



2020 YEAR IN REVEW





Our City. Our Future.

ONE COMMUNITY WORKING TOGETHER



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The City of Tallahassee was founded 195 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

- 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

The City of Tallahassee

met the challenges presented in 2020 head on while ensuring the delivery of vital, best-in-class services to citizens. Through proactive, comprehensive actions, the City worked to mitigate the spread of COVID-19 in our workforce and community. From implementing operational changes to setting up the state's first drive-up testing site to providing direct relief to residents, local businesses and non-profits, we have been at the forefront of local government response to the pandemic, while continuing to adapt to an ever-changing situation.



Prior to the pandemic, at the start of fiscal year 2020 (FY20), the City adopted its five-year Strategic Plan, which focuses

efforts within seven priority areas identified by the City Commission: Economic Development, Impact on Poverty, Organizational Effectiveness, Public Infrastructure, Public Safety, Public Trust and Quality of Life. Developed with significant citizen involvement, this plan provides clear, intentional direction to the organization to address existing and future challenges, while guiding us to our bicentennial in 2024. Despite the unforeseen obstacles of the past year, I am proud that staff from across each of our 23 departments, three intergovernmental agencies and the Community Redevelopment Agency continues demonstrating significant progress toward the objectives outlined in the Strategic Plan.

This Year in Review provides an overview of our organization's unwavering dedication to be the national leader in the delivery of public service. We are committed to strengthening public trust and confidence in the reliability of City services by living our core values and remaining focused on our mission and vision. 2020 tested the strength of our organization as it has never been tested before.

Amid extreme circumstances, our response and ability to achieve progress underscores our unrelenting commitment to the delivery of essential services and innovative programs. Major infrastructure projects, like alleviating flooding along Weems Road, breaking ground on a state-ofthe-art water quality lab and constructing the Bond Linear Park, moved forward, and employees executed a swift pivot to maintain routine operations, including implementing virtual residential building inspections, streaming online programs for the Senior Center and installing plexiglass barriers to protect StarMetro drivers. The City made national news for efforts to protect its electric utility workforce and ensure service remained uninterrupted, thus setting a national standard.

This focus on our mission – to be the national leader in the delivery of public service – drives us to collaborate, innovate and succeed. In addition to winning a host of national awards this year, Southern Living Magazine named us one of the South's Best Cities in 2019 and 2020.

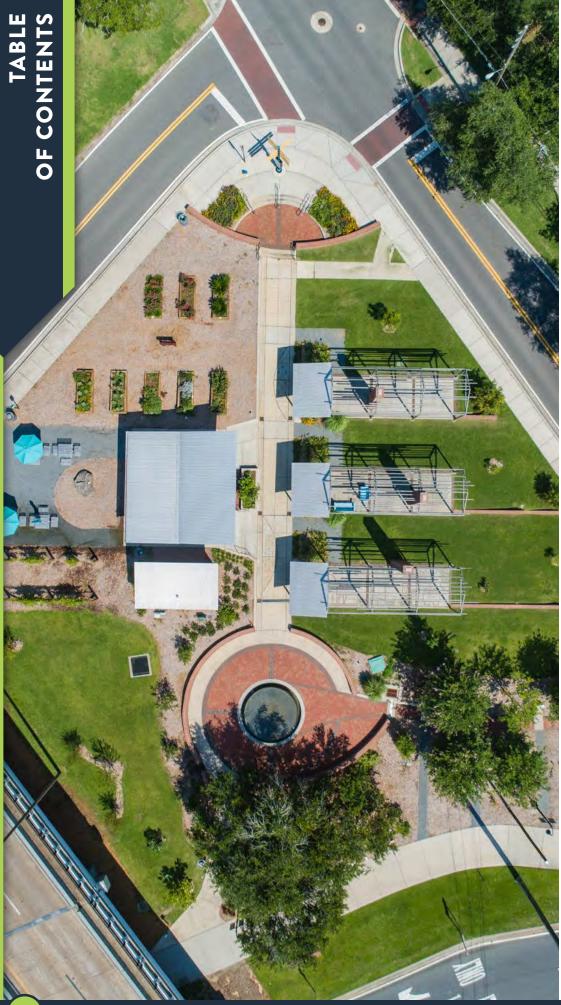
While we won accolades on a national level, our focus was on meeting the needs of our residents, and during this turbulent time, the City led efforts to help in many ways. To keep residents active, healthy and mentally fit, we launched TLHCanDo.com, an online repository of ideas for staying connected while apart. To provide needed financial relief, we implemented grant programs, rate reductions and more for utility customers, local businesses and area non-profits.

Despite significant revenue losses that totaled more than \$50 million this year, the City was aggressive in its efforts to maintain a balanced budget with no increase to the millage rate. This will help keep our community among the most affordable places to live in the state, which is more important now than ever.

Throughout this crisis, we remain committed to listening to the people we serve, working together to address challenges and setting the standard in public service – all while striving to make our community the best it can be.

Rule M City Manager

YEAR IN REVIEW





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TALLAHASSEE: AT A GLANCE

LARGEST PROVIDER OF MUNICIPAL SERVICES IN THE **REGION**

\$900 MILLION BALANCED BUDGET





55%

COMMUNITY

SOUTH'S BEST 2020

SOUTHERN LIVING SOUTH'S BEST CITIES



TREE COVERAGE

GAS ASSOCIATION SYSTEM OPERATIONAL ACHIEVEMENT

RECOGNITION

(SOAR) GOLD

DESIGNATION

\$6.3

MILLION

OF UTILITY RELIEF

NORTH AMERICA'S **TOP 50** BEST GREEN FLEET OPERATIONS



1000+ TEMPO YOUTH PARTICIPANTS ZERO RECIDIVISM

LARGEST AIRPORT BASED SOLAR FACILITY IN THE WORLD

6

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 that 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.

ORGANIZATIONAL EFFECTIVENESS

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

PUBLIC TRUST

Enhance public trust through ethical business practices and transparency.

IN ADDITION to the seven priority areas outlined in the Strategic Plan, the City quickly adapted to changing circumstances in 2020 and leaned in to address the challenges presented by COVID-19.

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- Suspended utility disconnects for non-payment and launched the payment deferment Utility Relief Program.
- Provided an Electric Utility rate reduction of 27% in the month of May to all customers, which amounted to \$6.3 million of utility relief assistance.
- Provided \$1 million of direct grants to assist impacted local small businesses via the Economic Disaster Relief (CEDR) grant program.
- Provided \$1 million of direct grants to assist impacted local non-profits via the Local Emergency Assistance for Non-profits (LEAN) grant program.
- Secured more than \$30 million of federal grant funding through the CARES Act as part of COVID-19 Response and Recovery.
- Provided \$250,000 CRA grant program for businesses in the Greater Frenchtown / Southside district.
- Developed a Homeless Taskforce GIS Dashboard to help manage and provide services to our homeless population.
- Designed, produced and installed plexiglass partitions on StarMetro buses to protect employees from COVID-19.
- Distributed more than 25,000 masks to workforce and citizens.
- Implemented a virtual inspection program for mechanical change-out, gas, window and door inspections.
- Implemented virtual meetings for the review and approval of permit applications, which enabled staff to maintain all scheduled meetings and provide the same performance standards for development review.
- Converted remaining paper-based submissions including residential, residential alterations and environmental management permits to an electronic format.
- Ensured employees' safety during the pandemic by proactively implementing guidelines to facilitate telework, health screening of employees, acquiring and distributing personal protective equipment, responding to positive cases within the organization and assisting impacted employees.
- Implemented the first eLearning program for Tallahassee Future Leaders Academy student participants.
- Worked with medical community to establish the first COVID-19 drivethrough collection site in the city and state.

RESPONSE TO THE COVID-19 PANDEMIC

Discovered in late 2019, COVID-19 quickly spread globally and changed everyone's way of life in ways both big and small. The City closely monitored the growing pandemic and – before the first case was identified in our community – took early, comprehensive action to ensure the safety and wellbeing of staff and the continued delivery of services.

With leadership from the City Commission, direct assistance was provided to residents, businesses and local human services agencies to bridge the gap until federal relief came. This included the \$1 million CEDR grant program, \$1 million LEAN grant program, \$6.3 million of utility payment relief in May, \$250,000 CRA grant program for businesses in the Greater Frenchtown / Southside district, suspension of utility disconnects for non-payment, a utility bill payment deferral program and more.

Roughly one-third of the City's staff transitioned to remote work, and innovative processes were implemented to protect staff whose jobs could not be done remotely. This included establishing on-site living accommodations for vital electric system operators, which was featured on national news as a best practice. Staff also rapidly designed and installed plexiglass partitions on StarMetro buses to protect coach operators, which led other municipal transit agencies around the state to reach out to learn how to install these devices. Residential garbage and recycling collection implemented a no-touch policy to reduce possible exposure for employees, and City meetings transitioned to an online format, enabling the business of and policy direction for the City to continue. With a commitment to service at the heart of everything employees do, these efforts helped ensure there were no disruptions in municipal services.

