act of 2009: Matching grant funds

Operating Budget Impact

N/A

HEALTH AND SAFETY

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Emergency Medical Services Vehicles & Equipment Replacement

Dept/Div:	Fleet Management	Comp Plan CIE Project:	N/A
Project #:	026014	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the acquisition of Emergency Medical Services ambulances, vehicles and equipment.

The FY 2014 request includes funding for the replacement of four ambulances and two support vehicles, with out-year funding for scheduled ambulance replacements. In accordance with the Green Fleet Policy, each vehicle and equipment replacement is evaluated to make every effort to purchase and use the lowest emission vehicle or equipment item possible, while taking into account the vehicle's life cycle costs, miles per gallon, life cycle environmental impacts, and ability to support Leon County's operation and services.

The FY 2014 request also includes funding for EMS replacement equipment to provide updated equipment for emergency services.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
135 Emergency Medical Services MSTU	3,776,371	860,500	48,720	1,095,000	821,000	846,000	870,000	897,000	4,529,000	9,165,871
	3,776,371	860,500	48,720	1,095,000	821,000	846,000	870,000	897,000	4,529,000	9,165,871

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Emergency Medical Services Technology

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076058	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the technological needs of Leon County's Emergency Medical Services Division. Funding is provided for the replacement of five radios per year over the next five years as well as the replacement of 20 paramedic field devices.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
135 Emergency Medical Services MSTU	120,071	54,570	31,520	12,500	12,500	12,500	12,500	12,500	62,500	237,141
	120,071	54,570	31,520	12,500	12,500	12,500	12,500	12,500	62,500	237,141

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Jail Complex Maintenance

Dept/Div: **Facilities Management** Comp Plan CIE Project: **N/A**
 Project #: **086031** Capital Improvement: **N/A**
 Service Type: **Health & Safety** Level of Service Standard: **N/A**
 Status: **Existing Project - Carryforward** Current Level of Service: **N/A**

Project Description/Justification

This project is for repair and maintenance structure at the Leon County Jail Complex. This project segments two existing holding cells in the mental health section of the jail into six cells for added capacity while reducing the number of staff for monitoring. Windows in the main causeway of the Jail will be replaced to prevent accidents from water entering the area. The project also addresses stucco repairs needed on the exterior of the Administrative Building.

Financial Summary

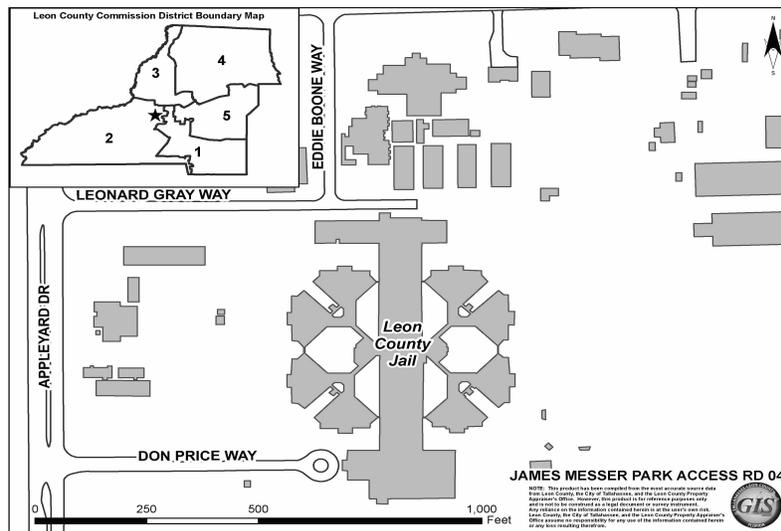
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	4,440	0	0	0	0	0	0	0	0	4,440
308 Sales Tax	28,280	3,570,996	9,656	0	0	0	0	0	0	3,599,276
	32,720	3,570,996	9,656	0	0	0	0	0	0	3,603,716

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Sheriff Heliport Building

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086042	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the concrete tarmac for the Sheriff's heliport operations at the Tallahassee Regional Airport. The project includes total removal and replacement of the existing concrete surface with a new 6-inch reinforced concrete pad that is consistent with Federal Aviation Administration's criteria for helicopters.

Financial Summary

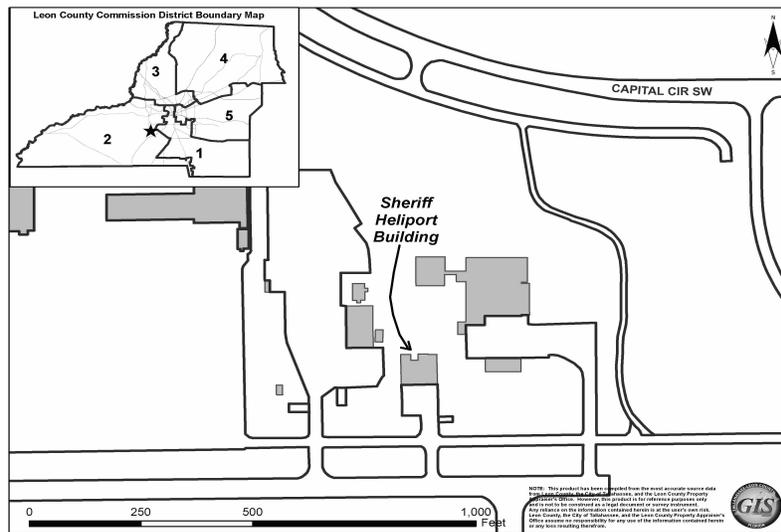
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	580,013	0	0	175,000	0	0	0	0	175,000	755,013
	580,013	0	0	175,000	0	0	0	0	175,000	755,013

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Medical Examiner Facility

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	086067	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project addresses a long-term solution for providing a permanent space for the Medical Examiner. Pursuant to Florida Statutes, Florida Counties are responsible for the funding of medical examiners. Since 1977, the District 2 medical examiner has utilized cooler space and autopsy facility space provided by Tallahassee Memorial Hospital (TMH); TMH charges a nominal fee for this service. TMH staff met with County Administration to express a desire to have the morgue and autopsy facility removed from the hospital. Florida Statutes state, "Autopsy and laboratory facilities utilized by the district medical examiner or his or her associates may be provided on a permanent or contractual basis by the counties within the district." A preliminary program analysis was performed to determine the basic requirements for the facility. Staff and the ME's office will continue to work closely to further refine the requirements, including site visits to other facilities in Florida.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	0	0	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000	4,250,000
	0	0	0	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000	4,250,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Emergency Medical Services Facility

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	096008	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	Closed Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the construction of a permanent Emergency Medical Services facility. The facility will be co-located with the Fire Administration Buildings according to the Interlocal Agreement between Leon County and the City of Tallahassee for the functional consolidation of EMS and Fire Services. The facility will be part of the Public Safety Complex that will house the Joint Dispatch Center, Traffic Management Center, and Emergency Operations Center. Critical functions of this building will be constructed to resist weather related disasters and include a protected ambulance storage facility.

Financial Summary

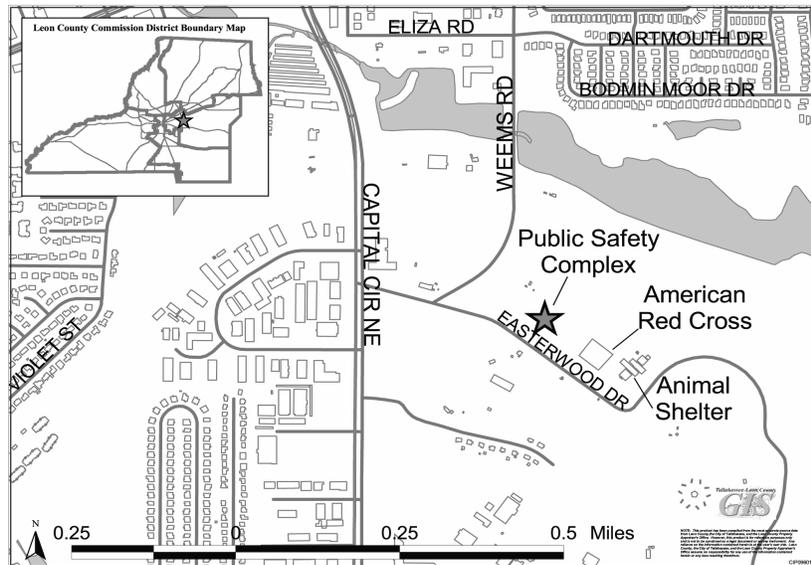
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
135 Emergency Medical Services MSTU	8,275	0	0	0	0	0	0	0	0	8,275
305 Capital Improvements	4,061,997	4,211,548	1,509,533	0	0	0	0	0	0	8,273,545
	4,070,272	4,211,548	1,509,533	0	0	0	0	0	0	8,281,820

Policy/Comprehensive Plan Information

Interlocal Agreement between Leon County and the City of Tallahassee for the functional consolidation of the Emergency Medical and Fire Services.

Operating Budget Impact

A total of four EMS positions will be required for the facility once it is in operation late FY 2013. These positions and associated operating costs are currently budgeted in the EMS operating budget (\$338,837) and will be realigned to the Sheriff to support the joint dispatch operation, resulting in no net budget impact.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Public Safety Complex

Dept/Div:	Facilities Management	Comp Plan CIE Project:	N/A
Project #:	096016	Capital Improvement:	N/A
Service Type:	Health & Safety	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for the construction of a Leon County, City of Tallahassee, and Leon County Sheriff's Office Public Safety Complex. The establishment of a Public Safety Communication Board (PSCB) was approved by the County Commission on April 25, 2006 and by the City Commission on April 26, 2006.

