

CITY OF TALLAHASSEE Yeapin Review

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City of Tallahassee 62-megawatt Airport-based solar facility

CITY OF TALLAHASSEE





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The City of Tallahassee was founded 198 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 nearly 4,000 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

FROM THE DESK OF CITY MANAGER REESE GOAD



LEADING THE WAY

in the delivery of public service while managing the effects of historic levels of inflation, the City of Tallahassee again demonstrated its strength and resilience as an organization and a community. Significant progress was made on our strategic priorities outlined in the Five-Year Strategic Plan. We also continued to build toward the City's vision to ensure the strength of our community, the vibrancy of our neighborhoods, the economic growth of our region, the preservation of our natural resources and the quality of life of our citizens.

The City worked to mitigate the financial strain members

of the community experienced this past year. While many across the country are seeing substantial increases in their electric bills, the City took proactive measures to save utility customers \$75 million in FY22 through price hedging agreements for natural gas. Total savings from these agreements through the end of FY24 are projected to be \$212 million. Average residential electric bills in Tallahassee are \$106 and remain 31% below the state average of \$154.

Additionally, during this fiscal year, we alleviated inflationary pressures while promoting the use of clean energy. We provided nearly \$2 million in residential and commercial energy efficiency loans to 245 recipients and \$1 million in rebates and grants to 4,014 recipients for ceiling insulation, HVAC and other energy-efficient materials and appliances. These efforts are a small but impactful element to reaching our goal of 100% net clean, renewable energy by 2050. The Clean Energy Plan, a major milestone and roadmap to achieving this goal, is expected to be completed in the coming months.

We remain focused on increasing affordable housing in our community. There are currently 1,900 affordable housing units in the pipeline, more than the last 25 years combined. This boost is the result of targeted development incentives that encourage builders to offer more affordable options and being an attractive community for new job growth.

Economic development is creating jobs in Tallahassee at an accelerated pace. Amazon's fulfillment center is quickly being constructed and will bring 1,000 jobs at an average wage of \$18 an hour. The City has also made progress toward finalizing agreements with two companies to locate and make targeted investments at Tallahassee International Airport. Combined these two projects will create 1,276 permanent and 1,250 construction jobs.

The Southside Action Plan is an example of how the City is strengthening our community through targeted investment. This effort is engaging neighbors and bringing infrastructure improvements, new businesses and housing options to the area. In FY22, over \$380 million of public funding was invested in Southside infrastructure and other projects. These investments in our community will spur additional private investment and opportunities for Southside residents, such as SoMo Walls, an approximately 33,000-square-foot commercial site designed to promote local businesses and artists.

I am proud of the highly qualified and diverse team we have built at the City. Our workforce and organizational leadership more closely reflect our community demographics than ever before. Specifically, I have assembled a diverse senior and executive leadership team of the highest caliber. I have done so with an eye toward succession planning to ensure that the progress we have made toward our strategic goals continues uninterrupted.

Over the past few years, we have faced unprecedented public health, workforce and economic challenges, and through it all the City has remained committed to being the national leader in the delivery of public service. I am exceptionally proud of the men and women who embody our mission, vision and values and tirelessly serve our community every day. It is a testament to them that we have made such significant progress on our Strategic Plan goals. The following pages include examples of how we have done so this past year across each of our seven priority areas.

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Always Breaking New Ground

Celebrating Our Community









































STAFF



Serving Our Community

ACHIEVING ODUR VISION

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



Economic Development

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



Quality of Life

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



Public Safety

A safe, resilient, inclusive community working collectively to address issues



/ Public Infrastructure

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



Organizational Effectiveness

An impact-focused workforce that is inclusive, pioneering and technology-driven

Impact on Poverty

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



Public Trust

Enhance public trust through ethical business practices and transparent governance



A creative and inclusive community with beautiful **public spaces** that protect and promote resources and cultures



View status of strategic goals and objectives

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- Added three new parks including Bragg Drive Nature Preserve, Doomar Drive Nature Preserve and FAMU Way Skateable Art Park with another, the Southeast Park, nearing completion
- Partnered with Blueprint Intergovernmental Agency (Blueprint) to initiate or complete 11 Greenways Master Plan projects, representing 48.25 miles of greenways
- Completed several Capital Cascades Trail Segment 3 subprojects including Skateable Art Park, Coal Chute Pond Park and St. Marks Trailhead
- Initiated design for the 9-acre Market District Park
- Achieved the Tree City USA designation for the 31st consecutive year and earned Arbor Day Foundation's national Growth Award for the seventh consecutive year
- Tom Brown Park Disc Golf Course ranked #1 course in Florida for the third year in a row and among the Top 100 in the world. Hosted Disc Golf Pro Tour Silver Series players from more than 30 states, including top pro disc golfers and international participants
- Renovated Jake Gaither Golf Course's pro shop, restrooms and cart path
- Renovated tennis courts at Tom Brown, Winthrop, Fourth Avenue, Jake Gaither and Lafayette parks along with areas of the Senior Center and Lincoln Neighborhood Center
- Achieved placement on the National Register of Historic Places for Jake Gaither Golf Course, making it one of only five golf courses in Florida to earn this distinction
- Earned inclusion in the Florida Historic Golf Trail for Jake Gaither Golf Course, making it the second course in Tallahassee to be added and the second course in the state to be added that began as a golf course for African Americans
- Dedicated Althemese Pemberton Barnes Park at Smokey Hollow
- Completed the Saxon Street and Robert & Trudie Perkins Way streetscape projects
- Administered \$19,300 in funding to improve neighborhoods within the Greater Frenchtown/Southside areas since the inception of the Neighborhood Partnership Program
- Awarded \$10,000 in Vibrant Neighborhood Grants
- Completed design work for a placemaking/beautification project in the Providence neighborhood
- Hosted Martin Luther King Jr. Day Parade and activities including unveiling of historic markers
- Hosted statewide Journey to Emancipation conference
- Held public screening of locally produced, Emmy-winning documentary "Invisible History"
- Engaged more than 500 residents in the 2022 Capital City Senior Games



In the City of Tallahassee, our quality of life is second to none. As an organization, we implement innovative programs and industry-leading initiatives that support a creative and inclusive community with beautiful public spaces that protect and promote resources and culture. During Fiscal Year 2022 (FY22), that included expanding greenspaces, investing in existing recreational facilities, honoring local history and more.

To add to our natural beauty and enhance opportunities for residents to connect with nature, the City partnered with the Blueprint Intergovernmental Agency to initiate or complete 11 Greenways Master Plan projects, representing 48.25 miles of greenways. We also added three new parks – Bragg Drive Nature Preserve, Doomar Drive Nature Preserve and the FAMU Way Skateable Art Park. Additionally, the new Southeast Park is nearing completion, and design is underway for the 9-acre Market District Park.

To ensure the best experience possible, the City renovated Jake Gaither Golf Course's pro shop, cart path and restrooms; the tennis courts at Tom Brown, Winthrop, Fourth Avenue, Jake Gaither and Lafayette parks; and portions of the Senior Center and Lincoln Neighborhood Center. Major improvements to disc golf courses at Tom Brown and Jack McLean parks were also completed while architectural work for renovations at the Animal Service Center and the Riley House began. FY22 brought to the forefront many rich stories from our history, with projects initiated to preserve and honor our past. The City hosted its inaugural Martin Luther King Jr. Day Celebration and Parade, which included the unveiling of historic markers. A ceremony was held for the naming of Althemese Pemberton Barnes Park at Smokey Hollow to honor her significant contributions to the community. The Commission approved renaming the Capital City Amphitheater at Cascades Park the "Adderley Amphitheater" to honor Julian "Cannonball" and Nathaniel "Nat" Adderley.

This focus on enhancing public spaces helped the City earn the Tree City USA designation for the 31st consecutive year, the Arbor Day Foundation's national Growth Award for the seventh consecutive year, inclusion in the Florida Historic Golf Trail for the Jake Gaither Golf Course, and designation as the number 1 Disc Golf Course in Florida, to name a few. A major achievement was attaining placement on the National Register of Historic Places for the Jake Gaither Golf Course, making it one of only five golf courses in Florida to earn this distinction.

Residents were eager to explore and experience all that Tallahassee parks have to offer. The 2022 Capital City Senior Games and the Disc Golf Pro Tour Silver Series event at Tom Brown Park attracted hundreds of participants from near and far. Today, it is easier than ever to stay active and engaged in the City of Tallahassee.



