



FY 2016/17 LEON COUNTY BOARD OF COUNTY COMMISSIONERS STRATEGIC PLANNING RETREAT



EXCEEDING EXPECTATIONS. EXPANDING POSSIBILITIES.



Monday, December 12, 2016

9:00 a.m. – 4:00 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

Goodwood Museum & Gardens
1600 Miccosukee Road, Tallahassee, Florida 32308

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Exceeding Expectations. Expanding Possibilities.
FY 2016/17 Board of County Commissioners Strategic Planning Retreat
Monday, December 12, 2016, Goodwood Museum and Gardens
9:00 a.m. – 4:00 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

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1. Welcome

Chairman's Welcome

Chairman John E. Dailey welcomes the Board to the 2016 Annual Board Retreat.

Purpose

Building on the impact and progress of the current FY2012 – FY2016 strategic plan, this year's retreat focuses on establishing the foundation for the County's next five year strategic planning cycle.

Retreat Overview

The day is broken into two sections: (1) Exceeding Expectations; and (2) Expanding Possibilities.

Section One: Exceeding Expectations

The first part of the day is intended for the Board to receive the Final Summary Report for your FY2012 – FY2016 Strategic Plan. In laying the foundation for establishing the FY2017 – FY2021 Strategic Plan, the balance of this section presents an Environmental Scan of Leon County government and our community and the results of the Citizen SWOT survey:

- Final Summary Report for the FY2012-FY2016 Strategic Plan
- Environmental Scan: Internal and External Emerging Trends
- SWOT Analysis (Strength, Weakness, Opportunity and Threats)

Section Two: Expanding Possibilities: Establishing the FY2017 – FY2021 Strategic Plan

During the second part of the day, the Board will establish the baseline for the FY2017 – FY2021 Strategic Plan, including reviewing your Vision statement, Strategic Priorities and establishing Strategic Initiatives. As discussed in Commissioners individual briefings, staff is also proposing to “expand the possibilities” of the strategic plan, by including a “Bold Goal” for each priority area, as well as, a series of individual quantifiable 5-year targets.

Building upon the strategic planning actions the Board has taken over the past five years, the development of the FY2017 – FY2021 Strategic Plan ensures that Commissioners have continued consensus, and staff have clear direction, as to the Board's vision, priorities, and strategic initiatives.

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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

Ben Franklin once said, “When you’re finished changing, you’re finished.” The famously innovative and civic-minded Founding Father would find much to be proud of in Leon County government today, including our commitment to adapting to meet the changes and challenges facing our community. That’s what the best organizations do. They anticipate change, challenge themselves and continue to advance their strategy. The FY 2012 -2016 Strategic Plan was developed and implemented in the wake of the Great Recession and slow economic recovery that followed. Over this five year time frame, Leon County government effectuated transformational change and instituted our “People Focused. Performance Driven.” organizational culture. We ushered in a new era of fiscal stewardship, citizen engagement, and operational excellence in our continuous effort to become an organization that our people believe in and others benchmark against.

So what’s next? An important foundation has been laid. This foundation now provides the footing necessary for our journey to become world class. The FY 2017 – 2021 Strategic Plan will provide a road map to guide our efforts along the way. What do we mean by world class? In Leon County, we strive to set the standard in public service, to offer our citizens an unmatched quality of life, and to provide citizens and visitors, alike, unparalleled opportunities and experiences. And our recent efforts provide great momentum for our journey to world class.

Building on Ben Franklin’s challenge, the 2016 annual Board retreat is themed “Exceeding Expectations. Expanding the Possibilities.” which recognizes the accomplishments of the County’s current five year plan (FY2012 – FY2016) and as a top performing organization, never to become complacent.

Our Value Proposition

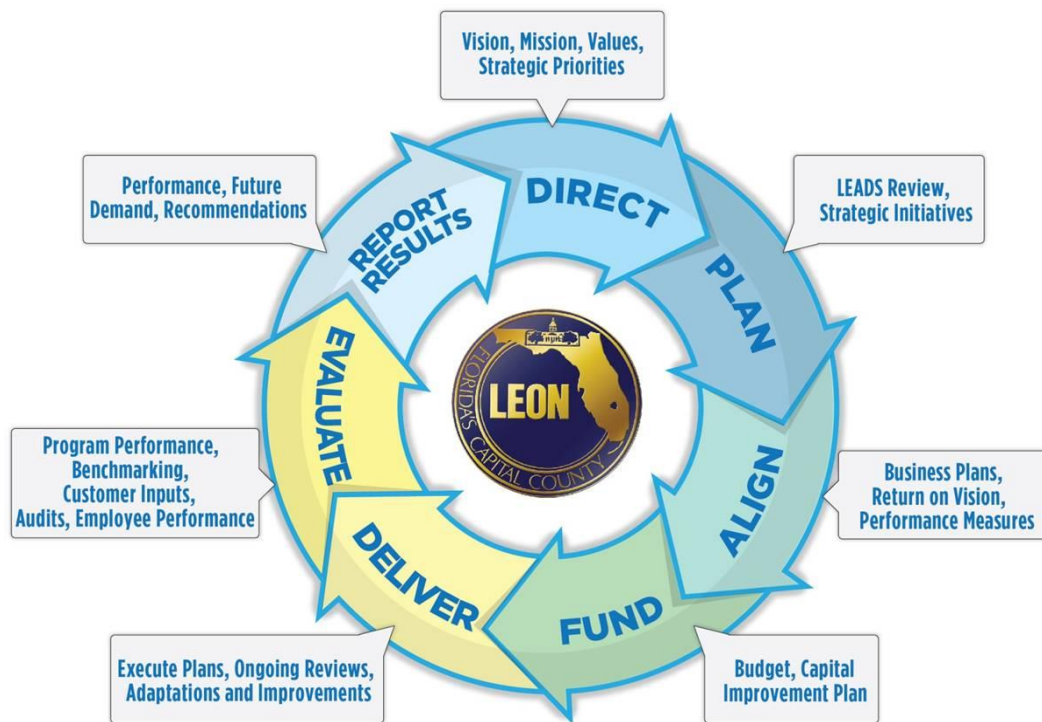
What You Get as a Taxpayer and a Stakeholder in our Community

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.

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There is little precedent for leading a local government organization through economic times as tough as those faced over the past few years. After years of losses in revenue and deep cuts in the County budget, we are just beginning to experience moderate growth in property values, increased State Sales Tax collection, and enhanced local development activity. The FY 2016/2017 adopted budget of \$246,129,886 reflects this moderate growth with a nominal increase of 3.18% 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 fiduciary 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 even in tough economic times.

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 begin the next five-year Strategic Plan cycle, we are again in the "Direct" phase of the cycle which begins with the Board Retreat.



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Background

At the Board's Retreat in 2011, a renewed focus on strategic planning was initiated to ensure the optimized resources of the organization were aligned with the newly created Vision, Strategic Priorities, and Core Values. A cultural shift was instituted throughout the organization to create our people focused, performance driven culture and an emphasis on strengthening our partnerships, conveying our relevance and demonstrating results. While prior Board retreats focused on projects and actions the County would pursue during the year, the 2011 retreat focused on a strategic approach to ensuring that the County fulfill our most important responsibilities of the day, with an eye toward planning for the long term.

Consistent with this model, the 2011 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 its 2011 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.

As it was the second year of the Strategic Plan, the December 2012 retreat provided the Board with 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 2013 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 – FY 2016 Strategic Plan, adopted on January 21, 2014, includes a total of 124 Strategic Initiatives.

Moving into the fourth year of the strategic planning cycle discussion focused on four key topics: 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 through FY 2016 Strategic Plan resulting in 136 initiatives in total.

For the 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), Community Paramedic Program and the essential components of economic vitality. During the

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retreat, the Board updated the Strategic Plan with the addition of 19 Strategic Initiatives resulting in 155 initiatives in total.

As a result of this strategic approach, game changing projects have been conceived and delivered including: LeonWorks – exposition recognizing the unmet local market for middle skilled jobs; DOMI - incubator and co-working space intent on building community and accelerating growth of high-impact startup companies; Cascades Park - a stormwater project cleverly disguised as our new “central park”; Gaines Street - which continues to spark revitalization along this critical connector and private sector investment in the urban core; and Apalachee Regional Park - which is drawing top local, state, and national talent to cross country running events.

Leveraging resources and strong partnerships have been critical to the success of projects such as these. In addition, Leon County government continues to engage citizens like never before to create new partnerships and realize the talent and resources available in our community to achieve our goals and imagine our future.

After receiving the FY2012-FY2016 Strategic Plan Final Summary Report included in the following section, the balance of the current year retreat will focus on the renewal of the FY2017-FY2021 Strategic Plan.

Plan Year	Action	Board Retreat	Plan Adoption by the Board
1	Renewal Year	December 2011	Adopted February 28, 2012
2	Update Year	December 2012	Revised January 29, 2013
3	Update Year	December 2013	Revised January 21, 2014
4	Update Year	December 2014	Revised January 27, 2015
5	Update Year	December 2015	Revised January 26, 2016
New–Yr. 1	Renewal Year	December 2016	Adoption anticipated in January 2017

SECTION ONE: **Exceeding Expectations**

3. Final Summary of the FY2012-FY2016 Strategic Plan

This section provides a final summary of the Strategic Initiatives contained in the FY2012-FY2016 Strategic Plan. During the retreat, the Board will commence with developing the initial initiatives for the FY2017-FY2021 Strategic Plan.

The over 150 Strategic Initiatives included in the current five-year plan vary in scope and are aligned across the spectrum of Strategic Priorities: Economy, Environment, Quality of Life, and Governance. Staff has made significant progress in the last five years to complete each Initiative, which requires substantial coordination of activities within and across County work areas as well as with external community partners.

These activities are tracked throughout the year and a status report on the Board's Strategic Initiatives is presented twice annually: during the budget process and during the Board's annual retreat. Monitoring and measuring progress in this way ensures continued progress and that both staff and the Board are aware of activities and resources needed to successfully complete an Initiative.

For the current strategic plan, subsequent to receiving the Board's direction during its December 2011 retreat, extensive efforts were undertaken from December 2011 through February 2012 to identify 84 Strategic Initiatives that would bring the Board's four Strategic Priorities into action. Those Strategic Initiatives were approved by the Board on February 28, 2012.

The Board identified 25 additional Strategic Initiatives during its 2012 retreat, 15 during its 2013 retreat, 12 during its 2014 retreat, and 19 during its 2015 retreat (a total of 155 Strategic Initiatives). As a component of the 2013 retreat, the Board approved transitioning to a five-year planning cycle, with continued annual reviews and updates, and semi-annual status reports. The Board adopted Leon County's revised FY 2012 – FY 2016 Strategic Plan on January 27, 2015.

Each of these 155 Strategic Initiatives aligns with and advances one or more of the Board's Strategic Priorities, which in turn supports and advances the Board's Vision. The Vision Statement, Strategic Priorities and Strategic Initiatives are documented in the Board's Strategic Plan.

Table 1 – Status of the Strategic Initiatives			
Timeline	Status		
	Complete	In Progress	Total
As of Preparation of December 2016 Final Summary Report	148 (96%)	6 (4%)	154
Status by Main Strategic Priority Alignment			
Economy	33	1	34
Environment	24	2	26
Quality of Life	52	2	54
Governance	39	1	40
Total	148	6	154

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Of note, the following priority adopted during the Board's 2015 retreat is marked "Rescinded" due to the dissolution of the Economic Development Council (EDC) in January 2016: "Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax."

For each of the six initiatives in progress, a brief status report is included.

Please note that many of the initiatives recorded as "Complete" do not "stop" - rather they will have continued impacts (such as the Domestic Partnership Registry, the Citizens Engagement Series, and the expanded community gardens program). Additionally, some of the initiatives recorded as "Complete" are still in process, but require no further Board direction and will be carried out as part of staff's work plan.

The following provides a final status of all the Strategic Initiatives, categorized by each initiative's main Strategic Priority alignment (Economy, Environment, Quality of Life, or Governance). At the Retreat, staff will present the Strategic Plan 2012-2016: Impact and Progress Report, which summarizes the FY2012-FY2016 Strategic Plan's implementation and impacts.

Status in Brief

Economy - Within the area of the Economy, completed initiatives follow.

2012-09	Consider policy to continue suspension of fees for environmental permit extensions
2012-20	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee
2012-22	Identify local regulations that may be modified to enhance business development
2012-23	Implement Leon County 2012 Job Creation Plan
2012-24	Implement strategies to support the Leon County Research and Development Authority at Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum (rev. 2015)
2012-25	Evaluate competitive sports complex with the engagement of partners such as KCCI
2012-29	Consider policy to waive EMS fees for uninsured or underinsured veterans
2012-46	Develop job search kiosk for veterans
2012-47	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans
2012-48	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners
2012-50	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity
2012-51	Consider policy to encourage redevelopment of vacant commercial properties
2012-81	Support VIVA FLORIDA 500
2012-82	Develop Capital Cuisine Restaurant Week
2012-83	Support Choose Tallahassee initiative
2013-16	Extend the term of Leon County's Local Preference Ordinance
2014-01	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
2014-04	Engage in a needs assessment for the Bradfordville Study Area
2014-05	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County

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2014-06	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas
2014-07	Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors
2014-09	Support sector planning for the area surrounding Veterans Affairs' outpatient clinic
2014-15	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park
2015-03	Evaluate and identify the projected unmet local market for middle-skill job opportunities
2015-04	Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities
2015-10	Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion
2015-11	Identify projects that may be advance-funded as part of the Sales Tax extension
2015-12	Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs
2016-05	Thorough utilization of \$160,000 in BP settlement funds pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marque events featuring well know headlining artists and events that would otherwise be viewed as cost prohibitive.
2016-09	Formalize the Leon Investment For Thriving Startups (LIFTS) program. Continue to engage with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.
2016-10	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.
2016-12	Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree.
2016-13	Engage community partners, such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.

Economy - Within the area of the Economy, work continues on the following initiative:

2016-06	Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing \$586,692 from the BP settlement. Request the CRA to fund any shortfall related to the weatherization project from the existing \$5.0 million in Tourism Development Tax allocation. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.
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Status update: Implementation of the initiative was delayed due to prior consideration of constructing a barrier wall along Cascades Park and how that would be factored in to the scope of the project which requires the contemplation of sound mitigation impacts. This initiative is recommended to be included as part of the FY2017 – FY2021 Strategic Plan.

Environment - Within the area of the Environment, completed initiatives follow:

2012-10	Develop Countywide Minimum Environmental Standards
2012-11	Develop minimum natural area and habitat management plan guidelines

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2012-12	Integrate low impact development (LID) practices into development review process
2012-13	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process
2012-14	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes
2012-21	Evaluate start-up of small business lending guarantee program
2012-31	Complete construction of Leon County Cooperative Extension net-zero energy building
2012-52	Consider mobility fee to replace concurrency management system
2012-53	Promote concentrated commercial development in Woodville
2012-54	Update Greenways Master Plan
2012-64	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report
2012-65	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)
2012-74	Pursue opportunities to fully implement a commercial and residential PACE program
2012-75	Consider policy for supporting new and existing community gardens on County property and throughout the County
2012-76	Develop energy reduction master plan
2012-77	Further develop clean - green fleet initiatives, including compressed natural gas
2012-78	Evaluate Waste Composition Study
2012-79	Identify alternative disposal options
2012-80	Explore renewable energy opportunities at Solid Waste Management Facility
2013-10	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction
2013-23	Expand the community gardens program
2013-24	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling
2015-08	Protect the rural character of our Rural Land use category
2016-17	Reevaluate current market conditions for the opportunity for the County to institute a residential PACE program.

Environment - Within the area of the Environment, work continues on the following initiatives:

2012-63	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension
2013-20	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County

Leon County has made substantial progress during this Strategic Plan cycle in addressing central sewer and wastewater treatment alternatives for the Primary Springs Protection Zone (PSPZ). The Plan initiatives address pursuit of funds which were awarded through the Legislature and State of Florida Springs Restoration Program beginning in 2014. Design is underway for construction using these funds.

The Upper Wakulla River Basin Management Action Plan was adopted in October 2015. Additional funds will continue to be pursued throughout the next few years to address the several thousand septic tanks in the areas of concern. Staff recommends these initiatives be considered for inclusion in the FY2017 – FY2021 Strategic Plan.

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Quality of Life - Within the area of Quality of Life, completed initiatives follow:

2012-01	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership
2012-02	Participate in ASPCA ID ME Grant
2012-03	Consolidate dispatch functions
2012-15	Develop unified special event permit process
2012-16	Consider property registration for abandoned real property
2012-17	Develop process by which public may electronically file legal documents related to development review and permitting
2012-18	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet
2012-19	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects
2012-30	Pursue funding for community paramedic telemedicine
2012-32	Complete construction of the expanded Lake Jackson Branch Library and new community center
2012-33	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative
2012-34	Complete construction of Public Safety Complex
2012-35	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA
2012-45	Hold "Operation Thank You!" celebration annually for veterans and service members
2012-49	Relocate library services into the expanded Lake Jackson Branch Library
2012-55	Consider constructing Cascade Park amphitheatre, in partnership with KCCI
2012-56	Implement design studio
2012-57	Implement visioning team
2012-58	Develop performance level design standards for Activity Centers
2012-59	Revise Historic Preservation District Designation Ordinance
2012-60	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access
2012-61	Develop bike route system
2012-62	Establish Bicycle & Pedestrian Advisory Committee
2012-66	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette
2012-67	Develop Miccosukee Greenway Management Plan
2012-68	Develop Alford Greenway Management Plan
2012-69	Complete construction of Miccosukee ball fields
2012-70	Continue to plan acquisition and development of a North East Park
2012-84	Consider programming Cascade Park Amphitheater
2013-01	Consider establishing a Domestic Partnership Registry
2013-02	Seek community involvement with the VIVA FLORIDA 500 Time Capsule
2013-12	Successfully open the Public Safety Complex
2013-17	Implement procedures for residents to take full advantage of the NACO Dental Card Program
2013-18	Develop solutions to promote sustainable growth inside the Lake Protection Zone
2013-19	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters

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2013-21	In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields
2013-22	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding
2013-25	Expand, connect and promote "Trailahassee" and the regional trail system
2012-72	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway
2014-08	Continue to pursue funding for community paramedic telemedicine
2014-10	Work with the City to celebrate the opening of Cascades Park
2014-11	Focus on improving Leon County's ranking as a bicycle friendly community
2014-12	Institute as Sense of Place for the fairgrounds
2014-13	Further establish community partnerships for youth sports development programs
2015-01	Provide an early budget discussion item regarding primary health care, including mental health care services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the local criminal justice system
2015-05	Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan
2016-04	Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.
2016-07	Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY2017 budget process.
2016-15	Work with the federal Bureau of Prisons to utilize a portion of the federal prison land for the expansion of Tom Brown Park ballfields.
2016-16	Perform a Sense of Place study for the Miccosukee community.
2016-18	Develop a public education campaign on bicycle and pedestrian safety with community partners.
2016-19	Coordinate partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization.

Quality of Life - Within the area of Quality of Life, work continues on the following initiatives:

2012-71	<p>Develop Apalachee Facility master plan to accommodate year-round events</p> <p><i>The Office of Resource Stewardship is currently holding stakeholder and general public meetings to seek community input on the Apalachee Facility master plan. Staff anticipates that a proposed plan will be presented to the Board early next calendar year. Staff recommends this initiative be included in the FY2017-FY2021 Strategic Plan.</i></p>
2016-08	<p>As part of the inclusionary housing review being conducted with the Land Use Element rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.</p> <p><i>The Land Use Element update is a multi-year strategic initiative to review, streamline and update land use policies for the City and County. A key piece of that update is addressing strategies to support the creation and retention of affordable and workforce housing while supporting infill development within the Urban Service Area. Staff recommends this initiative be considered for inclusion in the FY2017 – FY2021 Strategic Plan.</i></p>

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Governance - Within the area of Governance, completed initiatives follow:

2012-04	Conduct LEADS Reviews
2012-05	Develop and update Strategic Plans
2012-06	Develop and offer Citizens Engagement Series
2012-07	Explore posting URL on County vehicles
2012-08	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)
2012-26	Explore providing on Demand – Get Local videos
2012-27	Institute Grants Team
2012-28	Develop and institute an integrated grant application structure
2012-36	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system
2012-37	Revise program performance evaluation and benchmarking
2012-38	Instill Core Practices through providing Customer Experience training for all County employees
2012-39	Instill Core Practices through revising employee orientation process
2012-40	Instill Core Practices through revising employee evaluation processes
2012-41	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service
2012-42	Evaluate options for value-based benefit design
2012-43	Revise employee awards and recognition program
2012-44	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees
2012-73	Pursue Public Works' American Public Works Association (APWA) accreditation
2013-03	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies
2013-04	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments
2013-05	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept
2013-06	Pursue expansion for whistleblower notification
2013-07	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland
2013-08	Periodically convene community leadership meetings to discuss opportunities for improvement
2013-09	Expand opportunities for increased media and citizen outreach to promote Leon County
2013-11	Develop a proposed economic development component for the Sales Tax extension being considered
2013-13	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens
2013-14	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)
2013-15	Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors
2014-02	Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year
2014-03	Engage with the private sector to develop property at the corner of Miccosukee and Blair Stone, to include the construction of a Medical Examiner facility
2014-14	Create a capital projects priority list for the fifth-cent gas tax (program)

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- 2015-02 Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts: a complete closure of the landfill; redirect Class I Solid Waste from the Transfer Station to the landfill; and a hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station
- 2015-06 Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability
- 2015-07 Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining
- 2015-09 Develop a Leon County "Crisis Management Communication Plan"
- 2016-01 Engage the City and United Way to expand the eligibility for CHSP and to establish a new funding category for non-direct human service providers.
- 2016-02 Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).
- 2016-03 Establish a formalized approach to utilize the CHSP Executive Committee, as the lead entity for the on-going implementation of the CHSP process by: 1) Eliminating the existing JPB and associated Leadership Team committee; and 2) Working with the City and United Way, prepare the appropriate documents for Board consideration that establishes the committee's and governing partners' responsibilities, including, but not limited to: meeting schedule to provide certainty for continuous agency input; process for making changes to CHSP policies and procedures; establish a technical review committee to evaluate trends and community data for possible recommendations to the Executive Committee.

Governance - Within the area of Governance, work continues on the following initiatives:

- 2016-14 Support Commissioner Desloge during his term as NACo President.
*Staff recommends this initiative be considered for inclusion in the FY2017 – FY2021 Strategic Plan.
Staff will continue to support Commissioner Desloge throughout his 2016/2017 presidential term.*

4. Environmental Scan

Where We Have Been, Where We Are, and What We Project

As a complement to the citizen SWOT (strength, weakness, opportunity and threat) analysis, staff has prepared an environmental scan. An environmental scan provides an analysis of emerging internal and external trends, issues and conditions that impact Leon County. This information is important to be considered during the strategic planning process as these factors change and evolve over time and impact priorities, performance and results. In addition to individual Commissioner's perceptions and priorities, the environmental scan and SWOT analysis provide a common set of factors for the entire Board to consider in refining Strategic Priorities and ultimately developing specific Strategic Initiatives for the next five year Strategic Planning period.

As noted in Section 8 of the retreat materials, to optimize the Board's time at the retreat, staff will provide the Board with an initial set of updated directional statements for each of the Strategic Priorities. The proposed directional statement will be based on the environmental scan, as well as the citizen SWOT analysis and preliminary meetings with Commissioners.

The environmental scan reviews emerging trends in the following areas:

- A. Demographics
- B. Economic Analysis
- C. Financial Health of Leon County
- D. Staffing
- E. Emergency Medical Response
- F. Public Safety
- G. Development Activity
- H. Planning
- I. Human Services
- J. Energy and Sustainability
- K. Tourism Development
- L. Community Engagement
- M. Technology
- N. Florida Constitution and Leon County Charter Revision Processes

Each section includes a list of emerging trends (internal and external) followed by a summary and analysis of each identified trend. The final section of the environmental scan provides an overview of the Florida Constitution and Leon County Charter Revision Processes.

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A. Demographics

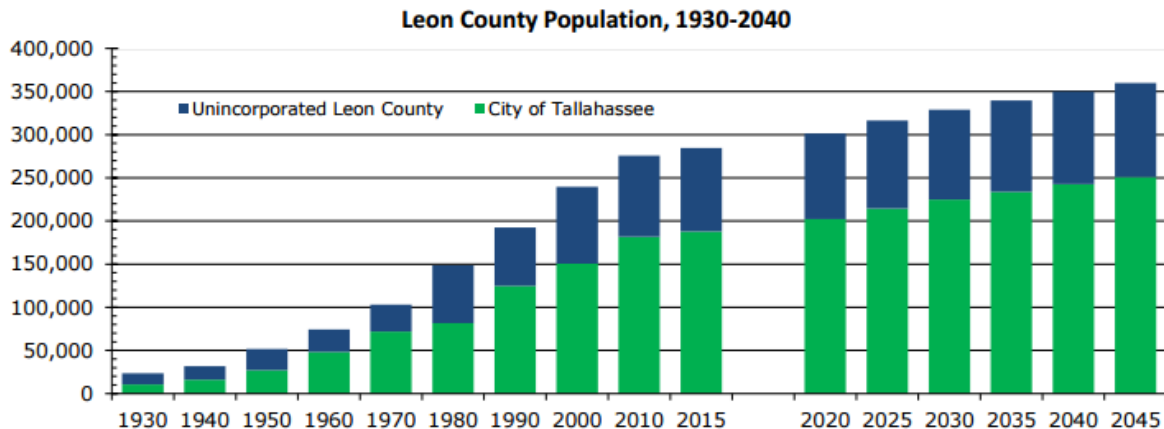
External Trends:

- Continued modest population growth
- “Baby Boomers” aged 65-79 are our fastest growing age group
- Leon County population exceeds national and state educational attainment rates
- Leon County continues to be a racially and ethnically diverse community

Continued modest population growth

Leon County’s population has increased from 275,487 residents in 2010, the last U.S. Census year, to 287,671 residents in 2016. This population change of 8,956 residents represents an increase of approximately 4.4% (compared with 7.2% for the State of Florida). In comparison, thirty-two counties have grown at a faster rate than Leon County since 2010 while thirty-four have grown at a slower rate (with thirteen Florida counties having lost population since 2010). By the year 2020, Leon County’s population is projected to reach 301,500 residents, an increase of approximately 4.8%.

It is estimated that since the 2010 Census, 74.1% of Leon County’s population growth is attributable to net natural increase (total births less total deaths) and the remaining 25.9% of growth to net migration. More than 85% of the population growth in Leon County occurred within the City of Tallahassee, while 15% of the growth was in Unincorporated Leon County.



Sources: University of Florida, Bureau of Economic and Business Research (2020-2040 Leon County projections); Tallahassee-Leon County Planning Department (City of Tallahassee and Unincorporated Leon County 2020-2040) projections assuming continued annexations and share of population growth captured by the City between 2000 and 2015 will continue throughout the projected time horizon).

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“Baby Boomers” aged 65-79 are our fastest growing age group

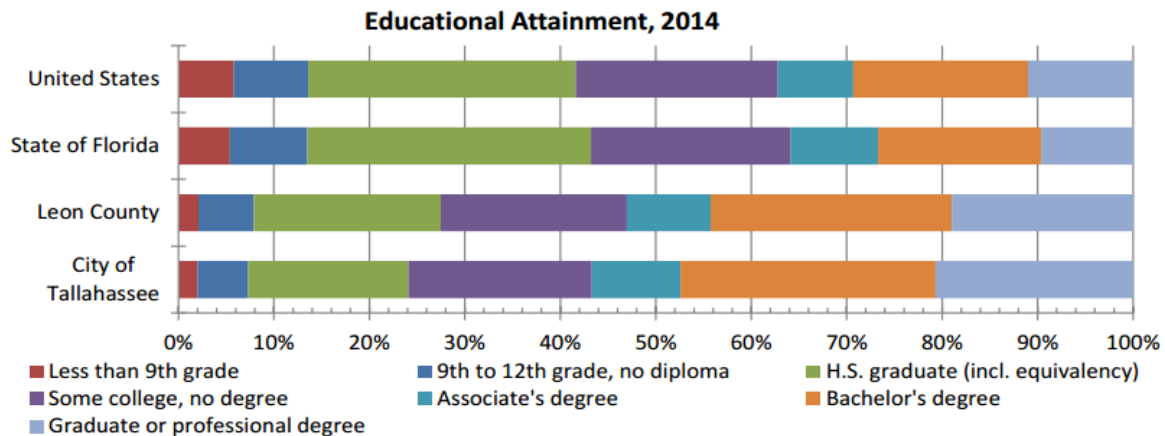
In 2015, Leon County had the second highest percentage of population between the ages of 18 and 24 in the state at 21.6% (behind Alachua County) the second smallest percentage aged 65 and older at 11.4% (behind Union County) in the State of Florida. Although the 65-79 age group represents only 9% of the County’s total population, it is the fastest growing age group, growing at an annual rate of 6.1% during 2010-2015. Projections show this age group continuing to grow at an annual rate of 6% through the year 2020. This growth is attributed to the aging of the “Baby Boomer” generation. Through Tourism Development, Leon County is the lead agency supporting the “Choose Tallahassee” marketing and outreach campaign in promoting our community to potential retirees in this age group, as well as other potential retirees. Leon County is not typically thought of as a retirement community; however, through “Choose Tallahassee” we are able to promote the educational opportunities, mild climate, high quality of health care and affordable cost of living.

Age Group	2010 Population	2015 Population Estimate	Growth in		Avg. Ann. Growth 2010-2015
			Population 2010-2015	Percent Growth 2010-2015	
0 to 4	15,350	14,939	-411	-2.7%	-0.5%
5 to 17	38,623	40,032	1,409	3.6%	0.7%
18 to 24	61,897	60,364	-1,533	-2.5%	-0.5%
25 to 54	103,907	103,845	-62	-0.1%	0.0%
55 to 64	29,730	31,841	2,111	6.9%	1.4%
65 to 79	18,962	25,775	6,813	30.7%	6.1%
80+	7,018	7,647	629	8.6%	1.7%
Total	275,487	284,443	8,956	3.2%	0.6%

Source: University of Florida, Bureau of Economic & Business Research, "Florida Population Studies, Bulletin 175", June 2016

Leon County population exceeds national and state educational attainment rates

The level of educational attainment of residents 25 years and over has steadily increased in Leon County. As of 2014, 44.3% of Leon County residents 25 years and over had obtained a Bachelor's degree or higher (the highest percentage of any Florida County), up from 41.3% in 2010. In comparison, 26.7% of State of Florida residents and 29.3% of US residents 25 years and over had obtained a Bachelor's degree or higher.



Source: U.S. Department of Commerce, Bureau of the Census, American Community Survey, 2010-2014

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Leon County continues to be a racially and ethnically diverse community

By race and ethnicity, the County's 2016 population included 64% White, 32.2% Black, and 3.8% Other Races. Also, 5.9% of Leon County residents were of Hispanic origin. By 2020, the population of Leon County is projected to be 57.5% White, 32.6% Black, and 9.9% Other Races with 6.2% of Hispanic origin.

B. Economic Analysis

External Trends:

- Gradual and steady post economic downturn job growth
- Projected middle-skilled job growth
- Unemployment approaching pre-economic downturn levels
- Increased housing opportunities and improved home ownership stability
- Improving retail market and retail employment opportunities
- Continual increases in the area GDP
- Decrease in local college enrollment
- New state economic development programs and funding being pursued
- State facility assessment study being conducted

Internal Trends:

- Increased sales tax collections

Gradual and steady post economic downturn job growth

Job growth has been steady during the economic recovery, averaging 0.5% per year since 2010. After an unexpected decrease in employment levels in 2015, job growth is up 0.8% in 2016 and in the short term, employment is projected to remain between 0.5% and 1.0% per year.

Government, education and health care continue to be the economic drivers of the Leon County economy. Since 2010 employment in the government sector in Leon County has been relatively level, while education and health care employment levels have increased nearly 2% annually on average. Employment in the leisure & hospitality industry has exhibited the greatest growth, growing nearly 3% per year since 2010 and adding nearly 2,500 jobs to the local economy.

Projected middle-skilled job growth

Leon-Gadsden-Wakulla Counties will have over 27,000 middle-skilled jobs open in a variety of industries in the next 8 years. Approximately 49% of these jobs will be in the business industry, 22% in the trade industry, and 13% in the health industry. The median hourly wage in these industries is \$17.23. Openings for similar middle-skilled jobs are growing in demand across the country; however, high school vocational and technical education programs have experienced a decline over the past few decades. To address this projected job demand, Leon County created and launched the Leon Works Expo and Junior Apprenticeship program.

Unemployment approaching pre-economic downturn levels

As of September 2016, Leon County's unemployment rate was 4.8%, slightly lower than the

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September 2015 rate of 4.9%. Over the same time period, the State of Florida unemployment rate was 5.0% (down from 5.3%) and the United States' rate was 4.8% (a decline from 4.9%). After peaking in 2011, initial claims for unemployment compensation have dropped dramatically in Leon County and are down 25.6% thus far in 2016, declining faster than the State of Florida.

Increased housing opportunities and improved home ownership stability

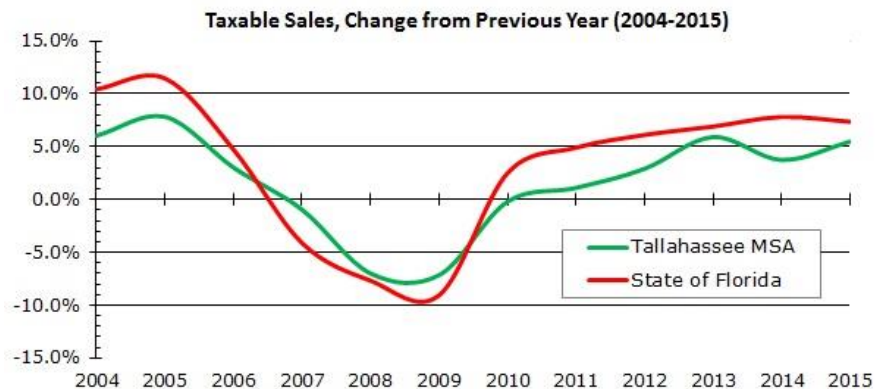
Building permits for new construction have rebounded over the past five years, however new construction permit levels for residential and commercial construction are still 50% of pre-economic downturn levels. In 2015, permits for new single-family home construction reached their highest annual level since 2007 while year-to-date 2016 permits are on pace to exceed 2015 totals. By permit value, new commercial construction did not bounce back after the downturn as fast as commercial construction but has been strong since 2014.

For the first nine months of 2016, mortgage foreclosures are down 18% in comparison with 2015. It is projected that 2016 will be the fourth straight year of declining mortgage foreclosures in Leon County.



Improving retail market and retail employment opportunities

After declining each year during the economic downturn (2007-2010), taxable sales continue to improve in Leon County, up nearly 4% per year since 2010 and are up 3.4% thus far in 2016 (January-July) compared with 2015.



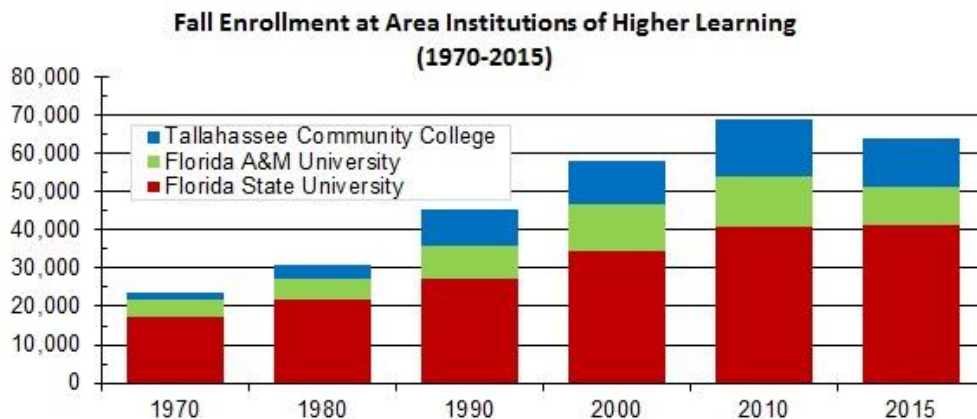
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Continual increases in the area GDP

The Tallahassee Metropolitan Service Area's (MSA) Gross Domestic Product (GDP) was \$14.7 billion in 2015, up \$0.5 billion (3.5%) from 2014. Since 2001, GDP growth in Tallahassee has averaged 2.3% annually, ranging from a low of -2.1% (2001-2002) to a high of 7.2% (2006-2007). Historically, private industry has accounted for 66% of the MSA's GDP with 34% attributable to government. Strongest gains in recent years have been in the areas of health care, retail trade, finance and professional and business services.

