**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.)

**Agenda and Table of Contents**

<table>
<thead>
<tr>
<th>Time (est.)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 a.m.</td>
<td></td>
</tr>
<tr>
<td>1. Welcome – Bryan Deslage, Chairman</td>
<td>1</td>
</tr>
<tr>
<td>Chairman’s Welcome</td>
<td>1</td>
</tr>
<tr>
<td>Ground Rules for the Retreat</td>
<td>1</td>
</tr>
<tr>
<td>Opening Remarks from Commissioners</td>
<td>1</td>
</tr>
<tr>
<td>9:15 a.m.</td>
<td>2</td>
</tr>
<tr>
<td>2. Retreat Overview— Vincent S. Long, County Administrator</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Time (est.)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30 a.m.</td>
<td>8</td>
</tr>
<tr>
<td>3. Update on the Leon County Public Library &amp; the Multi-City/State Tour of Innovative Public Library Systems</td>
<td></td>
</tr>
<tr>
<td>Vincent S. Long, County Administrator</td>
<td></td>
</tr>
<tr>
<td>Wanda Hunter, Assistant County Administrator</td>
<td></td>
</tr>
<tr>
<td>Debra Sears, Library Services Director</td>
<td></td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td>26</td>
</tr>
<tr>
<td>4. How the Role of Public Libraries is Changing</td>
<td></td>
</tr>
<tr>
<td>Charles Pace, Executive Director of the Gwinnett County Public Library</td>
<td></td>
</tr>
<tr>
<td>10:45 a.m.</td>
<td></td>
</tr>
<tr>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>11:00 a.m.</td>
<td>30</td>
</tr>
<tr>
<td>5. Essential Libraries Initiative</td>
<td></td>
</tr>
<tr>
<td>Vincent S. Long, County Administrator</td>
<td></td>
</tr>
<tr>
<td>Heather Peeples, Special Projects Coordinator</td>
<td></td>
</tr>
<tr>
<td>Debra Sears, Library Services Director</td>
<td></td>
</tr>
<tr>
<td>Noon</td>
<td></td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
</tr>
</tbody>
</table>

### Section Two:  
**Progress and Update of the Strategic Plan**

<table>
<thead>
<tr>
<th>Time (est.)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:45 p.m.</td>
<td>43</td>
</tr>
<tr>
<td>6. Strategic Plan Update</td>
<td></td>
</tr>
<tr>
<td>1 p.m.</td>
<td>46</td>
</tr>
<tr>
<td>A. Progress Towards Five-Year Targets and Bold Goals</td>
<td></td>
</tr>
<tr>
<td>1:30 p.m.</td>
<td>68</td>
</tr>
<tr>
<td>B. Strategic Initiatives – Overview and Amend or Add</td>
<td></td>
</tr>
<tr>
<td>2:30 p.m.</td>
<td></td>
</tr>
<tr>
<td>7. Closing Comments and Adjournment (County Administrator and Chairman)</td>
<td></td>
</tr>
</tbody>
</table>
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 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:

<table>
<thead>
<tr>
<th>Plan Year</th>
<th>Action</th>
<th>Board Retreat</th>
<th>Plan Adoption by the Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>n/a</td>
<td>Renewal Year</td>
<td>December 2016</td>
<td>Adopted January 24, 2017</td>
</tr>
<tr>
<td>1</td>
<td>Update Year</td>
<td>December 2017</td>
<td>Revised January 23, 2018</td>
</tr>
<tr>
<td>2</td>
<td>Update Year</td>
<td>December 2018</td>
<td>Revised January 22, 2019</td>
</tr>
<tr>
<td>3</td>
<td>Update Year</td>
<td>January 2020</td>
<td>Revised February 2020</td>
</tr>
<tr>
<td>4</td>
<td>Update Year</td>
<td>January 2021</td>
<td>Revised February 2021</td>
</tr>
<tr>
<td>5</td>
<td>Renewal Year</td>
<td>January 2022</td>
<td>Adoption anticipated in February 2022</td>
</tr>
</tbody>
</table>
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
Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

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-envisions U.S. public libraries for the future. Their findings and recommendations are published in the report Rising to the Challenge: Re-Envisioning Public Libraries.
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
Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

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
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 project called Blueprint to envision a new future for their library. A new strategic plan was developed and guided by input from diverse stakeholders 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 of 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
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,
Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

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

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

- 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:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>FY 2015 – FY 2019 Leon County Public Library System Statistical Report</td>
</tr>
</tbody>
</table>
### FY 2015 – FY 2019 Leon County Public Library System Statistical Report

<table>
<thead>
<tr>
<th>Facility Usage</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Door Count</td>
<td>973,739</td>
<td>978,097</td>
<td>969,148</td>
<td>909,164</td>
<td>865,906</td>
<td>-11%</td>
</tr>
<tr>
<td>Meeting Room Reservations</td>
<td>1,994</td>
<td>2,564</td>
<td>2,912</td>
<td>4,113</td>
<td>4,488</td>
<td>125%</td>
</tr>
<tr>
<td>Tutor Room Reservations</td>
<td>2,500</td>
<td>2,753</td>
<td>2,976</td>
<td>2,198</td>
<td>1,997</td>
<td>-20%</td>
</tr>
<tr>
<td>Total Registered Users</td>
<td>163,204</td>
<td>146,007</td>
<td>124,843</td>
<td>129,832</td>
<td>130,782</td>
<td>-20%</td>
</tr>
<tr>
<td>Cards Renewed</td>
<td>27,815</td>
<td>29,723</td>
<td>28,169</td>
<td>23,595</td>
<td>24,224</td>
<td>-13%</td>
</tr>
<tr>
<td>New Cards Issued</td>
<td>8,820</td>
<td>9,428</td>
<td>9,418</td>
<td>8,736</td>
<td>8,611</td>
<td>-2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Library Cards</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Print</td>
<td>1,133,947</td>
<td>1,055,371</td>
<td>994,357</td>
<td>938,783</td>
<td>979,911</td>
<td>-14%</td>
</tr>
<tr>
<td>Music CDs</td>
<td>27,864</td>
<td>26,798</td>
<td>26,536</td>
<td>19,005</td>
<td>18,070</td>
<td>-35%</td>
</tr>
<tr>
<td>Audiobooks on CD</td>
<td>72,031</td>
<td>68,429</td>
<td>62,655</td>
<td>54,521</td>
<td>51,244</td>
<td>-29%</td>
</tr>
<tr>
<td>DVDs</td>
<td>321,686</td>
<td>325,995</td>
<td>314,835</td>
<td>296,973</td>
<td>316,845</td>
<td>-2%</td>
</tr>
<tr>
<td>Telescopes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>247</td>
<td>192</td>
<td>-22%</td>
</tr>
<tr>
<td>Hotspots</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>121</td>
<td>577</td>
<td>377%</td>
</tr>
<tr>
<td>Online Resources</td>
<td>494,082</td>
<td>393,053</td>
<td>320,926</td>
<td>475,562</td>
<td>495,796</td>
<td>4%</td>
</tr>
<tr>
<td>E-Magazines</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,065</td>
<td>6,404</td>
<td>286%</td>
</tr>
<tr>
<td>E-Books</td>
<td>32,442</td>
<td>32,217</td>
<td>39,484</td>
<td>50,559</td>
<td>66,097</td>
<td>104%</td>
</tr>
<tr>
<td>Downloadable Audiobooks</td>
<td>34,860</td>
<td>39,480</td>
<td>44,284</td>
<td>54,007</td>
<td>71,950</td>
<td>106%</td>
</tr>
<tr>
<td>Streaming Video</td>
<td>17</td>
<td>0</td>
<td>1,247</td>
<td>621</td>
<td>11,496</td>
<td>67,524%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Circulation</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sessions on Desktops</td>
<td>300,067</td>
<td>301,607</td>
<td>293,930</td>
<td>429,972</td>
<td>415,463</td>
<td>38%</td>
</tr>
<tr>
<td>Hours on Desktops</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>226,684</td>
<td>228,779</td>
<td>1%</td>
</tr>
<tr>
<td>Printing</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>208,419</td>
<td>193,699</td>
<td>-7%</td>
</tr>
<tr>
<td>Internet Usage</td>
<td>494,012</td>
<td>301,607</td>
<td>293,930</td>
<td>226,699</td>
<td>211,565</td>
<td>-7%</td>
</tr>
<tr>
<td>Wi-Fi Usage</td>
<td>98,391</td>
<td>94,262</td>
<td>87,135</td>
<td>85,428</td>
<td>83,407</td>
<td>-15%</td>
</tr>
<tr>
<td>Laptop Checkouts</td>
<td>3,355</td>
<td>2,789</td>
<td>1,654</td>
<td>2,775</td>
<td>2,345</td>
<td>-30%</td>
</tr>
<tr>
<td>Program Attendance</td>
<td>FY 15</td>
<td>FY 16</td>
<td>FY 17</td>
<td>FY 18</td>
<td>FY 19</td>
<td>Percent Change</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>Total # of Programs</td>
<td>938</td>
<td>1,019</td>
<td>1,216</td>
<td>1,360</td>
<td>1,548</td>
<td>65%</td>
</tr>
<tr>
<td>Total Program Attendance</td>
<td>31,056</td>
<td>29,525</td>
<td>30,585</td>
<td>37,192</td>
<td>39,558</td>
<td>27%</td>
</tr>
<tr>
<td>Average Attendance per Program</td>
<td>33</td>
<td>29</td>
<td>25</td>
<td>27</td>
<td>26</td>
<td>-23%</td>
</tr>
<tr>
<td># Adult Programs</td>
<td>122</td>
<td>152</td>
<td>200</td>
<td>197</td>
<td>241</td>
<td>98%</td>
</tr>
<tr>
<td>Adult Attendance</td>
<td>13,633</td>
<td>13,146</td>
<td>13,344</td>
<td>11,925</td>
<td>18,323</td>
<td>34%</td>
</tr>
<tr>
<td># Teen Programs</td>
<td>55</td>
<td>48</td>
<td>43</td>
<td>78</td>
<td>69</td>
<td>25%</td>
</tr>
<tr>
<td>Teen Attendance</td>
<td>251</td>
<td>539</td>
<td>423</td>
<td>826</td>
<td>459</td>
<td>83%</td>
</tr>
<tr>
<td># Juvenile Programs</td>
<td>761</td>
<td>819</td>
<td>973</td>
<td>1,085</td>
<td>1,238</td>
<td>63%</td>
</tr>
<tr>
<td>Juvenile Attendance</td>
<td>17,172</td>
<td>15,840</td>
<td>16,818</td>
<td>24,441</td>
<td>20,776</td>
<td>21%</td>
</tr>
<tr>
<td>Outreach Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># Senior Residential Facilities Visited</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>-11%</td>
</tr>
<tr>
<td># of Visits Conducted</td>
<td>178</td>
<td>165</td>
<td>173</td>
<td>190</td>
<td>188</td>
<td>6%</td>
</tr>
<tr>
<td># Senior Resident Participants</td>
<td>1,602</td>
<td>1,420</td>
<td>1,614</td>
<td>1,866</td>
<td>1,840</td>
<td>15%</td>
</tr>
<tr>
<td>Literacy Volunteers of Leon County</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># Adult Literacy Students</td>
<td>442</td>
<td>481</td>
<td>449</td>
<td>482</td>
<td>409</td>
<td>-7%</td>
</tr>
<tr>
<td># K-12 Students Receiving Homework Help</td>
<td>101</td>
<td>144</td>
<td>140</td>
<td>117</td>
<td>28</td>
<td>-72%</td>
</tr>
<tr>
<td># Literacy Volunteers</td>
<td>273</td>
<td>277</td>
<td>320</td>
<td>279</td>
<td>263</td>
<td>-4%</td>
</tr>
<tr>
<td># Literacy Volunteer Hours</td>
<td>8,282</td>
<td>9,147</td>
<td>10,215</td>
<td>11,188</td>
<td>11,375</td>
<td>37%</td>
</tr>
<tr>
<td>Library Volunteers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Library Volunteers</td>
<td>214</td>
<td>224</td>
<td>267</td>
<td>148</td>
<td>199</td>
<td>-7%</td>
</tr>
<tr>
<td># of Library Volunteer Hours Contributed</td>
<td>17,214</td>
<td>15,683</td>
<td>11,023</td>
<td>11,421</td>
<td>9,807</td>
<td>-43%</td>
</tr>
</tbody>
</table>
### State Library of Florida 2018 Annual Public Library Statistics and Ranking Tables Report

<table>
<thead>
<tr>
<th>Metric</th>
<th>Leon County</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(Out of 31 library systems with a service population of 100,001 - 750,000)</td>
</tr>
<tr>
<td>Square Feet Per Capita</td>
<td>0.54</td>
<td>0.54 (156,767 sq ft)</td>
</tr>
<tr>
<td>Total FTE Staff Per 1,000 Residents</td>
<td>0.35</td>
<td>0.35 (101 FTEs)</td>
</tr>
<tr>
<td>Total MLS Staff Per 1,000 Residents</td>
<td>0.12</td>
<td>0.12 (35 MLS Staff)</td>
</tr>
<tr>
<td>Local Operating Revenue Per Capita</td>
<td>$22.93</td>
<td>$22.93 ($6,703,322)</td>
</tr>
<tr>
<td>State Operating Revenue Per Capita</td>
<td>$0.60</td>
<td>$0.60 ($175,330)</td>
</tr>
<tr>
<td>Total Operating Revenue Per Capita</td>
<td>$23.53</td>
<td>$23.53 ($6,879,990)</td>
</tr>
<tr>
<td>Staff Expenditures Per Capita</td>
<td>$18.48</td>
<td>$18.48 ($5,400,885)</td>
</tr>
<tr>
<td>Collection Expenditures Per Capita</td>
<td>$2.13</td>
<td>$2.13 ($621,868)</td>
</tr>
<tr>
<td>Total Operating Expenditures Per Capita</td>
<td>23.19</td>
<td>23.19 ($6,779,002)</td>
</tr>
<tr>
<td>Print Materials Per Capita</td>
<td>2.29</td>
<td>2.29 (670,018 Print Materials)</td>
</tr>
<tr>
<td>Audio - Physical Units Per 1,000 Residents</td>
<td>117.47</td>
<td>117.47 (34,341 Audio)</td>
</tr>
<tr>
<td>Video - Physical Units Per 1,000 Residents</td>
<td>125.48</td>
<td>125.48 (36,682 Videos)</td>
</tr>
<tr>
<td>E-books Per 1,000 Residents</td>
<td>15.13</td>
<td>15.13 (4,423 E-books*)</td>
</tr>
</tbody>
</table>

*Does not include E-books shared by libraries through the Panhandle Library Access Network (PLAN)

<p>| 24 |</p>
<table>
<thead>
<tr>
<th></th>
<th>Leon County</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Materials in All Formats Per Capita</strong></td>
<td>2.53 (741,041 Items)</td>
<td>2nd out of 31</td>
</tr>
<tr>
<td><strong>Circulation Per Capita</strong></td>
<td>4.66 (1,363,614 Circulations)</td>
<td>13th out of 31</td>
</tr>
<tr>
<td><strong>Children's Circulation Per Capita</strong></td>
<td>1.55 (451,799 Circulations)</td>
<td>7th out of 31</td>
</tr>
<tr>
<td><strong>Percent of Population with Library Cards</strong></td>
<td>45% (130,242 Users)</td>
<td>19th out of 31</td>
</tr>
<tr>
<td><strong>Library Visits Per Capita</strong></td>
<td>3.12 (911,058 Visits)</td>
<td>12th out of 31</td>
</tr>
<tr>
<td><strong>Reference Transactions Per Capita</strong></td>
<td>0.87 (253,121 Transactions)</td>
<td>9th out of 31</td>
</tr>
<tr>
<td><strong>Total Program Attendance Per Capita</strong></td>
<td>0.12 (36,458 Attendees)</td>
<td>25th out of 31</td>
</tr>
</tbody>
</table>

*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 needed 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.
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
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.*
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  
(2) Business & Workforce Development  
(3) Civic & Community Engagement  
(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.

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

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

(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.
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.
   
   (A2) Collaborate with arts, humanities, and other creative organizations to provide programming for all ages.
   
   (A3) Offer timely and relevant cultural events and classes that showcase the community’s diversity.
   
   (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:

   o 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.
   
   o Through a local grant and donations from JoAnn’s Fabrics, Orange County developed an after-school, teen sewing camp.
   
   o 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.
Section One: Turning the Page: Re-Envisioning the Possibilities of the Public Library

- **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 as 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 inevitably 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 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 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.
Section Two: Progress and Update of Strategic Plan

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.
Section Two: Progress and Update of Strategic Plan

FY2017-2021 STRATEGIC PLAN

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. (EC1)

Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities. (EC3)

Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation. (EC2)

Grow our tourism economy, its diversity, competitiveness and economic impact. (EC4)

BOLD GOAL

Grow the five-year tourism economy to $5 billion

Progress to Date 57%

($2.85 Billion)*

* Estimate based upon available data.