Community action was just as important for slowing the spread of the virus. The City launched an extensive public awareness campaign and distributed more than 25,000 free masks to residents and employees. We partnered with the local medical community to maximize options for testing, establishing the first drivethrough collection site in the state. A Homeless Taskforce GIS Dashboard was developed to help manage and provide services to our homeless population, which became a national best practice for real-time, multiagency emergency shelter coordination.

The City continues to evaluate and make adjustments as needed to ensure safe and responsible operations to best protect public health.

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

Quality of Life

Quality of life is the general health, well-being, comfort and happiness experienced by citizens. With a continued focus on maintaining financial stability, providing quality services and enhancing community vitality, the City works hard to ensure all residents are proud to call Tallahassee home. Ongoing quality of life efforts include sustainability initiatives, maintaining the urban canopy, housing options for every income level, healthy neighborhoods and consistent community engagement.



- Completed 50% of the design phase for the City's second Senior Center.
- Constructed seven new sidewalks, including along Mitchell Avenue, Branch Street, Weems Road and Putnam Drive. Sidewalks along Rankin Avenue, Iamonia Street and Alachua Avenue are currently under construction.
- Transferred operations of the John G. Riley Center and Museum to the City of Tallahassee to ensure future generations will have access to this important landmark.
- Awarded the Best Health & Wellness Program in the country for the Senior Center UPSLIDE Program by the National Institute of Senior Centers (NISC).
- Broke ground in February on the 860-foot Bond Linear Park that will connect Speed-Spencer-Stephens Park to the Saint Marks Trail and Tallahassee Junction.
- Developed and launched the Neighborhood Leadership Roundtable, which brings City staff and neighborhood leaders together for networking and discussion of best practices and important City/community news.
- Recognized by Neighborhoods USA for the Neighborhood Partnership Grant Program and the Fresh Fruit & Vegetable Rx Program.
- Implemented key portions of the Urban Forest Master Plan within the Multi-Modal Transportation District.
- Unveiled in coordination with the CRA the Frenchtown Historical Marker Trail, which features nine monument markers, to tell the history of Frenchtown.
- Initiated work with the Florida Bureau of Historic Preservation to add the Jake Gaither Golf Course to the Florida Department of State's Historic Golf Trail.
- Completed landscaping renovations on multiple portions of the gateway between FSU and downtown.
- Launched the Love Serving Autism program, helping children with autism play tennis.

A PLACE TO CALL HOME FOR GENERATIONS

The renowned quality of life in Tallahassee has been highlighted in several notable publications over the past year. For the second year in a row, the City was ranked among the top 10 on *Southern Living* magazine's South's Best Cities list. Last fall, Tallahassee was also selected as a top retirement destination by *Where to Retire* magazine.

The City is consistently recognized for its best-in-class offerings for our senior community. Prior to COVID-19, the Senior Center welcomed roughly 400 participants each day for recreation, socialization and learning. The center is temporarily physically closed to protect community health, but offerings have continued via digital platforms, phone calls and other means. Tallahassee's senior population continues to expand, as does the demand for services. To meet this need and provide bandwidth for the future, the City is in the process of designing and constructing a second Senior Center that will offer roughly 60,000 square feet of space.

A desire to learn spans the generations, and this year, the City incorporated its first museum into its park system. The Riley House was listed in the National Register of Historic Places in 1978 and is included on the Florida Black Heritage Trail, which recognizes important African American landmarks around the state. The transfer of operations to the City ensures the long-term

prosperity of the center and museum in perpetuity.

Honoring Tallahassee's rich history has been a keystone of several projects during the past year. Work began to add the Jake Gaither Golf Course to the Florida Department of State's Historic Golf Trail, which is a collection of more than 50 historic courses throughout Florida established between 1897 and 1949 that golfers can still play today. Additionally, the City worked in collaboration with the CRA, Riley House and residents to create the Frenchtown Historical Marker Trail, which features four audio and five non-audio monument markers that tell the history of this historic African American neighborhood.

For many people, Tallahassee is synonymous with its beautiful landscape and lush canopy. In fact, Tallahassee has one of the highest percentages of tree coverage for likesized cities in America. To ensure this valuable natural asset continues for generations, the City partnered with an urban forestry vendor to collect data on trees on portions of the Multi-Modal Transportation District in line with the adopted Urban Forest Master Plan.

The improvements and investments we make to our community across all priority areas today help facilitate a higher quality life for current and future generations.



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

Economic Development

Going into this year, Tallahassee had one of the fastest growing economies in Florida, but our community was not immune to the deep economic impacts caused by COVID-19. The City took proactive steps to keep existing projects on track and support local businesses during this trying time to help mitigate long-term economic impacts.



- Implemented joint-use agreements with Internet Service Providers (ISP) to draw a commitment of \$75 million in direct investment in local telecom infrastructure improvements and increase the competitiveness of the City's broadband provider market.
- Conducted 13 brownfield environmental assessments over the past year, facilitating redevelopment of properties along the South Monroe corridor.
- Announced new air service at Tallahassee International Airport (TLH) from United Airlines.
- Completed the design for Runway 18-36 and Taxiway A rehabilitation and for the Air Traffic Control Tower and Passenger Loading Bridge projects and competitively solicited vendors for construction.
- Reached significant design milestones for three Airport Master Plan projects: Fence and Gate Improvements (90% design); International Passenger Processing Facility (60% design) in coordination with U.S. Customs and Border Protection; and the Rental Car Service Facility (30% design) for a forthcoming Rental Car Quick Turn Around Service Facility project.
- Completed the Aircraft Rescue and Firefighting Station Improvements design process, which will enhance airport personnel's ability to respond to future emergency situations.
- Recognizing that construction and development are critical building blocks in our economy, measures were taken to ensure that permitting and inspections would continue uninterrupted throughout the pandemic. Staff quickly converted all paper processes to electronic, which allowed the submittal and review of applications to occur remotely.
- Building inspections that have traditionally required inspectors to work in the field, side by side with contractors, were moved to an electronic process and completed virtually for certain types of inspections in residential homes.
- Although offices had to be closed to the public, all Growth Management site plan, plan review, and permitting processes remained fully operational via an online portal.
- Provided direct financial assistance to local small businesses impacted by COVID-19 via the Economic Disaster Relief (CEDR) and CRA grants.
- Worked with General Dynamics on bringing a new manufacturing component to their Tallahassee facility resulting in 13 new full-time jobs with annual salaries totaling approximately \$795,000.



PILOTING THE PATH TOWARD ECONOMIC PROSPERITY

While our nation continues to experience the economic and human impacts of this pandemic, we continue to drive forward as a competitive, innovative and sustainable economic hub for the entire region. Over the past year, the City has laid the groundwork for future growth with economic opportunities for all.

A central driver for economic development is the Tallahassee International Airport (TLH). With quick access to Interstate 10 and room to grow, TLH is investing in infrastructure improvements to support current and future air traffic and attract new carriers and new industry.

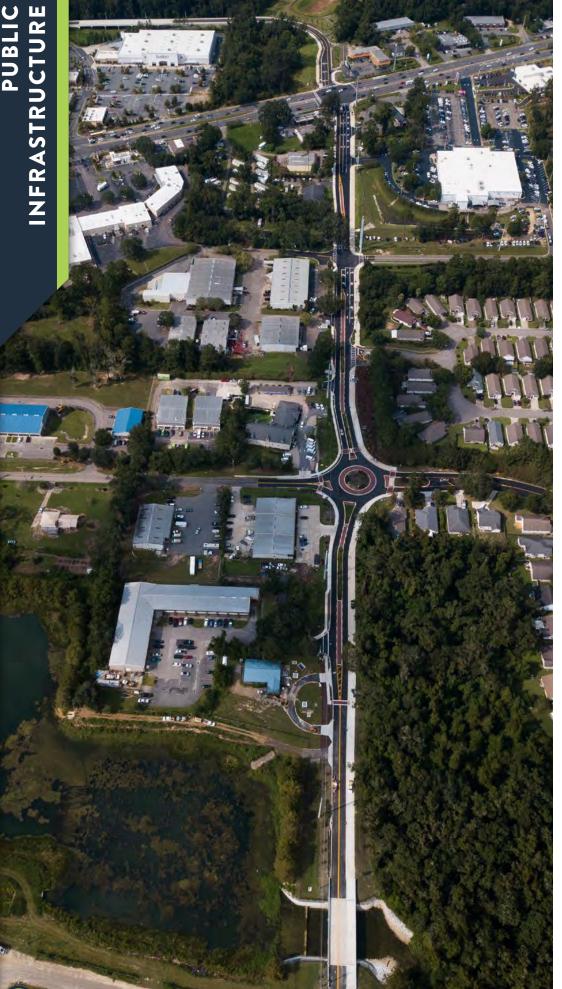
The airport has completed the design and competitively solicited construction services vendors for Runway 18-36 and Taxiway A rehabilitation, as well as Air Traffic Control Tower and Passenger Loading Bridge improvements. These upgrades will ensure large aircraft can continue to safely use TLH and that the facility is positioned for continued growth of both passenger and cargo traffic. This work complements prior work done at the terminal and the ongoing process to establish an international passenger processing facility.

