

2021 YEAR IN REVIEW



2021

YEAR IN REVIEW



Looking downtown from Tom Brown Park



Our City. Our Future. ONE COMMUNITY WORKING TOGETHER





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The City of Tallahassee was founded 197 years ago as Florida's capital city. Today, the City proudly serves a diverse community of nearly 200,000 neighbors in all facets of life, work and recreation. Each day, a devoted workforce of approximately 3,000 people come together to ensure the needs of the community are met through municipal service. To guide this effort, the City Commission has adopted clear statements on why we exist, what we aspire to be and how we work.

OUR MISSION

To be the national leader in the delivery of public service.

OUR VISION

A creative capital city that supports a strong community with vibrant neighborhoods; an innovative economic and educational hub serving diverse and passionate people, protecting our natural resources and preserving our unique character.

OUR VALUES

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- Honor public trust through ethical behavior
- Provide exceptional citizen service
- Lead with integrity at every level
- Collaborate to reach common goals
- *Invest in employee excellence*
- Promote equity and celebrate diversity



MESSAGE FROM THE CITY MANAGER

COMMITTED TO OUR MISSION

to be the national leader in the delivery of public service, the City of Tallahassee excelled as we managed the ongoing effect of COVID-19 while meeting the needs of the community. We made substantial progress on our strategic priorities, remaining on track with key targets in the Five-Year Strategic Plan. We continued to build toward the City's vision by taking proactive steps to ensure the strength of our community, the vibrancy of our neighborhoods, the economic growth of our region and the preservation of our natural resources.



The City remained focused on the health of the Tallahassee community by actively engaging in vaccination and mitigation

efforts. Working with health care experts, community leaders and government partners, the City launched public awareness campaigns, disseminated information about relief funds to residents and hosted 24 vaccine clinics that administered 30,000 inoculations. To facilitate a safe reopening, we established new protocols for City-owned facilities, recreational activities and co-sponsored events, keeping in step with CDC guidelines. We also proactively pursued federal grants and American Rescue Plan (ARP) funding to begin addressing the economic impacts of the pandemic. With leadership from the City Commission, we proposed a balanced budget for Fiscal Year 2022 (FY22) that allocates \$18 million toward meeting critical community needs caused by COVID-19.

Ensuring the safety and well-being of our citizens continues to be at the heart of what we do. We placed a special emphasis on mental health with the launch of three new programs, including the Tallahassee Emergency Assessment Mobile (TEAM). Within its first four months of operation, the TEAM unit, which includes members of the police and fire departments and mental health professionals, responded to several hundred nonviolent 911 calls, successfully routing residents in mental health crises to the appropriate resources. Guided by our strategic plan, we are combating poverty and improving quality of life with impact-driven actions, such as supporting the development of more than 1,300 new affordable housing units and the allocation of \$16.3 million in ARP funding to support homeless services and other emergent human services, as well as direct assistance for affordable rentals and homeownership.

We continue to open doors to economic opportunities for at-risk populations through initiatives such as TEMPO, which now serves 1,500 enrolled youth. This spring, 70 TEMPO participants earned their GED, the largest cohort in the history of the program. Consistent with our core values, we remain committed to providing exceptional citizen service.

Through strategic investments and unwavering service, this year we affirmed our positioning as a competitive, sustainable and best-in-class capital city. We attracted over \$840 million in private development, projected to bring more than 5,000 new jobs to Tallahassee. We supported our major educational institutions through new and improved facilities with an investment of \$160 million to attract new visitors and students. As a part of our commitment to equitable investment, the City provided over \$2 million in residential façade improvement grants for 100 homes within the Greater Bond neighborhood.

We earned top awards for our environmental and sustainability efforts, including Gold-level LEED certification and the prestigious Florida Airport Council (FAC) J. Bryan Cooper Environmental Award for our airport-based solar farm. Becoming the Best Public Utility in America, we won the prestigious E. F. Scattergood System Achievement Award. We also earned industry recognition for being one of the 100 Best Fleets in the nation and the Best Disc Golf Course in the state. As a national leader in public service, the City continues to fulfill its mission.

Looking ahead, we stand well-positioned to become stronger and more resilient as an organization and city. I am optimistic about what the future holds as we build on the successes of this past year as highlighted within the following pages.

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City Manager





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#18 MOST

EDUCATED

AMERICA

WalletHub, 2021

#12 BEST PLACES TO LIVE IN FLORIDA

U.S. News & World Report, 2021





#14 BEST PLACES TO **LIVE FOR** QUALITY OF LIFE

U.S. News & World Report, 2021

LARGEST

AIRPORT-BASED

IN THE WORLD



NORTH AMERICA'S TOP 50 BEST GREEN FLEET OPERATIONS

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MORE THAN 90 PARKS & 70+ MILES OF TRAILS

25+ PUBLIC ART

INFRASTRUCTURE

PROJECTS

LARGEST PROVIDER OF MUNICIPAL SERVICES IN THE REGION



AWARDS

DERSHI

8

#1 Public Utility in America

American Public Power Association (APPA) awarded Tallahassee the E. F. Scattergood System Achievement award



GFOA Distinguished Budget Presentation

Government Finance Officers Association Distinguished Budget Presentation Award

DIGITAL GOVERNMENT DIGITAL CITIES 2020 SURVEY WINNER

Digital Cities Award

The City was recognized as a Leader in Advanced Analytics Use, Digital Inclusion and COVID-19 Response



3CMA Savvy Award

City-County Communications & Marketing Association's award for recognizing FAMU Way

LEED Gold Certified City

The City was awarded Gold status through the U.S. Green Building Council's LEED for Cities and Communities rating system.



J. Bryan Cooper Environmental Award

Tallahassee International Airport was honored by the Florida Airports Council with a statewide environmental award for the completion of Solar Farm 2.

2021 CERTIFICATE OF DISTINCTION in Performance Management ICMA

GOLD

2021

ICMA Certificate of Distinction

International City/County Management Association's Certificate of Distinction in Performance Management



Best Disc Golf Course in Florida

Tom Brown Park course ranked No. 1 in Florida by UDisc's Release Point for the second year in a row

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THE CITY OF TALLAHASSEE

2021 YEAR IN REVIEW

TO ACHIEVE OUR VISION

THE TALLAHASSEE CITY COMMISSION IDENTIFIED SEVEN PRIORITY AREAS TO GUIDE SERVICE EFFORTS.



QUALITY OF LIFE

Be a creative and inclusive community with beautiful public spaces that protect and promote resources and cultures.



ECONOMIC DEVELOPMENT

Advance the City of Tallahassee as a competitive, innovative and sustainable regional economic hub.



PUBLIC INFRASTRUCTURE

Be a leading publicly owned utility that supports a growing and progressive community. Be a city with an efficient public transit network supported by well-connected roads, sidewalks, transit amenities and public transportation.



PUBLIC SAFETY

Be a safe, resilient, inclusive community and works collectively to address issues.



IMPACT ON POVERTY

Be a leading community partner that actively connects residents to resources that remove economic and social barriers.



EFFECTIVENESS

Be an impact-focused workforce that is inclusive, pioneering and technologydriven.



PUBLIC TRUST Enhance public trust through ethical business practices and transparent governance.



ONLINE DASHBOARD

Check the progress of the Strategic Plan goals at our Online Dashboard at Talgov.com/2024





Quality of Life

While many aspects of how we interact as a community have changed since the start of the pandemic, the City has never wavered in its commitment to be a creative and inclusive community with beautiful public spaces that protect and promote resources and culture. In FY21, the City put forward multiple creative ways to help our community remain active and engaged. Online options were made available for residents to participate in arts and fitness classes and watch outdoor concerts, while protocols were implemented to safely resume recreational sports in our parks and facilities. Artful infrastructure projects were unveiled all over town. The program supports local artists, deters graffiti and enhances the quality of life throughout the community.