Leon County, City of Tallahassee, and Leon County Sheriff's Office have agreed to pursue the public safety communication project and are moving forward with the consolidation of dispatching law enforcement and emergency personnel. The facility being constructed will include the dispatch services for the Leon County Sheriff's Office, the Tallahassee Police Department, Leon County Emergency Medical Services, and the Tallahassee Fire Department. The dispatch services will be co-located in the Public Safety Complex with the City of Tallahassee Transportation Management Center, Emergency Medical Services and Fire Administration, and Leon County's Emergency Operations Center. Construction started in late FY11, and will be complete in late FY13. The new American Red Cross building is located on the same property in order to create a campus environment.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	375,932	2,003,963	0	0	0	0	0	0	0	2,379,895
305 Capital Improvements	6,108,996	8,332,685	4,053,409	0	0	0	0	0	0	14,441,681
	6,484,928	10,336,648	4,053,409	0	0	0	0	0	0	16,821,576

Policy/Comprehensive Plan Information

December 13, 2006 - Memorandum of Agreement

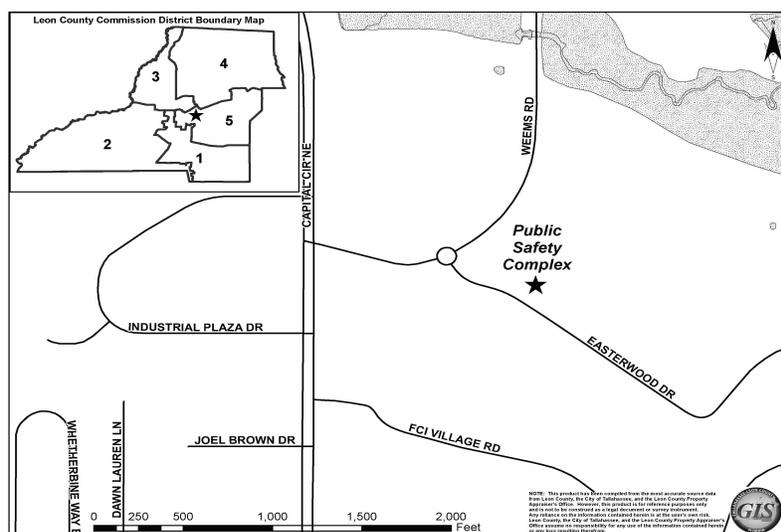
Operating Budget Impact

This project will have an annual impact on the Facilities Management, Management Information Systems (MIS), and Sheriff operating budgets once the facility is in operation. Below are the estimated impacts anticipated to begin late FY 2013:

Facilities Management: \$921,665 for costs associated with two new positions and operating expenses including, but not limited to, communications, utilities, custodial, maintenance, security, and property insurance.

MIS: \$249,876 for costs associated with IT service staff and technology support.

Sheriff: \$128,953 for technology related costs.



PHYSICAL ENVIRONMENT

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Landfill Improvements

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036002	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the ongoing improvements to the Apalachee Solid Waste Management Facility. Improvements include applying sod to side slopes, erosion repairs, subsidence repairs, front fence repairs, rocks for road improvement, haul road resurfacing, sealing and striping asphalt road, upgrades to stormwater conveyances and ponds, improvements to the yard debris processing area and waste tire collection area.

Financial Summary

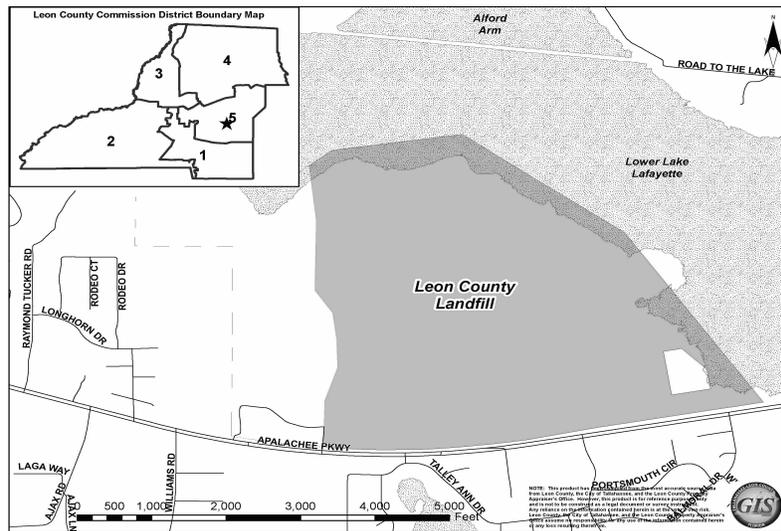
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	1,109,453	149,857	40,167	100,000	100,000	100,000	100,000	100,000	500,000	1,759,310
	1,109,453	149,857	40,167	100,000	100,000	100,000	100,000	100,000	500,000	1,759,310

Policy/Comprehensive Plan Information

Florida Statutes Chapter 403.706 - governs closure and post closure of landfills
 Florida Administrative Code Chapter 62-701 - governs closure and post closure of landfills Florida Department of Environmental Protection Operating Permit - mandates maintenance of the closed landfill cell
 Post closure rules require subsidence areas of the Phase I Landfill to be filled to prevent ponding and allow for routine mowing

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Transfer Station Heavy Equipment Replacement

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036010	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of transfer station equipment. In accordance with the Green Fleet Policy, each vehicle and equipment replacement will be evaluated to make every effort to purchase and use the lowest emission vehicle or equipment item possible, while taking into account the vehicle's life cycle costs, miles per gallon, life cycle environmental impacts, and ability to support Leon County's operation and services. It is estimated that the equipment being replaced will generate \$119,000 in surplus sales. The following is the FY14 replacement schedule:

Department	Year/Make/Description	Mileage/Hours	Original Cost	Repair Cost to Date	Estimated Replacement Cost
Solid Waste Management	2008 Lee Boy: Powered Broom	1,351	\$42,770	\$7,447	\$60,000

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	2,062,199	410,829	0	90,000	585,000	661,000	545,000	488,000	2,369,000	4,842,028
	2,062,199	410,829	0	90,000	585,000	661,000	545,000	488,000	2,369,000	4,842,028

Policy/Comprehensive Plan Information

Florida Statutes Chapter 403
 Florida Administrative Code Rule 62-701
 Florida Department of Environmental Protection Operating Permit - requires sufficient equipment, including backup equipment, to promptly remove the waste from the tip floor each day, on a first in, first out basis. No waste is allowed on the tip floor overnight.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Scales/Scalehouse

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036013	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Revised Project	Current Level of Service:	N/A

Project Description/Justification

This project replaces the truck scale at the Apalachee Solid Waste Management Facility. The current scale needs to be rebuilt at a costs close to the price of a new scale. This scale has been rebuilt at least once. A truck scale compatible with the Paradigm system is necessary to weigh in loads that are disposed at the Facility. The scale is portable and can be moved once the landfill closes as provided in the Masterplan.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	0	0	0	81,000	0	0	0	0	81,000	81,000
	0	0	0	81,000	0	0	0	0	81,000	81,000

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Transfer Station Improvements

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036023	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project provides funds for ongoing maintenance and repairs of the buildings and grounds at the Gum Road Transfer Station. Transfer station improvements will be designed by Facilities Management, Public Works Engineering, or the Division's environmental compliance consultant as appropriate. These improvements may include resurfacing the transfer station tipping floor, truck scales, scale aprons, overhead roll doors, and the misting system. FY 2014 budget includes additional funding to complete the resurfacing of the transfer station tipping floor.

Financial Summary

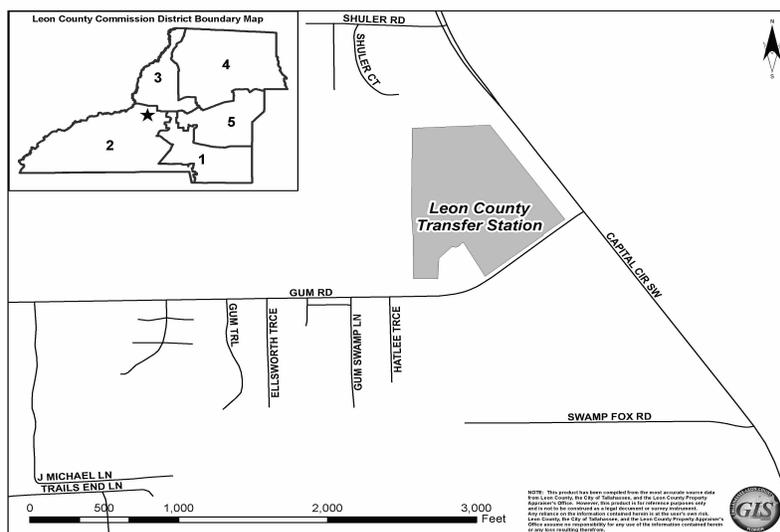
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	318,151	214,257	65,328	200,000	120,000	120,000	120,000	120,000	680,000	1,212,408
	318,151	214,257	65,328	200,000	120,000	120,000	120,000	120,000	680,000	1,212,408

Policy/Comprehensive Plan Information

This project allows the county to meet the Objectives and Level of Service Standard in the Solid Waste sub-element of the comp plan; Goals & Objectives: Objective 1.4, meets the requirements of Rule 9J-5.011. LOS is defined in Policy 1.5.1 [SW].

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Remedial Action Plan

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036032	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for the development of a Remedial Action Plan to address groundwater contamination issues associated with the Solid Waste Management Facility. Iron and benzene have long been constituents of groundwater at the facility. The constituents were discovered in routine groundwater monitoring. The level and extent of these findings are reported to the Florida Department of Environmental Protection (DEP) semi-annually. Initially, DEP accepted a Monitoring Only Plan because of the potential for a natural reduction in the levels of these substances over time. While benzene concentrations have remained rather constant the iron concentrations have continued to rise. Therefore, DEP has required the County to submit a Remedial Action Plan to address the constituents. The plan was submitted to DEP on September 27, 2010.

The basic aspect of the plan is to pump air into the unlined landfill cell associated with the constituents, a process called air sparging. By introducing oxygen to the groundwater the iron should be converted to iron hydroxide, which will precipitate out of the water column. As the air bubbles travel upward they will "strip" the benzene out of the groundwater.

The plan includes a pilot phase to test the efficacy of the equipment and proposed strategy to remediate the constituents. DEP is currently reviewing cleanup levels to determine if the project can be discontinued and if further corrective action is necessary. The County continues to work with DEP regarding this project and will comply with all aspects of the permit as required.

The project cost includes consulting services, engineering, well drilling, surveying, materials, equipment rental and equipment purchase.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	92,829	323,018	0	0	0	0	0	0	0	415,847
	92,829	323,018	0	0	0	0	0	0	0	415,847

Policy/Comprehensive Plan Information

This project is required to comply with the Department of Environmental Protection (DEP) permit conditions and DEP rules associated with the Apalachee Solid Waste Management Facility and groundwater clean up rules: 62-701 and 62-780, Florida Administrative Code, respectively.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Rural/Hazardous Waste Vehicle and Equipment Replacement

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036033	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of Rural Waste, Hazardous Waste, and Recycling vehicles and equipment. In accordance with the Green Fleet Policy, each vehicle and equipment replacement will be evaluated to make every effort to purchase and use the lowest emission vehicle or equipment item possible, while taking into account the vehicle's life cycle costs, miles per gallon, life cycle environmental impacts, and ability to support Leon County's operation and services. All vehicles will be replaced with smaller, more efficient vehicles, as well as alternative fuels (such as compressed natural gas, CNG), hybrids, or other "clean" vehicles when appropriate. There are no vehicle and equipment replacements scheduled for FY14.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	0	72,000	0	0	25,000	201,500	50,000	39,500	316,000	388,000
	0	72,000	0	0	25,000	201,500	50,000	39,500	316,000	388,000

Policy/Comprehensive Plan Information

Florida Statutes Chapter 62-701.500(11): Requires Landfill operators to have sufficient equipment to ensure proper operation including sufficient reserve equipment for breakdowns.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Landfill Gas Analyzer

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036040	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of a landfill gas analyzer. Monitoring landfill gas concentration is a requirement of the Solid Waste Management facility's air quality DEP Title V Operating permit. The current gas analyzer has become obsolete and replacement parts are being discontinued. This gas analyzer will add the ability to test for hydrogen sulfide and network capability. The network capability will allow the manufacturer to connect to the instrument via the internet to trouble shoot problems.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	0	0	0	11,000	0	0	0	0	11,000	11,000
	0	0	0	11,000	0	0	0	0	11,000	11,000

Policy/Comprehensive Plan Information

Monitoring landfill gas concentration is a requirement of the Solid Waste Management facility's air quality DEP Title V Operating permit.