Updated January 2020
Section Two: Progress and Update of Strategic Plan

5-YEAR TARGETS

PROGRESS TO DATE

» Attract 80 state, regional, or national championships across all sports

» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs

» Connect 5,000 students & citizens to middle skilled job career opportunities

» Host 100,000 residents & visitors as part of the Amphitheater County Concert Series

59% (47 Championships)

166 entrepreneurial ventures (33%), 9,064 new jobs (82%), and 123 high-wage jobs in high tech clusters (31%)

48% (2,398 Students and Citizens)

28% (28,217 Residents and Visitors)
**Section Two: Progress and Update of Strategic Plan**

**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 County 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 (FHSAA) 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)
Section Two: Progress and Update of Strategic Plan

- 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.
Section Two: Progress and Update of 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.\(^\text{(EN)}\)

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

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
## Section Two: Progress and Update of Strategic Plan

### 5-YEAR TARGETS

<table>
<thead>
<tr>
<th>PROGRESS TO DATE</th>
<th>Percentage</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant 15,000 trees including 1,000 in canopy roads</td>
<td>80% (12,279 Trees)</td>
<td>On target</td>
</tr>
<tr>
<td>Ensure 100% of new County building construction, renovation and repair utilize sustainable design</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% community recycling rate</td>
<td>62% Recycling Rate</td>
<td></td>
</tr>
<tr>
<td>Construct 30 miles of sidewalks, greenways and trails</td>
<td>68% (20.3 Miles)</td>
<td></td>
</tr>
</tbody>
</table>
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. (Q1)

Provide relevant library offerings which promote literacy, lifelong learning and social equity. (Q2)

Provide essential public safety infrastructure and services. (Q3)

Support and promote access to basic health and welfare services to our community members most in need. (Q4)

Support strong neighborhoods. (Q5)

Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people. (Q6)

Assist local veterans and their dependents with securing entitled benefits and advocating their interests. (Q7)

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.

Updated January 2020
Section Two: Progress and Update of Strategic Plan

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.
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.

- 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.

Updated January 2020

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...
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.
## Section Two: Progress and Update of Strategic Plan

### IN SUMMARY: FY2017-2021 STRATEGIC PLAN

#### GOALS & TARGETS

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

- 2010: $1.1B
- 2019: $930M
- 2025: $760M

Office of Economic Vitality
TOTAL JOBS

- 2010: 175,000
- 2019: 160,000
- 2025: 145,000

ENVIRONMENT

Parks and Recreation
TOTAL ACRES OPEN TO THE PUBLIC

- 2010: 3,500
- 2019: 2,800
- 2025: 2,100

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

- 2010: 600
- 2019: 480
- 2025: 360
Section Two: Progress and Update of Strategic Plan

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

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Status Complete</th>
<th>In Progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of Preparation of FY 2019-2020 Board Retreat</td>
<td>63 (84%)</td>
<td>12 (16%)</td>
<td>75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status by Main Strategic Priority Alignment</th>
<th>Economy</th>
<th>Environment</th>
<th>Quality of Life</th>
<th>Governance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy</td>
<td>16</td>
<td>2</td>
<td>18</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td>Environment</td>
<td>15</td>
<td>4</td>
<td>19</td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>15</td>
<td>5</td>
<td>20</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Governance</td>
<td>17</td>
<td>1</td>
<td>18</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>12</td>
<td>75</td>
<td></td>
<td>75</td>
</tr>
</tbody>
</table>

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.
Section Two: Progress and Update of Strategic Plan

(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.

  o 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.

  o 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.

  o 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.

  o 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.

  o 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.

  o 2019: County staff met with a Kearney Center representative to identify ways to connect Library patrons experiencing homelessness 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).

  o 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.

  o 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.
Section Two: Progress and Update of Strategic Plan

- **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.

- **2019:** 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 sunsetting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County’s partnership with the City.

- **2019:** 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.
Section Two: Progress and Update of Strategic Plan

- **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.
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.
Section Two: Progress and Update of Strategic Plan

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


- 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
Section Two: Progress and Update of Strategic Plan

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.
Section Two: Progress and Update of Strategic Plan

(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.
   o 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.
   o 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.
   o 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.
   o 2017: On August 8, 2017, Leon County announced the launch of the residential PACE.
   o 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.
   o 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.
   o 2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.
   o 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.
   o 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.
Section Two: Progress and Update of Strategic Plan

(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.
Section Two: Progress and Update of Strategic Plan

(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 $29.52 million. 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 Resource
Section Two: Progress and Update of Strategic Plan

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.
Section Two: Progress and Update of Strategic Plan

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.
Section Two: Progress and Update of Strategic Plan

- **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 Master Plan 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
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.
Section Two: Progress and Update of Strategic Plan

- **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
Section Two: Progress and Update of Strategic Plan

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.

Additional, 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.
Section Two: Progress and Update of Strategic Plan

(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
Section Two: Progress and Update of Strategic Plan

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.

o 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.

o 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.

o 2019: Staff continue to monitor utilization and the need for additional devises. 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.

o 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.

o 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.

o 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.

o 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
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.
Section Two: Progress and Update of Strategic Plan

(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
Section Two: Progress and Update of Strategic Plan

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.
Section Two: Progress and Update of Strategic Plan

(2016-37) Continue to Support Commissioner Desloge during his term as NACo President.
   o 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.
   o 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.
   o 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.
   o 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.
   o 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.
   o 2018: In FY 2018, code compliance was integrated into the ACA software.
   o 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).
Section Two: Progress and Update of Strategic Plan

- 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.
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
Section Two: Progress and Update of Strategic Plan

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.


- 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: 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.


- 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.
Section Two: Progress and Update of Strategic Plan


- 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.
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1</td>
<td>In Progress</td>
<td>EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.</td>
<td>PLACE (Blueprint)</td>
<td>Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.</td>
<td>Action Complete</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Blueprint)</td>
<td>Work with partners and vendor to determine design options for the Amphitheater weatherization.</td>
<td>Action Complete</td>
<td>October 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Blueprint)</td>
<td>Blueprint representatives met with County Administration towards developing a project agreement.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>Present Proposed Weatherization Modifications to the Capital City Amphitheater at Cascades Park</td>
<td>Action Complete</td>
<td>3/13/2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>Provide an update to the Intergovernmental Agency Board regarding the County’s direction for amphitheater weatherization.</td>
<td>Action Complete</td>
<td>3/1/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Blueprint)</td>
<td>Present an update on the Amphitheater weather proofing and sound mitigation.</td>
<td>Action Complete</td>
<td>June Budget Workshop &amp; December IA meeting</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Blueprint)</td>
<td>Construction of Amphitheater weatherization</td>
<td>Action Complete</td>
<td>Summer 2020</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>2</td>
<td>In Progress</td>
<td>ECI - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.</td>
<td>Administration</td>
<td>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.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>County staff served on FSU’s selection committee for a master plan consultant and the University has selected their consultant.</td>
<td>Action Complete</td>
<td></td>
<td>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 $30 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Status report on the Civic Center District Master Plan and funding strategies for a new FSU Convention Center</td>
<td>Action Complete</td>
<td>3/30/18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Participate with FSU in the market and feasibility analysis for the hotel and convention center.</td>
<td>Action In Progress</td>
<td></td>
<td>2020 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 commencement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>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.</td>
<td>Action In Progress</td>
<td></td>
<td>2020 Consulted with feasibility study consultants and provided 10 local, state, and regional meeting planner contacts.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>3</td>
<td>Complete - Ongoing</td>
<td>EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.</td>
<td>Administration</td>
<td>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.</td>
<td>Action Complete</td>
<td>11/22/2016</td>
<td>Board adopted 2017 Legislative Priorities during 10/18/2016 workshop; ratified at 11/22/2016 meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Recommend the Board adopt this issue as part of the 2017 State and Federal Legislative Priorities program.</td>
<td>Action Complete</td>
<td>12/4/2016</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Pursue issue during 2017 Legislative Session</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>Board adopted 2018 Legislative Priorities during 10/24/2017 workshop; ratified at 11/14/2017 meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Recommend the Board adopt this issue as part of the 2018 State and Federal Legislative Priorities program</td>
<td>Action Complete</td>
<td>11/1/2018</td>
<td>Leon County’s legislative team worked 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 the session.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Recommend the Board adopt this issue as part of the 2019 State and Federal Legislative Priorities program</td>
<td>Action Complete</td>
<td>11/1/2019</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>4</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>Administration</td>
<td>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.</td>
<td>Action Complete</td>
<td>10/20/2016</td>
<td>The 2016 Leon Works Expo was held on October 20th at the Lively Technical Center campus.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Host the 2016 Leon Works Expo</td>
<td>Action Complete</td>
<td>10/20/2016</td>
<td>The 2016 Leon Works Expo was held on October 20th at the Lively Technical Center campus.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Provide Status Report on the 2016 Leon Works Expo</td>
<td>Action Complete</td>
<td>12/13/2016</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Launched the Leon Works Junior Apprenticeship (Spring 2017).</td>
<td>Action Complete</td>
<td>3/19/2017</td>
<td>From January 9th to May 18th, 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Present Budget Discussion Item considering funding for Leon Works programs.</td>
<td>Action Complete</td>
<td>3/20/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Hold the 2017 Leon Works Expo</td>
<td>Action Complete</td>
<td>10/20/2017</td>
<td>The 2017 Leon Works Expo was held on October 20, 2017 at the FSU Civic Center.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Hold the 2019 Leon Works Expo</td>
<td>Action Complete</td>
<td>11/12/2018</td>
<td>The 2018 Leon Works Expo was rescheduled to March 8, 2018 due to Hurricane Michael.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>48</td>
<td>Complete</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>Administration</td>
<td>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.</td>
<td>Action Ongoing</td>
<td>1/2/2017</td>
<td>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.</td>
</tr>
<tr>
<td>Administration</td>
<td>Monthly participation in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.</td>
<td>Action Ongoing</td>
<td>1/02/2017</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Partnership with CareerSource to the Junior Apprenticeship and Summer Youth programs.</td>
<td>Action Complete</td>
<td>8/20/2017</td>
<td>In the 3rd 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 as workforce boards and other integral organizations engaging in workforce/talent development.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLACE (DEV)</td>
<td>Establishment of the : Elevate Florida’s Capital for Business: Catalyzing Workforce Development Opportunities program.</td>
<td>Action Complete</td>
<td>3/1/2018</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Services</td>
<td>Meeting with Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources.</td>
<td>Action In Progress</td>
<td>7/11/2019</td>
<td>Admin and Library staff met with a representative from the Kearney Center to identify ways to connect Library patrons experiencing homelessness with available services including employment resources. As a result, the following changes have been implemented:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 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. |

<p>| 2016 | 7              | Complete - Ongoing | ECA - 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). | Action Complete | Fall 2016 | Provided specific community and Apalachee Regional Park information along with 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 | 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 faculty and community assets to make the bid more appealing. | Action Complete | Fall 2016 | Provided specific community and Apalachee Regional Park information along with 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 &amp; 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 along with 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 &amp; 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. |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>6</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency.</td>
<td>Action Complete</td>
<td>2/20/2017</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>The Blueprint Intergovernmental Agency Board of Directors adopted the work plan with an associated timeline and metrics for evaluation.</td>
<td>Action Complete</td>
<td>2/20/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Continuing to update the Blueprint Intergovernmental Agency Board of Directors on the Office of Economic Vitality’s activities and programs each quarter.</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Presented an implementation plan for the Blueprint 2020 infrastructure and economic development program to the Blueprint Intergovernmental Agency Board of Directors.</td>
<td>Action Complete</td>
<td>6/21/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Presented a two year report on the economic development strategic plan to the Blueprint Intergovernmental Agency Board of Directors.</td>
<td>Action Complete</td>
<td>6/20/18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>End of year report to the IA.</td>
<td>Action Complete</td>
<td>9/5/2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>7</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>Complete the joint County/City disparity study and enhancements to the MWSBE program.</td>
<td>Action Complete</td>
<td>2/20/2017</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Approve negotiation of contract award</td>
<td>Action Complete</td>
<td>2/20/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Complete contract negotiation and study timeline</td>
<td>Action Complete</td>
<td>4/30/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Presentation and Discussion of the 2019 Disparity Study</td>
<td>Action Complete</td>
<td>6/27/2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Presentation of a Consolidated MWSBE Policy</td>
<td>Action In Progress</td>
<td>January 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>Complete - Ongoing</td>
<td>EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.</td>
<td>PLACE (OEV)</td>
<td>Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.</td>
<td>Action Complete</td>
<td>1/17/2017</td>
<td>the Office of Economic Vitality serves as the lead team coordinating the application and tour.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Submitted an application to host the 8th ACE.</td>
<td>Action Complete</td>
<td>1/17/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Award the 8th ACE Tour.</td>
<td>Action Complete</td>
<td>3/8/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Official announcement made that Florida will serve as the host for the next ACE Tour</td>
<td>Action Complete</td>
<td>6/17/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Hosted the ACE Tour 8 on December 7 and 8</td>
<td>Action Complete</td>
<td>12/8/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Staff participation in ACE Tours</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>-------------------------------</td>
<td>-------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>9</td>
<td>Complete</td>
<td>EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits</td>
<td>Administration</td>
<td>Evaluate setting the Downtown CRA and corresponding evaluate the effectiveness of the Frenchtown/Southside CRA including the County’s partnership with the City.</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>During the October 24, 2017 meeting, the Board directed the County Administrator to work with the City to develop options to phase out the Downtown CRA.</td>
</tr>
<tr>
<td>2016</td>
<td>10</td>
<td>Complete - Ongoing</td>
<td>EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.</td>
<td>Tourism Development</td>
<td>Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>During the October 24, 2017 meeting, the Board directed the County Administrator to work with the City to develop options to phase out the Downtown CRA.</td>
</tr>
<tr>
<td>2016</td>
<td>11</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses.</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>During the October 24, 2017 meeting, the Board directed the County Administrator to work with the City to develop options to phase out the Downtown CRA.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>-----------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>12</td>
<td>Complete - Ongoing</td>
<td>EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits</td>
<td>Tourism Development</td>
<td>Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP)</td>
<td>Action Complete</td>
<td>2/7/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Construction of the Apalachee Regional Park Access Road</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Workshop on the Apalachee Regional Park Master Plan &amp; Associated Landfill Closure</td>
<td>Action Complete</td>
<td>Summer 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Design of new logo and park signage</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td>Ongoing dialogue with Resource Stewardship and the design consultants to refine the design of the cross country area.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Numerous meetings with cross country collegiate and community partners.</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td>Ongoing dialogue with Resource Stewardship and the design consultants to refine the design of the cross country area.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ongoing dialogue with Resource Stewardship and the design consultants to refine the design of the cross country area.</td>
<td>Action Complete</td>
<td>10/11/2019</td>
<td>Bid was posted to Procurement Connect on 10/1/19.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Seek additional funding to design and construct biking and hiking trails identified in the Master Plan.</td>
<td>Action Complete</td>
<td>10/1/19</td>
<td>Grant submittal has been made for the IMBA Trail Solutions Accelerator Grant Program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Continue working towards 100% engineering design phase for Apalachee Regional Park operations building, awards stage and finish line structure for the cross country course.</td>
<td>Action Complete</td>
<td>Spring 2020</td>
<td>Tourism continues to promote the future permanent infrastructure being built at ARP as leverage to attract additional Cross Country Championship to Leon County.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>13</td>
<td>Complete - Ongoing</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment</td>
<td>Action Complete</td>
<td>January 2018</td>
<td>The Board approved the 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 (NWFWMDC) 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 Project and State Grants.</td>
</tr>
</tbody>
</table>

Public Works
- Presented an agenda item on the FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Belair/Annawood Sewer System Projects
- 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
- Coordinate with Northwest Florida Water Management District on Woodville Septic to Sewer Project funded through the Springs Restoration Grant Program.

Public Works
- Staff participation in the FDEP Otolite Sewage Treatment and Disposal Systems Committee
- Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade
- Provide education on proper operation and maintenance of septic tanks, and impacts to groundwater if not properly maintained.

Resource Stewardship
- Evaluate the possibility of conducting an updated waste composition study
- Reached a recycling rate of 66% in 2017, an 11% increase over 2016.
- Evaluate strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site
- 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.
- 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.
- Conducted a recycling bin and dumpster inventory for all County facilities and parks

Public Works
- Implement the Apalachee Landfill closure process in an environmentally sustainable manner which complements the master planning for the site.

Resource Stewardship
- Achieved a 65% 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.
- Conducted a recycling bin and dumpster inventory for all County facilities and parks
- 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.
- Conducted a recycling bin and dumpster inventory for all County facilities and parks

Public Works
- Implement the Apalachee Landfill closure process in an environmentally sustainable manner which complements the master planning for the site.