The City's second solar farm also opened for commercial operation on TLH property this fiscal year. It supports the City's clean energy goals and illustrates the development possibilities near the airport. With the activation of Solar Farm II, Tallahassee now has the largest airport solar facility in the world, which was recently featured in *American Infrastructure* Magazine.

These varied efforts are already paying dividends, as it was announced this year that travel options from TLH have expanded. United Airlines will start new, nonstop service between Tallahassee and Houston in fall 2020. With this addition, the airport now offers service from all three major U.S. carriers: United, Delta and American Airlines.



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

Public Infrastructure

Enhanced efficiency, innovative approaches and streamlined processes for maintaining our infrastructure are allowing the City to provide high quality services in a fiscally responsible way while meeting the needs of a growing community.



- Began planning for the development of the City's Clean Energy Plan, which will guide the City to 100% net renewable energy by 2050.
- Opened commercial operation of the City's second solar farm, which powers 100% of all City buildings and extended the solar subscription program.
- Provided greater fuel efficiency and improved integration of our two solar farms into our electric system by completing the replacement generation project. The 5th and last reciprocating generating unit installed at Hopkins began commercial operations.
- Initiated construction on the new water quality laboratory, which will allow the City to continue providing clean, reliable and safe drinking water to our community for years to come.
- Upgraded more than 60,000 water meters to allow for continued remote metering of residential water usage.
- Developed an automated, real-time water consumption analytics tool to replace manual analysis efforts, which will help reduce water loss and cut costs.
- Deployed 25 open-top waste containers for commercial customers to allow for more efficient and sanitary waste collection.
- Increased collection of debris by more than two-thirds, including over 400 tons of tornado debris in May 2020.
- Repaved 60 lane-miles of roadway throughout the City.
- Readied 19 new StarMetro electric busses and 10 charging stations.
- Advanced the design of the South City Transit Center, which will be located at the northwest corner of Orange Avenue and Meridian Street, by securing grant funding for operational and environmental analyses.
- Implemented a new mobile fare application, new fareboxes and automated passenger counters on StarMetro buses.
- Ensured FAMU students' access to free transit through a new two-year agreement for the U-pass program.
- Constructed the Weems Road Extension and Weems Road PASS project to eliminate localized flooding, enhance mobility options and connect area trails.
- Advanced construction of the FAMU Way Phase III project to 55% completion, with all construction expected to be complete in December 2020.



BUILDING A MORE CONNECTED TALLAHASSEE

Work to enhance mobility, safety and utility infrastructure along Weems Road south of Mahan Drive began in summer 2019 and opened to traffic ahead of schedule in September 2020.

The construction of a sidewalk on the west side of the road and a 12-footwide multi-use trail on the east side of the road provides an opportunity for pedestrians and cyclists to travel the area safely and conveniently. The new roundabout located at Weems Road and Dartmouth Drive will help improve traffic flow, particularly for residents in the Weems Plantation neighborhood. Construction of a new bridge will help alleviate flooding that has historically occurred in the area.

Complementing these enhancements is the Weems Road Extension, which

extends the roadway north of Mahan Drive to connect with Capital Circle Northeast. Opened in August, the extension creates an alternate route around one of Tallahassee's busiest intersections at Capital Circle and Mahan Drive, while also enhancing mobility with the addition of a 10-footwide multi-use trail. The trail, which runs alongside the east side of the roadway, connects to Goose Pond Trail as part of the Greenway Master Plan.

Combined, these projects represent an investment of more than \$20 million by the City of Tallahassee to build connections, enhance mobility, provide quality infrastructure and ultimately strengthen the community.





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

> Public Safety

While public safety encompasses much more than law enforcement, the state of modern policing became the focus of nationwide discussions in late spring 2020. Locally, these conversations had been ongoing for several years. Through internal changes and enhanced citizen engagement, the City is working to strengthen transparency, build bonds and implement holistic solutions to public safety and the systemic issues that impact it.



- Improved city-wide Advanced Life Support coverage provided by the Tallahassee Fire Department to greater than 99%.
- Implemented a new analytics-based platform to drive performance, engagement and assessment of fire inspections' community outreach programs.
- Increased fire suppression capability through the deployment of two new fire engines (one at Station 7, one at Station 15) that have 1,250 gallons tanks.
- Initiated the design and bid process for Fire Station No. 17, which will be constructed at the former Lake Bradford Road wastewater treatment site.
- Conducted a Full-Scale Emergency Response Exercise, which tested the community's ability and readiness to respond to an aviation-related disaster and included more than 30 different agencies and organizations and more than 100 community volunteers.
- Implemented a Citizens Advisory Committee for the Tallahassee Police Department that will act as a conduit between the agency and community to enhance communication.
- Created the Youth Citizens' Advisory Council to ensure the perspectives of and challenges faced by our community's youth are shared with law enforcement.
- Advanced design and planning efforts for the TPD Public Safety Campus by completing the spatial needs assessment and beginning the site master planning process.
- Implemented an Automated License Plate Reading (ALPR) system, including adopting policies and procedures to oversee its use.
- Advanced design and planning efforts for a joint technology center with the FSU Police Department and the Leon County Sheriff's Office.
- Created a Community Service Technicians unit to assist patrol officers in daily customer service functions that will include three officers from the TEMPO program.
- Created the Community Liaison Officer program to further develop personal relationships between neighborhood residents and officers.
- Installed Public Safety Camera Systems at the request of specific neighborhoods (Bond, Frenchtown and Griffin Heights) as part of the Neighborhood Public Safety Initiative.



UNWAVERING IN OUR COMMITMENT TO COMMUNITY

Our continued commitment to community policing, citizen engagement and youth outreach is paying dividends with regards to public safety in our community. Over the past year, we have also seen a historic nationwide movement for social justice and police reform. In response to this movement, the City has publicly affirmed the importance of Black Lives Matter and created advisory councils to act as open channels of communication between the community and TPD.

In January 2020, Chief Lawrence Revell took the helm of TPD. With a clear vision for the department, he took immediate action to build a core Command Staff and initiate an internal promotion process to fill key roles throughout the agency. TPD ensured the internal promotion process aligned with the City's larger workforce diversity and inclusion efforts at all ranks of the force. As a result, promotions were announced for 24 Sergeants and eight Lieutenants.

Building relationships is at the core of how TPD plans to move forward and continue its distinguished history of service. From robust community outreach in 2019 regarding the construction of a new headquarters to hosting Coffee with a Cop prior to COVID-19 to creating Community Liaison Officers, TPD is ensuring the lines of communications are open and available.

Crime is not something that can only be addressed via enforcement though. To stem it, people need options. The City's TEMPO program is one way we bridge the gap for local disconnected youth ages 16-24. This group statistically is the most likely to be involved in gun violence. Since TEMPO began, it has helped connect more than 1,000 local youth with education and employment resources. Among its participants, there is a zero percent recidivism rate. It is providing help, hope and a path to success.

Expanding on the program's offerings this year, the Community Service Technicians unit was created at TPD to assist patrol officers in daily customer service functions. Eight positions were created, three of which will be filled by TEMPO participants. The goal of the "TEMPO to Officer" program is to provide TEMPO graduates with a living wage and benefits while providing a future career path in law enforcement.





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

Impact on Poverty

Rising economic inequality and the human impact of poverty nationwide continue to be challenges that demand a collective community response. The City supports multiple local programs and services to address nearly every influencing factor of poverty, including the education of disconnected youth, job training, health and wellness and affordable housing.



- Secured a community-based outreach office at the Town South Center for Community Services including TEMPO staff.
- Reduced the number of disconnected youth by 15.7% through the TEMPO program, which engaged 1,100 of the estimated 7,000 disconnected youth in the City while achieving a 0% recidivism among participants.
- Created the Department of Housing and Community Resilience to further combat the impacts of poverty.
- Assisted 34 TEMPO program participants with obtaining their GED or High School Equivalency certificates, marking the largest TEMPO graduating class to date.
- Obtained a \$150,000 award from the John S. and James L. Knight Foundation to launch the City Farm TLH Pilot Project, which will be located within a USDA-designated food desert.
- Amended the Canopy Inclusionary Housing Agreement to provide a total of 67 inclusionary housing units and promote their development and sale.
- Updated and launched the free bus fare program for K-12 students in partnership with Leon County Schools.
- Donated \$2,500 of parking citation collections to the Foundation for Leon County Schools to purchase school supplies for students in Title 1 schools.
- Launched the Community Land Trust partnership with Leon County and Tallahassee Lenders Consortium Inc. Initial housing project concepts will focus on multi-family units and opportunities to convert vacant properties into new affordable rent and ownership options, such as vacant student housing units.
- Launched the Bridge to CHSP program, which earmarked \$50,000 in startup grants for local nonprofit organizations with innovative community solutions.
- Awarded the 2019-2020 Outstanding Partner for Excellence by Adult & Community Education (ACE) for the City's TEMPO program.





SUPPORTING OUR MOST VULNERABLE

The City has focused its energy into making an impact on poverty and improving the livelihood of all our citizens. The City has invested much time and energy engaging disconnected youth in our community, created the Department of Housing and Community Resilience and provided assistance to local human service agencies. Preserving and increasing the inventory of affordable housing was also a major focus this year.

