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BOARD OF COUNTY COMMISSIONERS RETREAT FY2019/20

Monday, January 27, 2020

9 a.m. - 2:30 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

FSU Dodd Hall

LEON COUNTY, FLORIDA

FY 2019/20 Board of County Commissioners Strategic Planning Retreat

Monday, January 27, 2020, FSU Dodd Hall

9:00 a.m. – 2:30 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

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1. Welcome

Chairman's Welcome

Chairman Bryan Desloge welcomes the Board to the FY 2019-2020 Annual Board Retreat.

Purpose

The Retreat serves as the Board's annual review and update of the County's FY 2017-2021 Strategic Plan, which provides a road map to guide our continuous efforts to make Leon County a special place to live, work and play. To ensure the County remains on track to accomplish the established five-year targets, bold goals, and strategic initiatives, a progress update will be presented. The Retreat will also provide an opportunity for the Board to adopt additional strategic initiatives that reflect new challenges and opportunities in our community. Building upon the progress made at last year's Retreat, which explored efforts to build social infrastructure, the FY 2019-2020 Board Retreat will also include a discussion on re-envisioning the possibilities of the Leon County Public Library System.

Ground Rules for the Retreat

Everyone's participation, working together to exchange ideas and build consensus, is needed to accomplish the goals established for the Board's Retreat. The following ground rules have been identified to help ensure this year's Retreat is both positive and productive:

- Listen carefully to each other's contributions. Be open to new ideas. Avoid thinking about how to express your own response or concerns while someone else is sharing.
- Seek clarification when you do not understand another's point or terminology.
- Everyone participates. No one dominates. Be patient and do not interrupt others.
- Avoid "side-bar" discussions.
- Dig deep, think, and reflect.
- Honor time limits.
- Seek out differences of opinion – it is okay to disagree. Do not react in a way that may be perceived as judgmental.

Opening Remarks from Commissioners

At this point in the Retreat, each Commissioner is invited to provide comments and share their opening thoughts for the day.

2. Introduction

Statement of Issue:

This section provides an overview of the FY 2019-2020 Strategic Planning Retreat and describes the Retreat discussion regarding the Library, which has been titled “Turning the Page: Re-Envisioning the Possibilities of the Public Library.”

Staff Recommendation:

No Board action required.

Background:

2019 was another year of great progress for Leon County Government toward realizing an ambitious vision for our community and setting the standard for performance, fiscal stewardship and best practices for local governments everywhere. Through our focus on executing our strategy, on the excellence of our people and on the everyday issues and aspirations of the citizens we serve, this year we grew in our operational effectiveness and expanded our impact on the community.

Eight years ago, we put in place a strategic plan to optimize resources and align our efforts to achieve big results for our community even in a slowly recovering economy. That strategy has guided our efforts at every level of the organization. And in FY 2016-2017, we delivered an Impact and Progress Report on the last five-year strategic plan and launched the new five-year 2017-2021 plan – advancing our four Strategic Priorities and including the addition of new five-year targets and bold “stretch” goals for each priority.

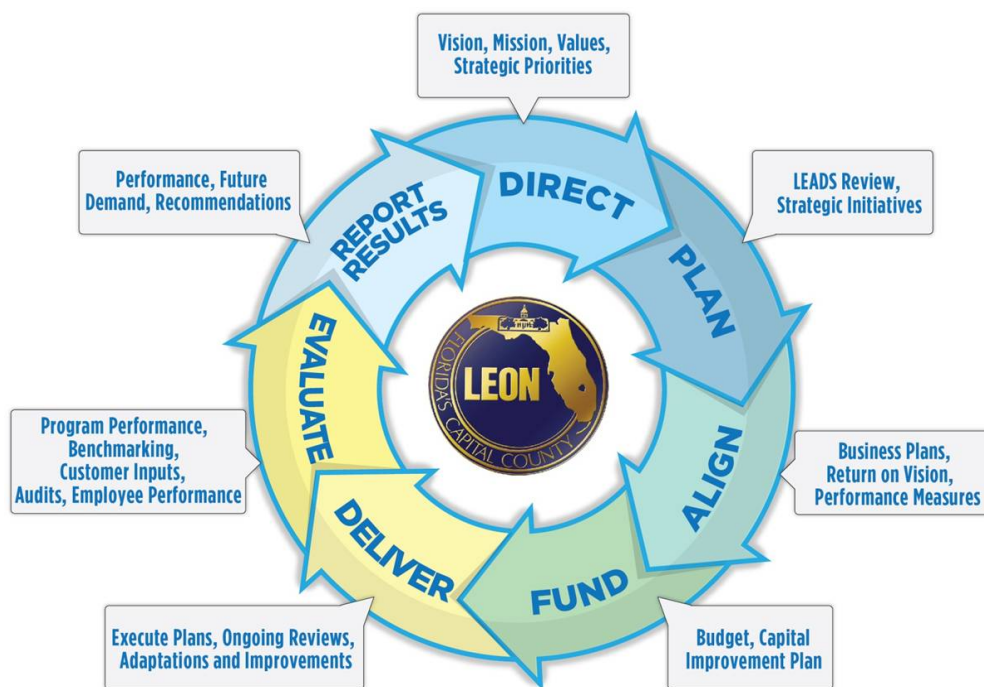
After years of losses in revenue and deep cuts in the County budget, over the past several budget cycles, the economic recovery has brought moderate growth in property values, increased State Sales Tax collection, and enhanced local development activity. The FY 2019/2020 adopted budget of \$274.2 million reflects this moderate growth with a nominal increase of 4.02% over the prior year’s budget. The adopted budget reflects the strong and consistent fiscal leadership of the Board of County Commissioners in balancing our community’s needs with the resources of our citizens, as well as the fiscal stewardship and innovation of Leon County employees in maximizing efficiency, driving performance and delivering results for our community. During this period, through steady leadership and vision of the Board of County Commissioners, Leon County has developed a high-performance model of governance providing a framework to excel through the ups and downs of cycles in the economy.

Our Value Proposition

What You Get as a Taxpayer and a Stakeholder in our Community

Leon County government leverages partnerships embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

The following graphic illustrates the complete cycle of how Leon County aligns our strategic processes and optimizes resources throughout the organization to address our community's most pressing issues and achieve the County's top priorities. As we continue to build upon the hard work that established the FY 2017-2021 Strategic Plan, we are again in the "Direct" phase of the cycle which begins with the Board Retreat.



For many years the Board has conducted an annual retreat, facilitated by the County Administrator, for the purpose of establishing the County's priorities for the year. Annual retreats have served as a tool to develop specific Board priorities that have driven staff and organizational resources. 2011 marked the adoption of a new strategic planning process focused on developing a shared vision of the future. The planning process led to the implementation and execution of the FY 2012-2016 Strategic Plan, which established an important foundation for the current FY 2017-2021 Strategic Plan.

Establishing this model, the FY 2011-2012 Retreat was themed "Charting the Course for Leon County's Future." During the Retreat, the Board defined its Vision for the Leon County community, and established four Strategic Priorities: Economy, Environment, Quality of Life, and Governance. These Strategic Priorities are high level areas of focus which consider the desired future condition and are critical to the success of the community and consistent with major areas of Leon County government's responsibilities.

Subsequent to receiving the Board's direction during this Retreat, extensive efforts were undertaken from December 2011 to February 2012 to identify 84 Strategic Initiatives, adopted by the Board on February 28, 2012, which bring the four Strategic Priorities into action.

With the second year of the Strategic Plan, the FY 2012-2013 Retreat provided the Board an opportunity to review and update the plan, and it was appropriately themed "Steering the Course for Leon County's Future." During the Retreat, the Board refined some of its Strategic Priorities and Strategic Initiatives and identified 25 new Strategic Initiatives. Additionally, the Board made minor, yet meaningful, revisions to its Vision Statement. The updated Strategic Plan was adopted on January 29, 2013.

For the FY 2013-2014 Retreat, the Board held a conversation with FSU President Eric Barron regarding the redevelopment of the Civic Center district, as well as a conversation with Liz Joyner and Bob Jones (Florida Conflict Resolution Consortium) regarding moving citizen engagement to "the next level," which led to the creation of the Club of Honest Citizens series. Also, during the Retreat, the Board adopted 15 more Strategic Initiatives, and transitioned to a five-year planning cycle with continued annual reviews and updates, and semi-annual status reports. Leon County's FY 2012-2016 Strategic Plan, adopted on January 21, 2014, included a total of 124 Strategic Initiatives.

The fourth year of the strategic planning cycle included Board discussion topics on: mental health delivery in the community, the solid waste management facility, partnering to promote skilled workforce opportunities and the comprehensive plan. As a result of those discussions, the Commission added 12 new Strategic Initiatives to the FY 2012-2016 Strategic Plan resulting in 136 initiatives in total.

For the FY 2014-2015 Retreat, the fifth and final year in the five-year planning cycle, the Board focused on a number of key policy issues, including the Community Human Service Partnership, enhancing the Cascades Amphitheater, the LIFE Program (Livable Infrastructure for Everyone), the Community Paramedic Program, and the essential components of economic vitality. During the Retreat, the Board updated the Strategic Plan with the addition of 19 Strategic Initiatives resulting in 155 initiatives in total.

The FY 2016-2017 Board Retreat was a "Renewal Year" meaning that it served to both close out the FY 2012-FY 2016 Strategic Plan and establish the baseline for the new FY 2017 – FY 2021 Strategic Plan. During the Retreat, the Board received a final summary of the last five-year plan, reviewed an environmental scan of the County as well as the results of a citizen survey, and conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis in preparation for developing a plan for the next five years. As part of the planning process, the Board reestablished the Vision Statement and Strategic Priorities in addition to establishing new Strategic Initiatives. Staff also proposed adopting an organizational Mission Statement, a "Bold Goal" for each priority area, as well as, a series of five-year "Targets." The County's five-year targets keep the organization focused on tangible results, and the bold goals ensure staff stretches to expand possibilities and exceed expectations.

The FY 2017-2018 Board Retreat theme was "Building Resilience to Serve and Strengthen Our Community" and focused on disaster and community resilience. Leslie Chapman-Henderson, Executive Director of the Federal Alliance for Safe Homes (FLASH), presented international and national trends in resilience, specifically related to FLASH's #HurricaneStrong campaign as well as Florida building codes

and other resilience efforts. At the conclusion of the Retreat, the Board adopted 14 new Strategic Initiatives bringing the current total to 58 in the FY 2017-2021 Plan.

Last year's Retreat focused on the status and outlook of the County's "social infrastructure" – the places, events, and resources that strengthen communities by fostering social interactions and building relationships. The County Administrator provided an update on the status and outlook of Leon County's extensive efforts to build social infrastructure in the community. The presentation included a review of recent social infrastructure initiatives and planned initiatives to expand and enhance social infrastructure.

Following the presentation, the Board was joined by Dr. Eric Klinenberg, a Professor of Sociology at New York University, Director of the Institute for Public Knowledge. Dr. Klinenberg provided a presentation on social infrastructure, which is the focus of his new book *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*. Dr. Eric Klinenberg's book and presentation placed a particular focus on the important role that public libraries play in a fostering social connecting, promoting civic engagement, and improving overall quality of life. Following his presentation, Dr. Klinenberg led the Board in a discussion focused on how to continue to build a vibrant social infrastructure system in Leon County.

During the final segment of the Retreat, the County Administrator reviewed the County's progress toward each priority area's bold goals and five-year targets, including the ongoing efforts to achieve these stretch goals. The Board voted to accept the update on Leon County's progress towards the FY 2017 – FY 2021 bold goals and targets, and adopted a total of 17 new initiatives

The current five-year planning cycle for the FY 2017-2021 Strategic Plan is as follows:

Plan Year	Action	Board Retreat	Plan Adoption by the Board
n/a	Renewal Year	December 2016	Adopted January 24, 2017
1	Update Year	December 2017	Revised January 23, 2018
2	Update Year	December 2018	Revised January 22, 2019
3	Update Year	January 2020	Revised February 2020
4	Update Year	January 2021	Revised February 2021
5	Renewal Year	January 2022	Adoption anticipated in February 2022

Analysis

The FY 2019-2020 Retreat marks the third “Update Year” in the County’s five-year Strategic Plan. Prior to the Board receiving a progress report on bold goals, targets and strategic initiatives and engaging in any updates to the Strategic Plan, the first portion of the Retreat will focus on “Turning the Page: Re-Envisioning the Possibilities of the Public Library.”

Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

During the October 15, 2019 meeting, the Board approved the Retreat agenda to include a discussion on re-envisioning the possibilities of the Leon County Public Library System. Re-envisioning our Library recognizes the changing national and local trends in usage as well as the opportunities to best align the Library’s significant operational and capital resources with the highest community needs and existing Board priorities.

This section begins with a brief presentation on the current status and outlook of the Leon County Public Library, including its organizational structure and services, as well as an overview of 5-year trends in local library use. Following this presentation, staff will review the best practices and trends identified during the recent Multi-City/State Tour of Innovative Public Library Systems funded by a grant from the Knight Foundation. Also highlighted throughout the Retreat will be the findings and recommendations from the report *Rising to the Challenge: Re-Envisioning Public Libraries*, a publication of the Aspen Institute and the Bill and Melinda Gates Foundation.

Following the staff presentation, the Board will be joined by Charles Pace, Executive Director of the Gwinnett County (GA) Public Library. Under Charles’ leadership, Gwinnett County’s library system implemented revolutionary changes in its organizational culture, use of technology, and leveraging of community partnerships to bring a full range of services to a growing and diverse population. Charles’ presentation will explore how libraries like his are undergoing a process of identifying the changing roles of libraries, refocusing their priorities on the needs of the community, and engaging citizens for their input to help develop new strategies to maintain their relevance.

Finally, to ensure that the Leon County Public Library System Library remains a relevant and essential resource to residents now and in the future, staff will present for the Board’s consideration a new Strategic Initiative for the Library that is being branded as the *Essential Libraries Initiative*. Utilizing the methods recommended by the Aspen Institute, as well as best practices identified during the library tours, this Initiative proposes a process of re-envisioning to address the changing needs of Leon County residents and trends in our Library’s use. A critical component of this process will be a proposed outreach campaign to engage residents and stakeholders in conversations about how libraries can be more proactive in addressing local issues. Ultimately, the *Essential Libraries Initiative* will set Leon County on a three to five year plan of action to realign our Library’s programs, services, staff, and physical spaces with the community’s greatest needs and goals.

Section Two: Progress and Update of Strategic Plan

During the second section of the day, the Board will review the FY 2017-2021 Strategic Plan, which ensures that Commissioners have continued consensus and that staff has clear direction as to the Board's vision, priorities, and strategic initiatives.

The Board performed significant work in the first year of the five-year strategic planning cycle, and the FY 2019-2020 Board Retreat builds on the foundation of the FY 2017-2021 Strategic Plan. In the afternoon, staff will provide an update of the current Strategic Plan, which will include reviewing the Board's vision, mission, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

As part of the agenda, the Board will receive a progress update on the County's bold goals and five-year targets. These goals and targets align with each priority area and communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

After reviewing the Strategic Plan, the Board will receive an overview of the County's current Strategic Initiatives and decide through consensus to amend or add specific initiatives for FY 2020.

3. Update on the Leon County Public Library System & the Multi-City/State Tour of Innovative Public Library Systems

Statement of Issue:

As a model for innovative public service, Leon County and our Library proposes the *Essential Libraries Initiative* to leverage the Library's significant existing operating and capital resources to unlock new opportunities that address community issues and advance the Board's priorities.

The following section of the Retreat provides an update on the Multi-City/State Tour of Innovative Public Library Systems funded by a grant from the Knight Foundation. The tours served to provide multiple examples of counties that have likewise experienced shifting trends in library use and devised a plan to maintain and increase their relevancy. Also provided in this section is an update on the current status and outlook of the Leon County Public Library System including an overview of 5-year trends in local library use. These trends, while not unique to Leon County, underscore the importance in developing a new library model to best align the programs and services offered with the needs of the community.

Staff Recommendation:

No Board action required.

Background:

Public libraries were conceived in an age of information scarcity when access to knowledge was limited by physical space and location. In today's networked world, information is in abundance and the spread of powerful digital communication technology has increased access to information, job opportunities, education, government resources, healthcare, and civic participation. Economic, educational, civic and social opportunities are tied to a whole new set of knowledge and skills that barely existed a generation ago, and people without these skills or access will be quickly left behind. These changes do not mean that libraries have become irrelevant, but rather highlight the need for a new organizational model and expanded focus areas to ensure continued relevance.

Unsurprisingly, local and national trends indicate that throughout the nation and here in Leon County, circulation of physical materials is declining while demands for digital content, gathering space, and interactive programming continues to rise. Libraries are no longer book warehouses. Rather, they are critical social infrastructure and integral to the community's continued resilience and overall well-being. Given their geographic locations throughout the County, as well as the diversity of existing staff skillsets and focus on connecting people to resources, the Library is uniquely positioned to help citizens succeed in today's knowledge-based society.

Over the last several years, national efforts have been made by organizations like the Aspen Institute to support communities in re-envisioning and transforming their public libraries in the digital age. In partnership with the Bill & Melinda Gates Foundation, the Aspen Institute published a guide, *Rising to the Challenge: Re-Envisioning Public Libraries*. The report provides concrete actions that can be taken to

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raise the profile of public libraries to the center of the knowledge society, highlight new opportunities and possibilities, increase support for an expanded library role in a networked world and spark a conversation and action to re-envision the 21st century library as a center of learning, innovation and creativity.

Building on these national and local trends, County staff joined representatives from the Knight Foundation and the Friends of the Library on a Multi-City/State Tour of Innovative Public Library Systems. By visiting five different library systems across the region, dozens of locations, and meeting with scores of library program experts, County staff and community members saw firsthand how libraries have reinvented themselves to meet community needs in a networked world. While books and other print materials will always play a foundational role in libraries, the communities visited during the tours recognized that a singular focus on lending materials can no longer suffice.

Alternatively, the libraries visited during the tours had refocused their mission on improving the lives of their residents and saw the library as a partner in addressing a broad range of community challenges. In the area of literacy and education, the libraries saw themselves as a partner with the local school district and developed programs to support struggling students as well as their parents. These communities also saw the role that libraries can play in the local economy and in workforce development by promoting digital literacy skills and offering services and spaces to support entrepreneurs and creative professionals. Library leaders recognized the positive impact that educational and recreational programs, volunteer opportunities, and designated spaces for teens can have on their county's juvenile crime rates or the rates of "disengaged youth" who are neither employed nor enrolled in school.

The following analysis presents best practices as identified by national experts, practitioners and thought leaders in addition to providing an overview of how other library systems have worked with their communities to re-envision themselves and ensure that they remain an essential resource. Ultimately, this information will be the basis of the proposed *Essential Libraries Initiative* which will set Leon County on a three to five year plan of action to realign our Library's programs, services, staff, and physical spaces with the community's greatest needs and goals.

Analysis:

In Leon County and communities across the nation, local governments are seeing a shift in what people want from their public libraries. National organizations such as the Aspen Institute Communications and Society Program and the Bill and Melinda Gates Foundation have made it a priority to better understand these trends and help public libraries address them. Founded in 1949, the Aspen Institute is an educational and policy studies think tank whose mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. In partnership with the Bill and Melinda Gates Foundation, the Aspen Institute convened a 35-member working group of experts, practitioners and thought leaders to examine the evolving societal role of the public library, and to shape and advance a perspective that re-envision U.S. public libraries for the future. Their findings and recommendations are published in the report *Rising to the Challenge: Re-Envisioning Public Libraries*.

Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

According to the report, the downward trends in library utilization are the result of a “digital age.” Historically, libraries functioned in a time of information scarcity and it was their mission to gather information in one physical location so a community could access it. However, today’s networked world is one of information abundance and mobility. The advent of internet search engines has made it easier than ever to find the information you need without having to visit the library to checkout a book or ask a reference librarian for research assistance. Books, E-books, and audiobooks have also become more affordable and can be purchased in just a few clicks.

While these trends mean that the old model of organizing and “lending” the world’s knowledge will no longer suffice, they also present libraries with new opportunities. Access to digital networks and digital literacy skills are now essential for full participation in a modern society. People without these skills or access to information are consequently at a disadvantage. The Aspen Institute posits that public libraries are already uniquely positioned to tackle these social inequalities by continuing to provide access to online information, increasing efforts to build digital literacy skills, and engaging their community to identify gaps in services. As evidenced by the recent tours funded by the Knight Foundation, many counties in our region have already gone through this process of reimagining their public libraries. While Leon County will implement programs and services that are unique to the populations our Library serves, the following overview of the tour provides multiple examples that have been a resource in developing the proposed *Essential Libraries Initiative*.

Multi-City/State Tour of Innovative Public Library Systems

The story of shifting trends in library use is not a new one. All of the libraries visited during the County’s recent Multi-City/State Tour of Innovative Public Library Systems had experienced the same declines and devised a plan to maintain and increase their relevancy. While the solutions each library identified uniquely address the needs of their community, their collective experiences underline many of the same best practices supported by the Aspen Institute’s national research. The following overview of the County’s tour of other public library systems discusses these best practices in further detail.

The concept of a library tour came about in reviewing trends in how Leon County residents are utilizing the Library and recognizing the need to both reassess our current operations and identify innovative solutions that ensure the Library remains a relevant community resource. To that end, the County applied for and was awarded a \$15,000 Knight Foundation Fund grant to conduct a Multi-City/State Tour of Innovative Public Library Systems. This tour and other similar projects have been a priority of the Knight Foundation as they have increasingly focused on funding innovation in libraries and collaborations to help them adapt to the changing community needs and preferences in the 21st century.

As outlined in the grant proposal to the Knight Foundation, Leon County convened a focus group of staff, representatives from the Knight Creative Communities Institute, as well as a representative from the Friends of the Library to conduct on-site visits to targeted communities. Five (5) award-winning library systems were then selected as tour sites. The following overview of each selected library includes specific examples of how their organizations strategized and identified ways to maintain and increase

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their relevancy. These examples have helped to guide the development of the proposed *Essential Libraries Initiative*.

Gwinnett County Public Library (Gwinnet County, GA)

As part of the Retreat, the Board will receive a presentation from Charles Pace, Executive Director of the Gwinnett County Public Library. Gwinnett's Library is a 15-branch system located in the Greater Atlanta area and serves a population of more than 900,000. To ensure their libraries were best serving the communities around them, Gwinnet County conducted an internal review that led to major shifts in the organizational cultural and the use of technology. Checkout counters were replaced with self-checkout kiosks and large help desks were removed to create more program space. Library staff were instead issued tablets to encourage them to engage and assist patrons throughout the facility. Other innovative programs and services include the installation of aeroponic tower gardens as an educational tool to help address food insecurity, the creation of a makerspace known as the Learning Lab, and partnerships with local museums, theaters, and parks to allow patrons to "checkout" passes and tickets. For their ongoing efforts to provide essential resources through inventive programs, Gwinnett County was recognized by the Urban Libraries Council as a "Top Innovator" in both 2018 and 2019.

Orange County Library System (Orange County, FL)

Orange County's Library hosts nearly 4 million visitors annually at their 15 branch locations and Main Library in downtown Orlando. Housed on the second floor of the Main Library is the Melrose Center, a hub for technology, innovation and creativity in addition to being a 2018 National Medal for Museum and Library Service recipient. Recognizing the growing number of creative professionals in their community, Orange County built the Melrose Center to support creative pursuits and foster economic development. Functional areas include an Audio Production Studio, a Video Production Studio, a Photo Studio, a Fab Lab, a Conference Room, Creative Workspaces and Tech Central, a place for technology presentations and events. The Melrose Center also includes Simulation Lab which offers patrons free access to heavy equipment simulators to assist them with training for an in-demand trade. Orange County's branch libraries also offer many innovative programs and services, particularly in the area of digital literacy. For adults, Orange County offers classes on Microsoft Office, graphic design, web design, coding, and video editing. Young students have the option to participate in "TechKrew" clubs and camps where they can learn how to build their own apps and video games, create music, design graphics, or film and edit video.

Broward County Library (Broward County, FL)

Broward County's Library includes 38 branches which host over 10 million visitors annually. In 2018, the Urban Libraries Council named Broward County Library as one of the 10 Top Innovators of the year. Among the many innovative programs and services that Broward County offers through its library are the Creation Station Lab, the Business Coworking Hub, and The Studio. The Creation Station Lab offers a space for AV production, electronics kits, arts and crafts, computer programming training, virtual reality equipment as well as 3D printers. The Business Coworking Hub is a free shared workspace for businesses, nonprofits, entrepreneurs, or telecommuters who need a space to work. The space includes a conference room, meeting rooms, videoconferencing equipment, smartboards, small business

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mentoring, seminars & classes, and a U.S. Patent & Trademark Office. For young artists and creators, the Library has The Studio, a creative safe space exclusively for ages 13 to 19. To further encourage young people to use their library, Broward County has also partnered with their school district to create a Digital Library Card Program. Students can use their student ID number to access the Library's free educational resources including online or live tutoring and test preparation.

Charlotte Mecklenburg Library (Mecklenburg County, NC)

The Charlotte Mecklenburg Library has 20 locations serving more than one million citizens and was one of 15 finalists for the 2017 National Medal for Museum and Library Service. In 2015, Charlotte Mecklenburg initiated a projected called Blueprint to envision a new future for their library. A new strategic plan was developed and guided by input from diverse stakeholder as well as an analysis of growth patterns, demographics, leaning trends, and shifts in technology. As a result, their library now offers many innovative services, including a makerspace known as the "Idea Box," a resource center for nonprofits, teen spaces at each of their branches, and various programming developed in partnership with the Autism Society of North Carolina for children and adults with special needs. At their Main Library, Charlotte Mecklenburg recently explored options for renovating its aging downtown building. Through partnerships with the Knight Foundation, the Charlotte Housing Authority, as well as the business community, Mecklenburg County developed a plan for the Seventh and Tryon Development. This two-block redevelopment project connects the Main Library to other cultural hubs such as the McGlohon Theatre and surrounds it with mixed-income housing, a park, as well as retail and office spaces.

Richland Library (Richland County, SC)

Richland Library operates 12 branch libraries throughout Richland County and a 240,000 square foot Main Library in the City of Columbia's business and entertainment district. Their service population is approximately 385,000 people and, like Leon County, Richland is home to the state capital as well as the University of South Carolina. In 2017, Richland Library was awarded the National Medal by the Institute of Museum and Library Services in recognition of their innovative programs and contributions to their community. For instance, in 2013, Richland initiated an intern program with USC's College of Social Work. Shortly after, Richland received a grant to hire a full-time social worker to connect residents to assistance with healthcare, housing, food, etc. Recognizing the changing needs of library patrons, the Richland Library also developed a renovation plan to remove approximately 10 percent of their physical books to make room for more meeting rooms and activity spaces. By freeing up these spaces, Richland has designated areas for children and teens at every branch. These spaces provide seating and meeting rooms designed specifically for group and individual study and offer "Homework Zone Computers" reserved just for schoolwork.

Summary of Tour Findings

After all site visits were complete, the focus group participated in a local tour of the Leon County Public Library System followed by a debrief exercise to share observations from the tours and discuss what participants envision for the future of the Library. The following is a summary of best practices identified by the focus group:

- *“More Than Just Books”*

The purpose of a library has always been to connect people to information and resources. However, in a modern society, this does not always mean providing people with books. Each of the libraries visited during the tours stressed that the most significant change made by their organization was to move away from thinking of the library as a warehouse of books or an “access institution” that only provides space and materials. Instead they view the library as a place that inspires and cultivates learning and strengthens communities through active programs and services. On this subject, the Aspen Institute affirms that books will always be a vital part of the Library; however, they are just one the many benefits provided to a community.

- *Aligning Library Programs & Services with Community Goals*

Like the Leon County Public Library System currently, the libraries visited during our tours once had an organizational structure, staffing, and budget centered around the building and maintaining of large collections of materials. However, declining circulation and use of their facilities forced them to reevaluate this traditional library model. Instead of directing all of their resources toward building collections, they developed programs and services that prioritize and support existing community goals. For instance, all library programs at Charlotte Mecklenburg must fall into one of the following four focus areas to ensure that they support the greatest needs in their community: (1) Literacy, (2) Educational Success, (3) Economic Opportunity, and (4) Humanities. The realignment of the library’s goals and positioning as a key partner in the educational, economic and civic health of the community is strongly recommended by the Aspen Institute. They argue that libraries are already poised to play leading roles in helping individuals and communities by identifying and filling gaps in services.

- *Community Engagement & Partnerships*

To maintain relevance, the Aspen Institute encourages librarians to “go beyond the walls of the library and into the community, to engage different stakeholder groups and explore how to provide library services that are untethered from the library building itself.” The libraries visited during the tours have learned to do this successfully. Several libraries adopted annual goals for the number of programs held outside of the library because they wanted to ensure traditionally underserved areas and populations could access the benefits of the library.

All of the libraries visited during the tours also made partnerships and volunteer recruitment a top priority. As noted by the Aspen Institute, the library should play a key role as a connector in forming relationships across their service area. By forming systemic partnerships, libraries can

not only convey their value to a broader audience, but also leverage resources for greater impact and benefit in addressing a variety of community issues. Likewise, recruiting volunteers to work in the library helps to increase capacity and offer new services, while also promoting a sense of community and civic engagement.

- *Creating a Sense of Place*

Frequently discussed during the tours was the concept of the library as the “third place,” a space where people choose to spend their time when they are not at home or work. Each of the host libraries have made it goal to be their community’s top ranked “third place.” To accomplish this goal, libraries have made several changes in their facilities to create a welcoming environment and establish a sense of place. The most common change among these libraries, which is also recommended by the Aspen Institute, was reducing the number of physical materials in the library to provide more space for people.

According to the Aspen Institute’s report, greater customer mobility and the desire for more collaboration and creation are changing the nature of the public library’s physical space. Trends range from greater transparency among spaces, designated spaces for children and teens, meeting and activity rooms of different sizes to accommodate public events and performances or coworking and collaboration and technology-centric spaces. Additional practices identified during the tours included digital signage, displays of local art, flexible spaces and mobile furniture to accommodate changing space needs throughout the year, as well as playing soft music as a tool to both relax patrons and mitigate sound.

- *Building a Culture of Innovation & Learning*

As the breadth of the library’s role and impact in the community evolved, the host libraries from our tours not only made it a practice to hire candidates with varied educational and technical backgrounds, but also initiated extensive staff development. According to the Aspen Institute, leadership and professional development will be crucial to continued success in the digital era. Staff must become experts in their communities and broaden their skills in order to meet new needs and define the library’s continuing value to the community. In turn, libraries need to invest in developing staff in ways that may be very different from what they learned in school or have done in the past. Several libraries visited during our tours fostered this culture of innovation by designating a “staff development librarian” to identify or create valuable training programs and resources. Others created shared staff workspaces to break down silos, support collaboration, and encourage shared learning. Another key strategy, discussed further in the following section, was the enhanced collection and analysis of data.

- *Data-Driven Programs & Services*

To be successful in the digital age, the Aspen Institute says that libraries need more sophisticated analytics that will enable them to become “learning organizations.” Each of the libraries visited during our tours made it a practice to regularly review external data sets (Census

data, graduation and literacy rates, employment data, etc.) to identify and address community issues through their programming. These organizations also invested in technology to better capture and analyze internal data to measure outcomes and ensure that their resources are being optimized. For instance, by centrally tracking the cost and attendance for each of their services, Charlotte Mecklenburg's Library can monitor costs per patron. By partnering with their local school district, they were also able to show that their annual summer reading program led to improved student test scores.

- *Efficiency through Technology*

According to the Aspen Institute, modern libraries need fewer staff to shelve and checkout books and more staff to actively engage patrons. To facilitate this transition to their new roles, libraries have turned to technology to reduce the time spent maintaining collections in order to increase face-to-face services and active programs. Some of the primary ways that libraries have used technology to be more efficient is through enhanced use of self-checkout kiosks or, in the case of Orange County, upgrading their library's app so items can be checked out using a smartphone. Efficiencies have also been achieved through the elimination of manual, paper-based processes for tasks like registering for a library card or requesting new materials.

Many of the library systems visited during the tours also utilized radio frequency identification technology (RFID). Rather than placing barcodes on library materials, RFID uses microchip tags and scanners that can read multiple tags at once from a distance. As a result, time spent individually scanning items both in and out of the library has been significantly reduced or, in some cases, eliminated entirely. The staff and time needed to sort books, conduct inventories, or locate missing items has also been minimized allowing staff to refocus their time and energy on tasks that provide the greatest benefit to the community.

These findings and best practices parallel many of challenges experienced by the Leon County Public Library System due to changing trends in library use, which are detailed in the following section. As part of the proposed *Essential Libraries Initiative* presented later in the Retreat notebook, these strategies will be further explored and implemented to address the challenges we are facing and ensure that Leon County continues to operate a model library system that promotes efficiency, innovation, and responsiveness to the changing needs of the community.

Trends in Library Use in Leon County

In 1956 Leon County opened its first free public library in 5,000 square feet of The Columns, one of the oldest remaining antebellum homes in the Leon County area and located at Park and Adams. Close to 5,000 volumes were on its shelves. The next library, a small storefront branch in the Bond Community, opened in 1975. Between 1991 and 1997 the system continued to grow through the addition of three storefront branches: Lake Jackson, originally called Northwest; Northeast Branch; and Parkway Branch. In 2000 and 2001 two permanent buildings were opened, replacing their respective area storefronts (Northeast Branch; Dr. B.L. Perry, Jr. Branch, formerly Bond Branch). A few years later, the Jane G. Sauls Ft. Braden Branch Library was built in 2004 near the site of the busiest bookmobile stop in rural western

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Leon County. In 2011 the Woodville Community Center building, another popular bookmobile stop, was expanded to house a new Woodville Branch Library. The same year, the Parkway Branch closed its doors and the branch moved into a new LEED certified building designated as the Eastside Branch Library.

Today, the Leon County Public Library System provides services at the Main Library and all six branch libraries in addition to offering outreach services to select senior residential communities. The Library's seven facilities total 156,767 square feet, which is significant for our population size. When compared to Florida library systems with a like-sized service population, Leon County's Library ranks 6th out of 31 libraries for square feet per capita. In this space, the Library maintains over 700,000 digital and print titles which are checked out approximately 2 million times annually. Additionally, 276 public desktop computers are available at the Library, and card holders have access to limited free printing and unlimited paid printing. A regular schedule of adult and youth programs are also offered through the Library including various book clubs, the Booked for Lunch author series, Storytime and Baby Time, Crazy 8s Math Club, LEGO Club, The Big Read, and Summer Reading events. Services are also available remotely via the library's website. There users can locate and download e-books, audiobooks and videos; renew and request library materials; ask for information or research assistance via e-mail or the "Ask a Librarian" service; and use online subscription databases.

All of this is currently accomplished with a staff of 101.7 full-time equivalents (FTEs) and an annual budget of approximately \$7.2 million. Approximately \$160,000 of the Library's annual budget is provided by state aid through the Florida Department of State; however, Leon County's state aid has been declining in recent years. Various Library projects and programs are also sponsored by the Friends of the Library each year. Recent gifts from the Friends include the donation of funding for the Library's subscription to Kanopy, an online video streaming service, as well as several Oculus Rift Virtual Reality headsets.

Recognizing the vital role that public libraries play in our community, Leon County has made extensive efforts in recent years to enhance facilities and services provided by the Leon County Public Library System. The following is a list of select physical and programmatic enhancements to the County's library system since 2010:

- Added over 25,000 square feet to the Library system through the following capital projects:
 - Expanded the Dr. B.L. Perry Branch Library and Northeast Branch Library.
 - Opened the new Woodville Branch Library
 - Relocated and opened the new stand-alone Eastside Branch Library
 - Expanded the Lake Jackson Branch Library and created a new community center as part of the redevelopment of the Huntington Oaks Plaza.
- Created new lending programs for:
 - vegetable and herb seeds,

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- telescopes, and
- mobile hotspots.
- Launched the Leon County Public Library mobile app and online library card registration.
- Created a new Library Lecture Series program with selected speakers and topics that engage and inspire, appealing to the interests of all citizens. All Library Lecture Series events are free and open to the public.
- Partnered with CareerSource Capital Regional to establish all seven library locations as CareerSource affiliate locations, providing resources for job seekers and those seeking to improve their career options.
- The Main Library served as a Comfort Station following Hurricanes Hermine, Irma, and Michael to provide an air-conditioned space for affected citizens to cool off, hydrate, recharge their mobile devices, and get information about recovery assistance.
- Unveiled a new tree sculpture at the Main Library. The sculpture was carved by a local sculptor from the trunk of an approximately 160-year-old live oak tree that stood in front of the library. The tree was in poor health and rather than removing it entirely, the tree was transformed into a sculpture to reflect and enhance the library's history.

While the County has incrementally made these and other significant and industry-leading improvements to the Library over time, a new phase of innovation is called for to ensure the changing needs of our diverse and growing population are being met. To begin this process, a statistical report of library utilization from FY 2015 to FY 2019 has been included as Attachment #1 and is summarized in the following analysis. Conducting an internal review of this kind is recommended by the Aspen Institute as it illustrates why libraries must evolve and assists with identifying both strengths and opportunities for improvement.

- **Library Card Registration**

Currently, 45% or 130,782 residents of Leon County possess a valid library card. Over the last five years, the number of card holders has decreased by 20% as fewer people are renewing their existing library card or registering for a card for the first time. To increase the number of new cards issued annually and ensure the greatest number of residents are benefitting from the Library's programs and services, new outreach efforts have been identified.

One of the ways the Library has worked to increase card registration is through a revised "Eligibility for Library Cards" Policy which was adopted by the Board in October 2019. This policy change expanded free library card eligibility to include all students enrolled in schools, colleges and universities in Leon County. Additionally, the new policy permits online registration for a library card, which has led to a significant increase in registration since its launch in mid-December.

- **Circulation Rates**

As noted previously, libraries across the nation are seeing a shift in how people choose to read and access information. Circulation of libraries' print books and other fixed format materials are declining, while demand for digital materials has significantly increased. According to OverDrive, the leading digital reading platform for over 43,000 libraries including the Leon County Public Library System, global library usage of E-books, audiobooks and magazines reached record levels in 2019. During this year, digital checkouts from OverDrive world-wide increased by over 20% (326 million downloads), with the greatest increase occurring in downloads of audiobooks (30%, 114 million downloads).

As shown in detail in Attachment #1, Leon County has likewise experienced a substantial increase in downloads of digital materials, while checkouts of fixed format materials such as print books, CDs, and DVDs have declined. Since 2015, checkout of print books has declined by 45%, while E-book downloads have increased by 104%. During this same timeframe, circulation of audiobooks on CD decreased by 29% and downloads of audiobooks increased by 106%. Recognizing the growing interest in these items, the Board adopted a five-year target to double the Library's collection of downloadable books as part of the FY 2017-2021 Strategic Plan.

To keep up with demand and ensure the best use of the Library's materials budget, funds designated for e-books and downloadable audio books have been increased, and purchases of both music and audiobooks on CD will be phased out over time. The Library has made similar changes before, gradually phasing audio cassettes and later, VHS tapes, as demand decreased. Although the Library will no longer purchase or add new music or audiobooks on CD, patrons can continue to request specific titles online, over the phone, or in person through the free interlibrary loan service. As part of this service, libraries loan items to each other for their respective patrons through a longstanding international network.

Additionally, an internal study of Leon County's E-book and audio book downloads indicates that 39% of the users are over age 51. Given the significant growth in Leon County's senior and retired population, it is expected that this group of users will continue to grow. For those who are new to the technology and need assistance with learning to search for, download and use digital media, the Library offers "Tech Help 1 on 1" at all seven locations. Patrons are welcome to make an appointment in advance or simply stop in for assistance.

- **Facility and Technology Use**

In part due to the decreased interest in fixed format materials, which require patrons to travel to a library facility to access, fewer people are utilizing the Library's physical facilities. In 2015, the Leon County Public Library System was visited by patrons over 970,000 times. By 2019, annual visits to the Library declined by 11% with under 866,000 visits to the Main and branch libraries. The data displayed in Attachment #1 suggests that declines in annual visits may also be due in part to fewer people choosing the Library as their preferred place to work or study as

shown by the declining use of the Library's internet (down 7%), Wi-Fi (down 15%), laptops (down 30%), printing (down 7%) and reservable tutor rooms (down 20%).

However, a large number of patrons continue to rely upon the Library for access to desktop computers. In 2019, Library computers were used over 415,000 times, a 38% increase over the last five years. In total, patrons spent almost 229,000 hours on the Library's 276 public desktop computers last year. Additionally, there is growing demand to use the Library's meeting rooms as gathering spaces for community events and programs. In 2019 alone, the Library's ten meeting rooms were reserved 4,488 times; an increase of 125% since 2015.

- **Programs and Services**

Another positive trend in Library utilization is the growing demand for programs and services that educate, build community, and connect people to needed information and resources. As shown in Attachment #1, the number of Library programs offered annually has increased by 65% with attendance increasing by 27% since 2015. However, program participation is relatively low when compared to other like-sized library systems. Leon County currently ranks 25th in program participation out of the 31 Florida libraries with a service population of 100,001- 750,000.

Historically, Library programming has primarily focused on young children with the goal of promoting kindergarten readiness and pre-literacy skills. These programs, which include Storytime, Baby Time, and Stay & Play, are very popular with parents of young children. In 2019, these programs were attended by over 12,700 children and over 10,400 adult guardians. In more recent years, Library staff have worked to ensure that the County is offering meaningful and relevant programs for all age ranges. This is evidenced by the significant increases in annual attendance in adult programs (up 34%) and teen programs (up 83%) over the last five years. Participation in the Library's outreach services program, which delivers books to eight senior residential communities twice a month, has also grown to 1,840 participants, a 15% increase since 2015.

- **Literacy Services and Homework Assistance**

The Aspen Institute describes the 21st century library as center of participatory learning that champions literacy and steps up to "own" afterschool learning programs that support and connect to school learning goals. Currently, these services are provided in Leon County's Library through the nonprofit Literacy Volunteers of Leon County (LVLC).

Since 1980, LVLC has operated within the County's Library facilities with staffing and financial support provided as part of the Library's annual budget. LVLC coordinates and trains volunteers to provide one-to-one tutoring services for adults who want to learn to read and write or to improve their reading and writing skills. In 2019, the organization served 409 adult students, a 7% decline in enrollment over the last five years. According to the Florida Literacy Coalition, declines in the need for adult literacy services are due in part to an improved job market and decreases in immigration by non-English speakers.

In addition to adult literacy programs, LVLC also coordinates volunteer tutors to assist with an after-school Homework Help program at the BL Perry Branch Library. In 2015, 144 students participated in the program, which then matched students with a volunteer tutor for one-on-one assistance once a week. In 2019, the program transitioned to a “clinic” model where students can drop in during one of the four-60 minute sessions offered twice a week. Following the transition, annual participation declined to 28 students, a 78% drop since 2015. Library staff are currently working with LVLC to assess the program structure and improve participation.

- **Volunteering**

Among all County departments, the Leon County Public Library System currently utilizes the most volunteers. However, in recent years, the numbers of volunteers and their hours donated have been declining. From 2015 to 2019, the total number of Library volunteers declined by 7% with a 43% drop in the number of hours contributed. Further analysis shows that, while the Library gained more volunteers between the ages of 11 to 17, there were significant drops in volunteering by adults, those of college age (ages 18 to 24) and middle age (ages 45 to 64).

A staff workgroup formed to assess the Library’s volunteer program, determined that several factors contributed to these declines. One factor was the implementation of certain volunteer requirements. Due to the large amount of volunteer applications received each year, the Library limited the number of hours volunteers could work per week and implemented requirements that all volunteers make a service commitment of at least three months and work one shift per week. Due to the unintended, negative impact on volunteering, the Library revised its requirements in October 2019. Another contributing factor was the discontinuation of the Library’s college internship program. Library staff are currently working to reestablish partnerships with local universities to recruit student interns from their Master of Library Science (MLS) program.

As noted earlier, several host libraries visited during the County’s multi-city/state tours have also taken steps to revitalize their volunteer engagement and, as a result, have achieved annual increases in volunteerism. Greater volunteer capacity has allowed these libraries to expand their program offerings while also growing a new group of library patrons and supporters. To accomplish this, their volunteer strategies commonly involved a two-pronged approach: (1) expand the use of volunteers for routine tasks and (2) create new opportunities for high impact volunteers who bring unique skills and expertise to enhance the library’s mission. The following are just a few examples of how other libraries have implemented the latter strategy:

- Broward County’s library utilizes volunteers with expertise in technology, music and audio production, graphic design, and web development to provide assistance and training programs in their Creation Station Lab.

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- By recruiting licensed therapy dog owners to volunteer, Charlotte Mecklenburg Library established Paws to Read. This popular program boosts children's reading skills and confidence by allowing them to read aloud to a volunteer therapy dog in a safe and non-judgmental setting.
- Capitalizing on their proximity to the University of South Carolina, Richland County's offers dozens of internship opportunities for students not only in the field of library sciences, but also social work, early childhood education, marketing and communications. As part of the Library's annual Pigskin Poets event held in Williams-Brice Stadium, USC football players and cheerleaders also volunteer their time to read stories to local children.

As in other communities, the "digital age" has changed how people use the Leon County Public Library System, yet their primary purpose of connecting people to resources has become more vital than ever. Libraries also remain one of the most democratic of public institutions as they work promote equity, access, opportunity, openness, and civic engagement. These foundational principles as well as the Library's physical spaces, geography, and highly trained staff can all be leveraged to better meet the needs of the community. However, identifying these needs and how the Library works to address them will require engaging residents and stakeholders. The following sections of the Retreat further examine the changing roles of public libraries and presents for the Board's consideration the *Essential Libraries Initiative*, a proposed process for working with the community to re-envision the possibilities of the Leon County Public Library system.