Operating Budget Impact

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Solid Waste Pre-fabricated Buildings

Dept/Div:	Solid Waste	Comp Plan CIE Project:	N/A
Project #:	036041	Capital Improvement:	
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	New Project	Current Level of Service:	N/A

Project Description/Justification

This project will provide the replacement of five pre-fabricated buildings located at the Woodville, Miccosukee and Ft. Braden roll-off sites. The existing 10x14 units were manufactured by a mobile home company and are in need of constant repair.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
401 Solid Waste	0	0	0	18,750	18,750	18,750	0	0	56,250	56,250
	0	0	0	18,750	18,750	18,750	0	0	56,250	56,250

Policy/Comprehensive Plan Information

Operating Budget Impact

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Pedrick Pond Stormwater Reuse Irrigation System

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	045007	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the installation of an irrigation system to utilize the stormwater collected in the Pedrick closed basin pond to support and sustain the viability of the new landscaping on Mahan Drive. The County pre-planned with FDOT to install the necessary conduits for a supplemental irrigation system as part of the Mahan Roadway improvements. Supplemental irrigation improves the health of the landscaping, improves aquifer recharge by providing additional surface area for percolation and will provide means of additional beneficial dispersement of stormwater runoff in the closed basin.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	40,895	204,104	0	100,000	0	0	0	0	100,000	344,999
	40,895	204,104	0	100,000	0	0	0	0	100,000	344,999

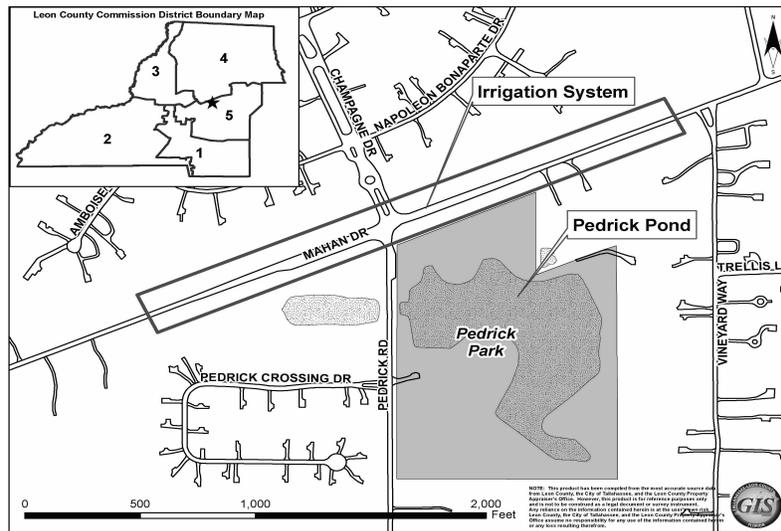
Policy/Comprehensive Plan Information

Supports Strategic Priority Environment by promoting sustainable practices and reusing stormwater runoff in lieu of potable or well water for irrigation.

Supports Conservation Element of the Comprehensive Plan Groundwater Protection Objectives 4.1 and 4.2.1

Operating Budget Impact

Operating impacts are anticipated to be covered by the existing Facilities Management operating budget.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lake Munson Restoration

Dept/Div: **Engineering Services** Comp Plan CIE Project: **N/A**
 Project #: **062001** Capital Improvement: **N/A**
 Service Type: **Physical Environment** Level of Service Standard: **N/A**
 Status: **Existing Project - Carryforward** Current Level of Service: **N/A**

Project Description/Justification

This project will involve invasive and exotic plant removal at lakes Munson and Henrietta. Beneficial native plants will replace the exotic plants. This project also include the installation of public information kiosks at both sites. The kiosks will provide information on how nutrients and pollutants get into the water system and the adverse affects they cause.

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

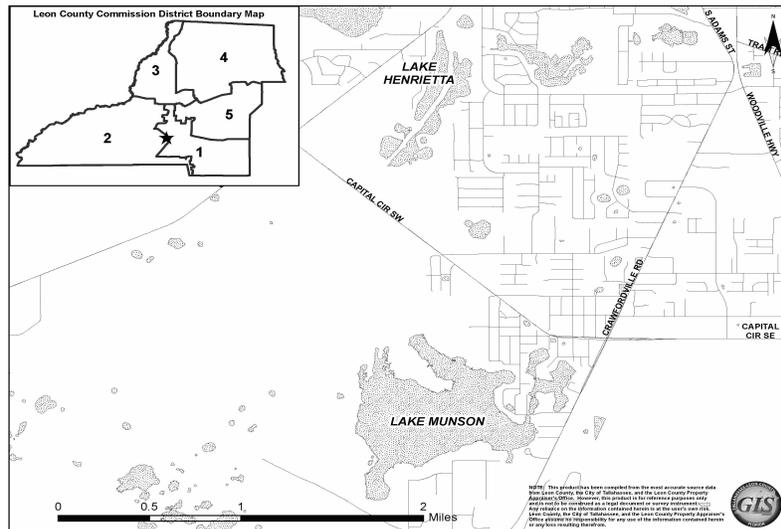
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	507,114	0	0	0	0	0	0	0	0	507,114
309 Sales Tax - Extension	148,778	268,306	0	0	0	0	0	0	0	417,084
314 Bond Series 1997 Construction	1,899,874	0	0	0	0	0	0	0	0	1,899,874
318 Bond Series 1999 Construction	15,126	0	0	0	0	0	0	0	0	15,126
	2,570,892	268,306	0	0	0	0	0	0	0	2,839,198

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality.

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lakeview Bridge

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	062002	Capital Improvement:	Stormwater
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	D

Project Description/Justification

This project is for the improvement of the creek crossing between Lake Bradford and Grassy Lake in order to ensure that Lakeview Drive remains passable up through a 10 year storm event. Right-of-way acquisition will begin in FY 2014 with construction to begin after right-of-way acquisition is completed. The current design indicates that the crossing can be best accomplished with a culvert system.

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

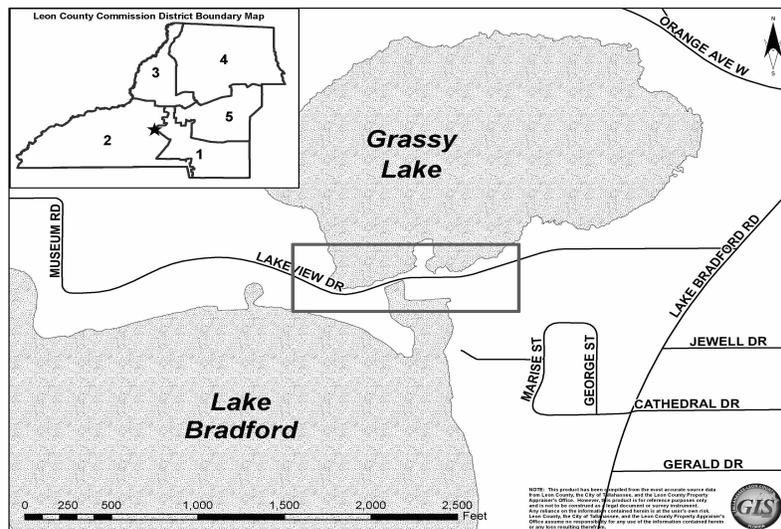
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
309 Sales Tax - Extension	63,505	763,987	2,599	0	0	0	0	0	0	827,492
318 Bond Series 1999 Construction	100,158	0	0	0	0	0	0	0	0	100,158
	163,663	763,987	2,599	0	0	0	0	0	0	927,650

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality. Comprehensive Plan Levels of Service for Stormwater conveyance requires that no floodwaters enter a residence in a 100-year storm.

Operating Budget Impact

Improvements to correct the deficiencies in this road and drainage system will result in reduced operational/maintenance costs as compared to the existing facilities.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lexington Pond Retrofit

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	063005	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for water quality treatment and flow attenuation for stormwater entering Ford's Arm of Lake Jackson from the Lexington Branch. The funds will be used to provide a possible combination of attenuation, water quality treatment and flow way improvements in the contributing basin to the east of Fords Arm. This project will include drainage improvements at Meridian Road, Timberlane Road and Deer Lane.

This project is funded by the \$50 million (split 50/50 between the City and the County) set aside by Blueprint 2000 for stormwater and water quality retrofits. Funding is provided by Blueprint's 80% share of the Sales Tax Extension dedicated to the agency.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	200,000	0	0	0	0	0	0	0	0	200,000
309 Sales Tax - Extension	378,875	4,919,015	56,085	0	0	0	0	0	0	5,297,890
	578,875	4,919,015	56,085	0	0	0	0	0	0	5,497,890

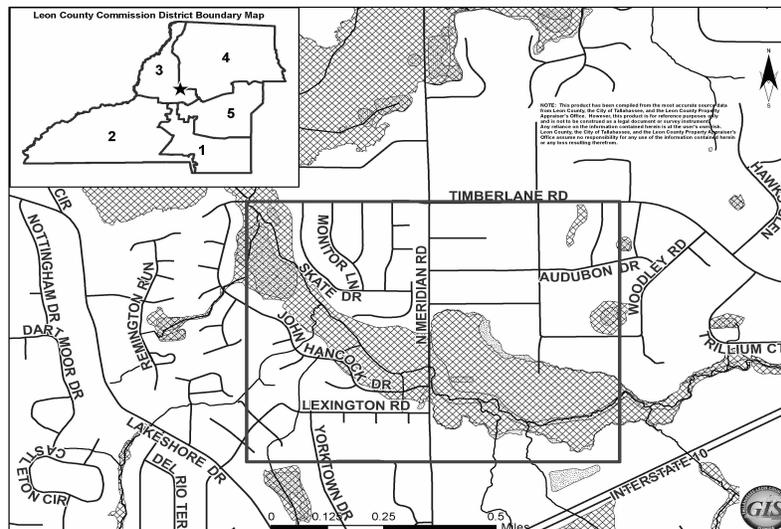
Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Policy 2.7.7:[C](Leon County) Local government shall develop a program for retrofitting developed areas which lack adequate facilities for treating stormwater runoff by defining and implementing a sequence of intermediate milestones necessary to achieve the retrofit objective. Local government shall fund and initiate a work program to quantify water quality problems, costs and mitigation methods. Using this information it shall develop more specific retrofit objectives with due consideration to costs, methodology and the community's willingness to financially support implementation. Policies shall be adopted into the comprehensive plan that reflects these objectives including program funding targets. Local government shall then develop, fund, and initiate a water quality enhancement program which will achieve the retrofit goals on the established schedule.