- Invested \$6.4 million toward the Greater Bond Neighborhood First Plan.
- · Launched Southside Action Plan engagement efforts.
- Held Race Relations Summit.
- Launched the John G. Riley Center and Museum "Legacy and Learning" exhibit showcases the history and cultural traditions of life during the early to mid-1900s.
- Tom Brown Park Disc Golf course named No. 1 Disc Golf Course in Florida for the second year in a row.
- Completed Greater Bond Linear Park, connecting Speed-Spencer-Stephens Park to the Saint Marks Trail and Tallahassee Junction.
- Completed 60 percent of the design phase for the second Senior Center, with the expectation of breaking ground in 2022.
- Completed renovations at Hilaman Golf Course, with Jake Gaither Golf Course in progress.
- Supported the Blueprint Intergovernmental Agency in advancing the Skateable Art Project on Capital Cascades Trail, awarding a \$1 million contract to Team Pain, a Florida-based design and construction company.
- Started construction of the Southeast Park.
- Achieved Tree City USA status for the 29th consecutive year.
- Recognized for Jake Gaither Golf Course, which is being added to the Florida Historic Golf Trail and nominated to the National Register of Historic Places.
- Supported the construction of 11 sidewalk projects in FY21 totaling 15,745 linear feet.
- Launched the Artful Infrastructure program to showcase local art and deter graffiti on traffic control boxes. Appropriated \$22,000 to this City program as seed funding.
- Added four new markers along the Frenchtown Heritage Trail.
- Issued \$13,200 in funds to seven neighborhood and homeowners associations through the Vibrant Neighborhoods Grant Program.
- Adopted Neighborhood Notification, Engagement and Involvement Policy, to help keep residents informed of City events, programs and development approval process.
- Established the Commemoration Committee to uncover and preserve unmarked gravesites located at Capital City Country Club.
- Renamed Gamble Street to Robert and Trudie Perkins Way in partnership with FAMU.
- Livestreamed community events, including concerts at Cascades Park, Celebrate America and Senior Games Celebration of Athletes.
- Delivered content to over 2 million site visitors of Talgov.com and increased followers and engagement across the City's 40+ social media accounts.



CULTIVATING A VIBRANT, ACTIVE COMMUNITY

Public spaces serve many purposes and create opportunities for people to be engaged with their communities. They provide a space for solitude, chance encounters, gatherings, creativity, wellness and so much more. Well-designed and properly maintained public spaces add immensely to the quality of life in a community, which speaks to the way the City approaches it places and spaces.

Cultivating more neighborhood greenspaces, the City again expanded its parks system with the completion of the Greater Bond Linear Park. This linear park runs roughly four blocks creating a safe, off-street pathway that connects Speed-Spencer-Stephens Park to the St. Marks Trail and Tallahassee Junction. Additional parks and recreational amenities are in the works, including a skate park along FAMU Way in partnership with Blueprint and the second Senior Center. The total number of City parks currently is 91, as we steadily move toward our strategic plan goal of 100 parks by our bicentennial.

The City also invested in its existing recreational facilities, which contributed to the Tom Brown Disc Golf Course being named the No. 1 Disc Golf Course in Florida for the second year in a row. Both City golf courses – Hilaman and Jake Gaither – received new, paved cart paths, along with other upgrades to enhance the player experience.

Cultural experiences took on a different form of artistic expression with the launch of the City's Artful Infrastructure program. This effort provides an avenue for local artists to showcase their work while beautifying infrastructure, including traffic boxes, around the community. Additionally, four new historical markers were installed along the Frenchtown Heritage Trail, which people can explore in person through self-guided tours or online.

As COVID vaccine availability grew, events re-emerged in many forms. The City supported in-person events, like the LeMoyne Chain of Parks Art Festival, which implemented a variety of health safety protocols. It also supported online offerings, like its John G. Riley Center and Museum's "Legacy and Learning" exhibit. To accommodate a hybrid model for inperson and virtual attendance, the City livestreamed multiple community events. including concerts at Cascades Park, the Celebrate America Fourth of July Celebration and Senior Games Celebration of Athletes.

By cultivating opportunities for all members of the community to remain active, stay engaged and experience the culture of Tallahassee, the City helped maintain the high quality of life residents have come to expect.



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Economic Development

Significant strides were made in Fiscal Year 2021 to advance the City of Tallahassee as a competitive, innovative and sustainable regional economic hub. The City maintained its competitive posture as a vibrant community for economic investment. Efforts are paving the pathway for economic recovery and growth by optimizing permitting, strengthening public infrastructure, offering attractive incentive packages and fostering new private development promising a strong outlook for economic growth and job creation.



- Invested \$11.6 million in stormwater capacity enhancements to mitigate flooding and improve water quality in the urban service area.
- Upgraded 7.7 miles of aging wastewater pipes.
- Supported the development of a 252-space public parking garage in Cascades Park through the CRA.
- Installed more than 40 electric vehicle (EV) chargers to assist with the City's growing EV fleet.
- Approved PowerTLH pilot program for four standalone EV charging stations for commercial use to be located equitably across the City.
- Completed three brownfield assessments in the South Monroe Corridor and vicinity for affordable housing units.
- Invested \$200,000 via the Greater Frenchtown/Southside (GFS) Business Facility Improvement Program in FY20/21 to reduce blight within the CRA district.
- Allocated \$2.6 million in Office of Economic Vitality (OEV) funds to provide a competitive incentive package for Project Mango, which is anticipated to create 3,602 jobs and \$451.1 million in economic impact.
- Demonstrated the City's ample capacity, superior reliability, and competitive utilities rates, resulting in the selection of Tallahassee for the Amazon Fulfillment Center (Project Mango).
- Initiated the purchase and sale agreement of the Chevron and Johns parcels on W. Gaines Street for future development.
- Completed all permitting for the \$70 million 4Forty North Project on North Monroe Street, a private, mixed-use development with 247 residential units and 14,000 square feet of retail space.
- TLH airport total passenger traffic increased 23.4 percent and total cargo volume increased 3.7 percent from 2020 to 2021.
- Total acres leased at TLH from 2020 to 2021 increased by 24 acres for a total of 524 acres leased.
- Completed the design phase for several key airport projects, including the International Passenger Processing Facility. This project is a precursor to establishing a nine-county Foreign Trade Zone, which is anticipated to create more than 1,600 jobs and generate more than \$304.7 million annually in economic impact.
- Implemented new technology for automated aircraft billing and fee collection, which is projected to generate more than \$1.4 million in new revenues over the next five years.



BUILDING A STRONGER COMMUNITY

A variety of public and private projects are set to enhance economic development opportunities in Tallahassee.

The North Monroe Street landscape is changing as the City of Tallahassee prepares the Northwood Centre site for redevelopment. This site is the future home of the new Tallahassee Police Department headquarters facility, which is a key component within the larger redevelopment of the roughly 29.5-acre parcel. The site presents opportunities for new green space, community amenities and other economic development projects. Demolition began in summer 2020, which is setting the groundwork for how the space evolves to best serve residents

In August, Amazon.com, Inc. announced plans to locate a new robotics fulfillment center on the east side of our community. According to an economic impact analysis conducted by the FSU Center for Economic Forecasting and Analysis, this project could create a total of 3,600 new jobs, \$167.6 million in wages and approximately \$451 million in local economic impact for Tallahassee-Leon County. The decision by Amazon to locate a distribution and fulfillment center in Leon County comes after the Blueprint Intergovernmental Agency Board, comprised of City and County commissioners, approved

approximately \$2.5 million in incentives through the Office of Economic Vitality's Targeted Business Program to support the company's expansion.