Attachments:

1. FY 2015 – FY 2019 Leon County Public Library System Statistical Report
2. State Library of Florida 2018 Annual Public Library Statistics and Ranking Tables Report

FY 2015 – FY 2019 Leon County Public Library System Statistical Report

		FY 15	FY 16	FY 17	FY 18	FY 19	Percent Change
Facility Usage	Door Count	973,739	978,097	969,148	909,164	865,906	-11%
	Meeting Room Reservations	1,994	2,564	2,912	4,113	4,488	125%
	Tutor Room Reservations	2,500	2,753	2,976	2,198	1,997	-20%
Library Cards	Total Registered Users	163,204	146,007	124,843	129,832	130,782	-20%
	Cards Renewed	27,815	29,723	28,169	23,595	24,224	-13%
	New Cards Issued	8,820	9,428	9,418	8,736	8,611	-2%
Circulation	Print	1,133,947	1,055,371	994,357	938,783	979,911	-14%
	Music CDs	27,864	26,798	26,536	19,005	18,070	-35%
	Audiobooks on CD	72,031	68,429	62,655	54,521	51,244	-29%
	DVDs	321,686	325,995	314,835	296,973	316,845	-2%
	Telescopes	-	-	-	247	192	-22%
	Hotspots	-	-	-	121	577	377%
	Online Resources	494,082	393,053	320,926	475,562	495,796	4%
	E-Magazines	-	-	4,065	6,404	15,701	286%
	E-Books	32,442	32,217	39,484	50,559	66,097	104%
	Downloadable Audiobooks	34,860	39,480	44,284	54,007	71,950	106%
	Streaming Video	17	0	1,247	621	11,496	67,524%
Computer Usage	Sessions on Desktops	300,067	301,607	293,930	429,972	415,463	38%
	Hours on Desktops	-	-	-	226,684	228,779	1%
	Printing	-	-	-	208,419	193,699	-7%
	Internet Usage	494,012	301,607	293,930	226,699	211,565	-7%
	Wi-Fi Usage	98,391	94,262	87,135	85,428	83,407	-15%
	Laptop Checkouts	3,355	2,789	1,654	2,775	2,345	-30%

		FY 15	FY 16	FY 17	FY 18	FY 19	Percent Change
Program Attendance	Total # of Programs	938	1,019	1,216	1,360	1,548	65%
	Total Program Attendance	31,056	29,525	30,585	37,192	39,558	27%
	Average Attendance per Program	33	29	25	27	26	-23%
	# Adult Programs	122	152	200	197	241	98%
	Adult Attendance	13,633	13,146	13,344	11,925	18,323	34%
	# Teen Programs	55	48	43	78	69	25%
	Teen Attendance	251	539	423	826	459	83%
	# Juvenile Programs	761	819	973	1,085	1,238	63%
	Juvenile Attendance	17,172	15,840	16,818	24,441	20,776	21%
Outreach Services	# Senior Residential Facilities Visited	9	8	8	8	8	-11%
	# of Visits Conducted	178	165	173	190	188	6%
	# Senior Resident Participants	1,602	1,420	1,614	1,866	1,840	15%
Literacy Volunteers of Leon County	# Adult Literacy Students	442	481	449	482	409	-7%
	# K-12 Students Receiving Homework Help	101	144	140	117	28	-72%
	# Literacy Volunteers	273	277	320	279	263	-4%
	# Literacy Volunteer Hours	8,282	9,147	10,215	11,188	11,375	37%
Library Volunteers	# of Library Volunteers	214	224	267	148	199	-7%
	# of Library Volunteer Hours Contributed	17,214	15,683	11,023	11,421	9,807	-43%

State Library of Florida 2018 Annual Public Library Statistics and Ranking Tables Report

	Leon County	Benchmark (Out of 31 library systems with a service population of 100,001 - 750,000)
Square Feet Per Capita	0.54 (156,767 sq ft)	5th out of 31
Total FTE Staff Per 1,000 Residents	0.35 (101 FTEs)	6th out of 31
Total MLS Staff Per 1,000 Residents	0.12 (35 MLS Staff)	3rd out of 31
Local Operating Revenue Per Capita	\$22.93 (\$6,703,322)	10th out of 31
State Operating Revenue Per Capita	\$0.60 (\$175,330)	19th out of 31
Total Operating Revenue Per Capita	\$23.53 (\$6,879,990)	12th out of 31
Staff Expenditures Per Capita	\$18.48 (\$5,400,885)	7th out of 31
Collection Expenditures Per Capita	\$2.13 (\$621,868)	19th out of 31
Total Operating Expenditures Per Capita	23.19 (\$6,779,002)	14th out of 31
Print Materials Per Capita	2.29 (670,018 Print Materials)	2nd out of 31
Audio - Physical Units Per 1,000 Residents	117.47 (34,341 Audio)	6th out of 31
Video - Physical Units Per 1,000 Residents	125.48 (36,682 Videos)	16th out of 31
E-books Per 1,000 Residents	15.13 (4,423 E-books*)	29th out of 31
	*Does not include E-books shared by libraries through the Panhandle Library Access Network (PLAN)	

	Leon County	Benchmark (Out of 31 library systems with a service population of 100,001 - 750,000)
Total Materials in All Formats Per Capita	2.53 (741,041 Items)	2nd out of 31
Circulation Per Capita	4.66 (1,363,614 Circulations)	13th out of 31
Children's Circulation Per Capita	1.55 (451,799 Circulations)	7th out of 31
Percent of Population with Library Cards	45% (130,242 Users)	19th out of 31
Library Visits Per Capita	3.12 (911,058 Visits)	12th out of 31
Reference Transactions Per Capita	0.87 (253,121 Transactions)	9th out of 31
Total Program Attendance Per Capita	0.12 (36,458 Attendees)	25th out of 31

Source: Florida Department of State, Division of Library & Information Services

4. How the Role of Public Libraries is Changing

Statement of Issue:

This section of the retreat features a presentation and Q&A session with Charles Pace, Executive Director for the Gwinnett County (GA) Public Library. Mr. Pace's presentation further explores why and how the roles of public libraries are changing to meet the needs of their community with examples from his experience leading the Gwinnett County Public Library through a major organizational change.

Staff Recommendation:

No Board action necessary.

Background:

To survive in the digital age, the Aspen Institute encourages communities to go through a process of "re-envisioning public libraries" and capitalizing on these institution's strengths to address local issues and goals. For this process to be successful, the report *Rising to the Challenge: Re-Envisioning Public Libraries* recommends the following:

"Enabling all public libraries to fulfill their new roles will require community leaders, civic partners and librarians to share a new vision for what libraries can be. To meet the needs of individuals, the community and the nation in the knowledge society, public libraries must be re-invented for a networked world, in which the value of networks grows as more connections are made. Innovations built on the old distributed model of the lending library will not suffice. What is needed is a new level of interdependence that communities and libraries must embrace together."

In 2016, the Gwinnett County Public Library underwent this process of re-inventing themselves to ensure that their work provided the greatest possible value to their community. Through collaboration between library staff, citizens, and community leaders, Gwinnett developed a plan for an "innovation revolution" in their public libraries. As a result, Gwinnett was able to increase utilization of their library despite having the same declines in circulation experienced by public libraries throughout the country. These improvements were made possible through the leadership of Gwinnett's Executive Director Charles Pace, who has been invited to present and share his experience.

Analysis:

A brief introduction to the speaker is provided, followed by an overview of innovation changes made at Gwinnett County Public Library under Mr. Pace's leadership.

About Charles Pace

Charles Pace became Executive Director of the Gwinnett County Library on January 6, 2014. Prior to this he served as the Director of the St Louis County, MO and Fargo, ND libraries. A native of Texas, he received his M.L.S. and B.A. at the University of North Texas. He served as a reference librarian at the Brooklyn and Dallas Public Libraries. After that, he served as branch manager at the Houston Public Library and then served in the same capacity at the Chicago Public Library. He was named by the Library Journal as one of 2006's Movers & Shakers, a term which is described as "the people shaping the future of libraries." In 2017 Pace was awarded the John Ilif Award for innovation in technology and service delivery by the Public Library Association. Also in 2017 and again in 2018 GCPL was recognized by the Atlanta Journal Constitution as a "Top Workplace" and by the Urban Libraries Council as a "Top Innovator" in the area of Customer Experience. Due to experience as an innovative leader in public libraries, Mr. Pace is a much sought after presenter who has spoken at numerous conferences and other library events.

Innovative Changes at the Gwinnett County Public Library

With a population of over 900,000, Gwinnett County is one of the most diverse counties in the United States. Gwinnett has no single ethnicity predominating and more than eighty different languages spoken in the local schools. Over the last few years, the Gwinnett County Public Library (GCPL) has made extensive efforts to ensure its relevancy in an increasingly diverse community. However, their library's pathway to success was not an easy one.

Like many library systems, GCPL's funding was negatively impacted by the Great Recession, which caused a loss of almost 25% of its annual budget. In the years following, GCPL and other library facilities also began to experience the same decline in patronage as more people chose to read and listen to books online rather than checking them out from the library. Similar to Leon County's experience at the time, Gwinnett had no choice but to become more efficient and to identify innovative ways to reengage their community.

They started the process with an internal review and the understanding that there were no "sacred cows"—everything would be examined for need and efficiencies. They looked for new technology, reexamined how they deliver services, reviewed Census data and other reports to build their understanding of the population and their needs. Library staff also reached out to their community for input. They conducted a community survey, held listening sessions, and met with representatives from local governments and nonprofits. The following are some of the recommended improvements that resulted from GCPL's review:

Building Partnerships to Benefit the Community

To expand the library's footprint in the community and bring a full range of services to a growing and diverse population, GCPL had to develop an extensive array of partnerships. They did this through strategic partnerships with key stakeholders. For instance, one of their major partnerships is with the local school district. In 2016, GCPL implemented an MOU with the School Board allowing parents to register their child for a library card as part of the annual enrollment process. As a result, 100,000

students were signed up for a library card pushing the percentage of Gwinnett County residents with a library card to more than 50 percent.

Other smaller partnerships were developed by simply encouraging library staff to be more engaged in their community. By being more active with the general public and connecting with individual schools, businesses, nonprofits, and a variety of citizen groups, GCPL found that they were able to gain a better understanding of community needs. In turn, this allowed the library to keep up with the evolving demography in their various service locations and develop targeted services and programs that fulfilled the educational and enrichment needs of diverse populations across Gwinnett County.

By working closely with others, GCPL found that they could serve as a “force multiplier” accomplishing more through collaboration than they would ever be able to do on our own, while offering the same benefits to their partners.

Self Service Technology

Technology played a major role in helping GCPL become more efficient and free up staff so more time could be spent on offering patrons the programs and services they wanted. To do this, self-service technology was installed throughout all their facilities. Upgraded self-checkout kiosks capable of taking credit/debit cards as well as cash and coins were placed at all of their locations. Gwinnett’s Library also upgraded their computer reservation system to a single kiosk per branch that now allows patrons to reserve computers, buy merchandise, or pay for copies and prints. By implementing these new technologies, GCPL greatly reduced the amount of staff time needed throughout the day to process patron transactions.

Downsizing Service Desks & Transitioning to “Mobile Staff”

Like most traditional libraries, GCPL had multiple large service desks, sometimes over twenty feet wide, scattered throughout their facilities. Their internal review found that these desks were not only barriers to providing their patrons with more space, but also reduced efficiency and negatively impacted their customer service. Often staff at a service desk were engrossed in their work and would neglect to look up and greet patrons. Service desks were also frequently underutilized given the declining number of patron research and reference questions as well as the drop in checkouts of print materials. The expanded use of self-checkout kiosks made service desks even more unnecessary, so GCPL developed a plan to downsize and transition to “mobile staff.”

Bulky desks were removed from the library and replaced with more seating and workspaces for patrons. In order to address the need to serve and greet customers as they entered the building and throughout the library, GCPL purchased two mobile laptop carts per branch. One cart and library worker are stationed near the entrance of the branch in order to greet customers and assist them with self-checkout. The other cart patrols the branch as needed, allowing staff to be mobile and assist patrons wherever they are in the building. Additionally, GCPL implemented their “Book a Librarian” service which eliminates the need to have reference librarians stationed at a service desk all day by allowing patrons to schedule an appointment minutes, hours, or days ahead.

Service Model and Staff Empowerment

As part of its organizational shift, GCPL has undergone a “service model refresh” and implemented several changes to both empower staff and build support for their new direction. First, the organization updated their strategic plan to encompass a broad range of goals aligned with addressing community needs and facilitated through community relationships. By including staff at all levels in this process, they have been able to ensure buy-in and maximize successes.

With the overarching goal of making the whole organization less hierarchical and reducing levels of middle management, the new initiative also included both consolidating job responsibilities and eliminating unnecessary positions. Additionally, GCPL undertook a massive reexamination of all library policies and procedures, rewriting many in order to reduce the number and simplify and clarify those that remained. This exercise helped to remove unnecessary barriers to accessing the library and helped reinforce their new customer service philosophy which includes the following principles.

Gwinnett County Public Library Customer Service Philosophy



5. Essential Libraries Initiative

Statement of Issue:

Throughout Leon County, the County's Main Library and six branch libraries are staffed with highly trained and skilled employees whose primary functions are centered around building and maintaining large collections of print materials. Under this model, the Library's resources are being underutilized, as this model no longer reflects the many ways in which patrons are choosing to use their local libraries. However, forward-thinking counties across the nation are capitalizing on the innate strengths of their library systems to address pressing local issues and to advance community priorities. In doing so, they have made themselves essential to a broader population, reversed downward trends and maintained their library's relevance.

To address the changing needs of Leon County residents and trends in library use, this item recommends the adoption of what we are calling the *Essential Libraries Initiative*. The proposed Initiative, which is presented for the Board's consideration in the following section, proposes a process for re-envisioning the Library utilizing the methods recommended by the Aspen Institute as well as best practices identified during the library tours. Through this process, the Leon County Public Library will have a renewed mission, programs and services aligned to support community needs, and a plan to implement these transformational changes over the next three to five years.

Staff Recommendation:

1. Adopt the following Strategic Initiative into Leon County's Strategic Plan: Implement the *Essential Libraries Initiative* to re-envision the Leon County Public Library.
2. Approve the creation of the Innovation Officer position within the department of Library Services through the realignment of an existing position thereby having no fiscal impact.

Background:

Leon County has a nationally recognized history of engaging citizens and creating meaningful opportunities for citizen input. Through our partnership with the Village Square and programs like the Citizen Engagement Series, the Library Lecture Series, and the Big Event Tallahassee, the County has worked to engage citizens as cocreators and provide meaningful opportunities to capitalize on their talents in making important decisions.

The *Essential Libraries Initiative* aims to follow in this tradition by utilizing the Aspen Institute's framework for re-envisioning public libraries. Acting on this framework requires "a shared recognition of the vital role public libraries are playing, will play and can play in the digital arena and a commitment to take advantage of the possibilities." To reinforce this commitment by the County and Library staff, an updated mission statement and priority focus areas are proposed in the following section. With these changes in place, the Aspen Institute then recommends a process involving three distinct steps or "pathways:" (1) Learning, (2) Leading, and (3) Implementing.

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Each of the Aspen Institute's "pathways" is incorporated into the proposed *Essential Libraries Initiative*. The first step, Learning, involves completing an internal assessment of your library. The next step is Leading, which requires developing strategies to ensure long-term sustainability of the library including aligning the library with community priorities and strengthening relationships with the community. The final step, Implementing, includes convene community dialogue to re-envision the library's role and develop strategies for deploying the library's key assets in new ways to meet the challenges of today and tomorrow.

The general process outlined by the Aspen Institute is supported by the American Libraries Association (ALA) and its Libraries Transforming Communities Initiative. This ALA initiative provides libraries with a guide for "turning outward" so they can be proactive to community issues and better prioritize community goals. Their guide similarly recommends conducting internal reviews and developing proposed strategies that can be brought to the community for their input and feedback.

Analysis:

The following analysis provides a preliminary draft of the *Essential libraries Initiative* which aims to ensure that the Leon County Public Library System remains a relevant and essential resource to residents now and in the future. This section also presents ongoing improvements as well as recommendations to the Board which position the Library to successfully implement the *Essential Libraries Initiative* once it finalized and approved by the Board as part of the 2020 Budget Workshop.

Essential Libraries Initiative

The primary objective of the *Essential Library Initiative* is ensuring the Library is seen as an essential part of the community's success. This is achieved by realigning every part of this County division, from programs and services to staff and physical spaces, with the community's greatest needs and goals. This proposed Initiative was influenced by observations from the multi-city/state tours of innovative public library systems. As stated earlier, the preliminary *Essential Libraries Initiative* also mirrors the Aspen Institute's three-step process for re-envision public libraries: (1) Learning, (2) Leading, and (3) Implementing.

Step 1 - Learning

Over the course of the last year, Leon County has been actively engaged in what the Aspen Institute refers to as the "Learning Pathway," starting with an assessment of local trends in Library use. As shown in the update on the Leon County Public Library System provided in Section 3, rapid changes are occurring in the ways residents choose to utilize the Library and its resources. Over just the last five years, there have been significant declines in circulation of print and fixed-format materials, while downloads of digital content have doubled or tripled. Fewer people are visiting the Library and choosing it as their preferred place to work or study. However, there is a growing demand for new programs and services that educate, build community, and connect people to needed information and resources.

While the County has made significant incremental improvements to the Library's facilities, programs and services over time, a bold new vision for the Library is needed to keep up with the changes in technology and continue to provide value to our growing and diverse population. The Florida's Public

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Library Statistics and Ranking Tables Report, which compares like-sized libraries, shows that there are many areas where Leon County is exceptional and identifies those areas where we have not kept pace. These opportunities for enhancement are further highlighted by the findings of the Aspen Institute as well as the multi-city/state tours of other public library systems.

Step 2 - Leading

The next recommended step of Leading involves taking what we have learned about our Library as well as the best practices observed in other libraries to develop a strategy for strengthening relationships with the community. The first foundational change recommended by the Aspen Institute and observed repeatedly during the tours is realignment of libraries with the community and its priorities, aspirations and goals. To reinforce this new, outward focus, staff have developed an updated mission statement for the Library, as well as priority focus areas to guide the development of programs and services.

Updating the Library's Mission Statement

According to the Aspen Institute, 21st century libraries should remain committed to providing access to knowledge and promoting literacy but must acknowledge that their role extends far beyond book lending. They instead encourage libraries to place people at the center of their mission and aim to inspire and cultivate learning, advance knowledge and nurture and strengthen communities as their needs grow and change. The libraries visited during the tours serve as good examples of organizations that have adopted this philosophy and revised their mission statements:

- Gwinnett County Public Library - Supporting your informational, educational and recreational interests with convenient, creative, customer-friendly access to materials and services.
- Orange County Library System - Adding to quality of life by creating a learning environment and experiences that foster personal growth and development.
- Broward County Library - To provide convenient access to a full range of innovative and cost-effective services that satisfy the changing needs of the people of Broward County for information, education and recreation.
- Charlotte Mecklenburg Library - Improve lives and build a stronger community
- Richland Library - We help our customers learn, create and share.

Leon County's current Library mission statement reads as follows:

The LeRoy Collins Leon County Public Library enriches the community by inspiring a love of reading, providing a dynamic resource for intellectual, creative and recreational pursuits, and enabling residents to live a life of learning.

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Staff have developed the following revised mission statement for the Library:

To be an essential resource for learning, creativity, and innovation to provide for our community's changing needs.

In addition, the following is the proposed “tagline” to be used for various promotional and marketing materials:

Learn. Create. Innovate.

This enhanced mission statement and tagline of will help to communicate the Library’s evolving purpose and direction to employees, citizens, and other stakeholders. Additionally, the mission statement provides a new a new foundational guide for the establishment of the Library’s four priority focus areas, which are presented in the following section.

Aligning Library Services in Support of Community Needs and Goals

Traditionally, libraries and their staff have been experienced in fielding problems as they walk in the door, not in going out into their communities trying to identify or solve community needs. This model no longer works. One of the primary findings from the tours of other library systems is the importance of being proactive and aligning a library’s services in support of the community’s needs and goals. This finding is strongly supported by the Aspen Institute’s report, which stresses the need for libraries to be more intentional in the ways that they deploy resources and become more deeply embedded in addressing the critical challenges facing the community. To that end, the report suggests that public libraries that align their people, place, and platform assets to create services that prioritize and support local community goals will find the greatest opportunities for success in the years ahead.

As part of the *Essential Libraries Initiative*, four priority focus areas will be adopted by the County’s Library:

- | | |
|--------------------------------------|----------------------------------|
| (1) Literacy and Lifelong Learning | (3) Civic & Community Engagement |
| (2) Business & Workforce Development | (4) Arts & Humanities |

Similar to the four Strategic Priorities upon which Leon County Government’s Strategic Plan is built, these high-level focus areas consider the desired future condition and encompass the major areas of the Library’s responsibilities which are critical to the success of the community. Each focus area is presented in the following section with preliminary directional statements that provide specificity and guide how the focus area will be supported.

Both the focus areas and directional statements will be presented to the community for input as part of an extensive outreach campaign which is detailed in the final proposed phase of the initiative. Input from citizens and stakeholders will be used to further refine these components of *Essential Libraries Initiative*, which will be finalized and presented to the Board as part of the June 2020 Budget Workshop. However, these initial focus areas and directional statements will help guide Library staff in the interim months.

- 1. Literacy & Lifelong Learning** – To serve as resource in developing the skills needed to be successful socially, mentally, financially, and technologically at any age including promoting traditional and non-traditional forms of literacy.

(L1) Champion adult and youth literacy as the foundation for learning and discovery.

(L2) Provide technology training for all ages to ensure a digitally literate community.

(L3) Support lifelong education for seniors and retirees with programs that entertain, educate, and provide connections to community resources.

(L4) Develop early learning resources for parents and guardians to teach their children the skills they need to succeed in school.

(L5) Support K-12 students in developing core academic and learning success skills: literacy, problem solving, creativity and innovation, teamwork and collaboration, and communication.

While Leon County will utilize citizen input to develop our own programs and services that meet the community's unique needs, the following are examples of how other public libraries have supported the focus area of Literacy & Lifelong Learning:

- Through the use of teen and adult volunteers, Gwinnett Library's branches offer drop-in homework assistance for K-12 students for two-hours during select days of the week.
- To improve their third-grade literacy rates, Richland Library provided youth librarians with training to become certified reading specialists. Now the Richland librarians are able to assist parents, caregivers, or tutors by providing reading evidence-based strategies and interventions.
- Recognizing the importance of lifelong learning, Broward County offers free technology programs for those 60+, such as their course "Computer Basics for Older Adults: Learn to Surf the Internet and Use Email."

- 2. Business & Workforce Development** – To support a strong local economy by acting as resource for businesses and individuals seeking professional development.

(B1) Collaborate with the Tallahassee-Leon County Office of Economic Development to provide resources and spaces that support local businesses and entrepreneurs.

(B2) Provide programs that develop skillsets needed to build a thriving workforce.

(B3) Offer resources for job seekers and those transitioning to new careers.

(B4) Provide opportunities for teens to develop leadership and life skills to ready them for the workforce.

While Leon County will utilize citizen input to develop our own programs and services that meet the community's unique needs, the following are examples of how other public libraries have supported the focus area of Business & Workforce Development:

- To support parents seeking employment who may struggle with finding childcare, Gwinnett offers a free Storytime at local job fairs.
- Orlando Public Library's Simulation Lab provides patrons with free access to a hydraulic excavator simulator, forklift simulator, flight simulator, and driving simulator for the purpose of learning to become a heavy equipment operator.
- As part of their "Adulting 101" life skills workshops, the Broward County Library offers courses to young adults on everything from budgeting and organizing to professional communication and goal setting. In 2019, this program was awarded the Library of Congress State Literacy Award.

3. Civic & Community Engagement – To serve as a vibrant, active hub of civic discourse and participative democracy, building relationships and bridging gaps in all segments of the community.

(C1) Provide opportunities to engage in civil discourse around topics that impact Leon County and are of interest to the community.

(C3) Collaborate with local colleges and universities to maximize outcomes in areas of mutual interest.

(C2) Serve as a gateway to connect people with community services and government programs.

(C4) Act as a resource and partner to local nonprofit service providers in addressing community issues.

While Leon County will utilize citizen input to develop our own programs and services that meet the community's unique needs, the following are examples of how other public libraries have supported the focus area of Civic & Community Engagement:

- In 2013, Richland Library initiated a partnership with USC's College of Social Work to allow student interns to gain experience working with library patrons. Shortly after, Richland was able to receive a grant to hire one-full time social worker, which has now grown to three full-time social workers who offer walk-in hours and appointments to connect residents to reliable information about and assistance with healthcare, housing, food, etc.
- Since 2008, Charlotte Mecklenburg Library has partnered with the Autism Society of North Carolina's Mecklenburg County Chapter to offer programming for children, teens, and adults with special needs.

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- To bridge the generational gap, Gwinnett County hosts a monthly conversation called Opposing Viewpoints: Teens vs Adults. This event allows residents to share their generational thoughts on important community issues.

4. **Arts & Humanities** – To support residents in their creative, intellectual, and recreational pursuits and foster cultural enrichment.

(A1) Offer a diverse physical and digital collection that supports the needs and interests of the community.

(A3) Offer timely and relevant cultural events and classes that showcase the community's diversity

(A2) Collaborate with arts, humanities, and other creative organizations to provide programming for all ages.

(A4) Support creativity through the Library's collection, collaborative spaces, events, and classes.

While Leon County will utilize citizen input to develop our own programs and services that meet the community's unique needs, the following are examples of how other public libraries have supported the focus area of Arts & Humanities:

- By converting one small meeting room at four branches, Gwinnett implemented Learning Labs where patrons can learn graphic design, video editing, sewing, photography, and music recording.
- Through a local grant and donations from JoAnn's Fabrics, Orange County developed an after-school, teen sewing camp.
- Created in 2015, Richlands' Artist in Residency program gives artists, performers and makers a monthly stipend and free studio space at the library. In return, the artist shares their works and artistic process with the community and provides learning opportunities and programs for library customers.

Together, the revised mission statement, the new focus areas, and the associated directional statements position the Library to be more responsive to the community's needs and goals. As stated earlier, the *Essential Libraries Initiative* will be presented to the community and stakeholders for their input. Through various citizen engagement efforts, which are detailed in the following section, each focus area's associated directional statements may be further refined to help guide the development of new programs and services.

Step 3 – Implementing

Subsequent to the Retreat, the Library will begin the final phase of the *Essential Libraries Initiative*: Implementing. Following the recommendations of the Aspen Institute, this phase begins by convening a community dialogue to re-envision the Library. In turn, these discussions will assist in further developing the Library's strategies to connect with the community and align its resources to address the challenges residents are facing.

The following section outlines a proposal for engaging citizens and stakeholders in reimagining the possibilities of the Leon County Public Library System. Additionally, this section reviews the timeline for compiling citizen input and other relevant data as part of an update to the *Essential Libraries Initiative* during the 2020 June Budget Workshop.

Engaging Citizens & Stakeholders

Community input is critical to determining how the Leon County Public Library System will build new programs and services to support the four priority focus areas. Utilizing the Aspen Institute's guide for convening a community dialogue, the Library plans to use the scheduled 2020 LEADS Listening Sessions as an opportunity to engage stakeholders, active patrons, and non-library users alike in conversations about how libraries can be an essential resource for all residents. To solicit input that will help guide the future on the Library, the proposed plan for the Library's 2020 LEADS Listening Sessions includes the following elements:

- **Host a Listening Session with Key Stakeholders**

For the Library, this will mean convening representatives from Leon County Schools, FSU, FAMU, TCC, as well as the Library Advisory Board, the Friends of the Library, and Literacy Volunteers of Leon County. Additionally, a broad range of nonprofits whose populations could directly benefit from the Library's programs and services would be invited to participate.

- **Host Targeted Community Listening Sessions**

To ensure residents of all areas of Leon County have an opportunity to weigh in on the Library's future, a Listening Session will be held at the Main Library and each of the six branch libraries. Recognizing that young students are a primary user of the Library's services and may not feel comfortable attending these events, the Library's Teen Advisory Board will also be enlisted to host a Listening Session that support sharing ideas among student peers. All Library Listening Sessions will be open to the public.

- **Conduct a Community Survey**

Those who are unable to attend a Listening Session will be able to provide feedback through a community-wide survey. Community and Media Relations will work with the Library to develop an extensive, community-wide survey that gathers input from a large and diverse representation of Leon County residents, businesses, neighborhood leaders, and others.

- **Conduct a Statistical Review of the Community**

In addition to gathering input from citizens and community organizations, staff will conduct a statistical review of current and projected population in Leon County. Utilizing the Office of Economic Vitality's data center and the U.S. Census Bureau, staff will analyze the current demographic makeup of Leon County to ensure Library programs are representative of and appealing to our diverse population. Additionally, population and economic projections will be assessed to determine what trends the Library will need to be responsive to in the future. For instance, the Library may need to plan for increased senior programming in response to projected growth in Leon County's "Boomer" age group. Likewise, the Library's resources for business and entrepreneurs may need to be refreshed given the changing makeup of local industry.

The Library's 2020 Listening Sessions and community survey would occur during the months of February and March, so the results can be incorporated into the June Budget Workshop presentation. To reach the broadest audience, including populations with low card registration rates, the Library and CMR will work collectively to implement an extensive outreach campaign. In addition to utilizing the County's existing radio, television, print, and social media platforms, stakeholder organizations will be asked to provide information to their customers. The Library will also work to promote these efforts as they attend community events to encourage attendees to sign up for a card.

Implementing the Essential Libraries Initiative

Following the Library's outreach campaign, input from citizens and stakeholder groups will be compiled and analyzed. The results, along with the findings from the statistical review, will then be used to further refine and update the *Essential Libraries Initiative* for the Board's consideration during the June 2020 Budget Workshop. The final proposed Initiative will include any revisions to the priority focus areas as well as a timeline for implementation of planned new programs and services.

Preliminary analysis indicates that existing positions within the library can be realigned to support proposed new programs and services. The June 2020 Budget Workshop will include any recommended position reclassifications or realignments recommended to implement the *Essential Libraries Initiative*. Based upon comparisons to other like-sized public library systems in Florida, staff does not anticipate a need to increase annual operating expenses or staffing levels. However, the Initiative is anticipated to require one-time expenses over a three to five year period for minor facility enhancements well as technology upgrades at the branch and Main Libraries. Any recommended improvements will be presented as part of the five year capital improvement program.

The following sections provide additional details regarding possible capital improvement projects, technology enhancements, and realignment of existing Library staff. Several additional strategies to support the *Essential Libraries Initiative* are also presented.

Capital Improvement Projects

As illustrated by the recent tours, facility improvements are a key part of creating a welcoming environment that facilitates new patterns of interacting, learning and accessing information, and must be sufficiently flexible to accommodate changes that inevitability will come. In preparation for future capital improvements projects, such as new program spaces and seating areas, the Library has begun developing a space management plan. The plan aims to maximize the utilization of space open to the public by consolidating staff areas. For instance, the Library has begun to explore transitioning to Gwinnett's "mobile" staff model by consolidating and downsizing bulky reference and checkout desks. Another major step in freeing up space for future capital improvement projects will be "weeding" the Library's collection of books, CDs, DVDs, and other items that are outdated, in poor condition, or have not circulated in over five years.

"Weeding" is a standard practice in public libraries as it makes room for newly purchased materials and ensures that items are up-to-date, relevant, and in good condition. As circulation of print materials declines and the need for program spaces increases, "weeding" becomes even more important, but it can also cause unease for patrons who see books being removed from the shelves. However, print books will always be a critical part of the Library's mission and the County will continue to invest in developing a collection that is up-to-date, diverse, and supports the needs and interests of the community. To further ease patron anxiety, our Library has implemented several best practices, many of which were observed during the recent tours:

- Programming that Supports the Collection – To support use of the Library's vast collection, the County hosts ongoing book clubs and annual events such as the African American Read-In. However, additional programs and events will be developed to encourage new readers to utilize these available materials.
- Basement "Book Vault" – In the Main Library basement, staff have created a "book vault" for low-circulating items. This allows patrons to continue accessing these items by request without them unnecessarily taking up valuable floor space at Main or the branch libraries.
- Library Discard Program – For years, the Library has operated a weekly Discard Program, which donates reading materials that have been withdrawn from the collection to local nonprofits and government agencies. Frequent recipients include the Leon County Detention Center, Florida Department of Corrections, local churches, and senior living facilities.
- Donation to the Friends of the Library – Materials that aren't donated as part of the Library Discard Program are then given to the Friends of Library. If the Friends determine that the item cannot be sold in their shop locally, they will send it to the online book retailer Better World Books which has access to a global market. The Friends receive a portion of the profits from each item sold and Better World Books recycles those items that don't sell or were not selected for donation to one of their partner literacy programs around the world. These funds are then used to support the purchase of new materials as well as Library programs.

Other possible capital improvement projects will seek to ensure the Library is and feels safe. The recent multi-city/state tours highlighted best practices that are being explored including installing security cameras, placing the Sheriff's Deputy's station in high-traffic areas, and reducing the height of bookshelves to ensure a clear line of sight across the facility.

Technology Enhancements

The Leon County Public Library System has begun to explore and implement several new technologies to make the department more efficient and effective. In addition to launching online card registration which eliminated a time-consuming paper process, the Library has initiated a pilot program to identify strategies to maximize use of existing self-checkout kiosks and thereby free up staff time to provide more meaningful services and assistance to patrons. Currently, less than 5% of all items are checked out at a Leon County Library using self-checkout kiosks. The pilot found that improved placement and patron training greatly improved use of self-checkout; however, several barriers to realizing efficiencies from self-checkout were also identified. Kiosks are currently not available at all facilities and the Library's current models are not equipped to process payments or unlock security cases on CDs and DVDs. Upgrading and purchasing additional kiosks is currently being explored in preparation for the next budget cycle.

Organizational Structure & Staffing

The Leon County Public Library System's organizational structure and staffing are currently centered around the purchasing, cataloguing, shelving, and loaning of physical items. As such, several positions will be restructured to perform different tasks. Less staff time will be spent processing items and more time will be dedicated to building and coordinating programs and services. As necessary, positions will be restructured or reclassified through the Board's annual budget process. However, it is recommended that the Board immediately approve the reclassification of one of the Library's current vacancies to create a new Innovation Officer position to assist with the development and implementation of the *Essential Libraries Initiative*.

To create and sustain a culture of innovation, libraries have developed new and non-traditional positions. One position that is becoming more common is that of Innovation Officer. Both the Richland Library and Charlotte Mecklenburg Library, two of the libraries visited during the tours, have employed an Innovation Officer for several years. This position is responsible for promoting the steady growth of innovation skills and principles across the organization, recommending and implementing new services that meet community needs, and developing methodologies to evaluate work processes, programs, and services. If approved by the Board, the Library's Innovation Officer would be responsible for working with the Library Director to oversee all elements of the *Essential Libraries Initiative*.

Renewing More Than Books: Updating the Library System's Look and Feel

In addition to the many strategic and programmatic realignments that make up the essential library, Leon County will update and renew the library's visual communication in both digital and physical spaces. CMR, in coordination with Library staff and select library users, has begun developing a branding and consistency guide that establishes more effective, modern, and consistent visual identity across all library locations as well as online. The plan will create a more holistic experience for users who access

digital services and also attend library programming, including signage, the launch of online library card registration, newsletters, program collateral, and much more. By renewing the library's visual appeal, the library system will become more of a place to spend time, collaborate, and explore a life of learning and engagement.

Customer Service Principles & the Patron Code of Conduct

As libraries realign themselves to better support community goals and address the issues residents are facing, many have also updated their customer service principles. As illustrated by Gwinnett County's new customer service philosophy provided in Section 4, these principles center around inclusivity, transparency, compassion, as well continuous improvements and innovation to ensure patrons' needs are met. Another prevalent practice observed during the tours is having a plain-language code of conduct. At a future Board meeting, staff will propose a simplified code of conduct that can be easily communicated to patrons and enforced by staff. This will help to ensure the Library is a welcoming, clean, and comfortable space for all patrons.

Community Engagement & Outreach

Following the Board's actions in June, Community and Media Relations will continue to build its public information and outreach momentum by using every available print, radio, television, digital, and social media resource to promote the County library's essential programs and services. In specific, the Community and Media Relations team will create engaging public information strategies and visual identities for all of the essential library programs so as to reach both current and new library users. Nextdoor, the highly effective neighborhood-specific social media platform, will be used heavily to reach geographic areas near and around branch libraries to promote the essential programs. The County team will also coordinate with local organizations to share library-specific information, especially those organizations focused on the community's most important needs such as those focused on youth education, homelessness, lifelong learning, and more. In short, through effective, robust, and multimodal public information strategies, every County resident will know that every County library has essential programming just for them.

Next Steps Summary

Through the *Essential Libraries Initiative*, the Leon County Public Library System will realign its programs, services, staff, and physical spaces to support the needs and goals of the people we serve. The updated mission statement and priority focus areas will reinforce the Library's new outward focus and help to strengthen relationships with the community. However, most crucial to the success of this Initiative will be input provided by County residents and stakeholder groups. Utilizing the Aspen Institute's guidelines, the Library will use the 2020 LEADS Listening Sessions at each of their branches as an opportunity to engage active patrons and non-library users alike in conversations about how libraries can be a more meaningful resource for all residents.

The following is a summary and preliminary timeline for development of the *Essential Libraries Initiative*:

- Presentation of a revised Code of Conduct for the Board's consideration – *February 2020*
- 2020 Listening Sessions and community-wide survey – *February - March 2020*
- Presentation of final draft of the *Essential Libraries Initiative* – *June 2020 Budget Workshop*
 - Based on citizen input, the final draft of the *Essential Libraries Initiative* will include priority focus areas with supporting directional statements and specific programs and services to be launched at the branches and Main Library. Projected implementation time-lines will be presented as part of the plan.
 - A proposed 3 to 5 year capital improvement project schedule for any enhancements to the branches or Main Library to support the new programs or services being offered.
 - Existing position reclassifications to support specific programs and services. Through realigning existing positions, and leveraging technology, preliminary analysis indicates that no new positions will be needed to support the initiative.
 - As an approved strategic initiative, updates on the implementation of the *Essential Libraries Initiative* will be provided to the Board during the annual budget process and at the annual retreat.
- Following the budget workshop, Community and Media Relations will continue to build its public information and outreach campaign by using every available print, radio, television, digital, and social media resource to promote the County library's essential programs and services.

Staff Recommendation:

1. Adopt the following Strategic Initiative into Leon County's Strategic Plan: Implement the *Essential Libraries Initiative* to re-envision the Leon County Public Library.
2. Approve the creation of the Innovation Officer position within the department of Library Services through the realignment of an existing position thereby having no fiscal impact.

6. Strategic Plan Update

Statement of Issue:

This section provides an overview and update on the FY 2017-2021 Leon County Strategic Plan, which was adopted at the 2016 annual Retreat. Specifically, the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

Staff Recommendation:

No Board action necessary.

Background:

The following section outlines the significant and extensive effort of the Board at the 2016 annual Retreat in developing the current Strategic Plan. Due to the thoughtful and deliberate work that went into establishing the FY 2017-2021 Strategic Plan, the Board may choose to briefly review the County's vision and mission statements before spending more time amending or adding to the plan's Strategic Initiatives.

Analysis:

The County's vision and mission statements are included below for ease of reference, as are the Strategic Priorities and Initiatives.

Vision Statement

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Leon County's Vision Statement describes what the future of Leon County should be, in an ideal state, as well as what people will perceive of Leon County in the future. Leon County's vision statement reads as follows:

A community that is safe, healthy and vibrant.

Mission Statement

Mission statements are similar to vision statements, but they are more concrete and action-oriented.

A mission statement is a standard element of an organization's strategic plan and explains its reason for existence. It describes the organization, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission also serves as a foundational guide in the establishment of organizational priorities. Leon County's mission statement is as follows:

To efficiently provide public services which serve and strengthen our community.

Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The Priorities consider the County's future in each area and are critical to the success of the community. As part of the Strategic Plan, these Priorities inform every decision and every initiative made by Leon County.

Each Strategic Priority is identified with:

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

The four Strategic Priorities set forth in Leon County's FY 2017-2021 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

Strategic Priority - Economy

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

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits.
- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Priority - Environment

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

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

Strategic Priority -Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant library offerings which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services.
- (Q4) Support and promote access to basic health and welfare services to our community members most in need.
- (Q5) Support strong neighborhoods.
- (Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.
- (Q7) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

Strategic Priority - Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

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

Key Community Metrics

As part of the strategic plan, we track very closely the progress towards accomplishing our bold goals and targets. Building on this effort of tracking our progress, at last year's retreat, the Board discussed adding a series of Key Community Metrics to the strategic plan. These key metrics provide a representative snapshot of how we are doing in each of the four strategic priority areas. As reflected later in this section, the data is presented in a very straightforward graphic showing where we were (2010), where we are today (2019) and where we are projected to be in five years (2025).

6A. Strategic Plan Update: Progress Towards Bold Goals and Five-Year Targets

Statement of Issue:

This section provides an update on Leon County's progress towards each priority area's bold goals and five-year targets, including Leon County's ongoing efforts to achieve these stretch goals.

Staff Recommendation:

No Board action necessary.

Background:

At the 2016 Retreat, staff recommended and the Board approved the adoption of specific targets that Leon County expects to realize as an organization over the next five-year plan cycle. These targets are aligned with each priority area and will communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

Additionally, the Board approved a bold goal, for each priority area. Bold goals differ from targets in that they are truly stretch goals which will be big and difficult to achieve, but are worthy of staffs' best efforts because they are big and difficult to achieve. The adoption of bold goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Analysis:

The following section summarizes Leon County's progress towards reaching each priority areas bold goals and five year-targets. Each Strategic Priority section begins with a graphical update to the FY 2017-2021 Strategic Plan that shows Leon County's progress towards each goal and target. Following each Strategic Priority is a narrative analysis of staff's efforts.

For reference, baseline data used for the development of each of the targets and bold goals is also included as Attachment #1.

ECONOMY

PRIORITY

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



Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.



Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.



Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.



Grow our tourism economy, its diversity, competitiveness and economic impact.

BOLD GOAL

Grow the five-year tourism economy to \$5 billion

PROGRESS TO DATE

57%

(\$2.85 Billion)*

* Estimate based upon available data.



5-YEAR TARGETS

PROGRESS TO DATE

- » Attract 80 state, regional, or national championships across all sports
59% (47 Championships)
- » Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs
166 entrepreneurial ventures (33%), 9,064 new jobs (82%), and 123 high-wage jobs in high tech clusters (31%)
- » Connect 5,000 students & citizens to middle skilled job career opportunities
48% (2,398 Students and Citizens)
- » Host 100,000 residents & visitors as part of the Amphitheater County Concert Series
28% (28,217 Residents and Visitors)



ECONOMY – Analysis of Bold Goal and Targets

Bold Goal: *Grow the Five-Year Tourism Economy to \$5 Billion*

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. In FY 2017 and FY 2018, the research firm estimated the total economic impact of tourism in Leon County at \$895.8 million and \$920 million respectively. For FY 2019, the annual economic impact is approximately \$1.04 billion, which brings the total tourism economy over the last three years to **\$2.85 billion, 57% of the County's five-year Bold Goal.**

Targets:

Attract 80 State, Regional, or National Championships across All Sports

In FY 2017, 14 championship sporting events were held in Leon County followed by another 16 championships in FY 2018. During this time, Leon County was also selected to host several NCAA championship events at the Apalachee Regional Park (ARP) over the next five years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross Country National Championship. The 2021 National Championship will be the first time in the race's 78-year history that it will be held in Florida.

In FY 2019, 17 championship sporting events were held in Leon County bringing the total to **47 championships, 59% of the County's five-year Target.** These events include the Red Hills International Horse Trials, Tallahassee Tennis Futures Pro Tournament, Tallahassee Tennis Challenger, AAU National Track & Field National Qualifier, Tallahassee Marathon, ASG Presidents' Day Soccer Tournament, Florida State Soccer Invitational, American Junior Golf Association Visit Tallahassee Preview, 2019 Disc Golf Open, Garnet and Gold Softball Showcase, Jacksonville Storm Softball Showcase, Gold Star Elite Girls Fast Pitch Showcase, and Youth Basketball of America Boys Basketball Tournament. The remaining championship events were cross county races hosted at the ARP and included the prestigious Florida High School Athletics Association (FHSA) State Championship, which Leon County was selected to host at the ARP again in 2021.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

Over the last three years, Leon County has co-created **166 entrepreneurial ventures (33%), 9,064 new jobs (82%), and 123 high-wage jobs in high tech clusters (31%).**

An entrepreneurial venture is a new business formation that is in the early stages of getting capitalized and then developing, organizing and managing a business toward initial profitability. New entrepreneurial ventures are reported to OEV by partner organizations such as Domi Station and Innovation Park. Through these partnerships, 166 entrepreneurial ventures have started in Leon County.

Section Two: Progress and Update of Strategic Plan

The reported high-wage jobs in high tech clusters are the result of businesses participating in the Qualified Target Industry (QTI) program. Since FY 2017, 123 high-wage, high-tech jobs have been created through the QTI program. Program participants include Danfoss (120 jobs) and Millennium Integrated Electronics (3 jobs). In FY 2019, the QTI program had no new participants in the; however, several large awards for advanced manufacturing are currently pending and will be announced in FY 2020.

The 9,064 total new jobs reported in Leon County since FY 2017 is a preliminary estimate based upon the Local Area Unemployment Statistics (LAUS) published by the Department of Economic Opportunity (DEO). All preliminary estimates are subject to revision the following month and at the end of the year by DEO, and annual revisions can go back several years due to methodological or geographic changes.

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

Since the start of FY 2017, 2,398 students and citizens have been connected to middle skilled job opportunities, 48% of the County's five-year Target. This progress was achieved through initiatives such as the EMS Student Internship Program as well as the Leon Works Expo and Junior Apprenticeship Program. Also in support of this Target, the County committed to expanding the 2019 Leon Works Expo as a regional event, which was attended by both Gadsden and Wakulla County students. The next Leon Works Expo is scheduled for April 2020 at the FSU Civic Center.

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

During FY 2017 and FY 2018, the County hosted six concerts at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, (4) Florida Jazz & Blues Festival, (5) the Tedeschi Trucks Band, and (6) the band Train. One additional concert featuring Lynyrd Skynyrd was scheduled for FY 2018 but was cancelled due to a medical emergency involving Gary Rossington, one of the original members of the band.

In FY 2019, Leon County anticipated 10 concerts at the Amphitheater; however, the Florida Jazz and Blues Festival was cancelled this year. The other concerts include the 2019 Word of South Festival featuring artist Shakey Graves (1,500 attendees) and the sold-out concert of JJ Grey and Mofro (3,314 attendees). The remaining seven concerts were part of the Free and Family Oriented Sundown Concert Series in partnership with the Tallahassee Downtown Improvement Authority (DIA).

As part of the effort to continuously provide high quality entertainment to Leon County and attract residents and regional visitors, while producing greater visibility for the Amphitheater, the County partnered with the DIA to support expansion of free and family-oriented concerts through fall 2019. The Board authorized the execution of a sponsorship Agreement with the DIA and utilization of the Division of Tourism's Concert Series funds to provide three additional concerts on nonpeak visitor weekends. The concerts in FY 2019 featured the following artists:

- The Futurebirds with JB's Zydeco Zoo (1,500 attendees)
- Blue Begonias with the Lil Grizzly Boogie Band (2,000 attendees)
- The Lee Boys with Jon Bellamy and The Rebels (2,700 attendees)

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- Drivin' n Cryn' with Revival (2,000 attendees)
- Royce Lovett with Common 'Taters Funk (1,300 attendees)
- Emily Wolf with Revival (1,700 attendees)
- Black Joe Lewis and the Honeybears with Pat Puckett (1,000 attendees)

Over 17,000 residents and visitors attended concerts in FY 2019, a 220% increase from the previous year. This brings the County's current total to **28,217 attendees, 28% of the County's five-year Target.** To continue to increase attendance and ensure the consistent booking of high-quality performances, the Board increased the Concert Series budget for FY 2020 from \$100,000 to \$250,000. Part of these funds have also been allocated to continue to support the extension of the DIA Sundown Summer Concert Series. As a result of these investments, the County has already hosted one concert in FY 2020 which featured the band Third Eye Blind and an additional four shows have been announced for the spring.

FY2017-2021 STRATEGIC PLAN

ENVIRONMENT

PRIORITY

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



(EN1)

Protect the quality and supply of our water.



(EN3)

Promote orderly growth and sustainable practices.



(EN2)

Conserve and protect environmentally sensitive lands and our natural ecosystems.



(EN4)

Reduce our carbon footprint.

BOLD GOAL

Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone

PROGRESS TO DATE

610

septic tank upgrades or eliminations in progress



Updated January 2020



5-YEAR TARGETS

PROGRESS TO DATE

- | | |
|---|-----------------------|
| » Plant 15,000 trees including 1,000 in canopy roads | 80%
(12,279 Trees) |
| » Ensure 100% of new County building construction, renovation and repair utilize sustainable design | On target |
| » 75% community recycling rate | 62% Recycling Rate |
| » Construct 30 miles of sidewalks, greenways and trails | 68% (20.3 Miles) |



ENVIRONMENT – Analysis of Bold Goal and Targets

Bold Goal: Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

In FY 2019, a total of **179 septic tanks were eliminated through the completion of the Woodside Heights Septic to Sewer Project and 431 are planned or in progress, for a total of 610 which exceeds the five-year Bold Goal.**

By partnering with the State of Florida, the County plans to upgrade or eliminate a total of 610 septic tanks in the primary springs protection zone. To help achieve this goal, Leon County has aggressively pursued state grant funds in addition to leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension. These funds will help eliminate approximately 520 septic tanks in the Woodside Heights, Northeast Lake Munson, and Belair/Annawood neighborhoods.

In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement an Advanced Septic System Pilot Program for the Wilkinson Woods Subdivision which will assist homeowners that are replacing failing or repairing septic tanks with passive technology higher performing nitrate-reducing systems. This program will remove or replace an additional 90 septic tanks. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville Project is funded through sales tax and an FDEP grant. The completion of the construction portion of the Woodville project will eliminate an additional estimated 1,000 septic tanks, however, this is projected to occur outside of the current five-year strategic plan time horizon.

Targets:

Plant 15,000 Trees Including 1,000 in Canopy Roads

In FY 2017, Leon County planted 702 trees, of which 18 were planted along canopy roads. To support the planting of 1,000 trees in the canopy roads, the FY 2018 adopted budget included \$75,000 to implement an active tree planting program.

In FY 2018, Leon County planted 2,122 trees, of which 73 were planted along canopy roads. These trees were planted as part of several planned construction projects, as well as programs the County coordinates annually, such as the Adopt-A-Tree Program, Arbor Day plantings, and the Canopy Road Committee's active tree planting program. During FY 2018, Public Works also identified and prepped planting sites for approximately 400 trees which will be planted along canopy roads in 2019.