Decrease in local college enrollment

After peaking at 70,000 students in 2011, enrollment at the three largest schools of higher education (Florida State University (FSU), Florida Agriculture and Mechanical University (FAMU), and Tallahassee Community College (TCC)) have collectively dipped in terms of total enrollment to nearly 64,000 enrolled students as of fall 2015. The decline in enrollment is associated with TCC and FAMU, while FSU's enrollment has been generally stable for the past five years. Staff will continue to monitor this recent decline in enrollment to determine if this is a long term trend.



New state economic development programs and funding being pursued

During the 2015 legislative session, the Florida Enterprise Zone (EZ) Program was scheduled to sunset at the end of 2015 when no legislation was passed extending its statutory authorization. However, HB 33A was signed by the Governor preserving state incentives for existing businesses located within enterprise zones until December 31, 2018. Due to the expiration of the Florida EZ Program, Leon County and FAC has advocated for a new state-local economic development partnership through the greater use of targeted strategic investments.

In 2016, Governor Scott's \$250 million request for Enterprise Florida, the state's economic development organization, and two comprehensive economic development reform bills were unsuccessful. However, Governor Scott is planning to pursue economic funds again in 2017.

State facility assessment study being conducted

The FY 2016-17 state budget included funding to conduct a study of aging government facilities, infrastructure, and expiring building leases in Leon County and to provide recommendations to the Legislature regarding how to manage these properties. This study is due to the Governor, the President of the Senate, and the Speaker of the House of Representatives by February 1, 2017. County, City, and FSU staff met with the Florida Department of Management Services and Savills-Studley, the consultant firm hired by the state to conduct the study in August 2016, to provide input

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and share information with the consultants. At this time, the state and its consultant are evaluating long-term building and parking needs to be addressed during the 2017 legislative session. Leon County will continue to stay engaged and provide additional analysis to the Board once the results of the study are complete.

C. Financial Health of Leon County

External Trends:

- The impacts of the “Great Recession” are subsiding
- Revenues are beginning to approach pre-recession levels
- Rating Agencies see the County’s financial health as strong
- State Budget forecast continues to indicate nominal growth

Internal Trends:

- Reduction in the use of fund balance to support operating expenditures
- Future costs to provide services will continue to increase
- Continued decline in debt obligations

The financial health of the County Government is sound. The County’s deliberate and reasoned financial management and budgetary practices before, during, and after the recession have placed the County in a positive position to provide long-term stability for the citizens the County serves.

The impacts of the “Great Recession” are subsiding

The County, like the rest of Florida and the United States, is continuing a slow economic recovery from the “Great Recession”. Beginning in 2009, property values and consumer spending declined. Property values have increased by over \$1.0 billion from their lowest valuation in 2013, but are still \$2.0 billion less than peak values observed in 2007. Likewise, taxable sales have increased steadily over the past five fiscal years but remain \$240 million less than peak taxable sales in 2007.

Revenues are beginning to approach pre-recession levels

The recession greatly affected property tax, state shared revenue sources and sales tax collections. Consistent with increases in property values and taxable sales, related revenues have increased correspondingly.

Property Taxes

The Board cannot control property values but rather the tax rate that is applied to the values provided by the Property Appraiser. For example, during the recession property values declined, and the Board left the millage flat, which reduced property tax collection. By doing this over a period of years during the “Great Recession” the Board provided \$13 million in property tax savings to the community by leaving the millage rate flat and correspondingly, not increasing the millage rate to bring in the same level of revenues, or to address the increasing demands the County government faced during the recession. Conversely, as property values increased moderately over the past two years, the Board made a deliberate and planned decision to leave the millage rate at the current

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8.3114, to allow the additional property tax revenue to begin to assist in covering the inflationary costs of providing County services without having to reduce program services.

Other Revenues

Other major revenues such as Florida's half-cent, state shared revenue and local sales tax revenue have also seen positive growth over the past four years. Growth in these sales tax related resources reflect the growth consumer confidence.

Gas taxes have increased modestly due to the decline in gas prices causing an increase in consumption. Even with this increase, the future strength of this revenue is uncertain. This is largely due to the possible future volatility in the market for crude oil, and the shift in consumers driving more fuel efficient cars.

Building and development activity has caused a corresponding increasing in permitting revenue. The building inspection function is entirely self-supporting through permitting revenue. The additional revenues are allowing the County to hire Plans Examiners and Building Inspectors (previously eliminated during the recession) to support the additional work load in order to continue to exceed customer expectations.

The Development and Environmental Permitting functions are funded by both fees and general revenue. During the recession, even with the elimination of positions, additional general revenue was provided to this function in order to keep service levels consistent with demand. With the increase in permitting fees, the County started reducing the amount of general revenue needed to fund this program.

Rating Agencies see the County's Financial Health as strong

In 2011, many counties including Leon received reduced bond ratings from rating agencies like Moody's and Fitch. Leon's capital bonds were downgraded from stable to negative outlooks. Over the past three years Leon County bond ratings have improved to AA with a stable outlook from Fitch in 2014, and more recently in August 2016, Moody's applauded Leon County's financial management, and stated that the County's financial position was "very strong".

State Budget forecast continues to indicate nominal growth

The annual forecast, provided by the Office of Economic and Demographic Research (EDR), revealed that the state will have a surplus of just \$7.5 million during FY 2017, a significant decrease compared to the previous three year of surpluses ranging from \$336 million to \$846 million. Without budget or revenue changes, the EDR is forecasting a budget gap of \$1.3 billion and \$1.9 billion in following two years, respectively. The forecast lists tax cuts as a large contributor to the deficit; however, Governor Scott is expected to advocate for further tax cuts and Senate President Joe Negrón plans to boost spending on state universities. Given the current forecasts for the State budget, the County does not anticipate any significant increases over current year funding levels for County related programs.

Reduction in the use of Fund Balance to Support Operating Expenditures

During the recession, consistent with adopted policies, the County made a deliberate decision to use fund balance to assist in balancing the budget. While this has been done judiciously, the practice is not intended to be a long term trend, and if done indefinitely could affect the County's currently strong financial status. At the beginning of the recession, the County was using \$5.0 million in fund balance to balance the budget. As planned, as economic conditions improve, the use of fund

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balance has declined. For FY 2017, \$2.5 million of general revenue fund balance was used to balance the operating budget; a reduction of 38% or \$1.5 million from the preceding fiscal year.

Barring any unforeseen economic crisis, out-year projections show the County using no general revenue fund balance for budget balancing by FY 2021. This reduction is directly due to the Board deliberately allowing the millage rate to remain constant as values increased, thereby allowing the growth in property taxes to off-set a portion of the inflationary costs of operating the government.

The Board has been able to judiciously use fund balance to assist in balancing the budget and to fund the five-year capital improvement program while adhering to the adopted reserve policy. This policy requires that fund balances remain within 15 percent and 30 percent of operating expenditures. Funds in excess of operating budgets have been moved to the capital program to support the County's maintenance needs.

Future Costs to Provide Services will Continue to Increase

The cost to "open the doors" every year to maintain current service levels provides the baseline annual financial impact for County government. These inflationary costs include items such as employee benefits (state mandated retirement, health care, performance pay increases), Medicaid payments, utilities, and material costs to maintain the County's infrastructure. Typically, these "open the doors" costs range between five and six million dollars per year. During the recession, and the recent years following, the increase in property values has been less than the increase in costs thereby necessitating the previous budget reductions and utilization of fund balances.

Operating

Even with these post-recession gains, cost increases in the future will force staff to remain diligent in evaluating the budget for opportunities to work more efficiently within our existing resources. With an improving economy, the costs of construction, as well as, the costs for services and our internal operating cost impacts will also continue to increase. For example, with the completion of the Blueprint 2000 Capital Circle Northwest/Southwest project Leon County will assume maintenance costs of the right-of-way and landscaping. Likewise, the FY 2017 budget contemplates increased costs associated with the Community Redevelopment Agency, 800 MHz radio communication services, and Medicaid Payments. These costs will likely increase annually over the next five years.

Capital

Coming out of the recession, the County has developed a capital program focused on maintaining the existing building, stormwater and roadway infrastructure. This maintenance places a significant focus on preventative efforts and the County's general physical plant, includes major building mechanical system and roof replacements, large stormwater rebuilding projects, roadway intersection improvements, road resurfacing and heavy equipment replacement. To fund this program, the five year capital plan contemplates the recurring transfer to the County capital program increasing to at least between \$4.0 and \$5.0 million annually. For FY 2017, the transfer is \$3.0 million, which is an increase of 33% or \$1.0 million over the prior fiscal year.

Emergency Medical Services

Beginning in FY2015, the budget contemplates utilizing EMS fund balances to support increased costs associated with enhanced service delivery. Previous Board direction contemplated this increased level of service commensurate with demands, while correspondingly deferring any increases in recurring revenues to support the increased costs. To address the cost increase, the use

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of fund balance is being done in a deliberate fashion. Beginning in 2015, the fund balance was \$9.3 million, and the EMS policy minimum for fund balance was \$2.3 million. Consistent with previous projections, the current analysis indicates that fund balance will stay within policy limits until FY 2020. Another update on the EMS fund will be presented as part of the upcoming FY 2018 budget process.

Continued decline in debt obligations

A large part of the County's positive financial health and strong financial ratings can be attributed to the low debt level and high liquidity ratio. The County's debt level accounts for less than 4% percent of the total County budget. The liquidity level is slightly more than 4:1; meaning that the County has cash in excess of what is needed to cover short term liabilities. The International County/City Managers Association recommends a minimum of a 1:1 ratio of liquidity.

During the post-recession period, Leon County took advantage of the low interest rate environment and refinanced outstanding bond issues. These refinancing efforts over three fiscal years (FY 2013 – FY 2015) provided the County \$4.8 million in savings over the life of the loans.

By FY 2021, annual debt service payments will be reduced by 61% from the current \$8.6 million per year to \$3.3 million. By FY 2025, the County will have paid off all existing debt. Additional analysis will be provided as part of the FY2018 budget process. This, in conjunction with steadily increasing tax and property revenues (still below pre-recession levels), and constrained expenditures has placed the County in a strong financial position going forward.

D. Staffing

External Trends:

- Health insurance costs continuing to rise
- Federal rules for overtime are pending
- Uncertainty related to Federal Health Care Reform
- Continue to have one of the lowest per capita employee ratios in the state
- Impacts of legalized medical marijuana being monitored
- State may consider pay raises for state workers in 2017 legislative session

Internal Trends:

- Changing employee demographics leading to an aging workforce

The slow recovery of the economy, unemployment and the accelerating pace of change in all industries, including government, are changing the nature of the workplace. Shifting demographic patterns, technological advancements, pressures for innovation, and increased productivity will set the tone of the workplace of the future.

The following is a summary of potential future trends in the Leon County government workforce over the next 5 plus years:

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Health insurance costs continuing to rise

Affordable health insurance continues to be a primary concern for both employers and employees. Health insurance costs are expected to continue rise in 2017 and beyond. Employers are diversifying the types of plans offered. Offering a high-deductible plan in addition to HMO's has been an effective cost-control measure. Under a high-deductible plan, employees have access to a tax advantage health savings account (HSA) that they can use to pay for qualified health care costs, thus allowing for lower monthly premiums. Consumer driven options allow employees take more responsibility for their health care choices. To address increased costs, the County has made minor adjustments in the allocation of costs between employer/employee, while making little changes to the overall plan design. As the costs associated with healthcare continue to rise in Leon County, we will continue to explore options to help reduce the financial impact to the County as well as its employees.

Federal rules for overtime are pending

Revisions to the Fair Labor Standards Act were to become effective as of December 1, 2016. However, on November 22, a Texas U.S. District Court Judge issued a nationwide temporary injunction, blocking the U.S. Department of Labor (DOL) from implementing new overtime pay rules scheduled to take effect on December 1, 2016. These changes would raise the salary threshold indicating eligibility from \$455/week to \$913 (\$47,476 per year). The salary threshold would be automatically updated every three years, based on wage growth, over time and increasing predictability. The new rule also strengthens overtime protections for salaried workers already entitled to overtime. The change to the overtime regulation is not anticipated to have a significant fiscal impact to Leon County. Leon County, as well as the National Association of Counties, is actively monitoring the latest developments with the court litigation, action by Congress and the President-elect administration.

Uncertainty related to Federal Health Care Reform

Proposals of relevance to Leon County that may garner support in the 115th Congress includes modification of the definition of a "full-time" employee for purposes of the health care coverage requirement, the preservation of employer-sponsored wellness programs, and changes to ease the compliance reporting requirements for employers offering health insurance coverage to their employees. In addition, the ACA 40 percent excise tax on high value plans "Cadillac Tax" will likely receive considerable attention, especially given the current tax treatment of employer-sponsored health care coverage. As such, the tax treatment of employer-sponsored health care benefits could come under scrutiny as lawmakers look to find ways to pay for tax reform and reduce the federal deficit. Leon County will continue to closely monitor any changes to the ACA and the associated projected impacts.

Continue to have one of the lowest per capita employee ratios in the state

As one of the County's key personnel efficiency metric, Leon County annually surveys Florida Counties to determine staffing ratios and evaluates any changing trends. Leon County continues to provide one of the lowest staffing ratios per thousand residents when compared with other counties in Florida. When examining like-sized counties, Leon has the second lowest staffing per thousand at 6 employees, with only St. Lucie having fewer, five. Among all of Florida's 67 counties, Leon ranks sixth lowest in staffing per thousand. Other comparable counties including Escambia and St. Johns have nine employees per thousand residents. The range of all counties is St. Lucie with five per thousand and Monroe with 17 per thousand. Leon County ranks in the top 10 for lowest per capita

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positions in the entire state. Attachment #1 shows all the comparable position data for counties in Florida.

Impacts of legalized medical marijuana being monitored

Florida became the 26th state and the first in the South to allow medical use of marijuana. Amendment 2 recognizes marijuana as a treatment for 10 specified conditions: cancer, epilepsy, glaucoma, HIV, AIDS, Crohn's disease, Parkinson's disease, multiple sclerosis, amyotrophic lateral sclerosis, and post-traumatic stress disorder. It also allows doctors to recommend marijuana for patients with "other debilitating medical conditions of the same kind or class as or comparable to those enumerated." The amendment takes effect on January 3, after which the Florida Department of Health has six months to issue regulations for patients, caregivers (who help patients obtain and use marijuana), and medical marijuana treatment centers (which produce and dispense the drug). Home cultivation is not permitted, and the department is charged with setting presumptive possession limits for patients. It is supposed to start issuing identification cards to qualifying patients and caregivers within nine months, and if it fails to do so a doctor's certification will authorize access to medical marijuana. It's important to know that there are no employment protections or accommodations required for marijuana use under federal law. Marijuana is still illegal under the federal Controlled Substances Act, and the federal government could prosecute for its possession or use, regardless of state law. The federal Americans with Disabilities Act (ADA) does not require an employer to accommodate the use of any illegal substances, including marijuana that was prescribed by a doctor. Staff and the County Attorney's Office will continue to monitor the law's implementation relative to the Americans with Disabilities Act (ADA) and evaluate possible impacts related to Leon County employees.

State may consider pay raises for state workers in 2017 legislative session

There are over 24,000 state workers in Leon County, comprising a substantial percentage of the county's population. For several legislative sessions, the state budget has consistently included reductions in the state workforce. Despite Leon County's strong pursuit with local legislative delegation, the Legislature has not appropriated funds for an across-board-salary increase since 2013. However, Senate Appropriations Chairman, Senator Latvala, has made pay raises for state workers his highest personal priority for the 2017 legislative session. To address displaced state workers, Leon County's Human Resources policy requires that any displaced qualified worker that applies for a Leon County vacancy must be granted an interview by the County. As an FRS member agency, Leon County provides an opportunity for high performing State employees that wish to stay with FRS and not move out of the area, to seek alternative employment locally.

Changing employee demographics leading to an aging workforce

The Baby Boomers have begun entering the retirement cycle. Approximately 209 Board employees will either retire or will be eligible for retirement within the next 5 to 10 years. This represents more than 26% of the Leon County Workforce. Of this number, over 39% (70 employees) are in the Public Works Department. Another 24% (44 employees) are in Executive/Sr. Mgmt positions throughout the organization. These retirements have the potential to result in significant reductions in the availability of critical skills and experience within the workforce. To address these issues, the Board approved Policy 16-4 Succession Management which is designed to identify positions critical to the success of our "People Focused, Performance Driven" culture and the core competencies needed to successfully perform in these positions; as well as prepare candidates to move into these key positions in the organization when they become vacant due to retirement, resignation, death or new business opportunities. Key organizational and personnel changes address issues and ideals

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critical to continued organizational effectiveness including: Succession Management, Talent Retention and Recruitment, and Diversity. This policy provides for continuity in leadership to avoid extended and costly vacancies in key positions.

E. Emergency Medical Response

External Trends:

- Growing medical and technological advances available to paramedics
- Increased reliance on Critical Care Paramedic transport services
- Expeditious transport of patients with specific conditions to appropriate hospitals
- Integration of EMS into the healthcare system and public health services
- Telemedicine advancements may expand the scope and availability of services

Internal Trends:

- Increased requests for ambulance responses
- Leveraging partnerships with community stakeholders to improve services
- Increased life safety education programs

EMS continues to be a nationally recognized leader in setting the standard for pre-hospital emergency care and life safety education programs. In 2016, the division received a perfect score during the reaccreditation review process and earned another three year accreditation from the Commission on Accreditation of Ambulance Services. Lieutenant Allison Hall was named the 2016 State of Florida Paramedic of the Year by the Florida Department of Health in recognition of her clinical expertise and contributions towards teaching citizens Cardio-Pulmonary Resuscitation (CPR), Automated External Defibrillator (AED) use, and injury reduction strategies. The division continued to maintain a cardiac arrest survival rate of 33%, which is nearly 5 times better than the national average. In addition, the EMS Professional Development Program was recognized as a best practice by the National Association of Counties. Leon County EMS is currently addressing the following emerging trends in order to continue to be a nationally recognized leader in setting the standard for pre-hospital emergency care.

Growing medical and technological advances available to paramedics

EMS strives to continue its tradition of clinical excellence and community engagement by incorporating current industry trends into its practices. The increase in the number and complexity of medications and technologies available to paramedics has continued to proliferate. This has resulted in a need for a more educated and technically competent workforce that is capable of incorporating evidence-based practices in the field. Critical Care Paramedic transport services are becoming increasingly complex and are necessitating the specialized training and equipping of a critical care team. The expansion of technology is increasing the probability of the wide-spread incorporation of telemedicine into standard EMS practices.

Increased reliance on Critical Care Paramedic transport services

As previously indicated, Critical Care Paramedic transport services are becoming increasingly complex and are necessitating the specialized training and equipping of a critical care team. The capabilities at the local hospitals have increased which has resulted in fewer patients requiring

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transport to tertiary medical facilities for specialized services. However, this has resulted in the transport of the most complex patients to tertiary medical facilities which often require a Critical Care Paramedic transport team. Critical Care Paramedics provide advanced critical care during inter-facility transports, including performing advanced clinical patient assessments and providing invasive care beyond the standard scope of advanced pre-hospital care.

The Critical Care Paramedic level is included in the EMS Professional Development Program and EMS currently has a limited number of trained personnel to provide services. EMS is in the process of expanding the number of trained and qualified paramedics available to provide these services.

Expeditious transport of patients with specific conditions to appropriate hospitals

Traditional aspects of EMS are continuing to evolve as academic studies continue to emphasize the importance of the expeditious ambulance transport to the medical facilities most capable of handling the patient's condition as opposed to advanced life support first response services and on scene patient management. EMS has implemented medical protocols that are designed to provide guidance on transporting patients to the emergency department most capable of caring for the patient and decreasing the time it takes to get the patient to the treatment center at the facility. For instance, many heart attack patients are taken directly to the hospital's cardiac catheterization lab and bypass the emergency department to get the patient to definitive care quicker. The development of systems of care in cooperation with local hospitals and the medical community have improved patient outcomes and the concept is expanding to address other medical conditions such as sepsis (a harmful bacteria typically associated with an infection of a wound). Studies also suggest that the EMS industry needs to realign its response strategies to explosive device and active assailant incidents to get aid to victims in a quicker manner through multi-agency coordinated rescue task forces. In an effort to continually improve service delivery, EMS participates in the multi-disciplinary quality improvement meetings related to stroke and heart attack at both hospitals and trauma at the trauma center.

Integration of EMS into the healthcare system and public health services

The Affordable Care Act has also ushered in value based, patient outcome-centered, medicine which has resulted in a further integration of EMS into the healthcare system and public health services. Many jurisdictions are contemplating the role of paramedics in supporting primary healthcare through the use of Mobile Integrated Healthcare (Community Paramedic) models and by providing additional public health services such as immunizations and health screenings. The County has engaged stakeholders in exploring the implementation of a Community Paramedic program; however, to date, funding for implementation from benefitting partner agencies has not been identified. Leon County will continue to engage with partners and monitor for opportunities in the future to fund a program. In addition, in support of public health, EMS has assisted the Florida Department of Health in Leon County with community immunizations and is currently exploring providing additional public health services such as conducting blood draws to assist in the control of infectious pathogens.

Telemedicine advancements may expand the scope and availability of services

In 2016, HB 7087 passed and called for the Agency for Health Care Administration, the Department of Health, and the Office of Insurance Regulation to survey the health care industry regarding telehealth utilization and coverage. The bill also established a 15-member Telehealth Advisory Council within the Agency for Health Care Administration for the purpose of making recommendations based on the survey referenced above and its findings. The advisory council is

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required to submit its report by December 1, 2018. EMS Medical Director Dr. Kim Landry was appointed to the Telehealth Advisory Council and is a frequent speaker at conferences and meetings regarding telehealth.

Recent advancements in telemedicine technology and communications networks have allowed telemedicine to expand the scope and availability of medical services. Around the world, EMS systems are evaluating the benefits of integrating telemedicine services into their daily practices. Telemedicine allows a physician to examine a patient from a remote location through the assistance of the paramedic that is at the patient's side. EMS is well positioned to be a leader in the integration of telehealth services following the publishing of the findings of the Telehealth Advisory Council.

Increased requests for ambulance responses

In FY16, the EMS Division experienced its busiest year with 40,181 requests for ambulance responses which represents over a 47% increase as compared to the first year of service in 2004. A major industry trend is the increased reliance of citizens on EMS as a means for accessing the healthcare system. This trend is evidenced by exponential increases in the number of requests for ambulance responses experienced by most jurisdictions across the Country. Numerous solutions to address this issue are being applied in various levels across Leon County and include everything from adding ambulance coverage, to modifying ambulance response protocols, and continuing to evaluate various aspects of a Community Paramedic program. The County will continue to monitor the results of these strategies to determine the most efficient way to allocate our limited resources.

Leveraging partnerships with community stakeholders to improve services

The Division continues to operate a Tactical Medical Program to provide medical support to the Sheriff's Office Special Weapons and Tactics unit; provided Critical Care Paramedic transport services to acutely ill patients; provided low-cost AEDs to organizations and businesses throughout the County; partnered with local hospitals and medical providers to improve heart attack, stroke and trauma outcomes and develop systems of care that exceed national standards; and engaged community partners and pursued funding for the development of a community paramedic program. EMS is also engaged in improving patient care coordination by participating in the Tallahassee Coalition for Coordinated Care and is engaged in improving the response capabilities to major disasters and incidents by participating in the Big Bend Healthcare Coalition and as a regional provider in the Florida Department of Health Infectious Disease Transport network.

Increased life safety education programs

The Division continues to engage citizens through various life safety education programs designed to decrease injuries and illnesses and improve survival rates. Last year, over 1,700 citizens were trained in CPR and AED use; the Division conducted 100 child safety seat inspections and installations; and provided 160 public education events. Through a partnership with Capital Area Healthy Start Coalition the Division has begun providing infant CPR training to mothers considered at high risk for infant mortality. The Division continued to provide medical support for veterans participating in Honor Flight Tallahassee's one-day trip to Washington D.C. In an effort to improve the services provided to individuals inflicted with dementia-related diseases, the Division was instrumental in the development of first responder educational aspects of the Florida Department of Elder Affairs' Dementia Caring Community Initiative and completed the training of all EMS members.

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F. Public Safety

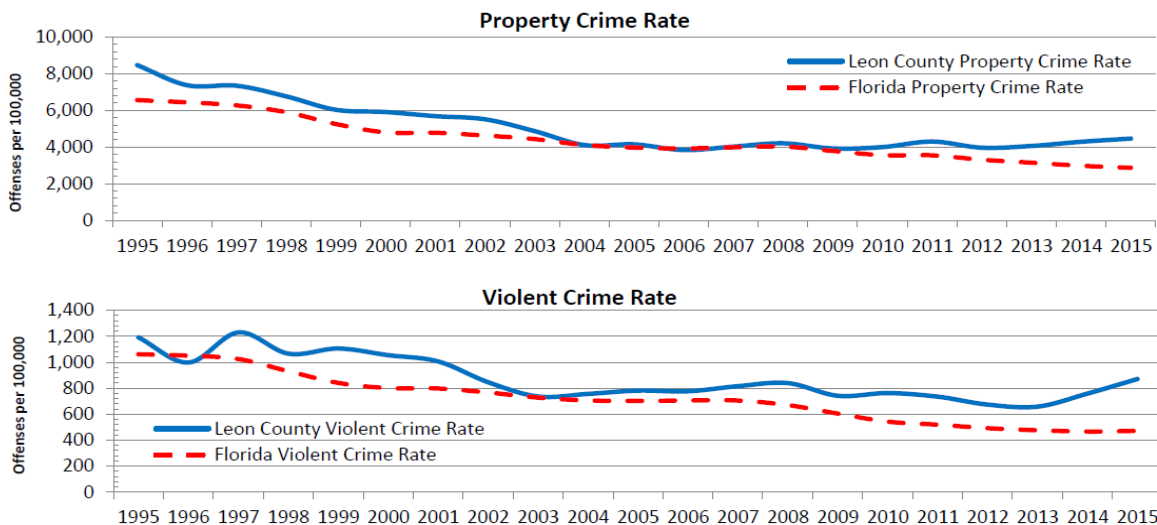
External Trends:

- Recent increases compare to overall declines in crime rates from peak levels of 1995

Recent increases compare to overall declines in crime rates from peak levels of 1995

According to crime statistics from the Florida Department of Law Enforcement as reported by the Tallahassee Leon County Office of Economic Vitality, since 2010 Leon County's property and violent crime rates have increased 11.6 percent and 14.19 percent, respectively. This compares to the respective statewide decline of 19.9 percent and 13.2 percent.

In 2012 Leon County saw a slight decrease in property and violent crimes from the 2010 levels; a one percent reduction for property crimes and an 11.6 percent reduction in violent crimes. Since 2013 crimes in both categories have increased. However, while overall crime rates have increased, for the first three quarters of 2016 violent crime rates are trending downward again. The trends since 1995 for both categories are shown below. Leon County's crime rate is still below the peak levels of 1995.



Note: Offenses per 100,000. Property crimes include burglary, larceny, and motor vehicle theft. Violent crimes include murder, forcible sex offenses, robbery, and aggravated assault.

Source: Florida Department of Law Enforcement

G. Development Activity

External Emerging Trends:

- Increased building permitting, development, and construction-related activities
- Declining distressed or abandoned properties
- Redevelopment opportunities for non-conforming uses utilizing LID standards
- Projected increase in new accessory dwellings
- Decreased flood insurance premiums

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Internal Emerging Trends:

- Staffing mitigation with technology enhancements and process improvements
- Reduced review and permitting times
- Increased citizen input on development regulations

Increased building permitting, development, and construction-related activities

Total countywide single-family dwelling building permits increased by 106% from 2011-15. Commercial and other non-residential building permits remained at relatively consistent levels during this same period. Currently, building permitting activity is approaching the level that the County was experiencing prior to the housing crisis and subsequent economic downturn that began in 2006. It is anticipated building permitting and development-related activities in the County will remain consistent over the next several years as the economy continues to improve.

Declining distressed or abandoned properties

As a result of the housing crisis and associated economic downturn, there has been an increase in the number of complaints received on properties owned by banks or mortgage companies, which made it difficult to obtain compliance due to the inability to contact the responsible party. To address this issue, the Department implemented the Abandoned Property Registration (APR) Ordinance, which was approved by the Board on March 12, 2013. The ordinance establishes a process to limit and reduce the deterioration of property located within the unincorporated area of Leon County in mortgage foreclosure, or when ownership has been transferred to a lender or mortgagee by any legal method. It is anticipated as the economy improves; the number of properties impacted by this provision will decrease accordingly.

Redevelopment opportunities for non-conforming uses utilizing LID standards

Low Impact Development (LID) standards stormwater treatment can reduce the size of the aesthetically unpleasing stormwater ponds that require fencing and landscaping due to unsafe side slopes. During the permitting process, staff identifies and discusses LID options, such as inverted landscape islands, pervious pavements, disconnection of directly connected impervious areas, etc., with engineering consultants in an effort to decentralize stormwater treatment, which improves surface water quality and groundwater recharge. It is anticipated that this approach to stormwater mitigation may provide redevelopment opportunities for existing non-conforming uses.

Projected increase in new accessory dwelling construction

In response to concerns from the development community and residents regarding affordable housing options, the County revised the requirements for accessory dwelling units to provide a more streamlined application process, which also resulted in a reduction in application review fees. These changes resulted in an increase in the number of accessory dwelling units constructed. This trend is anticipated to continue in the near future. Accessory dwelling construction is increasingly used to accommodate the need for market rate housing and to accommodate elderly family members.

Decreased flood insurance premiums

In an effort to reduce flood insurance premiums for unincorporated area residents, the Department initiated application into the voluntary Community Rating System (CRS) program of the National Flood Insurance Program (NFIP). Effective May 1, 2015, Leon County was designated as a CRS Class 6 community. With this rating, residents within the Special Flood Hazard Areas (SFHA) (generally, those with a federal mandatory flood insurance purchase requirement) received a 20% discount on flood insurance premiums, and residents outside the SFHA, but in high-risk areas,

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received a 10% discount on flood insurance premiums. The CRS Class 6 designation resulted in a total annual savings of \$93,364 for residents in the unincorporated area. This program has also enhanced the relationship of our Certified Floodplain Manager with FEMA on issues such as public assistance on Letter of Map Amendments (LOMAs) when property is inadvertently placed in a FEMA floodplain. It is anticipated the County's CRS designation and resulting enhanced relationship with FEMA will serve to assist property owners during the building permitting process.

Staffing mitigation with technology enhancements and process improvements

Following the housing crisis and associated economic downturn, 19 positions were eliminated from the Department. Since 2011, 9 positions have been added to address the increase in building permitting and development-related activities. It is anticipated that additional positions may be required in the future to maintain the level of customer service anticipated by the construction and development industries. However, based on technological enhancements and process improvements, a return to the pre-housing crisis staffing level is not anticipated for the upcoming planning horizon.

Reduced review and permitting times

Through the active engagement of users, the leveraging of technology, and a focus on continuous process improvement, review and permitting times continue to be reduced. Over the next several years, additional reductions in processing times are anticipated to occur. Specific efforts over the past several years include:

- Implementing the Project Dox electronic submittal software program.
- Launching the Project Manager Model to compliment the implementation of the Two Track Review Process.
- As a result of the 2016 LEADS Listening Sessions, a free pre-submittal conference has been implemented.
- To reduce customer review and approval time, all construction related permitting activities related to driveway connections was transferred from Public Works to DSEM.

Increased citizen input on development regulations

The County continues to enhance local rules and regulations through the use of standing committees such as the DSEM User Group and engaging with industry trade groups such as the Tallahassee Builders Association. In addition, for certain issues that may arise over time, the County will work closely with targeted groups that are focused on specific matters. Some of the groups maybe grass root in nature, while others may be more formalized for the specific effort. Examples over the past several years include:

- Staff worked with the Keep It Rural Coalition (KIRC) to draft new regulations to further protect and preserve the Rural Zoning district from premature urban development and promote agricultural related activities.
- The Department worked with the Friends of Lake Jackson on new regulations for the Lake Protection Future Land Use Category to establish new development nodes at major intersections and focus higher intensity/density development to these areas. It is anticipated these changes will result in increased development and redevelopment in the County's Lake Protection areas.

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- The Bradfordville Commercial Citizen User Group re-evaluated the non-residential development activities in the Bradfordville area to determine the appropriate scope of the remaining developable area and to revise the regulations to more accurately reflect the original intent of the Bradfordville Sector Plan. These changes are anticipated to clarify the development potential for the Bradfordville area and facilitate the future build-out of the area.

H. Planning

External Emerging Trends:

- Adequate Lot Availability to Support Projected Population Growth for 20 Years
- Increasing Interest in Residential Urban Infill
- Increasing Investments in an 18-Hour Downtown
- Continued focus on creating a Bike and Pedestrian friendly community

Internal Emerging Trends:

- DesignWorks is heavily used by the private sector
- Engaging with citizens on updating the Comprehensive Plan continues

Adequate Lot Availability to Support Projected Population Growth for 20 Years

As presented in a detailed analysis during last year's Board's retreat, there is adequate residential lots availability to support projected population growth for the next twenty years. There are limited developable lots in the northeast quadrant of the community; however, there is an abundance of developable land throughout the County as a whole. Based on population trends, there is adequate land within the USA to accommodate growth over the next 20 years. Fallschase, for one example, has 1500 lots ready for home construction. Welaunee Toe East Planned Unit Development was approved for approximately 1700 units in 2013. Canopy Planned Unit Development was approved for approximately 1600 units in 2011, and development recently began on Phase 1.

Increasing interest in residential urban infill

When the Comprehensive Plan was adopted in 1990, it was based around the concept of protecting rural areas from premature development and supporting fiscally responsible growth within the Urban Service Area (USA). While density within the USA has increased since 1990, interest in neighborhoods close to downtown has grown in the past 5-10 years. As Downtown and, even more so, Midtown, have seen new restaurants, bars, and personal service businesses open, the desire to live in walking distance to these increasingly vibrant areas has also increased. While this is a positive trend in implementing the high level goals of the Comprehensive Plan, it also presents policy questions related to how to appropriately provide a mixture of housing types and price ranges while protecting the integrity of established neighborhoods.

Increasing investments in an 18-Hour downtown

Corollary to the Urban Service Area and infill goals of the Comprehensive Plan is supporting the creation of an 18-hour Downtown. While there were several condominium developments prior to the recession, the post-recession investments in the Central Core are mainly office and hotel, with 5 major redevelopments either under construction or in planning stages. While outside the Central Core, Gaines Street is within the Downtown Boundary and continues to see investment in the form

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of mixed use retail and residential. Interest now appears to be building for similar mixed use redevelopments along Monroe Street just south of the Capitol. Investments in Cascades Park and FAMU Way, combined with the success of Gaines Street, have no doubt brought positive interest to this corridor.

Continued focus on creating a Bike and Pedestrian friendly community

As evidenced by the voter support of the Sales Tax referendum in 2014, the community places great value on bicycle, pedestrian, and recreational infrastructure. This trend is related to the infill trend described above in 2 significant ways. One, safe bicycle and pedestrian routes support access to and from commercial and activity centers. Second, with increased infill density, provision of a range of transportation and recreational opportunities for the population becomes ever more important. In support of these growing needs, 2013 saw adoption of a joint City/County Bicycle Route System, as well as a massive overhaul of the Greenways Master Plan. Both served as foundational documents for the 2014 Sales Tax projects and will have annual capital funding starting in 2019. Significant sidewalk funding was also included. The Lake Jackson Blueway Plan was added to the Greenways Master Plan in 2016, and the City/County Bicycle Working group, created in 2012, continues to meet regularly.

DesignWorks is heavily used by the private sector

In 2013, the DesignWorks was created with the purpose of supporting quality development in both the public and private realms. Since then, DesignWorks has provided assistance or consultations for over a hundred private development projects as well as dozens of public projects. The goal of DesignWorks is to assist in creating development plans which are livable and achieve the community's vision. DesignWorks also offers potential cost savings for developers by providing free code and design review early in the site development process, which can prevent costly redesigns later in the process. Examples of public sector projects include the Lafayette Streetscape, concept design for the Smokey Hollow memorial, and site assistance for the northeast recreation/senior center.

Engaging with citizens on updating the Comprehensive Plan continues

A key to ensuring the community is prepared for growth trends over the next 20 years is updating the policy framework within the Comprehensive Plan. In 2011, the Urban Fringe Category was redefined to provide more predictability for development potential, and the Mobility Element was substantially streamlined and rewritten. In 2015, the Lake Protection Category was updated to allow more sustainable growth, particularly north of I-10 on Monroe Street. That same year, the comp plan amendment process was shortened a month by eliminating two optional workshops, and the online Plan was made significantly more user friendly with a new layout and index.

The ongoing Land Use Element Update project is expanding these earlier efforts. Using recent visioning efforts as a baseline, a broad public outreach component (currently in its initial stage) will generate guiding community values, which then will be used to refine goals, objectives, and policies. Because land use and mobility are so closely linked, those two elements will be combined into one. This effort will go through 2018.