A month earlier, in July, the City Commission voted to sell two adjacent properties in downtown Tallahassee. The Johns Block on South Duval Street and the Chevron Block on South Bronough Street will each be sold for \$4 million, for a total of \$8 million. In total, they make up 5.09 acres. Development plans include building new hotels in two phases, which together would employ roughly 250 people with all of the jobs paying more than minimum wage.

Additional efforts were also supported this year, with \$200,000 invested to improve eight commercial properties via the Greater Frenchtown/Southside Business Facility Improvement Program, the completion of three brownfield assessments in the South Monroe Corridor area for affordable housing projects and approval of the PowerTLH pilot program, which will create standalone electric vehicle charging stations for commercial use.

With many more public and private economic development efforts underway, it's easy to see how we are building a stronger community.



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Public Infrastructure

This year, the City of Tallahassee was one of only five cities in the world to achieve a Gold level designation for LEED certification and remains the only municipality to have received the best public electric utility award twice. **To be the leading publicly owned utility that supports a growing and progressive community**, the City continues to prioritize sustainability and resilience as our community grows.





- Completed FAMU Way connection to Lake Bradford Road.
- Awarded 2021 E.F. Scattergood System Achievement Award from the American Public Power Association (APPA) in recognition of the City Utilities.
- Presented 2021 Continued Excellence Award from APPA for outstanding contributions to the Demonstration of Energy and Efficiency Developments (DEED) program.
- Received Diamond-level designation for the second consecutive year the highest recognition awarded by the APPA's Reliable Public Power Provider (RP3) program.
- Earned Gold level LEED-certified City by the U.S. Green Building Council.
- Attained National Association of Fleet Administrators' Government Green Fleet Award.
- Honored with the 2021 FAC J. Bryan Cooper Environmental Award for the solar farm development at the airport.
- Developed and adopted the Green Building Policy for new construction.
- Increased the percentage of electric, hybrid electric and CNG vehicles within the City's light-duty fleet to 8 percent, for a total of 72 vehicles.
- Reduced sanitary sewer overflows caused by fats, roots, rags, oils and grease demonstrating an 88% decrease in overflows over the past 13 years.
- Furthered development of the City's Clean Energy Plan with public engagement.
- Conducted seven brownfield assessments and cleanup projects.
- Surpassed all water quality regulations established by the FDEP, FDOH and U.S. EPA.
- Implemented the automated, real-time water consumption analytics tool to alert customers of consumption anomalies.
- Began the design phase for the Zillah Street Pedestrian and Street Safety (PASS) project to improve safe pedestrian connectivity.
- Contributed to the implementation of street enhancement projects on the Southside, including \$1.1 million toward Saxon Street improvements and \$375,000 toward Gamble Street (now Robert and Trudie Perkins Way) improvements.
- Fixed 4,847+ trip and fall hazards for a total of more than 51,230 since the proactive repair program started in 2017.
- Installed new fareboxes and implemented Smart Passes and a mobile fare application for StarMetro riders to purchase fares and plan their trips.
- Conducted community engagement, environmental analysis and design of the Southside Transit Center.
- Completed a feasibility study for redevelopment of C.K. Steele Plaza as a multimodal transportation hub.



DELIVERING COMMUNITY CARE THROUGH CORE SERVICES

Great strides were made toward the City's strategic goals for public infrastructure this year.

The City of Tallahassee Utilities was again recognized nationally as the top public utility in the country for demonstrated achievements that made a difference in the community, improved service to customers and enhanced the profile of public power. The City earned the prestigious 2021 E. F. Scattergood System Achievement Award from the American Public Power Association (APPA). This national designation recognizes the City for, among other things, its commitment to clean energy, customerfocused initiatives and mutual aid.

Leading the way toward a more sustainable future and to meet the goals outlined in the Clean Energy Resolution, the City is in the process of developing a Clean Energy Plan. Progress has been made in several target areas, including powering 100 percent of City buildings through electricity generated by its 62 MW solar farm – the largest airport-based one in the world.

Underlined within its core values, the City is committed to providing exceptional citizen service. Through City Utilities, it offers a wide variety of customer-focused initiatives. When the pandemic hit, the City quickly offered relief programs for customers, including voluntarily suspending utility disconnects for non-payment for more than a year (longer than any other public utility). To further assist, the City offered 28,027 residential customers pay plans, extensions and payment arrangements and connected more than 3,200 customers to more than \$3.4 million in available financial assistance through a variety of programs.

The City is also quick to offer help via mutual aid to other public power utilities following disasters. In 2020 alone, Tallahassee crews deployed mutual aid 10 different times, assisting utilities in Florida, Alabama and Louisiana.

Making a positive difference drives the City as it works to enhance and provide quality services, including its transportation network. This summer, the City proudly opened FAMU Way, which now provides safe, multi-modal connection from Lake Bradford Road to Monroe Street. This nearly decade-long project created a new east-west connection and transformed the corridor into the most beautiful roadway in Tallahassee. With lush landscaping, decorative streetlights, winding pathways, a playground and more, FAMU Way has quickly become a destination unto itself.

The Southside saw several other street enhancements this year, including \$1.1 million in improvements along Saxon Street and \$375,000 in improvements along Robert and Trudie Perkins Way (formerly Gamble Street).

From electric to streets to stormwater, the City is proud to be the largest provider of municipal services in the region.



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Public Safety

The City of Tallahassee's commitment to be a safe, resilient and inclusive community can be seen in its efforts focused on community-centered policing, citizen engagement and youth. In 2020, we saw a 20.4 percent reduction in overall crime in Leon County from the previous year. This is a testament to the hard work of our first responders, as well as proactive and preventative efforts like the TEMPO program. Over the past year, the City placed special emphasis on mental health services. The Tallahassee Police Department is now better equipped to adequately respond to calls where the priority is the mental stability of the individual.



- Piloted a new mental health response unit, the Tallahassee Emergency Assessment Mobile (TEAM) unit, to address nonviolent 9-1-1 calls and provide critical services to individuals experiencing mental health crisis.
- Launched the Community Service Technician (CST) program a team of non-sworn TPD employees who assist with non-priority calls for service.
- Joined the statewide Handle with Care program in partnership with Leon County Schools to provide trauma intervention to students at the scene of a significant event.
- Opened TEMPO outreach office expanding the City's ability to reach more at-risk, unemployed and disconnected youth.
- Reached 1,500 disconnected youth through the TEMPO program and engaged more than 300 new participants, effectively shifting these individuals onto a more positive, productive life trajectory.
- Implemented a proactive joint patrol operation in partnership with the Leon County Sheriff's Office, Florida Highway Patrol and Florida State University Police Department.
- Achieved first place in the Florida Law Enforcement Traffic Safety Challenge for best overall safety program aimed at reducing traffic crashes, serious injuries and fatalities.
- Implemented and conducted training for TPD officers on responding to calls involving transgender persons.
- · Hosted training for all sworn TPD members on fair and impartial policing.
- Supported increased training for TPD officers on cybercrime and assisted a federal investigation related to Bitcoin.
- Began implementation of the license plate reader technology, which has been instrumental in developing leads in criminal investigations.
- Expanded the Public Safety Camera System, a neighborhood-driven initiative, which has led to reduced crime.
- Selected a vendor for the architecture and engineering of a new fire station on Lake Bradford Road.
- Identified and established partnerships with 13 faith-based centers that will serve as potential recovery staging sites following a disaster.
- Hosted three workshops and 10 community presentations as part of the Neighborhood Plan for Readiness and Emergency Preparedness (PREP) program, provided training to 275 PREP participants and distributed more than 150 emergency preparedness buckets.
- Deployed TFD's Task Force 7 Urban Search and Rescue Team to assist the Surfside community with the Champlain Towers South rescue and recovery efforts.
- Conducted the 2021 Virtual Airport Emergency Response Tabletop Exercise and Emergency Plan Review.