In FY 2019, an additional 9,455 trees have been planted, including 496 trees along canopy roads. This brings the total to **12,279 trees with 587 trees planted in canopy roads, 80% of the County's five-year Target.** These trees were planted as part of several projects include a 30-acre reforestation project at the J.R. Alford Greenway (6,496 trees) and plantings at the Apalachee Regional Park (1,835 trees). Trees planted along canopy roads were part of the Canopy Road Program (400 trees), as well as the Miccosukee Road Drainage Improvement Project (96 trees).

Section Two: Progress and Update of Strategic Plan

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff has integrated sustainable design standards into the Facilities Design Guidelines which are used for new construction and large-scale renovations. For small renovations such as painting and carpet installation, material standards have been implemented. In addition, internal design staff have received new training in sustainable design standards. In FY 2020, the Office of Resource Stewardship and the Department of Public Works are planning to integrate Green Building criteria into the County's Facilities Design Guidelines, which will be revised and presented to the Board at a future meeting.

75% Community Recycling Rate

Annual county recycling rates for the previous year are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. During Summer 2020, Leon County will receive recycling rates for 2019. Recycling rates for past years are provided as follows.

For 2016, Leon County had a recycling rate of 55%, making it one of only 20 counties in the state to achieve a rate of 50% or higher. In 2017, the County achieved a recycling rate of 66%, the ninth highest rate in the state. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.

In 2018, the County achieved a **recycling rate of 62%**. Despite the slight decrease in the recycling rate from 2017, Leon County maintains the third highest traditional recycling rate in the state and the 10th highest overall recycling rate. Continued efforts to achieve the 75% Target, include exploring new technologies, partnerships, and strategies to increase commercial and residential recycling rates in Leon County.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2017, Leon County constructed 8.73 miles of sidewalks, greenways, and trails followed by an additional 9.7 miles in FY 2018. During FY 2019, an additional 1.86 miles of sidewalks were constructed on Chadwick Way and Deer Lake West, Indian Mounds Road, Beech Ridge Trail, North Monroe Street, and Orange Avenue and Meridian Street. The Chadwick Way and Deer Lake West project was constructed as part of the Safe Routes to School program. This brings the total to **20.3 miles of sidewalks (10.1 mi), greenways (6.5 mi), and trails (3.7 mi), 68% of the County's five-year Target.**

QUALITY OF LIFE

PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community.^(Q)



Maintain and enhance our parks and recreational offerings and green spaces.



Support strong neighborhoods.



Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.



Provide relevant library offerings which promote literacy, life-long learning and social equity.



Provide essential public safety infrastructure and services.



Support and promote access to basic health and welfare services to our community members most in need.



Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

BOLD GOAL

Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families

PROGRESS TO DATE

76%

(\$76.4 Million)*

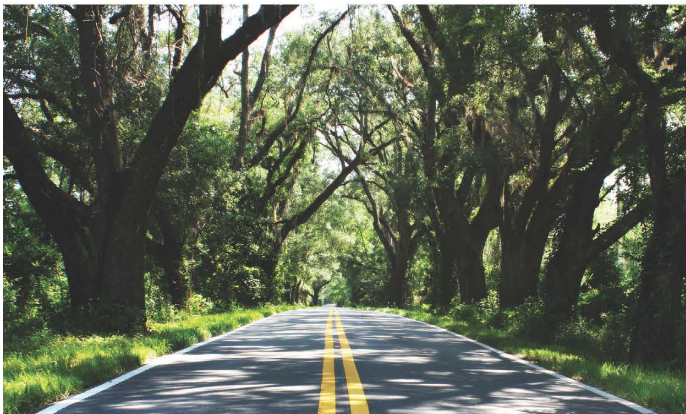
* Estimate based upon available data.



5-YEAR TARGETS

PROGRESS TO DATE

» Double the number of downloadable books at the library	106% (14,276 New Books)
» Construct 100 fire hydrants	48% (48 Fire Hydrants)
» Train 8,500 citizens in CPR/AEDs	65% (5,501 Citizens)
» Open 1,000 new acres of park land to the public	22% (217 new acres)



QUALITY OF LIFE – Analysis of Bold Goal and Targets

Bold Goal: *Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families*

The Department of Veterans Affairs (VA) for Leon County calculates and publishes the amount of Veterans Compensation & Pension and Medical Care Expenditures annually. For FY 2017, over \$38.6 million in Veteran Affairs benefits were secured for Leon County veterans and their families. This spike in funding is due in part to the opening of the Tallahassee Health Care Center, a new VA clinic opened in Leon County in October 2016. In FY 2018, an additional \$18.2 million in Veteran Affairs benefits were secured.

For FY 2019, staff estimates that approximately \$19.3 million in Veteran Affairs benefits will be secured. This brings the current total to **\$76.4 million, 76% of the County's five-year Target**. The estimate for FY 2019 is based on the projected number of Veterans Compensation & Pension and Medical Care Expenditure reported by the Department of Veterans Affairs (VA) for Leon County and adjusted for the unique clients served by the County's Veterans Office.

Targets:

Construct 100 Fire Hydrants

In FY 2017, 15 fire hydrants were constructed in the unincorporated area. To increase the number of hydrants constructed annually, during the June 2017 Budget Workshop, staff recommended and the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program. With the new program, a citizen or Homeowners Association (HOA) may make a request directly to the County for a fire hydrant. In FY 2018, 17 additional fire hydrants have been constructed, including one hydrant which was installed under the new cost sharing program.

During FY 2019, 16 new hydrants were constructed in the in the unincorporated area. This brings the total to **48 hydrants, 48% of the County's five-year Target**. To meet this Target, Public Works is working with Talquin Electric Cooperative to expedite installation of fire hydrants on the Prioritization List. Talquin has since agreed to use an outside contractor to perform installations.

Train 8,500 Citizens in CPR/AEDs

Leon County EMS held over 40 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs. During FY 2018, EMS held an additional 38 trainings during which 1,768 citizens were trained.

In FY 2019, Leon County EMS conducted 59 trainings for 2,111 citizens. This brings the total to **5,451 citizens trained in CPR/AEDs, 64% of the County's five-year Target**. This total includes the County's 2018 Press the Chest training event, which was held on June 8, 2019 with approximately 460 attendees.

Section Two: Progress and Update of Strategic Plan

Open 1,000 New Acres of Park Land to the Public

Since 2017, **217.3 acres of park land have opened to the public, 22% of the County's five-year Target.** The new park lands include the following:

- Northeast Running Trail: The Northeast running trail was completed in January 2018, making 43 new park acres open to the public.
- St. Marks Headwaters Greenway: In late January 2018, the first phase of the St. Marks Headwaters Greenway trail was completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
- Bradfordville Community Center Dog Park: In October 2019, Leon County opened the first off-leash dog park in the unincorporated area making 13.26 new park acres open to the public.

In total, the County now maintains 3,865 acres of greenways and parks that are open to the public. Additional park land is anticipated to open to the public over the next five years includes portions of Apalachee Regional Park and Broadmore Pond.

Double the Number of Downloadable Books at the Library

In FY 2017, Library Services added 10,002 downloadable books to their collection. This substantial increase was the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, Audiobooks, E-Magazines, and other electronic products.

In FY 2018, an additional 1,769 books were added to the Library's collection followed by an additional 2,505 books in FY 2019. This brings the Library's the total to **14,276 new downloadable books, 106% of the County's five-year Target.** The net total of downloadable books currently available through Leon County Libraries is now approximately 22,000.

GOVERNANCE

PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship.^(G)



Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.



Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.



Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.



Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.



Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.

BOLD GOAL

Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation

PROGRESS
TO DATE

59%

(297 Citizen
Ideas)



5-YEAR TARGETS

PROGRESS TO DATE

- | | |
|--|--|
| » Reduce by at least 30% the average time it takes to approve a single family building permit | 20% Reduction
(2 days faster) |
| » Achieve 90% employee participation in the County's "My Rewards" Well Being Program | 90% Participation
(507 Employees Participating) |
| » Reduce by 60% the outstanding debt of the County | 49.5% Reduction |
| » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace | 100% of Employees Trained |



GOVERNANCE – Analysis of Bold Goal and Targets

Bold Goal: Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

The County implemented 107 citizen ideas during FY 2017 and another 100 ideas in FY 2018. In FY 2019, an additional 90 ideas were implemented bringing the total to **297 citizen ideas, improvements, solutions and opportunities for co-creation, 59% of the County's five-year Target**. Included in this list are 106 recommendations voiced by citizens during LEADS Listening Sessions and 16 recommendations from the post-hurricane Listening Sessions. Several ideas were proposed by individual citizens such as Library patrons, campground visitors, and community center users. Other improvements were submitted by community organizations or citizen committees like the Woodville Little League, the Miccosukee Sense of Place Working Group, and the Advisory Committee on Quality Growth. A complete list of implemented citizen ideas is included as Attachment #3.

Targets:

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

Since FY 2017, **nearly two-thirds (66%) of this target was achieved by reducing the average time from 11 days to 9 days** through FY 2018. Hurricane Michael's landfall at the beginning of FY 2019 (October 10, 2018) and a record year of permit applications to the County resulted in atypical permit review times. Nearly 7,000 permits were approved by the County in FY 2019, up 33% from the prior year and four times higher than the previous peak in 2007. Single family building permit review times returned to normal in the first quarter of FY 2020.

During FY 2019, the County recruiting a new chief building official, launched the Project Dox software for online plans review, expanded the automatic email notification services to applicants, and contracted with private sector plans reviewers to expedite the permit approval process. Staff anticipates further efficiencies in permit review times as the County continues to utilize private sector plans reviewers and implement the new flat fee methodology for residential building permits recently approved by the Board.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

The My Rewards Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Participation in the program is reported annually as employees have until October 31st to complete the tasks/activities required for participation.

In FY 2017, 496 employees participated in the program. In FY 2018, 90% participation was achieved with 502 employees participating. In FY 2019, the County maintained this level of participation with, **507 employees participate in the Program which is 90% of eligible County employees**. To continue to achieve this level of participation, staff has adopted several new strategies including calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application

Section Two: Progress and Update of Strategic Plan

form, providing Division Directors with a report of employees who had not yet taken advantage of the program, and attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.

Reduce By 60% the Outstanding Debt of the County

The County's outstanding debt, including principal and interest, is calculated annually at the end of each fiscal year. Since FY 2017, **the County has reduced its debt from \$48.6 million to \$24.8 million, a 49.5% reduction.**

Based on the current debt service schedule and recent refinancing, the County is on pace to meet this Target. In FY 2020, staff anticipates that the County will pay \$492,622 worth of interest and make principal payments totaling \$7.7 million, for a 15.5% debt reduction. Bonds issued to acquire the Leon County Government Office Annex Building will be paid off by FY 2021, significantly reducing the amount of remaining debt.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

Currently, **100% of Leon County employees have been trained.** Since FY 2017, 847 employees have been trained in Customer Experience; 753 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace; and 826 employees have received Diversity in the Workplace training. To ensure all employees received all three (3) trainings, Human Resources developed a quarterly schedule and website for County trainings and worked with department directors to schedule their employees' attendance. Human Resources will continue to provide these training to new County employees.

GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	PROGRESS TO DATE
ECONOMY	Grow the five-year tourism economy to \$5 billion	57% (\$2.85 Billion)* *Estimate based upon available data.	» Attract 80 state, regional, or national championships across all sports	59% (47 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	129 Entrepreneur Ventures (26%), 3,428 New Jobs* (30%), and 123 High-Wage Tech Jobs (31%)
			» Connect 5,000 students and citizens to middle skilled job career opportunities	48% (2,398 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	26% (25,517 Residents and Visitors)
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	36% 179 septic tank upgrades or eliminations	» Plant 15,000 trees including 1,000 in canopy roads	80% (12,279 Trees)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
			» 75% community recycling rate	62% Recycling Rate
			» Construct 30 miles of sidewalks, greenways and trails	68% (20.28 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	76% (\$76.4 Million)* * Estimate based upon available data.	» Double the number of downloadable books at the library	106% (14,276 New Books)
			» Construct 100 fire hydrants	48% (48 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	65% (5,501 Citizens)
			» Open 1,000 new acres of park land to the public	22% (217 new acres)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	60% (298 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	20% Reduction (2 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	90% Participation (507 Employees Participating)
			» Reduce by 60% the outstanding debt of the County	49.5% Reduction
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% of Employees Trained

Key Community Metrics

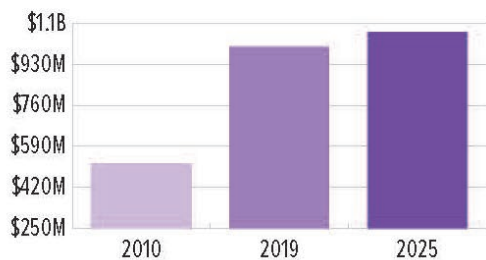
At last year's retreat, the Board discussed adding key community metrics to the strategic plan, complementing the County's closely tracked progress towards accomplishing our five-year targets and bold goals. As reflected in the following table, this year's strategic plan includes key community metrics in all four of the County's strategic priority areas. These key community metrics measure data points important to the entire community and track our progress into the future. Intuitively designed, the graphics show important community metrics for where we were (2010), where we are today (2019), and where we will be in the future (2025). The following metrics measure the County's continued progress in serving our community, developing and creating jobs, preserving public safety, and so much more.

KEY COMMUNITY METRICS

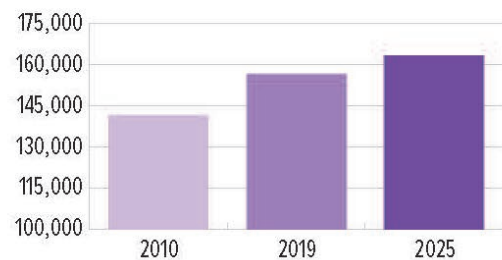
ECONOMY



Tourism
ANNUAL ECONOMIC IMPACT



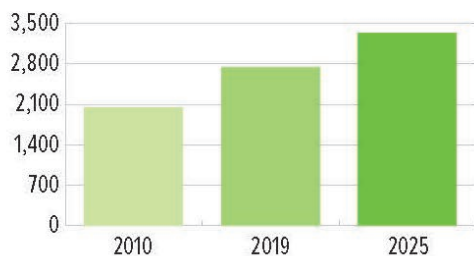
Office of Economic Vitality
TOTAL JOBS



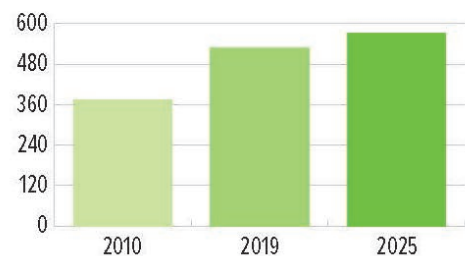
ENVIRONMENT



Parks and Recreation
TOTAL ACRES OPEN TO THE PUBLIC



Public Works, Parks and Rec, P.L.A.C.E.
TOTAL MILES OF TRAILS AND SIDEWALKS

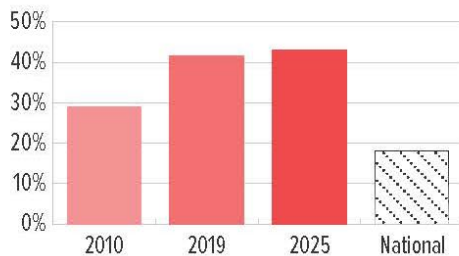


KEY COMMUNITY METRICS

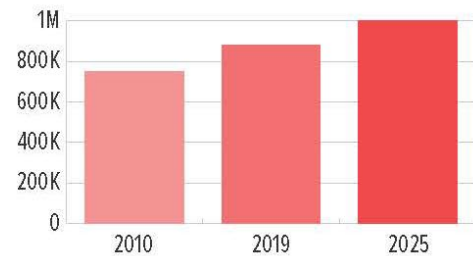
QUALITY OF LIFE



Emergency Medical Services CARDIAC SURVIVAL RATE



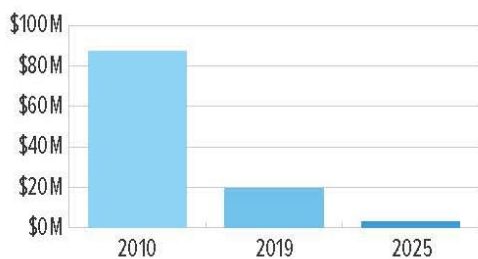
Library Services LIBRARY OFFERINGS



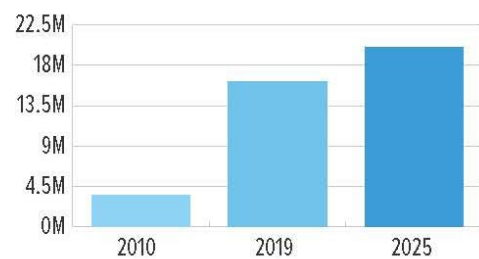
GOVERNANCE



Financial Stewardship DEBT REDUCTION



Community and Media Relations CITIZEN ENGAGEMENT THROUGH OUTREACH



6B. Strategic Initiatives – Overview and Amend or Add

Statement of Issue:

This section provides an update of Strategic Initiatives that are complete or in progress. At this point in the retreat, the Board will discuss amending or adding Strategic Initiatives to the current FY 2017-2021 Strategic Plan. Strategic Initiatives are specific projects, policies or programs which direct and align organizational action to advance Strategic Priorities.

Staff Recommendation:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2017-2021 Strategic Plan)

Background:

Strategic Initiatives are program- or area-specific projects that align with the County's Strategic Priorities to serve and strengthen the community. Leon County's first five-year Strategic Plan grew to include 154 Strategic Initiatives, 148 (96%) of which were completed between FY 2012 and FY 2016. The remaining six Initiatives were included as part of the next five-year plan.

At the FY 2016-2017 Board Retreat, the Board adopted 44 Strategic Initiatives as part of the FY 2017 –FY 2021 Plan. An additional 14 Strategic Initiatives were adopted at the FY 2017-2018 Board Retreat followed by an additional 17 Strategic Initiatives at the FY 2018-2019 Board Retreat for a current total of 75 Strategic Initiatives. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board's priorities.

Analysis:

At this point in the Retreat the Board will discuss establishing the preliminary list of Strategic Initiatives to be included in the Board's Strategic Plan. Initiatives are intended to be at a level that warrants Board direction or places an emphasis on a specific issue the Board wishes to highlight. If a Strategic Initiative does not align with any Strategic Priority's Directional Statement, then it would be appropriate at this point to discuss adding a new Directional Statement.

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY 2017-FY 2021 plan, staff has identified a number of potential Strategic Initiatives (included on the following page) for the Board to consider including in the FY 2017-FY 2021 Strategic Plan. This potential list of Strategic Initiatives represents the next step in advancing a number of existing Strategic Initiatives.

Subsequent to the Board approval of new or modified Strategic Initiatives, the County Administrator will identify any interdepartmental or external partnerships necessary to fulfill the specific initiative. Staff will develop the appropriate assignments and work plans to proceed with implementing the Board's direction.

Section Two: Progress and Update of Strategic Plan

Staff will also prepare a formal updated Strategic Plan for the Board to consider in February 2020 which incorporates the direction received at the Retreat. Throughout the year, agenda items will continue to note when specific action is being requested of the Board in advancing a Strategic Initiative.

Potential Strategic Initiatives for Board Consideration

Quality of Life

- Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers.

Economy

- Complete an updated Building Permit fee study.
- *Update Existing Initiative:* Complete and implement the joint County/City disparity and enhancements to MWSBE program. .

Environment

- Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community.
- *Update Existing Initiative:* In partnership with the Canopy Roads committee, update and implement the long-term management plan for the Canopy Roads including an active tree planting program.
- *Update Existing Initiative:* Develop and enact ~~an action plan~~ the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint.

Governance

- Support the Complete Count Committee in educating the community and promoting the 2020 Census.

Section Two: Progress and Update of Strategic Plan

As shown in Table 1, staff has already been able to complete several Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). A total of 63 (84%) of the Strategic Initiatives have been completed, with the remaining 12 (16%) in progress.

Table #1 – Status of the Strategic Initiatives			
Timeline	Status		
	Complete	In Progress	Total
As of Preparation of FY 2019-2020 Board Retreat	63 (84%)	12 (16%)	75
Status by Main Strategic Priority Alignment			
Economy	16	2	18
Environment	15	4	19
Quality of Life	15	5	20
Governance	17	1	18
Total	63	12	75

Please note that many of the Initiatives recorded as “Complete” do not “stop” - rather they are ongoing and will require ongoing resources and support. These items require no further Board direction and will be carried out as part of staff’s work plan.

The following is a list of completed Strategic Initiatives (and the balance of those still “in-progress”) with further detail included:

Economy - Completed

(2016-3) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.

- 2017: The revision of Sec. 125.0104, F.S. was adopted as part of the Board’s 2017 Legislative Priorities. As the proposal was not amended into an existing bill during the legislative session, it was again included in the Board’s 2018 Legislative Priorities.
- 2018: The proposal was not amended into an existing bill for the second year in a row.
- 2019: Leon County’s legislative team worked closely with Capitol Alliance Group and our local legislative delegation throughout the session to advocate for this policy request. Despite the County’s effort, the proposal was not amended into an existing bill for the third year in a row.

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(2016-4) Continue to pursue opportunities for workforce development including:

(A) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners, and launch Leon County's Jr. apprenticeship program.

- *2017: The third annual Leon Works Expo was held on October 20, 2017 at the FSU Civic Center and, in December 2017, the second class of high school students successfully completed the Junior Apprenticeship Program.*
- *2018: Due to the impacts of Hurricane Michael, the fourth annual Leon Works Expo was rescheduled to March 8, 2019 at the FSU Civic Center. In December 2018, the fourth class of high school students will successfully complete the Junior Apprenticeship Program. The Program was recognized this year by the National Association of Counties (NACo) for exceptional county programs and services.*
- *2019: The Leon Works Expo was held on March 8th with 130 exhibitors and nearly 500 students from Leon, Gadsden and Wakulla County. In December 2019, the sixth class of high school students successfully completed the Junior Apprenticeship Program.*

(B) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.

- *2017: In FY 2017, the County partnered with CareerSource to fund Junior Apprenticeship positions for low-income students with barriers to employment. During this time, County staff in skilled career fields also began participating in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.*
- *2018: OEV established the Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program. This grant provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives that strengthen our local workforce.*
- *2019: County staff met with a Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources. As a result, the Library has implemented the following changes:*
 - *Literacy Services staff are participating in Big Bend Continuum of Care meetings to ensure service providers are aware that the Library offers free adult literacy tutoring.*
 - *The Big Bend Continuum of Care's Homeless Resource Guide is available at all County Libraries.*
 - *A link to Big Bend 211 has been added to all Library computers.*

(2016-5) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).

- *2017: In April 2017, the NCAA announced that the ARP venue will host the 2018 and 2020 South Regional as well as the 2021 D1 Cross Country Championships.*
- *2018: In partnership with Florida State University, Leon County submitted a bid and was selected to host the 2019 NCAA South Regionals at Apalachee Regional Park.*

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- *2019: Leon County Tourism and Parks & Recreation staff continue to work with FSU to prepare for these events. In August 2019, Tourism staff traveled to the NCAA annual conference to learn more about future bid process to host cross country championships for the 2022-2026 Championship bid cycle. Tourism staff are currently working with FSU Athletics to submit bids by the end of February 2020.*

(2016-6) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)

- *2017: On February 20, 2017, the Blueprint Intergovernmental Agency Board adopted the Economic Development Strategic Plan with an associated timeline and metrics for evaluation.*
- *2018: On September 20, 2018, OEV presented a two-year report on the Economic Development Strategic Plan and reported that 19 actions had been completed and will begin another 41 actions in FY 2019.*
- *2019: Currently, OEV updates the Board on activities and programs each quarter. In addition, an end-of-year report was presented at the IA Board meeting in September 2019 and include an update on the 90 ongoing Strategic Plan actions being managed by OEV.*

(2016-7) Complete the joint County/City disparity study and enhancements to the MWSBE program.

- *On June 27, 2019, the Blueprint Intergovernmental Agency Board was presented with the 2019 Disparity Study. The IA Board accepted the study and directed staff to work with Industry Stakeholders, City Procurement, and County Purchasing to develop uniform policies and procedures and review the 2019 Disparity Study recommendations. Staff were also directed to bring back apprenticeship and mentor/protégé programs for consideration by the IA Board.*

At the January 30th IA Board meeting, the Office of Economic Vitality and the Disparity Study consultant, MGT of America, will be presenting an agenda item for the acceptance of the Consolidated MWSBE Policy. If accepted, the Office of Economic Vitality will work in cooperation with the Purchasing Office and submit an agenda item to the Leon County Commission to accept the Consolidated MWSBE Policy and changes to the Leon County Purchasing Policy in March.

(2016-8) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.

- *2017: Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange Tour held from December 3-9, 2017.*
- *2018: The OEV Director, Cristina Paredes, was selected as an ACE Ambassador for the 10th ACE Tour in Northern California.*
- *2019: The Director of PLACE, Ben Pingree, was selected as an ACE Ambassador for the 11th ACE Tour in Puerto Rico.*

(2016-9) Evaluate sunseting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.

- *At the May 8, 2018 meeting, the Board voted to approve amendments to the Interlocal Agreement with the City of Tallahassee and the Community Redevelopment Agency to*

Section Two: Progress and Update of Strategic Plan

restructure the County's participation in the Downtown District and Frenchtown/Southside District. In addition, the Board voted to accept the Finding of Necessity for the Expansion of the Frenchtown/Southside Community Redevelopment Area CRA District to include the South City, Orange Avenue and Springhill Road areas.

(2016-10) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.

- *2017: Through the Tourism Development Council, Leon County assisted FSU funding the first Doak After Dark Concert in Doak Campbell Stadium. The Concert featured performances by Blake Shelton and Jake Owen. Additionally, in the fall of 2017, County staff held a conference call with FSU Athletics to present the benefits of hosting a preseason NFL game.*
- *2018: Leon County continued to work with FSU to fund and promote two Doak After Dark concerts. The first concert was held in April after the Spring Game and featured artists Vanilla Ice, Salt-N-Pepa and Rob Base. The second concert was held in October and featured Big Boi and T-Pain. In October 2018, Tourism staff met with the Senior Partnership Director for the Jacksonville Jaguars about future collaboration including a potential preseason game at FSU.*
- *2019: Tourism Staff worked with IMG to help fund and promote Doak After Dark after Spring game in Doak Campbell Stadium. The concert was held on April 6, 2019 and featured artists MC Hammer, Tone Loc, and Color Me Badd. Additionally, County staff continues to meet with FSU Athletics to discuss the possibility of hosting a game; however, a final determination has yet to be made and FSU has not yet identified an NFL team to participate.*

(2016-11) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses.

- *To fulfill this Strategic Initiative and other goals identified in OEV's Strategic Plan, OEV staff developed a 2018 Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund (RLF). If awarded, this RLF would leverage \$800,000 of federal (Economic Development Administration) dollars to \$200,000 supplied by OEV. The resultant \$1 Million capital pool would be deployed to create and retain jobs at MWSBEs in Leon County and the region, with further emphasis on business resilience to hurricanes. The Economic Development Administration will announce grant awards in early 2020.*

(2016-12) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).

- *2017: On October 24, 2017, staff recommended, and the Board approved the Apalachee Regional Park Master Plan, which includes several enhancements to the cross country area. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes. Enhancements to the cross country area include restrooms and operations facility with outdoor seating; events and awards stage; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.*

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- *2018: As part of the ARP Master Plan, Tourism, Parks, and CMR staff worked to design a park logo and signage. Additionally, Tourism and Parks staff continued to meet with the cross country and community partners to discuss the design and enhancement of the cross country area.*
- *2019: The engineering design phase of the project is complete, and it is anticipated that the construction contract will be awarded during the winter of 2020. This project includes the ARP operations building, an awards stage, as well as a finish line structure for the cross-country course.*

(2017-1) Evaluate expanding Leon Works as a regional event and to different segments of the community.

- *By partnering with the Gadsden and Wakulla County school districts and chambers of commerce, the 2019 Leon Works Expo was expanded as a regional event with participation from a broader range of regional businesses and schools. Participation by schools in Leon County was expanded with the attendance of students from both FAMU-DRS and Florida High. Staff are currently reaching out to these organizations to ensure their participation in the next Leon Works Expo, which is scheduled for April 2020.*

(2017-2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.

- *2018: On December 5, 2017, the Blueprint Intergovernmental Agency approved a proposal for the Urban Vitality Job Creation Pilot Program which is aimed at creating jobs in economically distressed areas of Leon County. The Program specifically offers targeted assistance to Southside businesses to help generate more employment opportunities. Employers that are currently located or intend to relocate to the Southside community are eligible to participate. These employers must pay an average annual wage at or above 75% of Leon County's average annual wage.*
- *2019: To market the Pilot Program, staff completed a direct mail campaign to all the businesses in the area. Based upon feedback received from businesses and stakeholders, revisions to the Pilot Program policy were developed and presented to the IA Board at the June 27, 2019 meeting.*

(2017-3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local.

- *2018: Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.*
- *2019: The organization Shop Local 850 has since become inactive; however, OEV has continued to promote shopping local through an annual Small Business Saturday campaign. To support this campaign, staff produced three videos highlighting the broad range of local businesses that call Tallahassee-Leon County home. The videos were released in conjunction with the week of Thanksgiving, leading up to Small Business Saturday on November 30th.*

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Following authorization by the IA Board at the September 5, 2019 meeting, OEV has also contracted with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses. The platform provides detailed consumer segment data within custom drive times that inform buying power, socio-economics, and psychographic profiles around a given business. It also can analyze customer profiles for visitors to a specific business over a given timeframe. To date, staff have analyzed and/or assisted 12 companies and ecosystem partners through Buxton Platform outputs, which paint a picture of local shopping trends and habits on a site-by-site basis.

(2017-4) Explore ways to expand how local businesses can do business outside of the community.

- *Since FY 2018, OEV has partnered with the International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. Every other month, a federal expert on global trade is in Tallahassee offering free help and resources to local businesses seeking to become export ready for the global economy. Additionally, subsequent to the completion of the Targeted Industry Study, a marketing and communications plan was developed to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. The plan includes marketing tactics on a local, regional, national, and international basis.*

(2017-5) Raise awareness of County trails through the Division of Tourism Strategic Plan.

- *2018: In May 2018, Leon County launched Trailahassee.com 2.0 and initiated targeted outreach to prominent outdoor media outlets. Site traffic and engagement has since increased 33%. The County also participated in an International Mountain Biking Association (IMBA) Trail Lab to learn from industry experts about how to build and promote a model community trail system.*
- *2019: In partnership with the Tallahassee Mountain Bike Association, Leon County has been awarded the bid to host the Southern Off-Road Biking Association (SORBA) Summit in March of 2020. This will bring over 150 top bikers from their designated associations across the southeast and will be a great opportunity to showcase the County's trails. Additional efforts include, on a monthly basis, featuring trails throughout the community on Trailahassee.com, VisitTallahassee.com, and Tourism's bi-weekly publication titled "What's Happening in Tallahassee."*

(2018-1) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.

- *2018: The Tourism Sports Council formed an IMBA work group to pursue the designation. Leon County Parks and Recreation also began working to design and construct single track trails at Alford Greenway and Apalachee Regional Park, which will increase the community's inventory and assist with receiving the IMBA designation.*
- *2019: Tourism and Parks and Recreation completed and submitted the required IMBA Self-Assessment. In March 2020, IMBA staff will visit Leon County to conduct a final trail assessment before determining whether the designation will be awarded.*

Economy – In Progress

- (EC4) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements (2016-1).
- (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)

Environment – Completed

(2016-13) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.

- *To date, a total of \$60.62 million is committed by the State and County in support of Leon County's Tentative Water Quality and Springs Protection Infrastructure Improvement Plan. This includes \$3 million for the Woodville Sewer design and an additional \$34.4 million for construction. At the June 19, 2018 meeting, the Board authorized staff to contract for design and engineering services with Infrastructure Solution Services (ISS). Based on the engineer's current construction cost estimates, the County is able to address 1,000 septic tanks.*

As part of the seven-year Tentative Leon County Water Quality and Springs Protection Infrastructure Improvement Plan, FDEP has committed to providing approximately \$31.1 million in grants through FY 2024 for wastewater projects in Leon County. This includes \$2.75 million from the Springs Restoration Grant Program for the Northeast Lake Munson project and \$1.75 million for the Belair/Annawood Sewer System Project. In addition, the County was awarded a four-year Federal Section 319(h) Educational Grant totaling \$60,000 with a \$40,000 match requirement. As part of this grant, Leon County will educate citizens on proper operation and maintenance of septic tanks and impacts to groundwater if not properly maintained.

Leon County participated in the FDEP Onsite Sewage Treatment and Disposal Systems (OSTDS) Committee and, in January 2019, FDEP adopted an updated Basin Management Action Plan (BMAP) for Wakulla Springs incorporating an OSTDS Implementation Plan. Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade

(2016-14) Develop strategies to increase recycling and reuse rates.

- *2018: Leon County reached a recycling rate of 66%, an 11% increase over the previous year. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.*
- *2019: To continue to increase the County's recycling rates, staff are working with Sustainable Tallahassee to develop educational materials for commercial properties in the unincorporated area which do not currently have a recycling account. Sustainability and DSEM staff are*

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evaluating strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site. Additionally, a recycling bin and dumpster inventory is currently being conducted to ensure proper recycling at all County facilities and parks.

In recent years, the global market for recyclable materials has declined significantly, largely due to policy changes enacted in China, India, and other countries that have historically served as the end-market for recyclables generated by the United States. Commodity prices have dropped significantly as a result as countries attempt to find other markets for recyclables. The U.S. market has been dramatically affected, with recycling companies reporting significant losses in revenues and cities and counties facing difficult decisions about the future of their recycling programs. Marpan Recycling, the single-stream recycling provider for both Leon County and the City of Tallahassee, recently indicated that the continued decline in the global recyclables market has rendered its single-stream recycling operation financially unsustainable. Accordingly, the January 28 Board meeting agenda includes an item that provides options for the Board's consideration to continue the County's recycling program in the immediate term and to evaluate long-term options for the future of the program.

(2016-15) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.

- *2017: Public Works worked to identify projects that could be performed internally to eliminate over \$4.5 million in expenses associated with closure construction.*
- *2018: On October 10, 2017 and April 10, 2018, the Board awarded Phase I and Phase II of the Landfill Closure Capital Improvement Project respectively. Additionally, during FY 2018, Public Works completed hauling of 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site.*
- *2019: As part of the preliminary phases of the closure process, staff and the project vendor identified hazardous site conditions and determined that design modifications were necessary to ensure the landfill is closed in the most environmentally sensitive manner. At the request of the vendor, the Board amicably terminated the agreement for the Landfill Closure Construction Project, which will allow the vendor to pursue other work opportunities while the design modifications are ongoing. It is anticipated to have the design modifications completed and permitted by Spring 2020, followed by three to four months to seek new competitive bids so the closure operation can resume within a year. Once the closure resumes, preliminary estimates call for closure operations to last approximately 18 months and be completed by Summer 2022.*

(2016-16) Convene the Leon County Sustainable Communities summit on a bi-annual basis.

- *2017: The 2017 Summit, "Exploring Our Backyard," included two different events. On February 8, 2017, an industry workshop was held for approximately 50 businesses and stakeholder groups. The community conference was held on February 18, 2017 with over 220 participants.*
- *2019: The 2019 Summit was held on March 23, 2019 at the J.R. Alford Greenway. The event featured hands-on activities, workshops, tours, and an opportunity to provide input on the County's Sustainability Action Plan.*

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(2016-17) In partnership with the Canopy Roads Committee, update the long-term management plan for the Canopy Roads including an active tree planting program.

- *2017: During the April 25, 2017 Budget Workshop, the Board approved including \$75,000 in the FY 2018 budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.*
- *2018: Public Works and the Canopy Road Citizen Committee worked collaboratively to establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.*
- *2019: In March 2019, the Board and the City Commission approved the updated Canopy Roads Management Plan.*

(2016-19) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.

- *2017: On August 8, 2017, Leon County announced the launch of the residential PACE.*
- *2018: In August 2018, Leon County launched the commercial PACE program with Greenworks Lending and the Florida Development Finance Corporation (FDFC). Training on the PACE program was incorporated into the 2018 Leon County Spring Home Expo held on April 28, 2018. Staff is also worked with the Office of Economic Vitality to continue promoting the commercial and residential PACE program and exploring diverse strategies to reach new audiences.*
- *2019: To promote the PACE program, a press release and article in the Democrat were published announcing the expansion of the PACE program to include commercial properties. Presentations were provided to the Tallahassee Builders Association and the Tallahassee Board of Realtors. Additionally, the County's vendor for the PACE program participated in the 2019 Sustainability Summit.*

(2016-20) Add environmental education kiosks, trail markings/mapping at Greenways and Parks.

- *2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.*
- *2018: Kiosks were installed at both Lake Henrietta Park and St. Marks Greenway. Installations of trail markings/mappings were completed for Northeast Park Trail and a trail assessment for the J.R. Alford Greenway was completed in April 2018 to determine locations of trail markings, related signage, and mapping.*
- *2019: New trail markings and signage were included in J.R. Alford Greenway trail construction project, which was awarded in August 2019 and is scheduled for completion in spring 2020. At Fred George Greenway, mapping of the routes has been also completed in preparation for the installation of markers in 2020.*

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(2016-21) Explore new opportunities for solar on County facilities.

- *2017: The Office of Resource Stewardship's building (South Monroe) was identified as the initial location for a solar array installation. A budget of \$50,000 was set for the project and construction is underway.*
- *2018: At the April Budget Workshop, the Board voted to approve using the \$190,000 from the BP Oil Spill settlement to pay for the installation of demonstration solar energy improvements on the following County buildings: Leon County Courthouse, the Transfer Station, the Northeast Branch Library and the planned restroom facility at the Apalachee Regional Park. In August 2018, installation of a 19kW solar array on the Office of Resource Stewardship was completed.*
- *2019: Installation of two solar arrays on the Northeast Branch Library and the Transfer Station were completed in October 2019. Solar panels were also integrated into the construction plans for the new restroom facilities at Apalachee Regional Park. Additionally, as part of the April 2019 Budget Workshop, the Board approved \$50,000 in solar funding for FY 2020.*

(2016-23) Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:

(A) Develop a septic tank replacement program.

- *2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. Property owners are currently submitting applications for installations, which will be permitted and installed beginning in Spring 2020.*

(2017-6) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.

- *2018: On May 22, 2018, as recommended by staff, the Board authorized the County to participate in the Capital Area Sustainability Compact (CASC). The Board also authorized staff to participate on the CASC Executive Committee and approved proceeding with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations. On December 11, 2018, the Board was presented with an update on the proposed compact and authorized the County Administrator to sign the finalized compact document. Other members of the compact include the City of Tallahassee, Tallahassee Memorial Healthcare, Capital Regional Medical Center, Florida State University, Florida A&M University, Tallahassee Community College, and Leon County Schools.*
- *2019: As part of the April 2019 Budget Workshop, the Board received an update on the Compact including the progress being made by the CASC Executive Committee to establish general direction for CASC, as well as working groups focused on specific topic areas. The Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group continue to meet every six weeks.*

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(2017-7) Continue to work with the State as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.

- *2017: On October 24, 2017, the Board accepted a grant of \$750,000 from FDEP's Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP.*
- *2018: On September 4, 2018, the Board accepted an additional FDEP matching grant of \$750,000 for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1 in the southeast region of the county.*
- *2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. Property owners are currently submitting applications for installations, which will be permitted and installed beginning in Spring 2020.*

(2017-8) Continue to work with the State to seek matching grants to convert septic to sewer systems.

- *2017: In FY 2017, Leon County was awarded a matching grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design.*
- *2018: In FY 2018, Leon County was awarded three additional matching grants from the Springs Restoration Grant Program: (1) \$17 million for the Woodville Sewer construction; (2) \$4.5 million for the Northeast Lake Munson and Belair/Annawood Sewer System Projects; and (3) an additional \$350,000 for the Woodside Heights Wastewater Retrofit Project.*

To date, a total of \$60.62 million is committed by the State and County in support of septic projects. The County has committed \$2.0 million in existing sales tax funding and \$27.52 million from the Blueprint 2020 sales tax for a total of \$29.52million. The State has committed \$31.1 million in grant funding.

(2018-2) Develop an action plan to further reduce the County Government's carbon footprint.

- *During the April 2019 Budget Workshop, the Board approved the proposed Integrated Sustainability Action Plan (ISAP), a sustainability strategic plan that contains specific goals and strategies for a variety of topics, including energy, water, waste, and transportation. In preparation for the development of an updated Integrated Sustainability Action Plan) staff conducted a greenhouse gas inventory of county operations; reviewed action plans from numerous other municipalities; and engaged the community to seek their feedback on individual action items. This cumulative effort resulted in an Action Plan that contains 18 goals and 94 action items. Collectively these action items are intended to foster a more sustainable future in areas such as waste reduction, fleet operation and energy reduction as well as reduce the County's GHG emissions 30% by the year 2030.*

As part of the Annual Sustainability Program Status Report presented to the Board on December 10, 2019, staff provided an update on ISAP initiatives in the areas of n the areas of Resource

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Conservation, Policy and Program Administration, Civic Engagement and Community Partnerships.

(2018-3) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings.

- *In 2019, the Office of Resource Stewardship conducted a kiosk inventory to determine the quality of existing kiosks, identify additional kiosk locations, and prioritize installation of new kiosks. CMR and Public Works worked in collaboration to develop content and design the kiosks, the first of which were installed at the Lake Jackson landings. Kiosks were then placed at 15 County boat landings. By the end of January 2020, additional kiosks will be installed at 11 boat landings.*

(2018-5) Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water.

- *In October 2019, the Board was presented a comprehensive report on the County's holistic approach to protect watersheds through land use planning, regulatory measures, water quality monitoring, and capital improvements for needed infrastructure. The report also provided an overview of all the County's programs and initiatives related to water preservation and described the continuity of the policy-making process to identify environmentally sensitive areas, enforce regulatory requirements, test and measure water quality, and invest in infrastructure for the protection of local water bodies to ensure that these resources can be enjoyed by future generations.*

(2018-6) Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water.

- Following the adoption of this Strategic Initiative at the 2018 Annual Board Retreat, staff began developing communication strategies to better inform citizens of the emergent issues impacting individual water bodies and ground water. At the October 15, 2019 meeting, the Board was presented with an update on these communication tools which included the installation of new educational kiosks at County boat landings, annual On-The-Water Clean Up events, and the Clean Water and You School. At this time, the County also launched the LeonCountyWater.org was launched as a new one-stop water resources website with all the environmental, recreational, and instructional information related to water bodies in Leon County. The website identifies the various laws, regulations, and jurisdictions responsible for area water bodies, safe drinking water, stormwater, wastewater, and flood prevention. The "Leon County Water" website is designed with an emphasis on the user experience which encourages the exploration of the County's rivers, lakes and campsites, as well as providing convenient access to water quality reports across multiple agencies and interactive water maps that demonstrate how personal pollution carried by a single drop of water impacts water quality.

Environment – In Progress

- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- (EN1) Support the protection of Lake Talquin. (2016-22)
- Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
 - (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)
- (EN3, EN4) Pursue NACo's SolSmart designation. (2018-4)

Quality of Life - Completed

(2016-24) Continue to expand recreational amenities to include:

(A) Develop and implement a master plan for the Apalachee Regional Park.

- *2018: At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes.*
- *2019: In accordance with ARP master plan, the FY 2019 adopted budget and carryforward included an additional \$991,627 in funding for the implementation of the master plan. During this time, the engineering design phase of the project was also completed, and it is anticipated that the construction contract will be awarded during the winter of 2020. This project includes the ARP operations building, an awards stage, as well as a finish line structure for the cross-country course.*

(B) Develop a program to establish a signature landscaping feature with a regular blooming season.

- *2017: At the April 2017 Budget Workshop, the Board approved staff's proposed planting program of the native Southern Crab Apple at Pedrick Pond Park and \$35,000 was included in the FY 2018 capital budget.*
- *2018: Sample plantings of the Southern Crab Apple and two (2) hybrid varieties were completed off-site to evaluate growth patterns and assist staff in developing maintenance procedures.*
- *2019: Planting of 125 Southern Crab Apple trees was completed at Pedrick Pond Park. Additional plantings are planned for Martha Wellman Park and Brent Dr. Park in 2020,*

(C) Implement the Tallahassee-Leon County Greenways Master Plan.

- *2017: At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five greenways projects included in the Greenways Master Plan. During the June 2017 Budget Workshop, the Board also approved funding to open additional greenway acreage at St Marks Park and Fred George Park.*

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- 2018: The “Capital City to Coast” greenway and trail network was completed with the opening of the 0.4-mile segment of Capital Cascades trail in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail. Additionally, Blueprint has secured design services for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.
- 2019: On February 28, 2019 the IA Board authorized Blueprint to proceed with procurement of planning and design services for the Lake Jackson and Lake Jackson South Greenways project. Once completed, this project will create a 3.3-mile connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The design is anticipated to be completed by the end of 2020 with construction beginning in 2021. In addition, the CRTPA approved a Bike-Ped Masterplan for Leon County which will be used to develop an implementation plan for funding and constructing additional Greenways projects.

(D) Evaluate additional trail expansion opportunities.

- 2017: In partnership with the Florida Greenways & Trails Foundation, Leon County convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail. On July 11th, the Board adopted a resolution supporting the development of the Nature Coast Regional Connector Trail from Tallahassee to Dunnellon including support for the allocation of state funds to assist in designing, building, and maintaining the trail system.
- 2018: Supporting the SunTrail Network including the Nature Coast Regional Connector was included in the Board’s 2018 State Legislative Priorities. The Nature Coast Regional Connector is currently included as a “priority” trail segment in the most recent FDEP trail plan. Leon County staff continues working with the Florida Greenways and Trails Foundation to support funding for the SunTrail Network and future opportunities to connect Leon County to the statewide trail network.
- 2019: Parks staff have begun to host public meetings to refine the scope and award bid for Phase II of the St. Marks Headwaters Greenway, which includes the design of a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two boardwalks and a pedestrian bridge; and approximately 4 miles of trails. Additionally, the design and construction of approximately two miles of single-track trail at the Alford Greenway has been completed with construction scheduled to begin in 2020.

(F) Identify opportunities to create dog parks in the unincorporated area.

- 2017: On October 24, 2017, the Board approved Phase I of the Apalachee Regional Park Master Plan, which includes a large and small breed dog park.
- 2018: As part of the FY 2019 Capital Improvement Program (CIP) budget, the Board approved \$30,000 to construct a new dog park at J. Lee Vause Park. The CIP included out year funding to complete an additional two dog parks in the unincorporated area.
- 2019: In November 2019, the County opened its first dog park in the open space adjacent to the Bradfordville Community Center. Improvements to the space were made through the

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realignment of existing funding. The CIP includes annual funding of \$30,000 to construct two additional dog parks in the unincorporated area of the County. Two sites were identified, Robinson Road and J. Lee Vause Park, the latter of which is scheduled to open in February 2020.

(2016-26) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.

- *2017: EMS continued to evaluate new emergency medical response strategies through ongoing efforts including participation in the Tallahassee Care Consortium and multi-disciplinary quality meetings with local hospitals.*
- *2018: In addition to all ongoing efforts, EMS partnered with the FSU College of Medicine to study outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal. Leon County was also awarded \$52,053 in Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services. EMS used the funds to purchase of 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.*
- *2019: In addition to all ongoing efforts, EMS is preparing to complete a comprehensive medical protocol update by Summer 2020.*

(2016-27) Work with the City of Tallahassee to develop a new CHSP process in light of the United Way's decision to conduct a separate funds distribution process.

- *On December 12, 2017, the Board approved a revised Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership (CHSP). The new MOU memorialized the County and City's continued support and commitment to the CHSP; defined the roles and responsibilities of the County and City Commissions, citizens serving on the Citizen Review Teams, and County and City staff; included policies adopted by the County and City Commissions for the CHSP (e.g. eligible organizations, the CHSP funding categories, two-year funding cycle, etc.); and, established a timeline for review of the CHSP funding categories by the County and City Commissions.*

(2016-29) Continue to serve our seniors through programs and partnerships, including:

(A) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.