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality.

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Killearn Acres Flood Mitigation

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	064001	Capital Improvement:	Stormwater
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	D

Project Description/Justification

The current project updates the adopted FEMA Flood Insurance Rate Maps for the Killearn Acres Tributary between Bradfordville Road and Pimlico Drive. Creating a single floodway will comply with the Comprehensive Plan requirement to map the primary drainage system. In addition, establishing a Base Flood Elevation along the Tributary could reduce the federal Flood Insurance cost for approximately 250 residential properties.

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
309 Sales Tax - Extension	1,996,184	886,490	355,804	0	0	0	0	0	0	2,882,674
314 Bond Series 1997 Construction	50,000	0	0	0	0	0	0	0	0	50,000
318 Bond Series 1999 Construction	409,501	0	0	0	0	0	0	0	0	409,501
	2,455,685	886,490	355,804	0	0	0	0	0	0	3,342,175

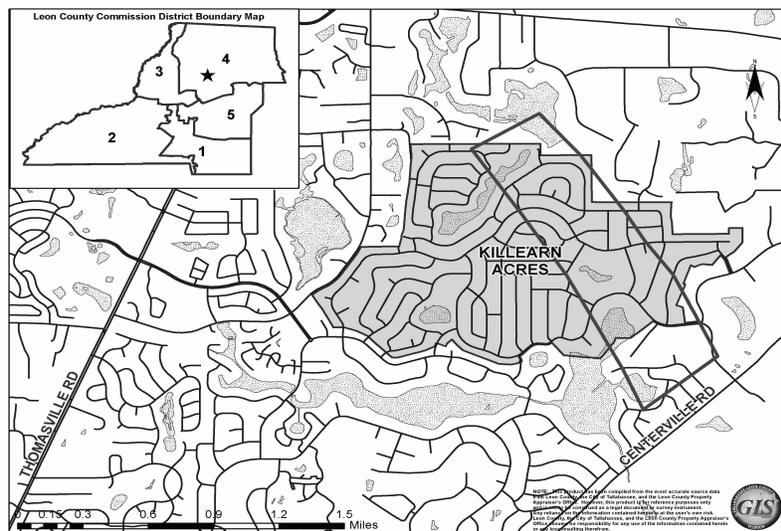
Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality. Comprehensive Plan Levels of Service for Stormwater conveyance requires that no floodwaters enter a residence in a 100-year storm.

Comprehensive Plan Conservation Element Policy 1.3.1, which requires that floodplains, floodways, and improved elements of the primary drainage system be mapped and included in the conservation overlay.

Operating Budget Impact

Operating impacts are anticipated to be covered by the existing Operations Division operating budget.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Bradfordville Pond 4 Outfall Stabilization

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	064005	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement of the outfall pipeline at the Bradfordville Pond, constructed by the Florida Department of Transportation as a part of the Thomasville Road widening project. The joints in the concrete structures comprising the outfall system, as well as the primary control structure, have minor cracking which need to be repaired for the pond to function as designed. Further, a geotechnical investigation revealed water seepage through the berm on the west side of the pond. In order to address the water seepage issue, corrective measures for the western berm increased the project cost.

Financial Summary

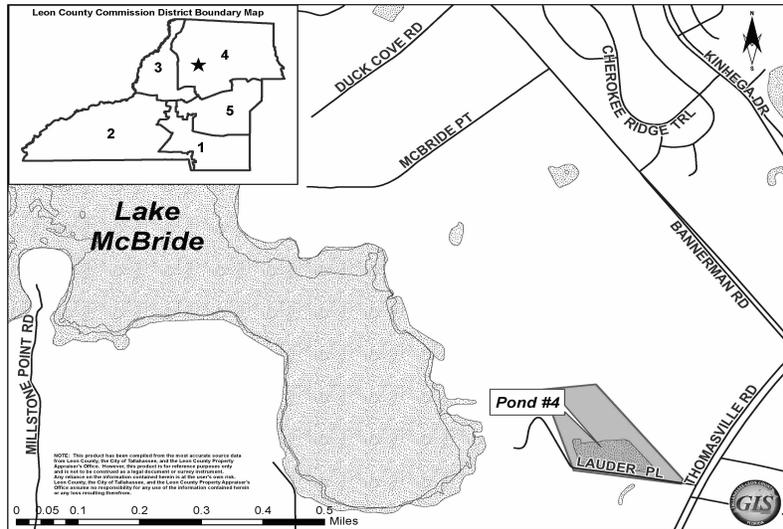
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	99,130	764,399	0	0	0	0	0	0	0	863,529
	99,130	764,399	0	0	0	0	0	0	0	863,529

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality.

Operating Budget Impact

The existing pond requires intensive maintenance. Once repaired the pond can be maintained routinely resulting in reduced operating costs.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Killearn Lakes Plantation Stormwater

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	064006	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the detailed analysis, design, and construction of a stormwater system to serve Killearn Lakes Plantation Units 1, 2, and 3. The stormwater system will identify stormwater outfalls primarily located within existing green spaces that convey stormwater from residential properties. This project will also provide for enhanced redirection of stormwater from densely developed residential areas to the outfalls in the green spaces. Design will focus on using available resources and facilities, such as the utilization of roadways as conveyances for stormwater, and protection of residential properties where roads must be used as stormwater conveyances.

This project is partially funded by the 10% share of the Sales Tax Extension dedicated to Leon County. Additional funding required to complete this project (Unit 1, Phase 2; Unit 2, Phase 2; and Unit 3, Phase 2 & 3) has not been identified.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
309 Sales Tax - Extension	1,004,066	739,906	31,691	500,000	250,000	250,000	0	0	1,000,000	2,743,972
	1,004,066	739,906	31,691	500,000	250,000	250,000	0	0	1,000,000	2,743,972

Policy/Comprehensive Plan Information

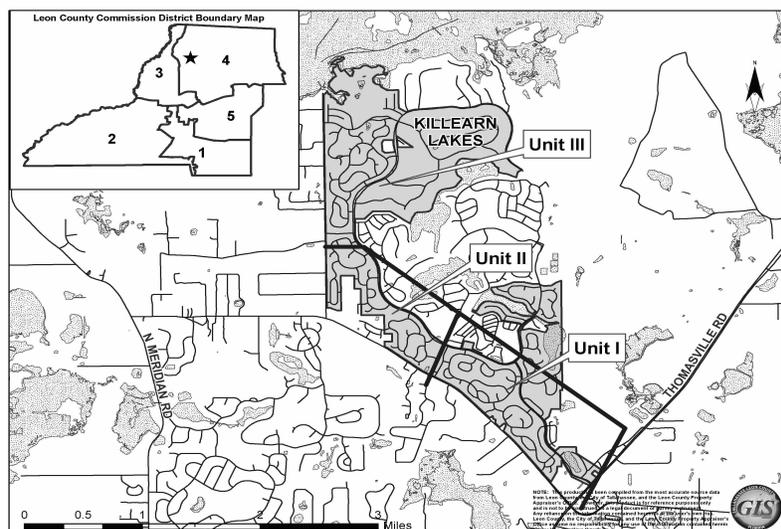
Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality.

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
106 Transportation Trust	10,000	10,000	10,000	10,000	10,000
	10,000	10,000	10,000	10,000	10,000

Successful completion of this project will result in a reduction of engineering and operations complaint resolution manhours. Unscheduled call outs and repairs for Operations staff will also be significantly reduced. However, 12.1 miles of new routine ditch mowing will be added to keep the new stormwater conveyance system functioning as designed. Mowing is done 3 times per year and will require several passes each time for completion. Estimated impacts anticipated to begin in FY 2014:

\$10,000 for contract mowing



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Lafayette Street Stormwater

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	065001	Capital Improvement:	Stormwater
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	D

Project Description/Justification

The original scope of the project was for the construction of a drainage system for Lafayette Street to Suwannee Street to Seminole Drive. In the development of the Lafayette Street Drainage Improvement design, County staff received input from residents and merchants in the area and coordinated with Capital Regional Transportation Planning Agency (CRTPA) staff as well as City Public Works staff. After listening to stakeholders, the scope of the Lafayette Street Drainage Improvement project was expanded and approved by the Board to include road and drainage improvements, sidewalk reconstruction, and landscaping from CSX Railroad to Winchester Lane excluding the intersection at Lafayette Street and Magnolia Drive. The intersection improvement at Lafayette and Magnolia Drive is completed as an independent capital improvement project. The improvement from Suwannee Street to the CSX Railroad has been completed with the reconstruction of Lafayette Street required for the Blueprint 2000 Capital Cascade Trail project. The segment from the railroad to Seminole Drive is considered as Phase 2 of the Lafayette Street improvements and will begin before by summer 2013. Phase 3 of the Lafayette Street Improvements from Seminole Drive to Winchester Lane (excluding the intersection at Lafayette Street and Magnolia Drive) is a design-build project using the funds provided by FDOT through a Local Agency Program (LAP) agreement, City of Tallahassee through a Water and Wastewater Joint Project Agreement (JPA), and the original Lafayette Street Drainage Improvement capital improvement project.

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

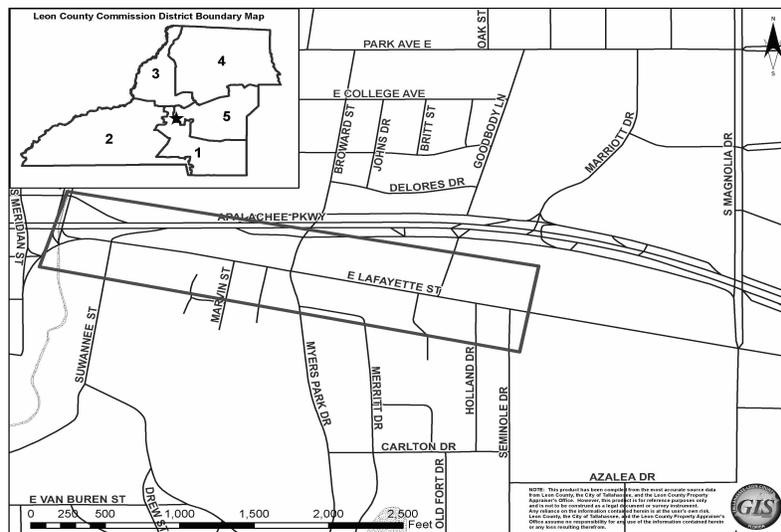
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	0	850,000	0	0	0	0	0	0	0	850,000
309 Sales Tax - Extension	293,761	2,272,089	10,313	0	0	0	0	0	0	2,565,850
	293,761	3,122,089	10,313	0	0	0	0	0	0	3,415,850

Policy/Comprehensive Plan Information

This project is in compliance with policy determined by the Blueprint 2000 referendum.