Economic Development

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



View status of strategic goals and objectives

- Invested more than \$380 million in Southside infrastructure and capital improvement projects
- Facilitated community benefit agreements projected to create an economic impact of \$190 million through Blueprint investments in FSU, FAMU and TCC
- Achieved the target of 99% of households having access to broadband internet, including many connected with faster fiber speed, while maintaining affordable options for low-income residents
- Awarded a \$500,000 EPA Brownfields Assessment Grant and assessed seven brownfield parcels for rehabilitation and potential redevelopment opportunities
- Awarded \$400,000 from the Florida Department of Environmental Protection for the remediation of the former Rose Printing property to reduce blight on the Jackson Bluff Road corridor
- Attracted the investment of an Amazon fulfillment center, which will create 1,000
 jobs
- Secured a second large investment from Amazon with the purchase of 48 acres of land to develop a new warehouse facility that will bring additional jobs to the northwest side of town
- Issued permits for 1,039,812 square feet of commercial space
- Added 9,218 more jobs in the second quarter of 2022 compared to the second quarter of 2021 and reduced unemployment to 2.7% from 4.4% during the same time period
- Committed \$2.5 million to construct the North Florida Innovation Labs, a 40,000-square-foot startup incubator expected to bring new tech-sector businesses and 650 jobs
- Announced the partnership between FSU and TMH to create a new 130,000-square foot medical research and healthcare center that will create 350 jobs and improve healthcare access
- Announced the expansion of the Danfoss Turbocor manufacturing facility, expected to bring 230 high-paying manufacturing and research jobs
- Confirmed that over 48% of the bids awarded for SoMo Walls, an approximately 33,000-square-foot commercial site designed for promoting local businesses and art, went to minority-owned businesses.
- Received the Silver Award for Economic Equity and Inclusion from the International Economic Development Council for support of minority, women and small business enterprises
- Started construction of an International Processing Facility at the airport, a \$28 million investment that will drive regional economic growth, and a major milestone toward TLH becoming designated as a Foreign Trade Zone, which will expand trade to and from Tallahassee
- Initiated deals to lease more than 70 additional acres of airport land and bring jobs to the community – one that would create 985 jobs and have an economic impact of \$450 million, and another that would create 290 jobs and have an economic impact of \$60 million



The City of Tallahassee is a competitive, innovative and sustainable regional economic hub. Efforts to strengthen public infrastructure and foster new private developments are paying off. Job creation is occurring at an accelerated pace thanks to a variety of economic development projects underway, including Amazon's fulfillment center, which is quickly being constructed and expected to generate 1,000 jobs at an average wage of \$18 an hour. Amazon also committed to pay college tuition for its employees.

A huge economic driver for the region, the Tallahassee International Airport (TLH) saw demand for air travel increase this year nearing record-breaking numbers marked in 2019. Owned and operated by the City of Tallahassee, investments in improvements to provide an exceptional experience for travelers and build economic capacity for Northwest Florida continue at TLH.

A major investment at TLH is the International Processing Facility. This \$28 million project is critical in the process to establish a Foreign Trade Zone and Federal Inspection Services Facility. A project of this scale requires long-term, strategic planning and strong relationships with partners to bring it to fruition. Planning for the International Processing Facility began in 2014 with local, state and federal partners, and its groundbreaking was celebrated in May 2022. Construction of the International Processing Facility at TLH and subsequent Foreign Trade Zone designation will allow our region

to diversify jobs, better attract and retain high-earning employees, and increase our economic resiliency while creating 1,600 jobs and an estimated annual economic impact of more than \$300 million.

Based on its Master Plan roadmap, TLH markets available land in targeted business sectors to secure development opportunities like Project Alpha with North American Aerospace Industries and Project Bravo with Burrell Aviation, both in the planning stage. Combined, these projects are anticipated to bring in \$130 million of private investment and more than \$38 million of new revenue while creating more than 1,200 permanent jobs. The economic impact of these projects is estimated to exceed \$500 million.

Through long-term planning, TLH is well on the way to reach the City's Five-Year Strategic Plan goals to serve 1 million passengers, process 22 million pounds of cargo annually, lease 100 additional acres of land to companies doing business in Northwest Florida and increase the airport's annual economic impact to \$1 billion by 2024.

The Southside Action Plan is further evidence that infrastructure improvements support existing businesses and attract new businesses. In FY22, over \$380 million of public funding was invested in Southside infrastructure and other projects. You don't have to look far to see that these kinds of investments are creating opportunities and moving Tallahassee forward.

Public Infrastructure

SHORT-TERM USES Service Internet Contraction Service Internet Contraction Service Internet Contraction Provide Internet Contraction Provide Internet Contraction Internet Contraction Internet Contraction

TALLAHASSEE POLICE

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



View status of strategic goals and objectives

SHORT-TERM USES

COMMUNITY + ARTS

- Completed the Betton Road project, which improved pedestrian access and public infrastructure
- Recognized by the American Public Works Association (APWA) with the 2022 Project of the Year Award for FAMU Way
- Resurfaced a total of 60 miles of City-maintained roads to provide safe, resilient and attractive streets for residents
- Initiated or completed 10 sidewalk projects to improve pedestrian safety and walkability
- Awarded \$175,000 from the Florida Department of Transportation for Safe Routes to Schools projects
- Provided accessible public transit to approximately 1.6 million riders in FY22
- Awarded a \$5.1 million grant from FDEP to purchase up to 17 electric buses
- Allocated \$5.4 million to stormwater enhancements to improve water quality and mitigate flooding
- Upgraded 6.5 miles of aging wastewater pipes and invested \$17.3 million in sewer system upgrades by the end of FY22
- Earned 2021 Continued Excellence Award from the American Public Power Association (APPA) for outstanding contributions to the Demonstration of Energy and Efficiency Developments program
- Received Diamond-level designation, the highest recognition awarded by the APPA's Reliable Public Power Provider program.
- Secured \$157,712 in funds from the Florida Division of Emergency Management's Hazard Mitigation Grant
- Attained the Government Green Fleet Award as the top-ranked city in the Southeast and 15th in the nation
- Increased the percentage of electric, hybrid electric and CNG vehicles within the City's light duty fleet for a total of 130 vehicles
- Reduced both total greenhouse gas emissions and carbon intensity compared to the previous year
- Planted 13,666 trees, increased recycling participation rate by 3% and recycled over 11,935 tons of material
- Constructed a new best-in-region Water Quality Laboratory
- •Won Region 1 Best Tasting Drinking Water and surpassed all water quality regulations established by FDEP, FDOH and the U.S. EPA
- Completed the Wastewater Treatment Master Plan, a 20-year roadmap to further ensure delivery of high-quality water
- Advanced Stormwater Improvement Master Plan to assist with the identification of future water quality improvement projects
- Reduced the number of impaired water bodies, including Lake Munson, from FDEP's impaired list
- Entered \$1,316,000 grant agreement with FDEP enabling wastewater treatment improvements and harmful nutrient reduction



Investment in infrastructure helps our growing community by providing affordable and reliable utility services, efficient public transit and safe, wellconnected roads and sidewalks. Tallahassee remains the most affordable city in the state for electric rates, beating both municipal and investor-owned utilities. Safeguarding against market increases that heavily impacted other utilities and their customers, the City wisely secured price agreements for natural gas at the right time, locking in a low rate.

As the City plans for the future while meeting the current needs of residents, clean energy and sustainability remain central. In FY22, the City implemented its Green building policy, which codifies current City practices and establishes energy efficient, sustainable building standards and renovation expectations. It trained employees on environmental best practices and reduced both total greenhouse gas emissions and carbon intensity compared to the previous year.

In line with the Clean Energy Resolution, the City increased the percentage of electric, hybrid electric and CNG vehicles within its light duty fleet to 15 percent, an increase of seven percentage points in a single year. It also transitioned 30 percent of StarMetro's fleet to electric and completed an infrastructure study to move StarMetro toward a 100 percent electric fleet. To support the public's shift to electric vehicles, the City is identifying multiple City-owned parcels where PowerTLH EV charging stations will be installed.

Offering a variety of transportation

options is key for a sustainable city. Through StarMetro, the City provided accessible public transit to approximately 1.6 million riders in FY22. To provide a safe, smooth ride for all, the City resurfaced a total of 60 miles of City-maintained roads. It also initiated or completed 10 sidewalk projects.

This focus on sustainability earned the City the Government Green Fleet Award from the National Association of Fleet Administrators as the topranked city in the Southeast and 15th in the nation and the 2021 Continued Excellence award from the American Public Power Association (APPA) for outstanding contributions to the Demonstration of Energy and Efficiency Developments program. It also helped the City maintain the APPA's Diamondlevel designation in its Reliable Public Power Provider program and its ISO 14001 Environmental Management System Certification (an industry standard for ensuring enhancements to environmental performance) for operations in Underground Utilities and Public Infrastructure.

Extensive community engagement helped advance the creation of the City's Clean Energy Plan, which will guide the City to its goal of 100 percent net clean renewable energy, to its next phase with more engagement opportunities in the works. Additionally, the City completed the Wastewater Treatment Master Plan, which will serve as a 20-year roadmap for the continued delivery of high-quality water, and continued to develop the Stormwater Improvement Master Plan to assist with the identification of future water quality improvement projects.

Public Safety

A safe, resilient, inclusive community working collectively to address issues



View status of strategic goals and objectives

 Committed \$19.2 million jointly with the Community Redevelopment Agency to implement Neighborhood First Plans in four Neighborhood Public Safety Initiative (NPSI) communities

 Identified and reserved \$1 million in the FY23 budget to address gun violence in the community based on Commission direction

• Responded to 1,400 non-violent mental health calls since the launch of the Tallahassee Emergency Assessment Mobile (TEAM) unit

 Budgeted an additional \$200,000 to expand the number of TEAM units and service hours

• Reserved \$140,000 for the Council on the Status of Men and Boys

 Awarded a \$121,510 grant from FDLE to facilitate and administer a Project Safe Neighborhood initiative that creates a Gang Task Force and expands current prevention programs

Hosted 272 community-oriented police activities with TPD's Community Relations
 Unit

 Maintained a roster of 48 neighborhoods participating in the Neighborhood Watch program

 Implemented ordinance concerning noise disturbances projected to result in savings of \$213,024 annually in crowd control operations and a reduction of roughly 5,000 patrol hours

• Enhanced cybersecurity awareness efforts, monitoring, policy and governance

 Conducted 433 hours of emergency preparedness training and coordinated emergency exercises

Conducted 54 hours of training per police officer

 Awarded a \$120,000 Smart Policing Initiative Grant from the Bureau of Justice to purchase state-of-the art software and equipment for the Capital Region Real-Time Crime Center

 Expanded the Body Worn Camera Program to include more officers and are in the process of acquiring additional vehicle dash cams to better document officer interactions

• Facilitated a full-scale Reunification Simulation Exercise in July 2022 with local response partners and humanitarian agencies as part of a school shooting response exercise

• Coordinated Plan for Readiness and Emergency Preparedness (PREP) workshops for 423 citizens ahead of hurricane season

• Leveraged multiple law enforcement databases and technology to enhance public safety for citizens and law enforcement officers by creating the Capital Region Real-Time Crime Center



Everyone wants to live in a safe, resilient and inclusive community, which is why public safety is a top priority for the City of Tallahassee. The City committed \$19.2 million jointly with the Community Redevelopment Agency to implement Neighborhood First Plans in four Neighborhood Public Safety Initiative (NPSI) communities. It also reserved \$1 million in the FY23 budget, per Commission direction, to help address gun violence.