- *2017: In support of this Strategic Initiative, the Department of Elder Affairs, Leon County and the City of Tallahassee jointly established the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council. The Council was responsible for developing best practices, training programs and materials that other communities could use. As a result, Leon County launched a public education campaign to increase awareness of dementia and the available services and provided ongoing dementia sensitivity training for EMS staff.*

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- *2018: On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.*

(B) Exploring opportunities to address fraud/scams targeted towards seniors.

- *2017: Staff arranged for shredding services to be available twice a year at each community center and will continue to work with the Senior Outreach Program to co-promote the opportunity to shred sensitive documents free of charge.*
- *2018: The Senior Outreach Program hosted several Lunch & Learns focusing on identify theft and other fraud/scams targeted towards seniors. These events were hosted with partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services.*
- *2019: To provide timely presentations to Leon County seniors on current fraud attempts and scams, the County continues to partner with the Leon County Sheriff's Office, the Florida Attorney General's Office (Consumer Protection Division), the Florida Department of Business and Professional Regulation, the Florida Public Service Commission, the Florida Department of Agriculture and Consumer Services, as well as AARP.*

(C) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.

- *2017: Per the Joint Project Services Agreement (JPSA) with Choose Tallahassee, Tourism Development provided administrative support to the organization including marketing expertise and guidance to support their marketing efforts.*
- *2018: In December 2017, the Board approved a revised JPSA with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives and Tourism staff serves on their Executive Committee, but no longer provides administrative staff support.*
- *2019: Tourism staff continue to provide Choose Tallahassee with technical support to develop their annual marketing plan and attend the organizations Executive Team meetings.*

(2016-30) Identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.

- *2017: Leon County took part in several ongoing initiatives, such as participation in NACo's biweekly Data Driven Justice conference call; collaboration with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to*

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pre and post sentenced offenders; training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness; and collaboration with 2-1-1 Big Bend to provide staff training on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.

In partnership with the State Attorney's Office (SAO), Leon County facilitated modifications to the adult civil citation program by working with local law enforcement agencies and other agencies throughout the 2nd judicial circuit to support a uniform circuit-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017, and a Status Report on the Adult Civil Citation Program in Leon County was presented to the Board at the November 28, 2018 meeting.

- *2018: Efforts in support of this Strategic Initiative include Intervention and Detention Alternatives staff completing the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. Leon County also partnered with the Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair on April 18, 2018. The goal of this event is to help connect offenders with local employers and other resources to develop a foundation for their success.*

Additionally, in April 2018, representatives from IDA, Leon County Sheriff's Office, 2nd Judicial Court Administration, and the local behavioral health service provider attended the Best Practices Implementation Academy sponsored by SAMHSA to learn about efforts throughout the nation to reduce the number of individuals with behavioral health issues in the criminal justice. Through continued collaboration of this team, the local behavioral health service provider is pursuing legislative funding for a Mobile Crisis Unit to partner with local law enforcement in the community for on-scene assessments and identification of alternatives to arrest.

- *2019: The FY 2019 budget included the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding is being used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program. IDA also coordinated with criminal justice stakeholders to assist Apalachee Center's Inc. in their submission for and award of \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant.*

Additionally, County staff have been accepted into FUSE (Frequent Users System Engagement), a pilot learning community, sponsored by the Corporation for Supportive Housing (CSH). Through participation in FUSE, Leon County may become eligible to receive grant funds to pilot a supportive housing program using the FUSE model.

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(2016-31) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.

- *2017: In partnership with Honor Flight Tallahassee, an Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day was held on Thursday, December 7, 2017.*
- *2018: The second annual Honor Flight Reunion Dinner was held on December 7, 2018 at the Florida National Guard Armory.*
- *2019: The third annual Honor Flight Reunion Dinner was held on December 5, 2019 at the Florida National Guard Armory.*

(2016-32) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.

- *2017: On February 7, 2017, staff recommended, and the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation" and, as part of the FY 2018 budget process, \$125,000 was included annually in the five-year capital improvement plan to support the street lighting program.*
- *2018: In FY 2018, streetlight installations were completed at eight intersections.*
- *2019: In FY 2019, streetlight installations were completed at 11 intersections.*

(2016-33) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.

- *2017: In April 2017, Leon County conducted the first neighborhood sweep to provide education and voucher disbursements. Staff continues to work with community partners to schedule regular sweeps in the unincorporated areas.*
- *2018: During the June 2018 Budget Workshop, the Board approved a funding request from Be the Solution, Inc. (BTS) for \$16,626 to pay for an increased number of spay and neuter community vouchers. Additionally, in FY 2018, Leon County assisted community partners in developing a spay and neuter transport program which provides rides for pet owners who could not otherwise transport their animals to a clinic.*
- *2019: During the April 23, 2019 meeting, the Board was presented with a report on the Tallahassee Animal Services Shelter Operational Assessment conducted by the University of Florida Maddie's Shelter Medicine Program and Team Shelter USA.*

(2016-34) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.

- *2017: The adopted FY 2017/2018 budget included \$1.7 million to support the primary healthcare program. In addition, at the April 2017 Budget Workshop, staff presented a status update on the Healthcare Competitive Provider Reimbursement Pool including several recommendations to enhance the efficiencies and effectiveness of the Carenet Program; all of which were adopted by the Board.*
- *2018: In accordance with the approved recommendations, healthcare providers were provided with revised contract agreements including definitions for the types of patient visits eligible for reimbursement and provisions in which repayment to the County would be required. County*

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funds are now being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government. The FY 2019 also includes \$1.7 million to support the primary healthcare program.

- *2019: County funds are now being utilized to draw down an additional \$696,341 in Low Income Pool funding from the federal government. The FY 2020 also includes \$1.7 million to support the primary healthcare program.*

(2016-35) Explore opportunities to increase to high-speed internet access through a “mobile hot spot” library lending program.

- *2018: The FY 2018 budget included \$13,250 to support a “mobile hot spot” pilot project. In June 2018, Leon County launched its mobile hot spot library lending program. At any of the Library’s locations, one of the 24 new mobile hot spot devices with a limit of 2.5 GB may be reserved and checked out for two weeks. Continued funding of the program was included in the FY 2019 budget.*
- *2019: Staff continue to monitor utilization and the need for additional devices. Continued funding of the program was included in the tentative FY 2020 budget.*

(2017-9) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.

- *2017: Leon County began coordinating with the Florida Department of Transportation (FDOT) to add streetlights at intersections included in the Street Lighting Project List. In addition, Leon County coordinated with FDOT to complete safety enhancements on several roads including Lafayette Street, Old Bainbridge Road and Knots Lane, and Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line.*
- *2018: Leon County coordinated with FDOT to implement safety enhancements on Smith Creek Road from South of the Fire Department to State Road 20 and on Woodville Highway from Old Woodville Highway to the Wakulla County line. Additional enhancements are in progress on Oak Ridge Road and Wakulla Springs Road and North Monroe from Harriet Drive to Clara Kee Boulevard. Leon County also continues to seek funding through FDOT’s Safe Routes to School Grant to complete the Safe Routes to School sidewalk list.*
- *2019: Leon County coordinated with FDOT to implement safety enhancements on Woodville Highway from Old Woodville Highway to the Wakulla County line, Oak Ridge Road and Wakulla Springs Road, and on North Monroe from Harriet Drive to Clara Kee Boulevard. Staff also continued to explore grant opportunities for the FDOT’s Safe Routes to School Program to complete the Safe Routes to School sidewalk list.*

(2017-10) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.

- *2018: At the April 2018 Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, including objectives such as consolidating and enhancing the County’s Miccosukee Community Center with the amenities at the Concord School site and centralizing the*

Section Two: Progress and Update of Strategic Plan

available public services in the area by incorporating the community center function into the Concord School. In addition, the Board adopted a funding strategy to support renovation of the Old Concord School.

- *2019: Staff continues to support and assist the Miccosukee Working Group in identifying the needs of its community and evaluating the future of the community center. In support of several other goals of the Miccosukee Sense of Place Plan, the Department of State and Florida State University have engaged with the Miccosukee Working Group to archive and conduct oral histories. Initial discussions about Future Land Use, Zoning, and the Residential Preservation Overlay have been led by staff, as well as a public open house held on the Future Land Use Element Update of the Comprehensive Plan.*

(2018-7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.

- *Since the December 2018 Board Retreat, staff from various departments including Human Services and Community Partnerships, Human Resources, Library Services, Office of Economic Vitality (OEV), and the Office of Intervention and Detention Alternatives (OIDA) have been collaborating with CareerSource Capital Region (CSCR) to enhance our partnership in support of the newly adopted Strategic Initiative. The County and CSCR are continuing several on-going efforts in this area such as OEV's discussions of opportunities that exist for talent development for local veterans during business consultations; bi-monthly Career Coaching and Resume Review sessions available throughout the library branches to reach all areas of the community; partnership with Veterans Treatment Court in collaboration with the 2nd Judicial Circuit; and the multitude of services and referrals provided by the Veteran Services Division.*

In recent months, the County's partnership with Career Source Capital Region has been strengthened through the implementation of new programs or services designed to increase job and economic opportunities for local veterans. In April 2019, Human Resources began sending welcome letters to veterans applying for employment with the County to first, thank them for their service to their country and community and secondly, to provide information on programs and services available to them at the local, state, and federal levels. To effectively measure the impact of these initiatives, CSCR has developed a local code in the state's Employ Florida database that will identify individuals served, provided services, and participant outcomes for veterans referred from Leon County Government to CSCR for assistance.

As the County continues enhancing this partnership, staff have collaborated with CareerSource to highlight national events for veterans such as "National Hire A Veterans Day" on July 25, 2019 as well as local events such as CSCR's newly created "Veterans Connect Sessions" providing an environment for veterans to network, talk, and learn about benefits. The County will also work to highlight the success stories of local veterans through the Community and Media Relations and CSCR teams.

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(2018-8) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension).

- *During the June 2019 Budget Workshop, the Board approved a proposed L.I.F.E. Rural Road Safety Stabilization Program Policy and an associated Resolution establishing the Program as a paramount public purpose. The Policy established uniform procedures to ensure proper accountability and legal consistency in administering and managing the roadway improvements associated with this program. The application cycle was subsequently opened to the public in August 2019.*

Given the significant limited financial ability of some neighborhoods to properly maintain their roads, the Policy and the associated Resolution established the paramount public purpose to dedicate a portion of L.I.F.E. funding for the repair and improvement of private dirt roads in which property owners are deemed low-income without sufficient financial means to properly maintain their roads to a safe minimum standard.

(2018-11) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote.

- *To support this Initiative, IDA provides the Public Safety Coordinating Council (PSCC) with quarterly reports from programs receiving funding through the Board approved diversionary account. The updates ensure services and outcomes align with the County's goal to reduce recidivism and the inmate population. In addition to these ongoing efforts, IDA has implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS), coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Pretrial Officers, and presented a status report at the April 2019 Budget Workshop on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.*

To support the Supervisor of Elections' efforts to assist former offender with voter registration, Supervisor Early was invited to present at the Board's February 12, 2019 meeting. During the presentation, Supervisor Early advised the Board that no additional guidance from the Legislature was needed for his office to proceed with voter registration; however, his office will continue to work with the Legislature and the State in providing data. IDA has also collaborated with the Supervisor of Elections Office to distribute information regarding voter rights restoration in the IDA office and website.

(2018-10) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding.

- *2018: At the February 27, 2018 meeting, the Board accepted a \$15,000 grant from the Big Bend Health Care Coalition equipment and supplies which assist EMS in providing medical response in the event of a mass causality incident. At this time, Leon County EMS also incorporated Stop the*

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Bleed training in community CPR trainings, where appropriate. Information about the Stop the Bleed campaign and training were incorporated into the County's social media messages.

- *2019: Stop the Bleed Kits were placed at AED sites throughout County facilities and, in November 2019, the County's Leadership Team participated in Stop the Bleed training. In partnership with the Big Bend Healthcare Coalition and Leon County Schools, additional Stop the Bleed kits will be deployed to all K-12 schools in the County by summer 2020.*

Quality of Life – In Progress

- Continue to expand recreational amenities to include:
 - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
- (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- (Q4, Q5) Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multifamily affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28, rev. 2017)
- (Q4) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community. (2018-9)
- (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)

Governance – Completed

(2016-36) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.

- *2017: Events occurring during FY 2017: CES Let's Balance, CES Disaster Preparedness, Longest Table, three (3) Library Lecture Series, FSU's the Big Event, Created Equal and a number of Village Square events.*
- *2018: Events occurring during FY 2018: Created Equal, The Big Event, Longest Table, four (4) Library Lecture Series, CES Disaster Preparedness, two (2) Village Square events, and the Let's Balance Budget Game as part of Leadership Tallahassee's program.*
- *2019: Events occurring during FY 2019: Created Equal "Ode to Understanding," three (3) Library Lecture Series events, Eric Klinenberg: Palaces for the People event, Let's Balance Budget Game as part of Leadership Tallahassee's program, "How Do We Grow from Here" event with Village Square, CES Disaster Preparedness, and The Big Event.*

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(2016-37) Continue to Support Commissioner Desloge during his term as NACo President.

- *Staff continued to assist Commissioner Desloge as needed until his term ended on July 24, 2017. Staff provided assistance with large events including NACo's 2017 Legislative Conference and 2017 Annual Conference in addition to hosting the 2016 NACo Fall Board meeting.*

(2016-38) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.

- *The 2017/2018 Leon County Citizen Charter Review Committee conducted six (6) meetings and three (3) public hearings between November 9, 2017 and February 8, 2018. The Committee's Final Report and recommendations were presented to the Board on February 27, 2018. The Board voted to place on the 2018 General Election ballot one charter amendment requiring the adoption of a Code of Ethics by Ordinance. On November 6, 2018, the charter amendment passed with support from approximately 77% of voters.*

(2016-39) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.

- *2018: During the April 2018 Budget Workshop, the Board approved the proposal for migration to Microsoft Outlook. To determine the requirements for configuration planning, MIS met with Technical Liaisons for all County Agencies and Departments. The migration was completed in December 2018.*
- *2019: MIS continues to provide training and assistance to employees including Lunch and Learn events as well as extensive reference guides and information videos available through the County's Intranet site. In addition, MIS has begun to replace other paid software with available Outlook software products. For example, Survey Monkey has been replaced with Outlook Forms and Dropbox has been replaced with Outlook One Drive. The transition to the latter will provide a cost savings of approximately \$16,000 - \$30,000.*

(2016-40) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.

- *2017: In January, DSEM implemented the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff and for public use. In addition, all inspectors were outfitted with smartphones and tablet devices to utilize the software in the field.*
- *2018: In FY 2018, code compliance was integrated into the ACA software.*
- *2019: DSEM and MIS have worked to complete several additional enhancements to the permitting system intended to further improve customer service and reduce plan review times. These include:*
 - *Contracting with private sector plans reviewers to expedite the permit approval process.*
 - *Modifications to allow for online submission of commercial as well as residential permits*
 - *A flat fee methodology for residential building permits and an online building fee estimator (developed with stakeholders in FY 2018 and approved by the Board in early FY 2019).*

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- *A Permits Issued Report and a Days to Approval Report which allow tracking of permit turnaround times.*
- *A “Waived Fee” payment type for Veterans Preference permits as well as permits related to Hurricane Michael and Baum Road Tornado damage.*
- *Launch of ProjectDox, an online plan review software.*
- *Automated scheduling of inspections when a permit application is submitted.*
- *Automated email notifications to environmental inspectors when an electrical release is requested.*
- *Automated email notifications for expiring permits.*

Future planned enhancements to the system include GIS mapping of Leon County permits over the last 10 years and automated generation and emailing of the Certificate of Completion and Certificate of Occupancy to the applicant .

(2016-41) Continue County sponsorship of employees’ participation in the Certified Public Manager (CPM) training.

- *2017: Four (4) Leon County employees graduated from FSU’s CPM Program in 2017 and a new class of four (4) employees began the two-year program.*
- *2018: Four (4) new employees began participating in the CPM program.*
- *2019: Three (3) Leon County employees graduated from FSU’s CPM Program in 2019 and a new class of five (5) employees began the two-year program. Human Resource’s recruitment for eligible participants is ongoing.*

(2016-42) Seek opportunities for partnerships through NACo and FAC’s enterprise programs.

- *Leon County continues to participate in several NACo and FAC enterprise programs including:*
 - *NACo’s Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee;*
 - *NACo and FAC’s joint Deferred Compensation Program with Nationwide Retirement Solutions;*
 - *NACo and FAC’s Life Insurance Program with Boston Mutual;*
 - *NACo’s U.S. Communities Government Purchasing Alliance; and*
 - *The Florida Municipal Insurance Trust Property and Workers Compensation Program, a partnership with FAC and the Florida League of Cities.*

Leon County Administration also continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.

(2016-43) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.

- *2017: In May 2017, staff pursued working with the City to evaluate the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings were conducted to discuss this matter; however, City staff indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further with the County.*

Section Two: Progress and Update of Strategic Plan

The County and City of Tallahassee have also collaborated on two new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.

- *2018: During FY 2018, through the consolidated MWSBE office, the County and City of Tallahassee have implemented a joint disparity study. The County and City have also proceeded with establishing a new CHSP agreement in light of the United Way's decision to conduct a separate funds distribution process. In addition, both the City and County are currently collaborating on a Joint Alternative Mobility Funding Systems Study.*

(2016-44) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions.

- *2017: As part of the FY 2018 budget process, the Board established a living wage of \$12.00/hour for our lowest paid employees.*
- *2018: Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. Human Resources is developing several professional development courses and launched two new trainings this year: New Supervisor Training (0-3 years) and "Dealing with Difficult People."*
- *2019: As a part of the FY 2020 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. Additionally, at the April 23, 2019 Budget Workshop, the Board directed staff to review establishing a \$13 per hour living wage for County employees as part of the FY 2021 budget process.*

(2017-11) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county.

- *2018: During the National Hurricane Conference on March 28, 2018, FLASH declared Leon County as Nation's first #HurricaneStrong Community. During the year, Leon County Emergency Management continued to partner with FLASH on the County's annual hurricane preparedness activities including hosting a new Business Ready Workshop.*
- *2019: The 2019 Hurricane Season Kickoff press conference was held on May 31, 2019 and included participation from FLASH. Leon County staff have also coordinated with FLASH to present at both the National Hurricane Conference in April and the National Disaster Resilience Conference in November. Additionally, Assistant to the County Administrator Mathieu Cavell was recently selected to serve on the FLASH National Outreach Advisory Council.*

(2017-12) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects.

- *2017: On January 4, 2017, the County hosted the second "Created Equal" event with the Village Square at the Moon. Over 500 citizens attended the event.*
- *2018: On January 9, 2018, Leon County hosted the third annual "Created Equal" event with the Village Square at The Moon. Over 630 people registered to attend the event. Per the Board's*

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direction, on February 13, 2018, staff presented, and the Board approved, a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and approved an additional \$10,000 be included in the FY 2019 budget. The FY 2019 budget included a total of \$20,000 for Leon County to be the title sponsor of the event.

- *2019: On March 31, 2019, Leon County hosted “Ode to Understanding” in partnership with the Tallahassee Symphony Orchestra and the Village Square. The event was held at the Ruby Diamond Concert Hall and sold out with 1,200 attendees. The 2020 Created Equal event is scheduled for February 13, 2020 at The Moon and will center around the 60th anniversary of the Tallahassee lunch counter sit-in.*

(2017-13) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.

- *In support of Commissioner Maddox, staff provided assistance at the FAC conferences leading up to his swearing in at the 2019 Annual Conference on June 11-14, 2019 in Orlando. In addition, staff also worked with Commissioner Maddox’s office to coordinate the presentation of the FAC Presidential Scholarship to the child of a Leon County Government employee. Staff will continue to assist Commissioner Maddox as needed throughout his term as FAC President.*

(2017-14) Implement the recommendations of the Hurricane Irma After-Action Report.

- *During the May 22, 2018 Board meeting, a status update on the implementation of Hurricane Irma After-Action Report was presented. The status update announced that all 65 recommendations have been completed.*

(2018-13) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam.

- *2018: Leon County Emergency Management performed a site visit with City of Tallahassee at the C.H. Corn Hydroelectric dam to discuss emergency notifications of area residents during rain events, as well as any recorded emergency procedures for high water and water release.*
- *2019: In March 2019, the City of Tallahassee decommissioned the dam and returned day-to-day operation to the State of Florida. In preparation for this transition, Emergency Management staff met with the Florida Department of Environmental Protection and the Leon County Sheriff's Office to draft a plan and develop procedures. At the June 18, 2019 Board meeting, staff presented an emergency management plan that outlined actions specific to the height of water at the C.H. Corn Hydroelectric dam, including as the pre-deployment of barricades, notification of nearby residents who could be affected by a controlled water release, and a public safety response plan.*

(2018-14) Implement the recommendations of the Hurricane Michael After-Action Report.

- *During the May 28, 2019 Board meeting, a status update on the implementation of Hurricane Michael After-Action Report was presented. The status update announced that all 68 recommendations have been completed. When including the Hurricane Hermine and Hurricane Irma After-Action Reports, the County has implemented a total of 213 recommendations.*

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(2018-15) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.

- *On June 18, 2019, the Board adopted the proposed Ethics Ordinance and directed staff and directed staff to review several recommendations from the organization Common Cause Florida. A revised Ethics Ordinance was presented to and adopted by the Board on December 10, 2019. The County employee Code of Ethics guide is currently being updated to reflect the revised Ordinance. The guide is a user-friendly "field manual" for reference, reminders, and reinforcement related to the high standards of ethical behavior required to be a Leon County employee.*

(2018-16) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities.

- *During the March 12, 2019 meeting, the Board was presented with and approved the County's action plan to implement this Initiative. The plan included the Club of Honest Citizens event in May 2019 "How Do We Grow from Here" as well as hosting "Focused on People" sit-downs on social media with various County staff. As part of the plan, the County began connecting with Leon County neighborhoods through the NextDoor app and customer service feedback surveys were added to the County's Citizen Connect portal as well as DSEM's permitting system. Other upcoming initiatives include reaching "cord cutters" by streaming Leon County television programming and engaging a consulting firm to develop a community-wide survey that would be conducted during the planning year of every five-year Strategic Plan cycle.*

Governance – In Progress

- (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)

Options:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2017-2021 Strategic Plan)

Recommendation:

Option #1

Attachments:

1. Baseline Data for Bold Goals and Targets
2. Detailed Strategic Initiatives Status Report
3. List of Implemented Citizen Ideas

Baseline Data for FY 2017 – FY 2021 Bold Goals and Targets

ECONOMY

Grow the Five-Year Tourism Economy to \$5 Billion

In FY2012 - FY2016, the economic impact of tourism in Leon County totaled \$3.8 billion. The 32% increase by FY2021 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

Attract 80 State, Regional, or National Championships across All Sports

In FY2012 - FY2016, a total of 64 state, regional and national championships were hosted in Leon County. The 25% increase by FY2021 was projected based on trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

The Target for co-creation of entrepreneur ventures, new jobs overall, and new jobs in the high-tech industry, was developed through analysis of like-sized communities conducted as part of the Tallahassee – Leon County Economic Development Strategic Plan as well as staff analysis of 2017-2021 employment growth projections from EMSI (labor force analytics modeling software).

Connect 5,000 Students and Citizens to Middle Skilled Job Career Opportunities

In FY 2016, over 500 students and citizens were connected to middle skilled job career opportunities. From FY 2017 to FY 2021, the County will work to connect 1,000 students and citizens annually for a total of 5,000 in five years.

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series

In FY 2014 – FY 2016, the Amphitheater hosted 18 concerts with a combined total attendance of over 30,000 residents and visitors. By the end of FY2021, the County projected that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

ENVIRONMENT

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

In FY 2012 – FY 2016, there were no upgraded or eliminated septic tanks in the Primary Springs Protection Zone (PSPZ). Through planned sewer connection projects, state grants, future sales tax funding, and possible Ordinance revisions requiring passive advanced wastewater treatment systems for new construction, the County is targeting the upgrade or elimination of 500 septic tanks in the PSPZ by FY 2021.

Plant 15,000 Trees Including 1,000 in Canopy Roads

From FY 2012 – FY 2016, an annual average of approximately 1,800 trees were planted. In FY 2017 – FY 2021, over 10,000 trees are slated for planting as part of planned reforestation efforts, Arbor Day plantings and other park landscaping. An additional 5,000 trees will be planted through the Adopt-A-

Tree program, other landscaping initiatives, and partnerships with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

By 2021, the County will implement new policies and procedures for utilizing sustainable design in all new construction, renovation, and repair.

75% Community Recycling Rate

In FY 2016, the County reported that 54% of solid waste had been diverted from the landfills for other uses. To increase diversion rates, additional programs related to increased commercial recycling, cardboard diversion, composting and elimination of mixed loads at the transfer station will be evaluated and implemented.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2012 – FY 2016, the County constructed 14.1 miles of sidewalk and 7.7 miles of greenways and trails for a total of 21.8 miles. By 2021, the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

QUALITY OF LIFE

Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families

In FY2012 – FY2016, Veteran Services helped Leon County veteran's secure \$82 million in benefits. By 2021, the target will be accomplished through the leveraging of partnerships with local Veteran's Administration Clinic, local veteran's agencies/groups, and new targeted marketing and outreach.

Construct 100 Fire Hydrants

Following the Board adopted the policy "Criteria for the Placement of Fire Hydrants on Current Water Systems" in FY 2014 to the end of FY 2016, 21 new hydrants were installed in the unincorporated areas of the County. Beginning in FY 2017, through dedicated Fire Assessment Fee funding and future LIFE allocations, the County will work with local utility companies to increase the number of hydrant placements to approximately 20 per year.

Train 8,500 Citizens in CPR/AEDs

In FY2012 –FY2016, Leon County EMS trained 7,500 citizens in cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) use. The 2021 target is based on recent trend data indicating a continued increase in utilization of training opportunities, identification of additional targeted outreach for specific users (i.e. pregnant, new parents and senior citizens) and the ability to further increase attendees at training events through enhanced public outreach.

Open 1,000 New Acres of Park Land to the Public

Including both passive park and facility acreage, 216 new acres of County park land were opened to the public in FY 2012 – FY 2016. As part of the next five-year capital improvement program, additional acreage is anticipated to open to the public as part of the St. Marks Greenway, the Northeast Park and the Apalachee Regional Park.

Double the Number of Downloadable Books at the Library

At the end of FY 2016, Leon County Libraries offered 13,500 downloadable books. By 2021, through partnerships with other libraries and agencies, such as the Panhandle Library Access Network (PLAN) the number of downloadable books available at the Libraries will be doubled and will include more diverse content such as audiobooks, graphic novels, and magazines.

GOVERNANCE

Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

In FY 2012 – FY 2016, Leon County documented the implementation of over 175 citizen ideas through internal listening sessions. In FY 2017, the County developed a cross-departmental reporting system to record and track the implementation of citizen ideas and recommended improvements from all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization.

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

In FY 2016, the average time to approve a single family building permit was 11 business days. To reach this Target, the average time will be reduced to eight (8) days.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

In FY 2016, employee participation in the County's "My Rewards" Well Being Program was at 82.4%. To achieve the target, focused outreach explaining both the health and financial benefits of the program will be further communicated to individual employees not currently participating in the program.

Reduce By 60% the Outstanding Debt of the County

At the end of FY 2016, the County's outstanding debt, including principal and interest, totaled \$48,633,089. By 2021, without the issuance of any new debt, the County will reduce its outstanding debt by at least 60%; additional refinancing will provide the opportunity to exceed this target.

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

At the close of FY 2016, 90% of all current Leon County employees had received at least two of the required trainings. By 2021, all employees will be trained or retrained in all three subject areas.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	1	In Progress	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	PLACE (Blueprint)	Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.			
				PLACE (Blueprint)	Work with partners and vendor to determine design options for the Amphitheater weatherization.	Action Complete	September 2017	
				PLACE (Blueprint)	Blueprint representatives met with County Administration towards developing a project agreement.	Action Complete	October 2017	
				Tourism Development	Present Proposed Weatherization Modifications to the Capital City Amphitheater at Cascades Park	Action Complete	2/13/2018	At the February 13, 2018 meeting, the Board of approved a concept to reduce rainwater impacts on the Amphitheater stage and to mitigate sound. Leon County Tourism is the fiscal agent for the overall project. Blueprint will assist with managing the design and construction of the Amphitheater canopy extension, which is anticipated to be complete by the end of the year. The concept also includes drainage improvements to the back of the stage and the purchase of sound mitigation panels. The City of Tallahassee Parks, Recreation and Neighborhood Affairs will provide construction and project management services for the drainage improvements to the back of the stage. The Board also approved reallocating the project balance for implementation of the County's strategic initiative for placing solar on County facilities.
				Tourism Development	Provide an update to the Intergovernmental Agency Board regarding the County's direction for amphitheater weatherization.	Action Complete	3/1/2018	
				PLACE (Blueprint)	Present an update on the Amphitheater weather proofing and sound mitigation.	Action Complete	June Budget Workshop & December IA meeting	Per the Board's request, updates on the Amphitheater weather proofing, and sound mitigation were provided during the June Budget Workshop and at the December IA meeting.
				PLACE (Blueprint)	Construction of Amphitheater weatherization	Action In Progress	Summer 2020	The proposed construction window for the canopy extension is set for May and June of 2020. Anticipated construction duration is to be four to six weeks and will be coordinated with the City Parks, Recreation and Neighborhood Affairs and Leon County Division of Tourism to avoid conflicts with scheduled performances at the Amphitheater.
2016	2	In Progress	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.	Administration	Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration.			
				Administration	County staff served on FSU's selection committee for a master plan consultant and the University has selected their consultant.	Action Complete	2017	
				PLACE (OEV)	Status report on the Civic Center District Master Plan and funding strategies for a new FSU Convention Center	Action Complete	9/20/18	Staff provided the status report during the Workshop on the Office of Economic Vitality's Programs, Actions and Implementation of the Economic Development Strategic/Work Plan. The IA voted to authorize staff to commence the bond financing process for the issuance of up to \$20 million toward the convention center as early as October 2020 (FY2021), subject to the IA Board's final approval of the scope, size, and operations plan for the hotel and convention center.
				PLACE (OEV)	Participate with FSU in the market and feasibility analysis for the hotel and convention center.	Action In Progress	2020	Both FSU and Blueprint/OEV agree to collaborate on the scope of the study for viability and feasibility of a new convention center. The study will be funded by FSU. This study will affirm the convention center facility details and operations terms based on the agreed metrics and other important operational details as discussed previously. Once completed, this information will be presented to the IA Board at a future meeting to consider the final determination of the project scope, timing of the disbursement of funds of up to \$20 million, and execution of necessary agreements to effectuate project.
				PLACE (OEV)	Present findings and staff recommendations to IA Board to consider timing and final determination of the project scope, timing of the disbursement of funds of up to \$20 million, and execution of necessary agreements to effectuate project commencement.	Action In Progress	2020	Consulted with feasibility study consultants and provided 10 local, state, and regional meeting planner contacts.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	3	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Administration	Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.			
				Administration	Recommend the Board adopt this issue as part of the 2017 State and Federal Legislative Priorities program	Action Complete	11/22/2016	Board adopted 2017 Legislative Priorities during 10/18/2016 workshop; ratified at 11/22/2016 meeting
				Administration	Pursue issue during 2017 Legislative Session	Action Complete	5/5/2017	Leon County's legislative team worked closely with Capitol Alliance Group and our local legislative delegation throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the second year in a row.
				Administration	Recommend the Board adopt this issue as part of the 2018 State and Federal Legislative Priorities program	Action Complete	10/24/2017	Board adopted 2018 Legislative Priorities during 10/24/2017 workshop; ratified at 11/14/2017 meeting
				Administration	Pursue issue during 2018 Legislative Session	Action Complete	3/11/2018	In both chambers, bills were introduced that would have expanded the eligible uses of existing tourist development taxes. Leon County's legislative team worked closely with FSU and our local legislative delegation throughout the session to advocate for this policy request; however, the proposal was not amended into an existing bill for the third year in a row and ultimately both the Senate and House bills died at the end of session.
				Administration	Recommend the Board adopt this issue as part of the 2019 State and Federal Legislative Priorities program	Action Complete	10/20/2018	Board adopted 2019 Legislative Priorities during 10/23/2017 workshop.
				Administration	Pursue issue during 2019 Legislative Session	Action Complete	5/4/2019	Leon County's legislative team worked with FSU and our local legislative delegation to advocate for the issue as one of our 2019 legislative priorities. Similar to previous years, however, these efforts were unsuccessful.
2016	4	Continue to pursue opportunities for workforce development, including:						
2016	4A	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	Administration	Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Jr. Apprenticeship Program.			
				Administration	Host the 2016 Leon Works Expo	Action Complete	10/20/2016	The 2016 Leon Works Expo was held on October 20th at the Lively Technical Center campus.
				Administration	Provide Status Report on the 2016 Leon Works Expo	Action Complete	12/13/2016	At the Board's December 13, 2016 meeting, staff presented a Status Report on the 2016 Leon Works Expo and the Board directed staff to prepare a Budget Discussion Item to consider continuing to host the Leon Works Expo in 2017 and on an annual basis thereafter.
				Administration	Launched the Leon Works Junior Apprenticeship (Spring 2017).	Action Complete	5/19/2017	From January 9th to May 19th, selected students worked in a Leon County Department shadowing and assisting a County staff member in a skilled career field that the student is interested in pursuing. In addition to gaining work experience, Junior Apprentices earn an hourly salary and elective credit towards their high school diploma. This program was launched in partnership with TCC and Leon County Schools and is coordinated by County Administration and Human Resources.
				Administration	Present Budget Discussion Item considering funding for Leon Works programs.	Action Complete	06/20/2017	
				Administration	Host the 2017 Leon Works Expo	Action Complete	10/20/2017	The 2017 Leon Works Expo was held on October 20, 2017 at the FSU Civic Center.
				Administration	Provide Status Report on the 2017 Leon Works Expo and Junior Apprenticeship Program	Action Complete	12/12/2017	
				Administration	Host the 2019 Leon Works Expo	Action Complete	11/2/2018	The 2018 Leon Works Expo was rescheduled to March 8, 2019 due to Hurricane Michael.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	4B	Complete	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	Administration	Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.			
				Administration	Monthly participation in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.	Action Ongoing	11/02/2017	Once a month, a County staff member in a skilled career field attends the Career Luncheon to meet with a new group of 30 students and discuss what careers are available in our community if they stay in school and get their high school diploma.
				Administration	Partnership with CareerSource to the Junior Apprenticeship and Summer Youth programs.	Action Complete	6/20/2017	During the June 2017 Budget Workshop, staff proposed a partnership with CareerSource Capital Region to receive Workforce Innovation and Opportunity Act (WIOA) Youth Grant funds to provide job training to low-income students who fall into an at-risk population such as homeless, current or former foster child, disabled, at risk of dropping out, youth offender (including non-convictions), or lacking in significant work history (less than six months of work experience within the last year), etc.
				PLACE (OEV)	Establishment of the : Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program.	Action Complete	3/1/2018	During the IA's March 2018 meeting, staff presented and the Board subsequently approved a new grant program to catalyze workforce/talent development opportunities among businesses, educational institutions, as well workforce boards, and other integral organizations engaging in workforce/talent development. In developing this program staff worked with several partner organizations such as Tallahassee Community College, Leon County Schools (specifically regarding Career Technical Education), CareerSource, Tallahassee Chamber of Commerce as well as businesses participating in the CapitalLOOP program.
				Library Services	Meeting with Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources.	Action In Progress	7/11/2019	Admin and Library staff met with a representative from the Kearney Center tot identify ways to connect Library patrons experiencing homeless with available services including employment resources. As a result, the following changes have been implemented: * Literacy Services attended a recent Big Bend Continuum of Care meeting to ensure service providers are aware that the Library offers free literacy tutoring. * A link to Big Bend 211 has been added to all Library computers. * The Big Bend Continuum of Care's Homeless Resource Guide is available at all County Libraries.
2016	5	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Tourism Development	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).			
				Tourism Development	Staff partnered with Florida State Athletics in assembling the bid to host NCAA cross country Regional and National Championships at Apalachee Regional Park. Staff included facility and community assets to make the bid more appealing.	Action Complete	Fall 2016	Provided specific community and Apalachee Regional Park information as well as marketing materials. Supported bid assembly through securing NCAA contracted hotel rooms. Supported Florida State Athletics supporting materials including marketing, hotel rooms, park images/specs and videos.
				Tourism Development	The National Collegiate Athletic Association site selection committee announced that host team Florida State University and the Apalachee Regional Park venue will host the 2018 and 2020 South Regional as well as the 2021 NCAA D1 Cross Country Championships.	Action Complete	4/18/2017	Leon County Tourism and Parks & Recreation staff and Florida State Athletics will continue the event planning/management process for each championship event.
				Tourism Development	In partnership with Florida State University we submitted a bid to host the 2019 NCAA South Regionals at Apalachee Regional Park.	Action Complete	Summer 2018	Provided specific community and Apalachee Regional Park information as well as marketing materials. Supported bid assembly through securing NCAA contracted hotel rooms. Supported Florida State Athletics supporting materials including marketing, hotel rooms, park images/specs and videos.
				Tourism Development	The National Collegiate Athletic Association site selection committee announced that host team Florida State University and the Apalachee Regional Park venue will host the 2019 South Regional.	Action Complete	October 2018	Leon County Tourism and Parks & Recreation staff and Florida State Athletics will continue the event planning/management process for each championship event.
				Tourism Development	Tourism staff will travel to the NCAA annual conference to learn more about future bid process to host cross country championships for the 2022-2026 Championship bid cycle opening in Fall 2019.	Action In Progress	February 2020	Staff attended the NCAA Bid Process Session at Connect Sports and met with FSU Athletics to further discuss bidding on future championships. Staff will work with FSU Athletics to submit bids by the end of Feb. 2020.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	6	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency.			
				PLACE (OEV)	The Blueprint Intergovernmental Agency Board of Directors adopted the work plan with an associated timeline and metrics for evaluation.	Action Complete	2/20/2017	
				PLACE (OEV)	Continuing to update the Blueprint Intergovernmental Agency Board of Directions on the Office of Economic Vitality's activities and programs each quarter.	Action Ongoing		
				PLACE (OEV)	Presented an implementation plan for the Blueprint 2020 infrastructure and economic development program to the Blueprint Intergovernmental Agency Board of Directions	Action Complete	6/21/2018	
				PLACE (OEV)	Presented a two year report on the economic development strategic plan to the Blueprint Intergovernmental Agency Board of Directions	Action Complete	9/20/18	
				PLACE (OEV)	End-of-year report to the IA	Action Complete	9/5/2019	An end-of-year report was presented at the IA Board meeting in September 2019 and include an update on the 90 ongoing Strategic Plan actions being managed by OEV.
2016	7	Complete	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Complete the joint County/City disparity study and enhancements to the MWSBE program.			
				PLACE (OEV)	Approve negotiation of contract award	Action Complete	2/20/2017	The IA approved the negotiation of contract award to MGT America with the direction reduce the contract by 25%
				PLACE (OEV)	Complete contract negotiation and study timeline	Action Complete	4/30/2017	March - April 2017: Staff held successful negotiation and entered into a contract with MGT America for the disparity study with a 25% reduction in cost as well as revised the timeline from 18 months to 15 months.
				PLACE (OEV)	Presentation and Discussion of the 2019 Disparity Study	Action Complete	6/27/2019	OEV presented the disparity study and several recommendations to the IA on June 27th.
				PLACE (OEV)	Presentation of a Consolidated MWSBE Policy	Action In Progress	January 2020	At the January 30th IA Board meeting, the Office of Economic Vitality and the Disparity Study consultant, MGT of America, will be presenting an agenda item for the acceptance of the Consolidated MWSBE Policy. If accepted, the Office of Economic Vitality will work in cooperation with the Purchasing Office and submit an agenda item to the Leon County Commission to accept the Consolidated MWSBE Policy and changes to the Leon County Purchasing Policy in March.
2016	8	Complete	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	PLACE (OEV)	Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.			
				PLACE (OEV)	Submitted an application to host the 8th ACE.	Action Complete	2/17/2017	The Office of Economic Vitality serves as the lead team coordinating the application and tour.
				PLACE (OEV)	Award the 8th ACE Tour.	Action Complete	3/8/2017	Tallahassee - Leon County were selected to serve as one of five host communities from December 3-9, 2017. The Office of Economic Vitality serves as the lead team coordinating the application and tour.
				PLACE (OEV)	Official announcement made that Florida will serve as the host for the next ACE Tour.	Action Complete	4/7/2017	
				PLACE (OEV)	Hosted the ACE Tour 8 on December 7 and 8	Action Complete	12/8/2017	
				PLACE (OEV)	Staff participation in ACE Tours	Action Ongoing		Staff were selected as ACE Ambassadors to participate in the following Tours: * 10th ACE Tour - Northern California - March 2018 * 11th ACE Tour - Puerto Rico - May 2019

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2016	9	Complete	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.	Administration	Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.			
				Administration	Presented to the Board a Status Report on the Sunsetting of the Downtown Community Redevelopment Area	Action Complete	10/24/2017	During the October 24, 2017 meeting, the Board directed the County administrator to work with the City develop options to phase out the Downtown CRA.
				Administration	Letter from the County Administrator to the City Manager regarding the Board's actions at the October 24, 2017 meeting.	Action Complete	10/25/2017	The County Administrator sent a letter to the City Manager notifying him of the Board's decision to phase out the Downtown CRA by 2020 or withdraw County's participation by 2020.
				Administration	Presentation of Proposed Restructuring of the County's Participation in the Community Redevelopment Agency	Action Complete	2/27/2018	During the February 27, 2018 meeting, the Board accepted the proposed restructuring of the County's participation in the CRA and directed the County Administrator to finalize the terms with the City, which shall be brought back to the Board for approval on April 10, 2018.
				Administration	Presentation of amended CRA Interlocal Agreement	Action Complete	4/10/2018	
2016	10	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Tourism Development	Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.			
				Tourism Development	Meet with Florida State Athletics to present the benefits of hosting a Pre-Season NFL Game.	Action Complete	Fall 2017	In Fall 2017, staff held a conference call with Florida State Athletics.
				Tourism Development	Identify NFL Teams that would potentially participate.	Action Ongoing		Florida State Athletics is taking the lead in identifying NFL teams and is currently exploring several options.
				Tourism Development	If needed, develop a presentation to present to the potential NFL teams previously identified.	Action Complete	Fall 2018	
				Tourism Development	Identify potential funding sources that would support hosting an NFL Preseason game in Doak Campbell Stadium.	Action Complete	Fall 2018	Staff will schedule a meeting with the Florida Sports Foundation to discuss potential grant opportunities for hosting a NFL Preseason game with out of state visitors.
				Tourism Development	Tourism and Administration met with FSU Athletics/IMG to continue discussions related to hosting/selecting a target NFL team.	Action Complete	January 2018	No final determination was made by FSU regarding targeting a team and demonstrating a strong commitment to host an NFL preseason game. Priority at this time appears to be centered around growing concert events at Doak Campbell stadium.
				Tourism Development	Tourism staff met with Matthew Rickoff the Senior Partnership Director with the Jaguars about future collaboration between Leon County and the Jaguars. We also continued the conversation regarding a potential Pre-Season Jaguars game in Doak Campbell Stadium.	Action Complete	October 2018	
				Tourism Development	Tourism Staff worked with IMG to help fund and promote three Doak After Dark concerts in Doak Campbell Stadium.	Action Complete	Fall 2017 -Fall 2018	
				Tourism Development	Tourism Staff worked with IMG to help fund and promote Doak After Dark after Spring game in Doak Campbell Stadium	Action Complete	April 6, 2019	
				Tourism Development	Tourism Staff has met with Complex Sports & Entertainment the new company managing events out side of FSU Athletic events within athletic facilities. The group has started athletic facility tours and currently seeking outside events to Doak Campbell Stadium.	Action In Progress	Spring 2020	Staff continues to work with Complex Sports and Entertainment on ways to attract major sporting event to Doak Campbell Stadium.
2016	11	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses.			
				PLACE (OEV)	Submit a Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund (RLF)	Action Complete	2018	To fulfill this Strategic Initiative and other goals identified in OEV's Strategic Plan, OEV staff developed a 2018 Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund (RLF). If awarded, this RLF would leverage \$800,000 of federal (Economic Development Administration) dollars to \$200,000 supplied by OEV. The resultant \$1 Million capital pool would be deployed to create and retain jobs at MWSBEs in Leon County and the region, with further emphasis on business resilience to hurricanes. The Economic Development Administration will announce grant awards in early 2020.

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2016	12	Complete - Ongoing	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits	Tourism Development	Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).			
				Resource Stewardship	Construction of the Apalachee Regional Park Access Road.	Action Complete	2/7/2017	On February 7, 2017, the Board voted to award the construction of the Apalachee Regional Park Access Road Improvement to North Florida Asphalt, Inc. in the amount of \$319,328. The improved access road will also enhance the Tourism Division's efforts to secure large cross country competitions by accommodating large buses and commercial vehicles.
				Resource Stewardship	Workshop on the Apalachee Regional Park Master Plan & Associated Landfill Closure	Action Complete	10/24/2017	At the October 24, 2017 Workshop, the Board approved the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The Master Plan includes several enhancements to the cross country area including restrooms and operations facility; events and awards stage; outdoor community gathering pavilion; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.
				Tourism Development	Design of new logo and park signage	Action Complete	Summer 2018	Staff considered both cultural history of the area and the visual appeal and representation of the logo on signage and throughout the park. Independent research was done to confirm the cultural sensitivity (an arrowhead) and expert resources were consulted. Several logos were then designed to capture the unique nature of the Apalachee Regional Park, and the group approved several to be reviewed by the County Administrator. Following the County Administrator's approval, a vast array of signage was generated using the established themes and design.
				Tourism Development	Numerous meetings with cross country collegiate and community partners.	Action Complete	Fall 2018	
				Tourism Development	Ongoing dialogue with Resource Stewardship and the design consultants to refine the design of the cross country area.	Action Complete	Fall 2018	
				Tourism Development	Continue working towards 100% engineering design phase for Apalachee Regional Park operations building, awards stage and finish line structure for the cross country course.	Action Complete	10/11/2019	Bid was posted to Procurement Connect on 10/11/19.
				Resource Stewardship	Seek additional funding to design and construct biking and hiking trails identified in the Master Plan.	Action Complete	10/17/19	Grant submittal has been made for the IMBA Trail Solutions Accelerator Grant Program.
				Tourism Development	Tourism continues to promote the future permanent infrastructure being built at ARP as leverage to attract additional Cross Country Championship to Leon County.	Action In Progress	Spring 2020	

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2016	13	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	Public Works	Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.			
				Public Works	Presented an agenda item on the FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Belair/Annawood Sewer System Projects	Action Complete	2/13/2018	On February 13, 2018, the Board accepted state grants totaling \$4.5 million from the Springs Restoration Grant Program for the Northeast Lake Munson and Belair/Annawood Sewer System Projects.
				Public Works	Presented an agenda item on the Springs Restoration Grant for the Woodville Sewer Project and Update on Additional Septic Tank Upgrades/Replacements funded through the Blueprint 2020 Water Quality and Stormwater Improvement Project and State Grants	Action Complete	10/23/2018	The Board approved modifying the existing State of Florida's Springs Restoration Grant Agreement for the design of the Woodville Sewer Project. Recommended modifications included a reduction in project scope to stay within the approved project budget and a change to the management of the grant from Northwest Florida Water Management District (NFWFMD) to FDEP. The item also provided a comprehensive update on the County's commitments to replace or upgrade existing septic tanks through the Blueprint 2020 Water Quality and Stormwater Improvement funding and State grants, as well as, other ongoing initiatives and future policy issues to come before the Board to continue to advance water quality in the Primary Springs Protection Zone.
				Public Works	Coordinate with Northwest Florida Water Management District on Woodville Septic to Sewer Project funded through the Springs Restoration Grant Program.	Action Ongoing	July 2017 (Grant for Design); July 2018 (Design Award); October 2018 (Grant Transfer)	A \$1.5 million grant was accepted from NFWFMD for design services on July 11, 2017. Staff will continue to pursue additional grant funding for construction. Board approved to negotiate the contract at the June 19, 2018 Board meeting. The agenda item for the agreement with FDEP to assume management of the design grant was approved by the Board in October 2018 and the contract period was extended to December 2021. The project is under design and the request for construction funds from the State has been made. Coordination efforts with FDEP continue in anticipation of a \$3.75 million grant for construction.
				Public Works	Staff participation in the FDEP Onsite Sewage Treatment and Disposal Systems Committee.	Action Complete	January 2019	FDEP adopted the updated BMAP incorporating OSTDS Implementation Plan in January 2019.
				Public Works	Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade	Action Complete	September 2019	Construction contract awarded in March 2018. Field work began in May 2018. Septic tank conversions began in March 2019. Individual connections were completed in September 2019. Staff is currently processing requests for reimbursement from FDEP in order to close out the grant.
				Public Works	Provide education on proper operation and maintenance of septic tanks, and impacts to groundwater if not properly maintained.	Action In Progress	September 2021	Federal Section 319(h) Educational Grant award notice was received by staff on October 13, 2017 for a four year total program funding of \$60,000 with a \$40,000 match requirement; grant accepted July 2018; first Water School event was held October 26, 2018; second Water School event was held on October 11, 2019. Additional program deliverables are in development with the Office of Community and Media Relations.
2016	14	Complete - Ongoing	EN4 - Reduce our carbon footprint.	Resource Stewardship	Develop strategies to increase recycling and reuse rates.			
				Resource Stewardship	Evaluate the possibility of conducting an updated waste composition study	Action Complete	November 2017	Through a detailed analysis, staff concluded that an updated waste audit was not a cost effective option at this time, and are exploring other options that have a more direct impact on increasing commercial and residential recycling rates
				Resource Stewardship	Reached a recycling rate of 66% in 2017, an 11% increase over 2016.	Action Complete	June 2018	Staff worked with Public Works to identify local concrete and asphalt contractors who recycle the materials and use them in projects. This extra tonnage helped significantly increase the recycling rate for 2017.
				Resource Stewardship	Evaluate strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site	Action Complete	September 2018	Currently, new commercial development is not required to plan for a space on site for a recycling dumpster, which can create a significant barrier for tenants to recycle. Planning upfront for a recycling dumpster reduces this barrier. Sustainability and DSEM staff have identified an effective strategy to ensure that all new commercial development includes space for a recycling dumpster.
				Resource Stewardship	Achieved a 62% recycling rate in 2018, a 4% decrease over 2017. This decrease is due solely to an increase in the landfilling of construction and demolition debris by private contractors.	Action Complete	June 2019	Estimated to be approximately 115 accounts. Staff is working with Sustainable Tallahassee through the Green Business Committee to develop education material to give to businesses.
				Resource Stewardship	Integrated requirements in the new waste collection bid to help remove cost and logistics barriers for commercial recycling. These requirements include offering single-stream recycling to all commercial customers and servicing up to 5 recycling roll carts at no cost to the customer should the customer request such carts.	Action Complete	September 2019	
				Resource Stewardship	Conduct a recycling bin and dumpster inventory for all County facilities and parks	Action Complete	Fall 2019	
				Resource Stewardship	Replace 20 recycling bins at County parks	Action In Progress	March 2020	
				Resource Stewardship	Develop outreach and education to touch all unincorporated commercial properties which do not currently have a recycling account	Action In Progress	January 2020	
2016	15	Complete - Ongoing	EN3 - Promote orderly growth and sustainable practices.	Public Works	Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.			