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I. Human Services

External:

- Continued increase in state funding for the State Housing Initiatives Partnerships (SHIP)
- Possible increased demand for primary healthcare services pending changes to the Affordable Healthcare Act (ACA)
- Increase in VA Claim and Medical Benefits to Leon County veterans
- Modifying CHSP Process to address United Way's decision to leave partnership
- Continue to monitor State LIP (low income pool) and Medicaid funding allocations

Internal:

- Increased focus on affordable housing
- Continued focus on supporting our local Veterans
- Increased utilization of volunteers

Over the past five years Leon County remained an active leader with programs and services that provide a safety net for citizens in need, in partnership with the community. Despite the slow economic recovery, new opportunities and initiatives were implemented that improved the quality of life residents in the areas of housing, primary healthcare, social services, and veteran services.

Continued increase in state funding for the State Housing Initiatives Partnership (SHIP)

The SHIP Program is the primary funding source of the County's housing assistance program. SHIP funds have gradually increased over the past five years increasing to \$614,000 for the current fiscal year. However, the total remains well below the \$890,294 in FY 06-07.

Possible increased demand for primary healthcare services pending changes to the Affordable Healthcare Act (ACA)

The Affordable Care Act (ACA) is expected to be significantly impacted by the result of the 2016 elections. President-elect Donald Trump as well as Republicans in the U.S. Congress which maintained their majority campaigned on repealing and replacing the current health care law. According to the U.S. Department of Health and Human Services, 1.5 million Floridians receive health care insurance coverage through the ACA. Changes to the ACA may result in an increase in demand for primary healthcare services.

The Primary Healthcare Program was established in 2001 with the goal of improving the health of Leon County citizens by providing quality and cost effective health services through collaborative community partnership. The Primary Healthcare Program provides funding to support the provision of healthcare services to uninsured residents who are, based on Federal Poverty Guidelines, indigent in Leon County through five healthcare partners: Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center, Inc. (Apalachee), Capital Medical Society, and Florida A&M University. Funding is also provided to Florida Healthy Kids Health Insurance Program and Tallahassee Memorial Hospital.

For FY 16, the Competitive Provider Pool funding was implemented to allocate funding for primary care, dental care, and mental services in the Primary Healthcare Program. This created a single pool of money for reimbursement for Bond, NMC, and Apalachee, on a per patient visit rate, inclusive of primary care, dental, and mental health visits. The competitive provider pool gives each agency the

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opportunity to receive as many patient reimbursements as they have in past years, while also encouraging a level playing field for the agencies providing primary care, mental health services and much needed dental care services. Over the past year funding within the pool has been realigned to address the increase in patient visits in the areas of primary care and dental care.

A current analysis of the provider's services and associated funding models is being conducted by staff to determine if there are any additional opportunities to leverage the County's resources. The results of the analysis will be included as part of the FY2017 budget process.

Increase in VA Claim and Medical Benefits to Leon County veterans

According to the U.S. Department of Veterans Affairs (VA), Leon County's Veteran Services Office assists approximately one-fifth of the local veteran population securing more than \$20 million in VA benefit claims and VA Medical Care funding. Although, the veterans' population in Leon County is expected to experience a slight decrease over the next five years, the VA Medical Care funding is expected to increase due to the aging population of veterans in Leon County but also because of the general rise in costs of care. Additionally, a Federal law creating presumptive conditions relating to exposure to chemicals while Veterans were stationed at Camp Lejeune in Jacksonville, NC for the purpose of receiving Service Connected Disability benefits may create a large increase in benefits payable to Leon County Veterans.

Modifying CHSP Process to address United Way's decision to leave partnership

The Community Human Service Partnership (CHSP) was established in 1997 by Leon County, the City of Tallahassee, and the United Way of the Big Bend (UWBB) to integrate funding for human services agencies into one collaborative process. Through an extensive review process, human service agencies are funded in nine categories: Children's Services, Community Support, Services for Persons with Disabilities, Emergency and Basic Needs, Family Support, Physical Health Services, Senior Services, Youth Recreation and Character Building, and Youth Education. For FY 17, 54 agencies were allocated CHSP funding for a total amount of \$5.2 million.

Over the past five years enhancements have been made to improve the CHSP process. In FY 2014 an online application system was launched to provide greater efficiency and uniformity in the CHSP process. Also, as has been requested by the human services agencies, the funding partners are exploring a two-year funding cycle.

The CHSP faces a considerable challenge in the next few years. In 2016, UWBB informed the County and City that it would not participate as a funding partner in the CHSP process beginning in FY 2019. Staff has been working with the City and the human services agencies to determine the impact of the UWBB upcoming departure to the agencies and how the CHSP process will change. As directed by the Board, a memorandum of understanding with the City will be prepared with regards to the new CHSP process following further feedback from the agencies.

Continue to monitor State LIP and Medicaid funding allocations

The Low Income Pool (LIP) sends additional money to hospitals and other providers to help cover the cost of treating uninsured and poor patients. Although the U.S. Centers for Medicare and Medicaid Services (CMS) notified state officials that its decision to extend LIP funding would be linked to the issue of Medicaid expansion in the state, Florida declined to expand Medicaid in 2015 and federal funding for LIP will not continue beyond FY 2016-17. The FY 2016-17 budget included \$607 million in LIP funding, a \$400 million reduction from the FY 2015-16 budget. The County

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previously was able to leverage our local funds through the LIP program to provide additional resources for our primary care partners. The County will continue to monitor the state and federal budget processes to determine if any future leveraging opportunities become available.

Increased focus on affordable housing

Despite the previous reduction of available SHIP funding for housing assistance, the County continued to seek opportunities to participate in other federal and state programs to the benefit of the local community. Examples include receiving a \$1.5 million dollar Impact-Fee Proviso grant from the Florida Housing Finance Authority; \$712,000 dollar DEO-CDBG grant for affordable rental housing rehabilitation & housing replacement activities; \$222,000 dollar DEO-CDBG grant for affordable homeownership housing rehabilitation and housing replacement activities; and a DEO-CDBG grant in the amount of \$750,000 for housing rehabilitation and housing replacement project expenditures.

Leon County currently has a waiting list of 412 residents seeking housing rehabilitation and housing replacement assistance. Over the next several years, the SHIP funding and CDBG grant will collectively be utilized to address the needs of the residents on the waiting list.

On October 27, 2016, both the City and County Commissioners approved the establishment of the Joint Affordable Housing Workgroup to create a county-wide affordable housing strategic plan to serve every category of affordable housing in an effective and holistic manner to ensure quality, safe, housing and desirable communities are available for all citizens in Leon County.

With the increased focus on affordable housing, increasing SHIP revenues and continued efforts at identifying other state and federal opportunities, residents will continue to see improved opportunities for replacement and rehabilitation.

Continued focus on supporting our local Veterans

Every day, Leon County's Veterans Services Division assist veterans and their dependents with accessing federal, state, and local benefits earned for their honorable military services. Over the past five years Leon County launched a series of programs, services, and initiatives designed to recognize and support local U.S. military veterans. Some of the highlights include:

The creation of the Operation Thank You in FY 2012 to honor local veterans that served in certain conflict; subsequently, in FY 2016, the County partnered with the American Legion to hold Operation Thank You annually on Veterans Day.

- The launch of Operation Thank You in FY 2012 to honor local veterans that served in certain conflict; subsequently, in FY 2016, the County partnered with the American Legion to hold Operation Thank You annually on Veterans Day.
- Since the inception of the Operation Homeless Veterans Stand Down in 2013 by the Florida Veterans Foundation, Leon County has been an active partner providing financial assistance as well as coordinating volunteers for the annual three-day event.
- The Veterans Resource Center was approved for creation in FY 2012 to provide veterans the ability to research and seek career opportunities through a partnership with Career Source Capital Regional.

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- In FY 2013, the Veterans Emergency Assistance Program (VEAP) was approved by the Board to provide emergency financial assistance to help qualifying veterans meet critical basic needs.
- In partnership with the City of Tallahassee, Leon County Veterans Services has undertaken a Veteran Bus Program in FY 2013 to provide low-income and disabled Veterans with an annual bus pass good for free, unlimited rides via StarMetro's fixed route system.
- In FY 2016, the Veteran Service Organization Grant Assistance Program was established to provide financial assistance to service organizations that assist local veterans

Increased utilization of volunteers

As a complement to existing staff, Leon County makes a concerted effort to leverage the talent in our community through the extensive use of volunteers and interns. With our continuous focus on constraining budgetary growth, Leon County will continue to seek further opportunities to utilize volunteers and interns in additional work place settings.

In FY 15/16 6,054 volunteers contributed 104,665 hours in service and support to Leon County equating to 50.32 FTE with a resulting fiscal impact of \$2,448.292. The Library Volunteer Program averages more than 19,000 hours annually with a 9.42 FTE. A significant use of volunteers is necessary to support County sponsored events, such as: the annual Volunteer Firefighter Fire Truck Round-Up, Operation Thank You, LeonWorks, 911 Day of Service and Remembrance, Veterans Day Parade, Homeless Veterans Stand-down, Longest Table, Arbor Day, and "Build a Bucket."

The Leon County Internship Program provides the opportunity for students to get hands on experience, develop skills, make connections, strengthen their resumes, learn about a field, and assess their interest and abilities, while providing Leon County with extra sets of hands to help staff be more productive, prevent them from becoming overburdened by side projects, as well as free them up to accomplish more creative tasks or those where higher-level, strategic thinking or expertise is required. Last year 326 college students submitted applications to be part of the County's Internship program. 49 students received an internship contributing 4,827 hours of service.

J. Energy and Sustainability

External:

- Recycling rates continue to increase; additional gains becoming more challenging
- Continued increase in community engagement and leveraging of partners
- Community gardens program continues to expand
- Continue to pursue state funding to address water quality issues

Internal:

- County energy use continues to decline
- Continued implementation of our PACE (Property Assessed Clean Energy) program
- Organizational realignments are allowing for increased efficiencies

The County has been steadfast in its commitment to fostering a healthy and sustainable community. This commitment has been highlighted through local partnerships, securing grant funding

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opportunities, and leading by example with a “net-zero” energy building, three LEED certified buildings, and the support of 32 community gardens. Addressing the following emerging trends, is critical to continue to foster a healthy and sustainable community.

Recycling rates continue to increase; additional gains becoming more challenging

Leon County continues to exceed the State recycling goal, surpassing the State goal of 50%, increasing its recycling rate to 54% in 2015. Various recycling efforts enabled the County to reach this goal, including, but not limited to, increased education and outreach, implementation of single-stream recycling, and various recycling credits. The next benchmarking goal, which falls at the end of 2016, is a recycling rate of 60%. To continue to achieve greater recycling rates, Leon County will need to implement a multi-prong approach including community outreach, policies, programs and enhanced partnerships and commitment from public entities.

Continued increase in community engagement and leveraging of partners

Community education and outreach is a staple of the County’s success in expanding knowledge and therefore guiding behavior change. A modern and interactive approach is taken which includes reaching County employees, area residents, and key stakeholder groups. Outreach focuses on the broader scope of sustainability, expanding beyond merely recycling education. Efforts include the development of classroom curriculum, website, social media platforms, new employee orientation, workplace workshops and perhaps most noteworthy they biennial Sustainable Communities Summit. The Office of Sustainability will be hosting the next Summit in February 2017, on the topic of Sustainable Tourism and Outdoor Recreation.

Partnering with key stakeholders such as the Sharing Tree and Sustainable Tallahassee allows Leon County to leverage its impact in the community. Among numerous joint ventures, Leon County has partnered with Sustainable Tallahassee in the Community Carbon Fund, contributing \$25,000 since 2014. These funds served as matching funds to assist in reducing the community’s carbon footprint in various projects around Leon County that are helping non-profits save on their utility bills, therefore giving them more capital to invest into their missions. Opportunity exists to more formally join the local food movement as a central contributor, as such grant opportunities, policy changes, and programs should be explored.

Community gardens program continues to expand

In demonstration of the County’s commitment to fostering a healthy and sustainable community new community gardens continue to be developed and awarded grants consistent with the Board’s Community Garden Policy (adopted 2012). A total of 32 grants have been awarded to support community gardens, representing an investment of nearly \$32,000 in neighborhood based food production.

Continue to pursue state funding to address water quality issues

In 2016, Leon County submitted six (ranging from \$1 million to \$7.2 million in cost) of the nearly 475 water projects proposed statewide totaling over \$674 million in requested funding, but was unable to secure direct line-item funding. However, HB 989 passed which requires \$50 million to be set aside annually for springs restoration projects. Springs restoration has been one of Leon County’s top priorities and the County has been successful in secure funding through the state’s Spring Restoration Matching Grant Program in recent years. The County has designated a Primary Springs Protection Zone designated to minimize the adverse impacts of development on groundwater recharge and aquifer water quality.

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In 2017, the County will continue to seek funding for projects that will reduce the discharge of nutrients to groundwater and local water bodies. In addition, Leon County will continue to work closely with the Northwest Florida Water Management District to secure Springs Protection funds for projects including the design of the Woodville Sewer project and the septic-to-sewer projects in the Northeast Lake Munson area and the Annawood/Belair area.

County energy usage continues to decline

Leveraging over \$1.5 million in energy efficiency retrofit grants for Leon County buildings has resulted in over \$800,000 annual energy savings. A commitment to sustainable buildings has been demonstrated through the achievement of a net-zero energy building (Leon County Cooperative Extension), and three buildings achieving at least a LEED Silver certification (Public Safety Complex, EMS Operations, and Eastside Branch Library). In a two prong approach the County is focusing both on the best and worst performing buildings with efforts underway to review buildings for Energy Star accreditation and improve energy consumption at the least efficient sites.

Continued Implementation of our PACE (Property Assessed Clean Energy) program

Leon County continues to lead the state in pursuit of a PACE (Property Assessed Clean Energy) program. The Board has approved a new PACE program model that delivers a turn-key solution for both commercial and residential properties. Through an innovative approach, the Florida Development Finance Corporation (FDIC) will serve as a turn-key program for the County by providing oversight of financing, quality control, consumer protections, preparation of documents for annual non-ad valorem assessments, tracking payment information, data collection, etc. FDFC in turn will engage with PACE providers such as Renovate America to implement the day to day program including capital financing, customer service, marketing, underwriting, IT support, etc. The FDFC Board has developed a PACE policy and is working to finalize certain procedures, which include a variety of elements that Program Administrators must conform to, including acceptable marketing practices; training, certification and monitoring of qualified contractors; producing key metrics for reporting; and also interface with the property owner regarding the application, consumer protections, certain disclosures and post-funding support. The program is anticipated to launch in early 2017 providing a critical tool to assist the community in achieving energy reduction improvements.

Organizational realignments are allowing for increased efficiencies

The Office of Resource Stewardship, in addition to the existing Sustainability, Waste Reduction and Cooperative Extension Programs, was expanded to include Facilities Management and Parks and Recreation in 2016. Placing both Parks and Recreation and Facilities Management staff under one office allows the County to more efficiently utilize our maintenance staffs and infusing sustainability more deeply into daily operations.

K. Tourism Development

External Trends:

- Tourism industry is an economic engine for the region
- Increased authority for TDT revenue is an opportunity to support new convention center
- Neutral site college football games relocate the economic benefits
- Growing economic impact of youth and adult sports competitions
- Beach vacations dominate the consumer mindset for vacations in Florida's panhandle

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Internal Trends:

- Growing demand for TDT funds to support community events and festivals
- Alternative lodgings are impacting TDT collections
- Emphasis on direct sales and “earned media” rather than paid advertising

Tourism industry is an economic engine for the region

Eight consecutive years of Tourist Development Tax collections and annual growth in hotel occupancy speaks well for the vitality of Leon County’s tourism industry. The growth resulted from more focused, digital advertising efforts and the on-going success in attracting sporting events and it happened without significant expansion in new hotels, attractions or air service – typically three factors that have the greatest influence in expanding a destination’s success and popularity. However tourism growth in the County has attracted attention from investors as seven new hotels are planned that will add more than 1,000 rooms over the next 24 months, increasing room capacity 16.7%.

Increased authority for TDT revenue is an opportunity to support new convention center

The planned arena district and convention center provides tremendous potential for future tourism industry growth depending on the size of meeting space available. The recently approved sales tax extension includes \$20 million in support for the construction of convention center space. Leon County is working with Florida State University on the master planning effort for the Arena District, including the convention center space. During the legislative workshop, the Board approved a legislative priority seeking authority from the Florida Legislature to levy a sixth penny in tourist development collections. The recommendation seeks authority to allow counties that are home to the main campus of a Preeminent Statue Research University to levy the existing High Tourism Impact Tax in support of these universities in recognition of their economic benefit through tourism. If authorized, the additional tourism revenue could be available to support the operational costs associated with the convention center once it is completed. The proposed statutory revision would enhance the Board’s investment of up to \$20 million in local funds by ensuring that a dedicated revenue source is in place to support the long-term viability of the convention center.

Neutral site college football games relocate the economic benefits

As part of the 2016 football schedule, FSU hosted six home games versus the traditional seven. The opening game of the season against Ole Miss was held in Orlando rather than Tallahassee. In 2017, FSU opens the season against Alabama in Atlanta in another high-profile neutral site game. Neutral site college football games like these, while lucrative ventures for universities relocate the economic benefits of a high visitor volume weekend to another community. In addition, due to conference commitments to ESPN, one of the home games was held on a Friday evening which posed several problems for fans from traditional drive markets. To address the game relocation, Tourist Development has engaged FSU in creating other events – concerts in the stadium and expanded spring game weekend activities – that partially mitigate economic losses from these neutral site games. Further, Leon County Tourism maintains a higher marketing profile during the fall to maximize attendance for all FSU and FAMU games in Tallahassee.

Growing economic impact of youth and adult sports competitions

The Division’s success in attracting meets, matches, tournaments, etc. for youth and adult groups plays a critical role in the overall visitor mix. Including intercollegiate events at FSU, FAMU and TCC, most do not realize the impact these tournaments, meets and matches bring to the community. In addition to \$31.6 million in direct spending, these events accounted for nearly

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40,000 hotel room nights last year. Planned additional capital investments for enhancements at Apalachee Regional Park and increased proactive event bidding activities will continue to support the County's growth in sports tourism.

Beach vacations dominate the consumer mindset for vacations in Florida's panhandle

Tallahassee/Leon County either dominates or maintains a competitive position with: Eco-adventure and popular outdoor activities – regarded as high quality experiences all within or readily accessible to a contemporary community offering desired travel amenities and comforts; An emerging contemporary, trendy atmosphere driven by a younger, more educated population base; History, heritage, art and culture; and Sports – both participatory and spectator. However, beach vacations dominate the consumer mindset for vacation offerings in Florida's panhandle. The state's (VISIT FLORIDA) overall marketing programs focus primarily on seasonal travel to beaches and major Central Florida attractions. Contrary to this perception, Leon County/Tallahassee is a year-round destination with each quarter receiving over 20% of the annual visitation.

Growing demand for TDT funds to support community events and festivals

The Division's budget is entirely funded with Tourist Development Taxes (TDT) and does not receive County General Revenue support. All program functions are supported in full by TDT collected thru the 5% TDT. The TDT accounts for nearly all of the cultural programming funding managed by COCA (and 25% of all TDT collections) which enriches the destination and quality of life for residents but offers limited out-of-market promotion to increase the visibility and visitation to the County in order to regenerate TDT funds.

Demand is growing for TDT funds to support community events and festivals, both large and small, and the Board has scheduled a workshop on February 7th to review the County's grant programs. Collaborative efforts are currently underway with other governmental partners to streamline funding requests for community groups.

Alternative lodgings are impacting TDT collections

Alternate lodgings options like AirBnB and RentLikeAChampion.com, while increasingly popular with consumers, jeopardize growth in Tourist Development Tax collections and also evade the important regulatory policies faced by commercial lodging establishments. It appears that many of these sites may not be paying the TDT. Preliminary analysis indicates that the annual lost revenue is approximately \$60,000, though without access to actual records this is a difficult number to project. However, with the continued growth in popularity of these alternative lodgings, the amount in lost revenue is only projected to grow. For comparison, the County currently collects approximately \$4.8 million in TDT annually. County staff working with the County Attorney and Tax Collector Offices continues to evaluate legal options related to the collection of the TDT by alternate lodgings and will provide the Board an additional update concerning available options in the near future.

Emphasis on direct sales and "earned media" rather than paid advertising

Limited advertising funds to help advance Leon County as a national destination requires the Division put more emphasis on direct sales and "earned media" for the County's exposure and success in new or emerging markets/segments. The use of digital platforms is also critically important in travel and tourism, with heavy utilization (85%) in both the planning process and while in the destination.

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Marketing efforts are focused on a more sophisticated posture and personality, highlighting unique restaurants, shops, galleries, nightlife, music and the community's "green" reputation appeals to Generations X & Y. The lively areas of Midtown, Gaines Street and Market district, and the thriving craft beer and culinary scene further enhance the destination's contemporary appeal. Today's travelers gravitate more toward authentic experiences and "doing things" rather than "looking at things."

Strategic marketing efforts are vital to mitigate the destination challenges. Limited air lift and volume means focusing primarily on auto travelers which produce more than 80% of all visitors to the County. Limited meetings and conventions facilities require focusing entirely on "small meetings" as a niche and specialty functions, however we continue to innovate new ways to penetrate this market. Increased digital marketing, targeting high-value affinity groups and engaging residents as visitor ambassadors to expand their knowledge of the destination's offerings will further expand on the success of economic development through tourism development and marketing.

L. Community Engagement

External Trends

- As millennial age they are becoming more civically engaged in unconventional ways
- Social media outlets becoming larger parts of the civic landscape
- Sustainable and long-lasting engagement with neighborhoods and community members will become even more important as the County engages citizens as co-creators

Internal Trends

- Information sources will further multiply and diversify

As millennial age they are becoming more civically engaged in unconventional ways

Tens of thousands of students from Florida Agricultural and Mechanical University and Florida State University to Tallahassee Community College, as well as other campuses and learning institutions, call Leon County home. And with the opening of Domi Station, the County's first high tech business incubator, more of our best and brightest will stay in Leon County after graduation. For these millennials, civic engagement looks different than for past generations; it's not a weekly engagement with an agenda, and the civic projects must have immediate, tangible results. Moreover, online engagement will become more and more critical because, according to a Pew Research Center study, just over half of millennials share and engage with politics on social media.

The County's opportunity will be to engage not only millennials but all generations in building on events and projects and turning those moments into transformational, long-lasting change for our community. Through the award winning Citizen Engagement Series, the Club of Honest Citizens, the Longest-Table and the new Library Lecture Series, Leon County continues to develop and launch new and innovative approaches to engage with the community. For the current year, Leon County has already begun laying the framework for millennial engagement in 2017 by working alongside the student-run FSU Big Event. This large-scale service day will engage thousands of students all across the campuses of FSU, FAMU, and TCC, and will be a foundation for innovative millennial engagement in the future.

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Social media outlets becoming larger parts of the civic landscape

No matter your age or life experience, social media use has continued to rise each and every year. According to Pew Research, the rate of social media use has risen this year to just about eight-in-ten Americans posting on Facebook. Generally speaking, while the use rate declines slightly the older you are, but it's still 62% for those 65 years and older. And most users, no matter their age or other demographics, log on daily to check status updates, posts, and send messages.

Since 2013, Leon County has made significant gains in public outreach on all social media platforms, from Facebook, Twitter, Instagram, and LinkedIn. During this time, Leon County's social media following has risen nearly more than 2,500 percent. According to a Pew Research Study, citizens who think local government does well in sharing information are also more likely to be satisfied with other parts of civic life. Over the past several years, Leon County has used social media to do just that, share information like never before in new and engaging ways, such as: testimonials to thank veterans for their service in promotion of Operation Thank you, aerial videography showing the millions of pounds of storm debris collected after Hurricane Hermine, a behind-the-scenes look at how library staff rearranges materials and shelving, and also real-time video and photography updates from events like Build Your Bucket, Citizen Engagement Series, and Village Square.

Sustainable and long-lasting engagement with neighborhoods and community members will become even more important as the County engages citizens as co-creators

When a project or initiative involves citizens as co-creators, from the veteran-led volunteer effort in support of Operation Thank You to the homeowners and area businesses who give their time during Leon County's 9/11 Day of Service, the County achieves its best and longest lasting results. From place making efforts at Huntington Oaks to the County's Annual Neighborhood Recognition Program to our numerous citizen committees and advisory boards, the County continues to engage citizens in all aspects of co-creating our community. The County will continue to create opportunities for the community to engage with County representatives in support of place making and community building to enhance public life and service delivery.

Information sources will further multiply and diversify

To reach specific across multiple and diverse platforms, the County continues to create unique opportunities to present information. Through the Citizen Connect portal, citizens can access County resources across a broad array of platforms, from mobile devices, traditional computers and other touch screen devices. To further enhance these experiences, the County is evaluating additional enhancements including the addition of a more standardized feedback system. In recent years, the County has also stood up and managed several different social media accounts and work area-specific webpages, such as the County Libraries, Sustainability, and LeonPenny.org for the penny sales tax extension. Recently, the newly created Office of Economic Vitality's website was launched, where staff can now share and leverage County resources and outreach methods that were not previously available. While such efforts require communications training and coordination, these projects put the subject matter experts in charge of certain powerful tools to reach their audiences. As audiences continue to diversify and move online to access information, empowering subject matter experts (staff members) to tell their own stories will be even more important.

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M. Technology

External Trends:

- Security threats are increasing for network and data security and stable internet connectivity
- Software providers offer cloud computing as an alternative to on-premise compute environments
- Integration of software solutions with Microsoft Outlook continues to grow
- Transparency and Citizen Engagement are expected of government

Internal Trends:

- Shared infrastructure continues to be cost effective and the best solution for County and Constitutional Offices
- Mobile work applications continue to be in demand
- Continue to modernize and streamline activities through technology

Leon County has been a recognized Digital County since 2011 and most recently recognized in 2016 by NACO and the Center for Digital Government. A Digital County uses information and communications technologies to provide government services that enable transparency and citizen engagement through high functioning web sites, mobile applications, and social media and utilize technical advances in cloud computing, virtualization, shared data centers, and modernized infrastructure and security. Advanced decision support tools such as geographic information systems and electronic document and content management systems are other resources found within a Digital County. Additionally, a Digital County is aware of key emerging trends, from both external and internal perspectives and is aligned to address those trends.

Security threats are increasing for network and data security and stable internet connectivity

Although the Office of Information and Technology (OIT) has several layers of protection for a network that spans the six counties of the 2nd Judicial Circuit to support the Board and the Constitutional Offices with spam filters, anti-virus, patching, firewalls, Internet filters, some encryption, and a virtual private network, a Homeland Security Audit is underway to assess opportunities for added protection and monitoring. Already, enhanced network encryption is underway for FDLE compliance and in support of the Sheriff's Office. Additional industry security tools for anti-virus and patching, inventory control; and application control and compliance are used in the management of nearly 2600 endpoints (desktops and mobile devices).

Software providers offer cloud computing as an alternative to on-premise compute environments

Leon County has been an early adopter of SaaS or cloud computing in areas such as the Patient Care and Billing System for EMS; OMB's budget development system; the Library's work order system for cataloging, online patron access, media inventory; the Public Defender's case management system; Point of Sale solutions for the Offices of Tourism and Intervention and Detention Alternatives; and a host of productivity tools for surveys, project management and event planning. Future uses of commercial cloud computing are being considered for email and Microsoft Office licensing (Office 365) as well as upgraded solutions for DSEM's permitting and licensing and automation for Human Resources.

Integration of software solutions with Microsoft Outlook continues to grow

MIS is developing an implementation plan for migrating from Groupwise/Novell to Microsoft

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Outlook. This will allow software solutions to be integrated to email and work processes and will streamline work activities.

Transparency and Citizen Engagement are expected of government

The County has been a forerunner in transparency with its upgraded website where citizens can find information about their commissioners, calendars, agendas for commission meetings and workshops, and view broadcasted meetings. Applications such as “Your Checkbook” provide access to County expenditures by department and vendor; and Procurement Connect allows easy access to bids and RFPS for services and equipment as well as access to contracts. Citizens Connect is an online service and a mobile app for citizens to report problems, attach photos, and receive status updates. This app will be enhanced to provide a one-stop location for information during an emergency event and be integrated into a disaster assessment process. Additionally, enhanced use of social media for stronger engagement of citizens and County patrons has grown through Facebook and Twitter (i.e., the Office of Community and Media Relations, the Library and the Sustainability Office) to post notifications of events and activities, share information of interest, and to post public relations materials and highlights of County news.

Shared infrastructure continues to be cost effective and the best solution for County and Constitutional Offices

The County has been a leader in sharing infrastructure which promotes costs savings and avoidance, minimizes duplication of effort, and increases collaboration for shared processes. A common network, email system, desktop applications, Internet, phone system and recently built data centers at the Public Safety Complex and the Jail for backup and/or test/development environments for the City and the County are examples of that along with a shared Geographic Information System and Justice Information System.

Mobile work applications continue to be in demand

Leon County has been an early adopter of mobile computing for field workers such as building inspectors, EMS paramedics, Public Works field supervisors and Operations staff, Animal Control officers, and Sheriff law enforcement staff. Mobile computing will continue to expand to provide in-the-field data access and updates to work orders.

Continue to modernize and streamline activities through technology

MIS will continue to work with County departments to modernize and streamline processes. Several accomplishments are the online development review and plans submissions with Project Dox; online employee benefits enrollment, electronic First Appearance for the Courts, work order management for Public Works and Facilities, and electronic timesheets. Many other County processes are being reviewed and will be improved to use electronic authorizations, EDMS, and paperless workflows with Human Resources as the next area to deploy paperless e-recruiting and onboarding of employees and e-learning.

N. Florida Constitution and Leon County Charter Revision Processes

Constitution Revision Commission

Once every twenty years, Article XI, Section 2 of the Florida Constitution provides for the creation of a 37-member Constitution Revision Commission (CRC) for the purpose of reviewing Florida's Constitution and proposing changes for voter consideration. Amendments proposed by the CRC will appear on the November 2018 General Election ballot. The CRC must be established within the

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30 days prior to the convening of the 2017 Regular Legislative Session and will begin its work in spring 2017.

The Florida Association of Counties (FAC) has established a CRC Steering Committee to research and draft proposals and amendments, and recommend FAC positions regarding other proposals before the CRC. Commissioner Desloge has been appointed to the CRC Steering Committee as a past president of FAC, and Commissioner Maddox is a presidential appointee to the committee. The Steering Committee met during the Policy Committee Conference in September 2016 and will meet again during the FAC Legislative Conference in Orange County from November 30 to December 2, 2016.

Citizen Charter Review Committee

Pursuant to the Leon County Charter, the Board is required to appoint a Citizen Charter Review Committee (Committee) every eight years following the initial approval of the voters in 2002. The Committee is responsible for reviewing the County Charter and proposing any amendments and/or revisions for the Board's consideration. In preparation for the 2018 ballot, staff has recommended that a Strategic Initiative be included in the Strategic Plan addressing the Charter Review Committee. An agenda item would then be prepared early next calendar year seeking Board guidance on the establishment of the committee.

Attachments

#1 Comparable Position Data for Florida Counties

Total County Employees per 1,000 Residents

County	Staff Per 1,000	# of Employees	%Exempt
Saint Lucie County	5.3	1,525.24	26%
Santa Rosa County	5.4	877.00	31%
Pinellas County	5.4	5,098.00	24%
Sumter County	5.5	631	21%
Lake County	5.6	1,785.00	27%
Leon County	6.1	1739	38%
Broward County	6.4	11,654.00	21%
Volusia County	6.5	3,342.46	27%
Polk County	6.5	4,146.00	26%
Seminole County	6.6	2904	20%
Flagler County	6.6	670	26%
Charlotte County	6.6	1105	23%
Brevard County	6.6	3,721.50	38%
Clay County	6.8	1,368.53	30%
Okaloosa County	7.0	1,344.00	23%
Citrus County	7.1	1,008.00	28%
Lee County	7.2	4,771.00	16%
Bay County	7.2	1,255.00	25%
Holmes County	7.3	145	42%
Marion County	7.3	2,488.82	29%
Hillsborough County	7.6	10,032.00	25%
Alachua County	7.6	1,939.65	47%
Jackson County	7.6	386	38%
Duval County	7.9	7,110.00	34%
Columbia County	7.9	540	35%
Suwannee County	7.9	353	28%
Hernando County	8.0	1,408.00	35%
Pasco County	8.0	3,899.00	29%
Palm Beach County	8.0	11,029.00	16%
Orange County	8.0	10,057.00	22%
Gadsden County	8.1	389	41%
Baker County	8.1	220	42%
Union County	8.2	130	51%

County	Staff Per 1,000	# of Employees	%Exempt
Osceola County	8.2	2,522.60	23%
Bradford County	8.3	226	32%
Washington County	8.3	208	30%
Wakulla County	8.4	262	38%
Nassau County	8.5	649.83	21%
Highlands County	8.7	875	30%
Escambia County	8.7	2,668.63	39%
Calhoun County	8.7	127	31%
Sarasota County	9.0	\$3,531.00	18%
Manatee County	9.1	3,173.00	17%
Putnam County	9.2	665.72	31%
Hendry County	9.2	350	44%
Saint Johns County	9.2	1,964.47	20%
Indian River County	9.3	1,328.00	19%
Lafayette County	9.3	81	41%
DeSoto County	9.4	327	29%
Miami-Dade County	9.9	26,185.00	19%
Okeechobee County	9.9	397	30%
Collier County	10.3	3,526.87	12%
Taylor County	10.4	238	25%
Gilchrist County	10.5	177	33%
Martin County	10.8	1,618.50	18%
Gulf County	11.1	182.15	33%
Madison County	11.4	218	30%
Jefferson County	11.4	165	35%
Hardee County	11.8	326	22%
Levy County	12.3	499	33%
Hamilton County	12.8	187	23%
Franklin County	13.9	165	30%
Liberty County	14.5	126	66%
Glades County	14.9	191	60%
Walton County	15.4	933.25	12%
Monroe County	17.2	1,276.10	21%

5. Strengths, Weaknesses, Opportunities and Threats Analysis

A SWOT analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. SWOT is a standard structured strategic planning method that evaluates these four elements. Identification of SWOTs is important in informing later steps in the planning process – such as the development of priorities and initiatives. Through a citizen survey, in addition to the Board’s own perceptions, the Board is able to ascertain the community’s perceptions for these four elements. While the survey responses represent a point in time, they are good reflection of the community. This SWOT information, with the analysis contained in the environmental scan, can further assist the Board in developing specific strategic initiatives for the next five year strategic planning cycle.

Citizen Survey

The citizen survey was targeted to citizens that serve on Board-appointed advisory committees, participants from the 2016 LEADS Listening Sessions, Citizen Engagements Series, Club of Honest Citizens, and Village Square events. These participants were selected to focus on gaining input from engaged citizens, who already volunteer their time to advance a number of issues that are important to Leon County’s future.

An email was sent to approximately 600 citizens providing a link to the survey. Citizens were asked to complete the survey over the course of one week.

Survey Structure

The survey consisted of the same questions that Commissioners were also individually considering as part the strategic planning process:

- What five strengths does the Leon County community have, which should be continued for its future, long-term success?
- What five weakness of the Leon County community should be mitigated or resolved for its future, long-term success?
- What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?
- What are the five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?

189 citizens participated in the survey for a response rate of 32%. That rate is significantly higher than the 20% that responded to the citizen survey for the previous strategic plan cycle in 2011. To help organize the survey results, all citizen responses were categorized to identify common themes (Attachment #1). A summary of the categorized results follow.

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Strengths

A total of 183 respondents provided 805 responses to the question, “What five strengths does the Leon County community have, which should be continued for its future, long-term success?” The most frequent responses centered on the community’s parks and recreation (outdoor experiences, Cascades Park, walking/biking trails), colleges and universities (FAMU, FSU, TCC), arts and culture (Opening Nights, Railroad Square, Gaines Street), businesses/entrepreneurs (local businesses, Innovation Park, Domi), and natural beauty (trees, red hills, green spaces).

The top thirty survey response categories are displayed in the following word cloud, a graphical representation of the reoccurrence of words in which the size of each word indicates its frequency. Approximately 75% of all survey responses are included in these survey response categories.



The Tallahassee-Leon County Office of Economic Vitality recently conducted a Community Economic Development SWOT analysis and identified several similar strengths (Attachment #2). The citizen-identified strengths included Diversity, Quality of Life, Cultural & Natural Resources, Economic Development Funding, Strong Creative Class, Educational Attainment, Infrastructure, and Social Services.

For the citizen survey, the top five listed strengths are:

1. Parks and Recreation
2. Colleges and Universities
3. Arts and Culture
4. Businesses/Entrepreneurs
5. Natural Beauty

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Weaknesses

A total of 172 respondents provided 699 responses to the question, “What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?” The most frequent responses centered on public safety (crime rate, traffic safety), job opportunities (lack of non-government jobs, low salaries), airline prices and options (expensive fares, limited airline carriers), economic disparity and poverty, and public transit (lack of county-wide transportation, limited schedule).