Each public safety call for service is unique, so the City expanded training for responders to improve the quality of interactions and team readiness for all situations. The Tallahassee Fire Department (TFD) coordinated 433 hours of emergency preparedness training for the organization and nine emergency exercises. Tallahassee Police Department (TPD) officers received a variety of training including de-escalation techniques. City responders also participated in a simulated, full-scale response to a school shooting that brought together City and County agencies, the school board, local hospitals, the State Health Department, the Florida Department of Law Enforcement and the FBI.

During FY22, the Tallahassee Emergency Assessment Mobile (TEAM) unit marked its first full year in service, responding to 1,400 non-violent mental health calls since launch. To further support this alternate public safety response, the City budgeted an additional \$200,000 in FY23 in support of TEAM units.

It is important for residents to engage with first responders outside of emergency calls, which is why the City takes part in a variety of community programs each year. In FY22, TPD hosted 272 community-oriented activities and TFD launched the Fire and Life Safety Educational Program. City employees routinely mentor youth in the community and volunteer with Leon County Schools. Hundreds of residents of all ages participated in Plan for Readiness and Emergency Preparedness (PREP) workshops in preparation for hurricane season.

To help disengaged youth, who statistically are most at risk for crime involvement, the City's TEMPO program provides connections to education, career resources and mentorship oppotunities. Additionally, the City was a founding partner in the creation of the Council on the Status of Men and Boys, which subsequently received more than \$1.4 million in federal grant funding to support its crime intervention efforts.

Partnerships with other law enforcement agencies also took shape this year through the creation of the Capital Regional Real-Time Crime Center. Proactive efforts secured a variety of grant funding and technology to further support public safety.



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



View status of strategic goals and objectives

• Contributed \$3.1 million in General Fund revenue to address a full range of local human services

• Through the City's TEMPO program, engaged 2,300 local disconnected youth to-date, with 0% recidivism rate, enrolled 266 in technical college/higher education institutions, assisted 64 in obtaining their GED certificates in FY22, and assisted 107 in finding employment

• Awarded \$500,000 in funds for TEMPO program from the Department of Juvenile Justice

• Employed and trained 80 local youth through the Tallahassee Future Leaders Academy (TFLA)

- One of five cities selected by Goodwill for the Young Adult Reentry Partnership grant
- Provided free bus service to K-12 students with over 1,000 signed up this school year
- Provided nearly \$2 million in residential and commercial energy efficiency loans

• Secured \$1.3 million in funding from the State Housing Initiatives Partnership (SHIP) program to support the preservation of affordable housing and increase rehabilitation projects

• Provided \$1 million in rebates and grants for energy efficiencies

• Reserved an additional \$227,853 of ARPA funding for Phase 1 of the Orange Avenue Apartment Redevelopment Project

· Converted 352 college student residences into certified affordable housing

• Provided 87 grants to fund exterior home repairs through Round II of the Greater Bond Residential Façade Grant Program

 Awarded a \$4.1 million HUD grant to launch a Healthy Homes rehab program for lowincome families

• Provided emergency repairs and down payment assistance grants helping families achieve and maintain homeownership

 Increased affordable housing units in the pipeline to 1,900, a number greater than the last 25 years combined

• Partnered with House America, pledging to grow the affordable housing pipeline to 2,200 units, including 100 units for extremely low-income households, and rapidly rehouse 200 homeless households

Issued 32 multi-family building permits to create 608 dwelling units

• Secured \$1,857,000 in Community Development Block Grants, \$158,000 in Emergency Solutions Grants, \$1,080,000 in HOME funding and \$60,000 in Change for Change funds to support community needs

• Awarded the Innovation in Health Award for the Senior Center's UPSLIDE mental health program

• Secured \$48,000 from the State of Florida's Urban and Community Farming Pilot Program Grant and graduated second cohort for its Urban Farming and Entrepreneurship Training Program

 Hosted the Southside Farmers Market, providing 2.5 tons of fresh food to the community, and created Second Harvest Food Pantry Program at Walker-Ford Community Center



As economic pressures and the impact of poverty continue to be a challenge across the nation, our community's collective response is helping to mitigate issues locally. The City supports multiple local programs and services to address nearly every influencing factor of poverty, including health and wellness, education of disconnected youth, job training and affordable housing.

Food insecurity across our country worsened during the pandemic, but the City is combating grocery gaps through investment in strategic programs to make sure all residents have access to nutritious and sustainable food. Launched in 2020, the City Farm TLH program secured \$48,000 from the State of Florida's Urban and Community Farming Pilot Program Grant this year, began the third cohort for its training program and assisted 20 participants in paid session apprenticeships for aspiring urban farmers. To bring fresh food directly to the community, the City continues to host the Southside Farmers Market and expanded programs in partnership with Second Harvest of the Big Bend.

Looking to the future, the City provides job training and educational opportunities, particularly to youth. Tallahassee Future Leaders Academy participants learned while they earned through job placements this past summer. Since its inception in 2017, the TEMPO (Tallahassee Engaged in Meaningful Productivity for Opportunity) program has served 2,300 disconnected youth while maintaining a zero percent recidivism rate among participants, despite significantly growing the program. The success of TEMPO has earned the program national recognition and increased financial support in the form of \$500,000 from the Department of Justice and \$50,000 through a partnership with the Greater Tallahassee Chamber of Commerce and Tallahassee Community College.

Housing stability also helps people thrive. The City recognizes the vital role local government plays in growing affordable housing stock. It has implemented innovative strategies to move the needle locally, including enacting the inclusionary housing ordinance, offering infill construction loans, establishing the community land trust, providing a down payment assistance program and implementing policy changes that support the conversion of hotels to affordable units. These initiatives have been successful in helping to increase Tallahassee's affordable housing stock. Currently, there are more than 1,900 units in the pipeline, a number greater than the last 25 years combined.

As a leading community partner, the City connects residents to resources that remove economic and social barriers. By seeking out strategic partnerships, investing in innovative programs and securing private and public funding, the City is making an impact on poverty.

Organizational Effectiveness

CITY OF

starmetro

StarMetro, the City of Tallahassee's public transportation system, operates 19 all-electric buses and provides 3.1 million trips per year

An impactfocused workforce that is inclusive, pioneering and technologydriven



View status of strategic goals and objectives

• Maintained a 4.1000 millage rate for the seventh year in a row, remaining the lowest of the 25 largest cities in Florida

• Presented a \$1 billion balanced budget reflective of City Commission priorities while also adapting to inflationary market pressures and an increasingly competitive labor market.

• Delivered \$75 million in cost avoidance to utility customers through effective fuel purchasing management, with an expected total cost avoidance of \$212 million through 2024

• Adopted FY23 Pay Plan aligned with the City's commitment to ensure employees are properly compensated and the City remains well-positioned to attract and retain top talent

• Increased the minimum wage of all Full-Time Equivalent (FTE) and Other Personnel Services (OPS) employees to \$15 an hour

•Launched employee recognition program and implemented a new career progression plan

• Transitioned 30 OPS employees in the Community Beautification and Waste Management Department to full-time positions

• Partnered with FAMU/FSU College of Engineering to give graduating engineering students technical experience in and exposure to City careers and engaged local college students to participate in the City's internship program

 Implemented the latest technology for automated aircraft billing and fee collection, projected to generate over \$1.4 million in new revenues over the next five years and awarded a contract for a Multi-User Passenger Information Display System at the airport

• Implemented a new fleet asset management system that collects telematics data and builds longitudinal history, allowing for future performance modeling or predictive maintenance

• Improved the review time for single-family residential permits by 15% for an average of 2.75 days to speed up the homebuilding process

• Created the Vendor Management Office to act as a liaison between vendors and departments to ensure City-Supplier relationships are successful and challenges can be promptly resolved

 Began implementing a new Customer Information System & Meter Data Management System to increase citizen engagement, enhance data analyses and automate processes

• Awarded the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award by the Government Finance Officers Association while also increasing "Outstanding" ratings by 30% from last year

• Earned the Certificate of Distinction in Performance Management by ICMA

• Received AA bond ratings for the utilities and general government bonds, saving the City money by allowing lower interest rates

 Received an 'Unmodified Opinion' on the 2021 Annual Comprehensive Financial Report, the highest opinion that auditors can express on an organization's financial statements

• Recognized with a 2022 Excellence in Public Power Communications Award from the American Public Power Association



The City of Tallahassee has made significant progress toward its strategic priorities, remaining on track with key targets in the Five-Year Strategic Plan and achieving some ahead of schedule. As you'll read throughout this review, the City has an impact-focused workforce. The nearly 4,000 team members work daily to ensure residents receive high quality, affordable, safe, reliable services, from garbage collection and flood mitigation to senior programing and neighborhood engagement.

The City is where people can build rewarding careers. This past year, it implemented a new career progression plan and electric vehicle training for fleet technicians. The employee online safety catalog expanded from 15 courses to 200. Thirty OPS employees in the City's Community **Beautification and Waste Management** Department transitioned to full-time positions. The City partnered with FAMU/FSU College of Engineering to give graduating engineering students technical experience in and exposure to City careers, and more than 30 local college students participated in the City's internship program. Investing in employee growth, the City hosted a variety of career development programs, including the New Public Servant Initiative, and continued to support employee participation in the Certified Public Manager Program at FSU.