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				Public Works	Identify cost savings projects that Staff can perform internally to eliminate expenses associated with Closure Construction	Action Complete	June 2017	
				Public Works	Work with DEP to modify Closure Construction requirements associated with the Geosynthetic Liner between the Cells D and Class Three south.	Action Complete	June 2017	Based on the design change, there is no need to modify the closure requirements for Geosynthetic Liner between the Cells D and Class Three south.
				Public Works	Agenda item requesting Board approval to award Phase I of the Landfill Closure Capital Improvement Project.	Action Complete	10/10/2017	On October 10, 2017, the Board approved an agreement awarding bid to Allen's Excavation, Inc. for the hauling of shaping and cover materials to the Solid Waste Landfill Cell Closure site (Phase I).
				Public Works	Amend the Closure bid Documents in accordance with completed cost savings projects.	Action Complete	December 2017	
				Public Works	Coordination between Closure Requirements and Master Planning projects. Make sure the Closure documentation reflects Master Planning requirements.	Action Complete	December 2017	
				Public Works	Haul 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site	Action Complete	March 2018	
				Public Works	Agenda item requesting Board approval to award Phase II of the Landfill Closure Capital Improvement Project.	Action Complete	April 2018	On April 10, 2018, the Board approved the Agreement awarding bid to COMANCO Environmental Corporation in the amount of \$12,966,650 for the construction of the Solid Waste Management Facility Class I and Class III South Landfill Closure, Phase II.
				Public Works	Public Meeting to advise citizens of the expectations during the closure construction	Action Complete	May 2018	A Public meeting was held on May 7, 2018 to provide the project schedule and collect citizens' input.
				Public Works	Modify the original design of the Landfill Closure Project and seek FDEP approval of the modifications.	Action In Progress		The Board authorized design modifications at the September 17, 2019 meeting to ensure the landfill is closed in the most environmentally sensitive manner in order to address site conditions identified early in the closure process.
				Public Works	Agenda item requesting Board approval to award the bid for the Landfill Closure Construction Project once design modifications have been completed	Action In Progress		The contract with Comanco was terminated at the September 17, 2019 Board meeting. The project will be rebid after the design modifications are completed with FDEP approval.
				Public Works	Conduct geotechnical tests in preparation of material hauling from F.A. Ash Borrow Pit during the design modifications to save time and costs in the continuing closure process.	Action In Progress		
2016	16	Complete - Ongoing	EN3 - Promote orderly growth and sustainable practices	Resource Stewardship	Convene the Leon County Sustainable Communities summit on a bi-annual basis.			
				Resource Stewardship	Host the 2017 Summit themed "Exploring Our Backyard"	Action Complete	2/18/2017	Event included an industry workshop for 50 stakeholders on 2/8/17 and a community conference for 220 participants on 2/18/17
				Resource Stewardship	Identify theme and event structure through stakeholder meetings	Action Complete	March 2018	
				Resource Stewardship	Host the 2019 Summit	Action Complete	3/23/2019	The 2019 Summit was held on 3/23/19 at the J.R. Alford Greenway and featured hands-on activities, workshops, tours, and an opportunity to provide input on the County's Sustainability Action Plan.
2016	17	Complete	EN3 - Promote orderly growth and sustainable practices	PLACE (Planning)	In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program.			
				PLACE (Planning)	Budget Workshop item to consider funding to partner with the Canopy Roads Citizen Committee in implementing an aggressive long term tree planting program that will support the County's Target to plant 1,000 trees along the canopy roads by the end of FY 2021.	Action Complete	4/25/2017	During the April 25, 2017 Budget Workshop, the Board voted to include \$75,000 in the FY 2018 budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.
				PLACE (Planning)	In coordination with Public Works and the Canopy Road Citizen Committee, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.	Action Complete	October 2017	The Canopy Roads Citizen Committee developed draft goals and text for the management plan and, coordinated planting areas.
				PLACE (Planning)	City and County adoption of the revised management plan	Action Complete	County - 3/12/19 City - 3/27/19	

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2016	18	In Progress	EN3 - Promote orderly growth and sustainable practices	PLACE (Planning)	Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.			
				PLACE (Planning)	Conduct RFP for consultant selection.	Action Complete	March 2017	
				PLACE (Planning)	Complete Phase 1 stakeholder outreach and analysis and present to Commissions to direct consultant on the desired methodology.	Action Complete	October 15, 2019	The County and City Commissions accepted the Phase 1 recommendations and authorized moving onto Phase 2B.
				PLACE (Planning)	Complete Phase 2A, which entails developing a Mobility Infrastructure Plan upon which new fees would be based.	Action In Progress	December 2020	This will be performed by a consultant and brought back jointly for the County and City Commissions to approve.
				PLACE (Planning)	Complete Phase 2B, which involves the development of necessary ordinances to implement the new fee system.	Action In Progress	August 2021	If Phase 2A is approved, a consultant will complete the required ordinance development and bring them to the County and City Commissions for adoption.
2016	19	Complete - Ongoing	EN4 - Reduce our carbon footprint.	Resource Stewardship	Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.			
				Resource Stewardship	Board approval to join the FL Resiliency & Energy District (FRED) PACE Program enabling FDFC to operate a PACE program.	Action Complete	2/7/2017	
				Resource Stewardship	Formally launch the FDFC PACE Program.	Action Complete	9/10/2017	Formal launch of the FDFC residential PACE program August 2017 and C-PACE launch Fall 2018.
				Resource Stewardship	Ensure vendor participation in the Spring Home Expo	Action Complete	Spring 2018 and 2019	Renovate America, the only active provider in Leon County, participated in the Spring Home Expo on April 28th, 2018.
				Resource Stewardship	Ensure vendor participation in the 2019 Sustainable Communities Summit	Action Complete	March 2019	
				Resource Stewardship	Write a press release and article in the Democrat announcing the expansion of the PACE program to Commercial-PACE	Action Complete	April 2019	
				Resource Stewardship	Facilitate PACE Program presentations for the Tallahassee Builders Association and the Tallahassee Board of Realtors	Action Complete	April/May 2019	
2016	20	Complete - Ongoing	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems	Resource Stewardship	Add environmental education kiosks, trail markings/mapping at Greenways and Parks.			
				Resource Stewardship	Establish standard design and kiosk appearance	Action Complete	February 2017	In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.
				Resource Stewardship	Generate site specific collateral such as maps	Action Complete	May 2017	
				Resource Stewardship	Create trail markings for NE Park	Action Complete	Summer 2018	Trails have been marked with blazes on the trees.
				Resource Stewardship	Create formal trail marking and mapping for Fred George Greenway	Action In Progress	Spring 2020	Mapping of the routes has been completed in preparation for the installation of markers.
				Resource Stewardship	Create trail markings and install additional signage at Alford Greenway.	Action In Progress	Spring 2020	A trail assessment was completed and accepted by the Board at the July 10, 2018 meeting. New trail markings and signage were included in J.R. Alford Greenway trail construction project, which was awarded in August 2019 and is scheduled for completion in spring 2020.
2016	21	Complete - Ongoing	EN4 - Reduce our carbon footprint.	Resource Stewardship	Explore new opportunities for solar on County facilities.			
				Resource Stewardship	Identify best opportunities and top priorities for solar	Action Complete	January 2017	A mix of sites including stormwater ponds were reviewed.
				Resource Stewardship	Consultant to expand on 2009 solar study to include newly identified locations.	Action Complete	February 2017	
				Resource Stewardship	Board consideration of priorities and funding	Action Complete	April 2018	Agenda item recommending expansion of solar approved by Board at Budget Workshop on April 24, 2018.
				Resource Stewardship	Installation of a 19kW solar array on the Office of Resource Stewardship completed	Action Complete	August 2018	
				Resource Stewardship	Select a vendor for the installation of two solar arrays on the Northeast Branch Library and the Transfer Station	Action Complete	December 2018	Installation of arrays will commence this fall.
				Resource Stewardship	Create plan for allocation of yearly solar funds approved by the Board at the April Budget Workshop	Action Complete	Summer 2019	
				Resource Stewardship	Installation of two solar arrays on the Northeast Branch Library and the Transfer Station	Action Complete	October 2019	Installation began in May 2019.
				Public Works	Integrate solar panels into construction plans for the new restroom facilities at Apalachee Regional Park	Action Complete	October 2019	Solar panels were included in the construction plans for the new operations/restroom facilities at ARP. The bid was released on 10/11/2019.
				Resource Stewardship	Design solar on the 4th floor roof of the Courthouse	Action In Progress	December 2019	
				Resource Stewardship	Release RFP for FY2020 solar array	Action In Progress	December 2019	

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2016	22	In Progress	EN1 - Protect the quality and supply of our water.	Public Works	Support the protection of Lake Talquin.			
				Public Works	Monitor FDEP development of a Total Maximum Daily Load for the Ochlockonee River and Lake Talquin to protect and restore the resource.	Action In Progress	December 2021	Draft TMDL presented at February public hearing; administrative challenge filed by BASF; Staff continues to monitor TMDL documents. The next FDEP meeting is scheduled for November 20, 2019.
				Public Works	Obtain additional water quality samples to determine what, if any, further actions are needed for the Leon County discharges directly into Lake Talquin.	Action In Progress	TBD	Water quality sampling to date indicates no further improvements from Leon County are achievable. FDEP is sampling to investigate OSTDS effects. FDEP determined OSTDS impacts are occurring in Polk and Harvey Creeks and recommending TMDLs for these creeks pending additional sampling by FDEP.
2016	23	Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:						
2016	23A	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	Public Works	Develop a septic tank replacement program.			
				Public Works	Use permit process to identify septic tanks (OSTDS) requiring repair or upgrade.	Action Complete	December 2017	Permits issued 2012 through 2016 have been identified.
				Public Works	Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.	Action Complete	January 2018	At the Board's December 12, 2017 and January 23, 2018 meetings, staff presented an agenda item seeking the Board's authorization to issue the Request for Proposals for consultant services to complete Phase I of the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) funded by the Blueprint Sales Tax Extension.
				Public Works	Develop the Pilot program Selection Policy for Board Approval	Action Complete	July 9, 2019	Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades Policy at the July 9, 2019 meeting.
2016	23B	In Progress	EN1 - Protect the quality and supply of our water.	Public Works	Evaluate requiring advanced wastewater treatment (AWT) for new construction.			
				Public Works	Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.	Action Complete	January 2018	At the Board's December 12, 2017 and January 23, 2018 meetings, staff presented an agenda item seeking the Board's authorization to issue the Request for Proposals for consultant services to complete Phase I of the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) funded by the Blueprint Sales Tax Extension.
				Public Works	Identify impacts of requiring nitrogen-reducing OSTDS or connection to the City of Tallahassee advanced wastewater treatment system for any new construction.	Action In Progress	December 2020	Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017; draft ordinance for Board review planned for December 2020
2016	24	Continue to expand recreational amenities to include:						
2016	24A	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	Resource Stewardship	Develop and implement a master plan for the Apalachee Regional Park.			
				Resource Stewardship	Conduct study to determine scope and supply source to extend water main for future facility development.	Action Complete	Fall 2016	Study complete, final action pending siting of restroom facilities.
				Resource Stewardship	Board approval of bid award for paving a portion of the western most access road	Action Complete	2/7/2017	Construction has commenced.
				Resource Stewardship	Workshop on the Apalachee Regional Park Master Plan & Associated Landfill Closure	Action Complete	10/24/2017	At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. Prior to seeking the Board's approval of the Master Plan, staff sought citizen input at public meetings on 1/16 and 4/17.
				Resource Stewardship	BCC consideration of funding requests for build out of master plan, operational equipment, and operating staff support.	Action In Progress	Associated budget cycles	FY18 equipment request, FY19 staffing request to support ORS and Tourism
				Resource Stewardship	Design Team (DRMP, Wood+Partners, and Barnett Fronczak) Scope of Services Executed for Stage 1 infrastructure	Action Complete	02/08/2018	
				Resource Stewardship	ARP Design Charrette with Partners (TDC, FSU, Gulf Winds, COCA, and Design Team)	Action Complete	03/19/2018	
				Resource Stewardship	Bid release for infrastructure improvements to the cross country course	Action Complete	December 2020	
				Public Works	Board approval of bid award for Apalachee Regional Park cross country infrastructure improvements	Action In Progress	Winter 2020	
				Resource Stewardship	Work with Design Team (DRMP and Wood+Partners) on Signature Entrance, trail design and construction, and roadways.	Action In Progress	Spring 2020	

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	24B	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	Resource Stewardship	Develop a program to establish a signature landscaping feature with a regular blooming season.			
				Resource Stewardship	Engage landscape and horticulture experts to identify proposed plant(s) and site(s).	Action Complete	Spring 2017	Staff engaged several experts and agencies including Scott Davis, Ranger and Biologist with St. Marks National Wildlife Refuge; Jennifer Carver and David Copps with Florida Communities Trust (FCT), Florida Department of Environmental Protection; University of Florida/IFAS; and the City/County Urban Forester to vet ideas and approaches for successful implementation.
				Resource Stewardship	Provide status report to BOCC on proposed approach.	Action Complete	April 25, 2017	At the April Budget Workshop, the Board approved \$35,000 in the FY 2018 budget to establish a signature landscape feature (southern crab apple trees), with a regular blooming season at Pedrick Pond Park.
				Resource Stewardship	Implement planting - three test varieties planted	Action Complete	Mid-March 2018	The native Southern Crab Apple and two hybrid varieties were planted offsite to evaluate growth patterns and assist staff in developing maintenance procedures.
				Resource Stewardship	Implement planting at Pedrick Pond Park	Action Complete	April 2019	125 native Southern Crab Apple trees were planted as part of the project.
				Resource Stewardship	Implement planting at Martha Wellman Park	Action In Progress	January 2020	Crab apple trees are being planted as part of the 2020 Arbor Day Tree Planting
				Resource Stewardship	Implement planting at Brent Dr. Park	Action In Progress	January 2020	Crab apple trees being planted as part of the Brent Dr. Park renovations
				Resource Stewardship	Generate educational material to target area citizens and develop outreach for potential tourists.		TBD	Marketing to tourists will be delayed until growth of plantings reach notable size
2016	24C	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	PLACE (Blueprint)	Implement the Tallahassee-Leon County Greenways Master Plan.			
				Resource Stewardship	Board approval of Designation Agreement with FDEP for the Lake Jackson Paddling Trail	Action Complete	September 2016	Considered part of "Other Greenway Projects" (Page 114 of the Master Plan)
				PLACE (Blueprint)	At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five greenways projects included in the Greenways Master Plan: 1) Integrated Bike Route and Greenways Implementation Plan 2) Lake Jackson South Greenway 3) Thomasville Road Greenway 4) Capital Circle Southwest Greenway 5) University Greenway	Action Complete	February 2017	
				Resource Stewardship	Installation of signage for Lake Jackson Blueway	Action Complete	April 2017	
				Resource Stewardship	BCC consideration of funding requests for staff to support the opening of additional greenway acreage.	Action Complete	June 2017	Greenway lands include: 160 acres of the parent parcel at St Marks, 150 acres of the parent parcel at Fred George, and 32 acres of trails at the parent parcel at NE park.
				PLACE (Blueprint)	Expansion of local greenways and trails network and key Capital City to Coast' connection made as 0.4 mile segment of Capital Cascades rail opened to the public in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail.	Action Complete	August 2018	
				PLACE (Blueprint)	Design Services RFP for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park will be released. It is anticipated this project will be funded for construction through the Blueprint 2020 Greenways project, which will begin receiving funding via annual allocations in 2020.	Action Complete	September 2018	Project is included in the Greenways Masterplan.
				PLACE (Blueprint)	Design Services advertised for the combined Lake Jackson Greenway and Lake Jackson South Greenway. It is anticipated that this project will be funded for construction through the Blueprint 2020 Greenways project, and that this will be one of the first projects implemented through this annual capital program.	Action Complete	February 2019	On February 28, 2019 the IA Board authorized Blueprint to proceed with procurement of planning and design services for the Lake Jackson and Lake Jackson South Greenways project. Once completed, this project will create a 3.3 mile connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. A consultant has been selected and the contract is in negotiation. The design is anticipated to be completed by the end of 2020 with construction beginning in 2021.
				PLACE (Blueprint)	CRTPA is developing a Bike-Ped Masterplan for Leon County. At the conclusion of this project, Blueprint will use this data to develop an implementation plan for funding and constructing the Greenways projects. Final plan is scheduled for approval at the November 2019 CRTPA Board meeting.	Action Complete	November 2019	
				PLACE (Blueprint)	An agenda item providing for the consideration of a process for prioritizing projects included in the Greenways Master Plan is anticipated to go before the IA Board at their January 30, 2020 meeting. It is anticipated the IA Board will provide further direction regarding the implementation of projects in the Greenways Master Plan for the Blueprint 2020 program.	Action In Progress	January 2020	
				PLACE (Blueprint)	Planning, design, and community engagement for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park is scheduled to begin in late 2019/early 2020. This phase is expected to take 9 - 12 months to complete.	Action In Progress	November 2020	

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
				PLACE (Blueprint)	Planning, design, and community engagement for Lake Jackson Greenway and Lake Jackson South Greenways is scheduled to begin in early 2020. This phase is expected to take 9 - 12 months to complete.	Action In Progress	December 2020	
2016	24D	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	Resource Stewardship	Evaluate additional trail expansion opportunities.			
				Resource Stewardship	Develop temporary trail system at NE Park	Action Complete	January 2017	Host stakeholder meeting with representatives of cross country, trail running and biking. Staff cut trails and removed debris.
				Administration	Convened Nature Coast Regional Trail Meeting.	Action Complete	5/25/2017	In partnership with the Florida Greenways & Trails Foundation, staff convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail.
				Resource Stewardship	Construction of trail head for Northeast Park	Action Complete	01/08/2018	The ribbon cutting for the NE Park trails was held on January 8, 2018.
				Resource Stewardship	Board approval of bid award for construction of St. Marks Headwaters Greenway trail head and 3 miles of trail	Action Complete	01/24/2018	The ribbon cutting for St. Marks Headwaters Greenway - Baum Rd Trailhead was held on January 24, 2018
				Resource Stewardship	Conduct trail assessment for Alford Greenway to determine trail markings, related signage, and mapping	Action Complete	Spring 2018	Board acceptance of the Trail Assessment occurred, July 10, 2018, Agenda item #21
				Resource Stewardship	Design and Permit Phase II of the St. Marks Headwaters Greenway including 4 miles of trail	Action In Progress	Winter 2020	Notice to proceed given spring 2017, 18 to 24 months to complete. Phase II includes a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two boardwalks and a pedestrian bridge; and approximately 4 miles of trails
				Resource Stewardship	Host public meetings to refine scope and award bid for St. Marks Headwaters Greenway Phase II	TBD	Winter 2020	Design and permitting is anticipated to take 18 to 24 months, beginning spring 2017.
				Resource Stewardship	Design and construct approximately three miles of single track trail at Alford Greenway	Action In Progress	Winter 2019/2020	Bid awarded to Trail Dynamics. Permitting to begin in November. Construction to begin the first part of 2020.
2016	24E	In Progress	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	PLACE (Planning)	Work with partners to utilize rights-of-way and utility easements to further expand the trail system.			
				PLACE (Planning)	Planning will support Blueprint in implementing the Greenways Master Plan by identifying partnership opportunities as part of new development or redevelopment within the community.	Action Ongoing		Implementing the Greenways Master Plan is an on-going project receiving an annual funding allocation through the penny sales tax extension between 2020 - 2039.
2016	24F	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces	Resource Stewardship	Identify opportunities to create dog parks in the unincorporated area.			
				Resource Stewardship	Approval of Phase I of the Apalachee Regional Park Master Plan, which includes a dog park.	Action Complete	10/24/2017	The ARP offers the space to create both a large and small breed dog park which would be the first of its kind in the unincorporated area. Three play areas are designed, one for large dogs, a separate space for small breeds and a third to allow a rotation period for turf rejuvenation. The dog park will have a double-gate entry system for safety; shade structures; agility course; a water source; seating; appropriate disposal units; and fencing five to six feet high. Opportunities for corporate sponsorship or grants will be explored to help offset the project cost.
				Resource Stewardship	Budget discussion item considering funding to construct dog parks	Action Complete	04/24/2018	During the April 2018 Budget Workshop, the Board directed staff to include \$30,000 in the Capital Improvement Program in FY 2019, FY 2020, and FY 2021 for design and construction of dog parks in the unincorporated area.
				Resource Stewardship	First site has been identified as Bradfordville Community Center	Action Complete	10/31/2019	Grand opening was held on 10/31/2019
				Resource Stewardship	Second site has been identified as J. Lee Vause Park	Action In Progress	Winter 2019	

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2016	25	In Progress	Q5 - Support strong neighborhoods.	PLACE (Planning)	Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing.			
				PLACE (Planning)	Community Survey and Outreach on Draft Community Values.	Action Complete	November 2017	
				PLACE (Planning)	Develop Draft Goals and Related Public Engagement.	Action Complete	February 2018	
				PLACE (Planning)	Develop Draft Implementing Objectives & Related Public Engagement. (Third Round of Outreach)	Action Complete	April 2019	After discussion with City and County Administration, dates extended to align with orientation of the majority new Planning Commission and City Commission members.
				PLACE (Planning)	Host a community forum dedicated to rural community issues.	Action Complete	April 18, 2019	At the October 24, 2017 meeting, the Board requested a Citizen Engagement Series event focused on development and business opportunities in the rural community. To fulfill this direction, staff recommended and the Board approved that, as part of the ongoing update to the Future Land Use element of the Comprehensive Plan, the Planning Department will conduct a community forum dedicated to rural community issues. The forum will include, but not be limited to, such topics as business opportunities and rural community development. This approach which will lead to increased engagement and serves to best document citizen feedback. Tallahassee-Leon County Planning will ensure information gathered at this forum is considered in developing recommendations for the Future Land Use element to be presented to the Board.
				PLACE (Planning)	Prepare and release an RFP for a land use consultant to complete additional infrastructure and policy analysis.	Action Complete	November 2019	Authorized per direction by the Board at the April 23, 2019 Budget Workshop. On October 15, 2019, the Board and City Commission directed staff not to select a consultant and instead expand the scope to include the entire Comprehensive Plan with a new RFP.
				PLACE (Planning)	Review similar scopes by other communities and develop a new RFP.	Action In Progress	February 2020	Provide an update and estimated cost at the Joint City/County Workshop and seek approval to issue the new RFP for the FY21-22 budget.
				PLACE (Planning)	RFP Release and Review		Fall 2020	Rank and execute contract based on the new RFP.
				PLACE (Planning)	Consultant execution of scope of work.		Fall 2022	Actual end date will depend on the winning proposal.
2016	26	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.	EMS	Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.			
				EMS	Implement additional data sharing systems with TMH & CRMC	Action Ongoing	Summer 2017	New EMS records system initiated in April 2017 with patient data provided in compliance with hospital requirements.
				EMS	Participate in the CARES Cardiac Arrest Registry	Action Complete	Spring 2017	Approved by BOCC at February 7, 2017 meeting. Data sharing Agreement executed. Data submission started October 2017.
				EMS	Implement new stroke patient treatment protocol	Action Complete	Spring 2017	Protocol implemented after seeking input from TMH & CRMC. Protocol is based on national and state standards of care.
				EMS	Partner with Capital Area Healthy Start Coalition to provide infant CPR training programs to high-risk expectant mothers	Action Ongoing	1/01/2017	First course offered in January 2017, will be ongoing partnership adjusted with participation levels.
				EMS	Provide community risk reduction programs such as CPR and AED training	Action Ongoing	Ongoing	EMS continues to provide CPR and AED training throughout the community.
				EMS	Continue participation in the Tallahassee Care Consortium	Action Ongoing	Ongoing	EMS regularly participates with area healthcare organizations as a part of the Tallahassee Care Consortium.
				EMS	Continue participation with the multi-disciplinary quality meetings at TMH & CRMC	Action Ongoing	Ongoing	As a part of the quality assurance process, staff regularly attends STEMI, Stroke, Trauma and Sepsis reviews at both hospitals.
				EMS	Conducted research study to determine if outcomes varied for patients treated with an IV or an IO.	Action Complete	2/6/2018	In partnership with the FSU College of Medicine, EMS staff studied outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal.
				EMS	Awarded 2018 Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services	Action Complete		Annually, the Florida Department of Health makes competitive grant funding available to EMS organizations in Florida. Leon County used the funds to purchase of 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.
				EMS	Complete a comprehensive Medical Protocol Update	Action In Progress	Summer 2020	Coincides with release of American Heart Association recommendations

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2016	27	Complete	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Human Services & Community Partnerships	Work with the City of Tallahassee to develop a new CHSP process in-light of the United Way's decision to conduct a separate funds distribution process.			
				Human Services & Community Partnerships	Meeting with the City and human services agencies to develop a new CHSP process.	Action Complete	5/15/2017	
				Human Services & Community Partnerships	Status Report on the Community Human Services Partnership	Action Complete	7/11/2017	At the July 11, 2017 Board meeting, staff provided a status report on the Community Human Services Partnership.
				Human Services & Community Partnerships	An agenda item on the two-year CHSP application and funding cycle	Action Complete	10/10/2017	On October 10, 2017, the Board approved the implementation of a two-year application and funding process for CHSP
				Human Services & Community Partnerships	MOU between the County and City memorializing the commitment to the CHSP process.	Action Complete	12/12/2017	On December 12, 2017, the Board approved the CHSP MOU with the City
2016	28	In Progress	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Human Services & Community Partnerships	Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships.			
				Human Services & Community Partnerships	Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee	Action Complete	1/24/2017	At the January 24, 2017 regular meeting, the Board approve the County Administrator to enter into an Agreement with the Florida Housing Coalition jointly with the City of Tallahassee. The Board also authorized the use of \$11,250 from the General Revenue Contingency Account and approved the associated Budget Amendment.
				Human Services & Community Partnerships	Tallahassee-Leon County Affordable Housing Workgroup Status Report.	Action Complete	5/23/2016	The Board approved the Workgroup's recommendation to invite Purpose Built Communities to assist in the redevelopment of Orange Avenue Apartments and the surrounding neighborhoods. Additionally, The Board Scheduled a joint workshop with the City to consider the Workgroup's final report and recommendations.
				Human Services & Community Partnerships	Presentation of the Joint County-City Affordable Housing Work Group.	Action Complete	No later than June 30, 2017	The Workgroup's initial plan is to be completed within 150 days of commencement and shall dissolve after 150 days or no later than June 30, 2017.
				Human Services & Community Partnerships	Joint County/City Workshop on the Affordable Housing Workgroup Final Report	Action Complete	10/26/2017	The County and City Commission held a joint workshop at which time staff's recommendation as amended by the two Commissions were approved
				Human Services & Community Partnerships	Status Report on the Joint County-City Affordable Housing Work Group's recommendations	Action Complete	6/19/2018	County Commission accepted the status report on the implementation of the Work Group's Recommendation, received a presentation on the redevelopment of the Orange Avenue Public Housing Apartments from Columbia Residential, approved \$5,000 to United Human Services Partnerships for administrative support to the Tallahassee-Leon County Housing Leadership Council
				Human Services & Community Partnerships	Status Report on the Feasibility of a Community Land Trust	Action Complete	7/9/2019	The Board authorized staff to negotiate a contract with Tallahassee Lender's Consortium to serve as the Community Land Trust on July 9, 2019
				Human Services & Community Partnerships	Approval of Agreement with Tallahassee Lender's Consortium to serve as the Community Land Trust	Action In Progress		Staff will bring an agenda it to Board in Spring 2020 to approve agreement with Tallahassee Lender's Consortium

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2016	29	Continue to serve our seniors through programs and partnerships, including:						
2016	29A	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Community & Media Relations	As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.			
				EMS	Dementia sensitivity training for paramedics and emergency medical technicians in Emergency Medical Services (EMS).	Action Ongoing	August 2016	Four dementia sensitivity training sessions were held in August 2016 for EMS paramedics and emergency medical technicians. The trainings were led by Florida Department of Elder Affairs staff and featured area medical professionals. The newly developed curriculum will now reinforce the existing dementia-training offered to EMS, and will be a future training requirement of all new EMS members.
				Community & Media Relations	Public education campaign to increase awareness of dementia and the available dementia services throughout the community.	Action Ongoing	August 2016	Leon County has continued public information efforts on social media, website, television, printed promotion, and radio and is ready to assist with any further public information efforts, as directed by the Florida Department of Elder Affairs.
				EMS	Status report and dissolution of the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council	Action Complete	11/20/2018	On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.
2016	29B	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Resource Stewardship	Exploring opportunities to address fraud/scams targeted towards seniors.			
				Resource Stewardship	Establish opportunity for routine shredding of sensitive documents in conjunction with senior programming at Community Centers	Action Ongoing	July 2017	Staff will arrange shredding service and co-promote with Senior Outreach Program. Service to occur at least twice at all six Program sites.
				Resource Stewardship	Work with the Senior Outreach Program to include Fraud/Scam speakers at Lunch & Learns	Action Ongoing		<p>FY2018</p> <p>The Senior Outreach Program continues to host Lunch & Learns with several partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services. All of these workshops focus on identify theft and other fraud/scams targeted towards seniors.</p> <p>FY2019</p> <p>To provide timely presentations to Leon County seniors on current fraud attempts and scams, the County continues to partner with the Leon County Sheriff's Office, the Florida Attorney General's Office (Consumer Protection Division), the Florida Department of Business and Professional Regulation, the Florida Public Service Commission, the Florida Department of Agriculture and Consumer Services, as well as AARP.</p>

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2016	29C	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Tourism Development	To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.			
				Tourism Development	Meet with the Choose Tallahassee newly formed board and develop an understanding of their new marketing direction.	Action Complete	Spring 2017	The newly formed executive committee is working to reform the Choose Tallahassee efforts and strategic direction. Staff is supporting with marketing expertise and guidance.
				Tourism Development	Continue to meet with Choose Tallahassee executive committee and full board as scheduled.	Action Ongoing		Continue to support the efforts of Choose Tallahassee in marketing to retirees. Tourism provides support through \$10,000 in advertising (i.e. marketing analysis, meeting minutes and notices, maintaining the inquiry database, fulfilling telephone, mail and email inquiries, etc.).
				Tourism Development	Status update on the Joint Project Services Agreement with Choose Tallahassee	Action Complete	12/12/2017	At the Board's December 12, 2017 meeting, staff will provide a status update on the Joint Project Services Agreement with Choose Tallahassee.
				Tourism Development	Restructured contractual relationship with Choose Tallahassee and Tourism to a more efficient and effective approach.	Action Complete	March 2018	December 2017, staff recommended and the Board approved a revised JPSA with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives, but no longer provides administrative staff support.
				Tourism	Participated in strategy meetings providing marketing insight and technical support of their new FY18 Marketing Plan.	Action Complete	Spring & Summer 2018	Paid Choose Tallahassee \$20,000 per contract (\$10,000 carry-forward from FY17 and \$10,000 for FY18) to implement a solid marketing plan in FY18 in consultation with Tourism active on their Executive Committee.
				Tourism	Participate in strategy meetings providing marketing insight and technical support of their new FY19 Marketing Plan.	Action Complete	Fall 2018	Awaiting documentation of 2018 expenses and receipt of final FY19 Marketing Plan before releasing the FY19 payment.
				Tourism	Participate in strategy and Executive Team meetings providing marketing insight and technical support of their FY19 Marketing Plan. Tourism staff serves on marketing committee and Ex-Officio on Board of Directors.	Action Complete	Spring 2020	Marketing Plan received; \$10,000 payment made. Organization is evaluating expanding its scope and mission beyond retirees. Awaiting FY 2020 Marketing Plan and FY 2019 expenses recap in order to process FY 2020 payment.

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2016	30	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Intervention and Detention Alternatives	Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.			
				Intervention and Detention Alternatives	Continued participation in Data Driven Justice learning opportunities through NACo.	Action Ongoing		
				Intervention and Detention Alternatives	Collaborated with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders.	Action Complete	11/30/2017	Staff continues to explore programs and services available through community agencies to more effectively engage pre and post sentenced offenders and increase their employability opportunities.
				Administration	Wanda Hunter, Assistant County Administrator, was a speaker on the panel discussion "Overcoming Barriers to Integrate and Share Justice and Health Data" at the 2017 NACo Legislative Conference in Washington, D.C.	Action Complete	2/27/2017	The panel discussion focused on using data and analysis to reduce incarceration. Topics included how to overcome challenges surrounding the sharing of justice, health and behavioral health information as well as different approaches to data integration, system sharing and analysis that can improve decision making across county systems.
				Intervention and Detention Alternatives	Completed training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness.	Action Complete	3/2/2017	
				Intervention and Detention Alternatives	Scheduled 2-1-1 Big Bend to provide staff development on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.	Action Complete	3/6/2017	
				Intervention and Detention Alternatives	Preparation of an agenda item for approval of a publication for distribution to citizens identifying mental health services in the community.	Action Complete	5/9/2017	
				Intervention and Detention Alternatives	In partnership with the State Attorney's Office, facilitate modifications to the adult civil citation program.	Action Complete	April 2017	Staff worked with the SAO, local law enforcement agencies, and other agencies throughout the 2nd judicial circuit to facilitate a uniform county-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017.
				Intervention and Detention Alternatives	Status Report on the Adult Civil Citation Program in Leon County	Action Complete	11/28/2017	At the Board's request, staff presented a Status Report on the Adult Civil Citation Program (ACC) including a review of the current program operations.
				Intervention and Detention Alternatives	Partnered with Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair for citizens reintegrating into the community.	Action Complete	4/18/2018	
				Financial Stewardship	Budget Discussion Item for the State Attorney's Diversion Program	Action Complete	6/19/2018	At the June 2018 Budget Workshop, the Board will be presented the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding will be used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program.
				Intervention and Detention Alternatives	Developed a Strategic Intercept Map (SIM) identifying programs and resources available in the community to assist individuals with mental illness at each step in the criminal justice system from pre-arrest to reentry into the community.	Action Complete	9/1/2018	Coordinated with local behavioral health providers, community agencies, and criminal justice stakeholders to develop an overview of programs and resources to assist individuals with mental illness with the goal of diverting from the criminal justice system and/or reducing recidivism.
				Intervention and Detention Alternatives	Participated in the Best Practices Implementation Academy sponsored by the Substance Abuse and Mental Health Services Administration (SAMHSA) to learn about programs throughout the nation focused on reducing the number of individuals with substance abuse and mental health behaviors in the criminal justice system.	Action Ongoing		This team continues to meet and work toward the development of a cross systems data matching process to identify individuals with behavioral health (substance use and/or mental health) diagnosis who have repetitive arrests to provide coordinated care and minimize future interactions with the criminal justice system.
				Intervention and Detention Alternatives	Implemented use of the Ohio Risk Assessment System (ORAS) in the supervision of participants in Veterans Treatment Court.	Action Ongoing		The ORAS Community Supervision Tool is administered to Veterans Treatment Court participants throughout their community supervision period to assess their progress and reduction in criminogenic risks and needs.
				Intervention and Detention Alternatives	Completed the Ohio Risk Assessment System training	Action Complete	2/15/2019	IDA staff completed the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. This tool will initially be utilized by the specialty courts.
				Intervention and Detention Alternatives	Acceptance to the first FUSE (Frequent Users System Engagement) Learning Community offered by the Cooperation for Supportive Housing.	Action Complete	1/23/2019	Staff is participating in a webinar series to learn about the FUSE initiative that is designed to assist communities in identifying resources and potential solutions in breaking the cycle of homelessness and crisis among individuals with complex medical and behavioral health challenges who are the highest users of emergency rooms, jails, shelters, clinics and other costly crisis services through supportive housing.
				Intervention and Detention Alternatives	Coordinated with criminal justice stakeholders to assist Apalachee Center's Inc. in their submission for and award of \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant.	Action Complete	3/18/2019	Apalachee Center Inc. was awarded \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant for the development to the Forensic Intervention & Re-Entry Services Team to serve adults with pending misdemeanor or felony cases who have a mental illness or co-occurring disorder with supportive services in the community.

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				Intervention and Detention Alternatives	Participation in Refuge House's "We Know Prostitution Hurts" Community Conversation and Training	Action Complete	11/5/2019	The training advanced staff's understanding of the connection between prostitution, mental health, substance abuse, and other criminal offenses. In addition to tactics to initiate discussions to identifying resources and services necessary to stopping the cycle of prostitution.
				Administration	Applied for participation in MIT's USA Action Learning Lab, entitled Bridging the American Divides: Work, Community and Culture.	Action Complete	11/5/2019	The MIT USA Lab project is a public/private collaboration developed to provide students MIT's Sloan School of Business and Harvard's Kennedy School an opportunity to research and analyze a real-world situation within local government. The County's proposed project submission was to evaluate existing re-entry programs, explore best practices, innovative models, and partnerships to develop a service model that addresses the needs of people transitioning from incarceration to the community.
2016	31	Complete - Ongoing	Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests.	Human Services & Community Partnerships	Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.			
				Human Services & Community Partnerships	Budget Discussion Item on Community Partnership to Recognize National Pearl Harbor Remembrance Day	Action Complete	6/13/2017	The Board approved partnership with Honor Flight Tallahassee to host the annual Honor Flight Reunion to recognize National Pearl Harbor Remembrance Day with a budget of \$5,000
				Human Services & Community Partnerships	Host in partnership with the Honor Flight Tallahassee the Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day on Thursday, December 7, 2017.	Action Complete	12/7/2017	The Honor Flight Reunion Dinner take place at the National Guard Armory.
				Human Services & Community Partnerships	2018 Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day	Action Complete	12/7/2018	The 2018 Honor Flight Reunion Dinner took place on December 7, 2018 at the National Guard Armory.
				Human Services & Community Partnerships	2019 Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day	Action In Progress	12/5/2019	The 2019 Honor Flight Reunion Dinner will be held on Thursday, December 5, 2019 at the the National Guard Armory.
2016	32	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.	Public Works	Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.			
				Public Works	Develop the Street Lighting Eligibility Criteria and Implementation Policy for Board Approval	Action Complete	February 2017	On February 7, 2017, the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation."
				Public Works	Consideration of recommended street lighting projects for FY2018.	Action Complete	June 2017	During the June 20, 2017 FY 2018 Budget Workshop, the Board approved five additional street lighting projects for FY 2018.
				Public Works	Installation of the street lights on the proposed intersections	Action Complete	2018	The City of Tallahassee completed the street lighting installations at Monroe Street and Fred George Road/Crowder Road, Thomasville Road at Bannerman Road/Bradfordville Road, Sessions Road at U.S. 27 North, Walden Road at Mahan Drive, Aeon Church Road at West Tennessee Street, and Fred George Road at Capital Circle. . FDOT completed street lighting at Nina Road at Blountstown Highway and Capital Circle at Tower Road. The intersection lighting at U.S. 27 North and Perkins Road/Faulk Drive, Geddie and Highway 90, Vineland and Mahan, Geddie and Highway 20, and Buck Lake Road from Mahan Drive to Fallschase Parkway are under design.
				Public Works	Installation of the street lights on the proposed intersections	Action Ongoing	2019	The following projects were completed in FY 2019 through a combination of local and state programs: (1) Thomasville Road at Bannerman Road/Bradfordville Road; (2) North Monroe Street (US 27) at Perkins Road/Faulk Drive; (3) Aeon Church Road at West Tennessee Street; (4) Pedrick Road at Mahan Drive; (5) Vineland Drive at Mahan Drive; (6) Buck Lake Road from Mahan Drive to Fallschase; (7) Parkway (excluding the intersection at Mahan Drive); (8) Capital Circle at Crawfordville Road; (9)Capital Circle at Woodville Highway; (10) Geddie Road at Highway 20; (11) Bannerman Road at Tekesta Drive

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	33	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.	Animal Control	Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.			
				Animal Control	Assist community partners with distribution of low/no cost spay and neutering vouchers	Action Ongoing	Action Ongoing	Distributed 130 spay and neuter vouchers to animal owners in 2018. Distributed 115 spay and neuter vouchers to animal owners in 2019.
				Animal Control	Implement neighborhood sweeps	Action Ongoing	Spring 2017/Summer 2018	In April 2017, conducted first neighborhood sweep. Continuing practice on regular basis with community stakeholders. August 2018 conducted neighborhood sweep with community stakeholders. August 2019 conducted neighborhood sweep with community stakeholders.
				Animal Control	Convene and assist community partners with the implementation of additional efforts aimed at increasing availability of spay and neutering services	Action Ongoing	Spring 2018	Assisted community partners with the implementation of providing more low cost spay and neuters to pet owners through a spay and neuter transport program. Continued assisting community partners with spay and neuter transport through 2019.
				Animal Control	Provided funding for Be The Solution, Inc. pet overpopulation prevention activities	Action Complete	June 19, 2018	Be the Solution, Inc. (BTS) made a formal funding request of \$16,626 to Leon County to pay for an increased number of spay and neuter community vouchers. The Board approved the request at the June 2018 Budget Workshop.
				Animal Control	Presented an update on the Tallahassee Animal Services Shelter Operational Assessment	Action Complete	April 23, 2019	The Board was presented with an agenda item on the Tallahassee Animal Services Shelter Operational Assessment conducted by the University of Florida Maddie's Shelter Medicine Program and Team Shelter USA.
2016	34	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Human Services & Community Partnerships	Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.			
				Human Services & Community Partnerships	Budget Discussion Item on the Healthcare Competitive Provider Reimbursement Pool	Action Complete	4/25/2017	At the April 2017 Budget Workshop, the Board directed staff to implement the following staff recommendations: * Define the types of patient visits eligible for reimbursement in the Healthcare Competitive Provider Reimbursement Pool in the FY 2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. * Include provisions in the FY 2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. in which repayment to the County would be required. * Include \$50,000 for enhancements to the HSCP Management System in the FY 2018 Preliminary Budget. * Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY 2018. * Continue to utilize the Healthcare Competitive Provider Reimbursement Pool model.
				Human Services & Community Partnerships	Approval of Revised Contract Agreements with Healthcare Providers	Action Complete	10/24/2017	County funds are being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government.
				Human Services & Community Partnerships	Consideration of FY2019 funding for the Carenet Program	Action Complete	6/19/2018	The FY2018/2019 includes \$1.7 million to support the primary healthcare program.
				Human Services & Community Partnerships	Consideration of FY2020 funding for the Carenet Program	Action Complete	6/18/2019	The FY2019/2020 includes \$1.7 million to support the primary healthcare program.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	35	Complete	Q2 - Provide relevant library offerings which promote literacy, life-long learning and social equity.	Library Services	Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program.			
				Library Services	Study and research the topic, including similar initiatives in other counties, costs and equipment.	Action Complete	4/18/2017	
				Library Services	Budget Workshop item to consider establishing a Pilot Mobile Hotspots Library Lending Program that allows checking out hotspots for library users without internet access at home.	Action Complete	4/25/2017	During the April 25, 2017 Budget Workshop, the Board voted to include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.
				Library Services	Work group formed 11/16/17 to determine "mobile hot spot" purchase and to develop circulation guidelines and procedures for the pilot lending program.	Action Complete	June 2018	
				Library Services	Procedures developed; devices selected; software in process of selection and purchase.	Action Complete	June 2018	Leon County has purchased 24 mobile hot spot devices, which may be reserved and checked out from any of the Library locations. Patrons may check out a device for up to two weeks, with a monthly limit of 5 gigs per device.
				Library Services	24 mobile hot spots were available to the public.	Action Complete	7/5/18	
				Library Services	11 additional hot spots added due to public demand.	Action Complete	11/9/18	
				Library Services	Continued monitoring of hot spot circulation.	Action Ongoing	Ongoing	Circulation of hot spots remains robust. 577 hot spot uses in FY19, an increase of 377% over FY18.
2016	36	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	Community & Media Relations	Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.			
				Community & Media Relations	Staff hosted first Club of Honest Citizens Created Equal event with 600 residents in attendance	Action Complete	1/11/2017	
				Community & Media Relations	Staff hosted the Citizen Engagement Series event "Prepare Now. When Disaster Strikes, It's Too Late to Plan" as part of Hurricane Season kick-off	Action Complete	5/31/2017	
				Community & Media Relations	Library Lecture Series will take place in April, May, August and November 2017	Action Complete	11/27/2017	
				Community & Media Relations	Status update to the Board on the Citizen Engagement Series	Action Complete	11/28/2017	The status update announced Citizen Engagement events including Library Lecture Series, Village Square event and Club of Honest Citizens for 2017-2018 year.
				Community & Media Relations	Hosted three Library Lecture Series in 2018 in January, April and May.	Action Complete	5/14/18	January lecture featured Dr. Katherine Loflin to discuss Placemaking. April lecture featured Dr. Zwilich and Trio Azul. May lecture featured FAMU History Professor Darius Young.
				Community & Media Relations	Host Fast Forward with the Village Square	Action Complete	1/25/2019	The event featured fast-paced presentations in PechaKucha format that takes a look at important topics and current issues in Leon County.
				Community & Media Relations	Hosted God Squad at Night with The Village Square, featuring Dr. Gary Mason from the UK to add to the five different faith leaders that usually make up the God Squad.	Action Complete	3/29/18	
				Community & Media Relations	Citizen Engagement Series event Prepare Now to feature #HurricaneStrong designation	Action Complete	5/23/2018	
				Community & Media Relations	Status update to the Board on the Citizen Engagement Series	Action Complete	11/20/2018	The status update announced Citizen Engagement events including Library Lecture Series, Village Square events and Club of Honest Citizens for 2018-2019
				Community & Media Relations	Eric Klinenberg: Palaces for the People	Action Complete	12/10/18	Club of Honest Citizens event with sociologist Eric Klinenberg
				Community & Media Relations	Planning hosted Rural Economic Development Workshop with panelists that discussed business opportunities in the rural communities	Action Complete	4/18/19	CMR promoted the event through the LINK, radio, social media, and news release
				Community & Media Relations	Partnered with The Big Event and hosted students at Jackson View Park.	Action Complete	3/30/19	Worked with Parks and Rec to host students that would come and assist with mulching and other beautification efforts.
				Community & Media Relations	Hosted Citizen Engagement Series Prepare Now for third year.	Action Complete	5/29/19	This year's event featured a new module "Home is Where Preparedness Is" and featured new sandbag filler which was a recommendation in the AAR.
				Community & Media Relations	Hosted 3 Library Lecture events in December 2018, May 2019 and June 2019.	Action Complete	6/13/19	Topics included digital storytelling, The Rise of the Black Middle Class (as part of the Emancipation Celebration) and best selling author Mary Alice Monroe.