MAKING MENTAL HEALTH SERVICES ACCESSIBLE AS AWARENESS SPREADS

The City of Tallahassee set a strategic priority to build a safe, resilient and inclusive community through proactive, community-based solutions that enhance public safety. Recognizing the mental health nexus of many public health and safety risks, the City implemented several new programs this year.

The new Tallahassee Emergency Assessment Mobile Unit (TEAM), which was developed in partnership with the Apalachee Center, is actively responding to nonviolent 911 calls for service with individuals experiencing a mental health crisis. The first-of-itskind offering in Tallahassee consists of a licensed mental health professional, a TFD Paramedic or EMT and a Crisis Intervention Team trained TPD officer. The TEAM Unit is equipped to provide immediate medical and/or psychological stabilization, as well as assessment, and referral for additional services beyond the initial incident. It provided critical services to more than 200 individuals experiencing mental health crises within the first four months of operation.

The COVID-19 pandemic created unprecedented disruption to people's lives and livelihoods, which is leading to increased rates of depression, substance abuse, post-traumatic stress disorder and suicide. Anyone can develop a mental health condition. Left untreated, this can exacerbate individual vulnerabilities, overburden public safety services and in some cases, lead to tragic outcomes.

To help mitigate the mental health impact of the pandemic, the City partnered with Leon County, 2-1-1 Big Bend and the Apalachee Center to rapidly connect mental health service providers to vulnerable individuals.

The City also began piloting a new, neighborhood-based program in partnership with the Apalachee Center to bring mental health services closer to residents in need. Through the new program at the Lincoln Center, residents can participate in up to three free one-on-one counseling sessions with a certified mental health provider, regardless of health insurance status. To make an appointment, residents can call (850) 523-3333, extension 3221.

Through TPD, the City joined the statewide Handle with Care program in partnership with Leon County Schools to provide trauma intervention to students identified by officers at the scene of a significant event. This will help provide wrap-around care at a critical time for the student's mental health.

These proactive, community-based solutions are helping enhance public safety, improve quality of life and create a more inclusive community.



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Impact on Poverty

This year, we continued to pull together as a community to tackle the impacts of the pandemic while remaining relentlessly focused on mitigating the impact of poverty on our residents. **A leading community partner that actively connects residents to resources that remove economic and social barriers**, the City of Tallahassee effected change through its TEMPO and TFLA programs, virtual job fairs, the City's urban farm and the development of new mental health programs. With Commission direction, the City also invested significant funding in addressing housing and human services needs.



- Allocated more than \$6.3 million of ARP funding for down payment assistance grants to create affordable housing units.
- Awarded \$2.8 million in residential and commercial energy efficiency loans.
- Allocated over \$2 million for residential façade improvement grants.
- Issued over \$840,000 in financial assistance through the CARES Housing Assistance Program and provided 234 residents with homeless prevention in the form of rent/utility payments and 193 residents with housing and eviction prevention counseling.
- Awarded \$111,000 to 283 recipients for ceiling insulation, HVAC and leak repairs.
- Awarded 20 down payment assistance grants to homebuyers.
- Increased affordable housing by 1,036 units, including 700 proposed or under review, 240 permitted and 96 under construction.
- Prompted the construction and/or sale of 67 inclusionary housing units and the development of 10 additional homes.
- Enabled the construction of 29 more non-inclusionary units and the sale of all of them below the area's average sales price, increasing the overall stock of affordable units.
- Approved the construction of six single-family homes for low- to moderate-income residents in the Greater Frenchtown/Southside district through the City's New Home Infill Program as directed by the CRA Board.
- Leveraged \$3.5 million in City and CRA funds to secure \$57 million in additional financing for Phase 1 and 2 of the Orange Avenue Housing Complex.
- Directed \$3.1 million of ARP funds toward homelessness and legal services for lowincome residents facing evictions, foreclosures or unemployment compensation appeals.
- Partnered with Habitat for Humanity and broke ground on the first Community Land Trust home.
- Approved five Affordable Home Construction Loan Program applications bringing the total to 18 in progress including Florida's first 3D printed house.
- Piloted City Farm TLH, an urban farm and entrepreneurial training program.
- Partnered with Second Harvest to distribute food through direct neighborhood outreach providing more than 22 tons of nutritious food to families in need.
- Allocated over \$1.9 million of City/County ARP funding to address food insecurity, vaccine hesitancy and mental health triage.
- Launched a new neighborhood-based Mental Health Pilot Program that provides residents with three free one-on-one counseling sessions.



PREPARING FOR THE FUTURE THOUGH EMPLOYMENT

Roughly one in three adults in the United States has a criminal record. Data show that the formerly incarcerated experience higher rates of unemployment and have more difficulty finding work, despite reports that second-chance hires have lower turnover rates and typically perform as well as (or better than) non-offender hires. Barriers to gainful employment for the formerly incarcerated have ripple effects, negatively impacting the individual, their families and the local economy.

To help shift this outlook locally, the City has worked with the State Department of Corrections for the last 14 years to host and train inmates as they prepare for release. Employment with the City provides participants with the opportunity to learn a skill or trade, reconnect with their family and community and secure financial resources. As of April 2021, the City has hosted more than 500 individuals through work release programs, with more than 70 percent successfully completing the program.

Participants spend an average of four to 12 months working in a City department before their release. Departments work diligently to ensure participants are prepared to successfully compete for employment upon completion of the program. This can range from mentorship in life skills, such as resume writing and personal financial management, to instruction toward trade certifications, such as a Commercial Driver's License and forklift operation.

As one of the largest employers in the region with a diverse workforce that delivers a broad array of essential services to residents and businesses, the City is well-positioned to provide employment opportunities and job training to individuals rejoining society. Seeing the benefit these individuals add to its workforce, the City has hired 75 former program participants as employees across various departments, including Golf, Fleet and StarMetro.

Re-entry program participants add tremendously to City operations. Like other employees, they take pride in their work to provide important services to citizens. Incarceration can negatively impact a person's sense of self and connection to community. Building on the practical skills participants learn, the City's re-entry program also shows them that they are valuable, contributing members of society and that they can achieve a secure, fulfilling career.

Sustaining and evolving this effort is one of the many ways the City actively works to impact poverty, remove economic and social barriers and connect residents to resources.



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Organizational Effectiveness

The City prevailed in maintaining an excellent level of service during the pandemic with efforts firmly fixated on being **an impact-focused workforce that is inclusive, pioneering and technology-driven.** The work ethic of our employees, our ability to innovate and drive process improvements, and our consistent performance in strong financial management garnered success throughout the year. We proposed a balanced FY22 budget with a compensation package responsive to Commission direction. In a currently tight labor market, the proposed pay plan will ensure that we continue to attract and retain the best talent needed to sustain the City's mission.



• Awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for the 39th year in a row.