Since 2017, the City has partnered with Big Bend Habitat for Humanity on the construction of new, affordable homes. This takes the form of financial support and volunteered manpower. With the addition of this year's 3 houses, which are currently under construction, City employees have volunteered their time and talent to help build a total of 11 homes since the start of the partnership.

For exsting homeowners, the City implemented a program using federal grant funds to assist residents impacted by COVID-19 with home repairs. Through the City CARES Home Repair Program (CCHRP), low- and moderate-income households could apply for up to \$15,000 in assistance to address issues like broken windows, faulty electrical wiring, dangerous stairs and more.

Tallahassee launched its first Community Land Trust (CLT) in March 2020 in partnership with Leon County and the Tallahassee Lenders' Consortium. A CLT is a nonprofit entity governed by community stakeholders that can build and preserve affordable housing and can help stabilize neighborhoods by reducing the negative impacts of gentrification. The CLT will help springboard more residents into homeownership.

To help identify priority housing and community development needs, while also looking at barriers to fair housing, the City hosted a series of community workshops in February 2020. In line with this effort, residents were also encouraged to take two online surveys. The info collected from the workshops and surveys is being used in the development of the 2020-2025 Consolidated Plan. This plan helps our community meet U.S. Department of Housing and Urban Development requirements for use of federal grant funds, which the City leverages to ensure robust housing assistance programs are available for local residents.

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

Organizational Effectiveness

The City is the largest provider of municipal services in the region. A workforce of more than 3,000 employees works around the clock to provide best-in-class services to Tallahassee. To provide these services, which include everything from utilities and public transit to law enforcement and fire protection to aviation and pet adoption, the City operates a balanced budget of \$900 million. While external services are frequently at the forefront, internal services, such as human resources, financial services and fleet, provide a vital support structure to ensure the City continues to operate efficiently, effectively, transparently and ethically.



- Despite the tremendous fiscal impact to the City resulting from the COVID-19 pandemic, balanced the FY20 and FY21 budgets.
- Received affirmation of superior AA level credit ratings with a stable outlook from Fitch Ratings Inc. and Moody's Investors Service for the energy system and underground utility system bonds.
- Implemented an internal Executive Briefing process to document achievement toward Strategic Plan targets and initiatives and establish action plans for continued progress.
- Awarded the Working Well Star Innovation Award for pioneering a fitness program to help first responders take an active role in their physical and mental health.
- Received the Government Finance Officers Association award for the 2019 online budget presentation, making Tallahassee the only municipality in Florida to develop an online budget presentation.
- Reduced contract and signature processing times by up to 95% through a cloud-based e-signature solution, which significantly improved contract execution time from an average of 10 business days to approximately four hours.
- Reduced personnel change processing time by approximately 38% by developing an electronic personnel action form and eliminated the use of paper, increased data accuracy and enabled performance metrics tracking.
- Reduced purchase order processing time by up to 90%.
- Transitioned to paperless pay cycle processing, eliminating the need for paper documentation and saving staff work hours.
- Implemented a new workflow within Procurement and began transmitting all purchase orders electronically via email, which provides vendors with purchase orders within 24 hours of approval.
- Placed first and second overall in the Florida Municipal Electric Association Lineman Rodeo.





DEDICATED TO PUBLIC SERVICE

Quarantine has meant something different to everyone. When your line of work involves an essential service that every member of the community relies on, it requires a different level of commitment.

Protecting the health of City employees is paramount for ensuring the continued reliability of services. For instance, powering the community is a 24/7 job that relies on highly skilled professionals. Faced with a rapidly spreading virus, the City's Electric and Gas Utility made big changes in their day-to-day work routines so others in the community could settle into a "new normal."

In spring 2020, these specialized utility workers were divided into two

groups. While one group slept on-site in their offices or one of the dozens of rented RVs provided by the City, the other sheltered in place at home. After a week, the teams swapped roles. This intentional sequestering helped reduce the risk of an employee contracting the virus and spreading it within the workplace.

Employees adapted and worked to overcome challenges taking pride in keeping the business of life moving forward. Their sacrifice – sequestering away from their families and staying distanced in their spare time at home – gave the rest of the community one less thing to worry about. It allowed lives to continue, providing a literal light in a dark time.



Tallahassee Proud. Enhance public trust through ethical business practices and transparency

Public Trust

The City is committed to demonstrating fiscal responsibility, ethical decision making and efficient use of resources, while maintaining transparency and encouraging citizen engagement.



THE CITY OF TALLAHASSEE



KEY 2020 HIGHLIGHTS

- Supported the development of a comprehensive ethics reform package that included enhancements to the City's Code of Ordinances, such as:
- Increased the financial disclosure requirements of appointed and elected officials;
- Expanded the definition of a "covered individual" that the ethics code applies to;
- Prohibited the direct or indirect solicitation or acceptance of any gift of any value by any covered individual;
- Expanded the prohibition of "misuse of a public position" to include all City employees and not just appointed or elected officials;
- Increased the financial penalties for lobbyists who fail to adhere to disclosure requirements; and
- Clarified that alleged ethical violations received on the Ethics and Fraud Hotline be treated confidentially.
- Established an Office of Inspector General under the authority of the City Auditor
- Established the Office of Diversity and Inclusion and hired the City's first Chief Diversity Officer, which will ensure the City's workforce is reflective of the community's demographics.
- Streamed virtual public meetings since March 2020, which served to protect public health while still enabling real-time viewership and transparency of government business.
- The City was central to more than 5,000 news stories and working with local and national media outlets including MSN and ABC's Nightline and Good Morning America news programs, increased public awareness of the City's response to issues including COVID-19. The Department of Communications developed and implemented a public awareness campaign throughout the pandemic to provide the most relevant and current information available to City residents, including:
 - Produced 34 videos related to COVID-19, generating well over 100,000 views on social media. Videos were also shared with local broadcast stations and aired on WCOT (channel 13).
 - Generated more than 3 million pageviews of reliable, accurate, consistent information on Talgov.com since the beginning of COVID-19.
 - Garnered more than 3 million impressions on @CityofTLH social media accounts.

LEADING WITH INTEGRITY AND TRANSPARENCY

Over the past year, the City has worked diligently to foster the public's trust through ethical business practices, transparent governance and accountability.

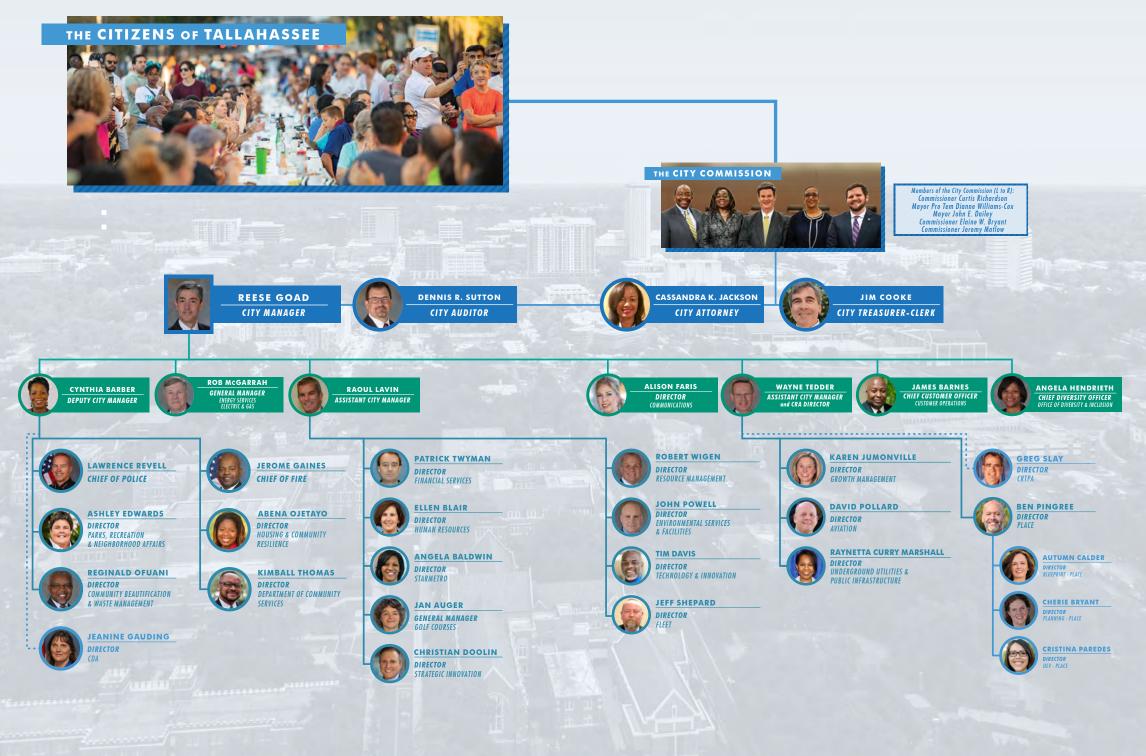
Under City Commission leadership, we implemented the largest ethics reform in the City's history that applies to all staff — not just appointed or elected officials. The robust package increased the financial disclosure requirements, expanded the definition of a "covered individual" and increased the financial penalties for lobbyists who fail to adhere to disclosure requirements, among other measures. All employees are required to take in-depth ethics training each year to ensure it remains top-of-mind.

