



CITY OF  
TALLAHASSEE



# 2021

YEAR IN REVIEW

An aerial photograph of Tallahassee, Florida, taken from Tom Brown Park. The sun is low on the horizon, creating a warm, golden glow over the city and the surrounding forest. The sky is filled with soft, wispy clouds. The city skyline is visible in the distance, with several buildings silhouetted against the bright light. The foreground is dominated by a dense forest of trees, some of which are showing early autumn colors.

2021

YEAR  
IN  
REVIEW



CITY OF  
TALLHASSEE

*Looking downtown from Tom Brown Park*

# Our City. Our Future.

ONE COMMUNITY WORKING TOGETHER



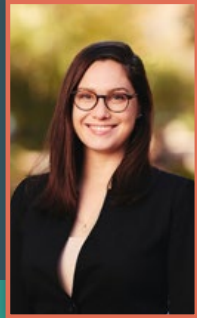
**Mayor Pro Tem**  
Jeremy Matlow



**Commissioner**  
Dianne Williams-Cox



**Mayor**  
John E. Dailey



**Commissioner**  
Jacqueline Porter



**Commissioner**  
Curtis Richardson



**City Manager**  
Reese Goad



**City Attorney**  
Cassandra K. Jackson



**Inspector General**  
Dennis R. Sutton



**City Treasurer-Clerk**  
James O. Cooke, IV

**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

- 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



CITY LEADERSHIP

## 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.

City Manager



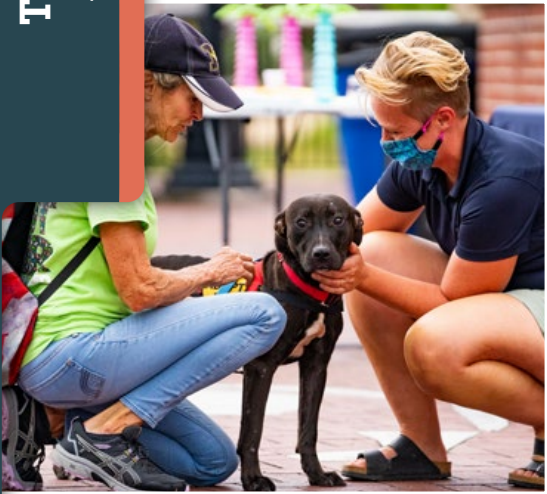
<b>Tallahassee: At A Glance</b> .....	<b>6</b>
<b>Our City's Awards</b> .....	<b>8</b>
<b>Strategic Plan Priority Areas</b> .....	<b>10</b>
<b>Quality of Life</b> .....	<b>13</b>
<b>Economic Development</b> .....	<b>17</b>
<b>Public Infrastructure</b> .....	<b>21</b>
<b>Public Safety</b> .....	<b>25</b>
<b>Impact on Poverty</b> .....	<b>29</b>
<b>Organizational Effectiveness</b> .....	<b>33</b>
<b>Public Trust</b> .....	<b>37</b>
<b>Our City Structure</b> .....	<b>40</b>
<b>Team Tallahassee</b> .....	<b>42</b>