Resource Stewardship
- Achieved a 65% 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.
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>16</td>
<td>Complete - Ongoing</td>
<td>EN3 - Promote orderly growth and sustainable land use.</td>
<td>Resource Stewardship</td>
<td>Convene the Leon County Sustainable Communities summit on a bi-annual basis.</td>
<td>Action Complete</td>
<td>March 2018</td>
<td>Event included an industry workshop for 50 stakeholders on 2/18/17 and a community conference for 220 participants on 2/18/17.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2/18/2017</td>
<td>Host the 2017 Summit themed “Exploring Our Backyard”.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>March 2018</td>
<td>Identify theme and event structure through stakeholder meetings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3/23/2019</td>
<td>The 2019 Summit was held on 3/23/19 at the J.R. Adlitt Greenway and featured hands-on activities, workshops, tours, and an opportunity to provide input on the County’s Sustainability Action Plan.</td>
</tr>
<tr>
<td>2016</td>
<td>17</td>
<td>Complete</td>
<td>EN3 - Promote orderly growth and sustainable land use.</td>
<td>PLACE (Planning)</td>
<td>In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program.</td>
<td>Action Complete</td>
<td>June 2017</td>
<td>Budget Workshop 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4/25/2017</td>
<td>During the April 26, 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>October 2017</td>
<td>The Canopy Roads Citizen Committee developed draft goals and text for the management plan and, coordinated planting areas.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>November 2017</td>
<td>In coordination with Public Works and the Canopy Road Citizen Committees, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>November 2017</td>
<td>In coordination with Public Works and the Canopy Road Citizen Committees, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>November 2017</td>
<td>In coordination with Public Works and the Canopy Road Citizen Committees, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>November 2017</td>
<td>In coordination with Public Works and the Canopy Road Citizen Committees, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>---------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>18</td>
<td>In Progress</td>
<td>EN3 - Promote orderly growth and sustainable initiatives</td>
<td>PLACE (Planning)</td>
<td>Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.</td>
<td>Action Complete</td>
<td>March 2017</td>
<td>The County and City Commissions approved the Phase 1 recommendations and authorized moving forward with Phase 2.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Conduct RFP for consultant selection.</td>
<td>Action Complete</td>
<td>October 15, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Complete Phase 1 stakeholder outreach and analysis and present to Commissioners.</td>
<td>Action Complete</td>
<td>December 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Complete Phase 2B which involves the development of necessary ordinances to implement the new fee system.</td>
<td>Action In Progress</td>
<td>August 2021</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Conduct RFP for consultant selection.</td>
<td>Action Complete</td>
<td>December 2020</td>
<td></td>
</tr>
</tbody>
</table>

**Resource Stewardship**

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>19</td>
<td>Complete - Ongoing</td>
<td>EN4 - Reduce our carbon footprint</td>
<td>Resource Stewardship</td>
<td>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.</td>
<td>Action Complete</td>
<td>2/7/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Launch the PACE Program.</td>
<td>Action Complete</td>
<td>6/1/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Ensure vendor participation in the Spring Home Expo</td>
<td>Action Complete</td>
<td>Spring 2018 and 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Ensure vendor participation in the 2018 Sustainable Communities Summit</td>
<td>Action Complete</td>
<td>March 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Write a press release and article in the Democrat announcing the expansion of the PACE program to Commercial-PACE</td>
<td>Action Complete</td>
<td>April 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Facilitate PACE Program presentations for the Tallahassee Builders Association and the Tallahassee Board of Realtors</td>
<td>Action Complete</td>
<td>April/May 2019</td>
<td></td>
</tr>
</tbody>
</table>

**Resource Stewardship**

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>20</td>
<td>Complete - Ongoing</td>
<td>EN5 - Conserve and protect environmentally sensitive lands and our natural resources</td>
<td>Resource Stewardship</td>
<td>Add environmental education kiosks, trail markings/mapping at Greenways and Parks.</td>
<td>Action Complete</td>
<td>February 2017</td>
<td>In coordination with Community &amp; Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Generate site specific collateral such as maps.</td>
<td>Action Complete</td>
<td>May 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Create trail markings for NE Park</td>
<td>Action Complete</td>
<td>Summer 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Create trail marking and mapping for Fred George Greenway</td>
<td>Action Complete</td>
<td>Spring 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Create trail markings and install additional signage at Alfred Greenway.</td>
<td>Action Complete</td>
<td>Spring 2020</td>
<td></td>
</tr>
</tbody>
</table>

**Resource Stewardship**

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>21</td>
<td>Complete - Ongoing</td>
<td>EN6 - Reduce our carbon footprint</td>
<td>Resource Stewardship</td>
<td>Explore new opportunities for solar on County facilities.</td>
<td>Action Complete</td>
<td>January 2017</td>
<td>A mix of sites including stormwater ponds were reviewed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Identify best opportunities and top priorities for solar</td>
<td>Action Complete</td>
<td>February 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Consultant to expand on 2009 solar study to include newly identified locations.</td>
<td>Action Complete</td>
<td>April 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Board consideration of priorities and funding.</td>
<td>Action Complete</td>
<td>April 2018</td>
<td>Agenda item recommending expansion of solar approved by Board at Budget Workshop on April 24, 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Installation of a 19kW solar array on the Office of Resource Stewardship</td>
<td>Action Complete</td>
<td>August 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Select a vendor for the installation of solar arrays on the Northeast Branch Library and the Transfer Station</td>
<td>Action Complete</td>
<td>December 2018</td>
<td>Installation of arrays will commence this fall.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Install a solar array on the Office of Resource Stewardship</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Installation of solar panels at the Northside Regional Park</td>
<td>Action Complete</td>
<td>October 2019</td>
<td></td>
</tr>
</tbody>
</table>

**Public Works**

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>22</td>
<td>Complete - Ongoing</td>
<td>EN4 - Reduce our carbon footprint</td>
<td>Resource Stewardship</td>
<td>Design solar on the 4th floor roof of the Courthouse</td>
<td>Action In Progress</td>
<td>November 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Release RFP for FY2020 solar array</td>
<td>Action In Progress</td>
<td>December 2019</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>22</td>
<td>In Progress</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Support the protection of Lake Talquin.</td>
<td>Action In Progress</td>
<td>December 2021</td>
<td>Draft TMDL presented at February public hearing; administrative challenge filed by BASP; staff continues to monitor TMDL documents. The next FDEP meeting is scheduled for November 20, 2019.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Monitor FDEP development of a Total Maximum Daily Load for the Chipolnkeinnee River and Lake Talquin to protect and restore the resource.</td>
<td>Action In Progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Obtain additional water quality samples to determine what, if any, further actions are needed for the Leon County discharges directly into Lake Talquin.</td>
<td>Action In Progress</td>
<td>TBD</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>23</td>
<td>Reduce nitrogen impacts in the PSPZ (primary springs protection zones) by identifying cost effective and financially feasible ways including:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>23A</td>
<td>Complete - Ongoing</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Develop a septic tank replacement program.</td>
<td>Action Complete</td>
<td>December 2017</td>
<td>Permits issued 2012 through 2018 have been identified.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Use permit process to identify septic tanks (OSTDS) requiring repair or upgrade.</td>
<td>Action Complete</td>
<td>December 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.</td>
<td>Action Complete</td>
<td>January 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Develop the Pilot program Selection Policy for Board Approval</td>
<td>Action Complete</td>
<td>July 9, 2019</td>
<td>Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades Policy at the July 9, 2019 meeting.</td>
</tr>
<tr>
<td>2016</td>
<td>23B</td>
<td>In Progress</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Evaluate requiring advanced wastewater treatment (AWT) for new construction.</td>
<td>Action Complete</td>
<td>January 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.</td>
<td>Action Complete</td>
<td>January 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Identify impacts of requiring nitrogen-reducing OSTDS or connection to the City of Tallahassee advanced wastewater treatment system for any new construction.</td>
<td>Action Complete</td>
<td>December 2020</td>
<td>Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017; staff ordinance for Board review planned for December 2020.</td>
</tr>
<tr>
<td>2016</td>
<td>24</td>
<td>Continue to expand recreational amenities to include:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>24A</td>
<td>Complete - Ongoing</td>
<td>EN1 - Maintain and enhance our parks and recreational offerings and green spaces.</td>
<td>Resource Stewardship</td>
<td>Develop and implement a master plan for the Apalachee Regional Park.</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td>Study complete, final action pending siting of restroom facilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Conduct study to determine scope and supply source to extend water main for future facility development.</td>
<td>Action Complete</td>
<td>Fall 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Board approval of bid award for paving a portion of the western most access road</td>
<td>Action Complete</td>
<td>2/7/2017</td>
<td>Construction has commenced.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Workshop on the Apalachee Regional Park Master Plan &amp; Associated Landfill Closure</td>
<td>Action Complete</td>
<td>10/4/2017</td>
<td>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 11/6 and 11/7.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>MCC consideration of funding requests for build out of master plan, operational equipment, and operating staff support.</td>
<td>Action Complete</td>
<td>Associated budget cycles</td>
<td>FY18 equipment request, FY19 staffing request to support ORS and Tourism</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Design Team (DRMP, Wood+Partners, and Barnett Fronczak) Scope of Services Executed for Stage 1 infrastructure</td>
<td>Action Complete</td>
<td>02/06/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>ARD Design Charrette with Partners (TDC, FSU, Gulf Winds, COCA, and Design Team)</td>
<td>Action Complete</td>
<td>03/19/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>USACE release for infrastructure improvements to the cross country course</td>
<td>Action Complete</td>
<td>December 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Board approval of bid award for Apalachee Regional Park cross country infrastructure improvements.</td>
<td>Action Complete</td>
<td>Winter 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Work with Design Team (DRMP and Wood+Partners) on Site Analysis, trail design and construction, and roadways.</td>
<td>Action Complete</td>
<td>Spring 2020</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>24B</td>
<td>Complete - Ongoing</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces.</td>
<td>Resource Stewardship</td>
<td>Develop a program to establish a signature landscaping feature with a regular blooming season.</td>
<td>Action Complete</td>
<td>Spring 2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Engage landscape and horticulture experts to identify proposed plant(s) and site(s).</td>
<td>Action Complete</td>
<td>Summer 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Provide status report to BOCC on proposed approach.</td>
<td>Action Complete</td>
<td>April 25, 2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement planting - three test varieties planted</td>
<td>Action Complete</td>
<td>March-March 2018</td>
<td>The native Southern Crab Apple and two hybrid varieties were planted offshore to evaluate growth patterns and assist staff in developing maintenance procedures.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement planting at Pedrick Pond Park</td>
<td>Action Complete</td>
<td>April 2019</td>
<td>The native Southern Crab Apple trees were planted as part of the project.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement planting at Martha Weilman Park</td>
<td>Action Complete</td>
<td>January 2020</td>
<td>Crab apple trees are being planted as part of the 2020 Arbor Day Tree Planting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement planting at Briton Dr. Park</td>
<td>Action Complete</td>
<td>January 2020</td>
<td>Crab apple trees being planted as part of the Briton Dr. Park renovations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Generate educational material to target area citizens and develop outreach for potential tourists.</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>24C</td>
<td>Complete - Ongoing</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces.</td>
<td>PLACE (Blueprint)</td>
<td>Implement the Tallahassee-Leon County Greenways Master Plan.</td>
<td>Action Complete</td>
<td>February 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Board approval of Memorandum of Understanding for LOEF for the Lake Jackson Paddling Trail</td>
<td>Action Complete</td>
<td>September 2018</td>
<td>Considered part of &quot;Other Greenway Projects&quot; (Page 114 of the Master Plan)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>All 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.</td>
<td>Action Complete</td>
<td>February 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Installation of signage for Lake Jackson Blueway</td>
<td>Action Complete</td>
<td>April 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BOC consideration of funding requests for staff to support the opening of additional greenway acreage.</td>
<td>Action Complete</td>
<td>June 2017</td>
<td>Greenway lands include: 160 acres of the parent parcel at St Marks, 160 acres of the parent parcel at Fred George, and 32 acres of trails at the parent parcel at NE park.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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</td>
<td>Action Complete</td>
<td>August 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td>Action Complete</td>
<td>September 2018</td>
<td>Project is included in the Greenways Masterplan.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Through negotiations contracted 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.</td>
<td>Action Complete</td>
<td>February 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td>Action Complete</td>
<td>November 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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 prioritization of projects in the Greenways Master Plan for the Blueprint 2020 program.</td>
<td>Action in Progress</td>
<td>January 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Plannng, 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.</td>
<td>Action in Progress</td>
<td>November 2020</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>--------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>24A</td>
<td>Complete - Ongoing</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces</td>
<td>Resource Stewardship</td>
<td>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.</td>
<td>Action In Progress</td>
<td>December 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration Convened Nature Coast Regional Trail Meeting.</td>
<td>Action Complete</td>
<td>3/25/2017</td>
<td>In partnership with the Florida Greenways &amp; Trails Foundation, staff convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Construction of trail head for North East Park</td>
<td>Action Complete</td>
<td>10/8/2018</td>
<td>The ribbon cutting for the NE Park trail was held on January 8, 2018.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Board approval of bid award for construction of St. Marks Headwaters Greenway trail head and 3 miles of trail</td>
<td>Action Complete</td>
<td>1/24/2018</td>
<td>The ribbon cutting for St. Marks Headwaters Greenway - Baum Rd Trailhead was held on January 24, 2018.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Design and Permit Phase II of the St. Marks Headwaters Greenway including 4 miles of trail</td>
<td>Action In Progress</td>
<td>Winter 2020</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Host public meetings to refine scope and award bid for St. Marks Headwaters Greenway Phase II</td>
<td>TBD</td>
<td>Winter 2020</td>
<td>Design and permitting is anticipated to take 18 to 24 months, beginning Spring 2017.</td>
</tr>
<tr>
<td>2016</td>
<td>24B</td>
<td>In Progress</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces</td>
<td>PLACE (Planning)</td>
<td>PLACE (Planning) Work with partners to utilize rights-of-way and utility easements to further expand the trail system.</td>
<td>Action Ongoing</td>
<td>Implementing the Greenways Master Plan is an ongoing project receiving an annual funding allocation through the penny sales tax extension between 2020 - 2039.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>24C</td>
<td>Complete - Ongoing</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship Identify opportunities to create dog parks in the unincorporated area.</td>
<td>Action Complete</td>
<td>10/24/2017</td>
<td>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 six to six feet high. Opportunities for corporate sponsorship or grants will be explored to help offset the project cost.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Approval of Phase I of the Apalachee Regional Park Master Plan, which includes a dog park.</td>
<td>Action Complete</td>
<td>4/24/2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Budget discussion item considering funding to construct dog parks</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship First site has been identified as Bradfordville Community Center</td>
<td>Action Complete</td>
<td>10/31/2019</td>
<td>Grand opening was held on 10/31/2019.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship Second site has been identified as J. Lee Vause Park</td>
<td>Action In Progress</td>
<td>Winter 2019</td>
<td></td>
</tr>
</tbody>
</table>

111
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>13</td>
<td>In Progress</td>
<td>Q3 - Support strong neighborhoods.</td>
<td>PLACE (Planning)</td>
<td>Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing.</td>
<td>Action Complete</td>
<td>November 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Community Survey and Outreach on Draft Community Values.</td>
<td>Action Complete</td>
<td>February 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Develop Draft Goals and Related Public Engagement.</td>
<td>Action Complete</td>
<td>April 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Host a community forum dedicated to rural community issues.</td>
<td>Action Complete</td>
<td>April 18, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Develop Draft Implementing Objectives &amp; Related Public Engagement. (Third Round of Outreach)</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Prepare and release an RFP for a land use consultant to complete additional infrastructure and policy analysis.</td>
<td>Action Complete</td>
<td>November 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Review similar scopes by other communities and develop a new RFP.</td>
<td>Action In Progress</td>
<td>February 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Consultant execution of scope of work.</td>
<td>Action In Progress</td>
<td>Fall 2022</td>
<td>Actual end date will depend on the winning proposal.</td>
</tr>
</tbody>
</table>