Ensuring our local government is reflective of the community it serves is another way the City is working to build public trust and uphold its core values. To aid in this effort, the City established the Office of Diversity and Inclusion and hired its first Chief Diversity Officer. From recruitment to training, these efforts will broaden employment and advancement opportunities offered by the City.

An informed, engaged citizenry helps strengthen the community, and the ways residents get and share information continues to rapidly evolve, with a greater focus on digital methods. The City works daily to provide open, accurate, timely information to the public across a variety of platforms, including web, social media, email, television and more. Whether streaming a live meeting, taking viewers behind the scenes on an infrastructure project or highlighting recreational offerings, public information supports every priority area and serves as a conduit with the community.









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Terrion Arnold

Wanda K Arnold

Spenser Arunde

Lonnie Ash Sr

Keith Ash

Richard Ash

Anthony Ashhy

Katryna Atkins

Kendra Atkins

Brian P. Atkinson

Romney Atkinson

William Atkinson

Giovany Augustin

Shaune Travis Austin

Shannon L. Avera

John Robert Averett

Michael I Aver

loseph Azevedo

Nicholas Blutcher

Keith Butler

Dave Bacus

Stenhanie Bacus

Pawan Radisa

Ashton Baaaett

Adam Bailev

David Bailey

Paul H. Bailey

Chevenne Baird

Ivory Wilson Baker

Khamari De'Quell Baker

Lucy Baird

James Baker

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Terald D. Baker

Theodus D. Baker

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Alfonzo Baldwin

Anaela Baldwin

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Shaleah Babb

Justin Bachansingh

Ian Auger

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Davoncha V. Anderson

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Kendrick Dovle

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Nathan Draughon

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Ted L. Drier

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Levv Dervil

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Cassandra L. Gant

Matthea Gans

Roberto Garcia

Joyce Gardner

Larry Gardner

, Mykale S. Gardner

Briana Garland

Donshae Garmon

Charles W. Garner

Denise & Garrett

Jason F. Gary

Mayshaunt Gary

Curtis L. Gaskins

Inson Gaston

Melchor Gaston

Jasmine P. Gates

Michaela Gates

Tvesha Gates

Donell Gav

Jason W. Gay

Mervat Gaved

Christopher Geary

David Geathers

Heath A Gebbart

Samuel D. Geiger

Sarah Gendusa

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Mary Georae

Riby George

Gregory Gerald Sr.

Samuel Gerea

Brian Gerold

Dwavne Gerrell

Antonio Gibbons

Shannan Gibbs

Amanda Gibson

lack Gebhard

Han Gao

Rachel Fulmer

Mark Fuller

Derek Friend

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Eric Markcelus Grice Andrea K. Griffin Antonio C Griffin Janice Atkins Griffin Oliver C. Griffin Phyllis Griffin Virginig Ann Griffin Kelly Griffis Logan LeNoir Grigg Chason Grimes Dorothy Grimes Todd A. Grimes Andrea Grimslev Nathaniel Grimsley Christopher I. Griner James Tyler Griner Richard C Griner Keith Grissom Reginald Groover Joseph Grubbs Mark J. Grubbs Tekelo Yniece Grubbs John Joseph Gruener IV Alexander Gruenewald Steven Edward Gruver Christopher L. Gudeman Edward Guerra Ir Ana Guerra Christonher Guerrero Gannon Guest Kevin Guimaraes Alexiandria Gums Justin E. Gunn Clinton Gurley Esther Gurr Julie Ann Guvot Annel Luis Guzman Ir CARL HORRS Trov Michael Habeae Graham D. Hackley Connor Jacob Hadde Michael G. Hadden Michelle Hadden Bram G. Haaen Fric Hohn Arthur | Hairston Emanuel P. Hairston Calarious Derodrick Hale Sr. Corev Hale Dawon Hale Brandon Hall Conalisa Hall Corneilus I. Hall Emily Hall Inke Hall Johnathan Brady Hall Johnnie Hall Lakila Hall Lawrence E. Hal Michael R. Hall Pamela Hall Quaniqua Hall Radavious L. Hall Rici Hall Rodrick Laron Hall Sidnev Hall Unrikav Deshawn Hal Pevton Halliday Benjamin Halvorsen Fric Halvorsen Henni Hamby Shannon Hamiltor Donald Eugene Hamm Robert Davis Hammond Barbara I Hampton Chris Hampton Rodaers Hampton William Michael Hamrick John Hanbury Ashlev Maria Hancock Megan Hancock Mariam Kamiel Hanna Aurora M. Hansen Fric I Honsen Laurel A Harbin Susan Hardy Unique Harley Jason Harlow Amanda Harrell Frank Harrell Steven Harriett Ronald Harris II Allon Harris

Allena Tene Harris Arlecia Lewis Harris Barbara I. Harris Freddie F Harris Jacob Richard Harris Incouline Harris Inmos I Harris John A Harris Kelvin Harris Natasha Harris Perry Harris Regina Harris Wallace Harris Delmus Harrison Dinne I Harrison Greaory A. Harrison Kelvin D. Harrison Michael S. Harrison Mitchell Blair Harrison Sandra Harrison Tyler Hadley Harrison Ameer B Hart Evolvn Doniso Hart Leo M. Hartsfield Matthew Asa Hartsfield Tracy William Lynn Hartsfield Justin Lloyd Harvey Rhett Americus Harvey Riley R. Harvey Steven B. Harvey Karen J. Harvey-Franklin Amy Hassel Aaron Hatche Clayton Todd Hatcher , Michael B. Hatcher Rodney Hatcher Alexander Hatchett William Allen Hattaway Gabriele Hawkes Jeffery Dwayne Hawkins JoHanna Hawkins Laymond Hawkins Salt Lou Hawkins Wesley Hawkins William K Hawkins Favdre Hawkins-Brown Derek Howthorne Karen Hawthorne Leola Haves Heyward Antonio Hayes Kenneth W. Hayes Latosha Hayes Phillin Demarco Hayes Willie Hayes Trevino Havnes Thomas Edward Haynie Abiaail Kay Hayse Troy Healy Alphonso Heard Herman D. Heard William Hearndon Chico Aleiandro Hearns Andrew G. Heath Scott T. Heath Akita S. Heatly Judith Hefren Mark C. Heidecker leffery Heidel Koith Hollo Thomas Hellmann Joshua Eugene Helton Anaela Hemanes Brian James Henderson Clinton Scott Henderson Dasmine Henderson lody | Henderson Marvin D. Hondorson Priscilla Henderson Richard Henderson Sir'Teria N. Henderson Tracy N. Henderson Vernon L. Henderson Nicholas D. Hendley Peters Brandon Hendrickson Kelly I Hendrickson Angela C. Hendrieth Carol L. Hendrix Louie Henry III James Adolphus Henry Jr. Adrian B. Henry David F Henry Katherine La'Aisha Henry Percy Henry

Rodney Eric Henry Rvan Henrv Christine A Herin Drew Hermeling Reaan Hermelina Sarala Hermes Karla Hornandoz Osvenly Hernandez Callie Mae Herold Alvin D. Herrina lalen Herrina James Herring Melvin Herring Chris W Hewett Tiffany Hewitt-Brown Alexis Hintt lames Thomas Hickmar Joshua L. Hicks Shaneisa Renea Hicks Emma Christina Hiemer Nathan Hiadon Anitra Highland Cecil M. Hightower III Jackie R. Hightower Jr Ashley Marion Hightowe Johnny K. Hightower Roderic Hightower Tierney Hightower Tommy Lewis Hill J Rrign Hill Christopher Hill Corlis T. Hill Daniel G. Hill Jacquez Hill Jennifer Branch Hill Justin Hill Michelle Anne Hill Robert Hill Tennille Hill Tony Hill , Brendan M. Hiller **Desiree Hills** Kenneth Hills Christopher Michael Hindle Frin Michael Hindle Kurt Edward Hindle Logan Hinds Phillip Hinds Christing Hinkle Melissa Hinton David James Hobley William R. Hock Anaela Hodae Cory A. Hodge Joannie Hodges Stephen M. Hodges Eric J. Hoffmann Clarence Hogan Jr. Michael W. Hogan Kenneth D. Holcomb Ateasa Holland Brent Alan Holland Clavton J. Holland Holly Holland William S. Holley III John Hollev Patricia G Holliday Douglas W. Hollifield Joshua Hollinasworth Sterling Hollingsworth Regina Randolph Hollis Sabrina Holloman Dwaine Hollomon London Holloway William Ray Holloway Don Flbert Holmes Franklin D. Holmes Maurice Holmes Nia Holmes Stacev Holmes Gabrielle Holston James Orie Holt Jr. Samuel Louis Holt Samuel P. Holton III Tameshiean Halton Kimberlev Homer Terrie Hookfin Daniel Rhett Hoover Jr. Zackary Hoover Nathan Nicholas Hope Ronnie C Honkins Sr Shane Honkins Brian Georae Hopper