- Honored with the Distinguished Budget Presentation Award from GFOA.
- Earned reaffirmation of the City's financial standing by the national credit rating agencies with AA bond ratings for our utilities and general government bonds.
- Received an 'Unmodified Opinion' on our 2020 Annual Financial Report, the highest opinion that auditors can express on an organization's financial statements.
- Proposed a balanced budget while maintaining the property tax rate at 4.1 mills, the lowest millage rate of the 25 largest cities in Florida.
- Approved FY22 Pay Plan aligned with the City's commitment to ensure our employees are competitively compensated and the City remains well-positioned to attract and retain top talent.
- Selected as one of 12 cities in the world to receive leading global training by Bloomberg Philanthropies and the Center for Public Impact at no cost for a group of City employees.
- Achieved the Nation's Best and Brightest in Wellness Program designation by the National Association for Business Resources for the City's innovation in health and wellness initiatives.
- Recognized as a 2020 Top 10 Digital City by Government Technology.
- Implemented a self-service Supplier Portal that allows the City's 7,900 suppliers to register and update their profile information online, which eliminates several time-consuming manual processes for staff.
- Developed a Fleet Management Dashboard where internal customers can view and analyze the performance of their fleet vehicle.
- Obtained Top 20 status as one of the "100 Best Fleets in the Americas."
- Named one of the top 50 Leading Fleets by both Government Fleet Magazine and the American Public Works Association.
- Received a Blue Seal Certification from the National Institute of Automotive Service Excellence.
- Processed CARES Rental Assistance Grantee payments using an online portal structure, streamlining and automating the payment process for grant recipients.
- Automated routing and approval of accounting journal entries that were previously prepared manually. This fully electronic process has resulted in a time savings of approximately 50 percent and cost savings of roughly \$26,000 per year.
- Awarded \$82 million in City-wide grants in 2021, compared to \$56 million in the prior year.
- Awarded \$24.1 million in federal funding under CARES, CRRSAA and ARPA for StarMetro's operating and capital assistance.
- Recovered over \$14 million in prior storm expenses during FY21.
- Secured \$250,000 in state funding to further advance the TEMPO and TFLA programs.



A SUSTAINABLE FUTURE DEPENDS ON ACTION TODAY

The City of Tallahassee has been a pioneer in sustainability and resiliency through highly efficient operations, impactful community-wide campaigns and bold strategic initiatives. In June, that holistic, focused, long-term organizational commitment earned the City of Tallahassee recognition as a Gold level LEED-certified City by the U.S. Green Building Council (USGBC).

The USGBC's LEED for Cities and Communities is an international rating system that provides a framework for communities to benchmark their sustainability and resilience performance relative to peers across the globe. The metrics identified in the LEED framework are well-aligned with the City's strategic goals and objectives identified in both the 2024 Strategic Plan and the Community Resilience Plan, such as enhancing and modernizing the City's public infrastructure, facilitating the construction of affordable housing, leading in environmental stewardship, providing efficient and equitable public transit and leading in utility service.

Thanks to the scope and breadth of its sustainability programs, the City received the highest number of points for any municipality in the current version of the rating system. LEED recognizes the organization-wide commitment to sustainability. Several departments have also earned industry recognition for their specific efforts, such as the City's Fleet department and the Tallahassee International Airport (TLH).

This year, Fleet attained the Government Green Fleet Award from the National Association of Fleet Administrators. It also increased the percentage of electric, hybrid electric and CNG vehicles within the City's light-duty fleet to eight percent, for a total of 72 vehicles, and installed more than 40 electric vehicle chargers to assist with the City's growing EV fleet.

TLH was honored with the 2021 FAC J. Bryan Cooper Environmental Award for the City's solar farm development on airport property.

The City launched the pilot City Farm TLH project this year.

From outreach campaigns that help protect local water bodies to steadily reducing greenhouse gas emissions from our electric generation stations, protecting the environment and the quality of life for all Tallahassee residents is an integral part of the City's daily business.



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Public Trust

The City continues to work diligently to enhance public trust through ethical business practices and transparent governance. We enable trust through our business practices, transparent governance and accountability. Over the past year, the City launched its first-ever Performance Dashboard, increased virtual access to public meetings to ensure continued community engagement despite COVID-19 restrictions and continued to advance its diversity and inclusion targets. The City also created a citizens police review board and Bystander App that provides greater transparency around police interactions.



- Launched the Bystander App, a newly developed mobile application that allows citizens to record and report law enforcement interactions to further promote transparency and community trust.
- Achieved a 99 percent rate of compliance among full-time employees for the City's annual ethics training.
- Developed new ethics training for City employees to teach updated city codes, ordinances and policies.
- Achieved a 96 percent completion rate for the Workforce Diversity Training of City supervisors. Rollout of diversity awareness training to non-supervisory employees began August 2021.
- Debuted the City's first-ever Performance Dashboard to report progress on the overarching Five-Year Strategic Plan.
- Streamed over 80 City operational meetings (e.g., Commission meetings, budget workshops and CRA meetings), enabling real-time access and viewership by thousands of citizens participating virtually.
- Created more than 300 videos this year ranging from public meeting coverage to productions showcasing employees, citizen services and the quality of life enjoyed by residents.
- Continued to offer multiple avenues for public comment at City Commission meetings and community meetings, including virtual, written and in-person.
- Held the first virtual Neighborhood Leadership Academy, maintaining a high attendance of over 20 citizen participants.
- Created a Diversity and Inclusion Workforce Data Dashboard to identify areas for improving internal business practices.
- Established the Citizens Police Review Board to enhance trust between the community and TPD by demonstrating police credibility and responsiveness, ensuring citizen complaints are welcomed and taken seriously by the department, identifying trends of conduct departures from department policies and procedures, and increasing the public's knowledge about the complaint and investigation process of the department.
- Maintained more than 30 Citizens Advisory Boards covering topics such as transit, codes, parks and recreation, special events, housing and more.
- Provided continual access to OpenGov, which is the City's transparency portal to share financial and budgetary information.
- Ensured fiscal year reports are readily, easily available to the public via the City's website, Talgov.com.
- Offered a fraud hotline and online reporting option through the Office of the Inspector General for confidential reporting of alleged fraud, waste, abuse, misconduct or mismanagement involving City appointed officials, City employees, contractors, sub-contractors or other parties doing business with the City or receiving City funds.



CITIZENS SHARE THEIR VOICES TO SHAPE OUR FUTURE

To ensure Tallahassee's Southside offers the amenities, services and quality of life that the community envisions for the area, a nearly year-long effort launched to garner input from area residents, business owners and stakeholders - those who live, work, learn and worship on the Southside. This feedback will help staff update the existing planning policy that governs the area, a document called the Southside Action Plan (SAP).

The Southside Action Plan is part of the overall Tallahassee-Leon County Comprehensive Plan. The Comprehensive Plan is a translation of community values and aspirations into public policy. It is intended to guide the long-term economic, social, physical, environmental and fiscal development of the community.

To gather as much feedback as possible, a survey was rolled out that residents could complete online or in person. City teams hit the streets, hosting drive-thru survey sites and attending local events, like the Southside Farmers Market. They also hosted virtual community meetings to engage residents. As of early September, nearly 600 surveys had been completed, and efforts are still underway.

In addition to the community engagement process, staff also reviewed past plans related to the Southside area. There have been 13 plans developed for the Southside over the past 23 years, ranging in type from sector to neighborhood plans. Each of the identified plans contain valuable information and insights on the Southside neighborhoods and communities.

Thus far, citizen input has highlighted several key themes and areas of focus. Survey responses indicate that community members most value people and the connections they share with family and friends. Additionally, responses indicate an appreciation for the area's proximity to downtown, community-oriented centers and events and the area's history and connections to Florida A&M University. What respondents most want to see happen on the Southside are economic development, infrastructure investments, neighborhood beautification and more restaurant and retail options.

Input and data gathered through this robust process will inform updates to the SAP. These updates will help align and strengthen the priorities outlined in the plan to encourage quality land development, support population growth, increase employment opportunities and attain a balanced mix of incomes in the southern part of the Tallahassee urban area.

Citizen participation is key to moving the Southside forward. By sharing their voices, residents are helping shape the community.