**55%  
TREE  
CANOPY  
COVERAGE**

**#12 BEST  
PLACES TO  
LIVE IN  
FLORIDA**  
*U.S. News & World Report, 2021*



**#18 MOST  
EDUCATED  
CITY IN  
AMERICA**  
*WalletHub, 2021*



**#14 BEST  
PLACES TO  
LIVE FOR  
QUALITY OF LIFE**  
*U.S. News & World Report, 2021*



**MORE THAN  
90 PARKS  
& 70+ MILES  
OF TRAILS**

**LARGEST  
AIRPORT-BASED  
SOLAR  
FACILITY  
IN THE WORLD**

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



**25+ PUBLIC ART  
INFRASTRUCTURE  
PROJECTS**

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



**#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 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.



**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

# 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.



## ORGANIZATIONAL EFFECTIVENESS

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



## PUBLIC TRUST

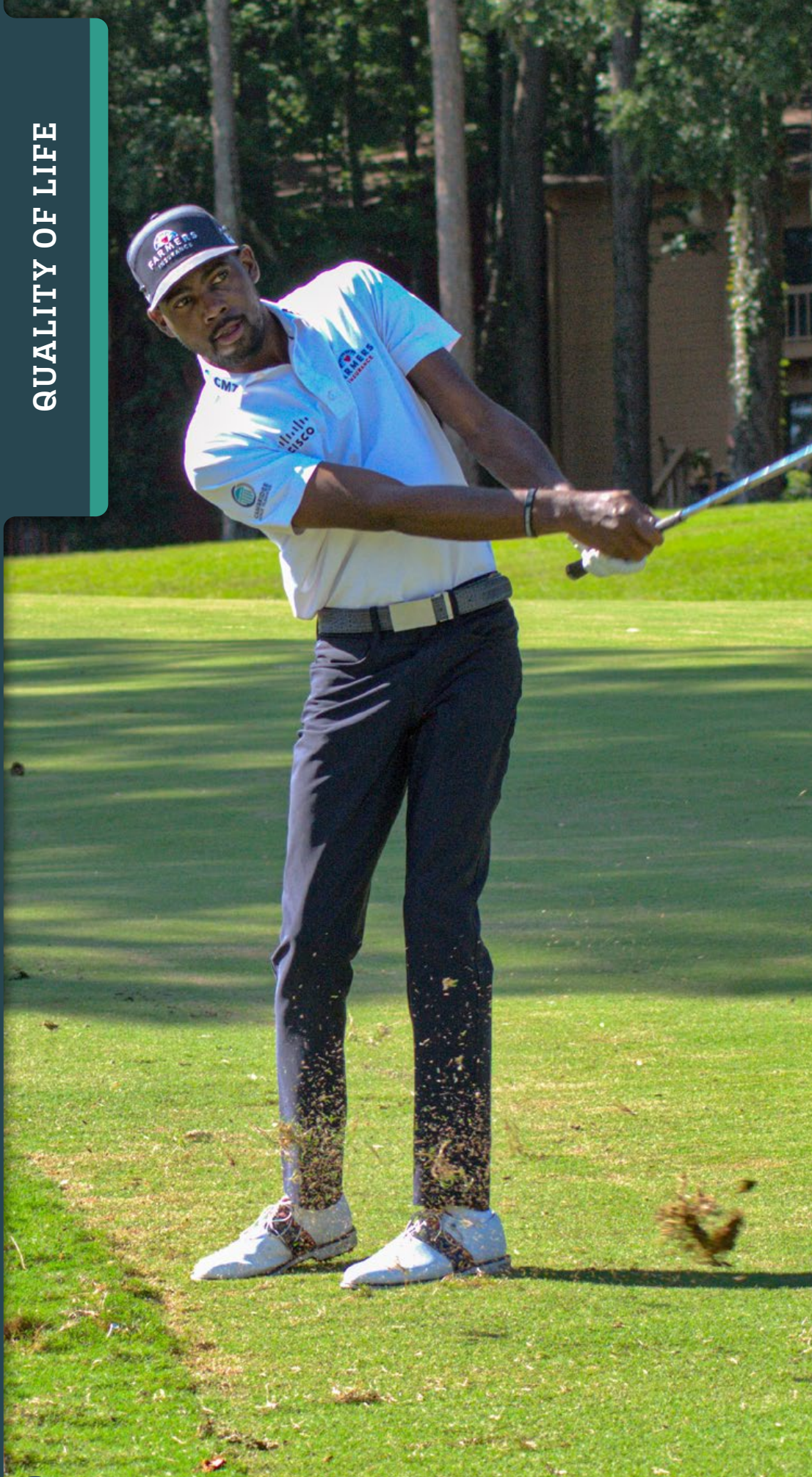
Enhance public trust through ethical business practices and transparent governance.