<p>| 2016 | 14            | 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. | Action Ongoing | Summer 2017 | New EMS records system initiated in April 2017 with patient data provided in compliance with hospital requirements. |
|      |               |                  |                   | EMS | Implement additional data sharing systems with TMM &amp; CRMC. | Action Ongoing |           |                      |
|      |               |                  |                   | EMS | Implement new stroke patient treatment protocol | Action Ongoing | Spring 2017 | Protocol implemented after seeking input from TMM &amp; 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 |           |                      |
|      |               |                  |                   | EMS | Continue participation in the Tallahassee Care Consortium | Action 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 TMM &amp; CRMC | Action Ongoing |           | As a part of the quality assurance process, staff regularly attends STEM: 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 | 1/01/2018 | 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 |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>27</td>
<td>Complete</td>
<td>44 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
<td>Action Complete</td>
<td>2/15/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Meeting with the city and human services agencies to develop a new CHSP process.</td>
<td>Action Complete</td>
<td>5/1/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Status Report on the Community Human Services Partnership</td>
<td>Action Complete</td>
<td>7/11/2017</td>
<td>At the July 11, 2017 Board meeting, staff provided a status report on the Community Human Services Partnership.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>An agenda item on the two-year CHSP application and funding cycle</td>
<td>Action Complete</td>
<td>10/10/2017</td>
<td>On October 10, 2017, the Board approved the implementation of a two-year application and funding process for CHSP.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>MOU between the County and City memorializing the commitment to the CHSP process.</td>
<td>Action Complete</td>
<td>5/1/2018</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>28</td>
<td>In Progress</td>
<td>44 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
<td>Action Complete</td>
<td>5/1/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>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</td>
<td>Action Complete</td>
<td>2/4/2017</td>
<td>At the January 24, 2017 regular meeting, the Board approved 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Tallahassee-Leon County Affordable Housing Workgroup Status Report.</td>
<td>Action Complete</td>
<td>5/25/2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Presentation of the Joint County-City Affordable Housing Work Group.</td>
<td>Action Complete</td>
<td>No later than June 30, 2017</td>
<td>The Workgroup’s initial plan is to be completed within 180 days of commencement and shall discontinue after 180 days or no later than June 30, 2017.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Joint County/City Workshop on the Affordable Housing Workgroup Final Report</td>
<td>Action Complete</td>
<td>6/9/2017</td>
<td>The county and city commissioners held a joint workshop at which time staff’s recommendation as amended by the two Commissions were approved.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Status Report on the Joint County-City Affordable Housing Work Group’s recommendations</td>
<td>Action Complete</td>
<td>6/19/2018</td>
<td>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 Unlaid Human Services Partnerships for administrative support to the Tallahassee-Leon County Housing Leadership Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Approval of Agreement with Tallahassee Lender’s Consortium to serve as the Community Land Trust</td>
<td>Action In Progress</td>
<td></td>
<td>Staff will bring an agenda item to Board in Spring 2020 to approve agreement with Tallahassee Lender’s Consortium.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------------</td>
<td>---------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>29 A</td>
<td>Complete - Ongoing</td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
<td>Action Ongoing</td>
<td>August 2016</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>29 B</td>
<td>Complete - Ongoing</td>
<td></td>
<td>EMS</td>
<td>Dementia sensitivity training for paramedics and emergency medical technicians in Emergency Medical Services (EMS).</td>
<td>Action Ongoing</td>
<td>August 2016</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>29 B</td>
<td>Complete - Ongoing</td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Public education campaign to increase awareness of dementia and the available dementia services throughout the community.</td>
<td>Action Ongoing</td>
<td>August 2016</td>
<td>On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council has achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (OCCI) 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.</td>
</tr>
<tr>
<td>2016</td>
<td>30 B</td>
<td>Complete - Ongoing</td>
<td></td>
<td>Resource Stewardship</td>
<td>Exploring opportunities to address fraud/scams targeted towards seniors.</td>
<td>Action Ongoing</td>
<td>July 2017</td>
<td>Staff will arrange shredding service and co-promote with Senior Outreach Program. Service to occur at least twice at all six program sites.</td>
</tr>
<tr>
<td>2016</td>
<td>30 B</td>
<td>Complete - Ongoing</td>
<td></td>
<td>Resource Stewardship</td>
<td>Establish opportunity for routine shredding of sensitive documents in conjunction with senior programming at Community Centers</td>
<td>Action Ongoing</td>
<td>July 2017</td>
<td>The Senior Outreach Program continues to host Lunch &amp; 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 identity theft and other fraud/scams targeted towards seniors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Work with the Senior Outreach Program to include Fraud/Scam speakers at Lunch &amp; Learns</td>
<td>Action Ongoing</td>
<td>FY 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FY 2019</td>
<td>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.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>29C</td>
<td>Complete – Ongoing</td>
<td>Q4 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Tourism Development</td>
<td>To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.</td>
<td>Action Complete</td>
<td>Spring 2017</td>
<td>The newly formed executive committee is working to reform the Choose Tallahassee efforts and strategic direction. Staff is supporting with marketing expertise and guidance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Meet with the Choose Tallahassee newly formed board and develop an understanding of their new marketing direction.</td>
<td>Action Complete</td>
<td>Spring 2017</td>
<td>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.).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Continue to meet with Choose Tallahassee executive committee and full board as scheduled.</td>
<td>Action Ongoing</td>
<td></td>
<td>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.).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Status update on the Joint Project Services Agreement with Choose Tallahassee</td>
<td>Action Complete</td>
<td>12/12/2017</td>
<td>At the Board’s December 12, 2017 meeting, staff will provide a status update on the Joint Project Services Agreement with Choose Tallahassee.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Restructured contractual relationship with Choose Tallahassee and Tourism to a more efficient and effective approach.</td>
<td>Action Complete</td>
<td>March 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Participated in strategy meetings providing marketing insight and technical support of their new FY18 Marketing Plan.</td>
<td>Action Complete</td>
<td>Spring &amp; Summer 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Participate in strategy meetings providing marketing insight and technical support of their new FY19 Marketing Plan.</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td>Awaiting documentation of 2018 expenses and receipt of final FY19 Marketing Plan before releasing the FY19 payment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td>Action Complete</td>
<td>Spring 2020</td>
<td>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.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>-------------------------------</td>
<td>--------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>10</td>
<td>Complete - Ongoing</td>
<td>Q4 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Intervention and Detention Alternatives</td>
<td>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.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Continued participation in Data Driven Justice learning opportunities through NACO.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Worked with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders.</td>
<td>Action Complete</td>
<td>11/30/2017</td>
<td>Staff continue to explore programs and services available through community agencies to more effectively engage pre and post sentenced offenders and increase their employability opportunities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Wanda Hunter, Assistant County Administrator, was a speaker on the panel discussion &quot;Overcoming Barriers to Integrate and Share Justice and Health Data&quot; at the 2017 NACO Legislative Conference in Washington, D.C.</td>
<td>Action Complete</td>
<td>2/27/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Completed training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness.</td>
<td>Action Complete</td>
<td>3/2/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Participated with CARES for the Inmate Re-entry Program (CARESIP) including a review of the current program operations.</td>
<td>Action Complete</td>
<td>3/18/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Prepared an agenda item for approval of a publication for distribution to citizens identifying mental health services in the community.</td>
<td>Action Complete</td>
<td>3/18/2017</td>
<td>Staff worked with the BAC, 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>In partnership with the State Attorney’s Office, facilitate modifications to the adult civil citation program.</td>
<td>Action Complete</td>
<td>4/9/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>In partnership with the State Attorney’s Office, facilitate modifications to the adult civil citation program.</td>
<td>Action Complete</td>
<td>4/9/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Status Report on the Adult Civil Citation Program in Leon County</td>
<td>Action Complete</td>
<td>11/28/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Partnered with Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair for citizens reentering into the community.</td>
<td>Action Complete</td>
<td>11/28/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Developed a Strategic Interagency 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.</td>
<td>Action Complete</td>
<td>11/28/2017</td>
<td>Developed and used the Ohio Risk Assessment System (ORAS) in the supervision of participants in Veterans Treatment Court.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Participated in the #100Day Bail Reform Program to address the issue of pretrial detention.</td>
<td>Action Complete</td>
<td>11/28/2017</td>
<td>Developed and used the Ohio Risk Assessment System (ORAS) in the supervision of participants in Veterans Treatment Court.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Developed an enhanced enforcement plan for offenders participating in Mental Health and Substance Abuse Intervention &amp; 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.</td>
<td>Action Complete</td>
<td>11/28/2017</td>
<td>Developed and used the Ohio Risk Assessment System (ORAS) in the supervision of participants in Veterans Treatment Court.</td>
</tr>
</tbody>
</table>

116
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>31</td>
<td>Complete - Ongoing</td>
<td>Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.</td>
<td>Action Complete</td>
<td>11/5/2019</td>
<td>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.</td>
</tr>
<tr>
<td>2016</td>
<td>32</td>
<td>Complete - Ongoing</td>
<td>Q3 - Provide essential public safety infrastructure and services.</td>
<td>Public Works</td>
<td>Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.</td>
<td>Action Complete</td>
<td>11/5/2019</td>
<td>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.</td>
</tr>
</tbody>
</table>

**Human Services & Community Partnerships**

<table>
<thead>
<tr>
<th>Action</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Complete 11/5/2019</td>
<td>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.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>34</td>
<td>Complete - Ongoing</td>
<td>Q4 - Support and promote access to basic health and welfare services to our community members most in need.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.</td>
<td>Action Complete</td>
<td>April 23, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Budget Discussion Item on the Healthcare Competitive Provider Reimbursement Pool</td>
<td>Action Complete</td>
<td>April 25, 2017</td>
<td>At the April 2017 Budget Workshop, the Board directed staff to implement the following staff recommendations:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Approval of Revised Contract Agreements with Healthcare Providers</td>
<td>Action Complete</td>
<td>October 24, 2017</td>
<td>County funds are being utilized to draw down an additional $449,303 in Low Income Pool funding from the federal government.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Consideration of FY2019 funding for the Carenet Program</td>
<td>Action Complete</td>
<td>April 18, 2019</td>
<td>The FY2018/2019 includes $1.7 million to support the primary healthcare program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Consideration of FY2020 funding for the Carenet Program</td>
<td>Action Complete</td>
<td>April 18, 2019</td>
<td>The FY2019/2020 includes $1.7 million to support the primary healthcare program.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>--------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2018</td>
<td>25</td>
<td>Complete</td>
<td>O2 - Provide relevant library offerings which promote literacy, lifelong learning and social equity</td>
<td>Library Services</td>
<td>Explore opportunities to increase to high speed internet access through a “mobile hot spot” library lending program.</td>
<td>Action Complete</td>
<td>4/18/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>Study and research the topic, including similar initiatives in other counties, costs and equipment. Action Complete</td>
<td>4/25/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>Budget Workshop item to consider establishing a Pilot Mobile Hotspot Library Lending Program that allows checking out hotspots for library users without internet access at home. Action Complete</td>
<td>JUNE 2018</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>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</td>
<td>6/2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>Procedures developed/devices selected/software in process of selection and purchase. Action Complete</td>
<td>6/2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>24 mobile hot spots were available to the public. Action Complete</td>
<td>7/15/18</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>11 additional hot spots added due to public demand. Action Complete</td>
<td>11/9/18</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Library Services</td>
<td>Continued monitoring of hot spot circulation. Action Ongoing</td>
<td>Ongoing</td>
<td></td>
<td>Circulation of hot spots remains robust. 577 hot spot uses in FY19, an increase of 237% over FY18.</td>
</tr>
<tr>
<td>2018</td>
<td>18</td>
<td>Complete - Ongoing</td>
<td>O1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service in Leon County</td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
<td>Action Complete</td>
<td>3/9/2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Staff hosted first Club of Honest Citizens Created Equal event with 600 residents in attendance. Action Complete</td>
<td>1/11/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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</td>
<td>3/31/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Library Lecture Series will take place in April, May, August, and November 2017. Action Complete</td>
<td>11/27/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Hosted three Library Lecture Series in 2018 in January, April, and May. Action Complete</td>
<td>4/14/18</td>
<td></td>
<td>January lecture featured Dr. Katherine Coffin to discuss Placemaking. April lecture featured Dr. Zwilich and Trio Aquil. May lecture featured FAMU History Professor Charles Young.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Host Fast Forward with the Village Square Action Complete</td>
<td>1/25/2019</td>
<td></td>
<td>The event featured fast-paced presentations in PechaKucha format that takes a look at important topics and current issues in Leon County.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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</td>
<td>3/29/18</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Citizen Engagement Series event Prepare Now to feature Hurricane/Storm designation Action Complete</td>
<td>3/23/2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Planning hosted Rural Economic Development Workshop with panels that discussed business opportunities in the rural communities Action Complete</td>
<td>4/18/19</td>
<td></td>
<td>CMR promoted the event through the LINK, radio, social media, and news release</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Partnered with The Big Event and hosted students at Jackson View Park. Action Complete</td>
<td>3/30/19</td>
<td></td>
<td>Worked with Parks and Rec to host students that would come and assist with matching and other beautification efforts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Hosted Citizen Engagement Series Prepare Now for third year. Action Complete</td>
<td>3/29/19</td>
<td></td>
<td>This year’s event featured a new module “Home is Where Preparedness Is” and featured new sandbox filter which was a recommendation in the AAR.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>37</td>
<td>Complete</td>
<td>G1</td>
<td>Administration</td>
<td>Continue to Support Commissioner Desloge during his term as NACo President.</td>
<td>Action Complete</td>
<td>12/10/2016</td>
<td>Hosted the NACo Fall Board meeting in December 2016.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Assist Commissioner Desloge as needed during NACo 2017 Legislative Conference.</td>
<td>Action Complete</td>
<td>1/10/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Assist Commissioner Desloge as needed during NACo 2017 Annual Conference.</td>
<td>Action Complete</td>
<td>7/24/2017</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>38</td>
<td>Complete</td>
<td>G5</td>
<td>Administration</td>
<td>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.</td>
<td>Action Complete</td>
<td>1/10/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Workshop on Establishment of a Citizen Charter Review Committee (CCRC).</td>
<td>Action Complete</td>
<td>4/4/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Staff will prepare an agenda item for the Board to make appointments to the CCRC.</td>
<td>Action Complete</td>
<td>10/10/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Presentation of the CCRC's Final Report and Board consideration of any proposed amendments.</td>
<td>Action Complete</td>
<td>2/27/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Public hearing for proposed charter amendments.</td>
<td>Action Complete</td>
<td>2/27/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.</td>
<td>Action Complete</td>
<td>4th Qtr FY17</td>
<td>The migration was staged for the Clerk's Office, Elections, Courts, Tax Collector, State Attorney's Office, and the Leon County Government Departments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Secure services for Active Directory health check and readiness for O365 migration.</td>
<td>Action Complete</td>
<td>4th Qtr FY18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Budget proposal on migration to Microsoft Outlook.</td>
<td>Action Complete</td>
<td>April 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Technical Implementation and Training Plan for IT staff.</td>
<td>Action Complete</td>
<td>April 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Develop training plan with vendors.</td>
<td>Action Complete</td>
<td>April 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Train technical staff and implement test areas for OIT.</td>
<td>Action Complete</td>
<td>August 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Meet with Technical Leaders for Agencies and Departments for requirements for configuration planning.</td>
<td>Action Complete</td>
<td>August - November 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Train User Groups on initial system basics. Specific training will occur during Go-live for each area.</td>
<td>Action Complete</td>
<td>October - December 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Launch Migration/Implementation Configuration.</td>
<td>Action Complete</td>
<td>October - December 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Do-For users.</td>
<td>Action Complete</td>
<td>October - December 2018</td>
<td>By December 19, 2018, all users had transitioned.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Lunch and Learn Sessions.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td>Two sessions have been held during the 1st quarter of 2019 for searching emails and managing calendars. Plan to have a session each quarter.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Replacement of Survey Monkey with Forms.</td>
<td>Action Complete</td>
<td>April 2019</td>
<td>Licensing costs for Survey Monkey will be avoided to about $850 per user.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Replace Engineering Agenda Process with Visio Drive and Flow.</td>
<td>Action Complete</td>
<td>Spring 2019</td>
<td>Requirements have been developed. VDI components are now in place: training is underway and prototype is being developed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Replacement of Dropbox with One Drive.</td>
<td>Action Complete</td>
<td>6/30/19</td>
<td>Approximately 150 users are to be converted to use of One Drive. This Library group has transitioned. Users in DSEM and Public Works are next. This will be a cost saving of approximately $20,000 - $30,000.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
<td>--------------</td>
<td>----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>40</td>
<td>Ongoing</td>
<td>G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.</td>
<td>Information &amp; Technology</td>
<td>Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.</td>
<td>Action Complete</td>
<td>December 2016</td>
<td>All inspectors outfitted with new devices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deployment of smartphones and new tablet field devices</td>
<td>Action Complete</td>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implementation of the new Accele Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff</td>
<td>Action Complete</td>
<td>January 2017</td>
<td>100% of permitting activity occurs in the online ACA module.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Launch of ACA mobile app for public use</td>
<td>Action Complete</td>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Code Compliance integration</td>
<td>Action Complete</td>
<td>December 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>Process improvements and report creation</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information &amp; Technology</td>
<td>GIS interface being finalized</td>
<td>Action In Progress</td>
<td></td>
<td>Working with a third party vendor for enhancements.</td>
</tr>
<tr>
<td>2016</td>
<td>41</td>
<td>Ongoing</td>
<td>G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County’s Core Values.</td>
<td>Human Resources</td>
<td>Continue County sponsorship of employees’ participation in the Certified Public Manager training.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Class of 2017 graduated from FSU’s Certified Public Manager training.</td>
<td>Action Ongoing</td>
<td>Summer 2017</td>
<td>Four (4) Leon County employees graduated from FSU’s Certified Public Manager (CPM).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Class of 2019 graduated from FSU’s Certified Public Manager training.</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A new cohort of employees have been selected to participate in the Certified Public Manager program.</td>
<td>Action Complete</td>
<td>November 2019</td>
<td>New employees are identified biannually to participate in the Certified Public Manager program which is scheduled to begin in November 2019.</td>
</tr>
<tr>
<td>2016</td>
<td>42</td>
<td>Ongoing</td>
<td>G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.</td>
<td>Administration</td>
<td>Seek opportunities for partnerships through NACo and FAC’s enterprise programs.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Leon County continues to participate in the NACo’s Live Healthy Project which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>Leon County continues to participate in the NACo/FAC Life Insurance Program with Boston Mutual.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Financial Stewardship</td>
<td>Leon County continues to participate in NACo’s U.S. Communities Government Purchasing Alliance.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>Leon County continues to participate in the NACo/FAC Deferred Compensation Program with Nationwide Retirement Solutions.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>Leon County continues to participate in the Florida Municipal Insurance Trust Property and Workers Compensation Program.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td>FAC has partnered with the Florida League of Cities to offer bundled coverages to counties and municipalities through the Florida Municipal Insurance Trust (FMIT).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>County Administration continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>43</td>
<td>Complete - Ongoing</td>
<td>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.</td>
<td>Administration</td>
<td>Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.</td>
<td>Action Complete</td>
<td>5/9/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>Status report on the potential for consolidation of animal services between the City and County.</td>
<td>Action Complete</td>
<td>10/26/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Established the Tallahassee-Leon County Affordable Housing Workgroup.</td>
<td>Action Complete</td>
<td>11/15/2017</td>
<td>For 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Creation of a shared Animal Abuser Registry.</td>
<td>Action Complete</td>
<td>12/12/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Development of a new CHSP process with the City of Tallahassee</td>
<td>Action Complete</td>
<td>2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (DEV)</td>
<td>Joint Disparity Study</td>
<td>Action Complete</td>
<td>2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (DEV)</td>
<td>Joint Alternative Mobility Funding Systems Study</td>
<td>Action Complete</td>
<td>2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (DEV)</td>
<td>Land Use Element Update Consulting Services</td>
<td>Action Ongoing</td>
<td>2019</td>
<td>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.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>--------------------</td>
<td>----------------</td>
<td>---------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2016</td>
<td>44</td>
<td>Complete - Ongoing</td>
<td>G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County’s Core Values</td>
<td>Financial Stewardship</td>
<td>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.</td>
<td>Action Complete</td>
<td>10/01/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Financial Stewardship</td>
<td>A Budget Discussion item regarding implementing a living wage for County employees was presented to the Board at the April 2017 Budget Workshop.</td>
<td>Action Complete</td>
<td>0/0/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>Identify opportunities to partner with higher learning educational schools who offer skilled craft, paraprofessional and technical training.</td>
<td>Action Complete</td>
<td>August 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>Human Resources provided the Board an update on potential training opportunities available to staff during the 2018 Board Retreat.</td>
<td>Action Complete</td>
<td>December 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
<td>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.</td>
<td>Action In Progress</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>1</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>Evaluate expanding Leon Works as a regional event and to different segments of the community</td>
<td>Action Complete</td>
<td>3/8/2019</td>
<td>Rescheduled due to Hurricane Michael</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Host the 2019 Leon Works Expo with participation from Gadsden and Wakulla County.</td>
<td>Action Complete</td>
<td></td>
</tr>
</tbody>
</table>