Operating Budget Impact

Improvements to correct the deficiencies in this road and drainage system will result in reduced operational/maintenance costs as compared to the existing facilities.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

CARDS Stormwater Program: Start Up Costs

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	066001	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

On January 29, 2009 the Board conducted a Workshop to address the need for Transportation and/or Stormwater projects to mitigate or alleviate community impacts during and after major storm events. The Board directed that a new program be enacted to aid areas that are impacted by flooding during major storms. The new program was to be similar to the County's on-going 2/3 Program, with the difference being that the petition requirement was reduced to 60% with the County contributing 20% of the project costs, subject to the availability of funds. The Board also approved a new acronym for the existing 2/3 Program and the new program, CARDS, which stands for County Acquisition of Roads and Drainage Systems. On March 19, 2009, the Board conducted the First and Only Public Hearing to adopt a new ordinance creating the new CARDS program. This ordinance is now located in Chapter 18, Article IV, Division 2 of the Leon County Code of Laws. The original 2/3 Program remains a separate Capital Improvement project under the new name of CARDS Transportation Program: Start Up Costs.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	2,189	167,708	0	0	0	50,000	0	50,000	100,000	269,897
	2,189	167,708	0	0	0	50,000	0	50,000	100,000	269,897

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality. Comprehensive Plan Levels of Service for Stormwater conveyance requires that no floodwaters enter a residence in a 100-year storm.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Stormwater Structure Inventory and Mapping

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	066003	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the continued mapping of Leon County's stormwater structure inventory. The National Pollutant Discharge Elimination System (NPDES) permit for Leon County's Municipal Separate Storm Sewer System (MS4) was renewed November 2011. This permit requires the mapping of known stormwater structural controls within the first year of the 5-year permit. The map will be maintained by staff using as-built surveys as projects are completed. The map will be integrated with the Operations Division work-order system to document compliance with inspection and maintenance requirements of the MS4 permit.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	117,486	632,514	0	125,000	0	0	0	0	125,000	875,000
	117,486	632,514	0	125,000	0	0	0	0	125,000	875,000

Policy/Comprehensive Plan Information

The Federal Clean Water Act requires local communities to remain in compliance with the federal NPDES program regarding stormwater management of municipal systems.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

TMDL Compliance Activities

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	066004	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the development of Basin Management Action Plans (BMAP). The Florida Department of Environmental Protection (FDEP) and the U.S. Environmental Protection Agency (USEPA) assigned Total Maximum Daily Load (TMDL) limits to pollution entering local surface waters. The TMDLs for the Upper Wakulla River, Munson Slough, Lake Munson, and the Harbinwood Estates Drain require BMAPs be developed among stakeholders to accomplish the necessary reductions. The stakeholders may include Leon County, Florida Department of Transportation, City of Tallahassee, Wakulla County, Florida State University, and Florida A&M University. County staff will initiate discussions with the City of Tallahassee, a key primary stakeholder, early in the BMAP process in an effort to narrow potential differences in allocations and foster cooperation and/or develop joint projects that benefit the environment. The BMAPs will culminate with Interlocal agreements committing each party to actions to achieve their allocated reduction. The County's NPDES Municipal Separate Storm Sewer System (MS4) permit will be amended to include the BMAP commitments.

The initial phase will be evaluating and allocating the pollutant load reductions. The BMAP interlocal agreements are anticipated to require additional monitoring of water quality and construction of additional stormwater management facilities, all of which will require some years to complete.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	0	50,000	0	50,000	250,000	500,000	500,000	500,000	1,800,000	1,850,000
	0	50,000	0	50,000	250,000	500,000	500,000	500,000	1,800,000	1,850,000

Policy/Comprehensive Plan Information

The federal NPDES MS4 permit will incorporate the terms of the BMAP Interlocal agreements.

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
106 Transportation Trust	0	35,000	60,000	60,000	60,000
	0	35,000	60,000	60,000	60,000

This project will have an annual impact on the operating budget. The following are estimated impacts:

FY15:
\$35,000 Increased Maintenance

FY16 - FY17:
\$25,000 Additional Stormwater Structures
\$35,000 Increased Maintenance

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Stormwater Maintenance Filter Replacement

Dept/Div:	Public Works - Operations	Comp Plan CIE Project:	N/A
Project #:	066026	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the replacement/refurbishment of stormwater filters, sediment removal and structure repair in County owned stormwater ponds to ensure that they continue to meet environmental and operating permit requirements. Filter systems are typically designed to have a functional life of five years. As these systems age, the filtering systems may begin to deteriorate and not provide the water quality discharge for which they are designed. The removal of sediments and the repair of structures within the ponds are needed to ensure that the ponds continue to function properly. Poorly functioning ponds can suffer from reduced storage capacity and an increased potential for flooding. The following ponds were completed in FY13: the stormwater filter and slope stabilization at the Hampton Creek Pond #1 and the replacement of the stormwater filter in the Hill & Dale Subdivision Pond.

The County's current stormwater pond inventory has been prioritized according to replacement needs consistent with permitting compliance requirements. The following is the anticipated FY14 maintenance schedule:

Hopkins Crossing Pond (Lowe's)

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	826,093	179,754	81,780	0	100,000	100,000	100,000	100,000	400,000	1,405,847
	826,093	179,754	81,780	0	100,000	100,000	100,000	100,000	400,000	1,405,847

Policy/Comprehensive Plan Information

Federal Non-Point Discharge Elimination System (NPDES), Section 40 CFR 122.26
State Water Policy, Florida Administrative Code Chapter 62, Rule 62-40.432(2)(c)
Leon County Code of Ordinances, Chapter 10, Article VII

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Blue Print 2000 Water Quality Enhancements

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	067002	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

Blueprint 2000 set aside \$50 million (split 50/50 between the City and the County) of its 80% share of the Sales Tax Extension for stormwater and water quality retrofits. A total of \$5 million of the County's \$25 million is set-aside to retrofit existing County stormwater facilities and enhance their function.

Current Project

Lake Heritage Outfall - This project addresses the replacement of the lake outfall structure to discharge directly into the main channel rather than the emergency flow-way through the subdivision. The lake berm will be stabilized to protect downstream structures.

Completed Projects

Lake Munson Dam Rehabilitation - This project addresses rehabilitation of the dam structure at an adjacent County-owned location in order to address structural weaknesses and foundation instabilities at the existing dam that are currently being monitored. The rehabilitated dam will maintain the existing hydraulic conditions so that no change occurs in lake level or downstream discharge.

Sharer Road Outfall Stabilization - This project addresses the significant erosion of the outfall channel from Sharer Road to the Brandon Woods Pond. Unsafe conditions and lack of maintenance access will be addressed by concrete lining approximately 600 linear feet of the channel. The drainage easement has eroded to greater than 7 feet in portions of the channel. Steep sides and heavy tree growth limit access for maintenance and prevent use of standard stabilization methods.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
309 Sales Tax - Extension	2,907,742	1,059,829	187,675	0	0	0	0	0	0	3,967,571
	2,907,742	1,059,829	187,675	0	0	0	0	0	0	3,967,571

Policy/Comprehensive Plan Information

Sales Tax Extension Referendum, Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality.

Operating Budget Impact

These projects do not result in new operating impacts. They are corrections to conditions that have required maintenance in the past and will alleviate some future maintenance needs.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Geographic Information Systems

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076009	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the funding of the City of Tallahassee and Leon County Geographic Information System Interlocal Project. Tallahassee-Leon County Geographic Information System (TLC GIS) was created in May, 1990 when the City of Tallahassee, Leon County, and the Property Appraiser's Office entered into an Interlocal Agreement. The mission of TLC GIS is to:

- Develop a common base map
- Promote the sharing of resources
- Reduce redundancy of data collection and creation
- Provide a mechanism to maintain the base map and other data layers
- Encourage enterprise information management solutions
- Enhance decision making for public officials.

This project includes the following items, of which 50% is reimbursed by the City of Tallahassee:

- \$52,000 Virtualization & Disaster Recovery
- \$81,000 ESRI ELA
- \$56,548 Infrastructure Improvements
- \$48,732 ESRI EEAP & Geodatabase Support
- \$238,280

Virtualization & Disaster Recovery: This funding is utilized to support the ongoing costs of the shared infrastructure environment with Management Information Systems (approximately 50% of these funds). It has also been set aside to assist in setting up the necessary infrastructure for disaster recovery specific to GIS.

Environmental Systems Research Institute, Inc (ESRI) Enterprise Licensing Agreement (ELA): ESRI is the primary software provider for GIS software. The licenses cover everything from web servers to desktop licensing. Annual analysis has shown that the enterprise license save money over the alternative of buying individual licenses. This overall cost for the enterprise license is split between the CIP and operating funds.

Infrastructure Improvements: Infrastructure improvements is the account used to purchase GIS PCs, Plotters and other hardware and software needs. Annual allocations are used to level infrastructure costs over multiple years. TLC GIS has set up a rotation of infrastructure needs that can be supported on a level funding basis.

ESRI Enterprise Advantage Program (EEAP) & Geodatabase Support: The ESRI EEAP provides access to expertise that assists in strategic planning for GIS geodatabase, servers, and ArcGIS version upgrades. It allows access to premium Support Services, Instructor-Led ESRI training, and Virtual Campus Dollars. Additional geodatabase support will be needed to assist in the major migration from ArcGIS 9.3.1 to ArcGIS 10.1.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	4,894,927	293,029	81,000	188,280	238,280	238,280	238,280	238,280	1,141,400	6,329,356
	4,894,927	293,029	81,000	188,280	238,280	238,280	238,280	238,280	1,141,400	6,329,356

Policy/Comprehensive Plan Information

Geographic Information System City of Tallahassee/Leon County Interlocal Agreement (1990)

The Comprehensive Plan mandates that a series of map layers be compiled and maintained for use in Comprehensive Plan implementation.

The environmental component of both the City and County land development ordinances contain clauses mandating that protected natural features be mapped pursuant to applications for development.

The Florida Department of Revenue requires that all property appraisers' offices in the State of Florida compile and maintain digital Cadastres (a register of property showing the extent, value, and ownership of land for taxation) that meet specific guidelines governing methodologies to be used and the layers to be compiled. Required layers include platted lots, tax parcels, rights-of-way and legal dimensions.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Permit & Enforcement Tracking System

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076015	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the County's share of funding for the joint City of Tallahassee and Leon County Interlocal Project involving the Permit Enforcement & Tracking System (PETS).