By investing in employees, a wealth of professional skill and knowledge is used every day for Tallahassee. This has led to advancements, such as implementing the latest technology for automated aircraft billing and fee collection, projected to generate over \$1.4 million in new revenues over the next five years, and improving the Supplier Portal to provide users with self-service capability, eliminating unnecessary delays and improving data quality. Additionally, City Utilities improved efficiency with payments by having 74 percent received electronically and launched Voice ID, a biometric technology that allows our citizens to use their unique voiceprint to access their utility account information securely and conveniently via telephone.

Because of this commitment to excellence, other cities around the nation look to Tallahassee for best practices. City experts have been featured on conference panels, industry podcasts and national news.

This exemplary service has also earned the City numerous awards, including being honored again as one of the "100 Best Fleets in the Americas" by NAFA; increasing the number of "Outstanding" ratings from the Government Finance Officers Association by 30 percent from last year, demonstrating the City's acumen in budget preparation; earning the Certificate of Distinction in Performance Management by ICMA, an increased standing from the previous year's award of the Certificate of Achievement; and receiving AA bond ratings for the utilities and general government bonds, saving the City money by allowing lower interest rates.



Public Trust

Enhance public trust through ethical business practices and transparent governance



View status of strategic goals and objectives

- Achieved a 99% compliance rate among full-time employees for the City's annual ethics training
- Developed new ethics training for City employees on updated city codes, ordinances and policies
- Created public-facing dashboards for Growth Management and Diversity & Inclusion initiatives
- •Launched eProcurement to make purchasing from vendors more streamlined and transparent
- Received the Silver Award for Economic Equity and Inclusion from the International Economic Development Council for our support to minority, women and small business enterprises
- Developed additional improvements and features in the FY22 online (Talgov.com) budget presentation including integration of the Strategic Plan in multiple areas, addition of one-click viewing feature for five-year fund proformas and budget highlights and creation of a new, comprehensive Capital Improvement Plan section
- Provided opportunities for community input and participation on the FY23 fiscal year budget development, including seven meetings/workshops
- Streamed 12 live events, 66 live meetings (e.g., Commission meetings, budget workshops and CRA meetings), and more than 325 programs, enabling real-time access and viewership by thousands of citizens
- 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
- Ensured residents have quick and easy access to meeting agendas, the event calendar, annual financial reports, vendor information, ordinances, current projects, the full five-year Strategic Plan, Neighborhood First plans and more
- Engaged the community in shaping services and projects such as the Southside Transit Center
- Oversaw more than 35 citizen boards and committees, providing guidance on planning, transportation, canopy roads, affordable housing, animal care and more
- Hosted community meetings on various topics including Northwood Project which engaged over 200 people, representing a broad cross-section of Tallahassee residents who shared their ideas for what they would like to be considered on the parcel
- Facilitated the Neighborhood Leadership Academy, Citizens Police Academy and Citizens Fire Academy
- Organized community engagement in the Southside Action Plan. In FY22, over \$380 million of public funding was invested in Southside infrastructure and other projects
- Advanced the development of the Clean Energy Plan that will guide the City to its goal of 100% percent net clean renewable energy
- Updated the Strategic Plan public dashboard regularly with progress toward targets and initiatives



Maintaining public trust through transparency and ethical practices is a cornerstone of government and something the City works diligently to uphold. In FY22, the City developed new ethics training for City employees on updated city codes, ordinances and policies and achieved a 99 percent compliance rate among full-time employees for this annual training.

To further enhance transparency, public-facing dashboards were created on the City's website, Talgov.com, for Growth Management and Diversity & Inclusion initiatives. Additional improvements and features were developed in the FY22 online budget presentation, also available via Talgov.com, including integrating the Strategic Plan in multiple areas, adding a one-click viewing feature for five-year fund proformas and budget highlights, and adding a new, comprehensive Capital Improvement Plan section.

On the City website, residents can access meeting agendas, the event calendar, annual financial reports, City vendor information, City ordinances, current projects, the full five-year Strategic Plan, Neighborhood First plans and more. A variety of public meetings offer a virtual option to enhance participation.

Community engagement helps shape services and projects around Tallahassee, such as the Southside Transit Center and Zillah PASS project. The City has more than 35 citizen boards and committees, providing guidance on planning, transportation, canopy roads, affordable housing, animal care and more. Community meetings were held regarding the Northwood Project that engaged over 200 people, representing a broad crosssection of Tallahassee residents who shared their ideas of what they would like to be considered on the parcel. Multiple opportunities were provided for community input and participation on the fiscal year budget development. including seven meetings/workshops. To take residents on a deep dive through services, the City offers the Neighborhood Leadership Academy, **Citizens Police Academy and Citizens** Fire Academy.

Of note, ample community engagement in the Southside Action Plan is bringing infrastructure improvements, new businesses and new housing to the area, while ensuring longtime residents are not displaced. In FY22, over \$380 million of public funding was invested in Southside infrastructure and other projects.

Community engagement also helped advance the creation of the Clean Energy Plan to its final stages. This plan will guide the City to its goal of 100 percent net clean renewable energy and is expected to be presented for Commission consideration in early 2023.

Collectively throughout the year, thousands of residents participate in meetings, workgroups, advisory councils and more to ensure Tallahassee services and facilities align with community needs and values.



Our City Structure



Team Tallahassee

Michael Abate Aidan Abbey Daniel L Abbot Glenn A Abbott Aziz Abdullah Yusuf Abdullah III Arnold M Abellera Brittney M Able Robin R. Abney Christopher Michael Abraham Isa Yasser Yousef Abu Adi Caleb L Acoff Phadrhea L Acoff lames Acree Antionette Yvonne Adams Bryan Keith Adams Diane Adams Harold Adams Jacob W Adams Leslie Adams Lily Adams Maurice Adams Michael A Adams Nathaniel Adams Timothy Adams Torrence D Adams William Paul Adams Wyatt Adams Robert A. Adams Jr. Mark Adrick Kristin Leigh Agatheas Oluwasevi Akinrinde Adel Alber **Rickey Albert** Samuel L Albert Irah Alday David Aldridge Kelsey Rose Aldridge Alyssa Aleman Joe E. Alexander Karrington Alexander Tessa Alexander Michael Stanley Alfance Sarah Mary Alfano Cody Aaron Alford David Alford Flovd Alford Steven Brent Alkema Nathan Chase Allcorn Connor Aller Courtney Marie Allen Gerald Allen Gregory Scott Allen Jerime Joseph Allen Kenvona N. Allen Kevin Allen Luke Allen Roger Allen James O. Allen III Cleveland Allen Jr. Michael Allen Ir Sandra R Allen Manning Diana Alvarez Evan Alwine Yasmine Ameli Courtney Jeanelle Amison Jean Amison Robert Lewis Amos Joseph R Andersen . Ramone U Andersor Anita Anderson Arthur Anderson Clavton Storm Anderson Danny Anderson Davoncha V. Anderson Denise Andersor Javonta Anderson John Anderson Joseph M. Anderson Kelvin Anderson Melissa Catherine Anderson Miriam M Anderson Regan Seth Anderson Robert Anderson Ryan Anderson Sade T'kira Anderson Marcus Lloyd Anderson Jr. Caleb Andreaus Kailvn Andrews Richard Andrews Takeishia Andrews Freddie R Andrews Jr Scott Angulo Troy J Anzalone Zaire Amadio Arana Alex Luis Arbona Crisanto Arellano Joshua Gunn Armstrono Elizabeth Ann Arney

Albert Arnold James Batten Sharon D Arnold Jack T Battle Wanda K. Arnold Kelly Arredia Keith Ash Karl Bauer Ni'vona Jakavla Ash Daniel Baxley Anthony Ashby Clarence Baxter William Alexander Ashe Gail Wilson Ashford Philip Michael Ashlev Tamisan Beam Richard L. Ashley II Katryna Atkins Kendra Atkins Lucy Hodgins Atkins Jason Beard Zack Scott Atkins Heather Bearv Piper Atkinson Shawn Beaty Romney Atkinson Sherwood Jack Atkinson Ulna Beaubrum Martin Atorresagasti Jan Auger Giovany Augustin Allee Auringer Scott M Beck Aniya Austin Ioan Austin Travis Beckwith Jonathan Austin Shaune Travis Austin Shannon L. Avera Jarvis Bedford John Robert Averett Kathie Beebe Daniel Avila Darrell Begault Isaac W Avrett Michael L Aver Kenneth Avers Alvin Bell Caleb Walker Babb Bridgett F. Bell Clarissa Babb Coleman Bell Dave Bacus Stephanie Bacus Jacob Bell Alian Baez Marshall B Bell Adam Bailey Amanda L Bailey Michael Bell David Bailey Olivia Paige Bell Donald Keith Bailey Michael Bellamy Paul H Bailey Natasha Bellam Chevenne Baird Shoney Bellamy Lucy Baird Tyrik Bellamy Andrew Baker James Baker John E Baker Lakastae Renae Bake Terald D Baker Ashlev Bennett Theodus D Baker Huques Balde Daniel J Bennett Angel Baldeon Garcia Mack N Bennett Alfonzo Baldwin Mesha Bennett Angela Baldwin Sallie Bennett Joanna Baldwin Shaniah Bennett Darryl Antonio Baldwin Jr. Richard Baldwin Jr. Jeffery J Ballard Angela Benton **Bianca Isabel Baltodano Penalba** Alexia Patrice Banks John Berens Cynthia S Barber Mark Edward Barber Travis Bergeron Matthew Rvan Barber Stephanie Ancetia Barbe Randell Berklev Steven W Barber Rachel Berman Wendy Barber David Barfield II Brian Berry Tony | Barker David D Berry Vernon David Barker II Robert Berry Craig N Barkve Jav Bertoch Bonnie W Barlowe lames I Besse Alton Travis Barlowe III III Adam Barnes Willie J Betsy Brian Maurice Barnes Eric K. Barnes James W Barnes Shockera Betty Julian Barnes Diane Beverly Mava Barnes Warren Barnes Gabriel Beyer Raphie Barreto Kevin Russell Barrett Micah Biddle Tonva Barrett Dala Riadarman Colin Douglas Barrineau Saphi Bien Aime Laurentius Barriner Lance Barstow Caren Bierhaum Andrew Bartholomew Rachel Catherine Barton Lehmar Rob J Bascom **Flizabeth Birriel** Aaron Shane Bass April Bishop Bryce Bass Easias Selethial Bass Ethan Bass Felicia L. Bittle Kenneth Bass Indya Bivens Robert E. Bass Melissa A Batchelor Morgan Black Terry Lee Black Robin Wesson Bateman