The top thirty survey response categories are displayed in the following word cloud, a graphical representation of the reoccurrence of words in which the size of each word indicates its frequency. Nearly 70 % of all survey responses are included in these survey response categories.



In the Tallahassee-Leon County Office of Economic Vitality Community Economic Development SWOT analysis, citizens identified the following weaknesses: Reliance on the Public Sector, Lack of Coordination & Collaboration, Inconsistency in Regulatory Enforcement, Permitting/Regulatory Environment, and Tax Climate.

For the citizen survey, the top five listed weaknesses are:

1. Public Safety
2. Job Opportunities
3. Airline Prices and Options
4. Economic Disparity and Poverty
5. Public Transit/Traffic

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Opportunities

A total of 144 respondents provided 482 responses to the question, “What are five opportunities, which are not fully utilized, the Leon County community, should tap or further draw upon for its future, long-term success?” The most frequent responses, displayed in the following word cloud, included colleges and universities (faculty research, student involvement, town and gown efforts), arts and culture (museums, cultural districts, art in public spaces), citizen engagement (citizen advisory committee expansion, increase opportunities such as the Citizen Engagement Series), parks and recreation (expanded greenways and trails, sports facilities and tournaments) and infrastructure (septic to sewer conversion, roads and sidewalks, utility improvements)

The top thirty survey response categories are displayed in the following word cloud, a graphical representation of the reoccurrence of words in which the size of each word indicates its frequency. Approximately 71 % of all survey responses are included in these survey response categories.



In the Tallahassee-Leon County Office of Economic Vitality Community Economic Development SWOT analysis, citizens identified the following opportunities: Retention of Talent, K-12 Improvements, Entrepreneurial Development, Private Sector Engagement, Leveraging TLH as Economic Tool, Small Biz Assistance, and Advanced Tech Research.

For the citizen survey, the top five listed opportunities are:

1. Colleges and Universities
2. Citizen Engagement
3. Arts and Culture
4. Infrastructure
5. Parks and Recreation

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Threats

A total of 130 respondents provided 475 responses to the question, “What are the five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?” The most frequent responses included damage to natural resources (environmental threats, degradation of water), race relations (racial conflict, segregation), crime (lack of safety on campuses, increasing crime rates), climate change (climate change/global warming), and over development (urban sprawl, over-building, unsustainable growth).

The top thirty survey response categories are displayed in the following word cloud a graphical representation of the reoccurrence of words in which the size of each word indicates its frequency. Over 72 % of all survey responses are included in these survey response categories.



The Tallahassee-Leon County Office of Economic Vitality Community Economic Development SWOT analysis, citizens identified the following threats: Public Safety/Crime Rate, Affordable Workforce Housing, Airport Costs, and Inability to Act Quickly.

For the citizen survey, the top five listed threats are:

1. Damage to Natural Resources
2. Race Relations
3. Crime
4. Climate Change
5. Over Development and Urban Sprawl

Exceeding Expectations. Expanding Possibilities.
FY 2016/17 Board of County Commissioners Strategic Planning Retreat

SWOT Conclusion

The SWOT analysis provides a community perspective on the strengths, weaknesses, opportunities, and threats effecting Leon County. While this analysis provides a broad array of information that may assist the Board in the development of the overall five year strategic plan the tangible benefit is in assisting with the development of strategic initiatives. The Board may wish to consider the environmental scan, SWOT and Commissioner's own perceptions in considering specific strategic initiatives for the next five year strategic planning cycle.

Attachments

#1 Citizen Survey Results

#2 OEV Community Economic Development SWOT

Strategic Planning Citizen Survey Results:

What five strengths does the Leon County community have, which should be continued for its future, long-term success?

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
A willingness on government's part to listen to its citizens.	Accessible Leadership
Access to leadership	Accessible Leadership
Access to state government and affiliated organizations	Accessible Leadership
Accessible County & City Commissioners	Accessible Leadership
Accessible county commissioners	Accessible Leadership
availability of county commissioners and senior county staff	Accessible Leadership
Availability of County Staff and Elected Officials for Public Engagement	Accessible Leadership
Easier accessibility to city officials in comparison to bigger cities	Accessible Leadership
Responsive commissioners	Accessible Leadership
Strong relationship between leadership and community	Accessible Leadership
User friendly website, with easy access to elected officials and their aides and assistants	Accessible Leadership
Affordability: to start a business, a family, or create a home. This is key to attracting young professionals to the region.	Affordable
Airport	Airport
It's support for pets and wild animals	Animal Control
Animal Control	Animal Control
Accessibility to the Arts and culture	Arts and Culture
accessible arts performances and education	Arts and Culture
Activities and cultural events for all ages	Arts and Culture
art and culture	Arts and Culture
arts	Arts and Culture
Arts & Culture	Arts and Culture
Arts Appreciation and Support	Arts and Culture
Arts Culture	Arts and Culture
Arts/music opportunities - symphony, Bach Parley (St. John's Episcopal Church), String Academy (St. John's Church), Tallahassee Boys & Girls Choirsm	Arts and Culture
Arts/Tourism	Arts and Culture
Cultural opportunities (Opening nights, etc.)	Arts and Culture
Cultural resources	Arts and Culture
fostering creativity and art (When I die wall, railroad square reconstruction, unique businesses on gaines)	Arts and Culture
Good arts, entertainment and educational resources	Arts and Culture
Good cultural environment	Arts and Culture
GREAT arts - especially for our size!!	Arts and Culture
Growing Culture and Culinary Scene	Arts and Culture
Improvement in cultural support	Arts and Culture
interest in arts	Arts and Culture
Investments in the arts	Arts and Culture
it is a crossroads of cultures and has always been	Arts and Culture
It's gems such as Opening Nights, the Tallahassee Symphony, the FSU theatre, etc.	Arts and Culture
Local music	Arts and Culture
Many opportunities to attend cultural events	Arts and Culture
organic local arts and culture	Arts and Culture
Railroad Square Arts Park	Arts and Culture
Restoration of African culture and identity that is taking place.	Arts and Culture
Sharing cultures	Arts and Culture
Striving arts culture	Arts and Culture
Strong arts programs	Arts and Culture
strong cultural and arts community	Arts and Culture
Vibrant artistic and academic community	Arts and Culture
Vibrant cultural scene	Arts and Culture
Attention to details	Attention to Details
Healthy Banks/Credit Unions	Banks
Encourage more use of the city bus system and the use of bike paths. Build small connector bike/walking paths connecting neighborhoods.	Bicycle Infrastructure
creating bike routes	Bicycle Infrastructure
Some bicycle infrastructure	Bicycle Infrastructure
Bike/pedestrian paths	Bicycle Infrastructure
Bold	Bold

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
a business environment that potentially allows access statewide and nationally	Businesses/Entrepreneurs
Business Community	Businesses/Entrepreneurs
Business incubator	Businesses/Entrepreneurs
Focused on drawing New Businesses to Area - Economic Development	Businesses/Entrepreneurs
Growing business climate	Businesses/Entrepreneurs
It's commitment to innovation and entrepreneurship shown by it's support of organizations like Making Awesome, Domi, etc.	Businesses/Entrepreneurs
Regional retail centers/private businesses	Businesses/Entrepreneurs
A decent pool of local business owners	Businesses/Entrepreneurs
accessibility for local startup entrepreneurs	Businesses/Entrepreneurs
an organic local business sector	Businesses/Entrepreneurs
Developing entrepreneurial setting	Businesses/Entrepreneurs
developing local businesses	Businesses/Entrepreneurs
Growing small business community	Businesses/Entrepreneurs
Local business	Businesses/Entrepreneurs
Local businesses	Businesses/Entrepreneurs
Lots of small businesses	Businesses/Entrepreneurs
New business - start up support	Businesses/Entrepreneurs
Opportunities for innovation and entrepreneurship (e.g. Domi Station and Innovation Park)	Businesses/Entrepreneurs
our local restaurants that really do get our Tallahassee spirit	Businesses/Entrepreneurs
programs to encourage innovation/entrepreneurs	Businesses/Entrepreneurs
Start-up business programs	Businesses/Entrepreneurs
Strong local businesses	Businesses/Entrepreneurs
Strong small businesses	Businesses/Entrepreneurs
Support of entrepreneurs	Businesses/Entrepreneurs
Sustainable Small Business Community	Businesses/Entrepreneurs
The county's doing a good job fostering bottom-up business development through partnerships and entrepreneurship programs. I think they need to double down on that.	Businesses/Entrepreneurs
The promotion of mom and pop shops.	Businesses/Entrepreneurs
access to shopping	Businesses/Entrepreneurs
Innovation Park	Businesses/Entrepreneurs
Innovation Park, with Mag Lab, Danfoss, FSU and FAMU as major tennants, that is immediately available for further development	Businesses/Entrepreneurs
Expansion of Domi Station incubator and wet and dry labs at Innovation Park	Businesses/Entrepreneurs
CHSP	CHSP
Ability to have residents volunteer for a wide variety of citizen boards.	Citizen Engagement
Addressing equality	Citizen Engagement
An active citizenry supported by good communications with local governments	Citizen Engagement
An educated, active citizenry	Citizen Engagement
Awareness	Citizen Engagement
Citizen Involvement	Citizen Engagement
Citizens who can discuss --and take action to address -- tough issues such as race and homelessness	Citizen Engagement
Civic engagment of citizens	Citizen Engagement
Community Engagement	Citizen Engagement
community input	Citizen Engagement
Community participation	Citizen Engagement
Democratic	Citizen Engagement
Desire to watch and make our community grow and give input	Citizen Engagement
Engaged citizens	Citizen Engagement
Engaged Citizens	Citizen Engagement
Input from public	Citizen Engagement
Involved citizens	Citizen Engagement
Involvement in community affairs	Citizen Engagement
Making the government aware of there concerns	Citizen Engagement
Planning process which values citizen input	Citizen Engagement
Providing Opportunities for Citizen Engagement	Citizen Engagement
Several nice roadways with good bike lanes and greenway trails for hiking and off-road biking. These encourage us to be an active community.	Citizen Engagement

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Strong "consensus" oriented approach to major issues facing the community.	Citizen Engagement
The Village Square for topical conversations	Citizen Engagement
vested citizenry - activists	Citizen Engagement
Willingness to grow and change to meet the needs of all citizens	Citizen Engagement
large number of citizens engaged in various important issues such as the environment, anti-death penalty, cancer awareness and support for treatment	Citizen Engagement
Good, invested community leaders	Citizen Engagement
Getting the community involved	Citizen Engagement
Civility when disagreeing (for the most part)	Civility
clean city	Clean
Excellent climate	Climate
Moderate climate	Climate
City County collaboration	Collaboration
Collaboration with City Government	Collaboration
partnership with City of Tallahassee	Collaboration
The great working relationship with the city of Tallahassee .	Collaboration
collaboration	Collaboration
Collaboration	Collaboration
Collaboration among government and nonprofit agencies, universities, and engaged citizens	Collaboration
community partnerships	Collaboration
Good community partnerships with state government and universities/colleges	Collaboration
Network oriented in creating collaborative and employment opportunity	Collaboration
Public-Private partnerships/relationships	Collaboration
The intent to work with all citizen	Collaboration
Ties to university communities and educational opportunities which encourage creativity and collaboration	Collaboration
Working together	Collaboration
College town	Colleges and Universities
Colleges and government cycling in people	Colleges and Universities
community has youthful vibrancy, thanks in part to colleges	Colleges and Universities
Embrace the College Town Concept	Colleges and Universities
The rich atmosphere of a college town with many opportunities for education and learning	Colleges and Universities
Young age demographic, compared with Florida	Colleges and Universities
Building upon our relationships with postsecondary institutions	Colleges and Universities
Universities	Colleges and Universities
Universities	Colleges and Universities
universities	Colleges and Universities
Universities and Colleges	Colleges and Universities
Universities and community college	Colleges and Universities
Universities and State Government	Colleges and Universities
University System	Colleges and Universities
2 universities and their research arms (including Mag Lab) and an excellent community college	Colleges and Universities
Access to higher education	Colleges and Universities
Access to higher education	Colleges and Universities
Access to university amenities	Colleges and Universities
Catering to the college (mostly FSU) community	Colleges and Universities
FAMU Way	Colleges and Universities
Fine institutions of higher learning	Colleges and Universities
Florida A&M University	Colleges and Universities
FSU	Colleges and Universities
FSU FAMU and TCC	Colleges and Universities
FSU is a strong university.	Colleges and Universities
higher ed - FSU, FAMU and TCC	Colleges and Universities
Higher education	Colleges and Universities
Higher Education Institutions	Colleges and Universities
Higher Education Opportunities	Colleges and Universities
Institutions of Higher Ed	Colleges and Universities
Institutions of higher education	Colleges and Universities

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
major educational institutions	Colleges and Universities
Major universities	Colleges and Universities
Major university	Colleges and Universities
Post-secondary educational institutions who attract young people and improve our economic vitality with training opportunities	Colleges and Universities
Public schools and universities, TCC	Colleges and Universities
Relationship with FAMU and FSU	Colleges and Universities
Strenght of the university systems	Colleges and Universities
surrounding institutions of higher learning	Colleges and Universities
Two major universities as well as a community college; we also have the state capitol	Colleges and Universities
Two strong universities and a community college	Colleges and Universities
two universities and several colleges	Colleges and Universities
Universarties research	Colleges and Universities
Intellectual capital at 3 institutions of higher education	Colleges and Universities
Educational (Universities and colleges) opportunities	Colleges and Universities
Ability to communicate effectively and timely to its residents.	Communication
Communication between agencies and community	Communication
Communication with community	Communication
Dedication to open communication	Communication
Fairly good communications being built with City of Tallahassee	Communication
Good communication between government and its county citizens.	Communication
good communication with residents	Communication
Open and honest communication among city and county--with each wanting the best for this community	Communication
Variety of activities for community members	Community Events
A vast variety of community activities to participate in	Community Events
Civic events	Community Events
Community Activities	Community Events
Community engaging activities	Community Events
Community events	Community Events
Community Events	Community Events
Community Events	Community Events
Community facilities and events	Community Events
Community involvement opportunities (forums, longest table, etc)	Community Events
Creating community events, such as Festival of Lights, etc.	Community Events
Grassroots activities	Community Events
great events year round	Community Events
Leon Works Expo	Community Events
Longest table communication	Community Events
lots of community events	Community Events
Opportunities for civil dialogue - i.e., Village Square & James Madison Institute etc.	Community Events
saturday markets (downtown, frenchtown, etc)	Community Events
The Longest Table events	Community Events
The Longest Table, for communication with others you normally don't see.	Community Events
Women Wednesday Coworking at Domi Station	Community Events
Outstanding service from constitutional officers, i.e., Supervisor of Elections, Clerk of Court, Tax Collector	County Staff
County government staff is quite good. Has not always been the case.	County Staff
Excellent governmental service people	County Staff
Responsive staff	County Staff
Staff	County Staff
First time offender pardon servides	Criminal Justice
(Looks like) rebuilding Tallahassee to make it better & more people-friendly	Development
Balanced growth	Development
commitment to growth	Development
Development of Downtown	Development
downtown development	Development
Encourage denser closer to the center of the city growth.	Development
Growth management is high quality	Development

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
midtown development	Development
New developments (gaines street, cascades)	Development
Responsive Roadway and landfill infrastructure	Development
Resurgent midtown	Development
Space, space, space. We have so much land to work within our urban core that is underutilized. I think our biggest success over the next 5 years is going to be infill.	Development
Town center developments	Development
urban infill	Development
progressive projects	Development
Maintaining and managing the growth of our community.	Development
The city is diverse in having multiple types of community styles	Diversity
Diverse	Diversity
Diverse and informed electorate	Diversity
Diverse population	Diversity
Diverse Population - Multi-cultural, Multi-Racial, Students, Families, Retirees	Diversity
Diversity	Diversity
Diversity	Diversity
Diversity	Diversity
diversity	Diversity
Diversity	Diversity
diversity	Diversity
Diversity in Leadership	Diversity
People from all over the world	Diversity
Population Mix	Diversity
Building on our diversity to ensure that things like North Carolina, Dallas and so forth to not happen.	Diversity
community has healthy diversity and civic engagement	Diversity
Cultural Diversity	Diversity
Fairly diverse population	Diversity
Focus on Inclusiveness	Diversity
Multi-cultural, diverse community	Diversity
Nice diversity and size of population	Diversity
The great diversity of people.	Diversity
variety of cultural groups	Diversity
variety of interests of individuals	Diversity
Commitment to long-term public investment	Economic Development
Investing and challenging blueprint 2000	Economic Development
Stimulating Economic Development through Blueprint 2000	Economic Development
Despite large tax exempt property quantity, has a good financial standing.	Economic Development
Support for Businesses at All Levels and a Commitment to Economic Development	Economic Development
the search for ways to be stronger economically	Economic Development
There is more stability to existing economic base than might be otherwise with a private sector dominated economy.	Economic Development
Willingness to invest in the future of our community	Economic Development
Willingness to strengthen the southside	Economic Development
Building the economy	Economic Development
Stable economy	Economic Stability
Educated	Educated Citizens
Educated	Educated Citizens
educated population	Educated Citizens
educated population	Educated Citizens
educated population - engaged citizenry	Educated Citizens
Educated residents	Educated Citizens
educated work force	Educated Citizens
Educated workforce (multiple colleges/universities in town)	Educated Citizens
a diversity of citizens who are progressive and educated enough to be willing to communicate with each other and help keep Leon County healthy and thriving.	Educated Citizens
An educated, creative population that supports education Pre-K to post graduate (college).	Educated Citizens
Appreciation of our intellectual capital (from academic oriented population?)	Educated Citizens

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Continious creation of young, well educated tallent available for work force	Educated Citizens
Generally well educated citizenry and generally good school system	Educated Citizens
generally well educated public	Educated Citizens
Good town-gown relationships	Educated Citizens
high level of education (universities are huge economic drivers)	Educated Citizens
Informed	Educated Citizens
Large # of PROFESSIONAL/EDUCATED Citizens, Actively involved	Educated Citizens
Lots of smart people, with more being graduated from our institutions. If only we could keep them here.	Educated Citizens
People who love to learn, to serve, to appreciate the natural beauty of this community	Educated Citizens
Strong base of intelligent population	Educated Citizens
Well educated citizens	Educated Citizens
A decent public school system that needs to be strengthened.	Education System
Afterschool programs/initiatives	Education System
good k-12	Education System
good school system	Education System
Improving education k-12	Education System
Public Schools	Education System
School districts that care about our children	Education System
Good schools	Education System
good schools	Education System
good schools although they tend to be on the north side	Education System
Great Schools (some)	Education System
Great schools with A ratings	Education System
Potentially great public schools, if we could get them more technology resources. These will help teachers address the many different strengths in their classrooms.	Education System
Quality Education	Education System
Schools	Education System
Schools	Education System
Good Schools	Educational Opportunities
Education	Educational Opportunities
Education and Access to Education	Educational Opportunities
Educational Development	Educational Opportunities
educational institutions of various levels	Educational Opportunities
Educational opportunities	Educational Opportunities
educational opportunities	Educational Opportunities
Educational opportunities	Educational Opportunities
Educational opportunities	Educational Opportunities
Educational opportunities	Educational Opportunities
Educational Opportunities (2 Universities, 1 Community College, OLLI)	Educational Opportunities
Educational opportunities are many and need to continue to grow	Educational Opportunities
educational opportunities provided by the County, TCC, and FSU, including private, alternative and home schools which keeps our population expanding and contributes to a prevention of stagnation of ideas and helps enable a more tolerant worldview.	Educational Opportunities
Educational programs for all ages	Educational Opportunities
an acknowledgment that the proper care and nurturing of our youth is key to our future	Educational Opportunities
broad range of educational resources	Educational Opportunities
Early childhood learning- the importance of	Educational Opportunities
Highly Rated supply of all levels Schools from Kindergarten thru the best in Colleges and Universities!	Educational Opportunities
importance of education	Educational Opportunities
Intellectual resources -- FSU, OLLI, Senior Center, TCC	Educational Opportunities
lots of educational opportunities	Educational Opportunities
Science and arts focus	Educational Opportunities
Variety of education opportunities - all ages; universities, community college, K-12, public, private & charter schools. Ollie programs	Educational Opportunities
Elections	Elections
Consolidated dispatch	Emergency Services
Maintaining a working combined communications center (911).	Emergency Services

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
EMS	Emergency Services
911 response time	Emergency Services
Emergency Operations	Emergency Services
Emergency services	Emergency Services
Fire	Emergency Services
Fire Services to the Unincorporated Areas	Emergency Services
Responsive emergency services	Emergency~Services
Variety of activities--there is always something to do!	Entertainment
Easy access to fining activities in and around the area	Entertainment
Entertainment & Attractions	Entertainment
entertainment/cultural/sports activities	Entertainment
Family friendly festivals almost every weekend (downtown getdown, springtime tallahassee, etc)	Entertainment
New entertainment centers -- Downtown, Midtown, Uptown	Entertainment
New focus on restaurantd and entertainment venues	Entertainment
Faith food Fridays with the God Squad	Faith Community
faith-based community; many people volunteer for a wide variety of activities	Faith Community
Interest in and the return to African spirituality	Faith Community
many enlightened churches (First Pres, Good Shepherd)	Faith Community
Religious community is varied and strong but not overpowering	Faith Community
Strong Church Communities	Faith Community
a good place to raise your family	Family Environment
Family Communities	Family Environment
Family friendly communities	Family Environment
family-friendly atmosphere	Family Environment
great family town	Family Environment
Great place to raise a family	Family Environment
Really great family activities	Family Environment
Wide range of family activities	Family Environment
Established organic farms and green markets, and growth in these areas	Farmers Markets
Several well attended farmers markets	Farmers Markets
food systems	Food Systems
Continuously improving	Growth and Improvement
high aspirations for ourselves as a place to grow into a better people	Growth and Improvement
Openness to change	Growth and Improvement
The ability to enjoy our successes yet continue to seek improvement.	Growth and Improvement
Wanting to do better	Growth and Improvement
Decent health care, especial top rated CHP	Healthcare Services
Efficient Health Care Delivery and Access	Healthcare Services
Good healthcare	Healthcare Services
Health Care	Healthcare Services
Health ranking 23- Robert Woods Johnson	Healthcare Services
Healthcare	Healthcare Services
Healthy living programs	Healthcare Services
HIV/AIDS services and community education services	Healthcare Services
medical & health care - high priorities	Healthcare Services
Public health	Healthcare Services
Regional Healthcare facilities	Healthcare Services
Veteran and civilian mental health services	Healthcare Services
Wide variety of Medical Services	Healthcare Services
Historic downtown that remains near geographical center of city & isn't fragmented. It should be promoted & preserved.	Historic Resources
Historic preservation interests - local & state; numerous properties on the National register of Historic Places; state archives.	Historic Resources
Historic resources	Historic Resources
Historic resources	Historic Resources
Passion for historical preservation	Historic Resources
Preserving historic homes and landmarks	Historic Resources

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Proximity of historic and cultural resources (city parks, Goodwood, Birdsong, Tall Timbers, Maclay, Mission San Luis)	Historic Resources
Commitment to Ending Homelessness - Serving People in Need	Homeless Support
Helping the homeless	Homeless Support
Maintaining success with homeless population	Homeless Support
Resources for displaced residents	Homeless Support
Services for Homeless	Homeless Support
Aging in place components for our single-family homes and neighborhoods	Housing Market
Community development consisting of Affordable /Low income single family homes	Housing Market
Great housing market	Housing Market
strong housing market	Housing Market
Access to I-10 for shipping and transportation	I-10 Access
Commitment to infrastructure	Infrastructure
Commitment to improving infrastructure	Infrastructure
Infrastructure	Infrastructure
One of the best utility service suppliers	Infrastructure
Quality of utilities	Infrastructure
Really good power infrastructure, and some impressive data pipes.	Infrastructure
Alternative energy options	Innovation
Experience with adopting different types of solutions eventually betting to the best one.	Innovation
growing innovation through entrepreneur programs - gown to town programs	Innovation
Innovation (colleges/universities/incubators)	Innovation
Innovative ideas and applications	Innovation
the willing to learn and invest in long term policies	Innovation
State/Federal employment	Job Opportunities
Career and job opportunity	Job Opportunities
Colleges and State Government (educated population, students with disposable income, stable middle-class employment opportunities))	Job Opportunities
green job opportunities	Job Opportunities
Job Creation - especially government jobs	Job Opportunities
jobs	Job Opportunities
State Government employment	Job Opportunities
Universities employment	Job Opportunities
It's support of its policy officers, firefighters and first-responders	Law Enforcement
Reliable Law Enforcement	Law Enforcement
Good relationship between Sheriff's Office and TPD	Law Enforcement
Having a Sheriff's Department that using community policing at its best.	Law Enforcement
Law enforcement	Law Enforcement
Law enforcement	Law Enforcement
Law Enforcement partnerships	Law Enforcement
Police community outreach	Law Enforcement
Strong ethics	Leadership and Good Governance
Engaged Local Government	Leadership and Good Governance
Efficient and effective county government	Leadership and Good Governance
Fair and balanced government	Leadership and Good Governance
good governance	Leadership and Good Governance
It's greatest strength is that within it there is only one municipality: Tallahassee. Incorporating additional municipalities would weaken implementation of its policies.	Leadership and Good Governance
Leon County seems to sincerely care about all its citizens across economic strata...low to high income	Leadership and Good Governance
Leon doing its best to balance business, population, and development growth with the social service needs for the most vulnerable	Leadership and Good Governance
local governments that support all of those strengths and help maintain and fund them	Leadership and Good Governance
Overall Organization	Leadership and Good Governance
Relatively consolidated local government (i.e. no fragmentation into wealthier and poorer communities)	Leadership and Good Governance
Well managed and well governed	Leadership and Good Governance
A fairly forward thinking leadership structure.	Leadership and Good Governance
Administration and leadership that supports diversity	Leadership and Good Governance

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Citizen orientation by county administration.	Leadership and Good Governance
Commissioners who care	Leadership and Good Governance
Experienced mentors	Leadership and Good Governance
Highly innovative and effective County Administrator!	Leadership and Good Governance
long term commitment and sincere dedication of Community Leaders who really do care	Leadership and Good Governance
Our mayor	Leadership and Good Governance
Sufficiency of integrity and intellect within the community for high functioning leadership to be found	Leadership and Good Governance
Talented and compassionate leadership	Leadership and Good Governance
Public libraries are very nice and provide excellent services.	Libraries
Public Library System	Libraries
Great libraries	Libraries
Libraries	Libraries
Library	Libraries
Library	Libraries
Library Services	Libraries
Wonderful libraries	Libraries
local farmers	Local Farming
Local farms fresh produce	Local Farming
Strong Local Farming Community	Local Farming
The fact it's in Florida	Location
Balance of urban and rural places	Location
Close to beaches	Location
our location from a transportation standpoint.	Location
Several unique neighborhoods (Lafayette Park, Meyers Park, Old Town, College Town) that provide proximity to downtown with tree-lined streets.	Location
A healthy environment, free of pollution	Low Pollution
an environment and ecology that is pollution-free (mostly), offers numerous recreational opportunities, has appealing weather most of the year, and has an abundance of attractive natural destinations to eco-tourists.	Low Pollution
clean air and water	Low Pollution
clean businesses	Low Pollution
low level of heavy (polluting) industry	Low Pollution
Non-polluting economy	Low Pollution
low property taxes	Low Taxes
Low taxes	Low Taxes
Lower property taxes compared to the City	Low Taxes
Mosquito Control	Mosquito Control
No spray mosquito control policy	Mosquito Control
Natural beauty	Natural Beauty
Natural beauty	Natural Beauty
natural beauty	Natural Beauty
Natural beauty	Natural Beauty
Natural beauty	Natural Beauty
Natural beauty - especially our canopy roads	Natural Beauty
Natural beauty, including trees, which should not be cut down because we had one hurricane	Natural Beauty
Natural Beauty/Environment including Canopy Roads and Trees	Natural Beauty
a sense of itself as a unique and beautiful place full of springs and trees and wildlife	Natural Beauty
Active Chamber involvement touting location of the "Red Hills of Florida....", trees & beautiful 4 Seasons!!!	Natural Beauty
An amazing natural environment.	Natural Beauty
attractive (trees, parks, etc.)	Natural Beauty
Beautiful environment	Natural Beauty
beautiful environment - including parks, natural areas	Natural Beauty
Beautiful environment - trees, etc.	Natural Beauty
beautiful environment (forests, water bodies, parks)	Natural Beauty
Beautiful natural environment	Natural Beauty
Beautiful surroundings	Natural Beauty
Beautiful trails, trees and natural spaces combined with beautiful residential neighborhoods	Natural Beauty

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
community has lots of natural beauty	Natural Beauty
Environmental Beauty	Natural Beauty
Environmental Beauty	Natural Beauty
Nature and environment	Natural Beauty
Physical beauty	Natural Beauty
physical beauty	Natural Beauty
Scenic beauty and quality of life	Natural Beauty
Scenic beauty, trails, and parks.	Natural Beauty
Surrounding natural areas.	Natural Beauty
The creation of green space.	Natural Beauty
The natural beauty of the area and the effort that goes into keeping it beautiful and accessible.	Natural Beauty
Beautiful city, roads and parks	Natural Beauty
Natural Resources	Natural Resources
Natural Resources	Natural Resources
Natural environment	Natural Resources
National Forest	Natural Resources
Good supply of land for expansion	Natural Resources
Natural environment	Natural Resources
Natural resources	Natural Resources
Natural resources/ lakes coast forests	Natural Resources
Nature presreves	Natural Resources
Unique environmental resources in the county and region that make for a wonderful place to live.	Natural Resources
Natural resources	Natural Resources
lots of nice neighborhoods	Neighborhoods
neighborhoods	Neighborhoods
Unique neighborhoods with palpable individual personalities that should continue to develop and thrive with character	Neighborhoods
Active nonprofit community	Non-Profit Community
Alzheimer's Project, Inc.	Non-Profit Community
Church and volunteer based organizations that assist.	Non-Profit Community
Concerned community finders like the Knight Foundation.	Non-Profit Community
Engaged Non-profit Community	Non-Profit Community
Human Services Agencies: Reentry residential programs for both males and females.	Non-Profit Community
Kcci	Non-Profit Community
Kearney Center for homeless	Non-Profit Community
Strong nonprofit collaboration in community programs	Non-Profit Community
Strong non-profit organizations	Non-Profit Community
Strong Non-Profits and Social Services	Non-Profit Community
Supporting Local Nonprofit Initiatives	Non-Profit Community
Variety of faith based organizations - Christian, Jewish, Muslem, Greek Orthodox etc.; numerous community social service agencies - Kearney Center	Non-Profit Community
variety of interests of organizations	Non-Profit Community
Parks	Parks and Recreation
Parks	Parks and Recreation
Parks	Parks and Recreation
parks	Parks and Recreation
Parks	Parks and Recreation
Parks	Parks and Recreation
Parks	Parks and Recreation
Parks & Rec	Parks and Recreation
Parks & Recreation	Parks and Recreation
Parks & Recreation Opportunities and Public Places	Parks and Recreation
Parks and outdoor recreation	Parks and Recreation
parks and rec	Parks and Recreation
parks and recreation	Parks and Recreation
parks and recreation	Parks and Recreation
Parks and recreation	Parks and Recreation

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Parks, Greenways and Trails	Parks and Recreation
Parks, walking/biking trails	Parks and Recreation
Parks/Recreation	Parks and Recreation
Promotion of Parks and Recreation	Parks and Recreation
Activities/Cascades Park	Parks and Recreation
A great system of parks and green spaces	Parks and Recreation
Amazing greenways and trails	Parks and Recreation
Amazing parks and recreation system	Parks and Recreation
Ample and beautiful outdoor spaces (parks, active and passive)	Parks and Recreation
Availability of outdoor recreational opportunities	Parks and Recreation
beautiful and functional parks	Parks and Recreation
beautiful parks	Parks and Recreation
Beautiful parks	Parks and Recreation
beautiful parks	Parks and Recreation
Beautiful parks and trails	Parks and Recreation
Cascade Park with adjoining real estate ready for further development	Parks and Recreation
cascades park	Parks and Recreation
Cascades Park	Parks and Recreation
Cascades Park and related events	Parks and Recreation
City Parks and their maintenance	Parks and Recreation
clean parks	Parks and Recreation
communal bonds provided through public spaces such as Cascades Park, Lake Ella, and other community spaces	Parks and Recreation
Development of Parks and Recreation	Parks and Recreation
Excellent parks and green spaces	Parks and Recreation
Excellent parks and public golf courses	Parks and Recreation
Excellent Parks and Recreation Facilities	Parks and Recreation
Excellent recreational opportunities	Parks and Recreation
Great city parks	Parks and Recreation
Great parks	Parks and Recreation
Great parks.	Parks and Recreation
Green space	Parks and Recreation
green space	Parks and Recreation
Green spaces	Parks and Recreation
Greenspace	Parks and Recreation
Greenways	Parks and Recreation
Greenways, parks, and recreational areas	Parks and Recreation
Lake Ella Park	Parks and Recreation
Large parks and greenspaces for recreation	Parks and Recreation
local parks and event spaces	Parks and Recreation
Lots of parks.	Parks and Recreation
Natural Resources - Parks and Recreation	Parks and Recreation
Nice parks like Cascades, Tom Brown, Maclay	Parks and Recreation
Opportunities for outdoor experiences nearby (rivers, state parks, national forest, gulf, springs, etc...)	Parks and Recreation
outdoor natural recreational assets	Parks and Recreation
outdoor/nature opportunities	Parks and Recreation
Preserved, undeveloped land, including parks and trails (Phipps Park, Lake Overstreet)	Parks and Recreation
Public spaces like Cascades Park, etc.	Parks and Recreation
recreation	Parks and Recreation
Recreational opportunities	Parks and Recreation
Solid park district	Parks and Recreation
State Parks	Parks and Recreation
The park system, Cascades Park is a jewel	Parks and Recreation
Trails	Parks and Recreation
trails, lakes, parks- nice public spaces	Parks and Recreation
Unique places, such as parks, rural communities, neighborhoods, Gaines Street	Parks and Recreation
Wonderful and numerous parks	Parks and Recreation
"trying" to get people out if cars walking, biking.	Pedestrian-Friendly

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Evolving concept of fill-in construction for housing and business - increased "walkability"	Pedestrian-Friendly
keep adding sidewalks and bike lanes!	Pedestrian-Friendly
Sidewalks for safety	Pedestrian-Friendly
Walk-ability, bike-ability	Pedestrian-Friendly
Walking paths	Pedestrian-Friendly
The penny tax. Essential.	Penny Tax
A strong planning capability	Planning
Appears to have an improvement plan on action	Planning
planning ahead proactively	Planning
Responsible, reasonable plan for growth	Planning
Urban planning	Planning
Great mid-sized city - not too big, not too small	Population Size
Medium sized population	Population Size
not too large (population)	Population Size
Population growth	Population Size
Size of population	Population Size
Progressive local governments with a numbr of vehicles for citizen involvement	Progressive
Reasonably progressive without being radical.	Progressive
This is a progressive, inclusive community that attracts like minded individuals	Progressive
Citizen safety	Public Safety
Low crime	Public Safety
Safe community	Public Safety
safe town - although not as safe as once was (maybe nowhere is)	Public Safety
The safety of our community.	Public Safety
A larger city that takes up many of the costs the county would otherwise have to pick up	Public Services
County Services	Public Services
County/City Services like utilities	Public Services
Excellent city services (garbage, water etc)	Public Services
High-quality public services	Public Services
Services for those in need	Public Services
Trash pick up	Public Services
Amazing public works (parks, libraries, events)	Public Services
Universal access to all goods and services.	Public Services
access to mass transportation	Public Transit
Air-conditioned electric buses & a good central plaza. Bus service needs to be expanded & made more frequent.	Public Transit
Good basic services for homeless, elderly, handicapped. These need to be better integrated into the transit system.	Public Transit
Mass transit	Public Transit
Potential for more public transport and walkable/bikable city	Public Transit
Good support facilities and services (medical, business, governmental, etc) needed for high quality of life.	Quality of Life
high quality of life	Quality of Life
Making sure that Leon County is a wonderful place to live.	Quality of Life
Overall quality of life	Quality of Life
Quality of Life	Quality of Life
Commitment to Racial Equality	Race Relations
Continued undermining of white domination over politics and money	Race Relations
events centered on race relations	Race Relations
The wonderful race relations of the citizens and the government.	Race Relations
Stewardship	Resource Stewardship
Emphasis on both progression AND sustainability	Resource Stewardship
Sustainable Growth	Resource Stewardship
sustainability	Resource Stewardship
sustainability	Resource Stewardship
Commitment to environment	Resource Stewardship
Community support for parks, gardens, & animal welfare	Resource Stewardship
concern for environmental concerns	Resource Stewardship
Environmental awareness	Resource Stewardship