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2016	37	Complete	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	Administration	Continue to Support Commissioner Desloge during his term as NACo President.			
				Administration	Hosted the NACo Fall Board meeting in December 2016	Action Complete	12/10/2016	
				Administration	Assist Commissioner Desloge as needed during NACo 2017 Legislative Conference	Action Complete	1/1/2017	
				Administration	Assist Commissioner Desloge as needed during NACo 2017 Annual Conference	Action Complete	7/24/2017	
2016	38	Complete	G5 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.	Administration	In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.			
				Administration	Workshop on Establishment of a Citizen Charter Review Committee (CCRC)	Action Complete	4/4/2017	The workshop provided an overview of the proposed charter review process as well as options and recommendations regarding the establishment of a CCRC by November 6, 2017.
				Administration	Staff will prepare an agenda item for the Board to make appointments to the CCRC.	Action Complete	10/10/2017	
				Administration	Presentation of the CCRC's Final Report and Board consideration of any proposed amendments.	Action Complete	2/27/2018	
				Administration	Public hearings for proposed charter amendments.	Action Complete	4/10/2018	
2016	39	Complete - Ongoing	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Information & Technology	Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.			
				Information & Technology	Secure services for Active Directory health check and readiness for O365 migration	Action Complete	4th Qtr FY17	
				Information & Technology	Budget proposal on migration to Microsoft Outlook.	Action Complete	2nd Qtr FY18	
				Information & Technology	Finalize Implementation and Training Plan for IT staff.	Action Complete	April 2018	
				Information & Technology	Develop licensing plan with vendors	Action Complete	April 2018	
				Information & Technology	Train technical staff and implement test areas for OIT	Action Complete	August 2018	
				Information & Technology	Meet with Technical Liaisons for Agencies and Departments for requirements for configuration planning	Action Complete	August - November 2018	
				Information & Technology	Train User Groups on initial system basics. Specific training will occur during Go-live for each area.	Action Complete	October - December 2018	
				Information & Technology	Launch Migration/Implementation Configuration	Action Complete	October - December 2018	The migration was staged for the Clerk's Office, Elections, Courts, Tax Collector, State Attorney's Office, and the Leon County Government Departments.
				Information & Technology	Go-Live for users	Action Complete	October - December 2018	By December 19, 2019, all users had transitioned.
				Information & Technology	Lunch and Learn Sessions	Action Ongoing	Ongoing	Two sessions have been held during the 1st quarter of 2019 for searching emails and managing calendars. Plan to have a session each quarter.
				Information & Technology	Replacement of Survey Monkey with Forms	Action Complete	April 2019	Licensing costs for Survey Monkey will be avoided to about \$600 per user.
				Information & Technology	Re-Engineering Agenda Process with One Drive and Flow	Action In Progress	Spring 2020	Requirements have been developed, O365 components are now in place; training is underway and prototype is being developed.
				Information & Technology	Replacement of Dropbox with One Drive	Action Complete	9/30/19	Approximately 100 users are to be converted to the use of One Drive. The Library group has transitioned. Users in DSEM and Public Works are next. This will be a cost savings of approximately \$16,000 - \$30,000.
				Information & Technology	Teams Deployment	Action Complete	Full Deployment and Training by 12/2019	Technical training underway for MIS; project deployment will start in MIS in Spring 2020.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	40	Complete - Ongoing	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Information & Technology	Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.			
				Information & Technology	Deployment of smart phones and new tablet field devices	Action Complete	December 2016	All inspectors outfitted with new devices.
				Information & Technology	Implementation of the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff	Action Complete	January 2017	
				Information & Technology	Launch of ACA mobile app for public use	Action Complete	January 2017	60% of permitting activity occurs in the online ACA module.
				Information & Technology	Code Compliance integration	Action Complete	December 2017	
				Information & Technology	Process improvements and report creation	Action Ongoing		DSEM and MIS have worked to complete several additional enhancements to the permitting system including intended to further improve customer service and reduce plan review times. These include: •Modifications to allow for online submission of commercial as well as residential permits •A flat fee methodology for residential building permits and an online building fee estimator. •A Permits Issued Report and a Days to Approval Report which allow tracking of permit turnaround times. •A "Waived Fee" payment type for Veterans Preference permits as well as permits related to Hurricane Michael and Baum Road Tornado damage. •Launch of ProjectDox, an online plan review software. •Automated scheduling of inspections when a permit application is submitted. •Automated email notifications to environmental inspectors when an electrical release is requested. •Automated email notifications for expiring permits.
				Information & Technology	GIS interface being finalized	Action In Progress		Working with a third party vendor for enhancements.
2016	41	Complete - Ongoing	G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.	Human Resources	Continue County sponsorship of employees' participation in the Certified Public Manager training.			
				Human Resources	Class of 2017 graduated from FSU's Certified Public Manager training.	Action Ongoing	Summer 2017	Four (4) Leon County employees graduated from FSU's Certified Public Manager (CPM)
				Human Resources	Class of 2019 graduated from FSU's Certified Public Manager training.	Action Complete	Summer 2019	Three (3) Leon County employees graduated from FSU's Certified Public Manager (CPM). Originally there were 4 employees participating; however, one employee left the organization.
				Human Resources	A new cohort of employees have been selected to participate in the Certified Public Manager program.	Action Complete	November 2019	New employees are identified biannually to participate in the Certified Public Manager Program. Five employees have been selected to participate in the Certified Public Manager program which is scheduled to begin in November 2019.
2016	42	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	Administration	Seek opportunities for partnerships through NACo and FAC's enterprise programs.			
				Human Services & Community Partnerships	Leon County continues to participate in the NACo's Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee.	Action Ongoing	Ongoing	
				Human Resources	Leon County continues to participate in the NACo/FAC Life Insurance Program with Boston Mutual.	Action Ongoing	Ongoing	
				Financial Stewardship	Leon County continues to participate in NACo's U.S. Communities Government Purchasing Alliance.	Action Ongoing	Ongoing	
				Human Resources	Leon County continues to participate in the NACo/FAC Deferred Compensation Program with Nationwide Retirement Solutions.	Action Ongoing	Ongoing	
				Human Resources	Leon County continues to participate in the Florida Municipal Insurance Trust Property and Workers Compensation Program	Action Ongoing	Ongoing	FAC has partnered with the Florida League of Cities to offer bundled coverages to counties and municipalities through the Florida Municipal Insurance Trust (FMIT).
				Administration	County Administration continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.	Action Ongoing	Ongoing	

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	43	Complete - Ongoing	G5 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.	Administration	Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.			
				Administration	Status report on the potential for consolidation of animal services between the City and County.	Action Complete	5/9/2017	At the Board's May 9, 2017 meeting, staff presented a status report on the evaluation of having Animal Control officers dispatched centrally from the Consolidated Dispatch Agency (CDA), as well as the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings with City staff were conducted to discuss this matter. However, at this point in time, City staff has indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further. County staff has indicated that we are always open to the discussion in the future when the City is able to commit the resources.
				Human Services & Community Partnerships	Established the Tallahassee-Leon County Affordable Housing Workgroup.	Action Complete	10/26/2017	October 27, 2016, the City and County commissions established the Tallahassee-Leon County Affordable Housing Workgroup to be staffed jointly by the County and City staff. The Workgroup was charged with developing a plan for the redevelopment of multi-family housing and a joint workshop on the Workgroup's Final Report was held on October 26, 2017.
				Animal Control	Creation of a shared Animal Abuser Registry.	Action Complete	11/14/2017	Per the Board's direction, staff worked with the City to develop a shared Animal Abuser Registry to facilitate the identification of offenders by entities and individuals offering animals for adoption or purchase. On November 14, 2017, the Board conducted the first and only public hearing amending Chapter 4 (Animals) of the Leon County Code of Laws related to the creation of an Animal Abuser Registry.
				Human Services & Community Partnerships	Development of a new CHSP process with the City of Tallahassee	Action Complete	12/12/2017	In-light of the United Way's decision to conduct a separate funds distribution process, staff worked with the City of Tallahassee to develop a new joint CHSP process. On December 12, 2017, the Board approved the revised CHSP MOU with the City.
				PLACE (Planning)	Joint Alternative Mobility Funding Systems Study	Action Complete	2017	In 2017, the Board approved the Contract between Leon County Government, the City of Tallahassee, and the top-ranked firm, Wantman Group, Inc., for the Alternative Mobility Funding Systems Study.
				PLACE (OEI)	Joint Disparity Study	Action Complete	2017	In 2017, the Intergovernmental Agency approved a contract with MGT America to conduct a joint study. The Disparity Study will be completed in the Fall of 2018.
				PLACE (OEI)	Land Use Element Update Consulting Services	Action Ongoing	2019	At the April 24, 2019 budget workshop, the Board approved to jointly fund, with the City of Tallahassee, consulting services to enhance the scope of the Land Use Element Update process.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	44	Complete - Ongoing	G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Competencies	Financial Stewardship	Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions.			
				Financial Stewardship	A Budget Discussion item regarding implementing a living wage for County employees was presented to the Board at the April 2017 Budget Workshop.	Action Complete	10/01/2017	At the April 2017 Budget Workshop, the Board voted to include \$135,720 in the FY 2018 Preliminary Budget, to bring the lowest paid employees to a living wage of \$12.00/hour. This new living wage will become effective October 1, 2017.
				Human Resources	Identify opportunities to partner with higher learning educational schools who offer skilled craft, paraprofessional and technical training.	Action Complete	August 2018	Staff have researched and had conversations with both TCC, Lively and Palm Beach Technical about partnership opportunities for Leon County Government staff. No additional agreements are necessary as staff have the opportunity to register for any class and receive tuition assistance through the County's Tuition Reimbursement Program. In spring 2019 staff will create a campaign to reintroduce employees to educational incentives offered through Leon County Government.
				Human Resources	Human Resources provided the Board an update on potential training opportunities available to staff during the 2018 Board Retreat.	Action Complete	December 2018	In 2018 Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. To date more than 1,153 employees have had the opportunity to participate in Leon County sponsored training opportunities, which also have an impact on our Bold Goals. These trainings includes: <input type="checkbox"/> Diversity & Inclusion <input type="checkbox"/> Customer Experience <input type="checkbox"/> Dealing with Difficult People <input type="checkbox"/> New Supervisor Training (0-3 years) <input type="checkbox"/> Workplace Violence <input type="checkbox"/> New Employee Orientation Human Resources has also partnered with KnowledgeSmart to provide online Diversity training for those employees not able to participate in in-person training. To date, Human Resources has provided additional training opportunities related to: Supervisory Training (4-6 years) Financing Education Post High School (for employees who want to send their children to college) Financial Literacy Through this portal, supervisors and employees have a centralized location to register for diverse types of professional development courses.
				Human Resources	At the April 23, 2019 Budget Workshop, the Board directed staff to review establishing a \$13 per hour living wage for County employees after the FY 2020 budget cycle is concluded.	Action In Progress		Staff will bring a discussion item to the Board with the option of increasing the living wage to \$13.00 during the FY 2021 budget process either at the budget workshops or prior to the budget workshops
2017	1	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Evaluate expanding Leon Works as a regional event and to different segments of the community			
				PLACE (OEV)	Host the 2019 Leon Works Expo with participation from Gadsden and Wakulla County.	Action Complete	3/8/2019	Rescheduled due to Hurricane Michael

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	2	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.			
				PLACE (OEV)	Implemented the Urban Vitality Job Creation Pilot Program to incentive businesses to great jobs within the Promise Zone area. The program will be piloted over a three year period and continuously evaluated.	Action Complete	12/5/2017	On December 5, 2017, the IA approved the proposal for the Urban Vitality Job Creation Pilot Program.
				PLACE (OEV)	Initiated a direct mail campaign to all the businesses in the area to inform them of this program.	Action Complete		
				PLACE (OEV)	Continue to market and promote this incentive program.	Action Ongoing		
				PLACE (OEV)	Develop policy changes in the Pilot Program	Action Complete	06/27/2019	Approved by the IA at the June 27, 2019 meeting.
2017	3	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local.			
				Community & Media Relations	Continue to coordinate with Shop Local 850 to promote their annual "Shop Local Weekend" campaign.	Action Complete	12/10/2017	Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.
				PLACE (OEV)	Explore opportunities to refine the data currently available through EMSI labor force analytics software.	Action In Progress		OEV staff are working to further refine the data currently available through EMSI in order to approximate the number of local businesses as well as employment and wages paid by industry.
				Community & Media Relations	Community and Media Relations reached out to ShopLocal850 and never received a response. Staff believes that the organization is no longer active.	Action Complete	12/10/18	CMR staff checked Shop Local 850 and no post had been made since May 2018.
				PLACE (OEV)	Contract with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses.	Action Complete	September 2019	Following authorization by the IA Board at the September 5, 2019 meeting, OEV has also contracted with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses. The platform provides detailed consumer segment data within custom drive times that inform buying power, socio-economics, and psychographic profiles around a given business. It also can analyze customer profiles for visitors to a specific business over a given timeframe.
				PLACE (OEV)	Annual Small Business Saturday campaign	Action Ongoing	November 2019	The organization Shop Local 850 has since become inactive; however, OEV has continued to promote shopping local through an annual Small Business Saturday campaign. To support this campaign, staff produced three videos highlighting the broad range of local businesses that call Tallahassee-Leon County home. The videos were released in conjunction with the week of Thanksgiving, leading up to Small Business Saturday on November 30th.
2017	4	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	PLACE (OEV)	Explore ways to expand how local businesses can do business outside of the community.			
				PLACE (OEV)	Subsequent to the completion of the Targeted Industry Study the development of a marketing and communications plan is underway. The plan will outline an integrated marketing approach to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. It includes marketing tactics, key messages, earned media/public relations, digital/social media, paid media – advertising, et.al., on a local, regional, national and international basis.	Action Complete	June/September 2018	
				PLACE (OEV)	Partnership with International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. Every other month, a federal expert on global trade will be in Tallahassee offering free help and resources to local businesses seeking to become export ready for the global economy.	Action Ongoing	Ongoing	

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2017	5	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Tourism Development	Raise awareness of County trails through the Division of Tourism Strategic Plan.			
				Tourism Development	Launch of Trailhassee.com 2.0 and preliminary marketing public relation activities included targeted outreach to prominent outdoor media outlets.	Action Complete	Summer 2018	
				Tourism Development	Launched Trailhassee.com 2.0	Action Complete	May 2018	Site traffic and engagement has increased 33% over 2017.
				Tourism Development	Participated in an (International Mountain Biking Association (IMBA) Trail Lab and several community partner meetings in partnership with County & City Parks to consider submitting an application to be an IMBA designated community.	Action Complete	Fall 2018	Discussions will continue with our local partners on next steps.
				Tourism Development	Highlight featured trails throughout the community on a monthly basis on Trailhassee.com . Visit Tallahassee and the printed What's Happening	Action Ongoing	Spring 2019	
				Tourism Development	In partnership with TMBA we have been awarded the Southern Off Road Biking Association (SORBA) Summit in March of 2020. This will bring over 150 top bikers from their designated associations across the southeast. This is a great opportunity to showcase our trails and bike friendly community.	Action In Progress	Spring 2020	
2017	6	Complete - Ongoing	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems	Resource Stewardship	Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.			
				Resource Stewardship	Evaluate other communities' and regions' community-wide climate action plans.	Action Complete	Spring 2018	Evaluation in progress of community-wide action plans in place locally, state-wide, and nationally
				Resource Stewardship	Host kick-off meeting of top 10 largest local organizations and community partners to establish a sustainability "Compact."	Action Complete	4/25/2018	First meeting to be hosted in collaboration with Sustainable Tallahassee at Domi Station
				Resource Stewardship	Presentation of proposed Community-wide Climate Action Plan	Action Complete	5/22/2018	On May 22nd, the Board accepted the status update on the evaluation of a community-wide Climate Action Plan; authorized the County Administrator to sign the Capital Area Sustainability Compact (CASC), and authorized staff to participate on the CASC Executive Committee; and authorized staff to proceed with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations.
				Resource Stewardship	Supported Sustainable Tallahassee in the creation and "stand up" of the Capital Area Sustainability Compact	Action Complete	Summer 2018	
				Resource Stewardship	Formally sign the Capital Area Sustainability Compact	Action Complete	December 2018	
				Resource Stewardship	All Compact member sign the Capital Area Sustainability Compact	Action Complete	August 2019	As part of the April 2019 Budget Workshop Item on the Integrated Sustainability Action Plan, the Board received an update on the Compact.
				Resource Stewardship	Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group meet every 6 weeks	Action Ongoing		
2017	7	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	Public Works	Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.			
				Public Works	Accept the grant of \$750,000 from the Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP	Action Complete	October 24, 2017	The \$750,000 does not require a match. Staff time will be reimbursed together with all costs associated with the project construction of advanced passive onsite sewage treatment and disposal systems.
				Public Works	Accept an additional grant award of \$750,000 for alternative technology installations	Action Complete	September 4, 2018	In September 2018, the County accepted an additional grant of \$750,000 from FDEP for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1. The total State grant amount for this project is \$1.5 million.
				Public Works	Develop the Pilot program Selection Policy for Board Approval	Action Complete	July 9, 2019	Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades Policy at the July 9, 2019 meeting.
				Public Works	Installation of advanced wastewater treatment septic tanks as part of FDEP Pilot Project	Action In Progress	December 2021	Property owners are currently submitting applications for installations which will be permitted and installed beginning in Spring 2020.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	8	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	Public Works	Continue to work with the state to seek matching grants to convert septic to sewer systems.			
				Public Works	FY 2017 Springs Restoration Grant Program for the Woodville Sewer Design	Action Complete	6/20/2017	During the June 2017 Budget Workshop, the Board accepted the grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design
				Public Works	FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Belair/Annawood Sewer System Projects	Action Complete	2/13/2018	On February 13, 2018, the Board accepted state grants totaling \$4.5 million from the Springs Restoration Grant Program for the Northeast Lake Munson and Belair/Annawood Sewer System Projects.
				Public Works	FY 2018 Springs Restoration Grant Program for the Woodside Heights Wastewater Retrofit Project	Action Complete	5/18/2018	On May 8, 2018, the Board accepted the additional grant totaling \$350,000 from the Springs Restoration Grant Program for the Woodside Heights Wastewater Retrofit Project.
				Public Works	Delineate areas of the Wakulla Springs BMAP Focus Area 1 to request construction funds for central sanitary sewer from the Springs Restoration Grant Program	Action Ongoing		The current estimate for Woodville Septic to Sewer construction will utilize Blueprint 2020 Water Quality and Stormwater Improvement funds designated for sanitary sewer in the PSPZ
				Public Works	Annually update the Tentative Water Quality and Springs Restoration Implementation Plan	Action Ongoing	March 2020	Annual update to obtain additional funds identified in the Implementation Plan; submitted request for Phase IA construction of Woodville Septic to Sewer project; March 2020 request expected to address Phase 1B construction of Woodville Septic to Sewer project
2017	9	Complete - Ongoing	Q5 - Support strong neighborhoods.	Public Works	Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.			
				Public Works	Coordinate with FDOT to add street lights at intersections included in the Street Lighting Project List	Action Ongoing		Crawfordville Highway at Sheller Road, Capital Circle at Crawfordville Road, Capital Circle at Woodville Highway, Nina Road at Blountstown Highway, and Capital Circle Northwest at Tower Road have been completed. Buck Lake Road at U.S. 90, Lagniappe Way at Mahan Drive, Capital Circle at Springhill Road, and Woodville Highway at Ross Road are anticipated to be completed in FY 2020.
				Public Works	Coordinate with FDOT for the installation of a pedestrian crosswalk and pedestrian crossing signals on Lafayette Street.	Action Complete	2/27/17	The Board approved an Off System Maintenance Agreement with FDOT at the 2/27/17 meeting to acknowledge the work to be performed inside the County's right-of-way and to assume the maintenance responsibility for the improvements after construction.
				Public Works	Coordinate with FDOT to implement safety enhancements at Old Bainbridge Road and Knots Lane	Action Complete	9/12/2017	A LAP Agreement with FDOT was approved at the 9/12/17 Board meeting for funding for design. The design was completed in April 2019. An additional LAP agreement was approved by the Board at the 5/14/19 meeting for funding for construction and Construction Engineering Inspection. Construction is anticipated for completion in March 2020.
				Public Works	Coordinate with FDOT to implement safety enhancements on Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line	Action Complete	9/20/2017	A LAP Agreement with FDOT was approved at the 9/20/17 Board meeting for funding for design. The design was completed in April 2019. An additional LAP agreement was approved at the 5/14/19 meeting for funding of the construction and Construction Engineering Inspection. The construction is anticipated for completion in March 2020.
				Public Works	Coordinate with FDOT to implement accessibility enhancement on Smith Creek Road from South of the Fire Department to State Road 20	Action Complete	2/27/2018	The Board approved at Project Memorandum of Agreement with FDOT and FHWA for design and construction of safety improvements at the 2/27/18 meeting and December 11, 2018 meetings. The contract for design services was approved by the Board at the October 15, 2019 meeting. After design is completed, additional LAP Agreements for funding for construction will be brought back to the Board for approval.
				Public Works	Coordinate with FDOT to implement safety enhancements on Woodville Highway (Old Woodville Highway to the Wakulla County line)	Action Complete	August 2018	FDOT issued the final acceptance of the Safety Improvements to Woodville Highway in August 2018.
				Public Works	Coordinate with FDOT to implement intersection improvements at Oak Ridge Road and Wakulla Springs Road	Action Complete	May 2019	The roundabout construction was completed in May 2019.
				Public Works	Coordinate with FDOT to complete sidewalk construction on North Monroe from Harriet Drive to Clara Kee Boulevard	Action Complete	September 2019	The construction was completed in September 2019.
				Public Works	Continue to explore grant opportunities for the FDOT's Safe Routes to School grant funding to complete the Safe Routes to School sidewalk list.	Action Ongoing		The SRTS grant application cycle will open from September through December each year. The SRTS survey and data collection process will start in January 2020 in compliance with FDOT's new directive.

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	10	Complete - Ongoing	G1 - Maintain and enhance our parks and recreational offerings and green spaces	PLACE (Planning)	As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.			
				PLACE (Planning)	Host public meetings to receive input from the Miccosukee community.	Action Complete	3/22/2018	Upon the Board's approval to acquire the Concord School property in November 2017, Planning staff re-engaged with the Miccosukee community. Two public workshops were held on March 22, 2018 at the Miccosukee Community Park.
				PLACE (Planning)	Presentation of Miccosukee Rural Community Sense of Place Plan	Action Complete	4/24/2018	At the April Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, which included the following objectives: Consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site. - Centralizing the available public services in the area by incorporating the community center function into the Concord School. - Re-establishing the community garden at the Concord School. - Creating outdoor public gathering spaces to include access to electricity and wireless internet. - Establishing the Concord School as a County comfort station following hurricanes and other severe weather events.
				Resource Stewardship	Renovation of the Old Concord School	Action Ongoing		The Board adopted a funding strategy to support renovation of the Old Concord School. For the immediate future, the existing Miccosukee Community Center will continue to operate as normal and the Boys and Girls Club will continue to utilize the Old Concord School for their programming needs. However, the County will continue to address maintenance repairs needed at the Concord School with minimal disruption to existing services.
2017	11	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service	Emergency Management	Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county.			
				Emergency Management	Federal Alliance for Safe Homes (FLASH) declared Leon County as Nation's first #HurricaneStrong Community at the National Hurricane Conference	Action Complete	3/28/2018	
				Emergency Management	Continue to partner with FLASH on the County's annual hurricane preparedness activities.	Action Ongoing	4/26/2018	Leon County continues to partner with FLASH on all annual hurricane preparedness event, including a new a new Business Ready Workshop held on April 26, 2018.
				Emergency Management	Coordinate with FLASH to present at the National Hurricane Conference in April 2019	Action Complete	April 2019	The Conference presentation highlighted communications best practices, importance of being #HurricaneStrong, and how to build disaster resilience.
				Emergency Management	Included FLASH in 2019 Hurricane Season Kickoff press conference to further reinforce the importance of preparedness	Action Complete	5/31/2019	
				Emergency Management	Present at the National Disaster Resilience Conference coordinated by FLASH	Action Complete	November 2019	The conference brings together the nation's foremost voices in the disaster safety and resilience movement.
2017	12	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service	Community & Media Relations	As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects.			
				Community & Media Relations	2017 "Created Equal" Event	Action Complete	1/4/2017	The County hosted Created Equal with the Village Square on January 4, 2017 at the Moon. More than 630 people registered to attend.
				Community & Media Relations	2018 "Created Equal" Event	Action Complete	1/9/2018	The County hosted Created Equal with the Village Square on January 9, 2018 at the Moon. More than 630 people registered to attend.
				Community & Media Relations	*Agenda item on collaboration with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event	Action Complete	2/13/2018	Per the Board's direction, staff presented and the Board approved a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and include in next year's budget \$20,000 to be the title sponsor.
				Community & Media Relations	Agenda item on alternate approaches to Created Equal including an update from the Tallahassee Symphony Orchestra on free and reduced price tickets.	Action Complete	6/19/2018	200 free tickets free to the community with 300 at \$20 each
				Community & Media Relations	Hosted Ode to Understanding with the Tallahassee Symphony Orchestra and the Village Square	Action Complete	3/31/2019	Sold out event at Ruby Diamond Concert Hall with 1200 attendees.
				Community & Media Relations	2020 "Created Equal" Event	Action In Progress	2/13/2020	

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	13	Complete	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	Administration	Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.			
				Administration	Assist Commissioner Maddox as needed during FAC Conferences.	Action In Progress	June 11-14, 2019	During the 2019 FAC Annual Conference, Commissioner Maddox was sworn in as president of the Association.
				Administration	FAC Presidential Scholarship Award	Action Complete	6/18/2019	Staff provided assistance in coordinating the solicitation of applications as well as the presentation of the scholarship at the June 18, 2019 Board meeting.
2017	14	Complete	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Emergency Management	Implement the recommendations of the Hurricane Irma After Action Report			
				Emergency Management	Present report on the Implementation of Hurricane Irma After-Action Report and Preparation for the 2018 Hurricane Season	Action Complete	5/22/2018	To date, all of the 65 recommendations have been completed. When including the Hurricane Hermine After-Action Report, this means staff has completed all of the 145 recommendations from back-to-back hurricanes.
2018	1	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Resource Stewardship	To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.			
				Resource Stewardship	Examine in detail the process for achieving the IMBA Designation.	Action Complete	Fall 2018	Parks and Rec and Tourism staff, along with City representation, attended the IMBA Trail Lab conference October 22-26 in Bettonville, Arkansas to learn about the process for achieving the IMBA Designation
				Tourism Development	Create an IMBA work group within the Tallahassee Sports Council to further pursue the IMBA Designation.	Action Complete	Summer 2019	An IMBA working group was established to further pursue the bronze level IMBA Designation for Leon County. The group consist of County Parks, City Parks, Tallahassee Mountain Bike Association and Tourism staff.
				Resource Stewardship	Design and construct single track trails to increase the community inventory.	Action Ongoing		Parks and Rec staff working to design and construct single track trail (at Alford Greenway and Apalachee Regional Park) to increase the community inventory of such trails which will advance the potential of receiving the IMBA Designation
				Tourism Development	Create a Tally's Top 10 biking trails brochure.	Action Complete	Summer 2019	Creating a Tally's Top 10 biking trails brochure, to be distributed in local bike shops and other distribution points throughout the County.
				Tourism Development	Started the self-assessment process another step towards the IMBA Designation. Staff has completed and submitted the IMBA Designation Self -Assessment Form.	Action Complete	Fall 2019	Tourism sports staff is reviewing and inputting trails information into the IMBA self-assessment form in order to submit the application that open Fall of 2019.
				Tourism Development	The IMBA Self-Assessment has been submitted.	Action Complete	October 2019	
				Tourism Development	IMBA Staff will be coming to Tallahassee in March of 2020 to do a final in person site visit trail assessment.	Action In Progress	March 2020	Depending on the outcome from the site visit in March Leon County could be awarded the Bronze IMBA Ride Center Designation in either the end of Spring 2020 or early Summer 2020.
2018	2	Complete - Ongoing	EN4 - Reduce our carbon footprint.	Resource Stewardship	Develop an action plan to further reduce the County Government's carbon footprint.			
				Resource Stewardship	Conduct an updated greenhouse gas inventory for County operations.	Action Complete	January 2019	Staff is in the process of conducting an updated greenhouse gas inventory for County operations, which will provide a carbon footprint baseline on which to track reduction progress. This inventory will be completed by Spring 2019.
				Resource Stewardship	Seek input and feedback from Leon County citizens on the County's sustainability program and initiatives.	Action Complete	February 2019	Hosted two community input meetings in February '19. Created an on-line survey to gather additional input.
				Resource Stewardship	Bring an Integrated Sustainability Action Plan for County operations to the Board for adoption	Action Complete	April 2019	Included as part of the April 2019 Budget workshop.
				Resource Stewardship	Bring an update on progress made in the Integrated Sustainability Action Plan to the Board at the December sustainability status update	Action Complete	December 2019	

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2018	3	Complete	EN1 - Protect the quality and supply of our water.	Public Works	To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings.			
				Public Works	Develop content to be placed in kiosks.	Action Complete	Summer 2019	Content was developed and approved by CMR before being published for the public.
				Public Works	Publish approved content in kiosks at the Lake Jackson landings.	Action Complete	Summer 2019	Content was placed by the Office of Resource Stewardship at Lake Jackson landings.
				Resource Stewardship	Complete kiosk inventory to determine quality of existing kiosks, new needs and priority for installation.	Action Complete	October 2019	
				Resource Stewardship	Purchase and install informational kiosks	Action In Progress	January 2020	Kiosks are being installed addressing the areas of highest priority. Project began in September 2019 with kiosks being installed at Lake Jackson boat landings. Seventeen additional kiosks have been ordered for remaining installations on Lake Talquin, Lake Miccosukee, Lake Iamonia, and other passive park facilities.
2018	4	In Progress	EN3 - Promote orderly growth and sustainable practices	DSEM	Pursue NACo's Sol Smart designation.			
				Resource Stewardship	Identify criteria needed and path to achieve designation.	Action Complete	12/04/18	Staff contacted a SolSmart representative in December 2018 to obtain feedback on the SolSmart application. It was determined an Ordinance addressing solar energy systems would satisfy a number of criteria needed for SolSmart designation.
				DSEM	Request Public Hearings to adopt proposed Ordinance and Amend the Comprehensive Plan to address passive power generation	Action In Progress		The Board will consider a request to schedule public hearings to adopt the proposed Ordinance and amend the Comprehensive Plan. The Comprehensive Plan currently categorizes power generating systems as Heavy Infrastructure which would not be a use consistent with the Rural FLUM. Staff will request the Board initiate an amendment to address solar energy systems at the Board's May 28 public hearing.
				DSEM	Conduct Public Hearings to adopt proposed Ordinance and Amend the Comprehensive Plan to address passive power generation	Action In Progress		The Board continued the Public Hearing initially scheduled for July 2019 to allow more time to address concerns noted by Tall Timbers Research Facility and Keep It Rural Coalition (KIRC). The Board continued the Public Hearing again in September 2019 after staff received additional information from KIRC. Currently, the Public Hearings are scheduled for December 2019 and January 2020.
2018	5	Complete	EN1 - Protect the quality and supply of our water.	Public Works DSEM	Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water			
				DSEM	Develop a draft report on the County's current water quality and stormwater initiatives.	Action Complete	March 2019	The report has been drafted and routed to Administration for review prior to submission to the Board.
				DSEM	Present an agenda item to the Board for approval of the report on the County's current water quality and stormwater initiatives	Action Complete	October 2019	Agenda item was presented to the Board at their October 15, 2019 meeting.
2018	6	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	Community & Media Relations	Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water			
				Public Works	Provide topics to CMR to be included in communication strategies	Action Complete	February 2019	Provided information on renewing Water Atlas (cost, timing, etc); Provided five of the most requested water-related topics for citizens served; Provided additional information on existing water-related County resources (maps, reports, etc)
				Community & Media Relations	Present Action Plan to Implement the Strategic Initiative	Action Complete	Summer 2019	
				Community & Media Relations	Launched an online water resource	Action Complete	10/15/2019	Unveiled and presented www.LeonCountyWater.org at the Board Commission meeting, make the new website accessible to the public.
				Community & Media Relations	Installed informational and instructional water kiosks near boat landings	Action Complete	Fall 2019	
				Community & Media Relations	Launched a multi-modal public information campaign to educate the public about LeonCountyWater.org and its features	Action Complete		Public information and outreach campaign included: Feature in LINK, Spotlight, DSEM display, Channel 16, Social media, Nextdoor, park kiosks, radio ads

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2018	7	Complete	Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests.	Human Services & Community Partnerships	Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.			
				Human Services & Community Partnerships	Continuously speaking with business about workforce development, specifically in regards to CareerSource Capital Region being the local workforce board for the local community for job listings. In addition, OEV also discusses what opportunities exist for talent development for local veterans during business consultations.	Action Ongoing		
				Human Services & Community Partnerships	Expanded distribution of the annual Florida Veteran's Benefits Guide.	Action Ongoing		The guide published by the Florida Department of Veterans Affairs is available and to all participants of the Veterans Treatment Court and other veterans supervised by the Pretrial Release or Probation Divisions. The Veteran Service Division distributes the benefit guide to veterans that come into the office.
				Human Services & Community Partnerships	Partnered with Career Source Capital Region to refer Veterans Treatment Court participants to the Disabled Veterans Outreach Program for intensive focused case management services for veterans with barriers to employment.	Action Ongoing		In partnership with CareerSource Capital Region (CSCR), IDA and the Veteran Service Division refer Veterans Treatment Court participants for intensive one-on-one services through the Disabled Veterans Outreach Program for those with barriers to employment to assist with the transition from military service to civilian employment.
				Human Services & Community Partnerships	Establishing procedure with Human Resources to connect Veterans that apply for a County position with Veteran Services. Veteran Services subsequently reaches out with information on programs and services available at the local, state, and federal level for veterans	Action Ongoing		The procedure is being implemented. Human Resources provides the name and contact information of veterans that apply for County positions to the Veteran Service Division. Subsequently, the Division sends letters to the veterans that provides information on County services available to veterans including the Veteran Emergency Assistance Program and the Veteran Resource Center
				Human Services & Community Partnerships	Coordinated and partnered with CareerSource Capital Region in their application for the Homeless Veterans Reintegration Program Grant to provide services to reintegrate homeless veterans into the labor force by placing them into meaningful employment.	Action Complete		Through collaboration with the 2nd Judicial Circuit, Leon County Veterans Treatment Court, and the Veterans Services Division staff assisted CareerSource Capital Region with identifying homeless veterans in the community.
				Human Services & Community Partnerships	Coordinating with CareerSource Capital Region to partner and highlight events for veterans such as the annual "National Hire A Veterans Day" in July and "Paychecks for Patriots" in November and the newly created Veterans Connect sessions.	Action In Progress		Leon County Offices (Libraries, Human Services and Community Partnerships, and Intervention and Detention Alternatives) assist in highlighting events designed for veterans such as "Veterans Connect" sessions to assist veterans in networking, developing peer relations, and learning about benefits available to them.
2018	8	Complete	Q5 - Support strong neighborhoods.	Public Works	Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension).			
				Public Works	Present Rural Road Safety Stabilization Program Policy to the Board	Action Complete	June 2019	The L.I.F.E. Rural Road Safety Stabilization Program Policy was approved by the Board during the June 2019 Budget Workshop
				Public Works	Begin accepting requests for participation in the Rural Road Safety Stabilization Program	Action Ongoing		The application cycle opened on August 26, 2019
2018	9	In Progress	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Human Services & Community Partnerships	Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.			
				Human Services & Community Partnerships	Request for Qualifications for Consulting Services to Conduct a Comprehensive Human Services Needs Assessment	Action Complete	July 10, 2018	On July 10, 2018, the Board authorized authorize staff to participate with the City in issuing a Request for Qualifications for consulting services.
				Human Services & Community Partnerships	Request sent to the CHSP Needs Assessment Consultant asking for their evaluations to include specific analysis and recommendations to address the issues of poverty and illiteracy in the 32304 zip code.	Action Complete	February 13, 2019	During the February 12, 2019 meeting, the Board directed the County Administrator to send a letter to the CSC Planning Committee and CHSP Needs Assessment consultant asking for their evaluations to include specific analysis and recommendations to address the issues of poverty and illiteracy in the 32304 zip code.
				Human Services & Community Partnerships	Present final report and recommendations to the Board.	Action In Progress	January 2020	The final report and recommendation of the needs assessment and CHSP category and prioritization will be present at the January 28, 2020

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2018	10	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.	EMS	Implement practices and strategies to further enhance the response to mass causality incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding.			
				EMS	Continue to provide stop the bleed training to citizens and further incorporate the training into CPR training where appropriate.	Action Ongoing	October 2018	Began providing stop the bleed training and have incorporated the training into CPR training programs as appropriate.
				EMS	Evaluate mass causality equipment deployment strategies and modify approaches where appropriate	Action Complete	July 1, 2019	Staff has completed an inventory and resupply of the mass causality equipment and continues to engage first response partner agencies in further improving equipment deployment strategies. At the February 27, 2018 meeting, the Board accepted a \$15,000 grant from the Big Bend Health Care Coalition for mass casualty equipment.
				EMS	Partner with the Big Bend Healthcare Coalition and Leon County Schools in the deployment of stop the bleed kits at all K-12 schools in the County	Action Complete	March 2019	Stop the Bleed kits have been provided for placement at all K-12 schools and train the trainer training programs have been completed.
				EMS	Place stop the bleed kits in County facilities and seek grant opportunities to supply stop the bleed kits to high risk facilities in the community.	Action Complete	November 1, 2019	Stop the Bleed kits are being placed in AEDs currently located in County facilities. Training was conducted at the Leadership Team meeting and at work locations that requested training.
				EMS	Incorporate Stop the Bleed messaging into social media posts.	Action Complete	October 15, 2019	CMR made social media posts with information on the importance of learning to Stop the Bleed and provided a link for more information. Future posts will be incorporated as a part of standard informational posts.
				EMS	In cooperation with partner first response agencies, continue to develop response strategies to enhance the response to hostile events, including the development of a rescue task force response model.	Action In Progress	Summer 2020	Staff continues to work with partner first response agencies in the development of a hostile event response plan. Staff has also sought grant funding to purchase the required personal protective equipment for EMS members.
2018	11	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Intervention and Detention Alternatives	Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote.			
				Intervention and Detention Alternatives	The Public Safety Coordinating Council (PSCC) receives quarterly reports from programs receiving funding through the Board approved diversionary account. The updates to program performance assist in guiding discussions regarding management of the detention facilities inmate population.	Action Ongoing		The LIFT Program and Bethel Ready4Work Program which are currently receiving Board funding both present quarterly performance reports to ensure services and outcomes align with the County's goal to reduce recidivism and the inmate population.
				Intervention and Detention Alternatives	The presentation touched on Amendment 4, and SOE Early's position that no implementing language was required by the legislature for compliance. His office will continue to work with the legislature and the state in providing data.	Action Complete	2/12/2019	Supervisor of Elections Early advised the Board, with the implementation of the law that voter restoration is being approved for those who apply with no additional guidance from legislature required. His office will continue to work with the legislature and the state in providing data.
				Intervention and Detention Alternatives	Implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS) in accordance with Administrative Order 2019-03.	Action Complete	3/3/2019	Expanded the use of the ORAS through the implementation of the PAT for the interview and release assessments for arrestees booked into the Leon County Detention Facility and to assist the judiciary in release decisions at first appearance hearings.
				Intervention and Detention Alternatives	Coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Pretrial Officers.	Action Complete	3/7/2019	Trauma Informed Care training assists Probation/Pretrial Officer in the interactions with trauma survivors to demonstrate empathy and build trust. Additionally, the ability to connect them to community partners and resources to address substance abuse and mental health counseling needs.
				Intervention and Detention Alternatives	Presented a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.	Action Complete	4/23/2019	During the April 2019 Budget Workshop, the Board was presented with a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.
				Intervention and Detention Alternatives	Collaborated with the Supervisor of Elections' Office to expand accessibility on information regarding voter registration rights under Florida Amendment 4 through multiple forms of media.	Action Ongoing		Staff has increased circulation of the SOE's "Voting Rights Restoration FAQ" rack cards in English and Spanish through placement and availability in the IDA Office. Additionally, this information is available on the IDA webpage through a link to the SOE webpage.
				Intervention and Detention Alternatives	Participate in the monthly Big Bend After Reentry Coalition (BBARC) meetings.	Action Ongoing		IDA staff attends monthly BBARC meetings to stay informed on services and events available through community partners designed to assist returning citizens in transitioning from incarceration to the community.
				Administration	Applied to the Department of Justice for funding through the Second Chance Act Pay for Success Initiative: Outcomes-based Contracting to Lower Recidivism and Homelessness	Action Complete	10/15/2019	Staff submitted a funding application for the expansion of permanent supportive housing in coordination with reentry services to assist formerly incarcerated individuals and improve recidivism and the relation on costly public services.

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2018	12	In Progress	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	PLACE (Planning)	Implement a minimum grid bicycle route network.			
				PLACE (Planning)	Prepare a comprehensive mapping application showing all current inventory	Action In Progress	April 2020	Work commencement is contingent on completion of the Bike and Pedestrian Master Plan in November 2019.
				PLACE (Planning)	Incorporate additions as needed to the Blueprint Implementation Plans	Action In Progress	Fall 2020	
				PLACE (Blueprint)	Agenda item to discuss implementation of the Bike Route Network project at the Blueprint IA Board meeting.	Action In Progress	January 2020	
2018	13	Complete	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Emergency Management	Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam.			
				Emergency Management	Perform a site visit with City of Tallahassee staff at the C.H. Corn Hydroelectric dam and discuss emergency notifications of area residents during rain events, as well as any recorded emergency procedures for high water and water release	Action Complete	December 2018	Met with City of Tallahassee staff
				Emergency Management	After the City of Tallahassee decommissioned the C.H. Corn Hydroelectric dam, day-to-day operation returned to the State of Florida effective March 2019. As a result, County Emergency Management will now meet with the Florida Department of Environmental Protection to discuss emergency procedures	Action Complete	March 2019	Meet scheduled for March 16, 2019
				Emergency Management	Draft an emergency management procedure that outlines Emergency Management actions specific to the height of water at the C.H. Corn Hydroelectric dam, such as the predeployment of barricades, notification of nearby residents who could be affected by a controlled water release, and a public safety response plan in coordination with the Leon County Sheriff's Office	Action Complete	Summer 2019	Plan has been drafted; needs confirmation with State of Florida. Following that, approval by Administration
				Emergency Management	Bring an agenda item updating the Board on the emergency management procedure documented as an annex in the Comprehensive Emergency Management Plan	Action Complete	June 19, 2019	
				Emergency Management	Conduct a Table Top Exercise (TTX) to test the plan. Execute the exercise in March 2020	Action In Progress	March 5, 2020	First exercise planning meeting is scheduled for November 14, 2019
2018	14	Complete	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Emergency Management	Implement the recommendations of the Hurricane Michael After-Action Report.			
				Emergency Management	Convene Emergency Management staff to discuss implementing the Michael AAR recommendations.	Action Complete	January 2019	Meeting with K Peters and A MacKinnon
				Emergency Management	Present a status update agenda item to the Board on the implementation of the Michael after-action report.	Action Complete	May 28, 2019	all of the 68 recommendations from the Hurricane Michael After Action Report have been completed. W
2018	15	Complete	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	County Attorney	Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.			
				County Attorney	Present a proposed Ethics Ordinance to the Board	Action Complete	June 18, 2019	The First and Only Public Hearing to Consider Adoption of an Ordinance Providing for a Code of Ethics was held on June 18, 2019. The Board adopted the Ordinance and directed staff to review several recommendations from the Common Cause Florida.
				County Attorney	Present Revised Ethics Ordinance	Action Complete	December 10, 2019	A revised Ethics Ordinance was presented to and adopted by the Board on December 10, 2019.
				Community & Media Relations	Update the Leon County Ethics Guide	Action In Progress		

Year	Initiative No.	Initiative Status	Strategic Priority	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2018	16	Complete - Ongoing	G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.	Community & Media Relations	Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities.			
				Community & Media Relations	Draft agenda item to provide update on County's Action plan to Implement the Strategic Initiative of Increasing the Quantity and Quality of Citizen input opportunities. Item to appear on March 12, 2019 agenda under general business.	Action Complete	3/12/2019	Item appeared on March 12 agenda.
				Community & Media Relations	Connect with Leon County neighborhoods on NextDoor app to send messages to targeted neighborhoods or mass messaging about a new County program or service.	Action Complete	March 2019	First post made on March 19. We are continuing to do targeted posts and posts of County events.
				Community & Media Relations	Work with DSEM and Village Square to host Club of Honest Citizens event in May 2019. "How Do We Grow from Here" will include a diverse panel of developers, environmentalist, neighborhood representatives, and placemaking experts from Planning and Blueprint.	Action Complete	5/6/2019	The event engaged more than 200 citizens about growth and conservation in our community on Monday, May 6 at St. John's Church.
				Community & Media Relations	Host "Focused on People" sitdowns on social media. Facebook and Twitter Live video streams will engage various County departments on initiatives, events, and timely topics. "Focused on People" will also feature a rotating interview segment profiling a different County Commissioner.	Action Complete	3/21/2019	Hosted two "Focused on People" social media with Sustainability and Housing. Plans for EMS and County Commissioners will take place in the Summer.
				Community & Media Relations	Create email survey feedback option focused on assessing customer service and County programs.	Action Complete	2019	Customer service feedback surveys were added to the County's Citizen Connect portal as well as DSEM's permitting system.
				Community & Media Relations	CMR will work with Public Works to brand the water resources campaign, gather graphics for the design and continue to draft website design for review.	Action Complete	2019	Working to complete content for Water Resources site with launch expected to happen during summer 2019.
				Community & Media Relations	Increase reach to "cord cutters" by streaming Leon County television programming. The County will create an app to show the same content as Channel 16 on streaming devices such as Amazon Fire TV stick, Roku and others.	Action In Progress		Researching OTT solutions to find the best options for Leon County.
				Community & Media Relations	Engage a consulting firm to develop a community-wide survey that would be conducted during the planning year of every five-year Strategic Plan cycle.	Action In Progress		Working with County Admin to determine the timing and firm to complete survey
2018	17	In Progress	G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.	PLACE (Planning)	Evaluate incorporating social infrastructure into the comprehensive plan land use element update.			
				PLACE (Planning)	Update to the Board on Land Use Element draft Objectives	Action Complete	February 2019	
				PLACE (Planning)	Through feedback from the Land Use Element Update outreach program, develop draft policies that will support social infrastructure throughout Leon County in key locations.	Action In Progress	Fall 2022	This task and timeframe is contingent on the Comprehensive Plan Update.