John Ault

Justin & Batt

Natalie Sheffield Batt

Demetris Blackmon Laurel Rose Blackthorne Olympia I Battles Ellen Blair Matthew D. Blake Hosea Battles Jr. Willie Blake III Daniel E. Bland James T. Bland I Carol Blank John Andrew Beach Erick Matthew Beam Seth D. Blessing Jordan Blodgett Marceen Marie Beane Elarriel Bloom Zachary R. Beane Karlon L Blue Ava Reese Beard Nicholas Blutche Alexander Bluteau Barbara Boatwright Cheryl Ann Beasley **Rico Bobbins** Vincent Boccic Michael G Body Kadmiel Nethaniel Beauvais Donald Everett Boerge Jon Stanton Beazley III John Boes Robert S Bechtol Nikola Bogdanov Katie Bohnett Courtney Ann Beck Monica Fay Boland Dallas Jason Beckett Dan H Bolden Bradley Boldt Calvin Bedenbaugh Alexis Bondi Douglas A Bedford Joel Bonenfant Savannah Bonn Barry | Bonnett Michael P. Beener Lauren Bonney Samaiya Ashlin Booker William Rehenna Bernice M Boone Precious M Boone Zaire Boone Davis Devane Boor Dennis Judson Bell Sabrina Borders Fiona Borger Robert Edwin Borneman Mary Katherine Bell Samuel L Bouie Thomas Earl Boutwell J Daniel Bowen Annie N. Bowers Carlos T Bowers Keith Bowers Adrienne Bellflowe Warren I Bowers Deaundria Belson Shelia Bowie Ra'sheema Benjamin Andrea Stacy Bennett Gordon Sinclair Bowman Brock Boyatt Brandon Hunter Bennet Danielle Boyd Katina M Boyd Kerry L. Boyd Malcolm Boyo Robert Parks Boyd Isaac Boykin Sherrie | Bennett Joshua Ryan Boze Lemieul Lee Bennett Jr Chase Bozeman Cassandra Rose Bentley Deanna M Bozemai Donald C. Bracci Kevin Bradberry David Antony Benton Patrick Bradhan Charlene Bradley Shannon Berigan Crystal Joelle Bradley Markevshia Bradlev Brian Bradshaw Nicolas Gabriel Bernales John Bradshaw Jeffrey Brady John Brady III Catherine K. Branch Julian Branch Walter Kenneth Branch Ir Joseph Quentin Best **Bailev Brannan** Frank W Brannor Benjamin Betts IV Kyle Brannon Matthew Garland Betts Sr Michael Bransor Ubie Brantley Justin David Branton Hayden Caroline Bevis Terrilyn Nicole Branton Lonnie Brantum Kiran Bhagwandin Joshua Braswell IVan Brawer Martina Brawer Marc-Aurel Bien-Aime Derek Braxton Catherine P. Bray Marvin Biggins Sr. John Allen Bray Norman Billups Jr. Lateshia Brea John W. Breeder Stephen Birtman Kathryn Breese Trov A Brewer Naomi Bissonette Doris Brickhouse-Hayes Marlon Bridges Curtis Eugene Bridges II Anthony Ulean Black Robert Bridges II June A Bright Tykisha Brigh Rhianna Blackhurn Sid | Brim Lynda Brimm-Forbes Taylor Blackburn

Angela Brimm-Roberts G Pomeroy Brinkley Trey Ryan Brinkley Amv Brinson Harry Lamar Brinson Robin A Brinson Sandra Bristol Robert W Britt Savannah Britt Stephen M Britt Travis Michael Britt Lee Ann Brock Charles K Brockman Scottie | Brockman Bryce Orion Broga mmer Broga Mary G Broling Thomas Bronakoski Gregory Bernard Brooks Jason Brooks Mary Brookshire David E. Brost Charles Browdy Jamea Browdy Alan M Brown Andrew Brown Arenteanis Brown Candice Brown Charles F Brown Christopher Brown Clarence Brown Daisia Brown Daniel Brown Derrick A. Brown Dwayne Brown Edward James Brown Emma Brown Janice Brown Jasmine Brown Joan Brown John Brown Spencer Bernard Bowens Sr. Johnetta Browr Junious A Brown Justvn Brown Kelvin Brown Laura Brown Lynette Brown Alexander Nicolas Bowman Mark R Brown Michael Darell Brown Robert Earl Brown Sheila Brown Timothy Tyrone Brown Travis Lamar Brown Adam Barber Browne Dvlan Brovles Dominic Antonio Bruce Shirley M. Bruce Timothy M. Bruce Yale B Bruce Jared Dylan Brumbley Kolby Joesph Brumby Derris Brundidae Devin Bruner Andrew Brunson Emma Brunson Barbara L Bryant Calvin Bryant Cherie Yvonne Brvant Demarrio Bryant Dontae Bryant Edward Bryant Jakeeba Bryant Margaret Amelia Bryant Quinazett Bryant Scherri Bryant Matthew Bucatarı Jason Buchholz Linzee Long Buck Telly Buckles Flizabeth Buckley Jeremiah W. Bullock Joshua Robert Scotland Bullock Akeem Edwin Brathwaite Sr. Felicia Bunion Daniel Burger Carson Burke Gloria Bass Burke Greg Burke James K Burke Joshua Jermiah Burke Quantez L Burke Latova Reshard Burkes Paula D Burn Danny Burnett Kaitlyn S Burnett Ronald L Burnett Robbie Burnett-Mendonca Brooklyne Burns Davy Blake Burns De'andre Burns

Marty Ray Burns Thomas James Burns Byron Keith Burnsed Timothy G. Burton Lacarlos M. Bush Shameka Bush Sonva Bush Travis Bush Tyler Coleman Bush Katherine Alexandra Buss Bethany Bussel lerry | Butler Jillian Butler John Larry Butle Ionathon Brooks Butle Kenneth Kyle Butler Lance Butler Lewis Butler Nicholas Andrew Butle Ralphael Butler Jr William A. Butler Jr Markietta Butler-Hill Allen Byrd David K Byrne Barbara Ann Caesar Jodie Cahoor Roger Cain Linda Katherine Caines Barbara Joan Cairns Rvan Cake Autumn Sable Calder Vallery Caldwell Chris Calhoun Sherri L. Calhoun Alexandra Calixte Chase Callahan Tyler Michael Callahan Michael Jason Callaway Brooke Kristine Calloway Delmus Calloway Kris Calloway Casey Camp Edward Paul Campbel Isaac S Campbell Keith F Campbell Latisha Rashawn Campbel Stacev R Campbell Steven Shane Campbell Thomas D Campbel Kendly Canton Mitchell Canty Jr. Jeffrey C. Caplan Elani Danielle Capool Brett Capps Danny Capps Joelle L Carbonel Travis Carden Christina Careri Chase Carlan Thomas Carlisle Carl Carlson Daniel L Carlson-Moore Hayden Isaac Carlton Kenneth T Carlton Nicole Carmouze David Paul Carnes Stephen Whitfield Carney Brandon L. Carpenter John Carpenter Kwame Carrion Amos Lewis Carroll Aubrey R. Carroll Damarius Carroll John R. Carroll Shannon Carrol Joshua Carswell Aisha Carter Cassandra W Carter Gregory Carter Hunter Carter Jennifer Jennings Carte Jesse K Carter Kristy Carter Michael Terrell Carter Virginia Cartwright Christina L Case Patricia Case Sean Patrick Casey Jenna Carolyn Caskey Rodney O Cassidy Nicolette Terese Castagna Eby Davan Castillo Eduardo Manuel Castillo Victor Castillo Curtis Castner Marisa Paige Castro Lashownda Cauley Pamela Caya Ernest Certain Theodore Chaires Savanah Madison Chambers Chathya Chandler Clinton Chandler Paul Tong-Un Chang Amya Ashanti Chapmar John Charles Anders D Charlton Angel Charlton