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
Environmental consciousness	Resource Stewardship
Environmental scientists and writers	Resource Stewardship
Environmentally Conscious	Resource Stewardship
High emphasis on protecting environmental assets	Resource Stewardship
interest in the environment	Resource Stewardship
Land and wildlife preservation	Resource Stewardship
Lots of "green jobs"	Resource Stewardship
Maintaining green spaces	Resource Stewardship
Protect water flowing to Wakulla Spring	Resource Stewardship
Protecting our environment	Resource Stewardship
Protection of green spaces	Resource Stewardship
recycle	Resource Stewardship
Recycling options	Resource Stewardship
respect for the natural environment	Resource Stewardship
Sensitive to most environmental features and needs of the city - i.e. greenspaces, parks, water quality	Resource Stewardship
Environmental awareness and preservation of trees	Resource Stewardship
Improving our neighborhoods	Revitalization
Neighborhood cleanup projects	Revitalization
Revitalization of Older (Neglected/Undersourced) Neighborhoods	Revitalization
Beautiful trees, parks & green spaces, including some areas where trees stand in parking lots or even roadways!	Roads
Clean streets that are well maintained	Roads
good transportation cooridors	Roads
Great roads	Roads
non-intrusive roadways, rather than multi-lane thoroughfares.	Roads
Ready to get around	Roads
road infrastructure	Roads
Road maintenance	Roads
Roads/bridges that benefit citizens versus developers	Roads
Well maintained roads	Roads
Well-maintained roads and sidewalks	Roads
A large group of active, retired people living at Westminster Oaks	Senior Support
Probably one of the best senior centers in the country	Senior Support
Retirement amenities like LifeLong Learning and recreational opportunities for seniors	Senior Support
Senior Center that garners not only to poor seniors but to those who are comfortable & need pastimes	Senior Support
Senior Support	Senior Support
A sense of community	Sense of Community
a sense of neighbors supporting neighbors	Sense of Community
A willingness on the citizens' part to be an active participant in making the community better.	Sense of Community
Building strong community relationships	Sense of Community
Citizens care deeply about their community	Sense of Community
Common interest in helping all citizens	Sense of Community
Community cohesion	Sense of Community
Community cohesiveness	Sense of Community
Community spirit	Sense of Community
Compassionate concern	Sense of Community
Creating a "sense of Place" throughout the communiy	Sense of Community
Ensuring that every citizen can experience the success of this county	Sense of Community
friendliness	Sense of Community
Friendly	Sense of Community
Friendly attitude	Sense of Community
friendly communities	Sense of Community
Good community relations	Sense of Community
Good people	Sense of Community
Great people	Sense of Community
kind, philanthropic residents	Sense of Community

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
local businesses, co-ops, artists and musicians who are strong advocates for making and keeping Leon County distinctive and who help create a cohesive sense of place.	Sense of Community
Need to keep the community safe, healthy and moving forward	Sense of Community
People/Sense of Community	Sense of Community
resident camaraderie	Sense of Community
Sense of belonging	Sense of Community
Sense of community	Sense of Community
Supporting local endeavors	Sense of Community
Working together to build a successful community.	Sense of Community
empathy	Sense of Community
A small-town feel with interconnected social networks	Sense of Community
caring people	Sense of Community
community is not too large nor too small	Size
Home town feel	Small Town
Hometown Feel / Expirence	Small Town
Relatively small city; easy to get arouond and get involved	Small Town
Small town feel	Small Town
Small town feel in a mid-size city	Small Town
Small town traffic and feel	Small Town
Very few skyscrapers	Small Town
"Big town" amenities with a "small town" feel and "southern" hospitality	Southern Hospitality
It's easy to talk to people, especially strangers. I can call anyone in this county who knows more about a subject than me and they are almost always inclined to give great advice.	Southern Hospitality
Southern gentility	Southern Hospitality
Truly nice people	Southern Hospitality
Sporting opportunities (spectator and participant)	Sporting Opportunities
Center of State government	State Government
community is the capitol of a major state	State Government
home of State government	State Government
Proximity and access to state government	State Government
Remaining the location of the Capital.	State Government
Seat of State government	State Government
State Capitol	State Government
State Capitol	State Government
State capitol	State Government
State govt center	State Government
The Capitol	State Government
Talent	Talent
Talented community	Talent
A fairly good tax base	Tax Base
Resonable Tax Base	Tax Base
Willingness by the community to invest in our future (Penny Sales Tax)	Tax Base
a commitment to positioning Tallahassee as a destination	Tourism
Visit tallahassee	Tourism
easy commutes	Traffic
Less Traffic	Traffic
Open government meetings with public	Transparency
openness of government compared to other places and fact that seek citizen input	Transparency
Transparancy	Transparency
Transparency	Transparency
Canopy Roads	Trees and Canopy Roads
Canopy Roads	Trees and Canopy Roads
Canopy roads	Trees and Canopy Roads
Canopy roads and vegetation	Trees and Canopy Roads
Green space / Tree Canopy	Trees and Canopy Roads
Outdoors trails and canopy roads	Trees and Canopy Roads
beautiful trees, canopy roads, shady parks	Trees and Canopy Roads
Lots of trees.	Trees and Canopy Roads
Lovely canopy of trees	Trees and Canopy Roads

What five strengths does the Leon County community have, which should be continued for its future, long-term success?	Category
trees	Trees and Canopy Roads
Trees	Trees and Canopy Roads
trees	Trees and Canopy Roads
Trees	Trees and Canopy Roads
Trees	Trees and Canopy Roads
Trees	Trees and Canopy Roads
trees & outdoors spaces	Trees and Canopy Roads
Trees and hills	Trees and Canopy Roads
Beautiful Trees and balanced growth that protects assets	Trees and Canopy Roads
LOts of green and trees	Trees and Canopy Roads
Maintaining Tree City USA Status	Trees and Canopy Roads
Natural Environment (Trees, Parks, recreational areas)	Trees and Canopy Roads
Our gorgeous trees and trails	Trees and Canopy Roads
Trees	Trees and Canopy Roads
Veteran Initaitives	Veteran Initiatives
Literacy Volunteers of Leon County	Volunteerism
Unity and strong volunteerism	Volunteerism
Volunteer Initiatives	Volunteerism
Volunteerism/Human Capital	Volunteerism
Getting rural county residents to properly dispose of their trash rather than burning or dumping it	Waste Management
Rural waste sites/caring staff	Waste Management
Solid Waste Management	Waste Management
A good, clean water supply.	Water Supply
clean water	Water Supply
Clean water	Water Supply
Clean water and air	Water Supply
Lakes, rivers, ponds that receive attention and care to protect the waters	Water Supply
Natural resources, in particular water	Water Supply
Precious aquifer	Water Supply
Ability to attract "clean" industry based on our location, available workforce, and other factors	Workforce
Human Capital and Trained Workforce	Workforce
Labor pool and economic impact of institutions of higher education	Workforce
mixed work force - educated, trades, manual	Workforce
Work ethic	Workforce
Young professional inclusivity and marketing	Workforce

Strategic Planning Citizen Survey Results:

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Limited flight choices out of airport	Airline Prices and Options
Limited choices for inexpensive air travel	Airline Prices and Options
Lack of airline carriers	Airline Prices and Options
Limited air travel options and costs	Airline Prices and Options
Lack of reasonably priced air service - tax dollars pay for highways, why not for subsidizing cheap air	Airline Prices and Options
better airport fare options and discount carriers	Airline Prices and Options
air travel	Airline Prices and Options
Airline transportation	Airline Prices and Options
Airport	Airline Prices and Options
Airport - expensive flights	Airline Prices and Options
Our airport is small, expensive, and unfriendly. Most folks I know look to us Tampa, Jacksonville, or Panama City to fly anywhere. Instead, we could have an airport overhaul toward a hub for travel.	Airline Prices and Options
Tallahassee Airport	Airline Prices and Options
Special attention needs to be given to working with Airport problems	Airline Prices and Options
Strengthen airport by assisting with additional carriers to TLH	Airline Prices and Options
lack of good airline service	Airline Prices and Options
Lack of affordable air travel into and out of Leon County	Airline Prices and Options
the airport - airline travel in and out of the City is too expensive	Airline Prices and Options
better airport	Airline Prices and Options
community lacks good air transportation options	Airline Prices and Options
Air service, which I should have put as number one!~Ridiculous that the capital city has such spotty, poor	Airline Prices and Options
Airport	Airline Prices and Options
Access to less flight prices to compete with other cities when recruiting professional and diverse talent	Airline Prices and Options
lack of airlines at airport	Airline Prices and Options
Animal cruelty eradication	Animal Cruelty
It is important to continue funding to such things as the animal shelter, wildlife rescue, humane society, adoption events	Animal Shelters
NO KILL shelters for all animals and stricter laws for animal abuse/neglect	Animal Shelters
College-preferred concerts in Cascades (Alabama Shakes may have sold out because it was the first event that college students were really excited about)	Aphitheater Concerts
Some laws are biased i.e. voter rights restoration	Bias Laws
Substandard on-road bicycle facilities and roads without bike lanes	Bicycle Infrastructure
lack of bicycle lanes	Bicycle Infrastructure
Not a friendly biking community although we are trying to do better	Bicycle Infrastructure
More bike routes	Bicycle Infrastructure
Lack of bicycle and walking areas in the Tallahassee area	Bicycle Infrastructure
improving but could be improved cycling/biking on main roads	Bicycle Infrastructure
Increased bicycle infrastructure and education	Bicycle Infrastructure
Bicycle connectors- create more connection for city, especially north-south	Bicycle Infrastructure
Lack of sidewalks and bike lanes.	Bicycle Infrastructure
Vacant stores and other buildings.	Blight
North Monroe Street / Blighted Entryways Into Community	Blight
New building when old dilapidated buildings are left decaying for years	Blight
Too many unused parking lots also noted by consultant.	Blight
The answer here is not brain-drain, but rather, the conditions conducive to it. I'm a college student so I can probably think of a few.	Brain Drain
do we have a long-ish term plan to keep the "brain drain" from happening.~Students come here, then get their degrees and leave.~How do we get them (and their expertise) to stay?	Brain Drain
Loss of talented graduates from our local universities who don't know about job opportunities and high quality of life in Leon County	Brain Drain
not disciplined in spending budget	Budget
Government budgeting (primarily the City)	Budget
Canopy road trees - beautiful and dangerous.	Canopy Roads
Cell phone coverage	Cell Phone Coverage
Public schools attract growth & help keep money & minds in the community. Do not funnel money to charter schools.	Charter Schools
need to replace CHSP's Joint Planning Board with a process that involves agencies on an ongoing basis.	CHSP
Some limitations in terms of getting input from representatives of all communities	Citizen Engagement

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Keep the conversation going between govt and constituents	Citizen Engagement
Invite a college student to be an nonvoting member of the County Commission.	Citizen Engagement
Not including neighborhoods in decisions that affect them.	Citizen Engagement
different classes/backgrounds have kept many from fully participating in county activities	Citizen Engagement
Involvement in the planning and stragegy for the future of District 2	Citizen Engagement
Citizen Involvement in Planning	Citizen Engagement
Community Involvement	Citizen Engagement
Same old people	Citizen Engagement
lack of public questionnaires (like this) on how to spend money - publish the results!!	Citizen Engagement
feeling too much contentment~when we have issues that need to be addressed	Citizen Engagement
Tendency to rely on the same voices for clarity over and over	Citizen Engagement
Need more citizen involvement -- its usually the same crowd at local events but this can really change opinions and input.	Citizen Engagement
Tired of same names doing the same stuff	Citizen Engagement
Insufficient strategic planning to support grassroot-driven growth.	Citizen Engagement
City of Tallahassee restrictions on developing residential subdivisions	City Restrictions on Development
Do not allow developers to clear-cut sites! Require the preservation of trees, setbacks, sidewalks, etc.	Clear Cutting for Development
allowed clear-cutting for commercial development	Clear Cutting for Development
Valuing developers over trees and canopy roads	Clear Cutting for Development
Building more and more and more strip malls (Bannerman Crossing, for example) while tearing down trees to do so is destroying the habitat of wild creatures and making Tallahassee as hideous as the rest of Florida.	Clear Cutting for Development
Public awareness	Communication
More communication, to identify problems and manage pro-actively	Communication
Communication about Long-term Planning for School Support	Communication
Communicating vision/priorities for future growth	Communication
Communication & publisizing of events and area	Communication
Communication	Communication
Poor communication with community	Communication
More effective communication of county planning, etc.	Communication
Poor advertising of city events that most people end up missing who would have loved to go	Communication
County communicatins among the citizens- divide the county into sections or em-mail more surveys; ask the "players/residents" business owners, what their particular hopes, dreams & aspirations are for their particular area where they live and work. **Also - for the city & county governments to follow the rules about allowing people to serve who are only "half-heartedly" living within the districts they represent.~ ts	Communication
Local government communication with citizens	Communication
Encourage community gardening.	Community Gardening
Community Policing	Community Policing
More community policing	Community Policing
Plant food trees and bushes when planting in new areas instead of just cosmetic plants	Comsmetic Landscaping
Friction between the Police Dept and Sheriff's Dept	Consolidated Law Enforcement
Consolidated law enforcement	Consolidated Law Enforcement
Need for one law enforcement department- fire has made it successful achieved.	Consolidated Law Enforcement
Need to consolidate law enforcement	Consolidated Law Enforcement
Reorganize sheriff and city police/sheriff. Make one.	Consolidated Law Enforcement
Too much nepotism involved in the outcome of opportunities that are intended for public populations.	Corruption
good ol boy network	Corruption
Perception that the playing field is not level - the same rules do not apply for all	Corruption
Increase cost of living compared to compitive citys like Tampa, Orlando and the state of Texas	Cost of Living
Utilities are too expensive	Cost of Utilities
Develop a brand for the area besides universities and state government	County Brand
Tolerating poor service	Customer Service
Big disparity in quality of schools	Disparity in Quality or Funding of Schools

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
All county schools should be more uniform in its facilities, teachers and administration. Let's put all county school students in uniforms, and bus students to schools in different neighborhoods other than the one they live in. Give ALL students the opportunity for a productive , secure adulthood	Disparity in Quality or Funding of Schools
Uneven quality of schools	Disparity in Quality or Funding of Schools
parity across schools, particularly southside v northside	Disparity in Quality or Funding of Schools
The disparity between the schools in the north and south sides, facilities, textbooks and parental support	Disparity in Quality or Funding of Schools
we need support for a public education system that will give ALL students equal opportunity to learn	Disparity in Quality or Funding of Schools
poor educational opportunities for low-income kids. raise taxes for better schools.	Disparity in Quality or Funding of Schools
disproportionate distribution of resources between elementary/high schools	Disparity in Quality or Funding of Schools
Poor public schools in Black communities	Disparity in Quality or Funding of Schools
Disparities in public school performance	Disparity in Quality or Funding of Schools
schools - not all are at the top but we should try to get them all to the top middle	Disparity in Quality or Funding of Schools
Unequal educational opportunities	Disparity in Quality or Funding of Schools
inequity in education	Disparity in Quality or Funding of Schools
Schools in District 2, are all "D" rated	Disparity in Quality or Funding of Schools
better schools on south side and in town	Disparity in Quality or Funding of Schools
Successful Southside Schools	Disparity in Quality or Funding of Schools
breakfast restaurants	Diversity and Quality of Businesses
Better shopping, more upscale	Diversity and Quality of Businesses
Extreme lack of quality grocery stores, pharmacies, and big box shopping in south and west	Diversity and Quality of Businesses
fewer chain restaurants and shopping and more independent businesses	Diversity and Quality of Businesses
shopping areas	Diversity and Quality of Businesses
businesses cater to students' parents' values (look at TN St!) with So. FL incomes	Diversity and Quality of Businesses
Lack of good, reasonable, healthy restaurants	Diversity and Quality of Businesses
Not enough positive adult entertainment	Diversity and Quality of Businesses
Division between communities within Leon County	Division between Communities
perceived separation of people living on the south side from the rest of the county	Division between Communities
Division between people in this community, specifically of "race" & age, as well as division of all the colleges/universities here	Division between Communities
community becoming more segregated where live and go to school at same time trying to build bridges	Division between Communities
Bringing together people from different parts of town	Division between Communities
Equal opportunity for all	Division between Communities
Some instances of "us vs. them" syndrome	Division between Communities
Creating and less divided community. Thinking of ways to get college students into the community and get people from different neighborhoods together.	Division between Communities
Segregation from universities	Division between Communities
Program or projects not readily available to all areas	Division between Communities
Social stratification (good old boys network)	Division between Communities
easy access to government, ie parking issues for downtown	Downtown Development
Building the core of the city and activites there in	Downtown Development
lack of parking downtown	Downtown Development
lack of reconstruction/new developments in downtown	Downtown Development
downtown amenities	Downtown Development

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
better parking for downtown areas	Downtown Development
Tallahassee's Downtown is broken. Millennials are fleeing to urban cities. There needs to be a living corridor along Monroe. Mixed-use residential and commercial buildings affordable to diverse residents do not exist. Hence, no retail or restaurants.	Downtown Development
Improved economic development agency	Economic Development
Economic growth/security	Economic Development
Lack of economic development opportunities	Economic Development
the limited economic development vision currently being pursued - the strengths of this city are not fully explored or presented.	Economic Development
Economic development focused on the "bring big companies to town and give them incentives" - We should be paying more attention to our home grown startups.	Economic Development
Lack of an advocacy delegation for Low economical communities and~law enforcement on every level (Police, Judge, Probation etc)	Economic Disparity and Poverty
Southside is underserved and needs new development and investments	Economic Disparity and Poverty
Economic disparity between the north and south sides	Economic Disparity and Poverty
Physical evidence of divisions between rich and poor (north town versus south)	Economic Disparity and Poverty
the imbalance of resources between the north and south / southwest parts of the county	Economic Disparity and Poverty
Economic (and racial) inequality	Economic Disparity and Poverty
Too many poor neighborhoods	Economic Disparity and Poverty
Income/Opportunity Disparity	Economic Disparity and Poverty
better investment in and community engagement activities on the south side	Economic Disparity and Poverty
Imbalance among population groups (i.e. rich vs poor)	Economic Disparity and Poverty
There are strong economic and racial barriers present in various areas of the school, county and city government.	Economic Disparity and Poverty
Unequal and unfair pricing; capitalizing on college students and "minorities"/ Limited resources available to people through out Leon County that live in less developed parts of the city	Economic Disparity and Poverty
Leon County's wealth is the direct cause of the poverty in the black community	Economic Disparity and Poverty
the haves and have nots live in separate sections in the community	Economic Disparity and Poverty
too much of a divide between north and southside of town	Economic Disparity and Poverty
Economic segregation within the county needs to be addressed.	Economic Disparity and Poverty
A lack of concern and investment in the Northwest quadrant of the community	Economic Disparity and Poverty
High rates of unemployment in Black communities	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty on the South Side	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Effective, compassionate solutions for individuals, families, and communities to move from poverty to sustainable, financial strength and well-being	Economic Disparity and Poverty
The lack of economic diversity in our community.~We are a community where wealth is based on real estate development.	Economic Diversity
An economy that isn't diverse enough	Economic Diversity
Economic Diversity	Economic Diversity
Minority Participation for City Businesses	Economic Diversity
we should continue to recruit the creative class - b/c our weakness is that there isn't a ton of diversity within our careers b/c of the state government	Economic Diversity
An over-prioritization on event promotion, lack of revenue diversity in growth	Economic Diversity
lack of economic diversity and job opportunities to keep or attract brightest	Economic Diversity
Public schools are headed in the wrong direction - down	Education System
Again, the schools...they deserve two spaces here. We are losing children to an outdated system of education that is not working. Conscious Discipline and teaching mindfulness should be the practice in every school. Training needs to happen, teachers need to change the way they interact with students.	Education System
Lagging school system	Education System
Title 1 School System	Education System
K-12 excellent schools	Education System
School system/standards	Education System
School improvement	Education System
Improve k-12 education by empowering and rewarding exceptional teachers	Education System

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
School improvement needed	Education System
More politics than action in governance of Leon County schools	Education System
Mediocre public schools, especially in poor neighborhoods	Education System
Improving schools	Education System
Improving School Management	Education System
A need to refocus attention on schools	Education System
educational programs	Educational Opportunities
we need more widespread availability of continued education for all ordinary adults on all topics and skill levels	Educational Opportunities
Lack of training opportunities for residents and nonprofits	Educational Opportunities
Education resources	Educational Opportunities
Switch from elected to appointed Superintendent of Schools; a competent superintendent under the direction of the school board is necessary in a school district this large	Elected Superintendent
Too many naive, ignorant elitists who continue to keep their heads in the sand.	Elitism
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
Emergency Preparedness	Emergency Management
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
emergency radio broadcast system	Emergency Management
continue to work on the community plan for better coordination during a hurricane; better communication~	Emergency Management
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
Better communication and coordination with City during events such as hurricane.	Emergency Management
Diaster Preparation	Emergency Management
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
Storm and hurricane preparedness	Emergency Management
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
Lack of business growth (we're big on education and government, small on business)	Entrepreneurship
Starting to be come small business unfriendly	Entrepreneurship
More local entrepreneurs and start ups	Entrepreneurship
Helping farmers markets that are threatened by development (Market Square, for example)	Entrepreneurship
a lack of investment and balanced assistance for startup entrepreneurs (particularly retail)	Entrepreneurship
Obstacles in growth management for small scale startups	Entrepreneurship
Ongoing support of entrepreneurial startups	Entrepreneurship
Business support for new businesses	Entrepreneurship
oversized mega-businesses have killed small businesses, with customers going for the "cheaper" myth when it is the numbers that makes folks need to work three jobs to afford their cheapness	Entrepreneurship
A good quality of life and educated workforce will attract business. Do not give tax breaks etc. to attract business.	Excessive Tax Breaks
onerous taxes, heavy financial dependence upon business and wealthy	Excessive Taxes
high taxes	Excessive Taxes
reduce business taxes	Excessive Taxes
Tax increases	Excessive Taxes
Unfair raising of property taxes in neighborhood where most of the residents are on fixed-incomes	Excessive Taxes
Film Commission	Film Commission
Rain waterways to avoid flooding	Flooding
Food deserts in~Black communities	Food Deserts
Food dessert on soutside	Food Deserts
too many people do not have near access to grocery stores	Food Deserts
Lack of access to fresh local food.	Food Deserts
Making fresh food and grocery stores available for everyone	Food Deserts
food systems	Food Systems
Gentrification	Gentrification

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Running a community and local government is not a blame game and think our current local leaders are good at not pointing fingers.	Governance
community has lots of government bloat that needs to be cut	Government Bloat
Greed	Greed
Too much "groupthink"	Groupthink
unrestrained plans for growth, at the expense of organic culture	Growth Without Proper Planning
Expanding growth without sufficient planning	Growth Without Proper Planning
Lack of a large scale plan for infrastructure development	Growth Without Proper Planning
Architectural design integrity; new construction should not be built directly on the road, like Atlanta, there should be mandatory green space between the road and the front of new commercial construction to create less of a concrete jungle look.	Growth Without Proper Planning
Lack of place. It's being addressed, and there's been good progress, but when you come from another city as a younger person you don't always feel like there are parts of the city you can get lost in.	Growth Without Proper Planning
Unchecked commercial growth (i.e. Magnolia between App Parkway and Mahan)	Growth Without Proper Planning
Large scale housing and growth affecting in town neighborhoods and commercial districts	Growth Without Proper Planning
Growth at any cost mentality	Growth Without Proper Planning
healthcare quality	Healthcare Quality or Availability
Medical care subspecialties limited	Healthcare Quality or Availability
Inadequate mental health care system which lacks cultural competence	Healthcare Quality or Availability
More access to Dept of Health, Dental for the poor/veterans	Healthcare Quality or Availability
Need to self fund risk management of Medical plans to substantially reduce cost	Healthcare Quality or Availability
Access to health care for low-income residents	Healthcare Quality or Availability
Mental Health Providers	Healthcare Quality or Availability
Re-establish the health care advisory committee. Health care needs a community group to watch over different providers and report to the County Commission	Healthcare Quality or Availability
Investigate having a Local Board of Health to help oversee the FDOH in Leon County.	Healthcare Quality or Availability
Limited health care for low-income residents	Healthcare Quality or Availability
Free healthcare/dental for ALL children	Healthcare Quality or Availability
Lack of funding for small pockets of "Community based" community health and needs focused groups	Healthcare Quality or Availability
Access to good health care and dental	Healthcare Quality or Availability
Mediocre health care.	Healthcare Quality or Availability
lack of accessible mental health services	Healthcare Quality or Availability
lack of medical services for uninsured	Healthcare Quality or Availability
High Cost of developing infrastructure for residential homes	High Cost of Development Infrastructure
The loss of our "funk". ~We are leveling iconic buildings and replacing them with low end corporate structures.	Historic Preservation
Lack of sensitivity for historical neighborhoods and communities, depriving them of funding opportunities for preservation and development.	Historic Preservation
Historic preservation budget	Historic Preservation
Lack of preservation of historic and natural resources	Historic Preservation
affordable housing	Homelessness/Affordable Housing
expensive housing	Homelessness/Affordable Housing
Not enough first time homebuyer property	Homelessness/Affordable Housing
Homeowner ship	Homelessness/Affordable Housing
Affordable housing for entry level jobs	Homelessness/Affordable Housing
Lack of truly affordable (under \$200,000) housing for seniors.	Homelessness/Affordable Housing
real estate is too high	Homelessness/Affordable Housing
homelessness	Homelessness/Affordable Housing
Homelessness - large community of people with no place to live	Homelessness/Affordable Housing
Expanding housing options for the poor/homeless	Homelessness/Affordable Housing
more attention needed to providing adequate housing, schools, and health care	Homelessness/Affordable Housing
Homelessness	Homelessness/Affordable Housing
Using Homeless Prevention Funding as a Tool to Avoid Homlessness	Homelessness/Affordable Housing
homelessness	Homelessness/Affordable Housing
lack of low income housing	Homelessness/Affordable Housing
Homelessness	Homelessness/Affordable Housing

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
A viable affordable housing plan	Homelessness/Affordable Housing
High number of properties underwater	Housing Market
Run away retail lease rates (resultant of aforementioned over-incented growth)	Housing Market
An abundance of substandard housing	Housing Market
Lack of Reentry residential and out patient programs~for individuals leaving both~jails and prisons	Human Services
strategic vision to move the needle on identified human services issues	Human Services
an over abundance of social programs and lower income assistance	Human Services
Separated services	Human Services
Lack of financial support for places like the Sanctuary to house women released from prison with sexual charges	Human Services
Child welfare system	Human Services
Funding for Health and Human Services	Human Services
More empowerment programs for single mothers. Helping mothers thrive is crucial in developing a successful community.	Human Services
Lack of money applied to human service needs	Human Services
dont seem to attract new businesses - only new housing development and restaurants	Inability to Attract Businesses
Few Incentives for Businesses to Relocated to Tallahassee	Inability to Attract Businesses
Attract higher level businesses (STEM) that take advantage of the educated workforce	Inability to Attract Businesses
Infrastructure (underground utilities, internet access, traffic control)	Infrastructure
Infrastructure	Infrastructure
Tranportation: need better coordination of light, fix pot holes; less round-a-bouts; smaller buses to ride throughout the city.	Infrastructure
street lighting	Infrastructure
Beautification of most traveled routes into the City	Infrastructure
Ugly commercial signage	Infrastructure
Affordable sewers for all	Infrastructure
Weak approach to community aesthetics, such as size and quantity of signs.	Infrastructure
lack of funding for~infraaqstructure so last guy in gets killed .~Seen by outside as antiquated system	Infrastructure
NEED TO FOCUS~nw and far se infrastructure	Infrastructure
Improved infrastructure (roads, bridges)	Infrastructure
Expanded Street Lighting in the Unincorporated Areas	Infrastructure
inferstructure buildings and roads	Infrastructure
solve the infrastructure/utilities problem related to power outages before the next storm	Infrastructure
get rid of medians and create round about and accessible roads	Infrastructure
Aging infrastructure	Infrastructure
Not enough lights in certain areas	Infrastructure
City & county trees are not trimmed regularly; need arborist with staff	Infrequent Tree Trimming
Trapped to a COMCAST plan w/ many unwanted channels because the plan include a number that I prefer	Internet and Cable Providers
better internet and cable choices (something other than COMCAST!)	Internet and Cable Providers
Comcast monopoly providing terrible, overpriced "service"	Internet and Cable Providers
Improved internet connectivity and speed, more and better options	Internet and Cable Providers
community is isolated -- not close to any other major cities	Isolated from Major Cities
Low pay for workers include state employees	Job Opportunities
community lacks solid base of good-paying jobs outside of government	Job Opportunities
Upper income Jobs	Job Opportunities
Plan for increase in incoming residents for job opportunities	Job Opportunities
Not enough high paying jobs	Job Opportunities
More pay for teachers	Job Opportunities
job opportunities	Job Opportunities
too much reliance on state for employment	Job Opportunities
attract bigger corporations with better paying jobs for our community	Job Opportunities
Lack of industrial diversification and expansion creating too few jobs for qualified graduates	Job Opportunities
Poor salaries	Job Opportunities
Dependence on state government for jobs	Job Opportunities

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Over reliance on governmental jobs. Expand the economic base and median family income.	Job Opportunities
Look at the top employers for Tallahassee vs Austin. We have the hospital, the university, and Publix. Small businesses are necessary, but it's pivotal to attract a large corporation that can hire a dozen additional graduates each year.	Job Opportunities
Limited job opportunities to keep young people here and attract newcomers	Job Opportunities
employment not related to Universities or state government~	Job Opportunities
Jobs and education	Job Opportunities
Need more living wage jobs	Job Opportunities
Not enough jobs for the young starting out	Job Opportunities
University products (graduated students) should be more integrated/have greater opportunities to stay in Tallahassee	Job Opportunities
Although we have two universities here, we don't offer cutting-edge jobs for our graduates. New energy, eco-friendly, and technical jobs are the future and should be brought here.	Job Opportunities
Not enough opportunities for recent grads	Job Opportunities
We need to increase our number of jobs and the services needed by the working poor to help stabilize families and support youth.	Job Opportunities
Limited Career Opportunities~	Job Opportunities
Too much reliance on Government employment	Job Opportunities
Over reliance on government employment	Job Opportunities
salaries are too low	Job Opportunities
Lack of employment opportunities available for young professionals graduating from our higher education institutions	Job Opportunities
Lack of major corporate employers	Job Opportunities
Insufficient corporate employment	Job Opportunities
Under-employment of many residents - overqualified for available positions	Job Opportunities
Regular, free, public activities and events	Lack of Community Events
no major draw to events on the southside other than the fair grounds	Lack of Community Events
Lack of coordination of services -- government and nonprofits	Lack of Government Collaboration/Consolidation
need to consider the amount of duplication re: city-county efforts; consolidation?	Lack of Government Collaboration/Consolidation
Two separate governments	Lack of Government Collaboration/Consolidation
Bifurcation of city and county administration	Lack of Government Collaboration/Consolidation
Dependence on city of Tallahassee	Lack of Government Collaboration/Consolidation
Communication/coordination between City and County is getting better but more work is needed	Lack of Government Collaboration/Consolidation
Need to consolidate city and county	Lack of Government Collaboration/Consolidation
Lack of City & County coordination	Lack of Government Collaboration/Consolidation
Working in partnership with the City of Tallahassee	Lack of Government Collaboration/Consolidation
more cooperation with the city	Lack of Government Collaboration/Consolidation
Lack of coordination in transportation and other planning between governments	Lack of Government Collaboration/Consolidation
Need for consolidation of services	Lack of Government Collaboration/Consolidation
When consolidating, we should not short-shift the rural communities	Lack of Government Collaboration/Consolidation
Duplication of services - consolidation should be planned for and executed in a timely manner	Lack of Government Collaboration/Consolidation
Two separate governments for county and city	Lack of Government Collaboration/Consolidation
Duplication of effort between City of Tallahassee and County government ⁷⁹	Lack of Government Collaboration/Consolidation

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Consolidated city and county commission	Lack of Government Collaboration/Consolidation
Redundancy of city and county resources	Lack of Government Collaboration/Consolidation
Synergies need to be created between education, government and non-profit sectors - despite our best efforts, we still operate in silos. Until people put their agendas to the side and check their egos, nothing will change.	Lack of Government Collaboration/Consolidation
lack of conference venues	Lack of Hotels/Convention Center
Lack of a convention/conference center	Lack of Hotels/Convention Center
lack of hotels/resorts	Lack of Hotels/Convention Center
no hotels or other development anywhere near the airport	Lack of Hotels/Convention Center
Lack of a major convention hotel to host significant inflow of visitors and trade association events	Lack of Hotels/Convention Center
We are the only county I've lived in that didn't have a major industrial park dirt-ready for job creation	Lack of Industrial Park
Community small business men investment financially (Loans, grants) in the renovation of local communities	Lack of Investment in Communities
Professional Arts Opportunities for performers	Lack of Support for Art Community
Lack of artistic culture	Lack of Support for Art Community
This is the capital city of an enormous state, and it has no art museum. Yes, we've got galleries, but no real museum. That's appalling.	Lack of Support for Art Community
Lack of an arts/music community	Lack of Support for Art Community
lack of community art venues and programs	Lack of Support for Art Community
Way too much emphasis on football, which is evidently GOD here.	Lack of Support for Art Community
Protecting the art district	Lack of Support for Art Community
Professional Theatre Companies	Lack of Support for Art Community
Limited Arts Scene (it is growing)	Lack of Support for Art Community
Lack of a Performing Arts Center(In Conjunction With the City)	Lack of Support for Art Community
Lack of cultural exposure for youth	Lack of Support for Art Community
Artist residence communities	Lack of Support for Art Community
promotion of local small businesses	Lack of Support for Business Community
Growth & vitality of existing businesses	Lack of Support for Business Community
Need to be more inclusive of Florida A&M in the City's Blueprint	Lack of Support for FAMU
FAMU not getting as much benefits as FSU	Lack of Support for FAMU
lack of cohesive vision for support of non profit community	Lack of Support for Nonprofits
Need better engagement and financial support of the Red Cross to be prepared	Lack of Support for Nonprofits
Value and enhanced quality of life facilitated by Non-profits are under-appreciated	Lack of Support for Nonprofits
Supporting organizations like the Girls and Boys Clubs. We need more of these through out the county	Lack of Support for Nonprofits
Commercialization of University IP/Technology compared to peer institutions/communities	Lack of Tech Transfer
University tech transfer	Lack of Tech Transfer
Increasing lack of trust in our local government (why?)	Lack of Trust in Government
What little culture there is here, and there's not much, seems to take place at FSU and FAMU. It'd be nice if there were some in the community itself.	Lack Support for Art Community
A stronger sense of being in "this" together	Lacking Sense of Community
continue defining areas of town /more neighborhood pride	Lacking Sense of Community
Neighbor Outreach programs	Lacking Sense of Community
Divided law enforcement including st. Atty	Law Enforcement
better community police relations	Law Enforcement
sheriff's office needs to be aware of ways in which minority communities are marginalized and/or disrespected	Law Enforcement
Lack of Cooperation between City and County Leaders on Law Enforcement Issues	Law Enforcement
disjointed law enforcement including acrimonious relationship between TPD and St. Atty	Law Enforcement
Better coordination of law & order [city/county] efforts. *More emphasis on training and respect for our police/sheriff officers; *More effort in each neighborhood to establish a "crime watch" group.	Law Enforcement

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Poor communication from law enforcement	Law Enforcement
Citizen Review Board for local and county police/sheriff departments	Law Enforcement
Under staffed police force	Law Enforcement Coverage
Law enforcement coverage	Law Enforcement Coverage
Increased support and respect for Law Enforcement; budget needed funds to insure this.	Law Enforcement Funding
Lack of resident leadership	Leadership
Too much talk	Leadership
sometimes assumes it knows what is best for citizens based on past	Leadership
Willie Meggs is awful and his public statements should be curtailed; "no comment" will suffice in most circumstances	Leadership
A few stakeholders make economic development decisions that benefit their businesses and organizations in this community - while the benefit for others is limited. We need more inclusive decision-making as it relates to economic development.~	Leadership
Same people switch elected offices	Leadership
Lack of unity with politicians	Leadership
Accountability in local government officials (primarily the City)	Leadership
The "let's do it the way we have always done it" mentality of many of our political, civic and business leaders.	Leadership
Educational opportunities balanced: need more staff & hours extended in our branch libraries; help educate the county residents re: the urban landscape (I love the trees) - we need to also consider underground utilities & balance that idea with the canopy roads that I adore!	Libraries
Limited types of newspapers, magazines available online in Libraries' catalog; e.g. no online WSJ	Libraries
Uneven pace of development. The issues of Frenchtown and Southside won't be fixed overnight, but when an Urban corridor pops up overnight on Gaines Street while ten buildings sit vacant across from FSU on Tennessee street, you start to question it.	Limited Resources/Development on the Southside
more development on the south side to the Wakulla border would facilitate interactions	Limited Resources/Development on the Southside
Construction on the South Side (Need Sidewalks)	Limited Resources/Development on the Southside
Building up of South Side of Tallahassee - providing more services for those residents	Limited Resources/Development on the Southside
More resources devoted to poor neighborhoods such as South City and French Town, especially for mothers and children	Limited Resources/Development on the Southside
Lack of development in Southern part of Tallahassee AND lack of attention to poorer neighborhoods	Limited Resources/Development on the Southside
Lack of consistent effort to revitalize the south side	Limited Resources/Development on the Southside
Not enough investment in southside community	Limited Resources/Development on the Southside
Limited resources on southern side of city/county	Limited Resources/Development on the Southside
southside - its like a different county down there.	Limited Resources/Development on the Southside
Lack of Development of South Side	Limited Resources/Development on the Southside
Trash/littering throughout the entire county	Litter/Lack of Recycling
More recycling at community events, including food composting	Litter/Lack of Recycling
Illegal dumping/litter	Litter/Lack of Recycling
Love reading the Zings but it is not how the entire community feels about a subject area	Local Media
Negative opinions of a few get the biggest press~	Local Media
Local media perpetuating negative stereotypes that, in turn, affect people negatively in this community and beyond	Local Media
News media (newspaper & TV) offer their own interpretation of news; often falsely shaping citizens' thoughts.	Local Media
Lack of solar portfolio	Low Usage of Alternative Energy Sources