Christopher Hormuth Richard Horne Jr. Gregory 7 Horne Chiquita H. Horne-Evans Brian Hosmer Clayton Hostutle Fric William Houge Julie Hough Shane House David Houston Ian Houston Kevin M. Houston Sarah Nikita Hovsanian Madeline Flizabeth Howard Stephanie Lynn Howard Tammy Tamilla Howard TiBria Anissia Howard Timothy Howard Glen M Howe Emily K. Howell Harrison Blake Howell Thomas Howell Beverly W Howie Anaelia Hubbard Kevin Hubbard Michael Hubbard Todd Huber Amya Renee Hudson John W. Hudson Larry E. Hudson Marcus Hudson Paul Hudson Tylor S. Hudson Mike Huffman Sandra Dee Huffman Ronald Craig Huggins Jr Lex Hughes Jr. Tremaine Robert Hughes Sr. Carrie A. Hughes Darnell Hughes David Hughes Dennis M. Hughes Joshua Lee Huahes Joseph Nicholas Hull Toro Huls Joshua Daniel Hulsey Zachery Hulsmeyer Michelle Humowiecki John Humphress Joseph Heath Humphries Joshua C. Humphries Robert Michael Hunkiar Christonher Louis Hunt Abiaail Hunter Calvin Hunter Ethel A. Hunter Gregory Hunter James M. Hunter John Anthony Hunter Justin Lee Hunter Michael Hunter Mike Hunter Patrick Hunter Samuel K. Hunte John Huntley Patrick E. Hurlev Poul Hurst Rvnn A Hurst Deonte Jacksonville Hutchinson Ellen Hutsell Jacob Hutto James I. Hutta Jeffery W. Hutto Natalie Rose lafe Christopher Ibarra Helen Ash Ible Uwaaiahano labinoba Robert Allen Ihrke III Wesley Allen Infinger Barry K. Inale Casandra Ann Ingram Clinton Inaram M'Lisa Inaram Robert Ingram Todd Inserra Kelli Isaacs Elahe B. Isfahani Johnnie Isom Jr. Joseph Isom Tiyah Isom-Morris Heather Anne Ivey Larry D Ivory Anaela Ivv

Mallory Izbicki Archie Jackson Jr. Lee Norris Jackson Jr Kirk Gregory Jackson Sr. Amanda lackson Antoine lackson Antonio D. Jackson Ava Jackson Barbara A. Jackson Cassandra K. Jackson Cecilia E Jackson Chiquita S. Jackson Corbett lackson Courtnex T. Jackson Fhony C. Jackson Harry Bonneau Jackson Inmel Antwarn Inckson James Jackson leanette Renee Jackson lerrold lackson Joshua B. Jackson Kathy Plummer Jackson Koon lackson Kevin Jackson Michael A. Jackson Michael D. Jackson Monica Jackson Nancy Jackson Octavia lackson Quentance L. Jackson Robert Lorenzo Jackson Ronterrius Jackson Shaina Jackson Sheila D. Jackson Walter Jackson Zachary Jackson Zanton L. Jackson Shannon Jackson Adam D. Jacobs Lance Jacobson Jeffrey W. Jacques Alfreda James Anthony James Cedrick James Darrel James Harry James Herman H. James Jasmine James Kenton James Kenyetta Toshebia James Levern James Michael Andrew James Raven lames Sloan J. James Tony James Turquoise Morris James Patricia Jameson James Jamison Serena Jamison Tammy B. Javne Alexandre lean Alonzo J. Jefferson Jaquesha Jefferson Omega Jamal Jefferson Tony Leonard Jefferson Charlie Jenkins Christopher Allen Jenkins Dicarrio D. Jenkins Greaory Wayne Jenkins Katrina Jenkins Terence L. Jenkins William A. Jenkins Connie Elaine Jenkins-Pye Derrick L. Jeraer Candice Whitten Jerniaar Christen lessie Chia In leter Danny Jeter Jean Jeune Gabriela Jimenez Tammy Jimenez John E. Jinks lav A Johansen Karla Johnson Harris Donald Robert Johnson Ir Gerald Lorenzo Johnson Sr. Terry Conrad Johnson Sr. Adontre Johnson Alton Johnson Andre N. Johnson Anne-Marie Johnson Anthony L. Johnson Anthony Lee Johnson

Antonio Bernard Johnson Catherine Johnson Charles Johnson Charles F. Johnson Christopher James Johnson Courtney O'Neal Johnson D'luan Johnson De'Vonte Johnson Delano L. Johnson Derek Johnson Donald P. Johnson Inmes A Johnson lavlon lohnson Justin G. Johnson Latrenda Denise Johnson Linda Roaers Johnson Lindsey Johnson Lisa D. Johnson Marcus Tavarus Johnson Mark D. Johnson Marsha Marie Johnson Michael Edward Johnson Michael L. Johnson Noel Johnson Quovidus Sentel Johnson Robert Curtis Johnson Ronterrius Johnson Samuel Johnson Steven H. Johnson TaSheena Lynette Johnson Tommy Lee Johnson Tracy N. Johnson Travis Johnson Aliva Johnston Richard D. Johnston Alvin Jones III Charles Henry Jones Ir Christopher Jones Jr. Ronald Jones Jr. Alenea Jones Allen Jones Anthony L. Jones Candice Mills Jones Cortney Jones Craia Jones Darryl Eugene Jones Darryll L. Jones Gary V. Jones Jeffrey Jones Jo Jones Julia Jones Kereen Jones Kinna N. Jones LaKeitha Jones Leo Leonard Jones Marquis Lashawn Jones Mercedes A. Jones Michael Jones Nasir Jones **Richard Allan Jones** Roman Robert Iones Roshandra Jones Shanita L. Jones Termaine V. Jones Travis Jones Vannessa DaShawn Jones Vernon lones Wendell Iones Zackri Taylor Jones Anthony Jerome Jordan Christopher Theotae Jordan Clin'tron Jordan Joseph Dell Jordan Joshua J. Jordan luanita lordan Theodis lordan Chance Joseph William Judd Karen M. Jumonville Rebecca Denise Justilien Travis Kirkland Alexander Kaelin Krystof David Kage Daniel Kahn Patrick D. Kates Austin Matthew Kaufman Stephen Keeler Gina Keelina-Hatche Jamin J. Keillor Timmy L. Kellar David A Keller Lizzy Kelley David William Kelly Ir

Kevin D. Kelly Meahan Kelly Robert G Kelly Ruth Elizabeth Kelly Thomas H Kelly losenh Kennedv II Cathy Kennedy Thomas Kennedy Jacqueline Kennerly Fredrick Kenon Marilyn S. Kenon Woodrow Kerce III Rhonda Schoff Kerce Timothy Kercher Mason Kori Ionathon Kerns Michael Seth Kerr Ida Ann Kershner -, Harpe lames Kessinger Bruce Lee Kessler Rohin R Kever Raslan M. Kharbat Ian Keith Kilhourn Kenneth Michael Kilnatrick Geoffrey Kimball Jonathan Kimbrel Cicely Michelle Kimbrough Christopher David Kincaid Kelly Berlin Kindell Nathaniel Kina III Brian King Jennifer King Maurice Kina Michael Kinsey Troy C. Kinsey Walter E. Kirkland J Adam R Kirkland Consuelo Kirkland Jennifer Kirkland Jimmie Kirkland Jeffrev Keith Kirkpatrick Tammy J. Kirkpatrick-Edwards George Kirksev III Joseph Kiser Michael Roy Kissane Marc Andrew Kiellin Gordon R. Klein Jacob Thomas Klinedinst Arlivia Kniaht Carla D. Knight Clifford Wiggins Knight Eliphaz Kniaht Frances W. Knight Georgia A. Knight Harry Knight Mary M. Knight Maurice Knight Rosa Knight Granville Joseph Knowles Matthew Knox Sydney Knutson Victor Koch Robert T. Koegel Peter Konou Alexander Konuch Jefferv Kooi Emanuel Koonce David Kosinski Daniel Kostic John Kostrzewa lill Baird Kowalski Alex Matthew Krauss Kristopher Kremkau Steve J. Krzeminski Noah Kucala Larisa Kuleshova Neha Kumar Lee Kuperbera Vandy Kusmierz Douglas Kutchera Virginia Kyllonen Renee LaBarre Sarah H. La loie Breegna Emma LaQuea Julie D. LaRocaue Sara LaTorre Cheryl M. Lacey Thomas A. Lackey Karah Sue Anne Ladd Robert Reid Lamb Theresa H. Lamb Sandra L. Lamb-Daniels Matthew-Jav Lamm

Hadley Rashun Lamont

Angela Paula Land

Jonathan Landaverde

Billie Land

Justin Land

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Loaan Lane

Randy B Lane

Justin Lanaston

Wanda Sue Larae

Tasha Largent

Gavin Larremore

Dominic C Larry

Nigel C. Lascelles Ir

Duane Richard Laurienzo

Melissa Helene Laursei

Charles Stephen Lavery

Calvin Keith Lawhon II

Amanda Lawhon

Jeffrey Lawhon

Jason Lawrence

Natalie Lavwell

Savannah Laywell

Steven S. LeRoy

Chelsea Leavell

Devan Leavins

Allan Lehlanc

James M. Lee Jr.