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
1	FY2017	Citizen (Unnamed)	Create a list of County Commissioners and their Aides contact information to e-mail a citizen upon request to prevent too much time looking for each contacts information online.	Administration	A list was compiled stating each County Commissioner, their aide, their district and other relevant information. This created a quick way to immediately e-mail or fax to a citizen upon request.
2	FY2017	Leon Works Expo Workgroup	In order to teach students how to dress for an interview, the workgroup recommended including a work attire fashion show as part of the 2016 Leon Works Expo.	Administration	County staff worked with Leon County Schools to recruit volunteers to participate in a fashion show at the start of the Expo. Volunteers demonstrated appropriate vs. inappropriate interview outfits.
3	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.
4	FY2017	Hurricane Hermine Community Listening Sessions	During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to prospective registrants was identified.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.
5	FY2017	Citizen Information Line Callers	During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line were requesting information about the locations at which utility personnel were working. The City and Talquin made this information available on September 6th.	Administration	As part of the Hurricane Hermine After Action Report, the Board approved staff's recommendation to work with City of Tallahassee Utilities and Talquin Electric during a major weather event to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.
6	FY2017	Hurricane Hermine Community Listening Sessions	During the community listening sessions, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to include additional traffic safety information in pre- and post-disaster emergency communication efforts.
7	FY2017	Hurricane Hermine Community Listening Sessions	Representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.
8	FY2017	Hurricane Hermine Community Listening Sessions	During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to identify all Leon County Libraries as potential comfort stations and deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.
9	FY2017	Leon Works Expo Workgroup Member	A member of the Leon Works Workgroup was attending the 2016 Expo and noticed that students were often losing their group or had to stop to ask where their group was. She recommended that at next year's Expo the students in each group be given a different colored lanyard with a schedule on the back of their name tag.	Administration	Staff researched local vendors and prices and purchased the lanyards for the 2017 Leon Works.
10	FY2017	Local Food Vendor	Food vendor requested Public Safety Complex map for where to deliver event catering.	Administration	An aerial view map for the Public Safety Complex was created to assist any current and future food vendors for event deliveries. The map has been sent and given to several food vendors thus far to ensure proper location delivery.
11	FY2017	Leon Works Expo Workgroup	After receiving feedback from vendors following the 2016 Leon Works Expo, the workgroup and County staff decided to use the Donald L. Tucker Civic Center as the expo site. The larger space will provide better flow, more visibility, and a central location for attendees.	Administration	An agenda item was brought to the Board on June 20, 2017 with the recommendation.
12	FY2017	Leon Works Expo Workgroup	One hurdle for youth employment is state-issued identification. In lower income families, a driver's license is not often prioritized because the household has no vehicle and/or the high school does not have the income to purchase a car. As part of the Leon Works Expo, Leon County Schools recommended having the Department of Motor Vehicles onsite to discuss other state-issued identification so as to secure and retain employment. At this time, students simply use their student ID, which is not recognized as official identification.	Administration	Leon County Administration and the Leon Works Workgroup will reach out to the Department of Motor Vehicles or another registration agency to host an exhibit table so as to educate students on the importance of identification.
13	FY2017	Leon Works Expo Workgroup	The Workgroup expressed an interest in having greater representation of the military branches at the 2017 Leon Works Expo.	Administration	Staff reached out to military recruiters to invite them to participate. The U.S. Army, Florida Army National Guard, and FAMU ROTC participated in the 2017 Leon Works Expo as exhibitors.
14	FY2017	Leon Works Expo Workgroup	The workgroup expressed an interest in having middle-skilled agricultural jobs represented at the Expo and recommended inviting the IFAS Extension Office to exhibit.	Administration	Staff reached out the IFAS Extension Office to exhibit during the 2017 Leon Works Expo and provide information about agricultural opportunities such as 4H.
15	FY2017	Paul Watts	Paul Watts, a local small business owner, met with staff from Administration, Public Works, and the County Attorney's Office to provide recommendations and revisions to the County's draft cell tower ordinance. One of his recommendations was to provide a tiered payment amount of the performance bond to prevent the County's ordinance from becoming cost-prohibitive to local businesses.	Administration	The County Attorney's Office implemented the recommendation for the tiered payment amount of the performance bond into the draft ordinance to be reviewed and considered by the Board of County Commissioners. This recommendation is among several submitted by stakeholders in the Cell Tower Workgroup that have been considered and incorporated into the County's draft ordinance.
16	FY2017	Judi Davidson	Judi Davidson asked the question; "Who do you call when someone in need of emergency care has a dog in their home that will require temporary care when the owner is hospitalized?"	Animal Control	After discussing possible solutions within the Department of Public Safety a "Help my Pet!" note pad was created by Animal Control. The note pad allows for owner's to list contact information for the person who has agreed to look after their pet. The note pad also has Animal Control contact information for those times when the pet caretaker cannot be reached.
17	FY2017	Angie Wyche	Angie Wyche stated at a BOCC meeting that she would be meeting with all commissioners to discuss changing the Animal Ordinance to require no unattended tethering.	Animal Control	Commissioner Lindley, backed by all other commissioners requested an agenda item to be brought before the Board in regards to stricter tethering ordinances. At the July BOCC meeting Commissioners moved to approve drafting an amendment to the current animal ordinance to require attended tethering. The final Ordinance was approved on November 14, 2017.
18	FY2017	Taskforce to combat animal cruelty	The City created a Task Force comprised of representatives from City and County Animal Control, the State Attorney's Office, Tallahassee Police Department, Leon County Sheriff's Office, Leon County Health Department, City Attorney's Office, City Parks and Recreation Department and other relevant agencies to assist in designing the registry. The Task Force identified several focus areas they believed would serve to curtail animal abuse within the City and the County including an animal abuse registry.	Animal Control	On July 11, 2011, the Board directed staff to draft an ordinance for the creation and use of a County-wide Animal Abuser Registry jointly with the City.
19	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions were hosted following Hurricane Hermine and provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.	Community & Media Relations	The Leon County Comprehensive Emergency Plan was updated to provide for community listening sessions to be held following major emergency events, and to encourage the City's joint participation in these sessions.
20	FY2017	Hurricane Hermine Community Listening Sessions	Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the owner free of charge.	Community & Media Relations	The Board accepted the recommendations provided in the Hurricane Hermine After Action Report which included a recommendation to work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.
21	FY2017	Hurricane Hermine Community Listening Sessions	During the Hurricane Hermine Community Listening Sessions, it was noted that closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.	Community & Media Relations	Following the community listening sessions, the Board accepted the recommendation for Leon County to work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.

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22	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with local radio partners to increase awareness of the availability of emergency public information.
23	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with WFSU to evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.
24	FY2017	Citizen (Unnamed)	Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they arrive with material that cannot be accepted or that needs to be taken elsewhere.	Community & Media Relations	Developed a FAQ for the Solid Waste web page explaining for City of Tallahassee residents and unincorporated Leon County residents what can be accepted at Leon County Solid Waste Facilities and what should be taken to other locations, such as Marpan Recycling.
25	FY2017	Dan Keefe	When inquiring about mental health referral services seen in the July 2017 edition of the Leon County LINK, Mr. Keefe suggested that Leon County specifically target recovering alcoholics as a group who could benefit from mental health referral services.	Community & Media Relations	Leon County Community & Media Relations worked with Mr. Keefe to provide the Clubhouse Association for Sober Alcoholics (CASA) with mental health referral information digitally and through 150 rack card handouts delivered by mail.
26	FY2017	Cari Roth	Citizen sent email stating that she consistently receives alerts late.	Community & Media Relations	The citizen had subscribed to daily digest instead of send immediately. Therefore, alerts were always received the next day. All subscribers will now receive alerts immediately.
27	FY2017	Nancy Nix O'Farrell	Ms. O'Farrell replied to a Facebook posting about Mental Health Referral Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).	Community & Media Relations	Over five weeks, Leon County will feature each of the service organizations listed. Staff will include information for the NAMI Tallahassee chapter when highlighting the organization as a whole.
28	FY2017	DSEM Customers	Staff encountered a number of development proposals where the requirement for a certain type of parking surface came into question. The Leon County Land Development Code (LDC) did not clearly provide criteria for required parking surfaces for parcels inside the USA versus those parcels located outside the Urban Service Area (USA).	DSEM	Only July 11, 2017, the Board adopted an Ordinance amending Chapter 10 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).
29	FY2017	DSEM Citizen's User Group	As is standard procedure for all proposed changes to the Land Development Code, prior to requesting Public Hearings, staff presented a proposed Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regards to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition.	DSEM	All of the recommended revisions from the User Group were incorporated into a proposed Ordinance. At the Board's January 24, 2017 meeting, the Board voted to conduct the first and only Public Hearing and adopt the Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies.
30	FY2017	Former DSEM Citizen's User Group member Pam Hall	Ms. Hall suggested that the definition of "community services" in the Land Development Code needed to be revised to provide further clarification reflecting a community service as a "significant public service to the general public" rather than just a "service to the general public," in order to ensure the appropriate siting of bona-fide community services.	DSEM	Ryan Culpepper, Development Services Director, revised the proposed scrivener's error ordinance to incorporate Ms. Hall's recommendation to further clarify community services.
31	FY2017	Former DSEM Citizen's User Group member Cliff Lamb	Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUV) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.	DSEM	Ryan Culpepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Ierman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.
32	FY2017	Candace Lolley of The Blueprint Shop	As the Project Dox permit uploading agent for many contractors/consultants, Ms. Candace Lolley suggested that staff add several documents with naming conventions to the DSEM "Request an Online Building Permit" web page to facilitate the electronic permitting process.	DSEM	Cathy Dunklin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.
33	FY2017	LEADS Listening Session participants and members of the Tallahassee Builders Association	Both 2016 LEADS Listening Session participants and members of the Tallahassee Builders Association recommended renovations to the DSEM suite at the Renaissance Center in order to enhance customers' experience.	DSEM	In 2017, renovations to the DSEM Office and Welcome Center were completed to offer a refreshing physical space that conveys the County's commitment to customer service, efficiency, clarity, and providing technical resources throughout the development process. On April 4, 2017, the Board also approved several upgrades to the facility including the following: * Signage to better welcome customers, reinforce the emphasis on customer service, and encourage feedback to thereby enhance the customer experience. * A television monitor to display service information, tutorials, testimonials and infographics relevant to the development industry including market trend data compiled by DSEM and the Office of Economic Vitality. For example, many customers are unaware that DSEM's webpage includes average timelines based on the permit type, an uncommon practice among local government permitting agencies.
34	FY2017	Leon County Schools High Schools	Policy No. 05-2, "Leon County Ride-Share Program" previously limited Emergency Medical Services (EMS) ride-share participation to those individuals who are no less than 18 years of age. To increase eligibility for Junior Apprenticeship positions with Leon County EMS, several LCS high schools participating in the Leon program recommended revising the Policy to include those 17 years of age with parental consent.	EMS	On February 9, 2017, the Board adopted a revised Leon County Ride-Share Program Policy that amended participant criteria to include those 17 years of age with parental consent and accordingly provided for all necessary revisions to the forms required for participation in the Program
35	FY2017	Investment Oversight Committee (IOC)	The IOC met on September 28, 2016, February 23, 2017, and June 7, 2017 to thoroughly examine the current Investment Policy. The IOC approved recommending to the Board the proposed revisions to the Policy that are consistent with the investment objectives. The following is a summary of the substantive changes to the policy: • To facilitate compliance with Section 218.415 Florida Statutes, we deleted all or portions of several Policy sections which are no longer applicable or are covered in other Policy sections or Exhibit A. • Changes to limits on Policy Exhibit A: the limit for investing in the State Treasury Special Purpose Investment Account (SPIA) was increased from 50% to 100% of the combined portfolio. This is a pool managed by the State Treasury where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the state has closed the pool to new members. • Reduced the limit on Exhibit A for Local Government Surplus Funds Trust Fund (Florida Prime) because these returns are lower than many other options. • Added citations of statutes to Section I Scope, Section VI Authority, and the new Section XI Audits.	Financial Stewardship	On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.

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36	FY2017	Job Applicant	An applicant asked if the County would consider extending the job advertisement closing time past 5 p.m. on Fridays to allow time on Friday evenings to apply for jobs after work.	Human Resources	HR has extended the application deadline closing time to 11:59 p.m. on Fridays which will allow applicants time apply for jobs after work.
37	FY2017	National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee	Honor Flight Tallahassee has expressed interest to partner with the County to enhance the programming and coordination of the Reunion in order to raise community awareness of the importance of National Pearl Harbor Remembrance Day and recognize the Honor Flight participants.	Human Services & Community Partnerships	On June 20, 2017, the Board Accepted staff's proposal to partner with Honor Flight Tallahassee on the Honor Flight Annual Reunion to recognize National Pearl Harbor Remembrance Day including the approval of \$5,000 as part of the FY 2018 Budget and provide budget guidance to include this line item in the Veteran's Services budget in future years. The County's role would include assisting with planning and coordination of the Reunion event and a media campaign that encourages the community to recognize and remember Pearl Harbor Day. As part of the Reunion, the Board Chairman would provide remarks expressing appreciation for our local veterans and present a resolution recognizing December 7th as National Pearl Harbor Remembrance Day. Additionally, the County would participate in the dinner with the Honor Flight veterans. The County contribution to this effort would be approximately \$5,000.
38	FY2017	Local Contractor	Create a listserv to notify local contractors of housing rehabilitation and home replacement projects. The Purchasing Office regularly post RFPs for housing rehabilitation and home replacement projects on procurement websites and the newspaper, however smaller local contractors do not have the means to access the procurement website and sometime miss the newspaper ads. It was suggested that the Housing Office maintain a listserv of local contractors to notify them when the Purchasing Office posts RFPs for housing projects.	Human Services & Community Partnerships	The Housing Division reached out to small and large contractors to generate listserv that is now maintained by the office. Each time a RFP is posted by the Purchasing Office, the Housing Division sends link of the RFP post to the contractors on the listserv. The listserv is updated quarterly.
39	FY2017	2017 Volunteer Management Class	Each year, Volunteer Services offers a 3 day Volunteer Management Certificate Program that takes place in January for non profit and government volunteer coordinators. Part of the value of the training is the networking and learning best practices from each other. There was a desire for the class to meet again to hear from one another on the changes that they made as result of the training and share challenges they may have encountered.	Human Services & Community Partnerships	In March, Volunteer Services hosted a lunch and learn for the 2017 Volunteer Management Class. Feedback was very positive and this idea will become part of the program going forward.
40	FY2017	Tallahassee-Leon County Affordable Housing Workgroup	On May 8, 2017 the Workgroup voted unanimously to recommend that the County and City Commissions invite Purpose Built Communities to assist New Columbia Residential in the master planning process.	Human Services & Community Partnerships	On May 23, 2017, the Board voted to invite Purpose Built Communities to assess the feasibility of applying its model to the Orange Avenue Apartments project and authorize staff, in partnership with the City, to assist.
41	FY2017	Funeral Service Providers	Several local funeral service providers indicated to staff that the current compensation schedule for the disposition of unclaimed and indigent bodies is not adequate to support their services.	Human Services & Community Partnerships	Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees were in line with the costs associated with these services. On April 25, 2017, staff presented the Board a comparative analysis and recommended increases to the fee schedule. The Board then voted to adopt the proposed Fee Schedule and the associated Resolution.
42	FY2017	Hurricane Hermine Community Listening Sessions	Many citizens relied on mobile devices for emergency communications during Hurricane Hermine. The community listening sessions identified opportunities to strengthen the County's ability to communicate with the public via mobile devices.	Information & Technology	The Board accepted a recommendation from the Hurricane Hermine After Action Report to evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.
43	FY2017	Citizen (Unnamed)	During a support call, a job applicant requested an enhancement to Human Resource's Online Jobs System: The ability to apply for jobs online from any internet browser. Note: HR Online Jobs is a legacy application (10+ years old) and there were no plans to update this system because it was going to be replaced with a new application.	Information & Technology	As an interim solution, the technology for the current online job application was updated to work with multiple web browsers. The application now works with Internet Explorer, Google Chrome and Firefox browsers.
44	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website.	Information & Technology	Configured the permitting system to receive and process requests from the Property Appraiser's application and worked with Property Appraiser's office to configure their web application to point to our system.
45	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested a Joint City/County Permit Portal - Ability to access City and/or County permit data from a single platform.	Information & Technology	Created a web portal that consumes and displays data from the City and County permitting systems.
46	FY2017	Citizen (Unnamed)	While DSEM staff was providing an on-site service, a citizen requested a permitting process enhancement: the ability for Contractor Licensing info and updates to be automatically pushed to/from the City and County permitting systems.	Information & Technology	Developed a shared database that reads and updates the City and County permitting systems.
47	FY2017	Citizen Connect Mobile App User	A citizen requested for emergency information to be translated into multiple languages for refugees.	Information & Technology	The idea was implemented by adding a plug-in called Google Translate to the footer of the emergency information website. By adding the plug-in to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.
48	FY2017	Darla McCray	Drug and Alcohol Testing Division (DATD) staff were originally responsible for notifying randomly selected individuals with ETG court-ordered tests of the daily requirement for testing. This process required one DATD staff member to complete the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process thus freeing DATD staff to continue the testing process.	Intervention and Detention Alternatives	The IDA team improved the process by cross-training administrative support staff to contact individuals calendared for ETG testing daily. This new process allowed DATD staff to focus on substance abuse testing without interruption and for individuals to be notified earlier in the day of testing requirements.
49	FY2017	Court-Ordered Service Providers	During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for job assistance and training programs to IDA clients.	Intervention and Detention Alternatives	In April 2017, IDA staff met with Capital Career Source to discuss employability training specifically designed for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IDA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.
50	FY2017	Approved Community Agencies	During last year's application and Request for Qualifications application process for court ordered service providers, our community partners requested that IDA staff schedule group meetings with them more frequently than once per year. It was the consensus that this would allow both the agencies and IDA to be informed of any changes to process and/or needs with each other.	Intervention and Detention Alternatives	Preceding the Request for Qualifications application periods for court-ordered service providers, regular meetings will be held in the months of March and September to discuss process changes and/or issues of concern. In addition, IDA has provided direct point of contact for assistance needed outside of the established calendar meetings.
51	FY2017	IDA Clients	On multiple occasions, IDA clients have inquired of our department's ability to accept credit/debit card payments for court-ordered services and administrative fees. At present, the department only accepts cash and money orders. This process often adds an impediment to completing the payment process.	Intervention and Detention Alternatives	IDA is currently working with Management Information Services (MIS) and the Clerk of Court, Finance Division to implement the capability of accepting credit/debit card payments for court-ordered services. This will provide individuals with multiple and convenient payment options. The anticipated start date for this new service is October 2017.
52	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	356 items, both print and media, purchased as a result of patron requests.
53	FY2017	Library Patrons	Library user requested that the Library add a foreign film DVD, "Oddball", to the collection.	Library Services	Requests for books and other items are received daily, but this was an unusual situation. "Oddball" was originally produced in 2015 in Australia. It was released in PAL format, which is incompatible with DVD players in the U.S. The suggestion was not forgotten. In late March 2017, Library staff learned that the award-winning DVD had been released in the U.S. "Oddball" was added to the collections and a hold was placed in the library management system so the request originator could be first to borrow the movie.
54	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	283 items, both print and media, purchased as a result of patron requests.
55	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	134 items, both print and media, purchased as a result of patron requests.

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56	FY2017	Library Patrons	A library patron learned about the Traveling Book Club and was interested in seeing if her book club would like to use it. She contacted the library and asked about adding the book Small Great Things by Jodi Picoult, to the Traveling Book Club list, since that was the next book the group wanted to read. The Library Budget & Collection Development Manager decided that this was a good choice for the Traveling Book Club, since the author is very popular and we anticipate more checkouts of this Traveling Book Club title. The Library rented 10 copies of this book through the lease program and created a new Traveling Book Club kit. The library patron happily checked it out for her book club on 2/11/17.	Library Services	The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to reach 9 other library users in time for the book club meeting and discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.
57	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	169 items, both print and media, purchased as a result of patron requests.
58	FY2017	Library Patrons	A library user at the Eastside Branch asked the Branch Manager if the Library could have a stand-up station for laptop users, so that he could work standing up. The Branch Manager purchased an extension cord, cable ties and an adapter to place on a stand-up height table near the computer area.	Library Services	A space for stand-up laptop users was created very quickly using furnishings already in place and the inexpensive solution of providing power for users to plug in.
59	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	151 items, both print and media, purchased as a result of patron requests.
60	FY2017	Library Patrons	A user of library downloadable media services emailed regarding some difficulty he had in using the webpage for the downloadable media, including confusion about where to find the link, and had a question about records and vendor FAQs.	Library Services	The Information Professional responsible for content on the Library webpage made adjustments on the library website based on the patron comments, responded to his query about records and forwarded one comment to the vendor. Here is her response to the library user: On the Downloadable Media page the title of each service is hyperlinked to go directly to the service. Based on your input, I have expanded that to include the entire blue box around the words. Currently, we are not provided with MARC records for ArtistWorks videos but we will work on creating a record for the ArtistWorks service itself that will be searchable in the catalog. We will also forward your input on the FAQ and User Guide pages to ArtistWorks. We appreciate your feedback and please do not hesitate to contact me with any concerns/questions/suggestions you may have!
61	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	168 items, both print and media, purchased as a result of patron requests.
62	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	248 items, both print and media, purchased as a result of patron requests.
63	FY2017	Library Patrons	A library patron expressed concern with the tone of an email notice that the library sends when a patron card needs to be renewed. Cards are renewed every two years to ensure that patron contact information is correct.	Library Services	Library staff reviewed the notice and rewrote it in a friendly and more informative tone that emphasizes the continued use of the user's library card. The library patron was sent an email regarding the changed wording with thanks for the comments and the opportunity to improve.
64	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	270 items, both print and media, purchased as a result of patron requests.
65	FY2017	Library Patrons	When we rearranged materials in the public circulation area at the main library to facilitate self-service for reserved items, new media was shifted from an open area to a space that was closer to the regular media shelves. Patrons wanted the new materials displayed separately and in an open area, as before.	Library Services	An extra table was added to the circulation area for the new media display.
66	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	231 items, both print and media, purchased as a result of patron requests.
67	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	207 items, both print and media, purchased as a result of patron requests.
68	FY2017	Library Patrons	Library users at the Eastside Branch were concerned about the Spanish Bayonet plants so close to the sidewalks and entrance of the branch, since the leaves of the plant are long and have sharp, hard points on them.	Library Services	The branch manager contacted Facilities, and the plants were removed by mid-September. Thanks to Facilities for the positive response.
69	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	243 items, both print and media, purchased as a result of patron requests.
70	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	33 items, both print and media, purchased as a result of patron requests.
71	FY2017	Library Patrons	Although the library catalog is searchable by Accelerated Reader (AR) levels, parents and children at every library asked for an area where they could quickly pick up AR books arranged by level. (Library practice is to arrange fiction by authors' names and non-fiction by Dewey decimal numbers.)	Library Services	In May 2017, a special cart with multiple sections per shelf was purchased for each library location. Each section was labeled for a range of AR levels. Library users can quickly browse the preselected items in the AR level(s) of interest at every location they visit. Library staff restock the sections as items check out.
72	FY2017	Library Patrons	A library patron who uses the Kurzweil reader, equipment for the visually impaired, at the Main Library prefers to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.	Library Services	The library studied the use of reading equipment for the visually impaired at the Main Library and decided to move the Kurzweil reader to the Dr. B.L. Perry, Jr. Branch. We waited until the new carpet installation was complete and then moved the equipment and table to the branch library. Facilities and MIS cooperated in moving the equipment and table. We then notified the library patron.
73	FY2017	Literacy Tutor at the Main Library	A Literacy Tutor suggested that the Literacy Program have a program about the solar eclipse for the program's ESOL students. We contacted the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the society will be a guest presenter for ESOL students on Tuesday, August 15th, from 1:30 - 2:30.	Library Services	The Tallahassee Astronomical Society and the library have an ongoing relationship for education the public about astronomy and star-gazing. Bill Skelley responded positively to a request to come and speak with ESOL students about the solar eclipse. This will introduce English vocabulary, interesting information and a community leader to the ESOL students.
74	FY2017	Library Patrons	A Library user was moving to a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.	Library Services	Library staff visited the facility, met with staff and spoke with some residents. It was determined that the facility met the Library's established criteria for outreach service and is compatible with the Library's book hauler. Arrangements are in place to begin serving Kenwood Place residents on August 15, 2017.
75	FY2017	Library Patrons	For years, each library location had coin-op photocopiers for public use. The equipment, placed and maintained by local office supply vendors, was capable of simple black and white copying only. The libraries received numerous requests on a regular basis for color photocopying as well as the ability to scan and e-mail documents.	Library Services	A local vendor was able to meet the Library's specifications. After a successful trial at the Main Library, coin-operated copier/scanner equipment for public use was installed at the 6 branch libraries in March 2017.
76	FY2017	Smokey Hollow Citizen's Committee	In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community by members of the Citizen's Committee. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The idea was to restore and return the barbershop to the Smokey Hollow Commemoration.	PLACE (Blueprint)	Blueprint was able to secure the building and moved forward with the restoration of the Smokey Hollow Barbershop. Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and rehabilitate the building to its original aesthetic. In February 2017, the Intergovernmental Agency Board approved funding for the site improvements at the Smokey Hollow Commemoration and work is expected to begin summer 2017. Blueprint is anticipating bringing an update to the IA Board which includes a proposed Grand Opening date at their September 2017 meeting. At this point, the building will be returned to the site of the former Smokey Hollow Community.
77	FY2017	Big Bend Cares	Big Bend Cares is building a new \$11 million medical facility intended to function as a one-stop medical home for patients in the area. In 2016, Blueprint and Big Bend Cares saw an opportunity to align the construction of their new facility and planned Blueprint improvements. The construction of the Magnolia Drive multiuse trail is a vital improvement in Southeast Tallahassee to improve safety, accessibility, and provide new bicycle and pedestrian facilities. A partnership was formed and the design and construction for the Magnolia Multiuse Trail from South Monroe to South Adams has been incorporated into construction project for the new Big Bend Cares facility.	PLACE (Blueprint)	Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility. Big Bend Cares will construct the 10-foot multiuse trail on the south side of the roadway as well as additional improvements including streetscaping on the north side. This partnership will reduce traffic impacts for area residents and businesses by only closing the street one time for construction and improve the operation of the new medical facility. The Magnolia Drive Multiuse Trail project was approved by the Blueprint Intergovernmental Agency Board at their April 2015 meeting.

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78	FY2017	MWSBE Programs Evaluation Committee	The MWSBE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.	PLACE (OEV)	On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.
79	FY2017	MWSBE Programs Evaluation Committee	As part of their Final Report to the Board, the MWSBE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.	PLACE (OEV)	Recognizing the importance of eliminating barriers to opportunity, the Minority, Women, and Small Business Development division within OEV consolidated its operation into a single unit. The consolidation included one - not two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also created programmatic efficiency within the division.
80	FY2017	Various MWSBEs	Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.	PLACE (OEV)	The Minority, Women, and Small Business Enterprise division within OEV has partnered with the FAMU SBDC, the Big Bend Minority Chamber of Commerce, and CareerSource to provide educational opportunities designed specifically for certified MWSBEs.
81	FY2017	Various MWSBEs	Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals	PLACE (OEV)	During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWSBE) participation goal. The MWSBE Division within OEV provided greater flexibility to this process by allowing subcontracted MWSBEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWSBEs greater access to procurement opportunities offered by the City and County.
82	FY2017	Domi Station and the Jim Moran School of Entrepreneurship	Align Entrepreneurship Month with Startup Week model, which takes place during Global Entrepreneurship Week, to leverage a global network to highlight local entrepreneur activities.	PLACE (OEV)	Domi Station and the Jim Moran School of Entrepreneurship have teamed up to lead the Startup Week effort, which takes place November 13-17, 2017. They are collaborating with approximately 20 co-creators in the entrepreneurial ecosystem to provide quality events that fall within focused tracks to provide meaningful and educational experiences for those at all stages in the business formation stage.
83	FY2017	Economic Vitality Leadership Council	Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory	PLACE (OEV)	The Economic Vitality Leadership Council, which serves as an advisory council to the Tallahassee-Leon County Office of Economic Vitality, has created the Magnetic Technologies Task Force and elected a chair to oversee its actions. The Task Force will work with FSU and OEV to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries as well as refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to the lab.
84	FY2017	Citizen (Unnamed)	A citizen called the Office of Sustainability to ask specific recycling questions that covered materials beyond the existing recycling graphic. The citizen mentioned that if there were a list that outlined more detailed materials and indicated which could and couldn't be recycled, it would be very helpful.	Public Works	The Office of Sustainability, with the help of Community Media Relations, created a "What Can Be Recycled" comprehensive list and posted it to www.GrowingGreen.org.
85	FY2017	Friends of Lake Jackson	Several members of the Friends of Lake Jackson attended the Board's May 9, 2017 to express concerns and suggested holding an information about the Fords Arm South Water Quality Improvement Project.	Public Works	Only June 8, 2017, staff partnered with Friends of Lake Jackson to host an informational meeting regarding the Fords Arm South Water Quality Improvement Project. At the Board's June 20, 2017 meeting, the President of the Friends of Lake Jackson commended County staff for efforts to educate members about the development agreements and answer questions. He also expressed that he looks forward to continuing to work with the County on a management plan.
86	FY2017	Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway	At the end of 2013, Leon County Parks and Recreation Division received a request from The Space at Feather Oaks for a trail crossing on Miccosukee Road for a safe access to the Miccosukee Greenway on the north side of Miccosukee Road. Engineering Services staff completed an Engineering Evaluation and Feasibility Analysis for the access point in front of The Space at Feather Oaks in January 2014, and Parks staff presented the request and analysis to the Friends of the Miccosukee Greenway for review and discussion. Following an endorsement by the Friends of the Miccosukee Greenway, a cost estimate was then developed for the proposed trail crossing in February 2014. In February 2014, Public Works staff met with Mr. Scott Carruthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carruthers agreed to participate in cost sharing for a portion of the construction and to be responsible for engineering design and permitting. Mr. Carruthers' engineering consultant received assistance from County Engineering Services staff to develop a design in 2014, but did not finalize the design or initiate the permitting process.	Resource Stewardship	In October 2016, Mr. Carruthers contacted Leon County Parks and Recreation Division and expressed interest in continuing the work on the trail crossing. In order to expedite the process, Public Works staff assumed the engineering design responsibility and resumed the work on survey, design, and permitting. The project was reviewed by the Canopy Roads Citizen Advisory Committee in January 2017, with an environmental permit issued in April 2017. This trail crossing request was reviewed and evaluated in accordance with County Policy No. 10-1, Access Policy for Parks and Recreation Facilities, and with the support of the adjacent neighborhood community, Arvah Branch Homeowners Association, and the Friends of the Miccosukee Greenway. On June 20, 2017, the Board approved the Joint Project Agreement with The Space at Feather Oaks for the installation of a trail crossing on Miccosukee Road, and approved the Resolution and associated Budget Amendment appropriating \$16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.
87	FY2017	Goose Creek Homeowners Association - William Lieblick	GCHOA was experiencing vehicular traffic traversing the natural gas easement/HOA property to drive onto the Goose Creek Greenway (an extension of Alford Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach would be to begin with signage.	Resource Stewardship	Interagency coordination and external authorizations were required to place the signs in the FGT easement as well as on private (HOA) property. Signs indicating "no vehicles beyond this point" were produced by the sign shop and installed on 3/15/17.
88	FY2017	Sustainable Communities Summit Planning Committee	As part of the biennial Sustainable Communities Summit, Leon County hosted a Hospitality Industry Workshop to engage hospitality professionals and businesses in ways to drive sustainable tourism forward. In the planning meetings prior to the workshop, the committee discussed creating a Green Business Guide to give hospitality businesses an all-in-one resource for finding easy ways to "go green."	Resource Stewardship	With the help of Community Media Relations, the Office of Sustainability created the Green Business Guide, and the resource was given to each workshop attendee, and is available on www.GrowingGreen.org.
89	FY2017	Citizen (Unnamed)	Two citizens called asking the County to create a shredding program to allow citizens to discard sensitive documents.	Resource Stewardship	Parks & Rec together with Sustainability implemented two shredding events within the Senior Outreach Program to occur at all six sites.
90	FY2017	Southern Trail Riders Association	Suggested adding signs at the Greenways indicating appropriate yielding etiquette for equestrians, hikers and bikers.	Resource Stewardship	The standard etiquette signs were produced by the County's sign shop. Greenway staff then installed them at Alford and Miccosukee Greenways.
91	FY2017	Child attending Family Time at the Jane G. Sauls Ft. Braden Branch Library	A small child who was attending the Family Time had been directed to the "children's restroom" but she returned to the branch manager and said that she couldn't reach the toilet; it should be smaller. The branch manager helped her in the restroom and later measured the toilet, which was 18" high (taller than most toilets and meant for accessible restrooms).	Resource Stewardship	The library contacted Facilities about the problem, and on 1/24/17, a new low toilet was installed in the children's restroom by Facilities. The installation of a low toilet in the children's restroom means that young children are now able to use the restroom by themselves.
92	FY2017	Forrest Watson	Citizen who is member of the Canopy Roads Committee and a Master Gardener (MG) proposed the development of a task group within the MG program to help educate property owners on canopy road of proper tree canopy maintenance.	Resource Stewardship	The MG program will seek interest within MG membership to form a task group. If enough interest exists, Forester will provide training to MG volunteers. MG Coordinator will develop protocols for MGs to follow, and MGs will pursue property owners and HOA's to assist.
93	FY2017	Citizen (Unnamed)	Citizen requested a bench to be positioned at the newly installed Chairs playground.	Resource Stewardship	Staff was able to accommodate the request within the week.
94	FY2017	Illegal Dumping Stakeholder group	After meeting with staff from FWC, the Forest Service, the Sheriff's Office, the Solid Waste Department, the Sustainability Office, and an active Leon County citizen, the group concluded that the best first step to reduce illegal dumping was to create a GIS map in which all the illegal dumping could be mapped and analyzed.	Resource Stewardship	Resource Stewardship and the GIS team took the lead on this project, with Sustainability staff coordinating cross-departmental communication and GIS creating the map, mobile platform, and the website. The map allows certain people to report incidents of illegal dumping, including adding photos and descriptions of the incident. The reports can then be analyzed to see the areas with most frequent incidents, and types of materials most often being dumped. This map creation is the first step in reducing illegal dumping incidents, and is the collaborative effort of multiple state agencies and departments.

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95	FY2017	Sustainable Communities Summit Attendees	Following the Sustainable Communities Summit: Exploring Our Backyard in February of 2017, Sustainability staff sent out a survey to Summit attendees to receive feedback on the event. Over 60 people responded, and multiple citizens expressed that they enjoyed the opportunity to explore some of Leon County's natural spaces in the post-Summit adventures, and would love future opportunities to do something similar again.	Resource Stewardship	In alignment with Leon County's initiatives to reduce litter and beautify the County's natural areas, staff in the Office of Sustainability, Public Works, and Parks and Recreation, along with community partners, hosted a litter clean-up of Lake Jackson on September 30, 2017. In an effort to provide citizens with further opportunities to recreate and enjoy the outdoors as well as give back to their community, the County provided free canoes and kayaks for citizens to use if they volunteer to help collect litter.
96	FY2017	Annual Program to Provide Amnesty Days at Leon County Rural Waste Service Centers	At Village's Square "Speed Date Your Local Officials", a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.	Resource Stewardship	Staff researched the possibility of creating an amnesty program and recommended hosting two Amnesty Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences. On June 20, 2017, the Board approved staff to host Amnesty Days for Leon County Rural Waste Service Centers.
97	FY2017	Kelly Otte and Southern Trail Riders	Ms. Otte was concerned about safety for equestrians crossing Micosukee Rd. along the Greenway route. She suggested what was needed was some kind of solar powered flashing light system that a rider can turn on by pushing a button (at rider friendly height). The lights should be down the road a little bit in both directions and be bright and flashing telling drivers the crosswalk(s) are being used. It would increase safety for the hundreds of people who bike, walk, run and ride across the roads.	Resource Stewardship	Parks worked with the Division of Engineering, the Southern Trail Riders representative, Friends of Micosukee Greenway and the City of Tallahassee to determine which Rapid Flashing Beacon might be the best in trail crossing locations. Of particular concern was not installing something that might spook horses when activated (blinking lights or chirping). A design was selected with input from STRA and completed in September 2017.
98	FY2017	Keith Loewen and Stan Derzypolski	Mr. Loewen and Mr. Derzypolski expressed their desire for shade to be incorporated at Jackson View Landing.	Resource Stewardship	A variety of alternatives for shade were explored. The most cost efficient and easiest to implement was adding a elevated sail to the area for some cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.
99	FY2017	Stan Derzypolski	Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.	Resource Stewardship	Parks & Rec staff worked with Public Works (Division of Engineering and Division of Operations) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all landings (Crowder and Faulk) were re-evaluated and made consistent.
100	FY2017	Jason Ritchie (and others)	Baseball coaches and users of Fred George Park suggested an additional segment of sidewalk extending behind the baseball field and connecting to the piece that runs parallel to Capital Circle.	Resource Stewardship	Division of Engineering already had plans to add a portion of sidewalk near the multi-purpose field to connect to the piece that parallels Fred George Rd. Since mobilization was already going to occur, Parks used that opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-August.
101	FY2017	Tallahassee Rocks (grassroots initiative)	Tallahassee Rocks! is a community-building group meant to inspire creativity in all ages and energize people to explore the beautiful area we live in. They invite citizens to paint and "hide" rocks around the community to encourage folks and families to explore our local parks and public areas.	Resource Stewardship	Another way to bring "arts to parks", Parks & Rec. staff incorporated a rock painting station into the festivities of Greenway Day that was held on 3/29/17. The activity was a huge success with over 100 people painting rocks at the event.
102	FY2017	The Chance Family	The Chance Family contacted the Eastside Library staff to ask if the County would allow the installation of a stone bench at the library in the memory of their son, Peter. The family would provide the bench, which is a large limestone stone that the family had polished and prepared.	Resource Stewardship	After the inquiry by the Chance family was made, library staff put the family in contact with Facilities Management to complete the installation of the bench and platform. Facilities Management made the decision to go above and beyond the original request for a standard platform, and made a custom platform that was in the exact shape of the stone bench.
103	FY2017	Citizen (Unnamed)	Use of the name "Swap Shop" for the reuse center at the household hazardous waste facility has caused confusion, resulting in citizens that think they have to put items in to take them out. This results sometimes in inappropriate items in the shop.	Resource Stewardship	Contacted CMR for assistance in rebranding the reuse center to tie in with the current "ReNew Paint" branding for our rebranded paint.
104	FY2017	Citizen (Unnamed)	A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets.	Resource Stewardship	Parks staff completed installation of the fixtures in August 2017.
105	FY2017	Tourist Development Council	Create a grant distinction for emerging "Signature" events that would support these events in their efforts to grow.	Tourism Development	Based on the request, staff proposed options to the TDC at its March 2, 2017 meeting. At this meeting TDC members discussed scenarios to accomplish the request to support events on the verge of becoming Signature Events. The TDC created an "Emerging Signature Event" distinction for events that meet the definition of a Signature Event, however the event estimates only generating between 1,250 – 1,499 room nights, and historically generates close to that amount. The Board then approved this program at its April 4, 2017 meeting.
106	FY2017	Tourist Development Council (TDC)	At the June 22, 2017 TDC meeting, Knight Creative Communities Institute (KCCI) made a presentation requesting \$35,000 in support for a #iHeartTally campaign which includes a large permanent public art installation along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events. Following the presentation by KCCI, the TDC unanimously supported this #iHeartTally campaign and the reallocation of \$35,000 from the marketing budget which had previously been designated to incentivize JetBlue air service.	Tourism Development	On July 11, 2017, the Board accept the status report on marketing initiatives from the Division of Tourism Development. The County will own the smaller structure and will contribute to the larger permanent installation which will be owned and maintained by the City of Tallahassee given its location at the foot of the Cascades Park pedestrian bridge. Upon completion of the #iHeartTally mobile structure, the Division of Tourism Development will be responsible for storing, coordinating transportation to/from various events and/or businesses and managing the booking calendar for where the structure will be displayed.
107	FY2017	Citizen (Unnamed)	The citizen contacted Leigh Davis, Parks and Rec, in regard to his frustration with numerous owner's allowing their dogs to remain off leash in our Greenways where we have leash law signs posted.	Animal Control Parks & Recreation	Animal Control and Parks and Rec worked together to identify those areas at the Greenways in need of more signage. Parks and Rec distributed Animal Control Officers maps of the Greenways and trained Animal Control Officers on ATV usage to allow the Animal Control Officers to get deeper into the Greenway trails where the incidents were occurring in order to educate offenders. Greenway Day was also implemented and Animal Control was present to educate and hand out leashes to pet owners.
108	FY2018	Murell Dawson	Murell Dawson, a Research Associate for Meek-Eaton Black Archives at the Florida Agricultural and Mechanical University requested Leon County's support to install a historical marker at the Fairgrounds to honor the 1963 Civil Rights Protest Jail Overflow Site.	Administration	County staff worked with Ms. Dawson, the Fairgrounds, and the Department of State to coordinate the application, explore cost-share opportunities, and plan for installation of the marker. On November 14, 20-17, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.
109	FY2018	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board rename the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. On November 14, 2017, the Board directed staff to prepare an agenda item regarding the renaming of the building.	Administration	On December 12, 2017, the Board approved the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis. The Board also approved a Budget Amendment realigning \$9,000 from the general fund contingency account for related signage.
110	FY2018	Junior Apprenticeship Applicants	Previously students were limited to applying for one position at a time; however, several students requested the ability to apply for multiple positions at once.	Administration	Staff evaluated the application process and determined that students could be allowed to apply for up to two positions at a time. The application forms were updated and distributed to school for the Fall 2018 semester.
111	FY2018	2016 LEADS Listening Session	Evaluate the consolidation of City and County Animal Control services.	Animal Control	County staff approached the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.
112	FY2018	2016 LEADS Listening Session	Provide staff with additional training to enhance customer service related to Animal Control.	Animal Control	Additional customer service training has been incorporated into the employee training program.
113	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding Animal Control services.	Animal Control	Animal Control has participated in additional community education programs and conducted neighborhood sweeps and community education programs. These efforts have been incorporated into the Division's work plan to be on-going efforts.
114	FY2018	2016 LEADS Listening Session	Install informational videos about Leon County services in high-traffic areas.	Community & Media Relations	Videos are shown in the lobby of Leon County Tourism. DSEM and the Libraries also have the capability to show videos.