Jeremiah D Burns

D'mitry Domet Charlton Jahree Charlton Matthew Chason Mathew Chastain Michael Lee Chatham Michael Chbat Nicoh Tsai Cher Wan-lien Chen Scott Cherry Alix Cherubin Sr. Sammy Chichester Samantha Carroll Childers **Devonne Childs** Venus M Childs Marc R Chin Rolando Chinchilla Cameron Chisolm Lakiya Chrishon Terri I Christiano Joseph D Christie Jr. Tamia Christophe Aubrie Cioe Vanessa Villanueva Citror Roy C Claitt II Britney Clark Daisv Clark David Murphy Clark Dominique Clark Jeffrev Clark Lewis Clark Livia-Rose Clark Michael W. Clark Priscilla G Clark Ronnie Clark Thomas Eric Clark Tracy Clark Victor Clark Willis Leonard Clark Robert Clary Joseph W Clay Anthony Carlos Clayton Bryce Clifford Claytor Robert Clayton Berkeley Clayton Jr. Jerome Cleggett Bartell D Clemons Robert L Clemons Jr. Stewart Clendinen Dean Wolfe Clenney Jackie T Clenney Jr Charles S Cleveland Wiley Clifford Nicquita Allene Clifton Toni Clinton Thomas Clore Bridget Lindeman Cobb Connor Cobb Gavin Cobb Kymberly D. Cobb Terry Cobb Charles M. Cockerham Joseph Allen Cockerham Matthew T. Coe Michael Coe Rashad Cohen Duncan Wallis Coke Brandon Colaire Daniel F Colburn Christopher Andrew Cole Darvl Cole Lisa M Cole Kim Cole Sweazy Carlie Coleman Neketa Coleman Jean-Pierre Colin Lynn Orin Coller Alfreda Collins Cameron Collins Hodges Collins Kyle M Collins Timothy Brian Presnell Collins Wayne Collins Joseph Colon Juan Bautista Colon Anderson F Colson Marilyn Colson Taniya Colson Dominique Colston Duane F. Colvin James Colvin Michael R Combs II Charles Eugege Condor III Karey Cone Patrick F. Coney Kathleen Connel Kimberly A. Connell Shalonda Nasha Conner-White Brian C Conrad Desi Conway Alexander Bradley Cook Joe Cook Jonathan Cook Kendall Cook Mason Cook Paul T Cook Jim Cooke Avion Cooke Donald Maurice Cooksey Thomas Cooksev

Kristen Lee Coons Mcrae Brandon I Cooper Claudia P. Cooper Diamond Coope John L Cooper Mara Cooper Patricia A. Cooper Larry Copeland Monica Copeland Rashon B Copeland Daniel Copelin Matthew Copelin Williams Junior Coracelin Kendrick Maurice Corbett Sherika Corbett Tyler Corbett Christopher Corbit Tony Coring Tara Y Corke Brandon Corley Victor Calvin Cormier Jr. William Henry Cornelius Michael Corrigan Wayne Alexander Cotner lames C. Couch Lavla Couch Walter J Couchman Camron Courchesne David A. Covan Tara Cowart Kemuel Stephen Cox Kericke A Cox Thomas Cox Deborah Craig Debra Crawford Angela Lynette Crawford April Crawford Edward L. Crawford Tyrone Crawford George Creamer Jr. Michael Crews Dominique Cromartie Jason Cromartie Prince Cromartie Steven J. Cromartie Adam Cromer Brianna Cronar Avery Cronin Kylee Cronin Shawanda Nicole Crooms Charles K. Crosby James D. Crosby Nicholas David Crosby Kynder Crossner Caleb Samuel Crow Michael Baxter Crow Sebastian Alexander Crow Christopher Crum Jacob Daniel Crum Kathy Crum Mazie Crumbie Jose Luis Cruz Mark D Cuevas Matthew Alexander Cuevas Timothy C Culbreth leffery Culn Scott Culp Robert Culverhouse Chrishonda Annis Cumming Brittany Cunningham Kerry Cunningham Rudell Cunningham Sabin Kenon Cunninghan Steele Cunninghan Michael T Curry William Kyle Curry David E Curry II Janie Curtis Sherri A.b. Curtis Daniel C. Cutchen Dean Ryan Cutshaw Mariel Elizabeth D'errico Tatiana Daguillard John E Dailey Steven Dami Bradley Dancel Jacqueline S Daniels John I Daniels Kaleb Daniels Tantawan Daniels Theonzie C Daniels Charlotte A Daniels-Lever Gary L Dansby De'ardes Dequon Danzy Ricky Lenard Danzy Kevin Darden Gilbert E Daspit Jay Robert Daughtry Joel Daughtry Mark L Daughtry Michael Davidsor Kirk Davila Towanda Davila-Davis Alexander Davis Amari Davis Anne Marie Davis Brian Lamar Davis Chad Davis Christopher L. Davis

Daniel Lee Davis

Danielle W Davis

Flizabeth Caroline Davis

Landon Ashbrook Davis

Jessica Cherie Davis

Deerika Davis

Jonathan Davis

Iosenh Davis

Karla Davis

Lea A Davis

Lisa Davis

Marlin Davis

Mary | Davis

Micholas Davis

Naphtali B Davis

Nikolette Davis

Reginald L Davis

Robert K Davis

Timothy Davis

Tracy A Davis

Antonio Davis J

Jeremy Dawkins

Ja'rel Dawson

Leon Dawson

Susan Dawson

Mark Dazevedo

Kashauna Dean

Brandyn Deas

Justin Delahoz

Liam Delanev

Ele Delgado

David W Deloach

Ania F Deloach

Charles Delong

Rhashii Demps

Xiaode Deng

William Alexander Demars

John Louis Demontmollir

William Clark Deming

Renae Imarlie Dennie

Chloe Louise Dennis

Lilv Jazz Dennis

Shante Dennis

Susan S Denny

Michael Dennison

Christian Derocco

Joanne Deshazie

Josue Desile

Darren Desir

Tiant Dewindt

Diana A Diaz

Percilla Diaz

Devin Dibiasio

Amy Kelly Dice

Yaquita Dickens

Jarrod M. Dickey

Keturah S Dicke

Michael J Dickey

Ronald C. Dickey Jr

Cynthia G Dickinson

Gavin B Dickinson

Francis M Dietrich

Lori Diguglielmo

James D Dilmore

Michael Dilmore

Felisha L Dilworth

Thomas Kelton Diminno

Christy N Dill

Daniel B Dill

Tri Dinh

Randy F Ditty

Quenteria Dixson

Julian G Dodson

John Philip Doherty

Megan E Doherty

Robert Ford Dollar

Gary Donaldson

Paul J. Donaldson

David A. Donato

Patrick Doolev

Roderick Donaldson

Brian Edward Donawa

Christian B Doolin Jr.

Charles W Doolittle

Stephen Dorough

Colleen K. Dorsey

Anthony Karl Donaldsor

Karonte Terrell Donaldson

Kerry Dodson

Carol Dixon

Paul Dixon

Simian Diehl

Tamara Bahia Diefenbach

Elma Dickey

Laura Osborne Deroue

Stephen Deutschman

Roberto Di-Gonzalez

Rodrigo Diaz Garcia

James Edgar Dickens I

Marguerite Debary

Emerson E Deckerhof

Elijah Joseph Degraw

Dion Keiffer Dehaney

Martin Russell Dehaven

Cvrinda De Montmollir

Eric D Dawkins

Paul Davis

Nevaeh Chevelle Davis

Nias Dorsey Rvan Kyle Doskocil Clvde Dotson April Cherie Doubrava-Wilder Luann Dough Kevoy C Douglas Johnnie Douglas Jr. Chandra Dowdell Diane Dowdell Trakeshia Dowdell Brittney C Downing Williams S Downs Jeffrey A. Doyle Kendrick Maurice Doyle Amber Dozier Tucker Draa Annalee Drake Austin Drew Benjamin Frank Driggers Charles Dewayne Driggers Kenneth T Driggers Tonya J. Driggers Wendell Larry Driggers III Jillian Dawn Driscol Tina M Drose Charles M Drymor Lc Dubose April Ducasse . Julie Renee Ducasse Addison Kent Dudley Darrius Dionis Dudley Quadarius Ka'leel Dugar Cullen Charles Duggar Elisabeth Anne Duggar Emma Duggai Jarrod Dugga Jerrell Dukes Sean Dukes Phil A Dunaway Jennette Duncan Robert Duncan Anita Dunlan Jay Dunn Colin Parker Dunphy Rvan Dunphy Ronnie Dupont Andrea Denise Durham Jennifer L Durhan Julya Rose Denholm-Demaria James Durwin Stephen Lawrence Eagerton Cora W. Ealev Anthony Ear David Earle Trebor L Earley Kenneth M Earnest Brandon James Fastmar Michael Eastman Randee M. Eastman Joey Eatmon Brooke Edewaard Donald Edmond Ashlev C Edwards Clinton B. Edwards Kenneth B. Edwards Tammy Edwards James C Edwards III Delphine R Egberongbe Garth Eklund Kieran Eklund Bernardine Elechi Daniel Flias Pamela Elias Deborah L. Elliott Jeromica Vontoria Ellis Willie Ellis Lynn N. Ellis II Lorenza Ellison Beshov Raoof Elnem Sofia M. Elnemr Erin Emott Mauricio Endara Ann-Michelle English Olivia Estelle Ericson Anthony V Ermini laevien Ervin Vaccaro Ervin Willie D Ervin Britt A Erwin Ethan Erwin Sheila Escarence Mrian Eskander Ikladious Anthony Espinosa John K Espy Trevor Estes Katherine Estevez Jamisha Estienne Eric Etters Alissa Elaine Evans Chandler Evans Daiiah Evans Elinor Evans Franklin Evans Juliana S. Evans Tyler Evans Trenton Robert Everett Bernyce Everheart Monique Ewell Jeremy Fagan Kilisha Fain