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Dependence on fossil fuels for energy	Low Usage of Alternative Energy Sources
More use of alternative energy for homes/businesses with lower start up costs	Low Usage of Alternative Energy Sources
Need for solar power	Low Usage of Alternative Energy Sources
Mentor others to serve community	Mentoring
Looking at other cities to model Tallahassee on.	Model for Development
Mosquito control is an issue now (after the hurricane) and will continue to be in the future	Mosquito Control
Narrow mindedness	Narrow Mindedness
Noise control!! Many US cities have (& enforce!) noise control! Why does Tallahassee insist it can't be done?!?	Noise Control
Investment in large scale non locally owned projects	Non-Locally Owned Development Projects
the erosion of citizen ownership of community properties in favor of the expansion of one major entity	Non-Locally Owned Development Projects
A lack of ways to accurately quantify and account for organic culture	Organic Culture
Need encouragement for less grass lawns and more food and water lawns	Over Watering
High Incarceration Rates	Overincarceration
Using Resources for the Benefit of Short Term Residents (College Students) rather than long term Residents	Overuse of Resources to Benefit Students
Owns Innovation Park instead of FSU ownership	Ownership of Innovation Park
Not enough parks on north side and not enough ball fields or soccer fields on the north side	Parks and Recreation
Poor recreational facilities for youth compared to other communities	Parks and Recreation
Disproportionate access to recreation facilities	Parks and Recreation
Park connectivity and upgrades	Parks and Recreation
No community centers for NE side kids	Parks and Recreation
Combine both city and county recreation departments.	Parks and Recreation
Need Connected parks and greenways - we are trying but can do better	Parks and Recreation
more open space, parks, and wetlands	Parks and Recreation
Community care & recreation: need more ballfields for the numerous teams to play on;more assisted living facilities for our aging population.	Parks and Recreation
Lack of walkability/livability where residents can easily access services like grocery stores, restaurants near their home.~Things are too spread out.	Pedestrian Friendliness
not very walkable	Pedestrian Friendliness
Lack of sidewalks and bike lanes, although this is improving	Pedestrian Friendliness
Sidewalks where people are transportation disadvantaged	Pedestrian Friendliness
Sidewalks - create connections, fix broken ones, add to main paths like Meridian	Pedestrian Friendliness
walkable communities- sidewalks	Pedestrian Friendliness
Sidewalks along dangerous roads	Pedestrian Friendliness
More walkable/bikable	Pedestrian Friendliness
Existing land use patterns don't support viable walkable communities.	Pedestrian Friendliness
sidewalks!!!!!!!!!!!!!!	Pedestrian Friendliness
Lack of sidewalk connectivity	Pedestrian Friendliness
Building permits are still arduous	Permitting Processes
Very complex permitting process - frustrating for many	Permitting Processes
ease of rural farm building permits	Permitting Processes
A better permitting process for the different trades	Permitting Processes
Crazy-assed permitting rules	Permitting Processes
avoid aerial spraying of insecticides	Pesticides
Still planting nominative plants sling roads.Bannerman.	Planting Non-Native Plants
Politics	Politics
Power grabbing	Politics
Should work on not being a divided county with respect to federal elections	Politics
Democratic party dominance politically	Politics
Small-minded, "country" thinking and image	Poor Image
Timelines for project completion	Project Timelines
Sexual Transmitted Infections	Public Health

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Significant increase in community health education and service to address chronic disease in particular	Public Health
Public health like diabetes, asthma, obesity	Public Health
Diabetes crisis due to too much driving.	Public Health
Try to get Forestry to let you now when they are burning- many residents have severe triggers from the smoke.	Public Health
Not enough healthy quick food choices	Public Health
Crime	Public Safety
increasing crime rates	Public Safety
Crime	Public Safety
Rise in violent crime, especially in Black neighborhoods	Public Safety
Highest crime rate in the state	Public Safety
Crime	Public Safety
Safety and Crime	Public Safety
Too much crime in some areas	Public Safety
Violent crime needs to be resolved for all areas of the county	Public Safety
need to work on the high crime rate; & consider stricter laws for	Public Safety
Crime	Public Safety
crime rate	Public Safety
Too many guns	Public Safety
Reducing the crime rate	Public Safety
Traffic Safety (Make environment safer for Pedestrians and Bicycles --More sidewalks, bike paths, law enforcement)	Public Safety
High Crime Rate	Public Safety
Crime	Public Safety
Crime rate	Public Safety
Crime & Drug Related Concerns	Public Safety
High crime rate.	Public Safety
Prevalence of Guns and gangs	Public Safety
Crime statistics and safety concerns both on-campus and throughout the county need to be mitigated	Public Safety
Gang activity/pockets of crime	Public Safety
crime within certain neighborhoods and lack of opportunity for citizens who live in those communities	Public Safety
Violent crime needs to be addressed, so that all neighborhoods are safe.	Public Safety
Crime prevention	Public Safety
Increasing crime and traffic.	Public Safety
Crime	Public Safety
Less Crime and steady Law enforcement	Public Safety
Crime	Public Safety
safety trends	Public Safety
Crime	Public Safety
Crime	Public Safety
Must solve the crime problem in the city	Public Safety
Public Transportation is woefully inadequate	Public Transit
The Sunday schedules for the bus system are too limited. I think the schedules should be the same all week long.	Public Transit
Inadequate multi-modal transportation options	Public Transit
Affordable, reliable public transportation, especially to meet the needs of people who do not own cars or cannot drive. Transportation is an essential bridge for those entering or rendering the work force, and/or climbing out of poverty. Also, to make it possible for more people to retire here, transportation is critical.	Public Transit
Bus schedule not up to par	Public Transit
Substandard transit.~We are followers instead of leaders.	Public Transit
Public transportation is extremely difficult to use	Public Transit
no access to railroad transportation	Public Transit
public transportation is not the norm for the majority of citizens	Public Transit
better public transportation	Public Transit
public transportation	Public Transit

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Public transit	Public Transit
More mass transit, integrated with public services, shopping areas, school schedules, etc.	Public Transit
more mass transit options beyond Talla. city limits	Public Transit
covered bus stations	Public Transit
Poor public transportation system	Public Transit
upgrade the transportation system;~	Public Transit
Lack of transportation options	Public Transit
Mass transit system needs work - better/safer bike paths, better/more efficient bus system, etc.	Public Transit
Public Transportation	Public Transit
bus service to outlying areas eg. end of Mikosukee	Public Transit
Lack of reasonably priced travel options to the rest of the state and beyond	Public Transit
Lack of county-wide alternative transportation	Public Transit
Quality of child care	Quality of Child Care
Growth at the expense of quality of life	Quality of Life
Racial Profiling by some County Law enforcement	Race Relations
we need education about and healing of our racially segregated past	Race Relations
too much segregation amongst citizens	Race Relations
Lack of courage to acknowledge your racist past.	Race Relations
Racism (higher rates of Blacks in jail and under-performing schools due to discrimination).	Race Relations
community is still segregated by race in too many ways	Race Relations
Lack of courage to acknowledge your racist present.	Race Relations
segregated neighborhoods	Race Relations
Lack of programs that involve African-American and Caucasion working together	Race Relations
Reparations for 100 years of Jim Crow terrorism and oppression must be resolved	Race Relations
Racism	Race Relations
Racism	Race Relations
De facto segregation of schools and communities	Race Relations
Race relations , be open minded and stay calm.	Race Relations
The deliberate destruction of black stability must be addressed	Race Relations
Texting and driving	Reckless Driving
Complete disregard for traffic laws, ie. red lights	Reckless Driving
Careless and wreckless drivers.~	Reckless Driving
Not recognizing Tallahassee's intrinsic strengths.	Recognizing Tallahassee's Intrinsic Strengths
Too much red tape	Red Tape
There should be pro-rated trash pick up option (for folks who don't fill up their trash cans weekly)	Residential Pickup
Diminishing/declining environmental resources that our community is dependent on.	Resource Stewardship
Waste too much aquifer water on lawns others.	Resource Stewardship
Environmental protection not sufficient	Resource Stewardship
Strengthen our resolve to include environmental and wildlife preservation in out budgets	Resource Stewardship
Environmental sustainability is often threatened at the expense of developers who have so far primarily provided biased residential and business throughout Tallahassee	Resource Stewardship
Save air quality by turning all traffic lights into blinking red lights from Midnight to 6 am	Resource Stewardship
Too concerned about environmental issues	Resource Stewardship
Overzealous interpretation of environmental rules for developers that are sometimes arbitrary and not practical or scientific.	Resource Stewardship
sustainability	Resource Stewardship
Protect lakes from stormwater pollution	Resource Stewardship

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
protection of aquifer	Resource Stewardship
Water issues	Resource Stewardship
Too many septic tanks killing our rivers and springs	Resource Stewardship
degraded stormwater runoff from developed areas	Resource Stewardship
inadequate stormwater and/or sewage treatment that is adversely affecting our springs	Resource Stewardship
protect drinking water from city's Smith plant spills.	Resource Stewardship
Water issues	Resource Stewardship
clean up our springs and water supply	Resource Stewardship
More protection for our water bodies.	Resource Stewardship
Groundwater protection	Resource Stewardship
poorly planned roads and travel corridors	Roads
Road Infrastructure	Roads
roads - upkeep	Roads
Pavement of Road in the Unincorporated Areas	Roads
Some road maintenance seems to mainly be done in reaction to citizen complaints not by scheduled routine maintenance.	Roads
Roads	Roads
Too many roads wider than 4 lanes which are dangerous to other drivers, walkers, bikers.	Roads
road infrastructure -- no beltway	Roads
Roads	Roads
Roads in poor repair	Roads
Roadways	Roads
Appalling number of roundabouts being built. No one uses them correctly, and now they're planning one for Five Points? Absurd.	Roundabouts
Most of a schools in NE	Schools Concentrated in Northeast
The school system is terribly segregated and corrupt. It needs fresh ideas for educating children, especially those with special needs	Segregated Schools
not enough senior living options	Senior Support
better designed senior center (or a second one in another part of town)	Senior Support
Concern for seniors	Senior Support
Lack of affordable housing for seniors.	Senior Support
lack of middle income retirement housing	Senior Support
we will need more and better assisted living and nursing homes for middle and lower income senior citizens	Senior Support
Options for our ageing population	Senior Support
Solve the septic tanks problem	Septic Tanks
Abundance of aging septic systems threaten public health and groundwater	Septic Tanks
Perception of sleepy old town	Small Town Feel
Special assements	Special Assesments
Public schools spend too much money and time on standardized tests and testing.~	Standardized Testing
Influence from Capitol	State Government
Weak working relationship with State administration.~	State Government
state government	State Government
Need to be more dementia friendly	Support for Disabled
(may fall outside your purview, but...) Provide more support for students on the "high functioning" end of the autism spectrum.	Support for Disabled
Tax base that supports schools	Taxes
Taxes	Taxes
Leon County could do better in encouraging the growth of next-generation technology and data infrastructure.	Technology
Excessive focus on business interests	Too Much Focus on Business Interests
Domination of fundraising by FSU football	Too Much Focus on FSU Football
Tourism - no one decides to go to a "county" they want to visit a city. We need to do a better job with tourism promotion.	Tourism Development
Coordinated Tourism Development	Tourism Development
Business/government joint efforts in promoting tourism	Tourism Development

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Integration of "town and gown."	Town and Gown Efforts
students are living in campus bubble without regard to locals	Town and Gown Efforts
the universities are isolated elements from townfolk	Town and Gown Efforts
Lack of universities coordination	Town and Gown Efforts
Specific traffic calming devices (stop lights) at High Schools (specifically Chiles) are desperately needed.	Traffic
Traffic	Traffic
traffic issues	Traffic
traffic	Traffic
Traffic congestion	Traffic
traffic issues	Traffic
Traffic calming	Traffic
Traffic (I know nothing to compare to big cities but still lots of traffic)	Traffic
Congested roads.	Traffic
Park and ride opportunities from outlying neighborhoods and communities	Traffic
Traffic patterns - especially ill-timed lights! - destroy the urban fabric in many ways, creating bad air, noise & danger.	Traffic
Speed limits too high on neighborhood streets (should be 15 or 20 instead of 25)	Traffic
Traffic (unplanned growth resulting in overdependence on cars)	Traffic
Traffic congestion	Traffic
traffic	Traffic
Inferior traffic control	Traffic
The belief that urban means noisy and congested.	Traffic
Long term traffic plan	Traffic
too many people driving trucks and SUVs.	Traffic
traffic is starting to be a problem	Traffic
Work to reduce congestion at key intersections	Traffic
Long term traffic plans	Traffic
TRAFFIC !!!	Traffic
Building trust in government	Transparency
Lack of transparency in decisions	Transparency
Some issues with transparency	Transparency
Transparency	Transparency
Community often quickly reacts and forms opinions without knowing the big picture	Uninformed Citizens
Be wary too much sprawl	Urban Sprawl
it is a small town lacking in services and too big---spread out and uncoordinated	Urban Sprawl
Suburban sprawl/dependence on personal automobile	Urban Sprawl
It has been and still is facilitating too much urban sprawl.	Urban Sprawl
Rampant growth/sprawl/economic overdependence on new construction/poor quality and aesthetically unpleasing developments	Urban Sprawl
sprawl	Urban Sprawl
Sprawl containment	Urban Sprawl
Urban sprawl	Urban Sprawl
Plan more carefully for infill. Sprawl is becoming a real problem.	Urban Sprawl
Vulnerable placement of electric wires	Utilities
upgrade utility services . . . consider underground utilities	Utilities
Electric grid	Utilities
Electricity grid	Utilities
Overhead electric power lines	Utilities
top of mind b/c of the Hurricane - we need to get our utility wires underground - they look terrible and in a storm are seriously worrisome	Utilities
Above ground utilities	Utilities
Lack of maintenance of power lines	Utilities
Coordinated electric and water utilities	Utilities
Over head utility wires	Utilities
Need more sidewalks, bike lanes and better roads. More investment in infrastructure.	Utilities
utility issues	Utilities
There should be more availability for support of its veterans and seniors	Veterans Support

What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?	Category
Lack of a veteran / retirement persons skills group mentoring-ship program for at-risk you and unemployed young adults~	Veterans Support
Lack of vocational training at high schools	Vocational Training
the total suppression of workers confidence in their ability to stand up for their rights	Worker's Rights
Skilled workforce	Workforce
After school activities for NE side teenagers	Youth Activities
More investment should be made in children	Youth Activities
Creating opportunities for the youth	Youth Activities
Youth Centers and Activities	Youth Activities

Strategic Planning Citizen Survey Results:

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
push county services out of the hard to access courthouse and into easier to access locations	Accessible Services
as large hunks of land are being developed there should be a range of size & costs of housing as well as walkable areas to banks, grocery stores, etc.	Affordable Housing
More affordable housing within the urban core.	Affordable Housing
affordable single home housing	Affordable Housing
Portable Home Villages that provide long-term solution options for homeless	Affordable Housing
Affordable rent	Affordable Housing
The needs of low-income individuals and housing outside of the city limits	Affordable Housing
more low income housing	Affordable Housing
Leon County HFA	Affordable Housing
Thoughtful housing growth into county	Affordable Housing
Insist the airport be fully staffed in the tower so planes can provide service. Cancellation of too many flights have required us to fly in or out of Orlando or Atlanta. Our flights have been cancelled and forced to land elsewhere because no one is in the control tower. Really??	Airport
International airport status and activity	Airport
Expansion of the airport	Airport
Airport - additional flights offered at less prices	Airport
The airport! Such an integral part of our city but is not very nice and has flight costs that are outdated	Airport
work with the City to make airline travel in and out of the City less expensive	Airport
Make air service affordable even if it has to be subsidized	Airport
Tallahassee Airport - we desperately need to figure about cheaper more economical flights from our city to the rest of the world. Just having the "international" name does not necessarily improve the convenience of flights to some of our major cities not the cost of the tickets.	Airport
Expand airline availability	Airport
Better airline connections and directs	Airport
cheaper flights in and out of Tallahassee	Airport
Development at the airport and a nicer gateway into the city	Airport
I love the new look of the airport - let's get some new flights!	Airport
Animal welfare	Animal Welfare
Codify wildlife rehabilitation partnerships in the budget of the Division of Animal Control.	Animal Welfare
Anima Services not having the authority to remove animals from owners who repeatedly come in to pick up pet found by others	Animal Welfare
No elected superintendent	Appointed Superintendent
Performing Arts Center	Arts and Culture
local artists	Arts and Culture
Local music and arts	Arts and Culture
Extraordinarily talented writers	Arts and Culture
Art museum	Arts and Culture
Creative Arts	Arts and Culture
Strong Arts community	Arts and Culture
More arts events	Arts and Culture
More cultural opportunities	Arts and Culture
Continuing and growing collaboration of public schools with university expertise (music, drama, etc.)	Arts and Culture
Art in public spaces. It has been shown that there is an increase in citizens' joy and pride toward their city	Arts and Culture
Incredible musical talent	Arts and Culture
Support of the artist community, particularly Black artists	Arts and Culture
Using local talent to tour to other cities, as Tallahassee ambassadors. Especially groups like Theater with a Mission which appeal to many ages.	Arts and Culture
Market and uplift all the different types of arts in community	Arts and Culture
investing in the Arts	Arts and Culture
Museums that exist but not being used like they could	Arts and Culture
Local artists	Arts and Culture
keep attracting the creative class	Arts and Culture
More public artistic spaces	Arts and Culture
Artist community	Arts and Culture
More opportunities in the music scene.	Arts and Culture
better promotion of home grown talent (arts, music)	Arts and Culture
build a cultural district	Arts and Culture

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Input and ideas from the surrounding counties on how best to improve the region.	Best Practices
Bike-friendliness: Bike lanes, bike-pads to trigger stoplights, bike racks at appropriate places, incentives to ride bike.	Bicycle Infrastructure
Bike/pedestrian friendly areas	Bicycle Infrastructure
Make Leon County a Bicycle Friendly Community by expanding the efforts and making investments in infrastructure	Bicycle Infrastructure
vacating businesses leaving empty shells, lotsa pavement and moving across the road. No grass left. Water run-off! Ugly!	Blight
Helping businesses create co-ops in the European tradition	Business Co-Ops
Development opportunities on Capital Circle Southeast and Southwest	Capital Circle Development
The Tallahassee Mall re-use project: Promote it! It's very good!	Centre of Tallahassee
The citizen engagement series has been very successful and helps break down miscommunication or barriers	Citizen Engagement
Street sensitivity or community wisdom from the members within the communities on the direction of where the city takes their community	Citizen Engagement
support, guidance, and brainstorming from the retirement community--they have so much to share	Citizen Engagement
Input and ideas from the High School and College aged citizens.	Citizen Engagement
This survey. I am pleased to have this opportunity to violence my opinions.	Citizen Engagement
Increased/expanded use of Citizens Engagement Series - issue focused with 2-way communication	Citizen Engagement
get more people engaged with local elections and government	Citizen Engagement
involve more cititzens on a regular basis with planning and implementing projects.	Citizen Engagement
Better link neighborhoods together and connect to activity centers and recreational opportunities by making important connections	Citizen Engagement
Creating citizen groups from all backgrounds to work on solutions	Citizen Engagement
Provide a series of well marketed focus-groups with the community AND city-officials to develop solutions to improving our communities and neighborhoods	Citizen Engagement
Make sure to have strong and consistent citizen involvement and input prior to vital decisions are made by government officials.	Citizen Engagement
Committed community	Citizen Engagement
Regular (bi-weekly) local town hall events with different local elected officials.	Citizen Engagement
Have at least one community meeting a quarter at a community center within Bond, South City and Frenchtown communities touching the silent people not only the Big voices in each community	Citizen Engagement
even though officials traveled to other cities we could ask our citizens about their ideas from where they previously lived	Citizen Engagement
Involment of persons who live on the southside in leon county.	Citizen Engagement
Citywide Performance Planning Committee	Citizen Engagement
Expand citizen advisory committees. Restructure the CHSP, now that UWBB is no longer involved, and bring more citizens into both the evaluation process and the application process.	Citizen Engagement
Continue to use citizen outreach to engage citizens and generate new ideas	Citizen Engagement
More BCC community meeting. Courthouse is not accessible	Citizen Engagement
Community and Civic Engagement	Citizen Engagement
The maker movement. In other similar cities, government is a partner with the makers.	Citizen Engagement
much like the annual business junket, leon county and city organizations should have an annual forum with multiple venues for citizens to collaborate with government in a workshop / best practices / colaborative environment	Citizen Engagement
Create an advisory panel for experienced financial palnners to offer suggestions on the budget. Build wealth and provide more funding for human service agencies.	Citizen Engagement
Invest in helpful tools for struggling neighborhoods. Talk to the people living there, see what they need, create a team the works with local agencies to make it happen.	Citizen Engagement
talents, experience, and know-how from a wider range of citiizens	Citizen Talents
incentivise innovative methods to obtain same results in development requirements	Code Enforcement
promote building codes, zoning and sustainable energy production to protect the environment	Code Enforcement
In-town neighborhoods continue to be threatened by student encroachment. Allocate more resources to code enforcement and increase the penalties for violating codes.	Code Enforcement

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Tenacles of the urban contagion that has taken over south and central Florida are reaching northward to Tallahassee, whether we like it or not. Therefore the County needs to sustain and even strengthen its land use controls.	Code Enforcement
Create a more rigorous process for major developers who are wanting to develop in environmentally fragile spaces.	Code Enforcement
accept that local economic development is not a competition but a collaboration	Collaborative Economic Development
Consolidate sheriff/city law enforcement	Collaborative Economic Development
Unification of Law Enforcement Services	Collaborative Economic Development
Consolidation of law enforcement.	Collaborative Economic Development
Consolidate law enforcement	Collaborative Economic Development
Talented college grads coming out of our local universities (brain drain)	Colleges and Universities
Bringing the universities' assets into the community	Colleges and Universities
The college kids. Keep them here after graduation.	Colleges and Universities
University graduates (FSU and FAMU) - should have internships in community	Colleges and Universities
We are creating the new workforce at our universities - keep them in Tallahassee!	Colleges and Universities
again, work with the campuses to keep our students here	Colleges and Universities
We do not involve students in Leon county . They graduate and look for a job outsideTally,	Colleges and Universities
promote opportunity for graduates of university to stay local upon graduation.	Colleges and Universities
Engagement with students to help retain talent and make sure they are aware of the community and resources	Colleges and Universities
Engaging with faculty at FSU and FAMU to apply reseach to practice	Colleges and Universities
Expertise of FAMU faculty	Colleges and Universities
Projects that will bring college students and residents together	Colleges and Universities
The brilliant,vital, young people at TCC	Colleges and Universities
We must acknowledge that Florida A&M University exists under racist duress	Colleges and Universities
University tech partnerships	Colleges and Universities
Universities should be leveraged for mutual benefit (universities and community benefits)	Colleges and Universities
Political partnerships. Especially with the Universities to acquire a convention center.	Colleges and Universities
Closer ties with FSU and FAMU	Colleges and Universities
Better partnerships between universities and government	Colleges and Universities
more connectedness to some of the brilliant students, professors, grad assistants for there ideas, research, and experiences	Colleges and Universities
The brilliant, vital, young people at FSU	Colleges and Universities
Somehow make the most out of all we have with our 2 major universities and community college as well as state office officials.	Colleges and Universities
More interaction between the university and the community	Colleges and Universities
improved town and gown relations between City/County and universities	Colleges and Universities
TCC, FAMU and FSU always offer opportunities - I know you engage with them but not sure at what level	Colleges and Universities
continue to target college students and retirees to stay and/or move to Leon County	Colleges and Universities
Create a program with the Universities to engage students in their community.	Colleges and Universities
The brilliant, vital, young people at FAMU	Colleges and Universities
Greater use of university talents and resources	Colleges and Universities
Subsidies for local citizens to stay in county to go to college	Colleges and Universities
The research community associate with our educational institutions	Colleges and Universities
Utilize the knowledge in our University Community. Advertise it more.	Colleges and Universities
focus economic development efforts on our universities where hundreds of smart students are readily available.	Colleges and Universities
young population	Colleges and Universities
Inward/Outward messaging and perception of vibrant/growing community.	Communication
Better communication channels - working with public media	Communication
Better advertising of city happenings. Creating a one stop website with all the info would be great	Communication
Promote the community and its assets.	Communication

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Better explanation of planning/change of land use	Communication
Greater communication to the public when things are in stress.	Communication
Provide better communication	Communication
ways to keep our citizens informed about how city/county budget is spent and broad and yet detailed thinking about why decisions are made.	Communication
A calendar for events that you can subscribe to that is updated regularly with county meetings and events	Communication
Overall, keep doing what we are doing well now, but communicate about it more effectively	Communication
Officials or other designees should broadcast more often our successes, our talents, our advances, and how local government is positioning itself for the future.	Communication
Provide more accessible meetings (change meetings to times that more of the public can attend).	Communication
a better indoor performance space for music and theatre	Community and Performance Venues
We should have a larger venue for performing arts	Community and Performance Venues
Community Locations/Venues	Community and Performance Venues
More family entertainment and event facilities	Community and Performance Venues
Specific "connections" to nearby communities and counties. Cross cooperation, communication, etc.	Community Collaboration
Build on current efforts to create a more cohesive Uptown (Bradfordville)	Community Collaboration
Community Events	Community Events
The longest table will help breakdown racial barriers	Community Events
More instances of "Speed Date Your Local Leaders"-style discussions (different times/locations = more citizens able to attend)	Community Events
Make LT (Leadership Tallahassee) more affordable	Community Events
Help students of Leon County schools to feel more important by creating more collaborative events and projects that will bring more awareness to them about their neighborhoods.	Community Events
community gardens in public spaces/schools	Community Gardens
Incorporate sustainable gardening and bee keeping opportunities in county budgets.	Community Gardens
Community gardens to feed the poor	Community Gardens
Provide more detail to the community about construction projects to allow for more citizen involvement	Community Identity and Branding
Market self as outdoor activity place (compare to a colorado or asheville)	Community Identity and Branding
Develop a "brand" for Tallahassee	Community Identity and Branding
A clearer statement of who we are and what we value as a community that makes us unique	Community Identity and Branding
Market Tallahassee as a wonderful place to live, work play	Community Identity and Branding
Community policing training sessions	Community Policing
A widely circulated and accepted comprehensive plan for growth	Comprehensive Growth Plan
Leon county customer service employees need more training.	County Staff
Decriminalize possession of small amounts of controlled substances.	Criminal Justice Reform
Preservation of the home-grown cultural centers around time (Market Square, Railroad Square-All Saints-Gaines Street, etc.	Cultural Centers
Continue to make Tallahassee a diverse, interesting place to live to grow existing and attract new startup and larger businesses	Diversity
Actively encourage attention to diversity in hiring, contracting, and decision-making	Diversity
downtown development	Downtown Development
Downtown that is useless to everyone but state government and trade associations	Downtown Development
More downtown revitalization	Downtown Development
public buildings with economical and available parking; downtown is a nightmare to navigate	Downtown Development
Relocate lobbyists into unused state building space and bring businesses back downtown	Downtown Development
Our downtown.	Downtown Development
Make for a more vibrant downtown area so it is a 24-hour community where people can shop, dine, live, etc.	Downtown Development
Decriminalize possession of marijuana	Drug Law Reform
Develop a section within the Leon Co Jail designated for drug rehap of 1st time offenders sentenced to 6-12 months	Drug Law Reform

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Eating Local (produce and local restaurants)	Eating Local
Leon County needs an identifiable industry besides government and universities to make it more attractive	Economic Diversity
Educated and experienced "senior" population	Educated Citizens
College educated population	Educated Citizens
Tap into knowledge of long-time citizens	Educated Citizens
Tap the deep pool of experience and the large amount of free time available in the retirement community. Retired people have a lot to offer!	Educated Citizens
The growing senior population should be leveraged to enrich the community using their knowledge, skills and experiences	Educated Population
Continue to improve ALL schools	Education System
Share resources (particularly K-12) more equitably	Education System
Better schools in NW area, SW areas that will aid in growth in those specific areas	Education System
Raise taxes and get enough people working in our schools!	Education System
Mag lab /research	Educational Opportunities
Building up our youth via education and entrepreneurship	Educational Opportunities
Training programs, Conscious Discipline in every Leon County school (Go to SAST and SASC to see how well it works!)	Educational Opportunities
make full use of resources of educational institutions	Educational Opportunities
Innovative educational groups	Educational Opportunities
Education programs towards the public on health, community service, business start ups, cultural activities.	Educational Opportunities
more free educational opportunities in the community	Educational Opportunities
Cost of educational obtain net	Educational Opportunities
Improvement of reading skills in the lower grades that will result in higher graduation rates	Educational Opportunities
Identify ways to better assist lower wage earners, grow skills and move into higher paying jobs.	Educational Opportunities
Critical incident planning	Emergency Management
Communication of what the County can and cannot do in times of emergency on behalf of citizens	Emergency Management
Consolidate city and county emergency management	Emergency Management
Plan for future natural disasters. Do this annually	Emergency Management
Enforce the drug laws re: the drugs that are being sold right in many of our finest neighborhoods. When these folks are "caught" - don't just look the other way and let them off the hook, just because it is their first offense. because it is their first offense	Enforcement of Drug Laws
Renown entertainment/attractions	Entertainment
More shopping and eating downtown	Entertainment
Entertainment/Festivals/Museums	Entertainment
Expand concept of DOMI beyond primary focus on tech	Entrepreneurship
Expansion of Domi Station and wet and dry labs at Innovation Park for the creation of start up companies	Entrepreneurship
Small Business Resources	Entrepreneurship
There is a growing movement for artisans and tech-savvy groups within Tallahassee. Makerspaces like Making Awesome, and entrepreneurial coaching like Domi are the future of Tallahassee.	Entrepreneurship
Entrepreneurial settings like Domi	Entrepreneurship
How about self-employed persons? There should be a venue for them to meet. There was when I first got here, but it disappeared long ago.	Entrepreneurship
a focus on innovation and entrepreneurship	Entrepreneurship
Economic vitality-Start ups	Entrepreneurship
Support of entities like Domi Station to help local start-up businesses	Entrepreneurship
entrepreneurial new businesses owners	Entrepreneurship
Full development of Innovation Park for small companies and new jobs (University ownership and leadership key)	Entrepreneurship
Take the image of white Jesus out of all black churches	Faith Community
Allowing farmers markets to exist on public land	Farmers Markets
Our farmers markets should be amazing since we're surrounded by farm towns but they are all disappointing	Farmers Markets
Outside financial resources, such as NeighborWorks' America	Financial Resources

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Creating public spaces in less visited areas like Frenchtown	Frenchtown Development
Brevard cutting through Frenchtown.	Frenchtown Development
Do basic services -environment protection, transportation, law enforcement, education etc. better then anywhere else.	Governance
Taking positive aspects from cities all over the world, and leading the way in a globally progressive city that is unafraid to be "different"- in positive ways	Governance
Work closer with Tallahassee in its planning and other committees and boards.	Government Collaboration/Consolidation
Consolidation of functions with City government	Government Collaboration/Consolidation
Consolidate city and county electric and water utilities	Government Collaboration/Consolidation
Consolidation	Government Collaboration/Consolidation
Better integration between county and city for services	Government Collaboration/Consolidation
Consolidate city and county government	Government Collaboration/Consolidation
consolidate with the City more on essential services.	Government Collaboration/Consolidation
Perhaps another attempt at consolidating city and county government.	Government Collaboration/Consolidation
more cooperation with the City - when you work together both are much stronger	Government Collaboration/Consolidation
Health and welfare of the elderly	Healthcare
Regional Medical resources	Healthcare
Health care expansion	Healthcare
Organic and naturalpathic focus inregards to health, medicine, food and overall wellness	Healthcare
Health services that could offer greater preventive presentations to different populations	Healthcare
Continue to pursue high tech industries	High Tech Industries
Protection, planning and promotion of historic resources	Historic Resources
Historical landmarks including, but not limited to, site of first Christmas in US - tourism	Historic Resources
expansion of services for the homeless	Homelessness Services
Revitalizing our low-income/homeless citizens	Homelessness Services
Large/huge convention center	Hotels and Convention Center
focus on hotel and business development around the airport	Hotels and Convention Center
Convention center	Hotels and Convention Center
More hotels	Hotels and Convention Center
new housing developments	Housing Developments
Utilization of I-10 to get more residents to live in areas that can easily access shopping, restaurants, businesses	I-10
incentivise urban infill for growth	Infill Development and Urban Sprawl Prevention
Careful planning to prevent urban sprawl.	Infill Development and Urban Sprawl Prevention
Preservation of residential neighborhoods while, at the same time, helping with manageable in-filling to avoid urban sprawl.	Infill Development and Urban Sprawl Prevention
Target areas already blighted by asphalt and concrete (N Monroe corridor, Capital Circle, e.g.)for high-density, but more aesthetically informed, mixed-use development instead of trying to push "infill" in historic neighborhoods.	Infill Development and Urban Sprawl Prevention
Paving Proctor road from Centerville Rd. to Thomasville Rd. A small rural road (Pishah Curch style) would be ideal.	Infrastructure
Underground utilities to help in storm situations	Infrastructure
Road improvements. The Woodville area has plenty of rough, dangerous dirt roads.	Infrastructure
Tying road and infrastructure development to recreational space thru trails bike paths etc.	Infrastructure
Getting people off septic tanks and on sewer service	Infrastructure
Put power lines underground	Infrastructure
We need to fully support our municipal electric /utility company and NOT let FPL or any outside company take it over	Infrastructure

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Pro-rated waste removal rates to incentivize waste reduction.	Infrastructure
Pro-rated trash option (would encourage less waste)	Infrastructure
Community aesthetics, such as landscaping, public art and reduction of "clutter." (billboards!)	Infrastructure
Infrastructure Improvement	Infrastructure
Better light systems to handle high traffic areas	Infrastructure
Roads that get people in and out of Tlh, like going to ATL. My goodness!	Infrastructure
underground utilities	Infrastructure
Infrastructure. Beautification of roadways.	Infrastructure
Upgraded infracstructure - road, utility system, etc.	Infrastructure
Infrastructure improvements badly needed in the Southside.	Infrastructure
Implement plan to move homes on septic systems to city sewer systems	Infrastructure
Keep trying to make it safe and convenient for busing workers and students.	Infrastructure
Some sidewalks are not needed. Rethink this initiative.	Infrastructure
Work to build neighborhood infrastructure.	Infrastructure
Charge for trash pickup by the bag or size of container.Free "sorted" recycling.	Infrastructure
Underground utilities	Infrastructure
Work with south Georgia to host more regional events - many citizens of Georgia spend much time in our county.	Interstate Collaborations
Rethink taxes; create investment opportunities instead	Investment Opportunities
Included pay for employees	Job Opportunities
Jobs and education	Job Opportunities
High School Senior Internships.	Job Opportunities
We are failing to train and provide decent paying jobs to those who do not attend college.	Job Opportunities
College Freshman Internships.	Job Opportunities
Create opportunities to train and retain students (not just with unpaid internships)	Job Opportunities
We need to strive to optimize peoples abilities and fill jobs with local talent.	Job Opportunities
LCRDA should be expanded to manage not only a research park, but to develop and manage an industrial park that will create jobs	Job Opportunities
Jobs	Job Opportunities
Having college students intern on school buses to help the driver with the high ratio, besides utilize the time as being fun and rewarding since it is still school time, essentially.	Job Opportunities
create more local jobs and hiring opportunities and encourage local businesses to succeed.	Job Opportunities
Creation of more entry-level positions for unemployed youth	Job Opportunities
Ban those horrid jobs of people waving signs on the road to advertise businesses---they are inhumane!	Job Opportunities
Provide the homeless and other needy/at-risk populations with jobs picking up litter, landscaping public spaces, and otherwise constructively assiting the community. It doesn't need to be formal full-time employment; even providing meals and "rent coupons" for work on an ad-hoc basis could both provide a safety net for individuals and have tangible, visible benefit for the community.	Job Opportunities
revamp of jury selection lottery; too many repeatedly called year after year while others not called for decades	Jury Selection
Lake Bradford Gateway.	Lake Bradford Gateway
Law enforcement officers should be more involved in the schools - weekly/monthly to help distill some of the fear	Law Enforcement Relations
Training of police to treat everyone fairly and equally	Law Enforcement Relations
Use community agencies to bring law enforcement and the community together for dialogue.	Law Enforcement Relations
Building better first responder and community relations	Law Enforcement Relations
Make sure our officers are out in the communities making relationships with people.	Law Enforcement Relations
Closer law enforcement/community ties	Law Enforcement Relations
Our mayor politically for the state. Boy I hope he goes far.	Leadership
Leadership Tallahassee/Chamber	Leadership
Libraries' online sources, need to be advertised & expanded	Libraries
Extended library hours - they are a wonderful resource and not accessible enough	Libraries
Our incredible Library as source of community outreach	Libraries
Ban the prisoners working on the roadside and let litterbugs learn about their behavior as being other than "getting something outta their hands"	Litter
Expanded opportunities with local lending community	Local Lending