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	81,133	319,562	28,086	50,000	50,000	50,000	50,000	50,000	250,000	650,695
	81,133	319,562	28,086	50,000	50,000	50,000	50,000	50,000	250,000	650,695

Policy/Comprehensive Plan Information

Interlocal Agreement with City of Tallahassee (Amended October 17, 2003)

Permit Enforcement and Tracking System Interlocal Agreement with the City (1993)

Operating Budget Impact

PETS has existing allocations for annualized maintenance costs of hardware, software, and support services.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Geographic Information Systems Incremental Basemap Update

Dept/Div:	Management Information Services	Comp Plan CIE Project:	N/A
Project #:	076060	Capital Improvement:	N/A
Service Type:	Physical Environment	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the incremental update of the Tallahassee-Leon County Geographic Information System, TLC GIS, basemap. The basemap includes orthophotography, planimetrics and a digital elevation model with contours. These elements are essential in providing timely and accurate basemap information which provides positional control for other critical Geographic Information System information and the analysis opportunities they support. They are the foundation for geo-referencing (tying to coincident geographic features for accurate and reliable referencing) many of the Geographic Information System data layers. In June 2008, the Florida Department of Revenue, FDOR, was directed under Chapter 195.002 Florida Statutes, to provide each County Property Appraiser's Office with digital orthophotography every three years and charge each county office for the cost of that service and product delivery. In working with the vendor and leveraging the latest technology, TLC GIS was successful in developing a new methodology for collecting, compiling and releasing the basemap data in compliance with Chapter 195.002 Florida Statutes. TLC GIS has also been requested to obtain additional oblique and satellite imagery to support efforts related to public safety, property assessment and non ad-valorem assessments. Based on these needs, the Leon County Property Appraiser's Office and the Leon County Sheriff's Office has agreed to provide additional funding (\$20,000 per agency, per year) to secure oblique imagery and satellite imagery for Leon County (oblique imagery in Year 2 and satellite in Year 3).

Year 1 - Complete Data Capture and Delivery of 6" Digital Orthophotography
 *Complete Data Capture and Delivery of Color Infrared Orthophotography CIR
 Complete Data Capture of LiDAR

Year 2 & 3 - Complete LiDAR processing
 Complete Planimetric Update
 **Complete Data Capture and Delivery Obliques in Year 2
 **Complete Data Capture and Delivery of Satellite Imagery in Year 3

*Note: The color infrared (CIR) photography is an additional product that is provided under the plan. The CIR will support efforts such as wetland delineation.

**Note: In order to provide complete data capture and delivery obliques in Year 2 and complete data capture and delivery of satellite imagery in Year 3 funding for this CIP will need to increase from \$258,500 to \$298,500 per year (See Note Above).

In order to maintain the basemap, Tallahassee-Leon County GIS will be required to secure funding beyond Year 3. The continued funding will allow TLC GIS to enter into the second cycle of data capture without an increase in the annual funding amount. The City is also contributing funds to this project.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	2,201,178	0	0	298,500	298,500	298,500	298,500	298,500	1,492,500	3,693,678
	2,201,178	0	0	298,500	298,500	298,500	298,500	298,500	1,492,500	3,693,678

Policy/Comprehensive Plan Information

Geographic Information System City of Tallahassee/Leon County Interlocal Agreement (1990); Permit Enforcement & Tracking System City of Tallahassee/Leon County Interlocal Agreement (1993)

The Comprehensive Plan mandates that a series of map layers be compiled and maintained for use in Comprehensive Plan implementation. The environmental component of both the City and County land development ordinances contain clauses mandating that protected natural features be mapped pursuant to applications for development.

Florida Department of Revenue requires that all property appraisers' offices in the State of Florida compile and maintain digital Cadastres that meet specific guidelines governing methodologies to be used and the layers to be compiled. Required layers include platted lots, tax parcels, right-of-ways, and legal dimensions.

Operating Budget Impact

N/A

TRANSPORTATION

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Open Graded Cold Mix Maintenance and Resurfacing

Dept/Div:	Public Works - Operations	Comp Plan CIE Project:	N/A
Project #:	026006	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project provides funding for materials and contract services associated with asphalt maintenance on Leon County's Open Grade Mix roadways. Prior to its sunset, the Alternative Stabilization Program was successful in stabilizing approximately 50 miles of County maintained dirt roads. Since the sunset of the Alternative Stabilization Program, maintenance on these roads is performed by the Division of Operations' Transportation Program.

As Open Grade Mix roads age, it can be anticipated that these older roads will require a higher degree of maintenance (i.e. patching and rejuvenation) than in recent years. It can further be anticipated that some of these roads will require resurfacing. Additionally, permitting requirements on the County's Open Grade Mix roads require that porosity within the Open Grade mat be maintained by either hydro-cleaning or other maintenance methods. To meet these needs, funding is required for both routine maintenance and scheduled resurfacing of Open Grade Mix roads.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	415,987	0	0	0	0	0	0	0	0	415,987
308 Sales Tax	9,762,232	1,351,989	700,347	600,000	600,000	600,000	600,000	600,000	3,000,000	14,114,221
	<u>10,178,219</u>	<u>1,351,989</u>	<u>700,347</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>3,000,000</u>	<u>14,530,208</u>

Policy/Comprehensive Plan Information

Florida Statute 336 - requires that local governments maintain infrastructures within their jurisdictions

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Fleet Management Shop Equipment

Dept/Div: Fleet Management	Comp Plan CIE Project: N/A
Project #: 026010	Capital Improvement: N/A
Service Type: Transportation	Level of Service Standard: N/A
Status: Existing Project	Current Level of Service: N/A

Project Description/Justification

This project is for the replacement of Fleet Management Shop equipment as needed.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	91,082	80,413	13,060	0	50,000	0	50,000	25,000	125,000	296,495
	91,082	80,413	13,060	0	50,000	0	50,000	25,000	125,000	296,495

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Arterial & Collector Roads Pavement Markings

Dept/Div:	Public Works - Operations	Comp Plan CIE Project:	N/A
Project #:	026015	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project allows for the refurbishing of long line thermoplastic on the County's Arterial and Collector Road System. In 1997, Public Works Engineering began a phase-in approach to upgrading pavement markings during resurfacing from traffic paint to thermoplastic. This change has resulted in much brighter and safer pavement markings on the County's Arterial and Collector Roads.

Due to the long life of thermoplastic (approximately five to six years) and the limited number of roads with thermoplastic markings at the time, this project was originally scheduled to occur every five years. However, due to annual resurfacing and reconstruction projects, the number of roads with thermoplastic markings has increased substantially. Conversely, the number of arterial and collector roads with traffic paint markings has decreased as thermoplastic markings have been installed. Further decreasing the need for traffic paint markings is the fact that Public Works has made a decision to no longer install pavement markings on most of the County's 'Local' Paved Roads.

To keep pace with these changes, Public Works has increased refurbishing pavement markings on approximately 10 miles of arterial and collector roads annually. This change allows for refurbishing of aging thermoplastic markings in a more timely manner, improving the coordination between asphalt resurfacing and thermoplastic refurbishing activities, and more accurately reflecting funding needs between traffic paint and thermoplastic pavement markings.

Thermoplastic Maintenance Increase: The current thermoplastic contract reflects a significant nation-wide increase in the cost of manufacturing thermoplastic paint. Solid Yellow (6") has increased from .44/LF to .60/LF (36% increase) and Solid White (6") increased from .39/LF to .62/LF (59% increase) at an increased per GM cost of \$505. This significant increase in cost reduces the thermoplastic striping service level goals. An additional \$ increase in funding is requested to maintain current service levels of refurbishing pavement markings on approximately 10 miles of arterial and collector roads within the County's jurisdiction.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	224,113	154,296	44,599	135,200	135,200	135,200	135,200	135,200	676,000	1,054,409
	224,113	154,296	44,599	135,200	135,200	135,200	135,200	135,200	676,000	1,054,409

Policy/Comprehensive Plan Information

Florida Statute 336 - requires that local governments maintain infrastructures within their jurisdictions

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Pullen Road at Old Bainbridge Road

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	053002	Capital Improvement:	Roadways
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	F

Project Description/Justification

This project is for improvements to Pullen Road at Old Bainbridge Road including the addition of left turn lanes, traffic signalization or an alternative, related stormwater infrastructure and pedestrian, and ADA facilities. Funding includes \$145,520 in River's Landing concurrency mitigation dollars and \$249,995 in Sagebrook Mill concurrency mitigation dollars.

Financial Summary

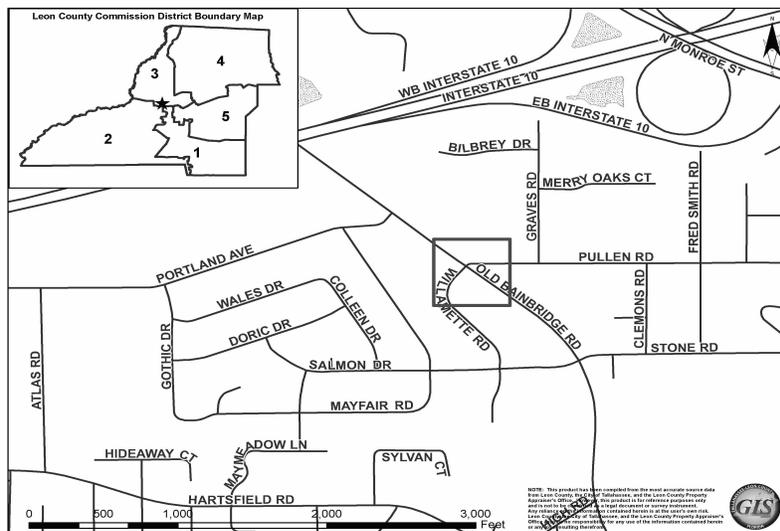
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	102,612	292,903	0	0	0	0	0	0	0	395,515
308 Sales Tax	0	546,489	0	0	0	0	0	0	0	546,489
343 Impact Fee - Northwest Urban Collector	161,362	383,276	0	0	0	0	0	0	0	544,638
	263,974	1,222,668	0	0	0	0	0	0	0	1,486,642

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: Objective 1.5: [T] Improve the safety and preserve the integrity of the arterial and collector street system with an effective access management and traffic signal control program and with the use of traffic operations features to maximize the capacity of the existing street system.