James Fairfield Kannon Ezekiel Faison Clayton W Fallis Linda Ann Falzone Jemel Dominique Fanfan Jasmine Fanr Chase Fannon Dennis Fansler Alison Faris Damian Farme Glen-Charles John Farmer Lanedra Farmer William Farmer Virginia Farrens Trevor Faulkner Amelia Janay Favors Dorethea L Favors Beverly Faxon - Burnet lerritt Vincent Federico Chervl Feltman Darryl Felton Jordan Tyre Felton Charzetta N Felton-Steven Daniel Fendley Cesar Fernandez Kristina Fernandez Zachary William Fernandez Babette D Ferris Delaney Mae Ferris Cassandra Fetkowitz Emerson Fields Florzelle Fields Laura Fields Jeannine Kelsick Fier Robert Carde Figueroa Jayden Figueroa Cecil Files Kyndell Finklea Andrew Paul Fischer IVy Mellissa Fish lamie Jason Fish Abraham Fisher Elise Fisher Brandon Neil Fite Samuel Richard Fitte Derrick L. Fitzgerald Hope Lynnae Flanders Jerry Lewis Flanders Jr Allie Flemina Brandon D Fleming Jeffrey J Fleming Wesley Flemming Dillon Fletcher Joyce Fletcher Raymond S Fletche Travis Mark Fletcher John Flores Jarrett Caine Flowers Michael Edwin Flowers Antarius Kentaye Floyd Dwight Aldrich Floyd James N Floyd Jeremy R Floyd Patrick Floyd Tamika D. Flovd Tyme `Cha B Floyd Veronique Flovd Angela Laveta Flueller Theresa Anne Flury Caroline Grace Flynt Neavchma Fogle Derrick B Folsor Marcus Footman Eugene Forbes Shavon R. Forbes Glynnessia Ford Jason Ford Larry Ford Lequeshia Ford Ondra Ford Robert Ethan Ford Dakarai Foreman Jacob Fortunas Susanne C Fortune Tiffani Foster Wendy Foster Madison Fountain Christopher Cody Fouraker Charles E. Fowinkle William Reagan Fowle Deandre Marguel Fox Geraldine Fox-Robinson David Andrew Foxwell Kenneth B. Frame Lilia Francis Fernando S Francisco Steve R. Franev Julie Michelle Frank Christopher Franklin Craig Franklin David Alan Franklin Garrett Franklin Michael Eugene Franklin Jason Franks Corev Robert Frazier Howard Frazier Benjamin R Freeman Brandy Freeman Fredrick Alphonso Freeman Roberta S Freese Chad Barrett French Darrin B French Justin P French Kendall Friedenauer-Reed Derek Friend Nicholas R Frisco Kathryn Elizabeth Frizzell Keyaira Frost Iody M Fruchtnicht Kieran Dyffd Fry Coral Fuentes Lillie Fulford Mark Fuller Paul Fuller Raynard Fuller Lola Lenora Fulme Stacey Lynn Fultz Paul Wesley Funderburk Henry B Gainer Alpha J Gaines Corev Gaines Jerome Gaines Alan William Gale Diana Gallego Wendell Gamble Terrell James Ganev Sr. Matthea Gans Cassandra L. Gant Han Gao Christvan Jesus Garcia Raymond A. Garcia Roberto Garcia Joyce Gardner Mykale S. Gardner Gregory Gardner Sr. Charles W Garner Denise A Garrett Rourke Brian Garrett Jason F Gary Jamal Ahmad Garye Curtis L Gaskins Jason Gaston Melchor Gaston lasmine P Gates Michaela Gates Tyesha Gates Andrew Gatlin John Michael Gatlin Stacey Grant Gaugh Jamel Rashun Gavin Donell Gay Jason W. Gay Karen Margaret Gav Tawanna Denise Gay Mervat Gaved Jermaine Gavmon Christopher Geary David Geathers Stephen R Gebhard Heath A Gebhart Kevin Robert Gehrke Samuel D Geiger Emily Gemme Mary George **Riby George** Trang Ly George Samuel Gereg Theodis Laron German Brian Gerold Dwavne Gerrell Brittany Gestrich Antonio Gibbons Shannan Gibbs Anthony Gibsor Cornet Gibson George Gibson Steven L Gibsor Caitlin Gilbert Candace Gilber Pevton Gilbert Chansley Giani Gilchrist George Gilchrist David Gillette Wilburt Gilliam Sr Christine Gilmore Kiersten Leilani Gilmore Kimberley Anne Gilmore David Ging Matthew Enoch Ginn Michael B. Ginn Laura Girtman Brian Githens Robert Glady Jr. Timothy Glass Kevin P Glassne Elizabeth Glover Matthew B Glover Tracy Glover Donald Glunt Reese Goad Samuel Paul Gochnaue Bradley Godwin James Godwin Roger Godwin Zachary Godwin Clarence J Goeke Allison Taylor Gohagan

Kathryn Gohlke

Eric Hahn

Paul Golden Michael Goldwich Corey Hale David Gomez Eduardo J Gomez Hugo Gomez Kevin Hall Juan Gomez Everardo Gonzales lames Gonzalez Ashlvn Gooch Eric W Gooch Natalie Carolyn Gooch Lakila Hall Ralph Goodman III Robert Goodwin Pamela Hall Ernest Goram **Ouaniqua Hall** Adam Gordon Heather Nicole Gordon Rici Hall Jerry Gordon Sidney Hall Roxanne Gordon Desiree Gorman Pamela A Govea Eric Halvorsen Dalton Niles Gowdy Gavin Gower Alexander S. Graffeo Cecil Graham James Lamar Graham Jason Christian Graham Jesse L Graham Dwavne Alonzo Graham Sr James Grambling Michael Gramling Ralph W Gramling Emma Handy Malcolm Grandberry Kris Hannah Matthew Chad Grange Anthony Tyler Grant Jave Grant Jessica Grant Robert Grasso Susan Hardy Joseph Grattor Jesinia Graves Robert Graves Elizah Grav Jeffrey Lucas Gray Leo Gray Tara Grav William Grav Breanna B Green Harrison Culbert Green James Green Joseph Michael Green . Keith Green Kei'arryien Green Lynn Marie Green Melva J Green Steven Green Trov Green Jerome Green Jr Dwavne Keith Green Jr. Kevin D Green Sr. Amy Lynn Greene Charles Nathaniel Greene Gerald Leonard Greene Jared Mccarthy Greene Melissa Greig Jason R Greis Fric Markcelus Grice Aiden Daniel Griffin Andrea K Griffin Antonio C Griffin **Dylan Griffin** Janice Atkins Griffin Mason Griffin Oliver C Griffin Phyllis Griffin Virginia Ann Griffin Logan Lenoir Grigg Chason Grimes Dorothy Grimes Todd A. Grimes Andrea Grimsley Nathaniel J. Grimslev Christopher L Griner James Tyler Griner Keith Grissom Ellise Grizio Reginald Groover Aaron Hatcher Mark J. Grubbs John Joseph Gruener IV Alexander Gruenewald Steven Edward Gruver Christopher L Gudemar Eva Gudema Edward Guerra Jr. Christina Guerra-Weimer Christopher Guerrero Tony Guillen Alexjandria Gums Austin Melcom Gunther Clinton Gurley Esther Gurr Ethan Farl Gurr Alysha Gutierrez-Tapia Jonathan Guzmar Angel Luis Guzman Ir Dylan Haase Trov Michael Habege Michael G. Hadden Robert Havden Michelle Hadden Bram G. Hagen Antonio Haves

Dawon Hale

Brandon Hal

Jake Hall

Conalisa Hall

Johnnie Hall

Michael R Hal

Henni Hamby

John Hanbury

Jason Harlow

James Harper

Justin Harper

Jeremy Harrell

Levi Harrell

Allen Harris

John A Harris

Kelvin Harris

Perry Harris

Regina Harris

Susan Harris

Wesley Harris

Ameer B. Hart

Amy Hassel

Arthur L. Hairston Calarious Derodrick Hale Sr. Corneilus I Hall Radavious L Hall Unrikay Deshawn Hall Beniamin Halvorsen Shannon Hamilton Donald Eugene Hamm Kevin Robert Hammond Robert Davis Hammond Barbara J Hampton Chris Hampton William Michael Hamrick Ashley Maria Hancock Mariam Kamiel Hanna Aurora M Hansen Eric J. Hansen Laurel A Harbin Charles Hargraves Amanda Harrell Frank Michael Harrell Tyler Harrelson Allena Tene Harris Arlecia Lewis Harris Arrow Josiah Harris Avaunni Harris Delmon Bernard Harris Freddie E. Harris lacquline Harris James J. Harris Natasha Harris Rethenia D. Harris Sharee Thomas Harris Tonva Mashell Harris Ronald Harris II Dekota Harris Delmus Harrison Diane L Harrison Gerald N Harriso Kelvin D. Harrison Logan Harrison Mitchell Blair Harrison Sandra Harrison Tyler Hadley Harrison Evelyn Denise Hart Leo M. Hartsfield Matthew Asa Hartsfield Tracy William Lynn Hartsfield Justin Lloyd Harvey Karen J. Harvey-Franklin Travis Douglas Harvey-Henderson Clayton Todd Hatcher Michael B Hatcher Rodney Hatcher Alexander Hatchet William Allen Hattaway Alexander Hawkes Gabriele Hawkes William Hawkes Jeffery Dwayne Hawkins Johanna Hawkins Johnny Franklin Hawking Salt Lou Hawkins Wesley Hawkins William K. Hawkins Favdre Hawkins-Brown Stephanie Nanette Hawks Derek Hawthorne Hawthorne Fleming Hav James Michael Hay Sommer Katherine Hay Leeanne Hayden Kenneth W Haves