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TEAM TALLAHASSEE

Amari Aaror Saderious Aaron Steven T. Aaron Aidan Abbey Daniel L. Abbot Glenn A. Abbott Aziz Abdullah Arnold M. Abellera Brittney M Able Robin R. Abney Christopher Michael Abraham Isa Yasser Yousef Abu Adi Phadrhea L. Acoff James Acree Robert A. Adams Jr. Antionette Yvonne Adams Bryan Keith Adams Diane Adams Harold Adams Jacob W. Adams Leslie Adams Lily Adams Michael A Adams Nathaniel Adams Robert B Adams Torrence D. Adams William Paul Adams Wyatt Adams Mark Adrick Miniya Adu Kristin Leigh Agatheas Daniel Rodolfo Aguilar Mackenzie Lynn Ahean Oluwaseyi Akinrinde Andrew Akpa Adel Alber **Rickey Albert** Samuel L. Albert Irah Alday David Aldridge John T. Aldridge Kelsev Rose Aldridge Caelan Ales loe F Alexander Sabrina Alexander Fednel Erickson Alexandre Dominique Alexis Michael Stanley Alfano Sarah Mary Alfano Cody Aaron Alford David Alford Floyd Alford Steven Brent Alkema Nathan Chase Allcorn James O. Allen II Cleveland Allen Ir Michael Allen Jr. Sandra R Allen Manning Courtney Marie Allen Gerald Allen Gregory Scott Allen Jerime Joseph Aller Kenyona N. Allen Kevin Allen Luke Allen Michael Aller Roger Allen Gavin Roy Allison Evan Alwine Yasmine Ameli Courtney Jeanelle Amison Jean Amison Andrea Amortegui Robert Lewis Amos Tyron Montiez Amos Joseph R. Andersen Anthony Anderson Jr. Fred Anderson Jr. Marcus Lloyd Anderson Jr. Alvin Anderson Anita Knight Anderson Arthur Anderson Bob Anderson Clayton Storm Anderson Danny Anderson Davoncha V. Anderson Denise Anderson Javonta Andersor John Anderson Joseph M. Anderson Kelvin Anderson Lori L. Anderson Melissa Catherine Anderson Miriam M. Anderson Ramone U. Anderson Regan Seth Anderson Robert Anderson Sade T'Kira Anderson Darion Richard Eric Andre Freddie R. Andrews J Richard Andrews Takeishia Andrews

Tyler Andrew Scott Angulo Troy J. Anzalone Zaire Amadio Arana Alex Luis Arbona Crisanto Arellano Joshua Gunn Armstrong Elizabeth Ann Arney Albert Arnold Sharon D. Arnold Wanda K Arnold Kellv Arredia Jordan Louis Asbel Keith Ash Ni'Yona Jakayla Ash **Richard Ash** Anthony Ashby Gail Wilson Ashford Richard L. Ashley II Philip Michael Ashley Katryna Atkins Kendra Atkins Lucy Hodgins Atkins Brian P. Atkinson Romney Atkinson Sherwood Jack Atkinson William Atkinson Martin Atorresagasti Omar Attari Jan Auger Giovany Augustir John Ault Allee Auringer Azaria Austin Joan Austin Shaune Travis Austin Victoria E Austin Shannon L. Avera John Robert Averett Isaac W. Avrett Michael L. Aver Kenneth Avers Justin Bachansingh Dave Bacus Stephanie Bacus Adam Bailey Amanda L. Bailey David Bailey Paul H. Bailey Chevenne Baird Lucy Baird Deanna Baker Frederick Baker James Baker John E. Baker Terald D. Baker Theodus D. Baker Huques Balde Angel Baldeon Garcia Darryl Antonio Baldwin Jr. Richard Baldwin Jr. Alfonzo Baldwin Angela Baldwin Joanna Baldwin Kemia Keshan Baldwin Jeffery J. Ballard Bianca Isabel Baltodano Penalba Alexia Patrice Banks Laurynn Banks Cynthia S. Barber Delmas Barber Mark Edward Barber Matthew Rvan Barber Stephanie Ancetia Barbe Steven W Barber Wendy Barber David Barfield III Vernon David Barker II Tony L. Barker Craig N. Barkve Alton Travis Barlowe III III Bonnie W. Barlowe Adam Barnes Brian Maurice Barnes Da'Shaun Barnes Eric K. Barnes James W. Barnes Julian Barnes Anne Barousse Raphie Barreto Kevin Russell Barrett Tonva Barrett Laurentius Barriner Lance Lanier Barstow Andrew Bartholomew Rachel Catherine Barton Lehman Elizabeth Lind Bascom Fawn L. Bascom Rob J. Bascom Aaron Shane Bass

Bryce Bass

Easias Selethial Bass

Kenneth Bass Navlah Bass Robert E. Bass Shalonda Bass Laurel Rose Blackthorne Luis Basualdo Melissa Batchelor lahiem Blair Robin Wesson Batemar Willie Blake Ir Justin A. Batt Natalie Sheffield Batt Jack T. Battle Hosea Battles Jr Samuel Blake Olympia L. Battles Karl Bauer Clarence Baxter Daniel E. Bland John Andrew Beach Frick Matthew Beam Tamisan Beam Marceen Marie Beane Karlon I Blue Zachary R. Beane Ava Reese Beard lason Beard Heather Beary Cheryl Ann Beasley Shannon Beaty Shawn Beaty Donald Everett Boerge Ulna Beaubrum Christopher John Beauregard Jon Stanton Beazley II Robert S. Bechtol Courtney Ann Beck Scott M. Beck Dallas Jason Beckett Travis Beckwith Calvin Bedenbaugh Barry L. Bonnett Douglas A. Bedford Lauren Bonney Jarvis Bedford Kathie Reehe Michael P. Beener Darrell Begault Davis Devane Boor William Behenna Sofia Isabelle Bejarano David P. Bostic Alvin Bell Coleman Bell Dennis Judson Bell Dexter L. Bouie Jacob Bell Mary Katherine Bel Michael Bell Spencer Bernard Bowens Sr. Annie N. Bowers Michael B. Bell Olivia Paige Bell Parker William Bel David Bellamy Warren I Bowers Michael Bellamy Michael L. Bellam Alexander Nicolas Bowman Natasha Bellamy Lauren Elizabeth Bowman Shoney Bellamy Ellen Bellenot Katina M. Boyd Adrienne Bellflowe Deaundria Belson Ra'Sheema Benjamin Lemieul Lee Bennett Jr. Isaac Boykin Andrea Stacy Bennett Ashlev Bennett Brandon Hunter Bennett Daniel J. Bennett Mack N Bennett Patrick Bradham Mesha Bennett Sallie Bennett Crystal Joelle Bradley Shaniah Bennett Brian Bradshaw Sherrie L. Bennett Cassandra Rose Bentley Samantha Grace Bentley David Antony Bentor Walter Kenneth Branch Jr. John Berens Travis Bergeror Mike Berastrom Rachel Bermar Nicolas Gabriel Bernales Frank W. Brannon Brian Berry David D Bern Ubie Brantley Robert Berry Jay Bertoch James L. Besse Rachael Ryan Bessey Willie J. Betsy Ioshua Braswell Matthew Garland Betts Sr. Shockera Betty Ivan Brawer Derek Braxton Diane Beverly Vontrez Beverly Catherine P Bray Havden Caroline Bevis Kiran Bhagwandin Dale Biederman Carlile Breland Marc-Aurel Bien-Aime Marvin D. Biggins Doris Brickhouse-Haves Curtis Eugene Bridges I Norman Billups Jr. Stephen Birtmar Marlon Bridges Anril Bishon Drake Bishop June A. Bright Naomi Bissonette Felicia L. Bittle Aaron Black Anthony Ujean Black Colton Jerome Black