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115	FY2018	2016 LEADS Listening Session	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.	Community & Media Relations	CMR has developed a stronger relationship with Chris Petley, Leon County Schools Communications Manager. Worked together to promote events such as Leon Works. Sustainability has also worked with Leon County Schools to incorporate sustainability into lesson plans
116	FY2018	2016 LEADS Listening Session	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.	Community & Media Relations	CMR has increased the number of videos produced and shared on social media sites, including Facebook, Instagram and YouTube. Channel 16 has been updated to display the same videos shared on social media
117	FY2018	Hurricane Irma Listening Sessions	During the Hurricane Irma Listening Sessions, citizens requested public information for all electric utilities operating in Leon County as well as utility restoration efforts updates to the small number of Duke Energy customers in eastern Leon County.	Community & Media Relations	Irma After Action Report was accepted by the BOCC on December 12, 2017 and included the recommendation to Include links to Duke Energy information regarding power restoration on the EIP during future disasters.
118	FY2018	Hurricane Irma Listening Session	Citizens expressed appreciation that the County improved communications and provided greater availability of emergency public information. Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident. They recommended that County continue to provide this level of communication.	Community & Media Relations	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included several recommendations related to Leon County's communication strategies during a disaster.
119	FY2018	Shop Local 850	Joe Berg, Director of Shop Local 850, requested that the County participate in the the organization's Shop Local Holiday Weekend in December.	Community & Media Relations	Community & Media Relations Staff worked with Shop Local 850 to promote their Shop Local Holiday Weekend held December 8th-10th.
120	FY2018	Matthew Latch	Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Foreclosure Sale sites. Maintained by the Leon County Clerk of Courts, Matthew wanted more up-front resources on the County's website directing visitors to these processes. Staff added links under Business Resources, therefore improving exposure.	Community & Media Relations	Community and Media Relations provided direction to the Office of Information Technology to add the following two links: Leon County Tax Deeds https://cvweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp Leon County Official Foreclosure Sale https://www.leon.realforeclose.com/index.cfm
121	FY2018	2016 LEADS Listening Session	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.	DSEM	Staff worked to ensure that more than one person receives electronic record requests in the event the Records Manager is out of the office. The majority of public records requests are received from the County Attorney's Office, and they have been advised to include Pam Scott, David McDewitt and Katrina Huffmaster on all records request emails to ensure they are received in a timely manner.
122	FY2018	2016 LEADS Listening Session	Evaluate the current pre-submittal application process to potentially provide more information to applicants.	DSEM	After evaluating the pre-submittal application process, it was determined that more robust staff reports will be required for review at the pre-submittal meeting with the applicant.
123	FY2018	2016 LEADS Listening Session	Develop informational materials to help promote existing Low Impact Development (LID) incentives.	DSEM	Development Services Staff Reports have been updated to include reference and information about LID where appropriate, along with coordinating LID efforts with Environmental Services.
124	FY2018	2016 LEADS Listening Session	Consider renaming the "Concept Plan" approval process to provide more clarity to citizens.	DSEM	Staff determined that more effort to educate the development community on the differences/benefits of the two-track options was necessary. PUVs and pre-submittal staff reports now include information about the two-track process.
125	FY2018	2016 LEADS Listening Session	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.	DSEM	Dependent upon site conditions and on a case-by-case basis, more detailed conditional approvals are being provided.
126	FY2018	2016 LEADS Listening Session	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.	DSEM	The EMP checklist was reviewed and fine-tuned to provide a detailed "road map" for correctly and comprehensively complete the permit application. This tool also serves as a guide for consultants in preparing their responses to Requests for Proposals. A simplified permit and associated checklist was also formulated for projects associated with exempt site plan reviews.
127	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.	DSEM	The DSEM Chief Development Resources Officer attends the monthly Tallahassee Builder's Association meetings, where he can provide any necessary updates, and the DSEM website is regularly updated with any pertinent information.
128	FY2018	2016 LEADS Listening Session	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.	DSEM	A Service Advisor (SA) checklist was updated and is being utilized every day by each Division's assigned SA to ensure all requirements are addressed prior to application submittal.
129	FY2018	2016 LEADS Listening Session	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics	DSEM	Staff periodically review the topics discussed during the fiscal year to identify areas that may need to be re-addressed.
130	FY2018	2016 LEADS Listening Session	Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.	DSEM	Topics and updates are provided monthly under staff briefing and announcements.
131	FY2018	2016 LEADS Listening Session	Provide intake staff with additional training to enhance customer service related to code enforcement.	DSEM	As part of the DSEM "Upgrade, intake staff is now under the newly created Customer Engagement Services Division, and cross training between the intake staff and Support Services Division staff has been implemented to help facilitate enhanced customer service.
132	FY2018	Hurricane Irma Listening Sessions	Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies	Emergency Management	Include acknowledgement of resources and capabilities of the Kearney Center and Hope Community within the Comprehensive Emergency Management Plan.
133	FY2018	Hurricane Irma Listening Session	County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees which was noted by citizens during the Hurricane Irma Listening Session. Citizens requested this continued coordination to ensure the quality of response in future disasters.	Emergency Management	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included a recommendation to continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
134	FY2018	Hurricane Irma Listening Session	Some County residents expressed frustration with the process for restoring power to their homes because they have a Talquin meter box that receives power through the City's utility lines and vice-versa.	Emergency Management	The City anticipates full acquisition of these Talquin utility lines and meters into the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
135	FY2018	2016 LEADS Listening Session	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.	EMS	Staff has updated the forms that are submitted by the medical facilities when requesting that EMS conduct a transport. Additionally, staff has been meeting regularly with medical facility staff to ensure open dialogue and continuous process improvement.
136	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.	EMS	This information was incorporated into appropriate community education programs and will continue to be included in future opportunities.
137	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
138	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.	EMS	EMS has increased the number of paramedics that are certified critical care paramedics and instituted an on-call schedule to ensure availability of personnel. EMS is continuing to research establishing a dedicated unit to utilize to provide critical care services.
139	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
140	FY2018	2016 LEADS Listening Session	Evaluate the establishment of a 2-year CHSP funding cycle.	Human Services & Community Partnerships	The two-year CHSP funding cycle was adopted by the BOCC in December 2017
141	FY2018	2016 LEADS Listening Session	Develop a comprehensive informational guide for veterans to find and connect with services available locally.	Human Services & Community Partnerships	A brochure was developed that lists the programs and benefits available to veterans and their dependents. The brochures are available at the Veterans' Office, local veteran service organizations, and selected local businesses

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142	FY2018	2016 LEADS Listening Session	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.	Human Services & Community Partnerships	Veteran Services Division coordinates with Human Services Division and the Tallahassee National VA Cemetery regularly to ensure that deceased veterans declared indigent are buried in the National Cemetery
143	FY2018	2016 LEADS Listening Session	Evaluate offering more "mini" workshops for individuals interested in volunteer management.	Human Services & Community Partnerships	Conducted workshops at UPHS Annual Conference on Emergency Management and Volunteer Management; Conducted UPHS Lunch and Learn Workshop on Continuity of Operations Planning, Presented workshop on Get Connected at Department of Elder Affairs, Special Event Management for FAMU Community Ambassador Program, Florida Commission on Human Relations, Tallahassee Senior Center Leadership Class, conducted Volunteer Reception Center training in Jacksonville, EOC Civic Engagement Series & Summer Youth Training Program
144	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.	Human Services & Community Partnerships	Staff continue to participate in community outreach events to promote the health and human programs and services provided by CHSP and healthcare partners
145	FY2018	2016 LEADS Listening Session	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.	Human Services & Community Partnerships	Get Connected now tracks volunteer data that highlights number of users, interest areas & number of opportunities on site
146	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was automated quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.	Human Services & Community Partnerships	Beginning in FY 18 agencies began submitting an on-line quarterly report. Quarterly reporting of demographic and performance data is created and saved in the CHSP Portal. Data to be collected includes the number of clients served in each funding category by race, gender, age, disability (if applicable) and zip code. Collecting and analyzing this data in a consistent and uniform format serves as the first step in developing measures for improving program effectiveness, identifying community impact and assisting the CRT's in future funding recommendations.
147	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was a multi-year funding cycle to provide the opportunity for long term planning and program assessment.	Human Services & Community Partnerships	Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the MOU.
148	FY2018	2016 LEADS Listening Session	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.	Intervention and Detention Alternatives	Staff in conjunction with MIS modified the automated test schedule to balance the number of offenders called within a day. The process maintains the random selection of offenders to test as required by the court.
149	FY2018	2016 LEADS Listening Session	Expand network with criminal justice and community service agencies to provide more information on job training and employment opportunities.	Intervention and Detention Alternatives	Staff is coordinating with the State Attorney's office to host orientation sessions for newly hired Assistant State Attorneys. In upcoming months, staff will explore options to expand orientations to the Public Defender's Office and Court Administration.
150	FY2018	2016 LEADS Listening Session	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.	Intervention and Detention Alternatives	The requirements for vehicle immobilization are outlined in Florida statute. Probation staff assists offenders with pro-se motions to advise the court of obstacles related to compliance with this condition.
151	FY2018	Clerk of the Circuit Court and Comptroller for Leon County	The Clerk of Court's staff requested that the Probation Division generate the court orders when a defendant is sentenced to county probation to align the processes with sentences to circuit probation.	Intervention and Detention Alternatives	IDA and MIS staff worked to develop and implement an automated process to meet the Clerk's request with minimal impact to staff's existing workload.
152	FY2018	Kent Spriggs, Chair of Sheriff McNeil's Pretrial Committee	The Intervention and Detention Alternatives Director received a request from the Chair of the Sheriff's Pretrial Committee to provide a presentation of the services available to the courts through the Supervised Pretrial Release Division for defendants pending trial in Leon County.	Intervention and Detention Alternatives	Ms. Broxton attended the meeting to educate the committee on programs and services of the Supervised Pretrial Release Division for monitoring of pre-sentenced defendants in the community while enhancing public safety.
153	FY2018	Court-Ordered Services Providers Meeting	During a bi-annual meeting with the court-ordered services, representatives from North Florida Safety Council commented on the additional work load necessary of their staff to obtain arrest reports required to complete initial assessments for defendants court-ordered to attend DUI School.	Intervention and Detention Alternatives	Staff developed a process to streamline requests from court-ordered service providers for documents through the creation of a general e-mail account for electronic submissions. This account is accessible and monitored by the administrative support staff to provide timely responses to all requests throughout the business day.
154	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding library services that are available in-person and online.	Library Services	Through Facebook and web design groups, the Library practices continual evaluation of social media strategies. Digital signage to be developed in FY17-18 will contribute to effective outreach.
155	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Library community room reservation system.	Library Services	Online reservations in place for all library meeting rooms; reservations held to 90 days to allow more groups to use; however, the number of reservations allowed in 90 days increased from 3 to 4.
156	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance in-person assistance at Library facilities.	Library Services	We have had staff training and reminders to greet and assist users throughout the buildings; we continue to evaluate and test the use of mobile devices to offer reference and/or circulation assistance.
157	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	238 items, both print and media, purchased as a result of patron requests.
158	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	117 items, both print and media, were purchased in response to patron requests.
159	FY2018	Library Patrons	Purchase requests made via our ILLiad system, email or in person.	Library Services	123 items, a combination of print and media, were purchased during the month of December in response to Library patron requests.
160	FY2018	Library users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	202 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
161	FY2018	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email	Library Services	148 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
162	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	134 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.
163	FY2018	Library user, Main Library	A Library user at the Main Library, who had booked a program room for a meeting, requested a wireless presenter (wireless clicker) to use with the PowerPoint presentation he planned to give.	Library Services	Library staff decided to purchase wireless presenters with laser pointers for each program room projector. Program rooms at the Main Library, Dr. BL Perry, Jr. Branch and Northeast Branch now have the devices available for those using the meeting rooms, and there is one at the Lake Jackson Branch.
164	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	112 items, a combination of print and media, were purchased during the month of April in response to Library patron requests.
165	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	213 items, a combination of print, media and digital, were purchased during the month of May in response to the Library patron requests.
166	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and by email.	Library Services	136 items, a combination of print and media, were purchased during the month of June in response to Library patron requests.
167	FY2018	Library user, Lake Jackson Branch	A library user commented that there were not enough kick stools at the Lake Jackson Branch, saying that he liked to use them to sit on while he browses through materials.	Library Services	Staff determined that there were only two kick stools in the library. Four more were delivered to the Lake Jackson Branch on Friday, July 6 and two additional kick stools have been ordered.
168	FY2018	Library user, Northeast Branch	Library user suggested that a large print version of the library card registration form would be helpful for those with low vision.	Library Services	After consulting Large Print guidelines, library administration developed a Large Print version of the library card application and distributed copies to all branches and the Main Library for use by those with low vision.
169	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	146 items, a combination of print, media and digital, were purchased during the month of July in response to Library patron requests.
170	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	238 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
171	FY2018	Lake Jackson Branch Library patron	A library patron at the Lake Jackson Branch suggested that the lowest shelves of the DVD display unit were too low for "older adults."	Library Services	Library staff evaluated the display units and reconfigured the shelving so that the lower shelf is easier for "older adults" to use, and were careful to make sure that the highest shelf is still easily accessible. Work completed in February 2018
172	FY2018	Library patron at the Northeast Branch	Library patron suggested that a dry-erase board would be useful in the Northeast Branch conference room.	Library Services	The Library purchased and hung a dry-erase board in the conference room for anyone using the conference room to use. The conference room is for public use according to the Library Meeting Room policy and may be reserved through the online meeting room reservation system.

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173	FY2018	Library patron at the Woodville Branch Library	A library patron commented that the "new DVD" display table at the Woodville Branch looks "just like a garage sale."	Library Services	The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.
174	FY2018	Magnolia Drive Area Residents	After the first phase of the Magnolia Drive Multi-use Trail was constructed in 2017, Blueprint and Leon County received feedback from citizens with suggestions on how to improve the design of the trail. The majority of comments focused on creating a more comfortable trail by adding a planted buffer space separating people on the trail from the vehicle traffic on Magnolia Drive.	PLACE (Blueprint)	In response to community suggestions, Blueprint developed design alternatives for the trail that included buffer options. Design options were presented at a community meeting on November 13, 2017, and community members expressed consensus around a design modification to reduce the trail to 8 feet and add a 4 foot buffer between the back of curb and the trail. Community member feedback and the recommendation for a design modification, consistent with the preferred alternative expressed by the community at the November 13, 2017 meeting, was shared with the IA Board at their December 1, 2017 meeting. The IA Board voted to approve the design change, and the redesign of the Magnolia Drive Trail is currently underway.
175	FY2018	Magnolia Drive Area Residents	At a November 13, 2017 community meeting to discuss design changes for the Magnolia Drive Multi-use Trail project, community members suggested using the opportunity presented by the significant construction activity associated with the trail to underground utilities along the corridor. This idea was in response to the significant power outages experienced in the neighborhoods surrounding the Magnolia Drive corridor during the 2016 and 2017 hurricane events.	PLACE (Blueprint)	Blueprint staff worked with County staff to determine opportunities to underground utilities in coordination with the construction, including potential cost saving, benefits to residents, and benefits to the City utility. An analysis of the opportunity was presented to the IA Board at their December 1, 2017 meeting, and staff were directed to further refine the analysis and cost estimates and provide an update at the next IA Board meeting. At the March 1, 2018 meeting, Blueprint staff presented their analysis and the IA Board authorized Blueprint staff to proceed with undergrounding utilities throughout the Magnolia Drive corridor, in coordination with the trail project. Design is currently underway and construction on the next phase of the Magnolia Drive Trail, which will include undergrounding utilities, is expected to begin later this year.
176	FY2018	Capital Cascades Trail Patrons and Railroad Square Business Owners	Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in the area around the playground and water play areas near Railroad Square along Capital Cascades Trail. Staff reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away. Based on community suggestions and discussion with Railroad Square business owners, who bore the burden of providing restroom facilities to the public, Blueprint developed construction and funding options for providing a public restroom at this location.	PLACE (Blueprint)	Blueprint presented the proposal to construct a public restroom near the playground at the September 19, 2018 Intergovernmental Agency Board meeting. The IA Board approved the concept and funding to construct a restroom along Capital Cascades Trail Segment 3. It is anticipated that the restroom will move into design in early 2019 with construction to follow.
177	FY2018	Knight Creative Communities Institute	This summer, the Knight Creative Communities Institute (KCCI) expressed a desire to work with the Blueprint Intergovernmental Agency as part of their 2019 class project (Red Hills Rhythm), which may include an artistic installation(s) or other placemaking projects along Segment 3 of the Capital Cascades Trail (Adams Street to Gamble Street). Blueprint has targeted this section of the Cascades Trail for the incorporation of artistic and historical components as part of the "History and Culture Trail," and will work with the Council on Culture and Arts (COCA) to solicit artists. The 2017 TLH installation has positively resonated with the community, and this collaboration is intended to have the same beneficial community outcomes.	PLACE (Blueprint)	This idea for collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting as part of an update on the Cascades Trail Segment 3 project. Blueprint will continue to work with KCCI and the future class through the remainder of 2018 and throughout 2019 to define the parameters for this placemaking project.
178	FY2018	Tameka Francis	Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming Blueprint 2020 Orange Avenue/Meridian Road Placemaking project, specifically the public space components of this Blueprint project (conversion of the stormwater pond in to a park and community areas). At the meeting, Ms. Francis mentioned that she had some ideas for additional community engagement opportunities. In a follow-up discussion later that week with Blueprint staff, Ms. Francis noted many obstacles for attending evening public meetings for Southside residents. Primarily, the buses stop running the regular schedule at 7 PM, meaning the last stop on many routes is between 6 - 7 PM. This means transit dependent residents could not attend the meeting. Also, many Southside residents work in the evening, have childcare issues, or have other issues preventing them from attending meetings. In order to engage a broad range of Southside residents, Ms. Francis suggested Blueprint take the outreach to where the people are already gathering.	PLACE (Blueprint)	Through late October and early November 2018, Blueprint will focus remaining community engagement activities on bringing outreach activities to the people in Southside Tallahassee. Project information and feedback tables will be set up at the Piggy Wiggly, the nearby grocery store, to engage residents in a quick and easy manner with the project and get their ideas for the public space projects. Public engagement regarding the development of temporary uses on the future Starmetro Superstop location will also occur on-site. Blueprint will also coordinate with other community centers, such as the B.L. Perry Library and the Jack McClean Community Center, to co-locate outreach activities with planned community events.
179	FY2018	2016 LEADS Listening Session	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.	PLACE (Planning)	Improved consistency in the permitting process has been achieved through increased interdepartmental communication between DesignWorks and Development Services and Environmental Management (DSEM) staff. Interdepartmental review has been largely enhanced by the inclusion of DesignWorks staff attendance at DSEM development pre-application and application meetings from the start of the permitting process. As a result, DSEM staff and applicants have become more knowledgeable on pertinent site plan analysis considerations, and this continues to yield benefits to citizens by streamlining the development application process.
180	FY2018	2016 LEADS Listening Session	Create new opportunities within DesignWorks for customer feedback and information sharing.	PLACE (Planning)	Customer service has been improved with the addition of a Special Projects and Outreach division of the Planning Department in early 2018. This division works to share information with, and obtain feedback from, citizens, neighborhood associations, and other stakeholders in the community. In addition, DesignWorks has initiated the creating of a geo-spatial "hot spot" map, depicting the intensity of interest in development and redevelopment of parcels throughout the County that DesignWorks has provided public and private site assistance services on.
181	FY2018	2016 LEADS Listening Session	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.	PLACE (Planning)	DesignWorks has been successful at providing on-site services such as public and private project consultations and presentations with citizen stakeholders following the purchase of new equipment, such as a tablet computer and projector. DesignWorks has also coupled this effort with the need to create new opportunities for feedback and information sharing (recommendation 2) by conducting post-application site visits and construction walk-throughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services provided.
182	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.	Public Works	Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New & active County CIP lists and schedules are provided to COT Water & Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.
183	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.	Public Works	The Leon County website for Public Works Operations Division has been updated and reflects the program services provided to citizens. In addition, program services are listed on the door hangers mentioned in item 8 below.
184	FY2018	2016 LEADS Listening Session	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.	Public Works	While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted new Policy No. 17-1 "Public Notification of Road Closing and Road Closure Request Procedure." This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangers.
185	FY2018	Robert Deyle	Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan	Public Works	20-year planning horizon established in RFP

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186	FY2018	Wakulla Springs Alliance & Friends of Lake Jackson	Wakulla Springs Alliance, Friends of Lake Jackson, and other citizens requested that the County bid out the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan to achieve wider participation in the planning process.	Public Works	RFP for bidding was presented to the Board on December 12 (continued until January 23).
187	FY2018	Wakulla Springs Alliance	Various citizens and the Wakulla Springs Alliance each proposed the suggestion to have the Comprehensive Wastewater Treatment Facilities Plan include an evaluation of onsite wastewater treatment and disposal methods beyond the "passive system" initially described in the Plan Scope of Services.	Public Works	Reference to "passive systems" were removed from the draft RFP presented to the Board for discussion at the December 12, 2017 meeting. Advanced treatment onsite wastewater treatment and disposal systems will be evaluated, but will not be limited to passive treatment.
188	FY2018	Opal Howell	Ms. Howell contacted Parks and Recreation about two pine trees on County property (Flagg St. lot), immediately adjacent to her property that she had storm concerns over. The County actually had a construction project occurring on the property, so Ms. Howell thought it might be a good time to evaluate those two trees to see if they could be removed.	Public Works	County staff evaluated the trees and the plans of the construction project. It was ultimately determined that the trees could be removed. The removal was scheduled for June 29.
189	FY2018	Lively Technical Center	Lively staff contacted the Director of Fleet Management to discuss and request the transfer of out-of-service County vehicles to be used for training in the recently established Diesel Truck Maintenance Program.	Public Works	On October 23, 2018, the Board authorized staff to transfer a surplus Leon County Emergency Medical Services Ambulance to Lively Technical Center.
190	FY2018	2016 LEADS Listening Session	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.	Resource Stewardship	The County provided an open workspace environment for employees and a more efficient intake area for citizens.
191	FY2018	2016 LEADS Listening Session	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.	Resource Stewardship	Facilities Management added additional gravel parallel parking along the fence line at IDA, this added approximately 10 spaces.
192	FY2018	2016 LEADS Listening Session	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.	Resource Stewardship	This process improvement was implemented immediately after the 2016 listening sessions; as a result of this improvement the Parks & Recreation Division has received fewer complaints.
193	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts to expand recycling education to more varied audiences.	Resource Stewardship	Office of Sustainability developed a joint recycling graphic with the City of Tallahassee in order to streamline recycling education in the community. The office also created a Spanish-language version of the graphic in order to reach more citizens. Outreach efforts were also expanded with the creation of the Recycling Video and an increase in social media activity.
194	FY2018	The Garden Club	Garden Club members requested a tili flower bed at the NE Branch Library be reinvigorated.	Resource Stewardship	Working with staff and garden members, the bed was revitalized by the members and now maintained by Leon staff.
195	FY2018	Citizen (Unnamed)	Citizen suggested American flags be placed at a key community gathering room	Resource Stewardship	Staff conducted an inventory of all public meeting spaces and purchased necessary flags and stands to ensure a flag is available for the pledge of allegiance.
196	FY2018	Sustainable Tallahassee	Representatives from Sustainable Tallahassee suggested the County collaborate with other community partners on the development of a community-wide Climate Action Plan.	Resource Stewardship	At the December 12 Board Meeting, the Board authorized staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
197	FY2018	Domi Station	Domi requested the opportunity to host a bike share hub at the Amtrak building for public use.	Resource Stewardship	Staff identified a solution, created an agreement with Zagster to piggy back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance building.
198	FY2018	Citizen (Unnamed)	Citizen observed that not all community meeting spaces have American flags posted.	Resource Stewardship	Staff surveyed all community meeting spaces (community centers, branch Libraries, etc.). In some cases flags existed but had been relocated elsewhere in the building, other sites flags were purchased and installed.
199	FY2018	Camper at Coe Landing	Installation of a flag pole at Coe Landing campground	Resource Stewardship	A camper who was also retired military suggested that a flag pole be installed at Coe Landing. Rick Lucero, the campground park attendant, initiated the response to the citizen and coordinated with his Supervisor and co-workers (Frank Hagood and Carlton Haney) to implement. Installation was completed at the beginning of May.
200	FY2018	Carolos Monserrate	Mr. Monserrate identified a wheel-chair accessibility issue at Pedrick Pond Park and requested that staff place a picnic table at the back of the Eastside Library parking area to enhance park opportunities for less able-bodied persons.	Resource Stewardship	Parks staff is working with Facilities and Library staff to effectuate the new amenity. The new picnic pad and ADA parking space should be constructed by June 2018.
201	FY2018	Sherry Carpenter	At Sunset Landing on Lake Jackson, there has historically been a large amount of cigarette butts littered on the ground. Sherry Carpenter asked if the County would consider installing cigarette butt disposal containers for citizens to dispose their cigarette butts in, and adding some educational material on why this is important for the health of the environment.	Resource Stewardship	Staff installed two cigarette butt disposal containers at Sunset Landing adjacent to each pavilion on site. Parks staff has noted that they have been frequently used ever since.
202	FY2018	Anonymous	There are a very limited number of free-for-use electric vehicle charging stations in Leon County, and this lack of infrastructure can make it hard for people to make the switch from gas vehicles to electric vehicles. The citizen mentioned that these charging stations could be installed by the County at County facilities.	Resource Stewardship	Staff installed three electric vehicle charging stations at two public libraries (Main Library and Eastside Branch Library) and one at the Courthouse for employee parking.
203	FY2018	Citizen	Citizen shared their frustration with retrieving information from the Solid Waste Website in regards to free mulch.	Resource Stewardship	Staff removed old PDF information and updated the Solid Waste webpage with the "ReNew" branding graphic, and highlighted important information in regards to free mulch, such as hours of operation.
204	FY2018	Kip Dozier	Mr. Dozier called regarding the dilapidated fence by the community garden. He suggested the fence be repaired or torn down.	Resource Stewardship	It was determined that removal of the fence would be appropriate. The project occurred in a couple of steps. First the fence line had to be sprayed to kill back the weeds by Operations; the fence line was removed by Parks staff; Operations teams removed debris and limbs; Facilities staff coordinated the final mowing to complete the project.
205	FY2018	2016 LEADS Listening Session	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.	Tourism Development	Tourism played a key role in the Amtrak promotion for passenger rail service and monitors federal and regional actions for restoring gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kerri Post also serves on the Airport Advisory Board.
206	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Visit Tallahassee industry newsletter.	Tourism Development	Tourism introduced a new template that improved the appearance of the newsletter and focused on more timely and relevant content in shorter stories. The open rate and click rate to external links both continue increasing.
207	FY2018	2016 LEADS Listening Session	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.	Tourism Development	We maintain a year-round marketing agreement with both universities' athletic departments, distribute information at orientation sessions, provide information and other tourism-related collateral to university groups as part of our group service efforts, provide special events grants for concerts, homecoming, alumni functions and educational conferences.
208	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	171 items, a combination of print and media, were purchased during the month of XX in response to Library patron requests.
209	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	165 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
210	FY2019	2018 LEADS Listening Session	The group asked for Parks to send updates to users on activities and projects. Most were also unaware of the Annual Report.	Resource Stewardship	In working with CMR, it was decided that staff will send an email to presidents of such groups notifying them that the Leon County Annual Report has been posted. Since Hurricane Michael hit around the time of the release of the Annual Report, the email was delayed. The first email was sent to Presidents and other users on 1/4/2019.
211	FY2019	Woodville Little League Parents	Conduct a Little League coaches' training that helps coaches understand some basics of field maintenance and the rules and regulations of Little League. When we continued to work on the program of the training with the District 20 representative, EMS first aid and CPR training was added as an element, too.	Resource Stewardship	On Feb. 16, 2019, the training was conducted. The District 20 Administrator of Little League put together the agenda for the morning and Parks & Rec. staff, along with EMS staff participated. The training was held at Daniel B. Chaires Park. This was the first spring baseball season opportunity from the time of the suggestion.

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212	FY2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff to share observations about the County's Building Division and recommended that staff communicate with sub-contractors directly.	DSEM	The Building Division instituted a new protocol. To avoid any miscommunication in the future, the Building Division will ensure the General Contractors will be copied on any communication with sub-contractors.
213	FY2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff and recommended that the Committee's agenda's allow time to seek input on process improvements.	DSEM	The Committee's agenda was revised with a renewed emphasis on seeking input (i.e. process improvements, cost saving ideas, policy recommendations, etc.) from the committee members.
214	FY2019	Brad Trotman	Mr. Trotman, as well as other volunteers, expressed concerns over having their social security numbers on the paper-copy of background check forms. Direct, electronic submittal of personal information to First Choice seemed to be the best solution.	Resource Stewardship	Parks and Recreation, along with Risk Management, worked with the background check vendor (First Choice) to set up Little League and Pop Warner so that prospective volunteers could enter their information directly into a secure/encrypted system for processing the necessary background checks. The transition to the electronic submittal was tested in August 2018 for Fall Ball and full implemented in January 2019 for the spring baseball season. A paper option still exists for those that do not have email or computer access.
215	FY2019	Woodville baseball parents/Woodville Little League Leadership	Parents raised concerns about foul balls coming over the fences and into the bleacher area at the Woodville Little League baseball fields.	Resource Stewardship	Funding was identified in remaining Parks Maintenance FY19 CIP funds. Netting was installed over the bleachers. Project was completed in September 2019.
216	FY2019	2018 LEADS Listening Session	Explore ways to promote the various features of the Citizens Connect App, such as submitting a service request and looking up contact information for County Departments.	Community & Media Relations	As the team prepared for Hurricane Season, we developed more promotions instructing citizens on how to use the app.
217	FY2019	2018 LEADS Listening Session	Create a Leon County branding guide to be made available on the County website.	Community & Media Relations	A guide for Leon County's logos is now available at www.leoncountyny.gov/logo.
218	FY2019	2018 LEADS Listening Session	Evaluate sending weekly outlooks to media of what events the County has coming up. Include title, location, and a 2-3 sentences description.	Community & Media Relations	Media suggested that a weekly email would be beneficial to know of the upcoming County events. Weekly emails have not been sent but we staff now send emails to remind media of upcoming events.
219	FY2019	2018 LEADS Listening Session	Develop handout that describes how to properly deploy and dispose of sand bags.	Community & Media Relations	CMR created a flyer and Public Works distributed at Build Your Bucket 2018.
220	FY2019	2018 LEADS Listening Session	Revise staff reports provided at pre-submittal, application review meetings (ARM) and Development Review Committee (DRC) meetings to more clearly identify and summarize outstanding deficiencies/conditions	DSEM	Following the Listening Session, staff reports were revised to clearly identify and summarize deficiencies/conditions on the first and second pages of the report. Findings have been limited to those compliance issues that remain applicable to the project and are still outstanding. This item has been fully implemented by revising the staff reports to clearly identify remaining deficiencies and conditions of approval on the first two pages of staff reports.
221	FY2019	2018 LEADS Listening Session	Address water quality degradation due to silviculture (tree harvesting) activities.	DSEM	There was discussion regarding water quality degradation due to silviculture (tree harvesting) activities on a parcel south of Bannerman Road near the Bull Headley intersection. Staff reviewed the issued; however, the Legislature has exempted silviculture from local permitting regulations. The permitting for silviculture related activity is performed by the State's Northwest Florida Water Management District. Staff directs concerned citizens to the District when complaints are received.
222	FY2019	2018 LEADS Listening Session	Provide a list of recommendations to property owners following their appearance before the Code Enforcement Board (CEB), which outlines the specific recommendations approved and ordered by the Board.	DSEM	Following the Listening Session, staff determined that the Staff Recommendation Sheet from the Staff Report could be provided to each property owner immediately following their appearance before the CEB. The Sheet lists the final recommendations approved by the Code Enforcement Board at the time. The "official" Board's Order is mailed to the property owner once it is signed by the Board Chairperson.
223	FY2019	2018 LEADS Listening Session	Expand cross-training to DSEM staff to enhance customer service related to inquiries regarding addressing and street name related matters.	DSEM	Additional staff have been cross-trained to provide back-up assistance with addressing and street name related inquiries, in conjunction with updating the Addressing Unit Desk Manual to enhance customer service.
224	FY2019	2018 LEADS Listening Session	Coordinate with MIS to provide the ability to send data intensive files related to addressing and street name via email.	DSEM	DSEM staff now uses Microsoft OneDrive for transferring data intensive files.
225	FY2019	2018 LEADS Listening Session	Continue integration of Project Dox and Accela and offer training sessions for users.	DSEM	A Project Dox training was held for building contractors on April 12, 2018, to provide an overview of how to submit applications electronically and answer users' questions. This type training will be provided on an ongoing basis.
226	FY2019	2018 LEADS Listening Session	Review the length of time for issuance of a Permitted Use Verification Certificate (PUVC), as well as the amount of detail included, to determine if either could be reduced.	DSEM	Additional information has been provided in the PUV providing a more robust and comprehensive PUV certificate. Although Accela reporting functions have not been fully implemented to date, staff has continued to implement a 10 day turnaround goal, thus ensuring a timely review of PUV applications.
227	FY2019	2018 LEADS Listening Session	Ensure that all applicable departments/divisions are represented at presubmittal meetings to provide more project specific comments.	DSEM	More project specific information is being provided in the staff reports. Although it is often difficult to ensure attendance from all outside agencies, staff has been diligent in ensuring that the reports from these agencies have been provided and contact information is available.
228	FY2019	2018 LEADS Listening Session	Evaluate opportunities to expedite the nuisance abatement process to specifically address burned, dilapidated and unsafe structures due to the potential threat to public safety.	DSEM	Staff will continue to identify burned, dilapidated or unsafe structure cases that pose a potential life/safety issue and utilize the Nuisance Abatement Ordinance to fast-track the cases through the abatement process.
229	FY2019	2018 LEADS Listening Session	Explore opportunities to work in partnership with community organizations to address the feral cat population.	Animal Control	Staff continues to work with local community partners to help provide citizens with alternatives to bringing cats to the Animal Service Center and educate citizens about eliminating the resources that attract cats and their undesirable behaviors. Continued discussion within Tallahassee Animal Services Shelter Operational Assessment brought before the Board at the April 23, 2019 meeting.
230	FY2019	2018 LEADS Listening Session	Enhance EMS services by providing mental health and ethics training to staff members who respond to EMS calls.	EMS	Additional training related acute mental health issues has been conducted for field staff. Additional training focusing on crisis intervention is being planned at this time. Ethics training has been further incorporated into new member and on-going training.
231	FY2019	2018 LEADS Listening Session	Explore opportunities to improve the recruitment and retention of EMS members.	EMS	As a whole, the EMS industry continues to struggle with recruiting and retaining paramedic candidates. As a part of the FY20 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. EMS staff continues to work with TCC and NFCC to assist with student recruitment and training efforts. EMS participates in numerous high school career fairs and at Leon Works. Staff is also focusing efforts on retaining members through scheduling enhancements and by conducting "retention interviews" to learn why long-term members choose to stay.
232	FY2019	2018 LEADS Listening Session	Review current posting policies and procedures to ensure that ambulance posting is being done in an effective and efficient manner.	EMS	Staff completed a posting analysis and have adjusted post locations to maximize response capabilities. The Office of Resource Stewardship is providing additional locations where ambulances can be shut-off and plugged in and the crew can go inside of a facility. The County is currently purchasing two ambulances with an auxiliary battery system that will allow the ambulance's motor to be shut off while maintaining HVAC and charging systems on the ambulance.
233	FY2019	2018 LEADS Listening Session	Continue to explore the implementation of a Community Paramedic program.	EMS	Staff regularly participates in the Tallahassee Continuum of Care Consortium and regularly meets with stakeholders to work towards identifying solutions for patients with on-going healthcare needs. The County was also instrumental in the creation of a pilot program through the Center for Medicare and Medicaid which will be used as a proof of concept on the federal level to make payment reform to provide services that align with community paramedic concept.

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234	FY2019	2018 LEADS Listening Session	Coordinate with DSEM to enhance public awareness of family and non-family heir property issues.	Human Services & Community Partnerships	A session on heir property was incorporated into the 2019 Home Expo, hosted by DSEM
235	FY2019	2018 LEADS Listening Session	Evaluate utilizing continuing service agreements to attract and increase the number of contractors that participate in the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing began utilizing continuing service agreements for rehabilitation and replacement projects in October 2018
236	FY2019	2018 LEADS Listening Session	Explore opportunities to better educate contractors about the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing staff made presentations at several Tallahassee Builders Association meeting in fall 2018 and spring 2019 on the programs and services of the division
237	FY2019	2018 LEADS Listening Session	Establish a client's satisfaction survey to be completed by Housing Rehabilitation clients	Human Services & Community Partnerships	A client satisfaction survey is included as part of each housing rehabilitation and replacement project
238	FY2019	2018 LEADS Listening Session	For Housing Replacement projects, bid the entire work to be performed including septic tank and well replacement to ensure greater efficiency in the completion of the projects.	Human Services & Community Partnerships	Housing now bids the entire work for housing replacement projects
239	FY2019	2018 LEADS Listening Session	Promote available support services for human service providers through UPHS and other community organizations	Human Services & Community Partnerships	CHSP agencies expressed a need for assistance with graphics, advertising, grant writing, etc Staff reached out to UPHS to connect CHSP agencies with resources that build capacity and accomplish the goals of the agencies.
240	FY2019	2018 LEADS Listening Session	Evaluate the utilization of Veteran Services counselors and collaborate with other organizations that support veterans to ensure maximum use of existing counseling resources.	Human Services & Community Partnerships	Attendees noted a need to increase the ability to service more veterans daily. Staff now attends the VSO monthly commanders meetings. There we share information, promote community engagement with the VA and give feedback and advise regarding Veterans issues.
241	FY2019	2018 LEADS Listening Session	Explore ways to expedite process for providing veterans with an annual bus pass.	Human Services & Community Partnerships	Attendees noted the length of time it takes for a veteran to receive an annual bus pass. If the process cannot be expedited, attendees recommended that daily or weekly bus passes be provided to hold the veteran over until the annual bus pass is ready for pick up. StarMetro now provides Veteran Services with single ride bus passes to give to Veterans until their permanent pass is ready for pick-up.
242	FY2019	2018 LEADS Listening Session	Increase nonprofit, faith-based, and neighborhood participation in the Community Organizations Active in Disaster (COAD) group.	Human Services & Community Partnerships	25 additional faith based organizations that have various resources and services have joined COAD that assist citizens with clean up, chain saw cutting of trees, and installing tarps. Working with United Partners on Human Services, CONA and various networks regarding preparedness and how to get assistance following a disaster.
243	FY2019	2018 LEADS Listening Session	Evaluate implementing flex scheduling to eliminate the use of Probation/Pretrial staff to perform after-hours alcohol testing.	Intervention and Detention Alternatives	In April 2019, IDA staff restructured alcohol testing location and hours for clients. Through cross-training and flexing staff time, clients can report to the main office from 7AM to 7PM Monday through Friday for court-ordered alcohol tests. This change enhanced customer service through the expansion of testing hours and more convenient parking. Additionally, it eliminated this task from the Probation/Pretrial Officer on duty at the detention facility and providing more time for interviewing and releasing responsibilities.
244	FY2019	2018 LEADS Listening Session	Explore automated process for distributing referral documentation directly to court-ordered service providers.	Intervention and Detention Alternatives	IDA staff implemented a direct e-mail account for court-ordered service providers to request forms or documentation necessary to complete enrollment processes for IDA clients. The e-mail account is monitored by IDA administrative staff and responses are provided within one business day.
245	FY2019	2018 LEADS Listening Session	Work to increase engagement with HOAs for improved outreach regarding waste disposal.	Resource Stewardship	With creation of the HOA web page by CMR, solid waste content was included.
246	FY2019	2018 LEADS Listening Session	Provide updated and comprehensive outreach documents regarding waste services and programs, such as a rack card like HHW currently uses.	Resource Stewardship	Rack cards, outreach, marketing items created by CMR.
247	FY2019	2018 LEADS Listening Session	Explore ways to enhance communication efforts to ensure the community is aware of major activities that OEV is involved in and what results are being achieved.	PLACE (OEV)	OEV regularly distributes monthly newsletters that highlight upcoming opportunities, as well as economic data and project announcements. The subscriber list is more than 1,300+ recipients. Additionally, OEV regularly posts to social media sites LinkedIn, Facebook and Twitter.
248	FY2019	2018 LEADS Listening Session	Explore ways to increase public engagement and information sharing, such as developing a public outreach plan.	PLACE (Planning)	Planning created an Outreach webpage with a calendar of events, links to common questions and resources, and helpful videos. Pop up outreach events are also held as possible in conjunction with other events, such as festivals and farmers markets.
249	FY2019	2018 LEADS Listening Session	Enhance the Planning Department's website to make frequently used documents and forms more readily available to customers.	PLACE (Planning)	See above. The Comprehensive Plan was also reformatted to make it easier to read online and an index was added.
250	FY2019	2018 LEADS Listening Session	Provide opportunities for utility services providers to give input during the survey data collection process to better coordinate the timing of construction projects.	Public Works	Although the active Capital Improvement Projects status summary is available to the utility services providers upon request, the representative from Talquin Electric requests a notice from the County after a project kicks-off and before the design survey starts so the utility service providers can provide input during the survey data collection process. Staff and design consultants have been reaching out to the utility service providers when a Capital Improvement Project commences. This will be an ongoing practice.
251	FY2019	2018 LEADS Listening Session	Evaluate further emergency management communication with visitors.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
252	FY2019	2018 LEADS Listening Session	Pursue improvement of Emergency Management communication with industry partners.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
253	FY2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM encourage applicants to complete master building plans for single family development to decrease overall review and approval timeframes.	DSEM	Master plans are currently being utilized by the swimming pool contractors and accessory building distributors. Having a master plan on file eliminates the need for review of the plans/projects and assists with expediting the building permit issuance. The master plan concept could also be beneficial for the contractors who tend to construct homes with the same floor plans, thus eliminating the need to review each plan, and thereby reducing the time to obtain the single family home building permit.
254	FY2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM work with the County Attorney's Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.	DSEM	Environmental staff continue to work with Development Services and applicants to resolve improper subdivisions and lots created by Judicial Orders. Staff provided the Clerk of Courts with a flyer noting requirements that must be satisfied with DSEM prior to recording land transactions. The Clerk has uploaded the flyer to their website. Staff also provided a letter to the Chief Judge to encourage a better understanding of the site and development plan process for their consideration during probate matters.
255	FY2019	2018 LEADS Listening Session	Continue to improve efficiencies of the CHSP online portal.	Human Services & Community Partnerships	In coordination with the City, five listening sessions were held in Spring 2019 with CHSP agencies and Citizen Review Team volunteers to discuss ways to improve the CHSP funding evaluation process.
256	FY2019	2018 LEADS Listening Session	Coordinate with the VA to develop and make available a list of necessary documents for surviving family members.	Human Services & Community Partnerships	Veteran Services now has Federal Benefits Guide for Veterans, Dependents and Survivors. Also our web page has been updated with more community resources.
257	FY2019	2018 LEADS Listening Session	Tours of the Library including behind-the-scenes	Library Services	On-demand tours offered to new cardholders applying in person. "Behind the-scenes" work area tours scheduled in tandem with other library programs.
258	FY2019	2018 LEADS Listening Session	Coordinate with CMR to develop an information packet for new, returning and renewing cardholders	Library Services	Staff at all locations provide personal overview of library welcome brochure and current programs with new cardholders. As part of the new online registration process, the Library has also worked with CMR to develop a Welcome Letter with additional information about programs and services.
259	FY2019	2018 LEADS Listening Session	Add Tech Help feature to Library website	Library Services	Tech help features posted on library web site, self check machines and digital picture frames, and featured in library's electronic newsletter. Will employ digital signage as well when available.

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260	FY2019	2018 LEADS Listening Session	Evaluate opportunities to connect Library patrons to human service providers.	Library Services	Shortcut to 2-1-1 Big Bend added to public computers. Updated homeless resource directory handouts available in all libraries.
261	FY2019	2018 LEADS Listening Session	Develop Library "Superusers" as ambassadors for the library system	Library Services	Working with VolunteerLEON, the Library has developed a plan for enhancing the volunteer program to engage more people in work with the libraries, including superusers.
262	FY2019	2018 LEADS Listening Session	Evaluate offering online library card registrations.	Library Services	Library Staff launched online card registration in December 2019.
263	FY2019	2018 LEADS Listening Session	Help coordinate and organize tours of Marpan and Transfer Station for custodial managers and operations managers of large organizations and buildings in the County in an effort to increase recycling efficiency.	Resource Stewardship	Through the Capital Area Sustainability Compact waste work group, staff has spoken with representatives from various organizations that have expressed interest in touring the facilities. Staff plans to conduct tours for Compact work group members in late 2019 and early 2020.
264	FY2019	2018 LEADS Listening Session	Identify ways to enhance and streamline processes for the purpose of reducing the time needed to participate in the MWSBE Program.	PLACE (OEV)	OEV is currently in the process of finishing migration of the City into B2GNow software. Certification will also be addressed as part of the disparity study which is to be completed in June 2019.
265	FY2019	2018 LEADS Listening Session	Identify ways to notify local businesses about procurement opportunities at other areas agencies, such as developing a resource page on the OEVforBusiness.org website.	PLACE (OEV)	As part of the website designed, OEV will develop an MWSBE microsite. In addition, OEV regularly communicates (via email through B2Gnow) with MWSBE on procurement opportunities. OEV also host industry academies in advance of large bid such as the Tourism marketing RFP.
266	FY2019	2018 LEADS Listening Session	Coordinate with the Sustainability Office and DSEM to ensure proper implementation of the Water Quality Education Program focusing on the impacts of urban fertilizer and septic tanks.	Public Works	CMR has completed the "branding" for the Water Resource Program. Staff from Public Works, the Office of Sustainability, DSEM, and CMR will now proceed with the development of the water quality education program, including a brochure for promotion. The grant for the Water Quality Education program will end in 2021.
267	FY2019	2018 LEADS Listening Session	Work with Northwest Florida Water Management District, City of Tallahassee, and Leon County Office of Information Technology to restore the function and access of the Capital Area Flood Warning Network, a collection of stream and rainfall gages used to monitor conditions throughout the unincorporated area.	Public Works	The Northwest Florida Water Management District has arranged to place real-time Network data on a Cloud-based server for use by the local governments. Further coordination is being pursued with the Leon County OIT to create a visualization program which meets the needs of emergency management. OIT is working with the Northwest Florida Water Management District to access the cloud-based data being made available at this time. It is anticipated to have the access in summer 2020.
268	FY2019	2018 LEADS Listening Session	Evaluate expanding utilization of community service workers and inmate labor to coordinate litter pick up the week before mowing route	Public Works	In addition to roadside litter pick up, inmate crews are now being utilized to cut ditches that machines can not access and remove beaver dams that create flooding problems. Staff will continue to expand utilization of community service workers where feasible.
269	FY2019	2018 LEADS Listening Session	Evaluate further options for a Tourism "training program".	Tourism Development	Provided social media training in December and at Industry Meetings; IDSS training offered in four (4) Hotel Industry Meetings; promoted to partners customer service training offered by Visit Florida.
270	FY2019	2018 LEADS Listening Session	Pursue networking opportunities for tourism industry partners.	Tourism Development	Industry meetings have been held in December on Social Media Best Practices, February on 2020 Marketing Plan Input, and May highlighting National Tourism Week, all with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
271	FY2019	2018 LEADS Listening Session	Host quarterly meetings with Tourism partners in addition to the annual Marketing Rollout to better coordinate marketing efforts throughout the year.	Tourism Development	Industry meetings have been held in December, February, and May with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
272	FY2019	Dorian Mitchell	Wanted to see lights installed for Chaires basketball court.	Resource Stewardship	Parks and Recreation worked with OMB to identify funding for FY19 as part of the overall basketball court renovation project. Completion of the court renovation, along with the lighting installation, occurred in December 2019.
273	FY2019	Ray Akbar	At the Public Spaces to Great Places event focused on the future park space on Orange Avenue, Mr. Akbar approached Blueprint staff with the idea for the construction of a stage as part of that project. The stage would provide the opportunity for impromptu performances, more formal acts, and also serve as a play feature for kids.	PLACE (Blueprint)	The Blueprint team met with Mr. Akbar several times to discuss integrating a stage into the temporary community pace at Orange and Meridian. Mr. Akbar met staff on-site to discuss the location and size of the stage. Ultimately, the stage was constructed as part of the new community space at Orange and Meridian.
274	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	75 items, a combination of print, media and digital were purchased during the month of December in response to Library patron requests.
275	FY2019	Jeannette Johnson	Ms. Johnson suggested installing lights at Broadmoor Pond Park.	PLACE (Blueprint)	Broadmoor Pond Park will soon be transitioned to County ownership. In preparation for that, Blueprint implemented the lighting request. Parks and Recreation has been working on the park signage
276	FY2019	Micosukee Sense of Place Working Group	Members of the working group indicated they felt "left out" of knowing activities going on in the County, particularly the seniors. The proposed solution was to distribute hard-copies of the County Link at the Senior Days/Lunch "N Learn.	Resource Stewardship	Parks and Recreation worked with CMR to have additional hard copies printed of the monthly County Link. Those will be provided to the Leon County Senior Outreach Program for distribution at Lunch "n Learns.
277	FY2019	Delaitre Hollinger	Delaitre Hollinger requested a sign to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway.	Public Works	Delaitre Hollinger spoke during citizens to be heard at the Jan 22 2019 meeting. Commissioner Maddox made a motion to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway. An unveiling ceremony was held on January 31, 2019 and included Mr. Hollinger, the Steele family, and Commissioners.
278	FY2019	Citizen through Comm. Minor	A citizen expressed concerns to Comm. Minor regarding how dark it was around the Fred George Park Museum when HOA meetings or the like concluded in the evenings.	Resource Stewardship	Parks and Recreation explored lighting options with Talquin Electric and County Facilities staff. It was determined that the best and most economical solution was to install LED light packs on the exterior of the building. The retrofit was completed on Feb. 14, 2019.
279	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	184 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
280	FY2019	Matthew Woody	Mr. Woody expressed safety concerns at Micosukee Community Center due to lack of exterior lighting.	Resource Stewardship	At the request of Parks and Recreation, Facilities staff investigated the concerns. It was determined that, in fact, additional lighting could be installed on the building that would better illuminate the parking area. The solution was implemented.
281	FY2019	Sustainability Stakeholders	As Leon County worked on developing a new Integrated Sustainability Action Plan, citizens came together for a feedback session to share their priorities for what the County should include in the plan.	Resource Stewardship	The Office of Sustainability was able to incorporate 96% of the citizens' ideas into the Integrated Sustainability Action Plan.
282	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	157 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
283	FY2019	Sustainability Stakeholder	A citizen suggested to staff that the County should consider strategies to reduce the use of expanded polystyrene (Styrofoam) in County operations.	Resource Stewardship	In August 2019, the BOCC passed a policy banning expanded polystyrene in County operations and at County events.
284	FY2019	George Kaplan	The citizen requested sanitary disposal units be installed in the ladies restrooms at the Edenfield Rd trailhead on Micosukee Greenway.	Resource Stewardship	Greenway staff easily obtained the sanitary disposal units and installed them within the week. Staff will evaluate other facility restrooms for the same need and install if lacking.
285	FY2019	Kyle Chapman	Suggested additional signage at St. Marks Greenway Baum Road trailhead advising users on keeping dogs on a leash.	Resource Stewardship	Parks and Recreation worked with the Division of Operations' sign shop to fabricate signs like those being used at other Greenway locations. Those signs were then installed by April 19, 2019.
286	FY2019	Chritine	This citizen expressed concerns over safety at Fred George Park at the entrances. She indicated walkers and runners were not paying attention to cars entering the Park.	Resource Stewardship	Staff investigated the concerns and determined solutions were warranted. Utilizing the system successfully used along Mahan Dr, staff installed miniature stop signs in June for sidewalk-users at the park entrances to enhance safety.
287	FY2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	508 items, a combination of print, media and digital were purchased during the months of March, April, May and June in response to Library patron requests and informal suggestions.
288	FY2019	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email.	Library Services	153 items, a combination of print and media, were purchased during the month of July in response to Library patron requests.
289	FY2019	Brian Wiebler	After two successful clean-ups on Lake Jackson, Brian suggested Leon County move the event to another water body in need of cleaning - Lake Iamonia.	Resource Stewardship	This year's event, to be hosted on November 2nd, 2019, will be hosted at Lake Iamonia.
290	FY2019	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	181 items were purchased in response to requests made by Library Patrons during the month of August.

#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
291	FY2019	Citizen attendees of Water School	A few attendees of the water school mentioned a greater need for education around single use plastics, perhaps a PSA, in order to reach more people and reduce the amount of plastics that end up in our waterways.	Resource Stewardship	A single use plastics campaign is beginning in January and will involve Sustainability compact members.
292	FY2019	Citizen attendees of Water School	Citizen attendees at the Water School event mentioned a need for more clean-ups of our water ways.	Resource Stewardship	The sustainability office is currently working on using grant dollars to purchase and provide equipment to citizens who want to conduct their own clean up efforts.
293	FY2019	Perry Odom	Citizen suggested that we incorporate pictures into our email news releases.	Community & Media Relations	CMR has begun incorporating pictures from events in our email correspondence/new releases
294	FY2019	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	148 items, a combination of print and media, were purchased during the month of October in response to Library patron requests.
295	FY2019	Citizen attending Dog Park grand opening	Citizen pointed out that small dogs could actually "escape" the fenced area by going between the rungs of the black decorative fence.	Resource Stewardship	Parks and Recreation worked with the vendor to identify the most cost effective solution. Two alternatives were considered: 1. placing windscreen along the fencing or 2. installing a "chicken-wire" type product along the lower portion of the fencing. Ultimately, the chicken-wire solution was selected and installed within two weeks of the suggestion.
296	FY2019	Library Patrons	Library patron purchase requests submitted via our ILLiad system.	Library Services	77 items, a combination of print and media, were purchased during the month of November in response to Library patron requests.
297	FY2020	ACE Transition Program Teachers	Teachers from the ACE Transition Program reached out to staff to see if their students could be placed in intern positions with the County.	Human Services & Community Partnerships	The first group of students with the ACE Transition Program began interning with the County on January 13. Students will intern at the Main Library, HSCP, Facilities Management (Courthouse), and Parks and Recreation (J. Lee Vause Park) during the school year for 1-2 hours per week.