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
adding stores/amenities closer to where people live (ie, downtown, Frenchtown, Southwood)	Location of Amenities
Encourage "A" plus anchor stores in the malls so we don't have to shop elsewhere.	Malls
Invest in building the locally owned manufacturing sector.	Manufacturing Sector
Attract manufacturing jobs	Manufacturing Sector
Minority small businesses Involvement in City businesses	Minority Businesses
Increased support for the establishment of Black businesses and development of Black entrepreneurs	Minority Businesses
Appreciation for natural and historic resources	Natural Resources
Continue to protect but advocate the use of our coasts, streams and lakes and other natural resources in the county	Natural Resources
The health of our soil	Natural Resources
Improve the management of the beautiful canopy roads (not the same as just not cutting anything)	Natural Resources
Animal friendly possibilities	Natural Resources
Natural resources - entice corporations to invest in developing beautiful areas around Lake Talquin.	Natural Resources
Drinking Water Violations	Natural Resources
Maximize our energy conserving features of our natural landscape and climate. Trees provide cooling in a hot climate.	Natural Resources
Protecting our drinking water and recreation areas	Natural Resources
Protection of natural beauty.	Natural Resources
use of natural environment for public education opportunities	Natural Resources
Planting trees and plants in public places that produce edible foods and herbs for the community to eat (like Seattle)	Natural Resources
Attracting non-polluting businesses	Non-Polluting Businesses
As the capital county of Florida, be responsive to innovative ideas from nonprofits that could serve as models for the rest of the state.	Nonprofits
Expanded utilization of nonprofits	Nonprofits
All of the non -profits that provide jobs and provide services to thoses in need	Nonprofits
Engage nonprofit community more actively to address challenges	Nonprofits
Larger/more aggressive city-wide charity drives (canned food, clothing, toiletries, etc.)	Nonprofits
Address over-building of apartments on the west side of town! These will be deteriorating slums in ten years!	Over Development
Create top notch recreation facilities that will draw youth and adult tournaments to the County	Parks and Recreation
we have an abundance of parks and recreation. We should slow down or stop further parks	Parks and Recreation
Provide a more integrated transportation network of bike lanes, greenways, and trails by filling in gaps	Parks and Recreation
Preserve, protect, and expand parks and greenways.	Parks and Recreation
Trails	Parks and Recreation
Parks that exist but not being used like they could	Parks and Recreation
community spaces for events	Parks and Recreation
End public subsidies for private development and redirect funds to worthy public goals - education, parks and recreation, etc..	Parks and Recreation
Parks and natural resources	Parks and Recreation
Cascades Park concerts open to more promoters	Parks and Recreation
Better camping/maps for equestrian visitors/compare to Marion Co.	Parks and Recreation
beautiful parks and green spaces	Parks and Recreation
Keep improving trail system.	Parks and Recreation
Public greenspace	Parks and Recreation
Focus on preserving greenspace for future enjoyment rather than short-sighted private profit (e.g. Welaunee)	Parks and Recreation
Our wonderful parks could be showcased	Parks and Recreation
Using the parks to bring people together - not just keeping them in their own neighborhoods	Parks and Recreation
Upgraded park facilities.	Parks and Recreation
A sports facility for statewide competitive youth games	Parks and Recreation
Sport Tournaments	Parks and Recreation

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Pedestrian-friendliness: Stoplight buttons, sidewalks (incl'g wider ones in front of retail, for al fresco dining)	Pedestrian-Friendliness
Look at planning for walking communities in Portland, Oregon	Pedestrian-Friendliness
sidewalks	Pedestrian-Friendliness
more connectivity for bikers and walkers	Pedestrian-Friendliness
Continue with sidewalks and bike paths that connect different parts of town. LOVE THAT!	Pedestrian-Friendliness
Stop decline and deterioration of water quality, native vegetation (getting taken over by invasives), increase public transportation and walkability in our community.	Pedestrian-Friendliness
City permitting service needs to be streamlined and faster.	Permitting Processes
Streamline the permitting process - an ongoing challenge	Permitting Processes
Make it easy to conduct business here	Pro-Business Policies
Stream-line rules for business regulations . . . BUT, balance this with the environment; try to develop more eco-friendly business opportunities for Leon and Wakulla counties.	Pro-Business Policies
make it easier for new businesses to open or relocate here	Pro-Business Policies
Business development and growth potential	Pro-Business Policies
Economic Development To Attract Companies to Locate in Unincorporated Areas	Pro-Business Policies
We could have a business district developed to attract larger firms, call centers, and other big business to Tallahassee and Leon County.	Pro-Business Policies
Public funding grants	Public Grants
federal grants	Public Grants
Must solve the crime problem in the city	Public Safety
Develop a educated, street level Gang rehabilitation program with benefits greater than illegal money and the power of fear	Public Safety
transportation to outlying areas of county	Public Transit
public transportation	Public Transit
Cooperation with City to Provide Bus Service in the Unincorporated Areas	Public Transit
Be a leader instead of a tag-along when it comes to walkability, bike transportation, public transit, and rail.	Public Transit
expansion of Starmetro	Public Transit
Expand bus routes	Public Transit
Bus-friendliness: Expand service, install sun/rain shelter & maps/schedules at stops, buy & configure an app	Public Transit
facilitate and incentivize carpooling, public transit, walking, and biking to work and school	Public Transit
Develop a plan to move more people out of individual cars and carpool or move into transit or bikes.	Public Transit
work with Tallahassee to expand bus transportation beyond city boundaries.	Public Transit
Mass transit/zip cars	Public Transit
Improved public transportation outside city limits -- especially North	Public Transit
Transportation	Public Transit
Make the Tallahassee Mall a transit hub	Public Transit
Changing the bus system that will not allow kids to get out early unattended until parents come home from work at 6pm.	Public Transit
Government should focus on making Leon County a great place to live (economic benefits will follow)	Quality of Life
African people can not benefit from being defined by the color of their skin	Race Relations
Real estate racial divide solved	Race Relations
We need a train station	Rail Service
Train service through town	Rail Service
Emphasize redevelopment using existing structures	Redevelopment of Existing Structures
reduce high initial cost for development	Redevelopment of Existing Structures
Partnerships with other panhandle counties for our mutual benefit	Regional Collaboration
Partnerships with surrounding counties	Regional Collaboration
100% solar units on ALL city and county facilities	Renewable Energy
More emphasis on renewable energy opportunities	Renewable Energy
Increase Solar Power Use	Renewable Energy
Solar farms destroy forests. Put them on roofs and parking lots.	Renewable Energy
Solar power grants	Renewable Energy

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Solar energy opportunities	Renewable Energy
aggressive solar energy strategies including incentives	Renewable Energy
Promote solar water heating on more residential and business locations	Renewable Energy
solar energy	Renewable Energy
Solar energy	Renewable Energy
explore expanded use of solar energy	Renewable Energy
invest in a solar farm to generate hydrogen for fuel cell vehicles or electricity. This can make us energy independent	Renewable Energy
Alternative energy	Renewable Energy
Better use of current resources	Resource Stewardship
Make a science town- strong college science base should continue- make some of the science events permanent into museum	Science Programs
Desirable retirement community	Senior Support
Make Tallahassee a destination for retirees	Senior Support
Making Leon County a great place to retire!	Senior Support
Building a senior friendly city to attract more retirees	Senior Support
Make Leon County one of the top places to live in the US, esp. for seniors	Senior Support
better transportation options for seniors	Senior Support
Seniors access/handicapped at Cascades Park	Senior Support
Share parking lots instead of 24 hour towing.	Share Parking Lots
There are many small businesses in the county. Look for us don't look outside	Small Local Businesses
Creative small business owners	Small Local Businesses
better community building with the small business community	Small Local Businesses
Small business input	Small Local Businesses
Make it easier for small businesses to start	Small Local Businesses
Local Businesses	Small Local Businesses
Support small businesses	Small Local Businesses
Invest in locally owned businesses instead of giving tax money to large corporations.	Small Local Businesses
Help local business grow (instead of luring "whorish" businesses with tax breaks that leave after the break ends)	Small Local Businesses
Protect local businesses from development	Small Local Businesses
South Monroe Gateway.	South Monroe Gateway
Southside development	Southside Development
Southside Community Development	Southside Development
Presence of state government agency headquarters	State Government
Make the state government pay more for using our resources!	State Government
Stop widening roads or show where it reduced traffic.	Stop Widening Roads
Revisit the holding ponds in low income communities making them a deterrent to illegal activities building the value of the landscape	Stormwater Maintenance
More funding and support for Human Service Agencies. Especially The Oasis Center for Women & Girls. The work they do for single mothers and the community is amazing and needs more funding and support.	Support for Human Services
Evaluate and collaborate MORE with groups and individuals who are wanting to provide services in the community and are needing the funds to assist in getting programs started	Support for Human Services
More and better incentives to reduce reliance on and consumption of fossil fuels.	Sustainability Practices
Environmental consulting with pre-established organizations	Sustainability Practices
Recycle centers	Sustainability Practices
Recycling is not a 4-letter word. Also, educate the public about the dangers of leaving old vehicles on their property.	Sustainability Practices
Develop a plan to reduce greenhouse gases	Sustainability Practices
Energy efficiency	Sustainability Practices
Promote alternative means of transportation.	Sustainability Practices
Leadership in fighting global warming (local universities in consortium with other state universities) to make Florida a leader in the field	Sustainability Practices
Encourage and protect sustainable agriculture	Sustainability Practices
Sustainable initiatives and programs, not just flash-in-the-pan "launches" that eventually (or quickly) fizzle out	Sustainability Practices
A county tax that provide more child care subsidies	Taxes
Increase taxes	Taxes

What are five opportunities, which are not yet fully utilized, the Leon County community should tap or further draw upon for its future, long-term success?	Category
Ways to map services and resources - creating a GPS grid of resources to see how things are distributed - utilize data from some of our high ed resources.	Technology
Prioritize selling "The Big Bend" or "Red Hills Region" to tourists and businesses by working with surrounding counties	Tourism
Environmental tourism	Tourism
Further support of eco-tourism based on our habitat and regional outdoor recreation opportunities, like the Florida Trail.	Tourism
Focusing on bringing more tourism, especially the US Latino \$\$	Tourism
Work with Wakulla County to craft large eco-tourism initiatives.	Tourism
Proximity to the coast, Panama City and Destin	Tourism
Eco-tourism	Tourism
attract more conventions and visitors beyond just football games	Tourism
Making the visitors realized that their is more to Tallahassee than politicians and students	Tourism
Regional center	Tourism
Traffic solutions that reduce our seemingly continuous need for more roads	Traffic
Provision of Traffic Lights in Strategic Unincorporated Areas w/ high accidents rates	Traffic
Underutilized land owned by the city and state across the county that would be better for sale to private developers.	Underutilized City and County Land
Utilization of space for public facilities	Underutilized City and County Land
Encourage coding and other IT educational efforts	Vocational Training
Lively Technical Institute. More people should be trained on how to actually do something, rather than just learn about it.	Vocational Training
I'd like to see more encouragement and better support of Lively Tech.	Vocational Training
volunteerism/mobilizing human capital	Volunteerism
Senior volunteers	Volunteerism
Include volunteers in city and county positions	Volunteerism
Step up volunteer opportunities.	Volunteerism
Improve web presence	Web Presence
Provide top shelf Internet speeds at reasonable rates to attract high tech businesses	Wireless Internet
high speed wireless internet	Wireless Internet
utilize county and city positioning to facilitate city and county WiFi suport	Wireless Internet
greater wifi access in public areas - parks etal	Wireless Internet
Workforce Development - career/jobs scorecard	Workforce
Celebrate and engage state workers (a/k/a the downtrodden of government employees).	Workforce
Investing in children	Youth Activities
Youth recreation	Youth Activities
develop programs that unite youth with elderly. Boomers are aging and in greater numbers than youth.	Youth Activities

Strategic Planning Citizen Survey Results:

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
the lack of reasonably priced and multiple travel options in and out of the community	Affordable Travel Options
Lack of affordable intra and interstate transportation	Affordable Travel Options
Lack of good east-west Transportation options other than interstate	Affordable Travel Options
Infrastructure	Aging Infrastructure
infrastructure	Aging Infrastructure
Infrastructure aging	Aging Infrastructure
Infrastructure deterioration	Aging Infrastructure
Aging infrastructure in need of repair	Aging Infrastructure
Same old same old big longterm road projects when so many smaller ones are needed, ie the roads	Aging Infrastructure
aging population	Aging Population
agriculture	Agriculture
Airline pricing and options	Airline Prices and Options
airline travel is too expensive in an out of Tallahassee	Airline Prices and Options
Better air travel	Airline Prices and Options
Bring cheaper airfares to Tallahassee through competition	Airline Prices and Options
Failure to resolve air service issues addressing affordability	Airline Prices and Options
very expensive airline tickets	Airline Prices and Options
We need a bigger, nicer airport.	Airline Prices and Options
Needing a better airport connectivity- problematic to have few places to connect to	Airline Prices and Options
animal adoption and quality care	Animal Services
The State of Florida's anti-tax politics	Anti-Tax Politics
Anti-tax movement!	Anti-Tax Politics
Activities for the young adults and teens need to be spread through out the county	Availability of Youth Activities
Unemployed or underemployed youth	Availability of Youth Activities
Jobs and other opportunities for youth to improve their circumstances.	Availability of Youth Activities
Greatly enhance control of signs and billboards (in their various forms). Otherwise, there goes our different image.	Billboards and Signage
Failing businesses, the eye sore of empty storefronts.	Blight
Investment in communities by turning abandoned property into viable residential and commercial property.	Blight
Being viewed as a place where the young don't want to stay	Brain Drain
Brain drain	Brain Drain
Brain drain when the college kids leave	Brain Drain
Keeping exemplary graduates from local universities in Tallahassee	Brain Drain
Censorship	Censorship
Chain stores and restaurants; I refuse to shop at or eat at them.	Chain Stores
Chain Stores, driving out Mom and Pop	Chain Stores
Development pushing local businesses out and replacing with chains	Chain Stores
Development threatening farmers markets and other sales outlets for locally grown foods	Chain Stores
Big biz take over of consumers	Chain Stores
poor city planning	City Planning
climate chage	Climate Change
Climate change	Climate Change
Climate change	Climate Change
Climate change	Climate Change
Climate change	Climate Change
Climate change	Climate Change
Climate change - water supply contamination and sufficiency	Climate Change
Climate change!!!	Climate Change
Climate change, of course. We must encourage bikes, walking, mass-transit...	Climate Change
Failure to accept and mitigate the effects of Climate Change	Climate Change
Global warming	Climate Change
Global warming	Climate Change
global warming	Climate Change
Global warming	Climate Change
Global warming	Climate Change

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Global warming	Climate Change
global warming	Climate Change
Global warming	Climate Change
Global warming (makes it hotter and wetter)	Climate Change
Too many performance centers competing with one another	Competing Performance Centers
Using consulting firms outside of the County, and/or State when there is so much talent here in our universities and private citizens	Contracting with Non-Local Business
greed leading to corruption	Corruption
Big money in politics	Corruption
A closed knit group of "good ol boy" decision makers	Corruption
Nepotism of friends and relatives in job positions that they have no experience or savvy to fulfill the needs of our county.	Corruption
Corruption must be controlled at all levels of government and corporations	Corruption
increase Illegal chemical activity (The selling and consuming of illegal drugs)	Crime
being top of the most violent list's is not good	Crime
Law & order . . . it is embarassing to have such a high crime rate for the capital city; crack down on "gangs" that seem to be infiltrating the wonderful quality of life that most folks are trying so hard to sustain in our community.	Crime
Crime	Crime
Crime	Crime
Crime	Crime
Crime	Crime
Crime	Crime
Crime	Crime
Crime	Crime
crime	Crime
Crime	Crime
Crime in the City	Crime
Crime levels remaining consistent to what they have been will scare off an attractive and diverse group of residents.	Crime
Crime rate	Crime
Crime Rate	Crime
Increasing Crime Rates	Crime
rising crime rates (or the perception of rising crime rates)	Crime
rising crime rates due to sense of inequity	Crime
safety- murder, violent crime rate	Crime
Violence	Crime
Violence caused by drugs	Crime
Violence in the schools	Crime
Violent and non-violent crime	Crime
Violent crimes	Crime
crime rate	Crime
social welfare: violence/gangs/lack of personal respect	Crime
Drugs	Crime
Drugs	Crime
Clear cut development that damages natural resources	Damage to Natural Resources
Continue to keep the citizens "informed" about the importance of keeping environmental issues in the forefront of our brain as we mostly appreciate a good environment and quality of life in our community.	Damage to Natural Resources
DEP raises pollutant limits on carcinogens	Damage to Natural Resources
Destruction of canopy roads and vegetation	Damage to Natural Resources
Development of our forests, plantations,	Damage to Natural Resources
Environmental concerns	Damage to Natural Resources
Environmental degradation	Damage to Natural Resources
Environmental degradation because of weakened DEP regulations	Damage to Natural Resources
environmental issues eg water access	Damage to Natural Resources

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Environmental threats (e.g., degradation of water, conversion of natural space to development)	Damage to Natural Resources
The exploitive degradation of Florida's unique biomes - a main tourist draw in a state otherwise beastly in summer	Damage to Natural Resources
multinational corporations, like Nestles, who want to extract our resources for our short-term gain.	Damage to Natural Resources
Lack of environmental controls	Damage to Natural Resources
lack of foresight regarding environmental issues	Damage to Natural Resources
Letting sustainable agriculture, apiary, and healthy tree maintenance opportunities slip away.	Damage to Natural Resources
Idiots who live here or who come from elsewhere demanding that we tear down our trees.	Damage to Natural Resources
The County, as well as Tallahassee, needs to continue strong protection of canopy roads.	Damage to Natural Resources
Trees are a positive and distinguishing feature of Leon county, otherwise our image will become just like any of scores of look-alike counties in America. Be different, save our image as a place of beautiful trees.	Damage to Natural Resources
Lack of interest in preserving best qualities of county --canopy roads, oak trees. If they go I won't be far behind.	Damage to Natural Resources
Environment, our water is being destroyed by fracking and chemical pollutants.	Damage to Natural Resources
environmental hazards from septic or chemical spills to aquifer	Damage to Natural Resources
clean water	Damage to Natural Resources
continued attacks on environmental quality: leaking septic tanks pollute groundwater	Damage to Natural Resources
Double down on making sure we have and continue to protect the wonderful quality of water. Florida is fragile re: its underground natural water systems.I'm leery of fracking anywhere in Florida. Too much risk involved for the supposed advantages the process offers. ystems	Damage to Natural Resources
Threats to water quality or availability for growing population	Damage to Natural Resources
water	Damage to Natural Resources
Water aquifer supply contamination like happened at Camp Lejuene where u was on toxic waste board.	Damage to Natural Resources
water demands from other Florida cities and water contamination	Damage to Natural Resources
Water pollution	Damage to Natural Resources
Water pollution threats - maintaining quality of the aquifer which affects our drinking water	Damage to Natural Resources
Water pollution.	Damage to Natural Resources
water quality	Damage to Natural Resources
Water quality	Damage to Natural Resources
Pollution of our groundwater. As we grow, we need to ensure our drinking water stays clean and pure.	Damage to Natural Resources
Pollution of water and air, accompanied by a failure to acknowledge same.	Damage to Natural Resources
Pollution/runoff	Damage to Natural Resources
Super nutrient rich run off from lawns and storm water into lakes and rivers.	Damage to Natural Resources
Unsafe levels of toxin permitted in our water.	Damage to Natural Resources
Show support to stop the pumping of Georgia Pacific waste straight into the Gulf	Damage to Natural Resources
Inadequate storm water containment/treatment.	Damage to Natural Resources
Water shortages in south Florida	Damage to Natural Resources
FL / GA water wars	Damage to Natural Resources
Attracting businesses that are not environmentally responsible	Damage to Natural Resources
lack of attention to environmental threats	Damage to Natural Resources
The decline of small businesses; the era of aquisitions and mergers	Decline in Small Businesses
failure of the legislature and governor to adequately fund education	Decreased Funding for Education
Automobile dependency of aging populations	Dependence on Automobiles
Destruction of historic resources (demolition of historic structures, degradation of historic communities, loss of pre-historic resources to development, etc...)	Destruction of Historic Resources
Developers who have no knowledge of the city's historical revelence.	Destruction of Historic Resources
Loss of forward thinking in development of infrastructure	Development
Continued divisions between rich and poor	Economic~Disparity~and~Poverty
continued separation of the powerful, predominately white communities from those of color & minority religious groups	Economic Disparity and Poverty

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Economic inequality	Economic Disparity and Poverty
Equitable resources for all Leon County communities	Economic Disparity and Poverty
increase in poverty	Economic Disparity and Poverty
Increasing income equality	Economic Disparity and Poverty
There is a serious poverty issue here, and an even greater issue of economic segregation. The fact that I can safely get drunk on Gaines street will not address that problem.	Economic Disparity and Poverty
Wealth gap problem, including better neighborhood = better schools	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty	Economic Disparity and Poverty
Poverty and homelessness	Economic Disparity and Poverty
Economic concerns	Economic Instability
Economic instability	Economic Instability
Failing economy	Economic Instability
Potential economic bubble for healthcare	Economic Instability
Potential economic bubble for higher education	Economic Instability
Economic overreliance on construction	Economic Reliance on Construction
Education system needs to be overhauled	Education System
Educational institutions that are no longer allowed to teach (teaching to the test) which leads to unprepared future workers	Education System
Failing to educate the children with accurate historical information	Education System
Failure to get an education	Education System
Non-Competitive School System	Education System
Schools with unequal facilities, teachers and administrators	Education System
Under performing schools	Education System
education challenges to insure that all children have access to a quality education	Education System
Education needs for poorer areas	Education System
Job loss due to poor educational opportunities	Education System
The movement away from neighborhood schools in favor of isolated school complexes with little community interest and ownership	Education System
low performing K-12 schools	Education System
Lack of uniform scholastic quality for K-12	Education System
Lack of education and personal effort/engagement within some groups	Education System
Lack of skills. If we do not do more to train our children in both mindfulness and technology they will not be able to either work cooperatively or possess the technical skills to be successful in the future	Education System
County needs to take charge after a storm so that residents don't suffer under city incompetence	Emergency Management
Lack of coordinated emergency response capability	Emergency Management
Storms	Emergency Management
Storms	Emergency Management
Weather	Emergency Management
Weather	Emergency Management
Weather on infrastructure	Emergency Management
Weather related incidents	Emergency Management
Emergency Preparedness for natural disasters	Emergency Management
Natural disasters	Emergency Management
Natural disasters for which we are not prepared	Emergency Management
Bad weather preparedness - more of this even though I thought the City and County handled Hermine well.	Emergency Management
disasters such as hurricanes/floods	Emergency Management
Hurricanes	Emergency Management
hurricanes	Emergency Management
Hurricanes and other bad weather related conditions, changing conditions related to climate change (including potential changes to our natural resources and for spread of disease)	Emergency Management

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Insufficient tax-base because of exempt state buildings	Empty State Buildings
energy generation	Energy
Overzealous arbitrary environmentalism	Environmentalism
seeing development only through environmental glasses	Environmentalism
failure to lobby the Florida Legislature for Leon County needs	Failure to Lobby the State
Budget cuts that affect our most important aspects of life (i.e., education, aid services, health, etc.)	Federal and State Budget Cuts
Reductions in state support of universities or cuts in federal funding for student aid and research	Federal and State Budget Cuts
Federal funding	Federal and State Budget Cuts
Dysfunctional Legislature that doesn't provide support for needed projects.	Federal and State Budget Cuts
Reduced State Funding for Local Projects.	Federal and State Budget Cuts
Shrinking state dollars	Federal and State Budget Cuts
Not enough money from state for education and infrastructure development	Federal and State Budget Cuts
Loss of state jobs	Federal and State Budget Cuts
congressional funding	Federal and State Budget Cuts
loss of income from less local football games	Fewer Home Football Games
Food deserts	Food Deserts
Quality groceries, shopping, etc concentrated in the northeast and none in the south	Food Deserts
Fracking	Fracking
Fracking and its effects on groundwater	Fracking
fracking as threat to quality of water supply	Fracking
Fracking! That should never be allowed in this karst geology. I do want a safe environment for future generations.	Fracking
Oil/gas industry	Fracking
Pass an ordinance to Ban Fracking or hydraulic fracturing and its wastes in the county	Fracking
Sliding support for local non-profits.	Funding Opportunities for Nonprofits
Sustainable funding of non-profits	Funding Opportunities for Nonprofits
Gang related issues.	Gangs
Gangs	Gangs
Gangs	Gangs
unbridled spending for non infrastructure demands	Government Spending
Growth of communities around Leon County	Growing Communities
Avalaibility of military weapons at the street level	Guns
Common sense gun control and possible terror attack threats to state capitals.	Guns
Gun violence	Guns
Guns	Guns
Guns	Guns
Lack of Gun control	Guns
Health care facilities run by Neighborhood Health Center that DO NOT ANSWER THE PHONES and take in money to run the service but as if without guidance in the office management!	Healthcare
healthcare constraints	Healthcare
Healthcare issues	Healthcare
Healthcare remains out of reach for many	Healthcare
High taxes/fees	High Taxes
I10 and the time zone change	I10
ignorance	Ignorance
We have a dismal record of attracting new businesses - of growing our employment base	Inability to Attract Businesses
Loss of businesses to surrounding counties	Inability to Attract Businesses
Cities outpacing us in business-friendliness which draws attractive employers and talent away from our city.	Inability to Attract Businesses
Other cities attracting and/or luring away businesses in Leon County for a variety of reasons	Inability to Attract Businesses
Arresting and incarcerating people for minor non violent offenses like possession of marijuana	Incarceration of Non-Violent Offenders
Civil Unrest	Lack of Civility

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Civility	Lack of Civility
Devisive language	Lack of Civility
fear of others	Lack of Civility
Lack of civility by a small constituency in public meetings; while I honor free speech, disruption... no.	Lack of Civility
Sexism	Lack of Civility
Discourse regarding crime	Lack of Civility
Homophobia	Lack of Civility
Lack of Respect for others	Lack of Civility
lack of community policing	Lack of Community Policing
Too reliant on State funding for local employment	Lack of Diversified Economy
Dependence on state government for jobs	Lack of Diversified Economy
Failure to recognize the need for industrial diversificatgion - community is over-weighted in government and education jobs	Lack of Diversified Economy
Over-dependence on university student driven econo	Lack of Diversified Economy
lack of diversification of economy	Lack of Diversified Economy
lack of diversification of its economy	Lack of Diversified Economy
Lack of diversified economy	Lack of Diversified Economy
NEED to bRing more variation of businesses here	Lack of Diversified Economy
Continued underperformance in converting University IP/Technology to local employment	Lack of Diversified Economy
Managing the balance of a university town / socio-economic factors / being the the South / being the capital of Florida (but often getting forgotten as city worth recognizing)	Lack of Diversified Economy
Lack of non governmental middle income jobs	Lack of Diversified Economy
Lack of private sector jobs	Lack of Diversified Economy
Lack of diversity- we need more different ethnicities to have a place and feel not singled out	Lack of Diversity
There is no HERE to downtown other than capitol	Lack of Downtown Development
Inattention or lack of attention to maintaining the downtown	Lack of Downtown Development
Lack of economic investment in county	Lack of Economic Investment
Not enough economic growth	Lack of Economic Investment
Education funding	Lack of Funding for Education
Lack of adequate funding for higher education will limit the quality of our universities.	Lack of Funding for Education
Lack of investment in k12 schools	Lack of Funding for Education
Better health care options	Lack of Healthcare Options
Hi tech, manufacturing business	Lack of High Tech and Manufacturing Businesses
Lack of infrastructure	Lack of Infrastructure
Investment in stronger communities	Lack of Investment in Communities
Overshadowing neighborhoods that are in need of support (Fort Braden, Southside, Frenchtown and smaller communities located in these areas)	Lack of Investment in Communities
Too much service-sector growth and not enough IP growth.	Lack of IP Growth
Get the passenger train to come back into service.	Lack of Rail Service
Aging housing stock in rural areas	Lack of Resources for Homeless and Affordable Housing
High Housing Prices	Lack of Resources for Homeless and Affordable Housing
Few resources for poor/homeless/veterans	Lack of Resources for Homeless and Affordable Housing
Inadequate resources to meet needs of homeless	Lack of Resources for Homeless and Affordable Housing
migrating and local mental health homeless and untreated persons in growing numbers	Lack of Resources for Homeless and Affordable Housing
Curtailing of social services: There is little community to be found where "dog eats dog" is the governing principle...	Lack of Social Services
lack of social services	Lack of Social Services
Not supporting FAMU enough here with all if it's problems	Lack of Support for FAMU
Lack of support for mothers, access to affordable child care, paid maternity leave, support for single parent households	Lack of Support for Mothers

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Business community not feeling ignored	Lack of Support for the Business Community
There is no 'destination' here for tourist attraction	Lack of Tourist Attractions
We need to transition to underground electrical delivery. If storms like Hermine come through, we'd want to avoid extended outages with underground wires.	Lack of Underground Utilities
County administration must continue to be perceived as citizen orientated and not become "aloof."	Lacking Opportunities for Community Engagement
Plans for expansion must keep in mind that people need to feel included. Otherwise, we will just add new suburbs that exist separate from the greater Tallahassee area. We need inclusiveness and inter-community threads.	Lacking Opportunities for Community Engagement
Avoidance of community feedback (holding meetings at times where the majority of the public is at work or school)	Lacking Opportunities for Community Engagement
exclusionary politics.	Lacking Opportunities for Community Engagement
Literacy and conversational opportunities. We want to continue and expand "longest table" type efforts.	Lacking Opportunities for Community Engagement
Absolutely no feeling of community that I can find.	Lacking Sense of Community
Not having an identity when school is out and session is out. Business will be better if our community is strong during the slow season	Lacking Sense of Community
Falling back into silos	Lacking Sense of Community
Homogenization of communities (local businesses driven out by chains, trying to look like (pick one: Austin, Minneapolis-St Paul, San Antonio, etc.)	Lacking Sense of Community
Allowing and encouraging people to throw away as much as they want in landfills (they fill up, you know? then what?)	Landfill Waste
The increasing separation between police and individual communities/neighborhoods	Law Enforcement Relations
We should balance strong L.E.O. presence with de-escalation training, as well as the adoption of more Restorative Justice options for youth and non-violent offenders.	Law Enforcement Relations
Discrimination by police officers	Law Enforcement Relations
Police violence towards minorities	Law Enforcement Relations
Militarized police and government	Law Enforcement Relations
Law enforcement Unions	Law Enforcement Unions
Poor leadership	Leadership
Higher paying jobs for college educated graduates	Limited Employment Opportunities
Higher paying jobs for non-college educated community	Limited Employment Opportunities
Employment opportunities and advancement	Limited Employment Opportunities
limited job opportunities	Limited Employment Opportunities
low wages	Limited Employment Opportunities
Lack of New Job Growth	Limited Employment Opportunities
Loss if Wakulla Springs glass bottom boats.	Loss of Glass Bottom Boats in Wakulla Springs
Low numbers of high school graduates	Low Graduation Rates
Not enough opportunities for Minority / businesses	Low Investment in Minority Communities/Businesses
Failing to invest economically in the black community	Low Investment in Minority Communities/Businesses
failure to maintain parks and recreation areas	Maintenance of Parks
Life here revolves around football and church. What about those of us who care about neither?	Need for Diverse~Entertainment
More entertainment options outside if Football season	Need for Diverse~Entertainment

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Teaching the underprivileged trades instead of just offering government money; providing opportunities for their kids to learn trades as well. Without a purpose and a sense of self-sustainability, humans will never achieve their rightful potential.	Need to Promote Vocational Opportunities
Young hourly employees not seeking vocational education because society has led them to believe that college is their goal	Need to Promote Vocational Opportunities
Media perpetuating negativity versus showing positive people/groups and events in our community	Negative Media
Continue to cooperate with COT to avoid perceived duplication and unclear definition of services.	Noncollaborative Government
Continuing rise of operating costs because of redundancy of city and county infrastructures	Noncollaborative Government
Lack of Coordination with City of Tallahassee	Noncollaborative Government
Many issues in growing areas are regional issues, and the only way to resolve them (given that "band aid" responses only extend and worsen) is to act early regionally. This includes returning to a fully coordinating with the City of Tallahassee on matters such as land use management, transportation, water supply, etc. However, in the face of continuing and strengthening population growth, such coordination needs to be expanded to include our surrounding counties--and even Thomas and Grady counties in Georgia. To do this is not an easy task, but a necessary if we truly want to guide our future growth.	Noncollaborative Government
City and county govt. work efficiently and together	Noncollaborative Government
disputes with the City of Tallahassee over CDA, recreation,	Noncollaborative Government
lack of unity between TPD and LCSD	Noncollaborative Government
Development of too many city-wide areas for student housing; these will be poorly maintained and emptied over time, and create blighted areas for non-students.	Over Development and Urban Sprawl
The focus on building/development which is destroying the flavor and natural environment of the community	Over Development and Urban Sprawl
Over-building without regulation: look at "Magnolia Grove" (Magnolia & Park) or the west-side apartment-ghetto	Over Development and Urban Sprawl
Unchecked development	Over Development and Urban Sprawl
Uncontrolled building	Over Development and Urban Sprawl
Unrestrained or unmanaged growth	Over Development and Urban Sprawl
Over-development, in particular strip malls that in 10 years will struggle to find tenants.	Over Development and Urban Sprawl
Uncontrolled development	Over Development and Urban Sprawl
over development with few regulations	Over Development and Urban Sprawl
overdevelopment of certain areas of town	Over Development and Urban Sprawl
Over urbanization; cheap buildings that date themselves; in order for our area to maintain its charm and history, our architecture must be sustainable, not purely profitable.	Over Development and Urban Sprawl
Sprawl. Stop requiring parking lots.	Over Development and Urban Sprawl
Suburban sprawl - congestion	Over Development and Urban Sprawl
Urban sprawl	Over Development and Urban Sprawl
Urban sprawl	Over Development and Urban Sprawl
Unsustainable outward growth which impacts quality of life and natural resources	Over Development and Urban Sprawl
Rampant growth	Over Development and Urban Sprawl
Over growth--population	Over Population
over population in Tallahassee area	Over Population

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
population growth not supported by relevant infrastructure growth	Over Population
Too many moving here. Why promote it.	Over Population
lack of planning for increased population and the demand for services	Over Population
Political correctness, rather than actually solving problems.	Political Divisiveness
Political divisiveness	Political Divisiveness
Political Polarization	Political Divisiveness
Bickering between political parties	Political Divisiveness
Dirty politics and unstable politicians	Political Divisiveness
Lack of political civility and compromise	Political Divisiveness
Lack of sincere communication skills. It seems that leaders come to the table with personal political agendas rather than the best interest of the community. We need more leaders with a heart for service that will truly listen to the concerns of the community.	Political Divisiveness
Discourse regarding government trust	Political Divisiveness
Discourse regarding policing	Political Divisiveness
Discourse regarding the homeless community	Political Divisiveness
Poor coordination among government and community service providers. Example, United Way pulling out of the full CHSP partnership.	Poor Coordination with Community Service Providers
We have a horrible reputation in South Florida. Students don't come here with a positive image in mind. (Consider the clever pro-Detroit billboards that popped up in Brooklyn as inspiration to fix this issue.)	Poor Reputation
Being in the State of Florida! We are often laughing stocks unfortunately	Poor Reputation
Perception of a country bumpkin small city	Poor Reputation
Preparedness	Preparedness
Trump presidency	Presidential Election
Trump supporters including Rick Scott and Pam Bondy	Presidential Election
Donald Trump	Presidential Election
A private utility takeover of Tallahassee Electric Utility would destroy the city revenue base	Privatization of Utilities
FPL or other large utility company attempting to take over our local city owned utility company	Privatization of Utilities
Rules governing families deeding land to their brethren	Property Deed Laws
Black people continuing to believe in the lie of white supremacy	Race Relations
Constant publication of Law enforcement killing African Americans.	Race Relations
De facto segregation of schools and communities; self-perpetuating poverty and lack of opportunity for some communities	Race Relations
Growing racism/xenophobia: Tallahassee is surprisingly diverse, a hugely attractive quality for millennials	Race Relations
hatred toward other races, religions and ethnicity	Race Relations
Racial Inequality / Disparities	Race Relations
Racial tension	Race Relations
Racial tensions	Race Relations
Racial tensions	Race Relations
Racism	Race Relations
Racism	Race Relations
Racism	Race Relations
Racism	Race Relations
Racism (seen in disparities of income, education, rates of incarceration)	Race Relations
Racism and homophobia.	Race Relations
Racism both black and white	Race Relations
Racial Profiling	Race Relations
Segregation -- white and black areas of town	Race Relations
tensions between races	Race Relations
White people continuing to believe in the lie of black inferiority	Race Relations
Xenophobia	Race Relations
race relations	Race Relations
Race relations	Race Relations
race relations	Race Relations
Race relations	Race Relations