Operating Budget Impact

It is anticipated that stormwater facilities will be shared with other City of Tallahassee projects in the area and will not result in operating impacts to the County.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

North Monroe Turn Lane

Dept/Div: Engineering Services	Comp Plan CIE Project: Yes
Project #: 053003	Capital Improvement: Roadways
Service Type: Transportation	Level of Service Standard: N/A
Status: Existing Project - Carryforward	Current Level of Service: E

Project Description/Justification

This project is for the modification of North Monroe Street to add a continuous right turn lane northbound from John Knox Road to the terminus of the Interstate 10 right turn lane and its ramps. The project design has been completed under the Florida Department of Transportation's County Incentive Grant Program and the County received a \$359,553 match for the design. The Florida Department of Transportation provided \$1 million in funding for Temporary Construction Easement acquisitions through a Joint Project Agreement executed in December 2012.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	359,553	1,000,000	0	0	0	0	0	0	0	1,359,553
341 Impact Fee - Countywide Road District	1,495,734	1,745,208	1,770	0	0	0	0	0	0	3,240,942
	1,855,287	2,745,208	1,770	0	0	0	0	0	0	4,600,495

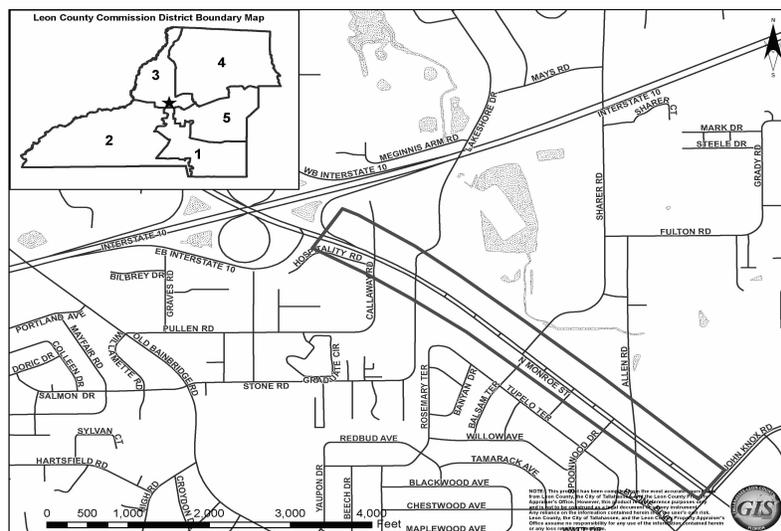
Policy/Comprehensive Plan Information

Comprehensive Plan Reference: INTERGOVERNMENTAL TRANSPORTATION PLANNING Objective 1.11: [T] Develop the traffic circulation system in Tallahassee and Leon County in conjunction with the programs of the Capital Region Transportation Planning Agency (composed of the Leon County Board of County Commissioners and the Tallahassee City Commission), the Florida Department of Transportation, the City of Tallahassee and Leon County.

Leon County Code of Laws Paragraph 10-603(c): The monies deposited into the countywide road impact fee trust account shall be used solely to provide improvements and additions to the designated state roads required to accommodate traffic generated by growth as projected in the impact fee study.

Operating Budget Impact

N/A



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Talpeco Road & Highway 27 North

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	053005	Capital Improvement:	Roadways
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	E

Project Description/Justification

This project is for the installation of a right turn lane from Talpeco Road onto Highway 27 North (Monroe Street). This project will also provide related stormwater infrastructure as necessary. This project is listed on the County's Intersection Improvement Prioritization list approved by the Board in 2000.

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

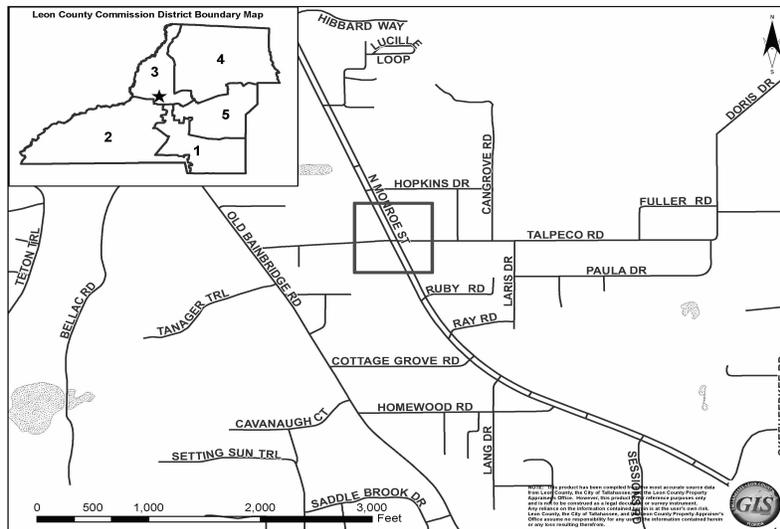
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
309 Sales Tax - Extension	121,454	282,642	1,792	0	0	0	0	0	0	404,096
	121,454	282,642	1,792	0	0	0	0	0	0	404,096

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: Objective 1.5: [T] Improve the safety and preserve the integrity of the arterial and collector street system with an effective access management and traffic signal control program and with the use of traffic operations features to maximize the capacity of the existing street system.

Operating Budget Impact

This project adds a turn lane resulting in minimal additional pavement to manage.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Bannerman Road

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	054003	Capital Improvement:	Roadways
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	F

Project Description/Justification

This project is for improvements to Bannerman Road from Meridian Road to Thomasville Road. In FY 2009, the Board revised the scope of this project in order to focus on a Corridor Study to determine the options for potential widening of the road. Project funds were reallocated to provide for the resurfacing of the road and have been completed. The Corridor Study has been completed and the Final Report was accepted by the Board on December 11, 2012. The reconstruction of the Bull Headley intersection is under construction. Construction funds have not been identified for this project.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
308 Sales Tax	2,201,866	1,077,488	91,737	0	0	0	0	0	0	3,279,354
	2,201,866	1,077,488	91,737	0	0	0	0	0	0	3,279,354

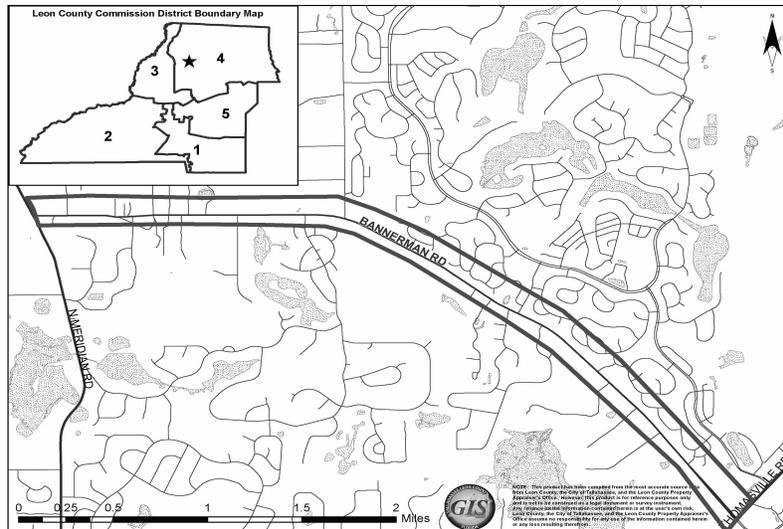
Policy/Comprehensive Plan Information

Comprehensive Plan Reference: TRAFFIC FLOW AND EFFICIENCY: Objective 1.5: [T] Improve the safety and preserve the integrity of the arterial and collector street system with an effective access management and traffic signal control program and with the use of traffic operations features to maximize the capacity of the existing street system.

Florida Statute Chapters 334 & 336 - direct counties responsibilities to maintain county road systems

Operating Budget Impact

This project may result in the creation of new stormwater treatment facilities which will impact the operating budget of the Division of Operations.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Beech Ridge Trail

Dept/Div:	Engineering Services	Comp Plan CIE Project:	Yes
Project #:	054010	Capital Improvement:	Roadways
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project - Carryforward	Current Level of Service:	N/A

Project Description/Justification

This project is for the extension of Beech Ridge Trail from Kinhega Drive to Bannerman Road in accordance with the Mediated Settlement Agreement approved by the Board on February 12, 2002. This project includes a curb and gutter section roadway with underground drainage, bike lanes, sidewalks and signalization at one of the new intersections.

As part of the agreement, the Developer assumed most of the responsibility for this road construction with the County to complete the road across the Kinhega right of way and construction of a roundabout intersection.

Financial Summary

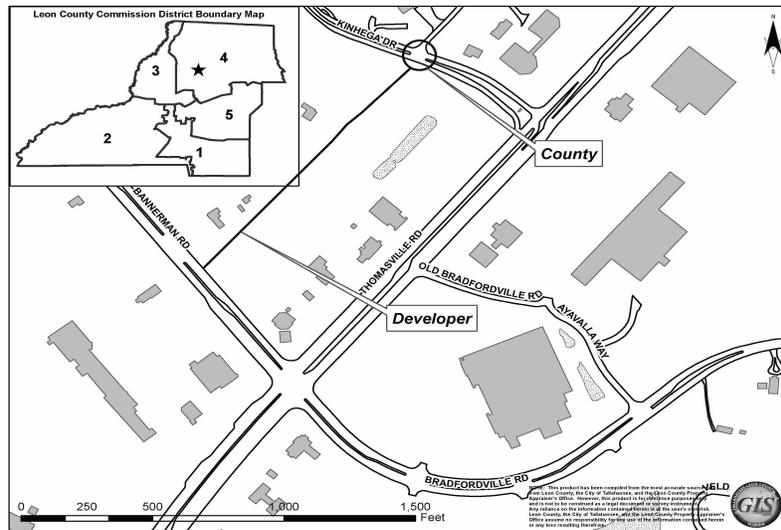
Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	0	246,662	0	0	0	0	0	0	0	246,662
308 Sales Tax	15,856	586,851	0	0	0	0	0	0	0	602,707
	15,856	833,513	0	0	0	0	0	0	0	849,369

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: INTERGOVERNMENTAL TRANSPORTATION PLANNING Objective 1.11: [T] Develop the traffic circulation system in Tallahassee and Leon County in conjunction with the programs of the Tallahassee-Leon County Metropolitan Planning Organization, the Florida Department of Transportation, the City of Tallahassee and Leon County.

Operating Budget Impact

This project will result in the creation of new stormwater treatment facilities which will impact the operating budget of the Division of Operations. This project will also result in the creation of additional areas to be resurfaced which will be addressed in the Arterial/Collector Resurfacing project.



Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Arterial/Collector Resurfacing

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	056001	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the annual resurfacing of part of the County's arterial/collector road system. The County is responsible for the general superintendence and control of the County roads and structures. Current funding levels have allowed the resurfacing of approximately 10 miles of arterial/collector roads per year. There are approximately 252 miles of arterial/collector roads in the County system. At this funding level, it can be expected that all roads will be resurfaced on a 22 year frequency.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	816,081	0	0	0	0	0	0	0	0	816,081
308 Sales Tax	19,112,939	6,624,850	1,803,226	1,350,000	0	0	0	0	1,350,000	27,087,789
309 Sales Tax - Extension	0	0	0	1,850,000	3,200,000	3,200,000	3,200,000	3,200,000	14,650,000	14,650,000
	<u>19,929,020</u>	<u>6,624,850</u>	<u>1,803,226</u>	<u>3,200,000</u>	<u>3,200,000</u>	<u>3,200,000</u>	<u>3,200,000</u>	<u>3,200,000</u>	<u>16,000,000</u>	<u>42,553,870</u>

Policy/Comprehensive Plan Information

Florida Statute 336.02 - Responsibility for County road systems and structures within the County's jurisdiction.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Community Safety & Mobility

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	056005	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the planning, design and construction of sidewalks, bikeways, and traffic calming devices. Upon special approval from the Board, it can also be used to acquire rights-of-way necessary for the construction of these facilities. On April 9, 2013 the Board approved selection criteria for sidewalk and bike lane construction prioritization and directed staff to prepare a comprehensive list for Board approval. Staff is currently drafting a Sidewalk Policy with the new selection criteria.

Current Projects

Chaires Cross Road
Timberland School Road
Fred George Road

Completed Projects

Deer Lake Drive
Kinhega Drive
Pimilico Drive
Aeon Church Road
Timberlane Road

This project is funded by the 10% share of the Sales Tax Extension dedicated to Leon County.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	479,706	0	0	0	0	0	0	0	0	479,706
308 Sales Tax	1,053,998	0	0	0	0	0	0	0	0	1,053,998
309 Sales Tax - Extension	3,930,996	1,437,156	6,951	750,000	750,000	750,000	750,000	750,000	3,750,000	9,118,152
	5,464,700	1,437,156	6,951	750,000	750,000	750,000	750,000	750,000	3,750,000	10,651,856

Policy/Comprehensive Plan Information

Tallahassee/Leon County Comprehensive Plan
Blue Print 2000
Tallahassee/Leon County Bicycle and Pedestrian Master Plan
Leon County School Board's "Safe Ways to School" Projects
Sidewalk Policy

Operating Budget Impact

Funding Source	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned
106 Transportation Trust	7,000	7,000	7,000	7,000	7,000
	7,000	7,000	7,000	7,000	7,000

Sidewalks in residential areas tend to be maintained by the homeowners abutting sidewalks. More rural sidewalk locations do not require a high standard of maintenance. Repairs to damaged sidewalk sections should be minimal. The estimated impacts to the operating budget include the following for sidewalks:

FY 2014 - FY 2018:
\$7,000 Repair and Maintenance

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Florida Department of Transportation Permitting Fees

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	056007	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for permitting fees for projects associated with the Florida Department of Transportation.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	0	50,000	0	50,000	50,000	50,000	50,000	50,000	250,000	300,000
308 Sales Tax	531,450	50,000	0	0	0	0	0	0	0	581,450
	<u>531,450</u>	<u>100,000</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>250,000</u>	<u>881,450</u>

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: OVERALL GOAL (Effective 7/16/90) Maintain and improve the quality of life in Leon County through an integrated and comprehensive transportation system emphasizing the elements of aviation, mass transit, and traffic circulation including non-motorized transportation. During the May 27, 1997 meeting of the Leon County Board of County Commissioners, the Board entered in to a reciprocal agreement with the Florida Department of Transportation that provides them with an exemption for County permitting fees.

Comprehensive Plan Reference: INTERGOVERNMENTAL TRANSPORTATION PLANNING Objective 1.11: [T] Develop the traffic circulation system in Tallahassee and Leon County in conjunction with the programs of the Tallahassee-Leon County Metropolitan Planning Organization (composed of the Leon County Board of County Commissioners and the Tallahassee City Commission), the Florida Department of Transportation, the City of Tallahassee and Leon County.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Transportation and Stormwater Improvements

Dept/Div:	Engineering Services	Comp Plan CIE Project:	No
Project #:	056010	Capital Improvement:	Stormwater
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	E

Project Description/Justification

On January 29, 2009, the Board conducted a Workshop to address the need for Transportation and/or Stormwater projects to mitigate or alleviate community impacts during and after major storm events. As a result of that Workshop, later ratified during regular Board session, the following Capital Improvement projects were identified to utilize these budgeted funds:

Proposed Improvement Projects

Autumn Woods, Bannerman Road Outfall Facility, Ben Boulevard - Phase 2, Portsmouth Circle/Apalachee Parkway, Chevy Way, Edinberg Estates, Frontier Estates, Lakeside Drive, Langley Circle, Maylor and Taylor Roads, Raymond Tucker Road, and Southbrokee/Otter Creek/Chadwick/Wildlife Sunflower Road

Completed Projects

Alexandrite Court, Endenfield/Barfield Roads, Park Hill, Lawndale Drive, Ben Boulevard, Rhodes Cemetery Road and Salamanaca/Palencia.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	4,952,788	4,342,227	290,620	0	0	0	0	0	0	9,295,015
306 Transportation Improvements	0	1,500,000	0	0	500,000	500,000	500,000	500,000	2,000,000	3,500,000
	<u>4,952,788</u>	<u>5,842,227</u>	<u>290,620</u>	<u>0</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>2,000,000</u>	<u>12,795,015</u>

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES: Goal 1: Provide a stormwater management system which protects the health, welfare and safety of the general public by reducing damage and inconvenience from flooding and protects surface water and groundwater quality. Comprehensive Plan Levels of Service for Stormwater conveyance requires that no floodwaters enter a residence in a 100-year storm.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Public Works Design and Engineering Services

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	056011	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the design and engineering services that occur routinely throughout the year for transportation and stormwater projects.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	76,384	60,000	11,095	60,000	60,000	60,000	60,000	60,000	300,000	436,384
	<u>76,384</u>	<u>60,000</u>	<u>11,095</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>300,000</u>	<u>436,384</u>

Policy/Comprehensive Plan Information

N/A

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Intersection and Safety Improvements

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	057001	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the improvement of intersections throughout the County in order to maintain safe and efficient operations. Intersection improvements can also have significant impacts on the capacity of road sections as it relates to concurrency management. This project funds intersection improvements according to a prioritized list approved by the Board in 2000. Occasionally, improvements can be coordinated with improvements being performed by other governmental agencies such as the Florida Department of Transportation and the City of Tallahassee to reduce the long-term costs to the County. Intersection improvements that have significant costs or other impacts are typically established as an independent project and are not included in this project.

The following intersection improvements are currently in design or construction:

Blairstone/Old St. Augustine
Rhoden Cove/Meridian

The following are future intersection improvements to be addressed in response to concurrency requirements:

Chaires Crossroad/Capitola
Geddie Road/State Road 20
Tekesta/Deer Lake
Aenon Church/State Road 20
North Monroe Street/Crowder
Old Bainbridge Road/Capital Circle NW
Geddie Road/US 90
Miles Johnson Road/Miccosuke Road
Old Bainbridge Road/Capital Circle NW
Wakulla Spring Highway/Oak Ridge Road

The following intersection improvements have been completed:

Bannerman/Bull Headley

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
125 Grants	273,133	361,300	0	0	0	0	0	0	0	634,433
306 Transportation Improvements	451,465	0	0	0	0	0	0	0	0	451,465
308 Sales Tax	5,151,285	7,129,344	258,386	0	0	0	0	0	0	12,280,629
309 Sales Tax - Extension	0	0	0	750,000	750,000	576,000	750,000	750,000	3,576,000	3,576,000
	5,875,883	7,490,644	258,386	750,000	750,000	576,000	750,000	750,000	3,576,000	16,942,527

Policy/Comprehensive Plan Information

Comprehensive Plan Reference: TRAFFIC FLOW AND EFFICIENCY: Objective 1.5: [T] Improve the safety and preserve the integrity of the arterial and collector street system with an effective access management and traffic signal control program and with the use of traffic operations features to maximize the capacity of the existing street system.

Operating Budget Impact

Operating impacts are realized by the cost to the County for the maintenance of new signals by the City of Tallahassee under the existing interlocal agreement. These costs are addressed in Public Works - Operations operating budget. Pavement enhancements at intersections are negligible additions to the pavement maintenance program. Any associated stormwater treatment facilities are budgeted in the operating budget of the Division of Operations.

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

Local Road Resurfacing

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	057005	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

This project is for the annual resurfacing of part of the County's local road system. Current funding levels allow for the resurfacing of approximately 3.25 miles of local roads per year. There are approximately 340 miles of local roads in the County system.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
306 Transportation Improvements	1,004,834	152,791	0	0	0	0	0	0	0	1,157,625
308 Sales Tax	2,946,706	146,545	0	850,000	0	850,000	0	850,000	2,550,000	5,643,251
	3,951,540	299,336	0	850,000	0	850,000	0	850,000	2,550,000	6,800,876

Policy/Comprehensive Plan Information

Florida Statute 336.02 - Responsibility for County road systems and structures within the County's jurisdiction.

Operating Budget Impact

N/A

Leon County Fiscal Year 2014 - 2018 Capital Improvement Program

CARDS Transportation Program: Start Up Costs

Dept/Div:	Engineering Services	Comp Plan CIE Project:	N/A
Project #:	057900	Capital Improvement:	N/A
Service Type:	Transportation	Level of Service Standard:	N/A
Status:	Existing Project	Current Level of Service:	N/A

Project Description/Justification

The County Acquisition of Roads and Drainage (CARDS) Transportation Program is for start-up costs for road and associated drainage improvements in accordance with Leon County Code of Laws, Chapter 16, Article II. The CARDS Transportation Program provides an opportunity for County residents who live on privately maintained roads and drainage systems to have their roads and drainage systems upgraded to County maintainable standards and then accepted into the County system for perpetual maintenance thereafter. If a 2/3 majority of the residents wish to utilize this program, the County will acquire ownership of the right-of-ways and easements necessary for County maintenance and the County will improve those systems. The program requires 100% of the right-of-way be donated to the County.

Upon completion, the total cost of the upgrade is assessed to all of the residents in the defined area. A separate Capital Improvement Project, CARDS Stormwater Program: Start-up Costs provides similar relief with County assistance where the cause of the problem is flooding during severe storm events.

Financial Summary

Funding Source	Life To Date FY 2012	Adjusted Budget FY 2013	Year To Date FY 2013	FY 2014 Budget	FY 2015 Planned	FY 2016 Planned	FY 2017 Planned	FY 2018 Planned	5 Year Total	Total Project Cost
305 Capital Improvements	237,358	76,144	2,617	0	0	0	0	0	0	313,502
	237,358	76,144	2,617	0	0	0	0	0	0	313,502

Policy/Comprehensive Plan Information

Leon County Code of Ordinances Chapter 16, Article II, Section 16-28

Operating Budget Impact

N/A