## ONLINE DASHBOARD

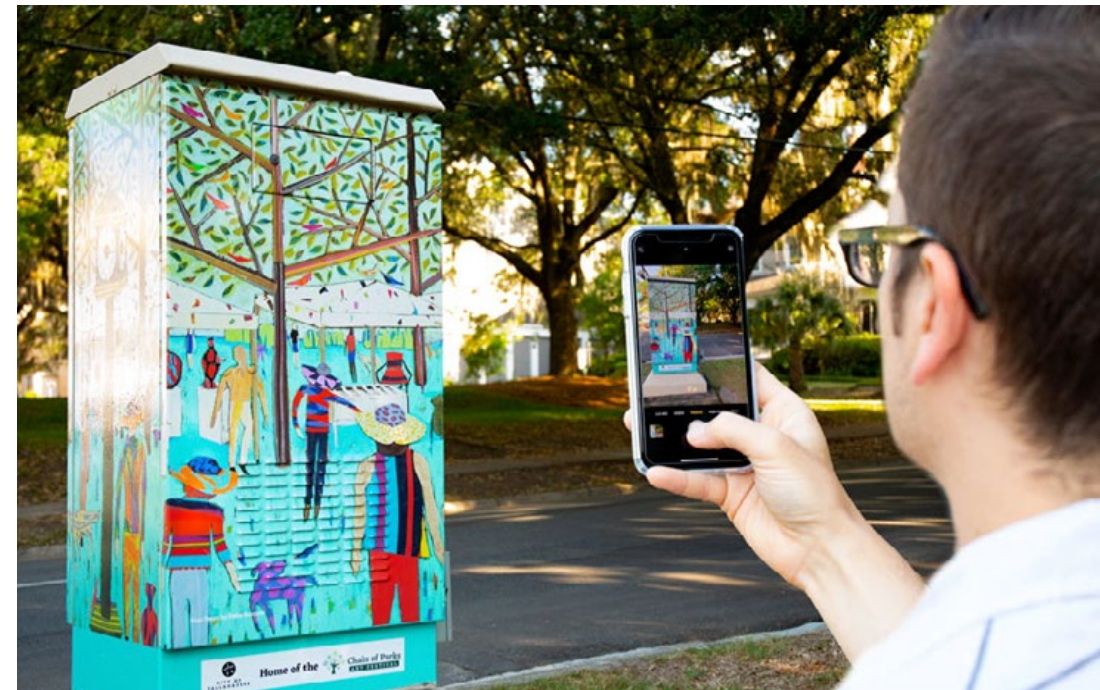
Check the progress of the Strategic Plan goals at our Online Dashboard at [Talgov.com/2024](https://Talgov.com/2024)

**CLICK  
HERE**



# 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.





## 2021 HIGHLIGHTS

- 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.

DISC GOLF

EXPERIENCE ASIA

ARTFUL  
INFRASTRUCTURE

CLICK  
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HERE

SEE YOUR CITY AT WORK

## 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 its 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 in-person 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.





# 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.



## 2021 HIGHLIGHTS

- 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.

NORTHWOOD  
DEMOLITION

CLICK  
HERE

AMAZON  
COMING SOON

CLICK  
HERE

SEE YOUR CITY AT WORK

## 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.

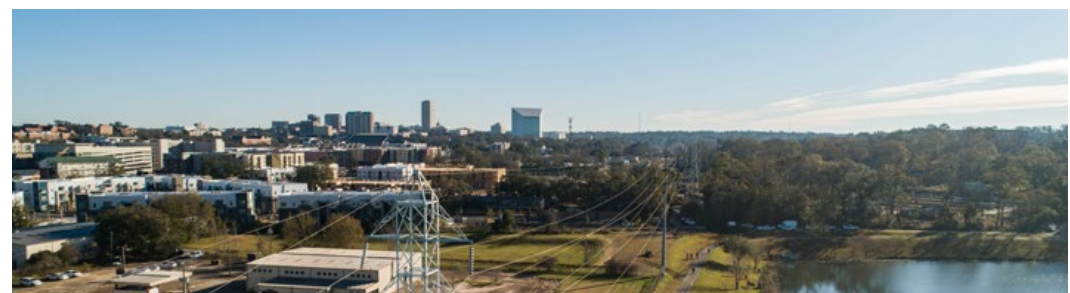
In August, Amazon.com, Inc. announced plans to locate a new robotics fulfillment center on the east side of our community. According to an economic impact analysis conducted by the FSU Center for Economic Forecasting and Analysis, this project could create a total of 3,600 new jobs, \$167.6 million in 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.





# 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.



## 2021 HIGHLIGHTS

- 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 multi-modal transportation hub.

### SOLAR FARM

CLICK  
HERE

### MUTUAL AID CREWS

CLICK  
HERE

### FAMU WAY

CLICK  
HERE

SEE YOUR CITY AT WORK

## 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, customer-focused 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.





# 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.



# 2021 HIGHLIGHTS

- 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.