123
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.</td>
<td>Action Complete</td>
<td>12/5/2017</td>
<td>On December 5, 2017, the IA approved the proposal for the Urban Vitality Job Creation Pilot Program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Implemented the Urban Vitality Job Creation Pilot Program to incentivize businesses to great jobs within the Promise Zone area. The program will be piloted over a three-year period and continuously evaluated.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Initiated a direct mail campaign to all the businesses in the area to inform them of the program.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Continue to market and promote the incentive program.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Develop policy changes in the Pilot Program</td>
<td>Action Complete</td>
<td>06/27/2019</td>
<td>Approved by the IA at the June 27, 2019 meeting.</td>
</tr>
<tr>
<td>2017</td>
<td>3</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>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.</td>
<td>Action Complete</td>
<td>12/10/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Explore opportunities to refine the data currently available through EMSI labor force analytics software.</td>
<td>Action In Progress</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Community and Media Relations reached out to ShopLocal850 and never received a response. Staff believes that the organization is no longer active.</td>
<td>Action Complete</td>
<td>12/10/18</td>
<td>CMR staff checked Shop Local 850 and no post had been made since May 2018.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Contract with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses.</td>
<td>Action Complete</td>
<td>September 2019</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>Annual Small Business Saturday campaign</td>
<td>Action Ongoing</td>
<td>November 2019</td>
<td>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.</td>
</tr>
<tr>
<td>2017</td>
<td>4</td>
<td>Complete - Ongoing</td>
<td>EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.</td>
<td>PLACE (OEV)</td>
<td>Explore ways to expand how local businesses can do business outside of the community.</td>
<td>Action Complete</td>
<td>June/September 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>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.</td>
<td>Action Complete</td>
<td>June/September 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (OEV)</td>
<td>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.</td>
<td>Action Ongoing</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2017</td>
<td>3</td>
<td>Complete - Ongoing</td>
<td>EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems</td>
<td>Resource Stewardship</td>
<td>Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.</td>
<td>Action Complete</td>
<td>Summer 2018</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Host kick-off meeting of top 10 largest local organizations and community partners to establish a sustainability &quot;Compact.&quot;</td>
<td>Action Complete</td>
<td>4/25/2018</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Presentation of proposed community-wide Climate Action Plan</td>
<td>Action Complete</td>
<td>5/22/2018</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Supported Sustainable Tallahassee in the creation and &quot;stand up&quot; of the Capital Area Sustainability Compact</td>
<td>Action Complete</td>
<td>Summer 2018</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Formally sign the Capital Area Sustainability Compact</td>
<td>Action Complete</td>
<td>December 2018</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>All Compact member sign the Capital Area Sustainability Compact</td>
<td>Action Complete</td>
<td>August 2019</td>
<td>As part of the April 2019 Budget Workshop Item on the Integrated Sustainability Action Plan, the Board received an update on the Compact.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group meet every 6 weeks</td>
<td>Action Complete</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>2017</td>
<td>7</td>
<td>Complete - Ongoing</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.</td>
<td>Action Complete</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Accept the grant of $150,000 from the Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla Basin</td>
<td>Action Complete</td>
<td>October 24, 2017</td>
<td>The $150,000 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Accept an additional grant award of $750,000 for alternative technology installations</td>
<td>Action Complete</td>
<td>September 4, 2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Develop the Pilot program Selection Policy for Board Approval</td>
<td>Action Complete</td>
<td>July 9, 2019</td>
<td>Board adopted Policy No. 18-4, Springs Restoration Grant and Septic System Upgrades Policy at the July 9, 2019 meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Installation of advanced wastewater treatment septic tanks as part of FDEP Pilot Project</td>
<td>Action Complete</td>
<td>December 2021</td>
<td>Property owners are currently submitting applications for installations which will be permitted and installed beginning in Spring 2020.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2017</td>
<td>8</td>
<td>Complete - Ongoing</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>Continue to work with the state to seek matching grants to convert septic to sewer systems.</td>
<td>Action Complete</td>
<td>6/20/2017</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>FY 2017 Springs Restoration Grant Program for the Woodville Sewer Design</td>
<td>Action Complete</td>
<td>2/13/2018</td>
<td>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 Babali/Baannaood Sewer System Projects.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Babali/Baannaood Sewer System Projects</td>
<td>Action Complete</td>
<td>5/18/2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Delineate areas of the Wakulla Springs BMAP Focus Area 1 to request construction funds for central sanitary sewer from the Springs Restoration Grant Program</td>
<td>Action Ongoing</td>
<td></td>
<td>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 PISPZ.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Annually update the Tentative Water Quality and Springs Restoration Implementation Plan</td>
<td>Action Ongoing</td>
<td>March 2020</td>
<td>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 IB construction of Woodville Septic to Sewer project.</td>
</tr>
</tbody>
</table>

<p>| 2017 | 8              | 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. | Action Ongoing |            | Crawfordville Highway at Shelfer 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, Lagunappe 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 to add street lights at intersections included in the Street Lighting Project List | Action Ongoing | 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 | An additional LAP agreement was approved 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 | An additional LAP agreement was approved at the 5/14/19 meeting for funding for 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 Springs Road | 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 Vue 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 deadline. |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>10</td>
<td>Complete - Ongoing</td>
<td>Q1 - Maintain and enhance our parks and recreational offerings and green spaces.</td>
<td>PLACE (Planning)</td>
<td>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.</td>
<td>Action Complete</td>
<td>3/22/2018</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Host public meetings to receive input from the Miccosukee community.</td>
<td>Action Complete</td>
<td>3/22/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Presentation of Miccosukee Rural Community Sense of Place Plan</td>
<td>Action Complete</td>
<td>4/24/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Renovation of the Old Concord School</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>11</td>
<td>Complete - Ongoing</td>
<td>Q1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.</td>
<td>Emergency Management</td>
<td>Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation’s first #HurricaneStrong county.</td>
<td>Action Complete</td>
<td>3/28/2018</td>
<td>The Federal Alliance for Safe Homes (FLASH) declared Leon County as the nation’s first #HurricaneStrong County at the National Hurricane Conference. Leon County continues to partner with FLASH on all annual hurricane preparedness event, including a new annual Business Ready Workshop held on April 26, 2018.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Emergency Management</td>
<td>Continue to partner with FLASH on the County’s annual hurricane preparedness event.</td>
<td>Action Ongoing</td>
<td>4/26/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Emergency Management</td>
<td>Coordinate with FLASH to present at the National Hurricane Conference in April 2019.</td>
<td>Action Complete</td>
<td>April 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Emergency Management</td>
<td>Included FLASH in 2019 Hurricane Season Kickoff press conference to further reinforce the importance of preparedness</td>
<td>Action Complete</td>
<td>3/31/2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Emergency Management</td>
<td>Present at the National Disaster Resilience Conference coordinated by FLASH Action</td>
<td>Action Complete</td>
<td>November 2019</td>
</tr>
<tr>
<td>2017</td>
<td>12</td>
<td>Complete - Ongoing</td>
<td>Q1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.</td>
<td>Community &amp; Media Relations</td>
<td>As part of Leon County’s Citizen Engagement Series, conduct an annual “Created Equal” event to strengthen the County’s commitment to tackling difficult subjects.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>2018 “Created Equal” Event</td>
<td>Action Complete</td>
<td>1/9/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Agenda item on collaboration with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event</td>
<td>Action Complete</td>
<td>3/13/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Agenda item on alternate approaches to Created Equal including an update from the Tallahassee Symphony Orchestra on fees and reduced-price tickets.</td>
<td>Action Complete</td>
<td>6/19/2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Hosted Ode to Understanding with the Tallahassee Symphony Orchestra and the Village Square</td>
<td>Action Complete</td>
<td>3/31/2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>2020 “Created Equal” Event</td>
<td>Action in Progress</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>13</td>
<td>Complete</td>
<td>Administration</td>
<td>Continue to support Commissioner Maddox as needed during FAC Conferences.</td>
<td>Action In Progress</td>
<td>June 11-14, 2019</td>
<td>During the 2019 FAC Annual Conference, Commissioner Maddox was sworn in as President of the Association.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>FAC Presidential Scholarship Award</td>
<td>Action Complete</td>
<td>6/18/2019</td>
<td>Staff provided assistance in coordinating the solicitation of applications as well as the presentation of the scholarship at the June 18, 2019 Board meeting.</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>14</td>
<td>Complete</td>
<td>Emergency Management</td>
<td>Implement the recommendations of the Hurricane Irma After Action Report</td>
<td>Action Complete</td>
<td>6/18/2019</td>
<td>To date, all of the 66 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.</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>Complete - Ongoing</td>
<td>Resource Stewardship</td>
<td>To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td>Parks and Rec and Tourism staff, along with City representation, attended the IMBA Trail Lab conference October 22-26 in Bentonville, Arkansas to learn about the process for achieving the IMBA Designation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Examine in detail the process for achieving the IMBA Designation.</td>
<td>Action Complete</td>
<td>Fall 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>Create an IMBA work group within the Tallahassee Sports Council to further pursue the IMBA Designation.</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Design and construct single track trails to increase the community inventory.</td>
<td>Action Ongoing</td>
<td></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>Create a 10-year top 10 biking trails brochure.</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td>Creating a 10-year top 10 biking trails brochure, to be distributed in local bike shops and other distribution points throughout the County.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>Start the self-assessment process another step towards the IMBA Designation.</td>
<td>Action Complete</td>
<td>Fall 2019</td>
<td>Tourism sports staff is reviewing and inputting trails information into the IMBA self-assessment form in order to submit the application that opens Fall of 2019.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>IMBA Self-Assessment has been submitted.</td>
<td>Action Complete</td>
<td>October 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tourism Development</td>
<td>IMBA Staff will be coming to Tallahassee in March of 2020 to do a final in person site visit trail assessment.</td>
<td>Action In Progress</td>
<td>March 2020</td>
<td>Depending on the outcome of 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.</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>2</td>
<td>Complete - Ongoing</td>
<td>Resource Stewardship</td>
<td>Develop an action plan to further reduce the County Government’s carbon footprint.</td>
<td>Action Complete</td>
<td>January 2019</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Conduct an updated greenhouse gas inventory for County operations.</td>
<td>Action Complete</td>
<td>January 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Examine input and feedback from Leon County citizens on the County’s sustainability program and initiatives.</td>
<td>Action Complete</td>
<td>February 2019</td>
<td>Held two community input meetings in February 19. Created an online survey to gather additional input.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Bring an Integrated Sustainability Action Plan for County operations to the Board for adoption</td>
<td>Action Complete</td>
<td>April 2019</td>
<td>Included as part of the April 2019 Budget workshop.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Bring an update on progress made in the Integrated Sustainability Action Plan to the Board at the December sustainability status update</td>
<td>Action Complete</td>
<td>December 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>-------------------------------</td>
<td>----------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2018</td>
<td>3</td>
<td>Complete</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>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.</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td>Content was developed and approved by CMR before being published for the public.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Develop content to be placed in kiosks.</td>
<td>Action Complete</td>
<td>Summer 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Publish approved content in kiosks at the Lake Jackson landings.</td>
<td>Action Complete</td>
<td>October 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Complete kiosk inventory to determine quality of existing kiosks, new needs and priority for installation.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Purchase and install informational kiosks</td>
<td>Action In Progress</td>
<td>January 2020</td>
<td>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.</td>
</tr>
<tr>
<td>2018</td>
<td>4</td>
<td>In Progress</td>
<td>EN3 - Promote orderly growth and sustainable practices</td>
<td>DSEM</td>
<td>Pursue NACo’s SolSmart designation.</td>
<td>Action Complete</td>
<td>12/04/18</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource Stewardship</td>
<td>Identify criteria needed and path to achieve designation.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DSEM</td>
<td>Request Public Hearings to adopt proposed Ordinance and Amend the Comprehensive Plan to address passive power generation</td>
<td>Action In Progress</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DSEM</td>
<td>Conduct Public Hearings to adopt proposed Ordinance and Amend the Comprehensive Plan to address passive power generation</td>
<td>Action In Progress</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>2018</td>
<td>5</td>
<td>Complete</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Public Works</td>
<td>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</td>
<td>Action Complete</td>
<td>March 2019</td>
<td>The report has been drafted and routed to Administration for review prior to submission to the Board.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DSEM</td>
<td>Develop a draft report on the County’s current water quality and stormwater initiatives.</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DSEM</td>
<td>Present an agenda item to the Board for approval of the report on the County’s current water quality and stormwater initiatives</td>
<td>Action Complete</td>
<td>October 2019</td>
<td>Agenda item was presented to the Board at their October 15, 2019 meeting.</td>
</tr>
<tr>
<td>2018</td>
<td>6</td>
<td>Complete - Ongoing</td>
<td>EN1 - Protect the quality and supply of our water.</td>
<td>Community &amp; Media Relations</td>
<td>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</td>
<td>Action Complete</td>
<td>February 2019</td>
<td>Provided information on renewing Water Atlas (cost, timing, etc); Provided six of the most requested water-related topics for citizens served; Provided additional information on existing water-related County resources (maps, reports, etc)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Provide topics to CMR to be included in communication strategies</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Present Action Plan to Implement the Strategic Initiative</td>
<td>Action Complete</td>
<td>Summer 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Launch an online water resource</td>
<td>Action Complete</td>
<td>16/15/2019</td>
<td>Created and presented <a href="http://www.LeonCountyWater.org">www.LeonCountyWater.org</a> at the Board Commission meeting; make the new website accessible to the public.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Installed informational and instructional water kiosks near boat landings</td>
<td>Action Complete</td>
<td>Fall 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Launch a multi-modal public information campaign to educate the public about LeonCountyWater.org and its features</td>
<td>Action Complete</td>
<td></td>
<td>PUBLIC information and outreach campaign included: Feature in LINK, Spotlight, DSEM display, Channel 16, Social media, Nextdoor, park kiosks, radio ads</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>------------------</td>
<td>--------------------</td>
<td>----------------</td>
<td>-------------------------------</td>
<td>---------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>Complete</td>
<td>Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Expanded distribution of the annual Florida Veteran's Benefits Guide.</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Partnered with CareerSource Capital Region to refer Veterans Treatment Court participants to the Disabled Veterans Outreach Program for intensive one-on-one case management services for veterans with barriers to employment.</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>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</td>
<td>Action Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Coordinating 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.</td>
<td>Action Complete</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Action In Progress</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete</td>
<td>Q5 - Support strong neighborhoods.</td>
<td>Public Works</td>
<td>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).</td>
<td>Action Complete</td>
<td>June 2019</td>
<td>The L.I.F.E. Rural Road Safety Stabilization Program Policy was approved by the Board during the June 2019 Budget Workshop.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Present Rural Road Safety Stabilization Program Policy to the Board</td>
<td>Action Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works</td>
<td>Begin accepting requests for participation in the Rural Road Safety Stabilization Program</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>In Progress</td>
<td>Q4 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Request for Qualifications for Consulting Services to Conduct a Comprehensive Human Services Needs Assessment</td>
<td>Action Complete</td>
<td>July 10, 2018</td>
<td>On July 10, 2018, the Board authorized authorize staff to participate with the city in issuing a Request for Qualifications for consulting services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>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 literacy in the 32304 zip code.</td>
<td>Action Complete</td>
<td>February 13, 2019</td>
<td>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 literacy in the 32304 zip code.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Human Services &amp; Community Partnerships</td>
<td>Present final report and recommendations to the Board.</td>
<td>Action In Progress</td>
<td>January 2020</td>
<td>The final report and recommendation of the needs assessment and CHSP category and prioritization will be present by the January 20, 2020</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>-----------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2018</td>
<td>10</td>
<td>Complete - Ongoing</td>
<td>Q3 - Provide essential public safety infrastructure and services.</td>
<td>EMS</td>
<td>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.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>Continue to provide Stop the Bleed training to citizens and further incorporate the training into CPR training where appropriate.</td>
<td>Action Ongoing</td>
<td>October 2018</td>
<td>Began providing stop the bleed training and have incorporated the training into CPR training programs as appropriate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>Implement mass causality equipment deployment strategies and modify approaches where appropriate</td>
<td>Action Complete</td>
<td>July 1, 2019</td>
<td>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 causality equipment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>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</td>
<td>Action Complete</td>
<td>March 2019</td>
<td>Stop the bleed kits have been provided for placement at all K-12 schools and training for the training programs have been completed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>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.</td>
<td>Action Complete</td>
<td>November 1, 2019</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>Incorporate stop the bleed messaging into social media posts.</td>
<td>Action Complete</td>
<td>October 15, 2019</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMS</td>
<td>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.</td>
<td>Action In Progress</td>
<td>Summer 2020</td>
<td>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.</td>
</tr>
<tr>
<td>2018</td>
<td>11</td>
<td>Complete - Ongoing</td>
<td>Q4 - Support and promote access to basic health and welfare services to our community members most in need</td>
<td>Intervention and Detention Alternatives</td>
<td>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.</td>
<td>Action Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>The Public Safety Coordinating Council (PSCC) receives quarterly reports from programs receiving funding through the Board-approved discretionary account. The updates to program performance assist in guiding discussions regarding management of the detention facilities inmate population.</td>
<td>Action Ongoing</td>
<td></td>
<td>The LIFT Program and Beto's Ready-Work 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>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.</td>
<td>Action Complete</td>
<td>1/12/2019</td>
<td>Supervisor of Elections Early advised the Board, with the implementation of the Amendment 4, that voter restoration is being approved for those who apply with no additional guidance from the legislature required. His office will continue to work with the legislature and the state in providing data.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS) in accordance with Administrative Order 2019-03.</td>
<td>Action Complete</td>
<td>3/3/2019</td>
<td>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 releasing decisions at first appearance hearings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Parole Officers.</td>
<td>Action Complete</td>
<td>4/7/2019</td>
<td>Trauma Informed Care training assists Probation/Parole 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Presented a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees.</td>
<td>Action Complete</td>
<td>12/5/2019</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>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.</td>
<td>Action Ongoing</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intervention and Detention Alternatives</td>
<td>Participate in the monthly Big Bend After Reentry Coalition (BBARC) meetings.</td>
<td>Action Ongoing</td>
<td></td>
<td>USA staff attends monthly BBARC meetings to stay informed on services and events available through community partners designed to assist returning citizens transitioning from incarceration to the community.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Administration</td>
<td>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.</td>
<td>Action Ongoing</td>
<td>10/15/2019</td>
<td>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.</td>
</tr>
<tr>
<td>Year</td>
<td>Initiative No.</td>
<td>Initiative Status</td>
<td>Strategic Priority</td>
<td>Lead Department</td>
<td>Strategic Initiatives / Actions</td>
<td>Action Status</td>
<td>Action Completion Date</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Prepare a comprehensive mapping application showing all current inventory</td>
<td>Action In Progress</td>
<td>Fall 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Incorporate additions as needed to the Blueprint Implementation Plans</td>
<td>Action In Progress</td>
<td>January 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FORCE (Blueprint)</td>
<td>Agenda item to discuss implementation of the Bike Route Network project at the Blueprint IA Board meeting.</td>
<td>Action In Progress</td>
<td>January 2020</td>
<td></td>
</tr>
</tbody>
</table>