Latosha Hayes Phillip Demarco Haves Willie Hayes Leola Haves Heyward Heaven Havnes Leia Haynes Trevino Havnes Thomas Edward Haynie Troy Healy Alphonso Heard Herman D Heard Chico Alejandro Hearns Andrew G Heath Scott T Heath Akita S. Heatly Mark C. Heidecker Jeffery Heidel Keith Helle Thomas Hellmann Joshua Eugene Helton Angela Hemanes Brian James Henderson Clinton Scott Henderson Dasmine Henderson Jody L. Henderson Marvin D. Hendersor Priscilla Henderson Richard Henderson Sir'teria N Henderson Vernon L Henderson George Henderson IV Nicholas D Hendley Peters Brandon Hendrickson Kelly L Hendrickson Angela C Hendrieth Demarquis Hendrix Aleah Henley Matthew Hennessy Adrian B. Henry Jason Lanar Henr Rodney Eric Henry Louie Henry III James Adolphus Henry Jr. Christine A Herig Regan Hermeling Sarala Hermes Osvenly Hernandez Raymond Hernandez Angela C Herndor Callie Mae Herold Jalen Herring James Herring Melvin Herring Chris W. Hewett Brenda Hicks laia Hicks Joshua L Hicks Shaneisa Renea Hicks Rafael Hidalgo Xavier Hidaloo Hanson Herring Higdon Nathan Higdon Stuart Walden Higdon Christian L Highland Anitra Denise Highland Simmonds Ashley Marion Hightower Christopher Hightower Roderic Hightower Tonya Yvette Hightower Cecil M Hightower III Jackie R Hightower Jr. Alicia Hill Alonda Marie Hill Brian Hill Corlis T Hill Daniel G Hill Jacquez Hill . Jennifer Branch Hil lustin Hill Michelle Anne Hill Sheila D Hill Tennille Hill Tommy Lewis Hill Jr. Brendan M Hiller Desiree Hills Kenneth Hills Christopher Michael Hindle Erin Michael Hindle Lloyd Martin Hinds Logan Hinds Phillip Hinds Eric Hines Christina Hinkle Melissa Hinton Brian Hobbs Carl Hobbs David James Hobley Cory Hodge Angela Hodge Joannie Hodges Stephen M Hodges Martha Hodgson Eric J Hoffmann Michael W Hogan Clarence Hogan Jr Ateasa Holland Brent Alan Holland Clayton I Holland Holly Holland

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M'lisa Ingram loshua Inman Kamron Xavier Inman Todd Inserra Cesar R Irizarry Marshelle Levette Irvin-Martin Kelli Isaacs losenh Isom Johnnie Isom Jr. Heather Anne IVey Larry D IVory Angela IVy Mallory Izbicki Andrea Ronezav Jackson Antonio D Jackson Barbara & Jackson Cassandra Jackson Cecilia E. Jackson Chiquita S. Jackson Corbett Jackson Courtnex T Jacksor Delwyn Jackson Denard J Jackson Dwight D. Jackson Ebony C Jackson Jamel Antwarn Jackson James Jackson leanette Renee Jackson Joshua B Jackson Journee Jackson Keon Jackson Kevin Jackson Michael A Jackson Monica lackson Nancy Jackson Octavia Jackson Paula A Jackson Ouentance L Jackson Robert Lorenzo Jackson Sheila D. Jackson Walter Jackson Zachary Jackson Zanton J Jackson Shannon Jacksor Kirk Gregory Jackson Sr. Adam D Jacobs Lance Jacobsor Jeffrey W Jacques Kevin Jeffrey Jacques Alfreda James Anthony James Herman H James Kenton James Kenvetta Toshebia James Levern James Michael Andrew James Sloan Llames Tarachel James Tony James Turquoise Morris James James Jamison Serena lamison Brady Janssen Carson S Janssen Jaquesha Jefferson Timothy C Jefferson Tony Leonard Jefferson **Britni Jenkins** Chaddrick Jenkins Christopher Allen Jenkins Dicarrio D Jenkins Gregory Wayne Jenkins Julia Mary Pinckney Jenkins Katrina lenkins Nyjah Jenkins Terence L Jenkins William A Jenkins Connie Elaine Jenkins-Pye Derrick L Jerger Candice Whitten Jerniga Alec R Jessee Christen Jessie Tammy limenez Jay A Johansen Adontre Johnson Alton Johnson Andre N Johnson Anne-Marie Johnson Anthony L Johnson Antonia Renara Johnson Antonio Johnson Charles Johnson Christopher James Johnson Courtney O'neal Johnson D'juan Johnson Delano L Johnson Donald P Johnson Frederick Johnson Jayland Johnson Justin G Johnson Latrenda Denise Johnson Leslie Johnson Linda Rogers Johnson Lisa D Johnson Mark D Johnson Marsha Marie Johnson Mary Johnson Michael Edward Johnson Noel Johnson

Robert Curtis Johnson Rose Johnson Steven H. Johnson Tasheena Lynette Johnson Tommy Lee Johnson Tracv N Johnson Travis Johnsor Karla Johnson Harris Rov Dennis Johnson III Donald Robert Johnson Jr. Gerald Lorenzo Johnson Sr. Terry Conrad Johnson Sr. Richard D. Johnston Allen Jones Bionca Kierre Jones Candice Mills Jones Craig Jones Darryl Eugene Jones Darryll L. Jones Jeffrey Jones Johnny Jones Julia Jones Kenesha S Jones Kereen Jones Kiana N. Jones Lakeitha Jones Larrian Jones Leo Leonard Jones Marguis Lashawn Jones Mercedes A Jones Michael Iones Richard Allan Jones Roman Robert Jones Roshandra lones Shakiya Tee'ara Jones Shanita L Jones Termaine V lones Travis lones Vannessa Dashawn Jones Vernon Jones Wendell Jones Zackri Taylor Jones Christopher Jones Ji Ronald Jones Jr. Anthony Jerome Jordan Christopher Theotae Jordan Clin^tron lordan Joshua J Jordan Juanita Jordar Iulian Iordan Theodis Jordan Henley Joseph William ludd Samuel Jugger Zachary Juhlin Karen M lumonville Leah Justice Krystof Kage Lisa Kampe Travis Kaplan Patrick D Kates Jared Kaufmar Jude Kazwell Cassidy Kearney Stephen Keele Jamin J Keilloi Timmy L Kellar David A. Keller Lizzy Kelley James Lewin Kelley Ezekiel Kelly Kevin D. Kelly Robert G Kelly Ruth Elizabeth Kelly Stacey Lynnett Kelly Thomas H Kelly William Kelly Monroe Lee Kelly III David William Kelly Ir Cathy Kennedy Joseph Kennedy I Fredrick Kenon Marilyn S Kenon Woodrow Kerce III Timothy Kercher Jonathon Kerns Robin R. Kever Artak Khachaturvar Faythe Khalil Raslan M Kharbat Ian Keith Kilbourn Geoffrey Kimball Ionathan Kimbrel Cicely Michelle Kimbrough Christopher David Kincaid Caroline Kinc Maurice King Nathaniel King III Julian Alexander Kingston Darran Kinsev Troy C Kinsey Ronnie Eugene Kirk Consuelo Kirkland Jennifer Kirkland limmie Kirkland Travis John Kirkland Walter E Kirkland Jr Tammy J Kirkpatrick-Edwards Karen Young Kirksev

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Wanda Sue Large

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Devan Leavins

Allan Leblanc

lan Todd Lee

Laniyah Lee

Lorrenzo O Lee

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Kendrick Z Leon

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Ron Miller

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Craig E. Patnode

Alex Marquis Patrick Jarad Patsch Armani Pattersor Kaden Lee Patterson Kenneth Lee Patterson Michael Shawn Patterson Veondra Patterson Henry James Patterson Jr Carleigh Patton Brandon I Paul Mallory Paul Mason Paul Scott Aldon Paul Hoke Eldredge Payne James Byron Payne Starr Payne William C Payton Jr. Jeffery L. Peacock Jerry A Peacock Damien Pearson Malcolm Pearson Mona Pearson Derrick Leon Pearson Sr. Duwayne Peart George Matthew Peddie Dustin Neil Pelt Joseph Daniel Peluso Nicholas Pena Gerald Patrick Pence Camdon Pender Rvan Pender Jacinta Pendleton Karissa Pendletor Antwan Pennywel Jesse Pennywell Vanessa Pennywell Zoeabbyelitza Pequero Edward Lee Perdue Jason Perdue Jennifer Lee Perdue Juan Perez Rene Perez Kelly D Perkins Sophia Perkins Stephen D Perkins . Terry Permente Mary B Perrine Brandon Perry Brian Perrv Destin Perry Chad Persing Miranda Persinge John Pete Leroy Peter Stacey Peter Xavier Peter Micheal C. Peters **Richard Charles Peters** Casev C Peterson Chandra D Peterson Cory J. Peterson Jerel Antonio Petersor Lance P. Peterson Alvin R Peterson Jr Wardell Peterson Jr Michael Petroczky Ashante Petties Jamilynn Moneen Pettiwa Annette E Pevv lason | Pfund Erin Phelps Marc C Phelps William Phelos Ir Roger Phenix Samuel Philip Jr. Urban Phillips Jed Walter Phillips Sr. Brianna Pichard Travis Pichard Thomas John Picinic Howard Benjamin Pickels Jr Socrates Pierre Lily Grace Pifer Rhonda Renee Pikul Colby Adams Piland Ashley Pinder Benjamin H Pingree Kenneth Patrick Pinkard Tammy Pinkerton Marple Nicholas Pinnock Joshua A. Pinto Jason S. Pittinger Tefftt Pittman Arthur Pitts Kaylee Ann Pizzano Isabel Platis Adam N Platt Andrew C. Plat Justin Platt Clint O Pleas Terry Lee Plumme **Zaccheus Deion Poitier** Landon Pokela David J Pollard Lina Maria Polo Cedrick Pompey Freddie L Pompey Jr. Chedza Ponder Charles T. Ponder Jr

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Holly Shea

Stephanie Sharpe

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Garv Angelo Simmons Sr.

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Shameka Smith

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Cedric Smith

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Stephen White

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