Trey Ryan Brinkley

Morgan Black

Terry Lee Black

Ellen Blair

Willie Blake III

Alvssa Lazera Blake

Sydney Reanna Blakeney

Matthew D. Blake

James T. Bland II

Seth D. Blessing

Elarriel Bloom

Nicholas Blutcher

Alexander Bluteau

Barbara Boatwright

Rico Bobbins

Michael Body

John Boes

Vincent Boccio

Marilyn L. Bogan

Nikola Bogdanov

Monica Fay Boland

Katie Bohnett

Bradley Boldt

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Savannah Bonn

Bernice Boone

Precious M. Boone

Rosemary Bosby

Debra Boswel

Samuel L. Bouie

J. Daniel Bowen

Carlos T. Bowers

Brent Bowling

Kerry L. Boyd

Malcolm Boyc

Robert Parks Boyd

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Robert Bozeman

William Bozeman

Donald C. Bracci

Charlene Bradley

Markevshia Bradlev

Catherine K. Branch

John Bradshaw

John Brady III

Jeffrey Brady

Julian Branch

Stephen Brang

Kyle Brannon

Michael Branson

Lonnie Brantum

John Allen Brav

John W. Breede

Troy A. Brewer

Robert Bridges II

Tykisha Bright

Lynda Brimm-Forbes

G. Pomeroy Brinkley

Angela Brimm-Roberts

Sid J. Brim

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Terrilyn Nicole Branton

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Kheirsten Ellvce Bowman

Thomas Earl Boutwell

Samaiya Ashlin Booker

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Aaron James Blevins

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Amy Brinson Harry Lamar Brinson Robin & Brinson Sandra Bristol Robert W. Britt Savannah Britt Stephen M. Brit Travis Britt Aaron Broaddus Lee Ann Brock Charles K. Brockman Scottie L. Brockman Bryce Orion Broga Sierra Broga Summer Broga Thomas Bronakosk Gregory Bernard Brooks David E. Brost Charles Browdy Jamea Browdy Alan M. Brown Andrew Brown Annette M. Brown Arenteanis Brown Benita R. Brown Bradley Brown Cameron leruel Brown Candice Brown Charles F. Brown Christopher Brown Clarence Brown Daisia Brown Derrick A. Browr Dwavne Brown Edward James Brown Elizabeth Caroline Brown Janice Brown Jasmine Browr John Brown Johnetta Brown lunious A Brown Justin Travis Brown Justvn Brown Kelvin Brown Kennedy Kate Brown Kianna N. Brown Kiyett Shiann Brow Laura Brown Lynette Brown Madison Lee Brown Mark R. Brown Michael Darell Brown Robert Farl Brown Sheila Brown Timothy Tyrone Brown Travis Lamar Brown Adam Barber Browne Shavne Broxsie Dylan Broyles Dominic Antonio Bruce Shirley M. Bruce Timothy M. Bruce Turig Bruce Avery Michelle Brumfield Derris Brundidae Devin Bruner Andrew Brunson Emma Brunson Rvan Bruseski Wavne H. Brvan Barbara L. Bryant Calvin Brvant Cherie Yvonne Bryant Demarrio Bryant Dontae Bryant Edward Bryant James K. Bryant Margaret Amelia Bryant **Ouinazett Bryant** Quinn Ellis Bryant Scherri Bryant Tony Bryant Keagan Bryson Jason Buchholz Linzee Long Buck Telly Buckles Elizabeth Buckley Addison Bulloch Jeremiah W. Bullock Joshua Robert Scotland Bullock Felicia Bunion Christian Burch Daniel Burger Gloria Bass Burke Greg Burke Joshua Jermiah Burke Malachi Burke Quantez L. Burke Paula D. Burn Danny Burnett Kaitlyn S. Burnett

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Christopher P. Davis Danielle W. Davis Debra Davis Deerika Davis Donald Davis Elizabeth Caroline Davis Jessica Cherie Davis Jonathan Davis Joseph Davis Kaminy Davis Karla Davis Kenneth L. Davis Landon Ashbrook Davis Lea A. Davis Lisa Davis Marlin Davis Micholas Davis Naphtali B. Davis Nevaeh Chevelle Davis Paul Davis Reginald L. Davis Robert K. Davis Rocky Jay Davis Timothy Davis Tracy A. Davis Zachary Davis Eric D. Dawkins Jeremy Dawkins Steve Daws Briana Dawsor Ja'Rel Dawsor Leon Dawson Susan Dawson Taylor Cole Dawson Mark Dazevedo Cyrinda De Montmollir Marguerite Debary Paul Defrank Elijah Joseph Degraw Dion Keiffer Dehaney Martin Russell Dehaver Thomas Hunt Deison J Justin Delahoz Ania F. Deloach David W Deloach Charles Emery Delong William Alexander De lames D. Demay William Clark Demin Rhashii Demos Donald Jacob Dempse Xiaode Deng Julya Rose Denholm-Demaria Shawanda Nicole Crooms Renae Imarlie Dennie Chloe Louise Dennis Lily Jazz Dennis Shante Dennis Susan S. Denny Christian Derocco Laura Osborne Derouen Joanne Deshazie Josue Desile Stephen Deutschman Tiant Dewindt Rodrigo Diaz Garcia Diana A. Diaz Matthew Alexander Cuevas Percilla Diaz Amy Kelly Dice James Edgar Dickens II Yaquita Dickens Ronald C. Dickey Jr Courtney Dickey Elma Dickey Chrishonda Annis Cummings Jarrod M. Dickey Keturah S. Dickey Michael J. Dickey Cynthia G. Dickinson Gavin B. Dickinson Tamara Bahia Diefenbach Drew Dietrich Francis M Dietrich Roberto Di-Gonzalez Lori Diguglielmo Tristan Kavla Dilbeck Christy N. Dill Daniel B Dill James D. Dilmore Michael Dilmore Felisha L. Dilworth Jovan Osei Dilworth Havley Diminno Thomas Kelton Diminn Tri Dinh Randy F. Ditty Sonny W. Dixon Jr Carol Dixon Paul Dixon Charlotte A. Daniels-Leven Julian G. Dodsor Kerry Dodson John Philin Doherty Megan E. Doherty Robert Ford Dolla Anthony Karl Donaldson Gary Donaldson Lefaren Donaldson Paul J. Donaldson David & Donato Brian Edward Donaway Patrick Dooley Christian B. Doolin Ir. Charles W. Doolittle Janice Donson