### 2018 13 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.**
  - Action Complete: December 2018
  - Meeting with City of Tallahassee staff

- **Convene Emergency Management staff to discuss implementing the Michael AAR recommendations.**
  - Action Complete: January 2019
  - Meeting with K. Peters and A. Mackinnon

- **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 88 recommendations from the Hurricane Michael After Action Report have been completed.

### 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.**
  - 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.

- **Present a proposed Ethics Ordinance to the Board.**
  - Action Complete: December 10, 2019
  - 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
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative No.</th>
<th>Initiative Status</th>
<th>Strategic Priority</th>
<th>Lead Department</th>
<th>Strategic Initiatives / Actions</th>
<th>Action Status</th>
<th>Action Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>16</td>
<td>Complete - Ongoing</td>
<td>G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.</td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
<td>Action Complete</td>
<td>3/12/2019</td>
<td>Item appeared on March 12 agenda.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Connect with Leon County neighborhoods on NextDoor app to send messages to targeted neighborhoods or mass messaging about a new County program or service.</td>
<td>Action Complete</td>
<td>March 2019</td>
<td>First post made on March 19. We are continuing to do targeted posts and posts of County events.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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, environmentalists, neighborhood representatives, and placemaking experts from Planning and Blueprint.</td>
<td>Action Complete</td>
<td>6/19/2019</td>
<td>The event engaged more than 400 citizens about growth and conservation in our community on Monday, May 6 at St. John’s Church.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
<td>Action Complete</td>
<td>3/21/2019</td>
<td>Hosted two ‘Focused on People’ social media with Sustainability and Housing. Plans for EMS and County Commissioners will take place in the Summer.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Create email survey feedback option focused on assessing customer service and County programs.</td>
<td>Action Complete</td>
<td>2019</td>
<td>Customer service feedback surveys were added to the County’s Citizen Connect portal as well as DSEM’s permitting system.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>CMU will work with Public Works to brand the water resources campaign, gather graphics for the design and continue to draft website design for review.</td>
<td>Action Complete</td>
<td>2019</td>
<td>Working to complete content for Water Resources site with launch expected to happen during summer 2019.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>Increase reach to ‘Cut the Cord’ 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.</td>
<td>Action In Progress</td>
<td></td>
<td>Researching OTT solutions to find the best options for Leon County.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
<td>Action In Progress</td>
<td></td>
<td>Working with County Admin to determine the timing and firm to complete survey.</td>
</tr>
<tr>
<td>2018</td>
<td>17</td>
<td>In Progress</td>
<td>G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.</td>
<td>PLACE (Planning)</td>
<td>Evaluate incorporating social infrastructure into the comprehensive land use element update.</td>
<td>Action In Progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Update to the Board on Land Use Element draft Objectives</td>
<td>Action Complete</td>
<td>February 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PLACE (Planning)</td>
<td>Through feedback from the Land Use Element Update outreach program, develop draft policies that will support social infrastructure throughout Leon County in key locations.</td>
<td>Action In Progress</td>
<td>Fall 2022</td>
<td>This task and timeframe is contingent on the Comprehensive Plan Update.</td>
</tr>
</tbody>
</table>
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.

In order to teach students how to dress for an interview, the group recommended including a work attire fashion show as part of the 2016 Leon Works Expo.

The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.

During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to productive registrants was identified.

The 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.

Representatives from the Salvation Army and American Red Cross agreed on the need to identify a list of predetermined sites throughout Leon County that can be available for food service. The Leon County CEMP does not identify these locations.

During community listening sessions following Hurricane Hermine, some 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.

One hurdle for youth employment is state-issued identification. In lower income to purchase a car.

Traffic signals to the owner free of charge.

During the community listening sessions following Hurricane Hermine, some 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.

Traffic signals to the owner free of charge.

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.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.

Traffic signals to the owner free of charge.
<table>
<thead>
<tr>
<th>#</th>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>FY2017</td>
<td>Hurricane Hermine Community Listening Sessions</td>
<td>The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.</td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
</tr>
<tr>
<td>23</td>
<td>FY2017</td>
<td>Hurricane Hermine Community Listening Sessions</td>
<td>The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.</td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
</tr>
<tr>
<td>24</td>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they are required to return material that cannot be accepted or that needs to be taken elsewhere.</td>
<td>Community &amp; Media Relations</td>
<td>Developed a FAQ for the Solid Waste website 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 Maran Rocycling.</td>
</tr>
<tr>
<td>25</td>
<td>FY2017</td>
<td>Dan Keefe</td>
<td>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.</td>
<td>Community &amp; Media Relations</td>
<td>Leon County Community &amp; 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.</td>
</tr>
<tr>
<td>26</td>
<td>FY2017</td>
<td>Lara Ruth</td>
<td>Leon sent email stating that she consistently receives alerts late.</td>
<td>Community &amp; Media Relations</td>
<td>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.</td>
</tr>
<tr>
<td>27</td>
<td>FY2017</td>
<td>Nancy Fox O’Farrell</td>
<td>Ms. O’Farrell replied to a Facebook posting about Mental Health Resource Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).</td>
<td>Community &amp; Media Relations</td>
<td>Only July 11, 2017, the Board adopted an Ordinance amending Chapter 26 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).</td>
</tr>
<tr>
<td>28</td>
<td>FY2017</td>
<td>DSEM Customers</td>
<td>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 Urban Service Area (USA) versus those parcels located outside the Urban Service Area (USA).</td>
<td>GSEM</td>
<td>GSEM All of the recommended revisions from this 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 scrubber’s errors and inadvertent inconsistences.</td>
</tr>
<tr>
<td>29</td>
<td>FY2017</td>
<td>DSEM Urban’s User Group</td>
<td>As is standard procedure for all proposed changes to the Land Development Code, prior to presenting 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.</td>
<td>GSEM</td>
<td>GSEM All of the recommended revisions from this 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 scrubber’s errors and inadvertent inconsistences.</td>
</tr>
<tr>
<td>30</td>
<td>FY2017</td>
<td>Former DSEM Citizen’s User Group member Pam Hall</td>
<td>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.</td>
<td>GSEM</td>
<td>GSEM Ryan Cuttspepper, Development Services Director, revised the proposed ordinance’s error ordinance to incorporate Ms. Hall’s recommendation to further clarify community services.</td>
</tr>
<tr>
<td>31</td>
<td>FY2017</td>
<td>Former DSEM Citizen’s User Group member Cliff Lamb</td>
<td>Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUVs) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.</td>
<td>GSEM</td>
<td>GSEM Ryan Cuttspepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Ikerman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.</td>
</tr>
<tr>
<td>32</td>
<td>FY2017</td>
<td>Candace Loye of The Blueprint Shop</td>
<td>As the Project Doc permit uploading agent for many contractors/consultants, Ms. Candace Loye 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.</td>
<td>GSEM</td>
<td>GSEM Cathy Dunkin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.</td>
</tr>
<tr>
<td>33</td>
<td>FY2017</td>
<td>LEADS Listening Session participants and members of the Tallahassee Builders Association</td>
<td>In 2017, the Tallahassee Builders Association recommended renovations to the Board of County Commissioners to enhance customers’ experience.</td>
<td>GSEM</td>
<td>GSEM 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 GSEM 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.</td>
</tr>
<tr>
<td>34</td>
<td>FY2017</td>
<td>Leon County Schools High Schools</td>
<td>Policy No. 06-2, “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.</td>
<td>EMS</td>
<td>GSEM 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.</td>
</tr>
<tr>
<td>35</td>
<td>FY2017</td>
<td>Investment Oversight Committee (IOC)</td>
<td>On September 28, 2017, Florida Statute 287.0516 was added to the Board’s Agenda for the IOC meeting on September 28, 2017, February 23, 2017, and June 1, 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 287.0516, Leon County仿 wrote a new policy to cover and cover 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 Treasurer where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the State Treasurer has the ability to reallocate the funds 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.</td>
<td>Financial Stewardship</td>
<td>GSEM On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.</td>
</tr>
<tr>
<td>Fiscal Year</td>
<td>Name of Citizen or Citizen Committee</td>
<td>Description of Citizen Idea</td>
<td>Implementing Department</td>
<td>Description of Implementation</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------</td>
<td>-----------------------------</td>
<td>-------------------------</td>
<td>-------------------------------</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Job Applicant</td>
<td>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 job after work.</td>
<td>Human Resources</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee</td>
<td>Honor Flight Tallahassee has expressed interest in partnering with the County for the 2017 funding of 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.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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 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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Local Contractor</td>
<td>Create a listserv to notify local contractors of housing rehabilitation and home replacement projects. The Purchasing Office regularly posts 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 websites 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.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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 a list of the RFP post to the contractors on the listserv. The listserv is updated quarterly.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>2017 Volunteer Management Class</td>
<td>Each year, Volunteer Services offers a 4 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.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Talahassee-Leon County Affordable Housing Workgroup</td>
<td>On May 9, 2017 the Workgroup voted unanimously to recommend that the Leon County Housing Commission and Leon County Commission invite Purpose Built Communities to locate on the Corner of Avenue &amp; Assumption to form a new affordable housing entity: Community Property Investments.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>On May 23, 2017, the Board voted to invite Purpose Built Communities to participate in the development of affordable housing in Leon County. Staff presented the Board a comparative analysis and recommended staff to continue the process. The Board then voted to adopt the purpose Fee Schedule and the associate Resolutions.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Funeral Service Providers</td>
<td>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.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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 June 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 Resolutions.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Hurricane Hermine Community Listening Sessions</td>
<td>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.</td>
<td>Information &amp; Technology</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>During a support call, a job applicant requested an enhancement to Hurricane Hermine’s OnLine Jobs System. The ability to apply for jobs on-line 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.</td>
<td>Information &amp; Technology</td>
<td>As an interim solution, the technology for the current on-line job application process will be work with multiple web browsers. The enhancement process now works with Internet Explorer, Google Chrome and Firefox browsers.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>During one of DSEM’s Contracting Community meetings, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website.</td>
<td>Information &amp; Technology</td>
<td>Configured the permitting system to receive and process requests from resident/property owners. The Board then voted to request Appliance’s application and work with Property Appliance’s office to configure their web application to point to our system.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>During one of DSEM’s Contracting Community meeting, a citizen requested to contact City/County Permit Portal. Ability to Access City and County permit data from a single platform.</td>
<td>Information &amp; Technology</td>
<td>Created a web portal that consumes and displays data from the City and County permitting systems.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen Connect Mobile App User</td>
<td>A citizen requested for emergency information to be translated into multiple languages for refugees.</td>
<td>Information &amp; Technology</td>
<td>The idea was implemented by adding a plugin called Google Translate to the footer of the emergency information website. By adding the plugin to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Maria McElroy</td>
<td>Drug and Alcohol testing Division (DAD) 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 compile the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process freeing DATD staff to continue the testing process.</td>
<td>Intervention and Detention Alternatives</td>
<td>The IBA team improved the process by cross-training administrative support staff and individualized calendaring of 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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Court-Ordered Service Providers</td>
<td>During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IBA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.</td>
<td>Intervention and Detention Alternatives</td>
<td>In April 2017, IBA 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, IBA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Approved Community Agencies</td>
<td>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 with the agencies and IDA to be informed of any changes to program and or needs with each other.</td>
<td>Intervention and Detention Alternatives</td>
<td>Proceeding 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, IBA has provided direct point of contact for individuals needed outside of the established calendaring process.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>FA Clients</td>
<td>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.</td>
<td>Intervention and Detention Alternatives</td>
<td>IBA 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.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Library Patrons</td>
<td>Purchase requests made in person, via email, or online through LiJ Liast, the Library’s InterLibrary Loan internet accessible databases.</td>
<td>Library Services</td>
<td>359 items, both print and media, purchased as a result of patron requests.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Library Patrons</td>
<td>Library user requested that the Library add a foreign film DVD. <em>Oddball</em>, to the collection.</td>
<td>Library Services</td>
<td>Requests for books and other items are received daily, but this was an unusual situation. <em>Oddball</em> 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 original could be first to squeeze the movie.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Library Patrons</td>
<td>Purchase requests made in person, via email, or online through LiJ Liast, the Library’s InterLibrary Loan internet accessible databases.</td>
<td>Library Services</td>
<td>263 items, both print and media, purchased as a result of patron requests.</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>Library Patrons</td>
<td>Purchase requests made in person, via email, or online through LiJ Liast, the Library’s InterLibrary Loan internet accessible databases.</td>
<td>Library Services</td>
<td>74 items, both print and media, purchased as a result of patron requests.</td>
<td></td>
</tr>
</tbody>
</table>
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 an 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 list. The library patron happily check it out for her book club on 3/14/17.

The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to identify a book she thought would be of interest to the group, and the group was able to identify another book through the group discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

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

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

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

An extra table was added to the circulation area for the new media display.

Library Services

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

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

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

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

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

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Library patrons wanted to use the Kurzweil reader, equipment for the visually impaired, at the Main Library prefer to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.

Library Services

A public library that 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

A library patron used a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.

Library Services

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 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 competitive bid, the Main Library, coin-operated vending equipment for public use was installed at the 6th branch libraries in March 2017.

Library Services

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.

PLACE (Blueprint)

A library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card. The library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card.

Library Services

A library patron was sent an email regarding the changed informative tone that emphasizes the continued use of the user’s library card.

Library Services

A library patron expressed concern with the tone of an informal 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

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

243 items, both print and media, purchased as a result of patron requests.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

210 items, both print and media, purchased as a result of patron requests.

Library Services

207 items, both print and media, purchased as a result of patron requests.

Library Services

An extra table was added to the circulation area for the new media display.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

33 items, both print and media, purchased as a result of patron requests.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Purchase requests made in person, via email, or through ILLiad, the Library’s InterLibrary Loan internet accessible databases.

Library Services

Library Services

The Information Professional responsible for content on the Library website maintained the website on the patron request.

Library Services

The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine, the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the Tallahassee Astronomical Society, and in response, Bill Skelley, VP to scan and e-mail documents.

Library Services

The stabilization of 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 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 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 associated improvements including streetcapping on the north side. This partnership will reduce traffic impacts for area residents and businesses for the entire project. For the same time for construction and to 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.