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
Racial conflict. We must work to increase mindfulness and bring the community together. Talk about the hard stuff and break down the physical, institutional, and other barriers that keep our community segregated	Race Relations
not paying proper attention to systemic racism, implicit bias and educating ppl about it	Race Relations
Obvious line between black and white, rich and poor, FSU/FAMU, south of Gaines Street	Race Relations
Overlooking malpractices and other harmful actions based on a persons status	Race Relations
social communication between generations and races	Race Relations
the potential for violence due to unhealed race relations, lack of training by Sherriff deputies or economic factors.	Race Relations
Receptivity to innovation & creativity	Receptivity to Innovation and Creativity
unknown future of federal dollars to be made available for Leon County	Reliance on State and Federal Funds
Relocating the capitol city based on population and accessibility	Relocation of Capitol
Losing Tallahassee as the Capital	Relocation of Capitol
Losing any of the existing universities	Relocation of Universities
Rescinding the impact fee's that developers pay	Rescinding Developer Impact Fee
Negative people who think we are the sleepy old town of 20 years ago.	Resistance to Change
Rising costs to business owners, both large and small	Rising Costs for Operating a Business
Support using Amandment 1 money for updating septic tanks or hooking homes to central systems	Septic Tanks
Too many single mothers	Single Mothers
The changing nature of communication in our world - electronic and traditional media can contribute to irresponsible and inaccurate understandings and poor relationship in our community.	Social Media
A governor and state legislature that cuts funds for the health department and mosquito research labs, then leaves the people unprepared to fight the Zika virus.	State Leadership
Gov. Rick Scott; he's done more damage to Florida than any 100 hurricanes	State Leadership
Governor who cares more about profits than people	State Leadership
state politics run amok	State Leadership
This crazy governor	State Leadership
failure of the legislature and governor to utilize federal dollars to improve health care for low-income people	State Leadership
Poor political leadership (Congress, State elected officials)	State Leadership
State initiatives to undermine home rule and cost-shift social costs from the state to local government.	State Leadership
Florida Legislature	State Leadership
State government that redistricts or gerrymanders our voting population, passes laws or regulations that deteriorate our environment or are contrary to our local interests, or that block available federal monies or lower our budgeting opportunities.	State Leadership
Legislature and Executive Branch as it is Constituted Now	State Leadership
Capital city big government	State Leadership
Idiots coming in and building strip malls.	Stip Malls
Too many store front businesses	Store Front Businesses
taxes	Taxes
Taxes must be only as high as the community will tolerate, but sufficient to allow us to continue to provide great services.	Taxes
Terrorists	Terrorism
Assumptions that bigger is better, and not rows of Tiny Houses crammed together like slave quarters. Those houses are meant to be on larger parcels so folks can live minimally inside and enjoy more outside.	Tiny Homes
Colleges are not the 'end all' for reasons to come here	Too Much Focus on Colleges
Attracting "old white people" tourism; look at what it's done to the southern part of the state!	Tourism
Distracted and impaired drivers (i.e. Drinking and driving and texting/phone use)	Traffic
The high injury and fatality rates of bicyclists and pedestrians	Traffic

What are five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?	Category
failure to maintain roads and traffic flow	Traffic
Inability to plan for remedies to increased traffic congestion	Traffic
increased traffic which the lack of planning now will result in gridlock, see Capital Circle NE	Traffic
Set-up ways to address the sloppy driving habits of some of our citizens: impatience, weaving in & out of traffic (Thomasville Road), and expressions of "road rage" seem apparent underneath our lovely canopies, highways and by-ways.	Traffic
too many cars on the roads	Traffic
Traffic	Traffic
traffic	Traffic
hostile community/ road rage	Traffic
Transportation	Transportation
Within my department the "do more with less" philosophy means we're often understaffed and citizens aren't as well served as they should be. Keeping government small is important, but there is such a thing as too lean.	Understaffing
Unfunded mandates from the Legislature.	Unfunded State Mandates
Non-funded mandates from federal and state governments	Unfunded State Mandates
power grid problems	Utilities
Provide more opportunities for better communication between citizens and utility services after storms - i.e., the last hurricane. Some of our citizens suffered greatly as they were elderly, and some had children with disabilities living in their homes. Just not knowing when their services could be returned is shameful in this day of iphone & social media communications.	Utilities
Separate utilities for city and county are inefficient and expensive	Utilities
The City of Tallahassee Utilities	Utilities
The City of Tally needs to bury electrical lines, starting with the major feeder lines	Utilities
Power being about lines working and when not, being dependent on companies rather than giving lineworkers tax free living bonuses for their heroic work in stressful times.	Utilities
the lack of community support in demanding fair treatment and compensation for state workers	Wages for State Workers
Lack of pay raises for state worker in times of inflation	Wages for State Workers
Low paying state employee salaries	Wages for State Workers
Artificially low wages resulting from the legislature's disdain for state employees. No raises for state employees depresses wages in the private sector.	Wages for State Workers
Zika Virus - lack of funding from the US government	Zika
Mosquito and Zika control will continue to be an important issue	Zika

Community Economic Development SWOT

Strengths

Diversity
Quality of Life
Culture & Natural Resources
Economic Development Funding
Strong Creative Class
Educational Attainment
Infrastructure
Social Services

Weaknesses

Reliance on the Public Sector
Lack of Coordination & Collaboration
Inconsistency in Regulatory Enforcement
Permitting/Regulatory Environment
Tax Climate

Opportunities

Retention of Talent
K-12 Improvements
Entrepreneurial Development
Private Sector Engagement
Leveraging TLH as Economic Tool
Small Biz Assistance
Advanced Tech Research

Threats

Public Safety/Crime Rate
Affordable Workforce Housing
Airport Costs
Inability to Act Quickly

Drawn from interviews and public engagement

SECTION TWO: Expanding Possibilities

6. Vision Statement – Review, Affirm, or Amend

A Vision Statement is an aspirational description of what an organization would like to achieve or accomplish in the future and it is intended to:

- Help to maintain focus on long-term Strategic Priorities, orient energies and resources, and serve as a guide to action;
- Challenge and inspire County divisions to achieve their missions; and
- Unite people toward the pursuit of a common focus.

Leon County's Vision Statement, which provides Board consensus of 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 reads as follows:

Leon County's Vision Statement

“As home to Florida’s capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community’s precious resources, the catalyst for engaging citizens, community and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.”

The Leon County Board of County Commissioners initially defined its Vision Statement during its December 2011 annual retreat, which led to each of 17 Leon County work areas preparing their Mission Statement, identifying ongoing internal efforts that support and advance the Board's Vision Statement. The Board then amended its Vision Statement during its 2012 retreat, adding “As home to Florida’s capitol” as a lead-in phrase, and changing “a catalyst” to “the catalyst.” During subsequent annual retreats, the Commissioners considered whether or not to amend Leon County's Vision Statement for the Community, and the Commissioners unanimously approved accepting the current Vision Statement, unchanged.

During the retreat, the Board may wish to accept, refine or amend the existing Vision Statement. Alternatively, the Board may wish to consider a more condensed and focused Vision Statement that is easily conveyed and memorable for both staff and citizens.

In considering the development of the Vision Statement, staff prepared a survey targeting citizens that serve on Board-appointed advisory committees, participants from the 2016 LEADS Listening Sessions, Citizen Engagements Series, Club of Honest Citizens, and Village Square events. Of the 600 citizens surveyed, 189 citizens participated for a response rate of 32%. That rate is significantly higher than the 20% that responded to the citizen survey for the previous strategic plan cycle in 2011.

Included in the survey was the following question, “What three words best describe your aspiration for Leon County?” 406 individual responses were provided. To help organize the survey results, all citizen responses were categorized to identify common themes (Attachment #1). The most common categories of words were safe (safe, secure, stop crime), thriving/vibrant (prosperous,

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thriving, vibrant), sustainable (environmentally responsible, eco-friendly, sustainable), beautiful (beauty, beautiful), and healthy (healthy, quality of life, strong).

The top thirty survey response categories are displayed in the following word cloud, a graphical representations of the reoccurrence of words in which the size of each word indicates its frequency. Almost 70% of all survey responses are included in the top 30 survey response categories.



The existing Vision Statement reflects many of the aspirations identified by citizens, which the Board may wish to consider in the decision to accept, refine or amend the existing Vision Statement. The Board may also wish to consider a possible alternative approach of shortening the existing Vision Statement to its most pertinent aspects, while including the most significant one-word citizen aspirations. Should the Board wish to take this approach, the Board may wish to consider the following Vision Statement:

A community that is safe, healthy and vibrant.

Some of the potential benefits of a more condensed Vision Statement include:

- that it concisely captures the community's broad collective aspirations for Leon County; and
- that it is memorable for the Leon County employees charged with making it a reality.

Attachments

#1 Citizen Survey Results

Strategic Planning Citizen Survey Results: Aspirations for Leon County

Use three words to describe your aspiration for Leon County.	Category
accessible	Accessible
Accessible	Accessible
Affordable	Affordable
better air fares	Affordable Airfare
Appreciation	Appreciation
Approachable	Approachable
Articulate on the same page via ongoing discussions	Articulate
Artistic	Arts and Culture
Arts	Arts and Culture
Heart of the Arts	Arts and Culture
Visual arts, please.	Arts and Culture
We need a performing Arts Center	Arts and Culture
A community that has lots to offer in culture and fun activities	Arts and Culture
Cultural	Arts and Culture
Cultural opportunities	Arts and Culture
Cultured	Arts and Culture
Be like Austin, tx	Austin, TX
Balance	Balance
Continue to balance the budget	Balanced Budget
attractive	Beautiful
Attractive.	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beautiful	Beautiful
Beauty	Beautiful
Beauty	Beautiful
Keep it beautiful.	Beautiful
Landscaping, streets, & buildings pleasing to the eye while functional/practical	Beautiful
Best Managed	Best Managed
Best schools	Best Schools
better transportation	Better Transportation
Bigger	Bigger
Bikeable	Bikeable
Bright	Bright
Business-friendly	Business-friendly
Business-friendly	Business-friendly
Have a stable robust economy that is attractive to business and development	Business-friendly
Grow business.	Business-friendly
Entrepreneurial	Business-friendly
Entrepreneurial	Business-friendly
Capable	Capable
Caring	Caring
caring	Caring

Use three words to describe your aspiration for Leon County.	Category
Caring.	Caring
Creating a community that is kind, cares and communicates well (inspite of the challenges of shoot-from-the-hip electronic media platforms).	Caring
Love	Caring
Loving	Caring
Loving	Caring
Loving	Caring
Continue the civilized discourse opportunities: we need to foster our environment for well-educated citizens, who are respectful of the law, who want to volunteer and be helpful in community services. unity services and	Citizen-Focused
Citizen-Focused	Citizen-Focused
Citizens Before Developers	Citizen-Focused
Resident Centered	Citizen-Focused
clean	Clean
clean	Clean
Clean	Clean
Clean drinking water and recreation areas	Clean
Clean living	Clean
Enforce building codes and the comprehensive plan	Code Enforcement
Collaboration	Collaboration
collaboration	Collaboration
Collaborative	Collaboration
collaborative	Collaboration
Cooperation	Collaboration
cooperative	Collaboration
Commitment	Commitment
Commitment	Commitment
Communal	Community Focused
Community	Community Focused
Community	Community Focused
Community	Community Focused
Community	Community Focused
community	Community Focused
community focused	Community Focused
Community focused	Community Focused
Community focused	Community Focused
Community-minded	Community Focused
Community-minded	Community Focused
compassionate	Compassionate
continued efforts to connect all areas via walking and biking routes	Connected Trails
connectedness	Connectedness
Consideration	Consideration
Consolidate our city and county governments: we have so many common areas of concern now.THANK YOU for this survey. Most citizens truly want to contribute in a positive way to this Red Hills place we call our home..	Consolidated
Consolidated	Consolidated
Contentment	Contentment
Control and manage growth. There is no merit in rapid, helter skelter development	Controlled Growth
Controlled growth	Controlled Growth

Use three words to describe your aspiration for Leon County.	Category
cosmopolitan	Cosmopolitan
Creative	Creative
creative	Creative
Creative	Creative
Creative	Creative
Creative	Creative
Creative	Creative
Creative	Creative
Creativity	Creative
Destination	Destination
Destination	Destination
Diverse economy	Diverse Economy
diverse	Diversity
Diverse	Diversity
Diverse	Diversity
Diverse	Diversity
Diverse and welcoming	Diversity
diversity	Diversity
Diversity	Diversity
Diversity	Diversity
Diversity	Diversity
Increased diversity	Diversity
A county that grows in economic, public relations and education	Economy
economical	Economy
Economy	Economy
Educated	Education
educated	Education
Educated	Education
Educated	Education
Educated	Education
educated	Education
Most Educated County in the country.	Education
Enviably education system	Education
Improving public education	Education
Maintain and improve education	Education
Efficient	Efficient
Encouraged	Encouraged
Engaged	Engaged
Engaged	Engaged
engaged	Engaged
Engaged	Engaged
Involved	Engaged
Involvement	Engaged
the haves and the have nots do not live separate parts of the county	Equality
Equality	Equality
Equality	Equality
Equality	Equality
Equitable	Equality
Equity	Equality
Excited	Excited
Exemplary	Exemplary

Use three words to describe your aspiration for Leon County.	Category
Faith	Faith
family	Family
Family	Family
family oriented	Family
Family-friendly	Family
family-friendly	Family
ideal family living	Family
A university run by African descendant for the benefit of same	FAMU
Farms	Farms
Food	Food
aspire	Forward-Thinking
Cutting-edge	Forward-Thinking
Forward-Thinking	Forward-Thinking
Futuristic	Forward-Thinking
Modern	Forward-Thinking
Visioning	Forward-Thinking
Fun	Fun
Fun place to be	Fun
good sense	Good Sense
Gradual	Gradual
Green	Green
green	Green
Green	Green
Green	Green
Green	Green
green	Green
Green (both literally and environmentally)	Green
growing green	Green
Keep it green	Green
Grow	Growth
growth	Growth
happiness	Happy
Joyful	Happy
harmonious	Harmonious
A community that is healthy, wealthy and wise.	Healthy
Health	Healthy
healthiness	Healthy
Healthy	Healthy
Healthy	Healthy
Healthy	Healthy
Healthy	Healthy
Healthy happy fit citizens.	Healthy
Tops in health services	Healthy
better quality of life for all	Healthy
Maintain and increase our quality of life for residents and visitors at all income levels.	Healthy
Maintaining quality of life	Healthy
Life	Healthy
Livable	Healthy
Strong	Healthy

Use three words to describe your aspiration for Leon County.	Category
Strong	Healthy
heritage	Heritage
Heritage-rich	Heritage
hip	Hip
Home.	Home
Honest	Honest
Honest	Honest
Hope	Hopeful/Hope
Hope	Hopeful/Hope
Hopeful	Hopeful/Hope
Hopeful	Hopeful/Hope
Hopefully	Hopeful/Hope
human-sized	Human-Sized
Inclusive	Inclusive
Inclusive	Inclusive
Inclusive	Inclusive
Inclusive	Inclusive
Inclusive	Inclusive
inclusive	Inclusive
inclusive	Inclusive
inclusive	Inclusive
Inclusive	Inclusive
Inclusiveness	Inclusive
independent	Independent
Infill	Infill
Informed	Informed
Innovation	Innovation
innovative	Innovation
Innovative	Innovation
innovative	Innovation
Innovative	Innovation
innovative	Innovation
Innovativeness	Innovation
Integrated	Integrated
intergrated	integrated
Intergrative.	integrated
Intelligent	Intelligent
Intelligent city	Intelligent
International	International
Bring in more jobs.	Jobs
Jobs	Jobs
Jobs and education	Jobs
just	Just
Law and order	Law and Order
Lead	Leadership
leaders	Leadership
Leadership	Leadership
Leading/progressive	Leadership
leadership	Leadership
learning	Learning

Use three words to describe your aspiration for Leon County.	Category
The library is great.	Libraries
Local	Local
Lowest Taxes	Low Taxes
Lowkey	Lowkey
Loyal	Loyalty
Loyalty	Loyalty
More metropolitan	Metropolitan
Natural	Natural
no brain drain	No Brain Drain
Don't let all the youth, energy, innovation, and education leave when the college kids graduate--encourage local employment opportunities.	No Brain Drain
nonpartisans working together	Nonpartisan
Open	Open
Opportunities	Opportunities
Outdoors	Outdoors
Parity	Parity
Pave existing dirt roads - Proctor Road	Paved Roads
peaceful	Peaceful
peaceful	Peaceful
Peaceful	Peaceful
Tranquil	Peaceful
People Before Profit	People Before Profit
pleasant	Pleasant
Prepared	Prepared
progress	Progressive
Progress	Progressive
Progress	Progressive
progressive	Progressive
Progressive	Progressive
Progressive	Progressive
Progressive	Progressive
Progressive	Progressive
progressive	Progressive
Progressive	Progressive
Progressive	Progressive
Progressive	Progressive
progressive	Progressive
Progressive	Progressive
Progressive	Progressive
great quality place to live	Quality
Quality	Quality
Quality	Quality
Resources	Resources
Responsible	Responsible
Responsive	Responsive
responsive	Responsive
Responsiveness	Responsive
Righteous	Righteous
Crime free	Safe

Use three words to describe your aspiration for Leon County.	Category
Safe	Safe
Safe	Safe
Safe	Safe
Safe	Safe
Safe	Safe
safe	Safe
Safe	Safe
Safe	Safe
Safe	Safe
Safe	Safe
safe	Safe
Safe	Safe
Safe	Safe
Safe, secure	Safe
Safe.	Safe
safety	Safe
Stop crime	Safe
secure	Safe
Secure	Safe
Secure	Safe
Self-investing	Self-Investing
retirement destination	Senior-Focused
vibrant retirement community	Senior-Focused
More resources for seniors	Senior-Focused
Senior focused	Senior-Focused
Continue to create a stron "sense of place" in our community where people would choose to work and live here with their families.	Sense of Place
Service	Service
continue the small-town and close-knit feel while expanding infrastructure	Small-Town Feel
Smart growth	Smart growth
smart growth	Smart growth
Maintain a stable growth in property development and value	Smart growth
Social	Social
stable	Stable~
stewards	Stewards
Success	Success
Embrace our natural resources! Show them off! Preeerve them and make money off of them!	Sustainable
100% renewal energy	Sustainable
Earthfriendly	Sustainable
Eco-friendly	Sustainable
environment	Sustainable
Environmental	Sustainable
Environmental priority	Sustainable
Environmentally friendly	Sustainable
Environmentally responsible	Sustainable
Most environmentally aware county in the country.	Sustainable
Sustainability	Sustainable
Sustainable	Sustainable
sustainable	Sustainable

Use three words to describe your aspiration for Leon County.	Category
Sustainable	Sustainable
Sustainable	Sustainable
Reasonable and sustainable population and economic growth that supports Leon County as the best place to live in Florida.	Sustainable
Water quality protection (drinking water, lakes and springs	Sustainable
Talent	Talent
Lively	Thriving/Vibrant
Prosper	Thriving/Vibrant
prosperous	Thriving/Vibrant
Prosperous	Thriving/Vibrant
thriving	Thriving/Vibrant
Thriving	Thriving/Vibrant
Thriving	Thriving/Vibrant
thriving	Thriving/Vibrant
Children with equal opportunities to grow and thrive	Thriving/Vibrant
To be able to stay and make the income needed to be comfortable	Thriving/Vibrant
A politically and economically independent black community	Thriving/Vibrant
Up and coming	Thriving/Vibrant
great schools, entertainment, restaurants, shopping	Thriving/Vibrant
Trees clean water Bicycling.	Thriving/Vibrant
Vibrant	Thriving/Vibrant
Vibrant	Thriving/Vibrant
Vibrant	Thriving/Vibrant
vibrant	Thriving/Vibrant
Vibrant	Thriving/Vibrant
Vibrant	Thriving/Vibrant
Vibrant	Thriving/Vibrant
Civil	Tolerant
civil	Tolerant
acceptance	Tolerant
Respect	Tolerant
respectful	Tolerant
No more black gate keepers	Tolerant
Most tolerant County in the country.	Tolerant
tolerance	Tolerant
Tolerant	Tolerant
Transportation accessible	Transportation Accessable
Trees Not Asphalt	Trees
trees not cement	Trees
Unique	Unique
Unique	Unique
Unification	Unity/Unified
Unified	Unity/Unified
United	Unity/Unified
Unity	Unity/Unified
Unity	Unity/Unified
Upgraded infrastructure	Upgraded Infrastructure
Wealth	Wealthy
wealthy	Wealthy
hospitable	Welcoming

Use three words to describe your aspiration for Leon County.	Category
Hospitable	Welcoming
Friendly	Welcoming
friendly	Welcoming
Friendly	Welcoming
Friendly	Welcoming
A sense of community that is warm and welcoming	Welcoming
Welcoming	Welcoming
Welcoming	Welcoming
Welcoming	Welcoming
Welcoming	Welcoming
welcoming	Welcoming
Welcoming	Welcoming
welcoming	Welcoming
Welcoming	Welcoming
Welcoming.	Welcoming
Well planned	Well Planned
Fewer wide roads.	Well Planned

7. Mission Statement

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.

Mission statements are similar to vision statements, but they are more concrete and action-oriented. A vision statement describes the organization as it would appear in a future successful state.

Some general guiding principles about mission statements are that they are:

- **Memorable:** A mission statement can help guide the actions of employees and decision makers but not if it is impossible to remember. To make a mission statement memorable, be concise and use descriptive words that can inspire action.
- **Outcome-Oriented:** Mission statements explain the overarching outcomes the organization is working to achieve. They answer the questions what do we do, how do we do it, and whom do we do it for.
- **Inclusive:** Good mission statements are inclusive and relevant to all parts of the organization as well as the people working within them.

Subsequent to the Board's December 2011 retreat, Countywide departments and divisions revised their missions to align with the County's new Vision Statement. Individual department mission statements are necessary because of the diversity of services departments provide; however, there are benefits to having one overarching organizational mission statement.

An effective organizational mission statement will:

- serve as a "North Star" keeping all staff clear on the direction of the organization and thus providing a guide for decision making;
- provide a clear understanding to those inside and outside the organization of what the organization does and why;
- help to shape the most effective strategies possible to accomplish the goal of the organization;
- promote a culture that welcomes changes when warranted to work toward accomplishing the mission; and
- facilitates evaluation and improvement by providing a measurement for success.

Staff is proposing the following organizational mission statement for the Board's consideration during the Annual Retreat:

To efficiently provide public services that build strong and sustainable communities.

8. Strategic Priorities – Refine, Amend or Add To

Leon County's strategic planning process establishes a long-term plan to achieve a specified vision, through the attainment of Strategic Priorities. The existing Strategic Priorities (Economy, Environment, Quality of Life, and Governance) are high-level categories of focus, which consider the desired future condition and the major areas of County government's responsibilities, critical to the success of the community. Strategic Priorities determine the entire direction of Leon County government.

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 are set forth in Leon County's Strategic Plan. For ease of reference, they are repeated on the following pages.

Given the encompassing nature of the four priority areas, the Board may wish to continue with these priorities for the next five year period:

- Economy
- Environment
- Quality of Life
- Governance

For each of the Strategic Priorities extensive work at previous retreats was devoted to developing general statements. In developing the new five year plan, the Board may wish to make refinements to the general statements for each of the priority areas. However, given the more specific language used in the directional statements, it is anticipated that the Board may wish to update the directional statements for the new five year strategic planning period. Many of the directional statements contain specific language where the action has been completed and the language no longer needs to be included. To optimize the Board's time at the retreat, and based on preliminary individual meetings with Commissioners, the citizen SWOT analysis, and the Environmental Scan, on the following pages staff has developed an initial set of strategic priority definitions/directional statements for the Board to consider.

It is anticipated that the Board's work effort at the retreat will focus on identifying new Strategic Initiatives. The strategic initiative work will occur after the vision and strategic priorities are addressed. If a Strategic Initiative is identified that does not readily align with a Strategic Priority's Directional Statement then it is recommended that a new appropriate Directional Statement be established at that time.

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The following is the currently adopted strategic priority for Economy.

Strategic Priority - Economy - *To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts talent, to grow and diversify our local economy, and to realize our full economic competitiveness in a global economy. (EC)*

- (EC1) - Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (2012)
- (EC2) - Support business expansion and job creation, including: the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program. (2012)
- (EC3) - Strengthen our partnerships with our institutions of higher learning to encourage entrepreneurship and increase technology transfer and commercialization opportunities, including: the Leon County Research and Development Authority and Innovation Park. (2012)
- (EC4) - Grow our tourism economy, its economic impact and the jobs it supports, including being a regional hub for sports and cultural activities. (2012)
- (EC5) - Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners. (2012)
- (EC6) - Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (2012)
- (EC7) - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities. (2013)

For Board Consideration at the Retreat: Preliminary draft Strategic Priority – Economy

Based on the citizen SWOT analysis, Environmental Scan and individual Commissioner meetings, the following provides a preliminary definition and directional statements for the Economy strategic priority.

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 promote business expansion 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.

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The following is the currently adopted strategic priority for Environment.

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 our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution. (rev. 2013)
- (EN2) - Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (2012)
- (EN3) - Educate citizens and partner with community organizations to promote sustainable practices. (2012)
- (EN4) - Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (2012)

For Board Consideration at the Retreat: Preliminary draft Strategic Priority – Environment

Based on the citizen SWOT analysis, Environmental Scan and individual Commissioner meetings, the following provides a preliminary definition and directional statements for the Environment strategic priority.

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.

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The following is the currently adopted strategic priority for Quality of Life.

Strategic Priority - Quality of Life - *To be a provider of essential services 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 recreational offerings associated with parks and greenway system for our families, visitors and residents. (rev. 2013)
- (Q2) - Provide essential public safety infrastructure and services which ensure the safety of the entire community. (2012)
- (Q3) - Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to health care and community-based human services. (rev. 2013)
- (Q4) - Enhance and support amenities that provide social offerings for residents and visitors of all ages. (rev. 2013)
- (Q5) - Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (2012)
- (Q6) - Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (2012)
- (Q7) - Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (2012)
- (Q8) - Maintain and enhance our educational and recreational offerings associated with our library system, inspiring a love of reading and lives of learning. (2013)
- (Q9) - Support the development of stormwater retention ponds that are aesthetically pleasing to the public and located in a manner that protects strong neighborhoods. (2013)

For Board Consideration at the Retreat: Preliminary draft Strategic Priority – Quality of Life

Based on the citizen SWOT analysis, Environmental Scan and individual Commissioner meetings, the following provides a preliminary definition and directional statements for the Quality of Life strategic priority.

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 the preservation of 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.

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The following is the currently adopted strategic priority for Governance.

Strategic Priority - Governance - *To be a model local government which our citizens trust and to which other local governments aspire. (G)*

- (G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (rev. 2013)
- (G2) - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (2012)
- (G3) - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (2012)
- (G4) - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (2012)
- (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. (2012)

For Board Consideration at the Retreat: Preliminary draft Strategic Priority – Governance

Based on the citizen SWOT analysis, Environmental Scan and individual Commissioner meetings, the following provides a preliminary refined definition, however staff is not making any recommended changes to the Governance directional statements.

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.

9. Establish Strategic Initiatives

The Strategic Plan consists of the Vision Statement, the Strategic Priorities (inclusive of specific directional statements) and Strategic Initiatives. Beginning in FY 2012, the specific Strategic Initiatives were identified and approved by the Board to implement the Board's Strategic Priorities. This process ensures that the optimized resources of the organization are aligned with the Board's priorities.

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 FY2017-FY2021 plan, staff has identified a number of potential Strategic Initiatives (included on the following pages) for the Board to consider including in the FY2017-FY2021 Strategic Plan. This potential list of Strategic Initiatives was developed based on the following:

- On-going from the existing FY2012-FY2016 Strategic Plan. As part of the strategic planning process, some of the initiatives maybe updated and/or combined.
- Existing efforts the Board has recently provided guidance on that rise to the level of being considered a Strategic Initiative for the new five year plan.

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.

Staff will prepare a formal updated Strategic Plan for the Board to consider in January 2017 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.

For consideration by the Board, as requested at the November 28, 2016 meeting, attached is a brief analysis regarding a Leon County Living Wage (Attachment #1).

Attachment #1: Florida Living Wage Memo

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Economy

In addition to any initiatives added by the Board at the retreat, the following are strategic initiatives from the FY2012-FY2016 Strategic Plan that are on-going. Staff recommends these initiatives be included in the FY2017-FY2021 Strategic Plan:

- Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.
- 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.
- Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism 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.
- 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.
- Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).

While not currently included in the five year strategic plan, the following constitute major recent undertakings that the Board has provided policy direction. Following each draft initiative is the date of Board action on the item. Staff recommends these also be included in the new five year strategic plan.

- Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (10/27/2016)
- Complete the joint County/City disparity study and enhancements to the MWSBE program. (4/26/2016 and 5/10/2016)

Environment

In addition to any initiatives added by the Board at the retreat, there are a few strategic initiatives from the FY2012-FY2016 Strategic Plan that are on-going. Staff recommends these initiatives be included in the FY2017-FY2021 Strategic Plan:

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

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- Develop strategies to increase recycling rates.

While not currently included in the five year strategic plan, the following constitute major recent undertakings that the Board has provided policy direction. Following each draft initiative is the date of Board action on the item. Staff recommends these also be included in the new five year strategic plan.

- Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (5/12/2015)
- Convene the Leon County Sustainable Communities summit on a bi-annual basis. (10/25/2016)
- In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program. (3/8/2016)
- Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (4/26/2016)
- Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program. (7/12/2016)

Quality of Life

In addition to any initiatives added by the Board at the retreat the following are strategic initiatives from the FY2012-FY2016 Strategic Plan that are on-going. Staff recommends these initiatives be included in the FY2017-FY2021 Strategic Plan:

- Develop a master plan for the Apalachee Regional Park.
- Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing.
- Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.

While not currently included in the five year strategic plan, the following constitute major recent undertakings that the Board has provided policy direction. Following each draft initiative is the date of Board action on the item. Staff recommends these also be included in the new five year strategic plan.

- 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. (9/13/2016)

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- Support the Joint County-City Affordable Housing Work Group's efforts to develop an holistic plan for the redevelopment of a multi-family affordable housing. (10/27/2016 & 11/22/2016)
- As Florida's first Dementia Caring Community, Leon County continues to 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. (3/8/2016)

Governance

In addition to any initiatives added by the Board at the retreat, there are a few strategic initiatives from the FY2012-FY2016 Strategic Plan that are on-going. Staff recommends these initiatives be included in the FY2017-FY2021 Strategic Plan:

- 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.
- Continue to Support Commissioner Desloge during his term as NACo President.

While not currently included in the five year strategic plan, the following constitute major recent undertakings that the Board has provided policy direction. Following each draft initiative is the date of Board action on the item. Staff recommends these also be included in the new five year strategic plan.

- 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.
 - *Article V, Section 5.2. (2) of the Leon County Charter requires a Citizen Charter review Committee be convened at least 12 months before the general election occurring every eight (8) years. Staff will prepare an agenda item early next calendar year seeking Board guidance related to the establishment of the committee in preparation of the 2018 election cycle.*
- Evaluate a plan to migrate from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (Planned for FY2017 Budget)
- Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (4/14/2015)
- Continue the implementation of staff development enhancements to ensure leadership at all levels of the organization through the sponsorship of employees' participation in the Certified Public Manager training. (Included in current adopted budget)

BOARD OF COUNTY COMMISSIONERS

MEMORANDUM

DATE: November 28, 2016

TO: Honorable Chairman Bill Proctor and Board of County Commissioners

FROM: Candice Wilson, Human Resources Director

THROUGH: Vincent S. Long, County Administrator

SUBJECT: Leon County Living Wage

During the October 20th meeting, Commissioner Proctor requested staff provide information at the retreat related to a living wage for County employees.

A living wage is the hourly rate an individual must earn to support their family and maintain a normal standard of living. The purpose of a living wage is to ensure that anyone who works full-time should earn enough money to live above the poverty level. The living wage differs from the minimum wage in that it is determined by costs and not set by law. The living wage, however, does not include basic buffers needed to improve one's quality of life such as savings or insurance.

According to statistical information published by the Massachusetts Institute of Technology (MIT), the living wage for Leon County is \$10.98/hour for one adult (as a point of comparison, the living wage for the entire State of Florida is \$10.12/hour).

The County's lowest entry level salary is currently \$9.14/hour. There are currently 44 County employees (approximately 5% of County employees) whose hourly salary falls below the Leon County living wage of \$10.98/hour. The range for the 44 employees is from \$0.07/hour to \$1.84/hour below the living wage rate. Preliminary estimates indicate the annualized impact of approximately \$90,000.

Should the Board wish to consider a living wage for Leon County, a budget discussion item could be brought back to the Board during the budget process for further analysis and consideration.

Attachments
#1 Living Wage Calculation for Leon County, Florida

Source: Massachusetts Institute of Technology (MIT)

Living Wage Calculator - Living Wage Calculation for Leon County, Florida

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the [technical documentation](#) here.

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (One Working)	2 Adults (One Working) 1 Child	2 Adults (One Working) 2 Children	2 Adults (One Working) 3 Children	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$10.98	\$22.95	\$27.24	\$33.48	\$17.48	\$21.05	\$23.36	\$26.04	\$8.74	\$12.60	\$14.84	\$17.25
Poverty Wage	\$5.00	\$7.00	\$10.00	\$11.00	\$7.00	\$10.00	\$11.00	\$13.00	\$3.00	\$5.00	\$5.00	\$6.00
Minimum Wage	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05

Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (One Working)	2 Adults (One Working) 1 Child	2 Adults (One Working) 2 Children	2 Adults (One Working) 3 Children	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children

10. Targets and Bold Goals

“Fortune favors the bold.” — Virgil

As noted earlier, top performing organizations never become complacent. Over the past five years, Leon County instituted a comprehensive strategic approach which optimized resources and aligned efforts countywide to achieve big results even in a struggling post-recession economy. We undertook transformational change and made a significant cultural shift, one that placed a renewed emphasis on putting the people we serve first and a premium on individual and organizational performance. We ushered in a new era of innovation, transparency, fiscal stewardship and citizen engagement and emerged as a leader recognized statewide and nationally for best practices in these areas and more.

So what’s next? The foundation that has been laid now that provides the footing necessary for our journey to become world class. The strategic framework that has been so vital to getting us to this place must also evolve for Leon County to be able to continue to exceed expectations and expand possibilities. As such, the FY 2017 – 2021 Strategic Plan will include a new feature with the addition of Targets and Bold Goals associated with each of the four strategic priorities.

At the retreat staff will recommend for Board consideration the adoption of specific **Targets** for each of the strategic priorities that we expect to hit as an organization over the next 5 year plan cycle. These targets are important as they will communicate to staff throughout the county the specific results that we expect to achieve through the collective execution of our strategic initiatives and they hold us accountable. These targets are also important as they not only communicate, but create an invitation to our community about the progress we expect to achieve together on fundamental goals to enhance our livability.

Staff will also be recommending the adoption of one **Bold Goal** for each strategic priority. These bold goals will be different from the targets in that they are truly stretch goals which we acknowledge will be big and difficult to achieve, but are worthy of our 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 us to explore new partnerships, identify new opportunities, and inspire the new ideas of our employees. Bold goals are also important because they convey to our community that which we believe is possible to achieve and creates a compelling invitation for people to play a part in achieving something big for their community.

During the retreat, staff intends to provide several possible Targets and Bold Goals for the Board to consider including in the strategic plan. Pending Board discussion and direction at the retreat, staff may then develop possible additional Targets for inclusion in the FY2017-FY2021 Strategic Plan. These additions would be included as part of the formal updated Strategic Plan for the Board to consider in January 2017.