lan Todd Lee

LaNivah Lee

Lorrenzo O. Lee

Michael & Lee

Michael J. Lee

Nathan A. Lee

Susan Y. Lee

Sondra Winter Lee

Timothy Allen Lee

Tanieshia Leaette

Monty B. Leggett

Robert Wesley Leggett

Cassandra Bruner Leland

Tasker S. Leverson-Green

George Edward Lewis Ir

Shamika L. Leland

Robert Lee

Travis Lee

lan Leggoe

Todd Leise

British Leland

lonn Lomniro

Kendrick 7 Leon

Travis D. Leonard

Molly Levesque

Jeremy Lewand

Belinda Lewis

Erica Latoya Lewis

Cliff Lewis

Gavin Lewis

Ginger Lewis

Gregory Lewis

Intrice Lowis

Mark Lewis

Ruby Lewis

(attie Li

Tasheka Lewis

Taurean J. Lewis

Suzanne Kerk Lex

Andre John Libroth

Iason Donald Lewis

Kenneth Chase Lewis

Mia Marissa Lewis

Erika Dawn Leckinato

Clinton Matthew Lee

Lauren Lea

Illysses I nwrence

Benjamin Jaymes Layne

Timothy Lashalls

Roaer Latson

Jason Laursen

Michael Laury

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Jordan Lynn Larremore

Esau Larios

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Daniel Scott Langston

lames Michael Lanaston

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leff McKenzie

Amy McLean

Frica McNeal

Myles McNear

Kylee McPhail

David McRoy

, Homar Mccoy

Trov Mclanahan

Chase Mead

Kelsev Mend

Jerome Meana

Cassidy Mehr

Maria Mercurio

Andrew Mever

Leon Mevers Jr.

Sheree Mifflin

Gabriel J. Miles

Latharon Miley

Adam Miller

Andrew I Mille

Brandon Miller

Caleb Miller

Chervl Miller

Frnost I Millor

lession F Miller

Kalexia Miller

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Roddrick Tyrie Miller Mitchell McKenzie Tanner Miller Ronald W. McKenzie Tiffany Marlise Mille Trever Todd Miller John P. McKeown lames McKinney Frin A Milligan Colin Webster McKinnon Robert Daniel Mills Sr. Lyndora McKnight Keimara Nicole Milton Roderick McKnight Keith Lamar Milton Todd McLanahan Mary Milton Venessa McLauahlin Wanda Milton-Whitehead Karen Minder Matthew R. McLeod Amontaie Mitchell Michael I McLeod Anita Mitchell Roberta McManus Brandon Mitchell Brvan Jennings McMath III Cedric W. Mitchell ChervII Diane Mitchell Lawrence McMillian Theron McMillon John F Mitchell Andrew James McNabb Melissa Mitchell Brittany McNabb Robert Mitchell Teronis B. Mitchell Steven Joseph McNally Tring Robin Mitchel Laura Jean McNealy-Dixon Yulonda Mitchell Andrew Steven Mixon Shenika lefferson McNear Gary Moat Davis Armfield McNeelv Bayleigh Mohley Madison McNees Melinda A Mohrman Luis Molina Theodore E. McPhaul William C. Moncus Ariel McPherson Lenin R. Mongerie Destiny McPherson Daniel Adam Monk Terrance McPherson Lorg Monlyn Hannah Delanev Monroe LaRoderick McQueen Taiishina Olds McQueen Money Ross Monroe Aeshah Lacondra McQueen-Jefferson Sierra Montgomery Lucas Lee McRae Vicki Montgomery Kirsten Mood Brian Moody David W. Mccranie Craia Stephen Moody Tammy Mckenzie Oscar I Moody Derick Mckinnev Micah Jordan Moon Laura J. Mooney Joseph A. Mcleod Mattie E. Mooney-McMillian Vernessa Mcmillor Freddie Lee Moore Jr Bernice C. Mcaueer Aldrick Leshudray Moore Anthony Lamar Moore Cynthia Maus Mead Brett Moore Cedric Moore Joshua Meadows Deandre R. Moore William B. Meadows Ellis Moore Rachel Caroline Mecklenburg Ervin E. Moore Michael Medina Jacob Moore Christopher Meeks James Moore John Worth Moore Kimberly Meeks Lemuel L. Meeks Karon Lanise Moore Shelonda Maria Meeks MaKeda Moore Wanda Moore Wendell D. Moore Quanzia Menton Davis Eugene Mordecai Shunzia Mentor Anthony R. Mordica Felicia N. Mordica David A. Meresse Zachary Moret William F. Morgan IV Heather Merritt Inmes D. Metcalf Alexander Moraan Thelma J. Metcalf Dana Carol Moraan John Morgan Laura J. Moraan Alissa Blank Mevers Steven Scott Morgan Guillaume Michel Tyrika Regina Morgan Katina Mickens Anita F Morrell Charles Middleton Cameron Morrell Howard Middleton Bradley I Morris Alexandra L. Midaett Charles B Morris Curtis D. Morris Darvl Morris Chase Matthew Milev Ronald O Morris Tawanna D. Morris Kristing Lucretig Mill Bennitt Morrison Timothy Miller III David Morrison Damon Miller Ir Greaory R. Morrison Kenneth Wavne Miller Jr. Thomas Morrow Darrell Bernard Miller Sr Joshua Michael Morse Austin Moser Robert Mosher Lane Mosteller Fav Moten Joshua Mowatt Tiffany Move William Mrazek Amina Mubarak Keith Wesley Miller Nasraldeen Mubara Linda Gail Miller Randall Muhammad Michael A Miller Michael Muhly Kayla Mullins

Shontavia Munningham Jacob Munvon Matthew Carl Murphree Henry Murphy III Christopher Murphy Richard Lee Murphy Derryl Murray Iamari Murray Karilyn Murray Reginald Murray Rodrick Murray Vonda Rene Murray Julia F. Murry Payton Muscato Catherine Musarove Akono O. Musoke Xavier V. Mutch Deigh Myers Mary Barkley Myers Susan Mvers Timothy E. Myers DeLoris Evelyn Myrick Thomas Nanier Giulia Nastasi Terry F Nazworth William I Nealy Ir Larry Dewayne Neel Charles Nelson Sr. Alguanique Nelson Clinton Nelson Fric Nelson Frank Nelson Heather Lyn Nelson Jeffrey Nelson Michael Nelson Nhekiah Nelson Reggi Nelson Simone Nelson Danielle Nesheth Michael Nesius Za-Ida L. Nester Hanna Neustadter Lori M. Nevin Robert Newberry Susan Newhouse Burton Jason Newhouse David Newman Kathryn Renee Newman Steven Newman Tynetta D. Newman John R. Newsome IV RaShima Newton Cody Dillon Newtson David S. Nichols Jr. Brandon Louis Lirse Nichols **Brent Alan Nichols** Donna S. Nichols Ralph Nichols Sean Nichols Michael Nick Ruth M. Nickens Nathan W. Nickerson luan Carlos Nieves Ir Terry James Nitti Sr. Kelly Nitti Michael Lance Nixon Blake Noblin Harit Nori David Northway Georgia Northway Dederick Voncile Norton Norman T Norton Louis Clifton Norvell Kelsev Jordan Norville Todd Notley Tyler Alan Notley Robert Nowak William C Nowell Matthew Gerard O'Brien Susan O'Connell Michael O'Grady Kameron Michael O'Hara Lorcan O'Healaiah Devin M. O'Neal Kylinn O'Neal Riley O'Neal Shane T. Oaks Larry Patrick Oates Abel Odegbile David Odom Francis P Odom Reginald C. Ofuani Diane Ogorzały

Aliva Renee Ohavon lacob Ohlsen Michael Ohlsen Patricia Ohlson Abena Oietavo Kiana Okwabi Franklin Olauin-Martinez Kendrick Oliver Kent Olson Chika Onuboau Douglas A. Orlando Kiersten Ortega Ginny Mahardy Oshorn Stephen Paul Osborn Lyle Oba Ottlev Steven D. Outlaw Steven M. Outlaw John William Quzts loshua Quzts Sabrina Madeline Oven Kallie Overstreet John Barry Owen Sherman Ledell Owens Sr. Dondra Keion Owens Rehecca Owens Toya Mosley Owens Walter Glen Owens Grea L. Ozbun Samantha Ozemhova William M. Pable Albert Kyle Pace Mirah G. Pace Garrett Padaham Thomas Pagels III Bonita Davis Paiae Justin M. Painter Susan Painter Jennifer Palmentieri Mario Palmentieri Karen M. Palmer David Palmisano **Raymond Pandley** Christopher R. Pandolfi Julie M. Paniucki Christopher M. Papy Cristing Paredes Charles F. Parker II Brian Eugene Parker Jr. Charles R. Parker Garrett D. Parker Kimberly Parker Latercia Parker Tiffany P. Parker Michael Parkhurst Nicholas Parmalee Jeffrev W. Parmer Amy Theresa Parnel Barry Parrish Patrick Parrish Tyler Parsons Erica E. Passage Christopher Pate Laiia Patel Chad J. Pater Clarence E. Patnode Craia E. Patnode Alex Marquis Patrick Robyn Michelle Patrick Iarad Patsch Henry James Patterson Ir Chloe Patterson Kenneth Patterson Michael Shawn Patterson Veondra Patterson Xavier Patterson Carleigh Patton Brenda Paul James Byron Payne Starr Payne William C Payton Ir Braxtyn Peace Jav Peacock leffery | Pegcock Jerry A. Peacock Timothy Douglas Pearce Derrick Leon Pearson Sr Damion Poarson Malcolm Pearson Mona Pearson Duwavne Peart George Matthew Peddie Dustin Neil Pelt Kelsev Liuvue Pemberton