PLACE (Blueprint)
<table>
<thead>
<tr>
<th>#</th>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>78</td>
<td>FY2017</td>
<td>MWBSE Programs Evaluation Committee</td>
<td>The MWBSE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study that an anal...</td>
<td>PLACE (OEV)</td>
<td>On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.</td>
</tr>
<tr>
<td>79</td>
<td>FY2017</td>
<td>MWBSE Programs Evaluation Committee</td>
<td>As part of their Final Report to the Board, the MWBSE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.</td>
<td>PLACE (OEV)</td>
<td>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 - new - two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also increased programmatic efficiency within the division.</td>
</tr>
<tr>
<td>80</td>
<td>FY2017</td>
<td>Various MWBSEs</td>
<td>Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.</td>
<td>PLACE (OEV)</td>
<td>During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWBSE) participation goal. The MWBSE Division within OEV provided greater flexibility to this process by allowing subcontracted MWBSEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWBSEs greater access to procurement opportunities offered by the City and County.</td>
</tr>
<tr>
<td>81</td>
<td>FY2017</td>
<td>Various MWBSEs</td>
<td>Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals.</td>
<td>PLACE (OEV)</td>
<td>Domi Station and the Jim Moran School of Entrepreneurship have teamed up to kick the Startup Week effort, which takes place November 15-17, 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 attendees at all stages in the business formation stage.</td>
</tr>
<tr>
<td>82</td>
<td>FY2017</td>
<td>Economic Vitality Leadership Council</td>
<td>Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory</td>
<td>PLACE (OEV)</td>
<td>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.</td>
</tr>
<tr>
<td>83</td>
<td>FY2017</td>
<td>Friends of Lake Jackson</td>
<td>Several members of the Friends of Lake Jackson attended the Board’s May 9, 2017 meeting to express concern and suggested including an information about the Fords Arm South Water Quality Improvement Project.</td>
<td>PUBLIC Works</td>
<td>The Office of Sustainability, with the help of Community Media Relations, created a what can be recycled poster and posted it to <a href="http://www.GrowingGreen.org">www.GrowingGreen.org</a>.</td>
</tr>
<tr>
<td>84</td>
<td>FY2017</td>
<td>Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway</td>
<td>At the end of 2017, 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 Carnuthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carnuthers agreed to participate in cost sharing for a portion of the construction and be responsible for engineering and permitting. Mr. Carnuthers' engineering consultant received assistance from the County Engineering Services staff to design the trail crossing in 2014, but it failed to finalize the design or initiate the permitting process.</td>
<td>PUBLIC Works</td>
<td>Department staff worked 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.</td>
</tr>
<tr>
<td>85</td>
<td>FY2017</td>
<td>Sustainable Communities Summit Planning Committee</td>
<td>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.”</td>
<td>Resource Stewardship</td>
<td>On October 2016, Mr. Carnuthers 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 rescheduled 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, Avon Alliance Homeowners Association, and the Friends of the Miccosukee Greenway.</td>
</tr>
<tr>
<td>86</td>
<td>FY2017</td>
<td>Goose Creek Homeowners Association - William Liedtke</td>
<td>Goose Creek was experiencing vehicular traffic traversing the natural gas easement to HOKO property to drive onto the Goose Creek (an extension of Alfred Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach was to work with the County on a management plan.</td>
<td>Resource Stewardship</td>
<td>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 approving $16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.</td>
</tr>
<tr>
<td>87</td>
<td>FY2017</td>
<td>Southside Trail Riders Association</td>
<td>Suggested adding signs at the Greenways indicating appropriate equestrian etiquette for equestrians, hikers and bikers.</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship Interagency coordination and external authorizations were required to add new 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.</td>
</tr>
<tr>
<td>88</td>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>Two citizens called asking the County to create a shredding program to allow citizens to discard their Senior Outreach Program to occur at six sites.</td>
<td>Resource Stewardship</td>
<td>The City of Tallahassee, with the help of Community Media Relations, created a what can be recycled poster and posted it to <a href="http://www.GrowingGreen.org">www.GrowingGreen.org</a>.</td>
</tr>
<tr>
<td>89</td>
<td>FY2017</td>
<td>Southern Trail Riders Association</td>
<td>Suggested adding signs at the Greenways indicating appropriate equestrian etiquette for equestrians, hikers and bikers.</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship The MG program will seek interest within MG membership to form a task group to explore interest to pilot the effort in one or two areas. Funding from Leon County’s FasTrack program would be used to engage with MGs and MG Coordinator will develop protocols for MGs to follow.</td>
</tr>
<tr>
<td>90</td>
<td>FY2017</td>
<td>Child attending Family Time at the O. Sauls Sr. Bldg Branch Library</td>
<td>A small child who was attending the Family Time had been directed to the &quot;children’s restroom&quot; 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).</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship The library contacted Facilities about the problem, and on 1/24/17, a new &quot;low&quot; toilet was installed in the children’s restroom for tallies. The installation of a low toilet in the children’s restroom means that young children are now able to use the restroom by themselves.</td>
</tr>
<tr>
<td>91</td>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>Citizen requested a bench to be positioned at the recently installed Charles Clayton Playground.</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship The MG program will seek interest within MG membership to form a task group to explore interest to pilot the effort in one or two areas. Funding from Leon County’s FasTrack program would be used to engage with MGs and MG Coordinator will develop protocols for MGs to follow.</td>
</tr>
<tr>
<td>92</td>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>After speaking with staff from FVTC, 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.</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship The MG program will seek interest within MG membership to form a task group to explore interest to pilot the effort in one or two areas. Funding from Leon County’s FasTrack program would be used to engage with MGs and MG Coordinator will develop protocols for MGs to follow.</td>
</tr>
<tr>
<td>93</td>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>After speaking with staff from FVTC, 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.</td>
<td>Resource Stewardship</td>
<td>Resource Stewardship The MG program will seek interest within MG membership to form a task group to explore interest to pilot the effort in one or two areas. Funding from Leon County’s FasTrack program would be used to engage with MGs and MG Coordinator will develop protocols for MGs to follow.</td>
</tr>
</tbody>
</table>

138
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>Sustainable Communities Summit Attendees</td>
<td>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.</td>
<td>Resource Stewardship</td>
<td>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.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Annual Program to Provide Anonymity Days at Leon County Rural Waste Centers</td>
<td>At Village Square: Speed Date Your Local Official, a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.</td>
<td>Resource Stewardship</td>
<td>Staff researched the possibility of creating an amnesty program and recommended hosting two Anonymity Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Kelly Mils and Southern Trail Riders</td>
<td>Ms. Mils was concerned about safety for equestrians crossing Michelle Rd. along the Greenway route. She suggested what was needed was some sort 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 riders the crosswalk(s) are being used. It would increase safety for the hundreds of people who ride, walk and ride across the road.</td>
<td>Resource Stewardship</td>
<td>Parks worked with the Division of Engineering, the Southern Trail Riders and neighbors of Michelle Road along the Greenway in the City of Tallahassee to determine which solar Flashing Beacon might be the best option. The County then worked with a manufacturer to create lights that something that might spook horses when activated (blinking lights or flashing). A design was selected with input from STRA and completed in September 2017.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Keith Loewen and Stan Dzyczynski</td>
<td>Mr. Loewen and Mr. Dzyczynski expressed their desires for shade to be incorporated at Jackson View Landing.</td>
<td>Resource Stewardship</td>
<td>A variety of activities for shade were explored. The most cost efficient and easiest to implement was adding a shaded sail to the area for cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Stan Dzyczynski</td>
<td>Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.</td>
<td>Resource Stewardship</td>
<td>Parks &amp; Rec staff worked with Public Works (Division of Engineering and Parks &amp; Rec) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all lakes (Crowder and Fall) were re-evaluated and made consistent.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Jason Kitch (and others)</td>
<td>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.</td>
<td>Resource Stewardship</td>
<td>Division of Engineering already had plans to add a portion of sidewalk near the multipurpose field to connect to the park that parallels Fred George Rd. Since mobilization was already going to occur, Parks used the opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-September.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Tallahassee Rocks (grassroots initiative)</td>
<td>Tallahassee Rocks is a community-building group meant to inspire creativity in all ages and energies people to explore the beautiful area we live in. They invite citizens to paint and &quot;Hide&quot; rocks around the community to encourage folks and families to explore our local parks and public areas.</td>
<td>Resource Stewardship</td>
<td>Another way to bring &quot;arts to parks,&quot; Parks &amp; Rec staff incorporated a month long event into the facilities of Greenway Day that was held on 3/28/17. The activity was a huge success with over 100 people painting rocks at the event.</td>
</tr>
<tr>
<td>FY2017</td>
<td>The Chance Family</td>
<td>The Chance Family contacted the Eastside Library staff to ask if the Jackson View Landing signage only reflected a picnic table and no boat launch.</td>
<td>Resource Stewardship</td>
<td>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.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>Use of the name &quot;swap shop&quot; 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 in items in inappropriate items in the shop.</td>
<td>Resource Stewardship</td>
<td>Contacted CFM for assistance in rebranding the reuse center to be in line with the current &quot;راحول&quot; painting for our reblended paint.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets.</td>
<td>Resource Stewardship</td>
<td>Parks staff completed installation of the fixtures in August 2017.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Tourist Development Council</td>
<td>Create a grant distinction for emerging &quot;Signature&quot; events that would support these events in their efforts to grow.</td>
<td>Tourism Development</td>
<td>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 Significant Events. The TDC created an &quot;Emerging Signature Event&quot; 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 number. The Board then approved this program at its April 2, 2017 meeting.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Tourist Development Council (TDC)</td>
<td>At the June 22, 2017 TDC meeting, Knight Creative Communities Institute presented a proposal requesting $35,000 from the Division of Tourism Development to support the installation of sidewalks 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 KCIC, the TDC unanimously supported this proposal.</td>
<td>Tourism Development</td>
<td>On July 11, 2017, the Board accepted the status report on marketing initiatives for the Division of Tourism Development. The Board supported the request by the TDC to install sidewalks 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 KCIC, the TDC unanimously supported the proposal. The Board supported the request by the TDC to install sidewalks along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events.</td>
</tr>
<tr>
<td>FY2017</td>
<td>Citizen (Unnamed)</td>
<td>The citizen contacted Leigh Banks, 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.</td>
<td>Animal Control</td>
<td>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 Greenways 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 pamphlets to get owner cooperation.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Murrel Dawson</td>
<td>Murrel 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 Fort Gaines to honor the 1983 Civil Rights Protest Jail Overflow She.</td>
<td>Administration</td>
<td>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, 2017, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges</td>
<td>Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board renew the Leon County Courthouse Annex located at 1900 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.</td>
<td>Administration</td>
<td>On December 19, 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 totaling $9,000 from the general fund contingency account for related signage.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Junior Apprenticeship Applicants</td>
<td>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</td>
<td>Administration</td>
<td>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 be used for the Fall 2018 semester.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Evaluate the consolidation of City and County Animal Control services.</td>
<td>Animal Control</td>
<td>County staff approved the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Provide staff with additional training to enhance customer service related to Animal Control.</td>
<td>Animal Control</td>
<td>Additional customer service training has been incorporated into the employees training program.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Enhance public health outreach efforts regarding Animal Control services.</td>
<td>Animal Control</td>
<td>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 for on-going efforts.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Install informational videos about Leon County services in high-trafic areas.</td>
<td>Community &amp; Media Relations</td>
<td>Videos are shown in the lobby of the Leon County Tourism; DEM and the Libraries also have the capability to show videos.</td>
</tr>
<tr>
<td>#</td>
<td>Fiscal Year</td>
<td>Name of Citizen or Citizen Committee</td>
<td>Description of Citizen Idea</td>
<td>Implementing Department</td>
</tr>
<tr>
<td>-----</td>
<td>-------------</td>
<td>-------------------------------------</td>
<td>----------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>116</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Examine avenues to enhance communications between CRM and representatives from Leon County Schools in order to build work area-specific relationships.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>116</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>117</td>
<td>FY2018</td>
<td>Hurricane Irma Listening Sessions</td>
<td>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.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>118</td>
<td>FY2018</td>
<td>Hurricane Irma Listening Sessions</td>
<td>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 the 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.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>119</td>
<td>FY2018</td>
<td>Shop Local 850</td>
<td>Joe Berg, Director of Shop Local 850, requested that the County participate in the organization's Shop Local Holiday Weekend in December.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>120</td>
<td>FY2018</td>
<td>Matthew Latch</td>
<td>Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Foreclosures 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.</td>
<td>Community &amp; Media Relations</td>
</tr>
<tr>
<td>121</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.</td>
<td>GSEM</td>
</tr>
<tr>
<td>122</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Evaluate the current pre-submittal application process to potentially provide more information to applicants.</td>
<td>GSEM</td>
</tr>
<tr>
<td>123</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Develop informational materials to help promote existing Low Impact Development (LID) incentives.</td>
<td>GSEM</td>
</tr>
<tr>
<td>124</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Consider renaming the &quot;Concept Plan&quot; approval process to provide more clarity to citizens.</td>
<td>GSEM</td>
</tr>
<tr>
<td>125</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Explore opportunities to increase the issuance of &quot;conditional approvals&quot; to reduce the amount of processing time for final approvals.</td>
<td>GSEM</td>
</tr>
<tr>
<td>126</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.</td>
<td>GSEM</td>
</tr>
<tr>
<td>127</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.</td>
<td>GSEM</td>
</tr>
<tr>
<td>128</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.</td>
<td>GSEM</td>
</tr>
<tr>
<td>129</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.</td>
<td>GSEM</td>
</tr>
<tr>
<td>130</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.</td>
<td>GSEM</td>
</tr>
<tr>
<td>131</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Provide intake staff with additional training to enhance customer service related to code enforcement.</td>
<td>GSEM</td>
</tr>
<tr>
<td>132</td>
<td>FY2018</td>
<td>Hurricane Irma Listening Sessions</td>
<td>Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies.</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>133</td>
<td>FY2018</td>
<td>Hurricane Irma Listening Sessions</td>
<td>County, City, and Tallahassee'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.</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>134</td>
<td>FY2018</td>
<td>Hurricane Irma Listening Sessions</td>
<td>Some County residents expressed frustration with the process for restoring power to their homes because they have a Tallquin meter box that receives power through the City's utility lines and vice-versa.</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>135</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Explore opportunities to improve the processes used between medical facility staff to ensure open dialogue and continuous improvement.</td>
<td>EMS</td>
</tr>
<tr>
<td>136</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Enhance public education and outreach efforts regarding ambulance &quot;posting&quot; and dynamic deployment.</td>
<td>EMS</td>
</tr>
<tr>
<td>137</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.</td>
<td>EMS</td>
</tr>
<tr>
<td>138</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Explore opportunities to enhance the availability of critical care paramedics for interfacility patient transports.</td>
<td>EMS</td>
</tr>
<tr>
<td>139</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.</td>
<td>EMS</td>
</tr>
<tr>
<td>140</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Evaluate the establishment of a 2-year CSHSP funding cycle.</td>
<td>Human Services &amp; Community Partnerships</td>
</tr>
<tr>
<td>141</td>
<td>FY2018</td>
<td>LEADS Listening Session</td>
<td>Develop a comprehensive informational guide for veterans to find and connect with services available locally.</td>
<td>Human Services &amp; Community Partnerships</td>
</tr>
</tbody>
</table>
141 FY2018 2016 LEADS Listening Session Examine the effectiveness of Court-ordered vehicle immobilization and provide more information on job training and employment opportunities.

142 FY2018 Community Services Partnership (CHSP) Agencies Subsequent to the United Way of the Big Bend (UIWB) announcing its intent to disengage from the CHSP process effective FY 19, the Board directed staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was to automate quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.

143 FY2018 2016 LEADS Listening Session Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.

144 FY2018 Library Services Library staff evaluated the display units and reconfigured the shelving so that the highest shelf is still easily accessible. Work to make sure that the highest shelf is still easily accessible. Work to make sure that the highest shelf is still easily accessible.

145 FY2018 2016 LEADS Listening Session Expand network with criminal justice and community service agencies to enhance public outreach efforts regarding library services that are available in-person and online.

146 FY2018 Community Services Partnership (CHSP) Agencies Subsequent to the United Way of the Big Bend (UIWB) announcing its intent to disengage from the CHSP process effective FY 19, the Board directed staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was to automate quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.

147 FY2018 Library Services Purchase requests made in person, via email, or online through ILLiad.

148 FY2018 Staff continue to participate in community outreach events to promote the availability of library services to residents and increase awareness of the services provided by CHSP and community partners.

149 FY2018 Enhance public outreach efforts regarding library services that are available in-person and online.

150 FY2018 Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.

151 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

152 FY2018 2016 LEADS Listening Session Enhance public outreach efforts regarding library services that are available in-person and online.

153 FY2018 Court-Ordered Services Providers 213 items, a combination of print and media, were purchased during the month of December in response to library patron requests.

154 FY2018 2016 LEADS Listening Session Enhance public outreach efforts regarding library services that are available in-person and online.

155 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

156 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

157 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

158 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

159 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

160 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

161 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

162 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

163 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

164 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

165 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

166 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

167 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

168 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

169 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

170 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

171 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.