Stephen Dorough

William Nelson Dorsey Jr. Colleen K. Dorsey Ryan Kyle Doskoci Clyde Dotson April Cherie Doubrava-Wilde Luann Dough Johnnie Douglas Jr Chandra Dowdell Diane Dowdell Trakeshia Dowdel Williams S. Downs Jeffrey A. Doyle Kendrick Maurice Doyle Annalee Drake Austin Drew Ted L. Drier Wendell Larry Driggers III Wendell L. Driggers Jr. Benjamin Frank Driggers Charles Dewayne Driggers Kenneth T. Driggers Tonya J. Driggers Jillian Dawn Driscoll Charles David Droessler Tina M. Drose Charles M. Drymo Lc Dubose April Ducasse Julie Renee Ducasse Addison Kent Dudley Darrius Dionis Dudley Shane Michael Duffy Quadarius Ka'Leel Dugar Cullen Charles Dugga Elisabeth Anne Duggar Jarrod Duggar Iris F. Duhart Jerrell Dukes Phil A Dunaway Jennette Duncan Robert Duncan Anita Dunlap Jav Dunn Colin Parker Dunphy Ryan Dunphy Ronnie Dupont Andrea Denise Durham Greyson Butler Durham Jennifer L. Durham James Durwin Stephen Lawrence Eagerton . Cora W. Ealev Anthony Farl David Earle Trebor L. Earley Christopher D. Early Kenneth M Farnes Brandon James Eastman Michael Eastman Randee M. Eastman Joey Eatmon John Travis Edison James C. Edwards III Ashley Edwards Clinton B. Edwards Kenneth B. Edwards Tammy Edwards Terry E. Edwards Delphine R. Eaberonabe Julia Eggert Garth Eklund Kieran Eklund Bernardine Elechi Daniel Flias Deborah L. Elliott Lynn N. Ellis II Jeromica Vontoria Ellis Willie Ellis Lorenza Ellison Beshoy Raoof Elnem Sofia M. Elnemr Janice C. Elyea Flizabeth Emmanuel Susan J. Emmanuel Mauricio Endara Ann-Michelle English Harmony Engstler Olivia Estelle Fricson Vaccaro Ervin Willie D Frvin Britt A. Erwin Mrian Eskander Ikladious Rene Espinel-Reves Anthony Espinosa John K. Espy Kristellys Estanga Trevor Éstes Katherine Estevez Jamisha Estienne Michael Ethridge Eric Etters Michel-Ange Eugene Alissa Elaine Evans Chandler Evans Colton F. Evans Daijah Evans Elinor Evans Franklin Evans Juliana S. Evans Mark A. Evans Nicolas Evans Tyler Evans Trenton Robert Everett

Monique Ewell Jeremy Fagan Michael J. Fagan Kilisha Fain James Fairfield Kannon Ezekiel Faison Jaelyn Falana Clayton W Fallis Linda Ann Falzone lemel Dominique Fanfar Chase Fannon Dennis Fansle Christopher Nicholas Fariello Alison Faris Damian Farme Glen-Charles John Farmer Lanedra Farmer Nicholas Farmer William Farmer Miller Robert Farrell Trevor T. Faulkner Regina Faura Ahmad Favors Amelia Janay Favors Dorethea L. Favors Jerritt Vincent Federico Heather Fedolfi Marc Feliciano Alyssa Feller Darryl Felton Jordan Tyre Felton Charzetta N. Felton-Stevens Daniel Fendley Cesar Fernandez Kristina Fernandez Zachary William Fernandez Babette D. Ferris Delaney Mae Ferris Edward K Fields **Emerson Fields Florzelle Fields** Laura Fields Dwayne N. Fiene Jeannine Kelsick Fier Jayden Figueroa Robert Carde Figueroa Cecil Files Andrew Paul Fischer Ivy Mellissa Fish Jamie Jason Fish Abraham Fisher Elise Fisher Brandon Neil Fite Samuel Richard Fitte Derrick L. Fitzgerald Robert Flagg Jerry Lewis Flanders Jr. Allison Fleming Brandon D. Fleming Jeffrey J. Fleming Wesley Flemming Joyce Fletcher Raymond S. Fletcher Travis Mark Fletcher Michael Edwin Flowers Rhonda Jean Flowers Antarius Kentave Flovd Dwight Aldrich Floyd James N. Floyd Jeremy R. Floyd Patrick Flovd Tamika D. Flovd Tyme Cha B. Floyd Veronique Floyd Angela Laveta Fluellen Theresa Anne Flury Caroline Grace Flynt James Flynt Neavchma Fogle Derrick B. Folsor Eugene Forbes Shavon R. Forbes Glynnessia Ford Jason Ford Larry Ford Lequeshia Ford Ondra Ford Robert Ethan Ford Jamie Foreman Jacob Fortunas Susanne C. Fortune Wendy Foster Christopher Cody Fouraker Charles E. Fowinkle William Reagan Fowler Alexander Fowlkes Heather Fox Geraldine Fox-Robinson David Foxwell Kenneth B Frame Lilia Francis Fernando S. Francisco Steve R. Franev Julie Michelle Frank Avana Franklin Christopher Franklin Craig Franklin David Alan Franklin Garrett Franklin Isaiah Franklin Michael Eugene Franklin Jason Franks Corey Robert Frazier

Donald Glunt Howard Frazier Benjamin R. Freeman Reese Goad Fredrick Alphonso Freeman Bradlev Godwin Jack Symons Freeman Roberta S. Freese Grover Godwin Alec French James Godwin Chad Barrett French Darrin B French Roger Godwin Justin P. French Derek Friend Zachary Godwir Nicholas R. Frisco Keyaira Frost Kathryn Gohlke Jody M. Fruchtnicht Paul Golden Andrew Moses Fryson Si Tyler Fryson Blas Gomez David Gomez Coral Fuentes Janiyah Fuller Mark Fuller Hugo Gomez Lola Lenora Fulmer Juan Gomez Rachel Fulmer Stacey Lynn Fultz Paul Wesley Funderburk Ashlyn Gooch Henry B. Gainer Eric W. Gooch Alpha J. Gaines Corev Gaines lerome Gaines Ernest Goram Alan William Gale Jerry Gordon Diana Gallego Wendell Gamble Kasey Grace Terrell James Ganey Sr. Nicholas Grace William Ganoudis Emma Graddy Matthea Gans Cassandra L. Gant Gabriella Garcia Cecil Graham Raymond A. Garcia Roberto Garcia Gregory Gardner St Jovce Gardner Larry Gardner Mykale S. Gardner Briana Garland Briana Avery Garland Donshae Garmon Jaye Grant Charles W. Garner Denise A. Garrett Evan Grasso Michelle Ruth Garrett Robert Grasso Rourke Brian Garrett Joseph Gratton Jason F. Gary Mayshaunt Gary Jesinia Graves Curtis L. Gaskins Richard Graves Jason Gaston Robert Graves Melchor Gaston Elizah Gray lasmine P Gates Michaela Gates Leo Gray Tyesha Gates Jerome Green Jr John Michael Gatlin Stacey Grant Gaughf Jamel Rashun Gavin Latonva Nichole Gavi Donell Gay Jason W. Gay Keith Green Karen Margaret Gay Melva I Green Tawanna Denise Gay Steven Green Mervat Gayed Christopher Geary David Geathers Stephen R. Gebhard . Heath A. Gebhart Kevin Robert Gehrke Samuel D. Geiger Alexicia George Eunice George Mary George Riby George Trang Ly George Oliver C Griffin Phyllis Griffin Samuel Gereg Theodis Laron German Kelly Griffis Brian Gerold Dwayne Gerrell Chason Grimes Samantha Gerrell **Dorothy Grimes** Antonio Gibbons Todd A Grimes Shekeba Gibbons Shannan Gibbs Anthony Gibson Cornet Gibson George Gibson Keith Grissom Caitlin Gilbert Candace Gilbert Chanslev Giani Gilchrist Mark J. Grubbs George Gilchrist Havden Gill David Gillette Wilburt Gilliam Ir Wilburt Gilliam Sr. Christine Gilmore Ana Guerra Kiersten Leilani Gilmore Kimberley Anne Gilmore Maria Guerrero David Ging Matthew Enoch Ginr Gannon Guest Michael B Ginn Laura Girtman Brian Githens Justin E. Gunn Robert Glady Jr. Clinton Gurley Timothy Glass Esther Gurr Ethan Farl Gurr Kevin P Glassner Ja'Len L. Glaze Elizabeth Glover Ethan Glover Kasey Strickland Glover Matthew B. Glover Nicole Elizabeth Haberberger

Paul Fuller

Han Gao

Tracy Glover

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Earnest Simmons

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Montrel Simmons

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Al Sims Jr.

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D'Syre Sims

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Marlev Sites

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Daisy Smith

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Robert Silvev

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Brianne Shaut

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