MENTAL HEALTH  
CRISIS TEAM

CLICK  
HERE

NATIONAL NIGHT  
OUT WITH TPD

CLICK  
HERE

SEE YOUR CITY AT WORK

## 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-its-kind 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.





# 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.





## 2021 HIGHLIGHTS

- 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 low-income 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.

TEMPO  
GRADUATION

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TALLAHASSEE  
FUTURE LEADERS

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HABITAT FOR  
HUMANITY

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## PREPARING FOR THE FUTURE THROUGH 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.





# 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.



# 2021 HIGHLIGHTS

- 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.

CITY FARM

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CITY REWIND  
LEED GOLD CITY

CLICK  
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# 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.

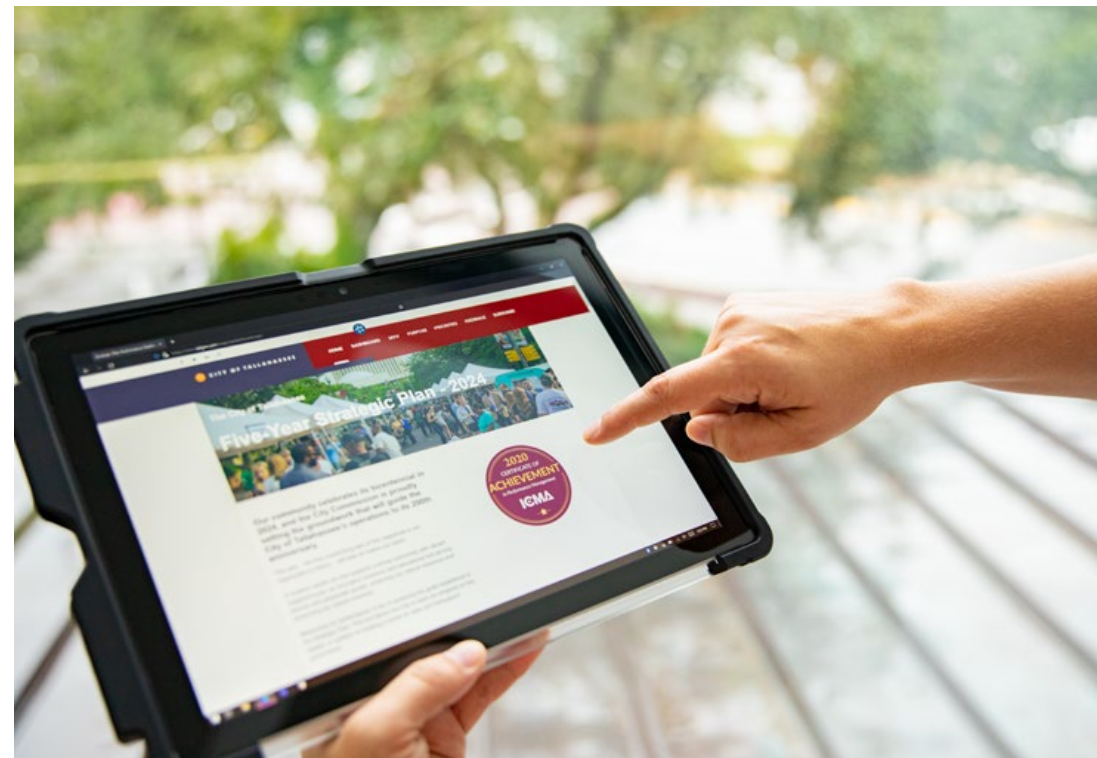
From outreach campaigns that help protect local water bodies to steadily reducing greenhouse gas emissions from our electric generation stations, protecting the environment and the quality of life for all Tallahassee residents is an integral part of the City's daily business.





# 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.



## 2021 HIGHLIGHTS

- 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.

BYSTANDER LAUNCH    SOUTHSIDE ACTION PLAN

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SEE YOUR CITY AT WORK

## 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.



THE CITIZENS OF TALLAHASSEE



THE CITY COMMISSION



MEMBERS OF THE CITY COMMISSION (L TO R):  
 Mayor Pro Tem Jeremy Matlow  
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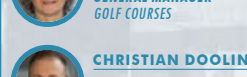
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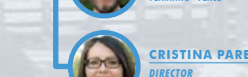
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James Robert York  
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Jessica Christine Young  
John Allen Young  
Matthias Young  
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Garret Yount  
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