172 FY2018 The Clerk of Court is responsible for the administration of all aspects of the courtroom process, including the distribution of court documents, the scheduling of court dates, and the coordination of court-related activities.
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>Library patron at the Woodville Branch Library</td>
<td>A library patron commented that the &quot;new DVD&quot; display table at the Woodville Branch looks &quot;just like a garage sale.&quot;</td>
<td>Library Services</td>
<td>The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Magnolia Drive Area Residents</td>
<td>The first phase of the Magnolia Drive Trail project was constructed in 2017. Blueprint and Leon County received feedback from citizens on suggestions 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.</td>
<td>PLACE (Blueprint)</td>
<td>Blueprint staff worked with county staff to determine opportunities for underground utilities in coordination with the construction, including potential cost savings, 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 will include undergrounding utilities, is expected to begin later this year.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Library patron at the Woodville Branch Library</td>
<td>A library patron commented that the &quot;new DVD&quot; display table at the Woodville Branch looks &quot;just like a garage sale.&quot;</td>
<td>Library Services</td>
<td>The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Magnolia Drive Area Residents</td>
<td>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 underutilize corridors 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.</td>
<td>PLACE (Blueprint)</td>
<td>Blueprint staff 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 the Magnolia Drive Trail Segment 3 project. It is anticipated that the restroom will move into design in early 2019 with construction to follow.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Capital Cascades Trail Patrons and Railroad Square Business Owners</td>
<td>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 discussions 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.</td>
<td>PLACE (Blueprint)</td>
<td>Blueprint developed construction and funding options for providing a public restroom at this location.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Knight Creative Communities Institute</td>
<td>Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming 2020 Blueprint Orange Avenue/Allmadison Road Placemaking project, specifically in the urban space components of this Blueprint project (conversion of the stormwater pond 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.</td>
<td>PLACE (Blueprint)</td>
<td>Blueprint presented the idea of collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting 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 McLean Community Center, to co-locate outreach activities with planned community events.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Tameka Francis</td>
<td>Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming 2020 Blueprint Orange Avenue/Allmadison Road Placemaking project, specifically in the urban space components of this Blueprint project (conversion of the stormwater pond 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.</td>
<td>PLACE (Blueprint)</td>
<td>Blueprint presented the idea of collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting 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 McLean Community Center, to co-locate outreach activities with planned community events.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.</td>
<td>PLACE (Planning)</td>
<td>Improving 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 accomplished through 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.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Create new opportunities with DesignWorks for customer feedback and information sharing.</td>
<td>PLACE (Planning)</td>
<td>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 creation of a geo-spatial &quot;hot spot&quot; 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.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.</td>
<td>PLACE (Planning)</td>
<td>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 walkthroughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services provided.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Explore opportunities to enhance coordination with City of Tallahassee utilities for County projects.</td>
<td>Public Works</td>
<td>Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New &amp; existing County CIP lists and schedules are provided to COT Water &amp; Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Enhance public education and outreach efforts regarding services provided by Public Works-Operations.</td>
<td>Public Works</td>
<td>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 hangars mentioned in Item B below.</td>
</tr>
<tr>
<td>FY2018</td>
<td>2018 LEADS Listening Session</td>
<td>Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.</td>
<td>Public Works</td>
<td>While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted Policy No. 17-1, &quot;Notification of Road Closing and Road Closure Request Procedure.&quot; This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangars.</td>
</tr>
<tr>
<td>FY2018</td>
<td>Robert Deyle</td>
<td>Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan</td>
<td>Public Works</td>
<td>20-year planning horizon established in RFP</td>
</tr>
</tbody>
</table>
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 Lygia 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 Pest 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 OSEMF 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 I.A 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 taxi area to allow for an additional 10 spaces.

192 FY2018 2016 LEADS Listening Session 
Coordinate with MW 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 post-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 reported a billy fodder at the NE Branch library. 
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.

195 FY2018 Citizen (Unnamed) 
The citizen suggested American flags be placed at a key community gathering spaces for customers until the new Medical Examiner facility is constructed. 
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 
Staff identified a solution, created an agreement with‗Aggie to pick up flags back off of the City agreement. Hub installed at the Amtrak, Main Library, and Renaissance building.

197 FY2018 Comi Station 
Comi requested the opportunity to host a bike share hub at the Amtrak building for public use. 
Resource Stewardship 
Hub installed at the Amtrak, Main Library and Renaissance buildings.

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 Lee Landing 
Installation of a flag pole at Lee Landing campground. 
Resource Stewardship 
A camper who was also retired military suggested that a flag pole be installed at Lee Landing. Rick Lucia, the campground park attendant, initiated the request 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 Carla Colonnea 
Mr. Monserrate identified a wheelchair accessibility issue at the Penick 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 facilitate the new amenity. The new picnic pad and ADA parking space should be in place by the end of the year.

201 FY2018 Sherry Carpenter 
Sherry Carpenter relocated 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 Aggie to pick up flags back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance buildings.

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 the weeds by Operations; the fence line was removed by Parks staff. Operations leased removed debris and limbs; Facilities staff coordinated the final moving to 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 and monitors federal and regional actions for expanding Gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kent Pool 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 university-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 
Purchases requests received via our I.LIad system, in person, over the telephone and via email. 
Library Services 
Library Services 171 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.

209 FY2019 Library Patrons 
Purchases requests received via our I.LIad system, in person, over the telephone and via email. 
Library Services 
Library Services 166 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.

210 FY2018 2016 LEADS Listening Session 
The group working for VMU, 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. 
Resource Stewardship 
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 14/9/2019.

211 FY2019 Friends of 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. 
Resource Stewardship 
On Feb 18, 2019, the training was conducted. The District 20 Administrator of Little League put together the agenda for the morning while a Rock School 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.
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 subcontractors directly. OSEM The Building Division instituted a new protocol. To avoid any miscommunication in the future, the Building Division will ensure the General Contractors will be copies in 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 allow time to seek input on process improvements. OSEM This 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 volunteer, expressed concerns over having their social security numbers on the paper-copy of background check forms. DREC and 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 secured 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 relationship  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 FY18 CIP funds. Netting was installed over the bleachers. Project was completed in September 2019.

216 FY2019 2018 LEADS Listening Session  Explore ways to promulgate 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 LeonCountyFL.gov.

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 sentence 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 new email every week to remind media of upcoming events.

219 FY2019 2018 LEADS Listening Session  Develop handout that describes how to properly deposit 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  Review 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. OSEM 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 subsurface (tree harvesting) activities. OSEM There was discussion regarding water quality degradation due to subsurface (tree harvesting) activities on a parcel south of Bankensem Road near the Bull Headley intersection. Staff reviewed the issued; however, the Legislature has exempted subsurface from local permitting regulations. The permitting for subsurface related activity is performed by the State's Northwest Florida Water Management District. Staff directs concerned citizens to the Region when completely are impacted.

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. OSEM 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 OSEM staff to enhance customer service related to inquiries regarding addressing and street name related matters. OSEM Additional staff have been cross-trained to provide back-up assistance with addressing and street name related inquiries, in conjunction with establishing the Addressing Unit Desk Manual to enhance customer service.

224 FY2019 2018 LEADS Listening Session  Coordinate with MIB to provide the ability to send data intensive files related to addressing and street name via email. OSEM OSEM staff now uses Microsoft OneDrive for transferring data intensive files.

225 FY2019 2018 LEADS Listening session  Continue integration of Project Desk and Accela and offer training sessions for users. OSEM At Project Desk 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. OSEM Additional information has been provided in the PUVC providing a more robust and comprehensive PUVC certificate. Although the 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 PUVC applications.

227 FY2019 2018 LEADS Listening Session  Ensure that all applicable departments/divisions are represented at presubmittal meetings to provide more project specific comments. OSEM More project specific information is being provided in the staff reports. Although it is often difficult to ensure attendance from outside agencies, staff has been diligent in ensuring that the reports from these agencies have been provided via 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. OSEM Staff will continue to identify burned, dilapidated or unsafe structures 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 forth 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 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 NFACC 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 the 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.
<table>
<thead>
<tr>
<th>#</th>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>234</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Coordinate with DSEM to enhance public awareness of family and non-family property issues.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>A session on her property was incorporated into the 2019 Home Expo hosted by DSEM.</td>
</tr>
<tr>
<td>235</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Evaluate ongoing service agreements to attract and increase the number of contractors that participate in the County’s Housing Rehabilitation Program.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Housing staff began issuing continuing service agreements for rehabilitation and replacement projects in October 2018.</td>
</tr>
<tr>
<td>236</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Explore opportunities to better educate contractors about the County’s Housing Rehabilitation Program.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Housing staff made presentations at several Tallahassee Builders Association meetings in fall 2018 and spring 2019 on the programs and services of the division.</td>
</tr>
<tr>
<td>237</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Establish a client’s satisfaction survey to be completed by Housing Rehabilitation clients.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>A client satisfaction survey is included as part of each housing rehabilitation and replacement project.</td>
</tr>
<tr>
<td>238</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>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.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Housing now bids the entire work for housing replacement projects.</td>
</tr>
<tr>
<td>239</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Promote available support services for human service providers through UPHS and other community organizations.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
</tr>
<tr>
<td>240</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Evaluate the utilization of Veteran Services counselors and collaborate with other organizations that support veterans to ensure maximum use of existing counseling resources.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Attendees noted a need to increase the ability to service more veterans daily. Staff now attend the VSO monthly contract review meetings. There we share information, promote community engagement with the VA and give feedback and advice regarding Veteran issues.</td>
</tr>
<tr>
<td>241</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Explore ways to expedite process for providing veterans with an annual bus pass.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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. Staff now provides Veteran Services with single ride bus passes to give to Veterans until their permanent pass is ready for pick-up.</td>
</tr>
<tr>
<td>242</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Increase nonprofit, faith-based, and neighborhood participation in the Community Organizations Active in Disaster (COAD) group.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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 tarp. Working with United Partners on Human Services, CONA and various networks regarding preparedness and how to get assistance following a disaster.</td>
</tr>
<tr>
<td>243</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Evaluate implementing flex scheduling to eliminate the use of Probation/Pretense staff to perform after-hours alcohol testing.</td>
<td>Intervention and Detention Alternatives</td>
<td>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/Pretense Officer on duty at the detention facility and providing more time for interviewing and case management responsibilities.</td>
</tr>
<tr>
<td>244</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Explore automated process for distributing referral documentation directly to court-ordered service providers.</td>
<td>Intervention and Detention Alternatives</td>
<td>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.</td>
</tr>
<tr>
<td>245</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Work to increase engagement with HOAs for improved outreach and education.</td>
<td>Resource Stewardship</td>
<td>With creation of the HOA web page by CMR, solid waste content was included.</td>
</tr>
<tr>
<td>246</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Provide updated and comprehensive outreach documents regarding waste services and programs, such as a rack card like HWI currently uses.</td>
<td>Resource Stewardship</td>
<td>Rack cards, outreach, marketing items created by CMR.</td>
</tr>
<tr>
<td>247</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>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.</td>
<td>PLACE (OEV)</td>
<td>OEV regularly distributes monthly newsletters that highlight upcoming opportunities, as well as economic data andproject announcements. The subscriber list is more than 1,300+ recipients. Additionally, OEV regularly posts to social media sites LinkedIn, Facebook and Twitter.</td>
</tr>
<tr>
<td>248</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Explore ways to increase public engagement and information sharing, such as developing a public outreach plan.</td>
<td>PLACE (Planning)</td>
<td>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.</td>
</tr>
<tr>
<td>249</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Enhance the Planning Department’s website to make frequently used documents and forms more readily available to customers.</td>
<td>PLACE (Planning)</td>
<td>The Code of Ordinances was reformatted to make it easier to read online and an index was added.</td>
</tr>
<tr>
<td>250</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Provide opportunities for utility service providers to give input during the survey data collection process to better coordinate the timing of construction projects.</td>
<td>Public Works</td>
<td>Although the active Capital Improvement Projects status summary is available to the utility service providers upon request, the representative from Taquita Electric requests a notice from the County after a project kick-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.</td>
</tr>
<tr>
<td>251</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Evaluate further emergency management communication with residents.</td>
<td>Tourism Development</td>
<td>Link to Emergency Information Portal posted on Visittallahassee.com website as resource during emergency and pushed out to Industry via GoTallahassee app.</td>
</tr>
<tr>
<td>252</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Pursue improvement of Emergency Management communication with industry partners.</td>
<td>Tourism Development</td>
<td>Link to Emergency Information Portal posted on Visittallahassee.com website as resource during emergency and pushed out to Industry via GoTallahassee app.</td>
</tr>
<tr>
<td>253</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Listening Session attendees recommended that UF/IFAS encourage applicants to complete master building plans for single family development to decrease overall review and approval timelines.</td>
<td>UF/IFAS</td>
<td>Master plans are currently being utilized by the swimming pool contractors and accessory building distributors. Having a master plan on file enables 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.</td>
</tr>
<tr>
<td>254</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Listening Session attendees recommended that UF/IFAS work with the County Attorney’s Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.</td>
<td>UF/IFAS</td>
<td>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 UF/IFAS 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 colleagues during pre-planning and development reviews.</td>
</tr>
<tr>
<td>255</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Continue to improve efficiencies of the CHSP online portal.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>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.</td>
</tr>
<tr>
<td>256</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Coordinate with VA to develop and make available a list of necessary documents for surviving family members.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>Veteran Services now has Federal Benefits Guide for Veterans, Dependents and Survivors. Also our web page has been updated with more community resources.</td>
</tr>
<tr>
<td>257</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Pursue the Literary including behind-the-scenes</td>
<td>Library Services</td>
<td>On-demand tours offered to new cardholders signing up in person. &quot;Behind the scenes&quot; work area tours scheduled in tandem with other library programs.</td>
</tr>
<tr>
<td>258</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Coordinate with CMR to develop an information packet for new, returning and renewing cardholders</td>
<td>Library Services</td>
<td>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.</td>
</tr>
<tr>
<td>259</td>
<td>FY2019</td>
<td>2018 LEADS Listening Session</td>
<td>Add Tech Help feature to Library website</td>
<td>Library Services</td>
<td>Tech help features posted on library web site, will check machines and digital picture frames, and featured in library’s electronic newsletter. Will employ digital signage as well when available.</td>
</tr>
</tbody>
</table>
260 FY2019 2018 LEADS Listening Session Evaluate opportunities to connect Library patrons to human service providers. Library Services Shortcuts 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 "supercarers" as ambassadors for the library system Library Services Working with Volunteer LEON, the Library has developed a plan for enhancing the volunteer program to engage more people in work with the libraries, including supercarers.

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 that have buildings in the County in an effort to increase recycling efficiency. Resource Stewardship Resource Stewardship in the Capital Area Sustainability compact waste work group. Staff have regular meetings 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 MnVSBSE Program. PLACE (OE) PLACE (OE) is currently in the process of finishing migration of the City into a new software program. Organization staff is assisting as part of the startup 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 DEBT/Procurement website. PLACE (OE) As part of the website design, DEBT initiated an effort to create a searchable database of available opportunities, which will include partnering with OEV to develop an access to all the procurement opportunities. OEV will also be working with the Leon County Office of Information Technology to develop a robust database of available opportunities.
<table>
<thead>
<tr>
<th>#</th>
<th>Fiscal Year</th>
<th>Name of Citizen or Citizen Committee</th>
<th>Description of Citizen Idea</th>
<th>Implementing Department</th>
<th>Description of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>291</td>
<td>FY2019</td>
<td>Citizen attendees of Water School</td>
<td>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.</td>
<td>Resource Stewardship</td>
<td>A single use plastics campaign is beginning in January and will involve Sustainability compact members.</td>
</tr>
<tr>
<td>292</td>
<td>FY2019</td>
<td>Citizen attendees of Water School</td>
<td>Citizen attendees at the Water School event mentioned a need for more clean-ups of our water ways.</td>
<td>Resource Stewardship</td>
<td>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.</td>
</tr>
<tr>
<td>293</td>
<td>FY2019</td>
<td>Perry Odorn</td>
<td>Citizen suggested that we incorporate pictures into our email news releases.</td>
<td>Community &amp; Media Relations</td>
<td>CMR has begun incorporating pictures from events in our email correspondences/news releases.</td>
</tr>
<tr>
<td>294</td>
<td>FY2018</td>
<td>Library Patrons</td>
<td>Purchase requests made by Library Patrons via ILLiad system, email or in person.</td>
<td>Library Services</td>
<td>148 items, a combination of print and media, were purchased during the month of October in response to Library patron requests.</td>
</tr>
<tr>
<td>295</td>
<td>FY2019</td>
<td>Citizen attending Dog Park grand opening</td>
<td>Citizen pointed out that small dogs could actually “escape” the fenced area by going between the rungs of the black decorative fence.</td>
<td>Resource Stewardship</td>
<td>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.</td>
</tr>
<tr>
<td>296</td>
<td>FY2019</td>
<td>Library Patrons</td>
<td>Library patron purchase requests submitted via our ILLiad system.</td>
<td>Library Services</td>
<td>143 items, a combination of print and media, were purchased during the month of November in response to Library patron requests.</td>
</tr>
<tr>
<td>297</td>
<td>FY2020</td>
<td>ACE Transition Program Teachers</td>
<td>Teachers from the ACE Transition Program reached out to staff to see if their students could be placed in intern positions with the County.</td>
<td>Human Services &amp; Community Partnerships</td>
<td>The first group of students with the ACE Transition Program began interacting 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.</td>
</tr>
</tbody>
</table>