Nicholas Pena Gerald Patrick Pence Rvan Pender Karissa Pendletor Antwan Pennywell Vanessa Pennywell Austen Tyler Pentz Edward Lee Perdue Iason Perdue lennifer Lee Perdue Alexander Perea Anacany Perez David Perez Juan Perez Kelly D. Perkins Sonhig Perkins Stephen D. Perkins Terry Permenter Mary B. Perrine Charles Perritt **Brian Perry** Clifton Perry Chad Persina D'Frvk Cortez Pete Lerov Peter Stacev Peter Brennan Peters Michael C. Peters **Richard Charles Peters** Wardell Peterson Jr. Alvin Peterson Chandra D. Peterson Corv J. Peterson Jerel Antonio Peterson Lance P. Peterson Khyligh K. Petite Miva Petithomme Jenny L. Petrasek Granger Michael Petroczky Ashante Petties Annette E. Pevv William Pfeiffe Jason Pfund Erin Phelps Marc C. Phelps Roger Phenix Samuel Philin Ir Jed Walter Phillips Sr. Cristin Marie Phillips John Phillips Joshua Phillip Larry Chad Phillips Urban Phillips Brianna Pichard Travis Pichard Melvssa Pickard Howard Benjamin Pickels Jr. Socrates Pierre Colby Adams Piland Mark Piland Benjamin H. Pinaree Kenneth Patrick Pinkard Tammy Pinkerton Marole Joshug & Pinto Jason S. Pittinaer Kizzv Pittman Patricia A Pittman Tefftt Pittman Arthur Pitts Incinto Pizarro Adam n Platt Andrew C Platt Jason Michael Platt Justin Platt Clint O Pleas Terry Lee Plummer Zaccheus Deion Poitier Landon Pokela David L Pollard Freddie L. Pompey Jr. Cedrick Pompey Cedrick Pompey J Gregory L. Pompey Charles T. Ponder Jr. Chedza Ponder Carrie Poole Matthew G. Poole **Tyler Christian Poole** lisa Pooler Christopher Kent Pope Susan Ponlin Donald R. Poppe Dean F. Ponnell

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Reginald J. Reddick Geneva Reddina Dominique L. Reed Dvlan Reed Glendoria A Reed Marlon Reed Mary T Reed Michael Justin Reed Sydney Hannah Reed Brian Reeder Charles Austin Reese Jason A. Reese William Reeve Eric Reeves larred Reeves Jerry M. Reeves Larry Reeves Amanda Reaan Phillip A. Register William B. Reaister Graham F Reid III Yamirah Reid Charles R. Reinbott III Marty Reinhott Sonn Allon Roiss Melinda Lee Relethford lenna Fileen Rennols Dawn Rentz Mark Repman Charles R. Revell Cristofer Revell Joseph A. Revell Joseph C. Revell Joshua Leonard Revell Lawrence Revell Chyenne Renee Reynolds Dewayne Reynolds Donna X. Revnolds Funice Rho Marvin Rhodes Kevin Rhody Sharifah Nzinga Rhymer-Dewindt Robyn J. Rhymes Arthur Rhynes Jarred Rice Lavonne Rice Johnitta Richards Justin Kyle Richards Malachi Darrell Richards Thomas Richardson III Timmie Lee Richardson Sr. Alicia Richardson Brandy Tacoi Richardson Curtis Richardson Daughtry M. Richardson James Earl Richardson Patrice Richardson Timothy Richardson Patrice V. Richert Jill Richter Courtney Ridaeway Jacqueline Y. Riqqins-Coates Morris Demettruis Rilev Tyler Riley Michelle D. Rinke Diana Riordan Bryson Melissa M. Rios Suzanne Ripka Peter Rittman Austin Michael Rivers Caleh Thomas Rivers Michael Rivers Reinaldo Roa Ir George R. Robbins David Roberts Edward D. Roberts Gary Roberts Iacob M. Roberts Johnathan Brooks Roberts Kendrick Tyrone Roberts Lori D Roberts Phillip Roberts Ronald Roberts Sarah Beth Roberts Thomas Roberts Trent Roberts Wilson Roharts Zvaire Roberts Trevin Robertson Anaela Robertson-Pichard Avis Rehecca Robinson Fric C Robinson leffrey M. Robinson

Krsna O. Robinson Marcus Robinson Nia Rohinson Raquel Reese Robinson Shanterria T Robinson Steven L. Robinson Summer Katherine Robinson **Beatrice Robinson-Harris** Norman Roche Thomas Roche Robert Duane Roddenberry Robert Talmadge Roddy Roosevelt Roderick Justin Allen Rodners Ivndon Rodners Reginald Maurice Rodney Alina Rodriauez Emilio Arturo Rodriguez Katherine Rodriguez Marc A. Rodriguez Marcia K Rodriguez Maria P. Rodriguez Dustin A. Roeder Fric | Rogers leremy B Rogers Jessica Roaers Maureen A. Rogers Robert Rohrbacher Brenda Rojas Anne M. Rokvta Nicole L Rollins Samuel Rollins Craig Carl Roloff Anne K. Romans Felicia Ronav DarryIn M. Rone Dwight L. Roney James Rose Sahring R Rose-Scott Michael Rosen Meri Rosenbaum Jarvis V. Rosier II Byron O. Rosier Jimmy Rosier , Kevin L. Rosier Anna Ross Nicholas Ross Zakori Ross Andrea L. Rosse Christopher Roth . Kathryn Elizabeth Rowan Kyle Alejandro Rowland Garv Rov Leon Vester Rovalston Natasha Ruhie Robin Ruby Robin Leslie Ruby DeShawn Rucker John Rudd Terrell W. Rudd Brenden Rudy Joshua Ruehle Roger Peter Rumenik Ir Audrev Rumenik Chandler Rumenik Christopher E. Ruscitto Shannon Daniels Ruscitto Wesley Rushing Alexander Russ Emily Marie Russell Invdon Russell Olivia Russell Lee N. Rutledge Karen A. Rvan Thomas Rybczyk Sophia Ryon Emily Anne Saha John Sabo Michael V Sacco Johnny Lee Safford Jr. Stephanie Shaila Saha-Poole Kirshner Saint-Charles Angela A. Salas Roaer Salmonsen John Saltarelli Paul Salvo Sheila K Salver Bakari Sampson Gregori Rudolph SanGregorio Eugene Sanders Inmes Sanders Kirk L. Sanders Tiffany Sanders

Wendy Delaine Sanders Kathy A. Sands Kim I Sands Roy F. Sanford Alyssa Sanger-Hodgson Robert Scott Santana Thalia M. Santiago Frederick Saniera Cody Jason Sann Darron Sapp Kevin Sarjeant Garv Sarrels John Sauls III Justin Saulsberry Levven Sounders Brad Aaron Sbardella Michal A Scandone Matthew Scanlan David Scarano Eric Scarbrough Aniva Scarlett Michael Schad Kenneth G. Schall Daniel Scheer David Schimpf Paul H. Schmid Russell A Schneider Elizabeth Schneider-Green Courtney Schoen Terry Page Schofield Nicholas Alan Schrader Benjamin Christian Schriefer Drew O. Schroeder Kenneth J. Schultz Jonathon Robert Schulze Chloe Jo Schuster Michael Charles Schwab IV Michael Schwartz Angelg Down Schwender Aaron Scott Alexis Scott Brenda Scott Brian Scott Cynthia Scott Jonathan Robert Scott Kellie Scott Rhonda Scott Ronald R Scott Thomas H. Scott Tricia Summerlin Scott Diamond Seaaraves Scott Sears Robert W. Seaton Corv Seav Elizabeth Seav Marlin P. Seav Allen Secreast John William-Arthur Sellars Johnathan William Sellars Tori Fay Sellars Molly Selover Richard Chad Senn Gary Senters Anthony Serge Randall G. Serles Odin Serna Tames Wayne Sever Tr James W. Sever Gabriel Raymond Sewell Trent Alan Sexton Stanhan M. Shafar Robert A Shaffer Billy R Shaifer Ir Annie Alex Shalun Melissa Sharn Brianne Shaut Andrew Timothy Shea Rvan Timothy Shealy Christonhor Shorts Myles Sheckles Catherine Sheffield Pierre Sheffield Ronnie Shelly Ir Mary Shelton Janet Svoboda Shepard leffery A Shenard Warren G. Shenherd Ir Artemus Shenherd Warren G. Shepherd Eugene G. Sherman III Fleanor Frances Shewan Stephen Joseph Shields Grea Shierlina

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