

## **“Building a Stronger Community with Social Infrastructure”**

FY 2018/19 Board of County Commissioners Strategic Planning Retreat

Monday, December 10, 2018, Goodwood Carriage House

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

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# 1. Welcome

## Chairman's Welcome

Chairman Jimbo Jackson welcomes the Board to the 2018 Annual Board Retreat.

## Purpose

Building on the FY2017-2021 Strategic Plan, the 2018 Retreat will focus on Leon County's recent and ongoing efforts to build social infrastructure, reviewing progress towards the County's bold goals and five-year targets, and updating the current Strategic Plan.

## Ground Rules for the Retreat

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

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

## Opening Remarks from Commissioners

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



## 2. Introduction

### **Statement of Issue:**

This section provides an overview of the FY2018-2019 Board Retreat and describes the theme of “Building a Stronger Community with Social Infrastructure.”

### **Staff Recommendation:**

No Board action required.

### **Background:**

2018 was another year of great progress for Leon County Government toward realizing an ambitious vision for our community and setting the standard for performance, fiscal stewardship and best practices for local governments everywhere. Through our focus on executing our strategy, on the excellence of our people and on the everyday issues and aspirations of the citizens we serve, this year we grew in our operational effectiveness and expanded our impact on the community.

Six years ago, we put in place a strategic plan to optimize resources and align our efforts to achieve big results for our community even in a slowly recovering economy. That strategy has guided our efforts at every level of the organization. And in FY2016-2017, we delivered an Impact and Progress Report on the last five year strategic plan and launched the new five year 2017-2021 plan – advancing our four Strategic Priorities and including the addition of new five-year targets and bold “stretch” goals for each priority.

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 2018/2019 adopted budget of \$263.6 million reflects this moderate growth with a nominal increase of 3.89% 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

## **Our Value Proposition**

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### **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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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 continue to build upon the hard work that established the FY2017-2021 Strategic Plan, we are again in the “Direct” phase of the cycle which begins with the Board Retreat.



Even through the economic uncertainty that we have experienced in recent years, Leon County has made long-term, strategic investments in projects such as the Lake Jackson at Huntington Sense of Place initiative, the Community Gardens initiative, the Livable Infrastructure for Everyone” (L.I.F.E.) Program, the Greenways Master Plan, and many others that contribute to the “social infrastructure” system in our community. To further explore this concept and ways that Leon County can continue to support a strong social infrastructure, the 2018 annual Board Retreat is themed “Building a Stronger Community with Social Infrastructure.”

For many years the Board has conducted an annual retreat, facilitated by the County Administrator, for the purpose of establishing the County’s priorities for the year. Annual retreats have served as a tool to develop specific Board priorities that have driven staff and organizational resources. 2011 marked the adoption of a new strategic planning process focused on developing a shared vision of the future. The

planning process led to the implementation and execution of the FY2012-2016 Strategic Plan, which established an important foundation for the current FY2017-2021 Strategic Plan.

Establishing 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.

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

For the 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, included a total of 124 Strategic Initiatives.

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 2012-2016 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), the Community Paramedic Program, and the essential components of economic vitality. During the Retreat, the Board updated the Strategic Plan with the addition of 19 Strategic Initiatives resulting in 155 initiatives in total.

At the 2016 Board Retreat, Leon County developed the FY2017-2021 Strategic Plan, which set priorities in the areas of Economy, Environment, Quality of Life, and Governance. Built upon the important foundation of the FY2012-2016 Strategic Plan created following the 2011 Board Retreat, the current Strategic Plan provides a road map to guide our continuous efforts to make Leon County a special place to live, work and play. Leon County also established new five-year targets and bold goals as part of the

strategic planning process. The County's five-year targets will keep the organization focused on tangible results, and the bold goals will ensure staff stretches to expand possibilities and exceed expectations.

Last year's Board Retreat theme was "Building Resilience to Serve and Strengthen Our Community" and focused on disaster and community resilience. Leslie Chapman-Henderson, Executive Director of the Federal Alliance for Safe Homes (FLASH), presented international and national trends in resilience, specifically related to FLASH's #HurricaneStrong campaign as well as Florida building codes and other resilience efforts. At the conclusion of the Retreat, the Board adopted 14 new Strategic Initiatives bringing the current total to 58 in the FY2017-2021 Plan.

The current five-year planning cycle for the FY2017-2021 Strategic Plan is as follows:

Plan Year	Action	Board Retreat	Plan Adoption by the Board
1	Renewal Year	December 2016	Adopted January 24, 2017
2	Update Year	December 2017	Revised January 23, 2018
3	Update Year	December 2018	Revised January 2019
4	Update Year	December 2019	Revised January 2020
5	Update Year	December 2020	Revised January 2021
New-Yr. 1	Renewal Year	December 2021	Adoption anticipated in January 2022

### **Analysis**

The day is divided into two sections: (1) Social Infrastructure; and (2) Progress and Update of Strategic Plan.

#### **Section One: Social Infrastructure**

Following introductory remarks, the annual Retreat continues with a brief presentation on Leon County's ongoing efforts to build "social infrastructure" in our community, which is comprised of the spaces, places, and other local resources that foster relationships and promote interaction among diverse groups of citizens. Staff will present on Leon County's recent and ongoing social infrastructure initiatives.

Following the staff presentation, the Board will be joined by Dr. Eric Klinenberg, a Professor of Sociology at New York University, Director of the Institute for Public Knowledge. Dr. Klinenberg will provide a presentation on "social infrastructure," which is the focus of his new book *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*.

To conclude the morning section, Dr. Klinenberg will lead a facilitated discussion about how physical spaces and organizations can shape the way people interact, prevent crime, reduce addiction rates, contribute to economic growth, and even ameliorate problems caused by climate change.

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

During the second section of the day, the Board will review the FY2017-2021 Strategic Plan, which ensures that Commissioners have continued consensus and that staff has clear direction as to the Board's vision, priorities, and strategic initiatives.

The Board performed significant work in the first year of the five-year strategic planning cycle, and the 2018 Board Retreat builds on the foundation of the FY2017-2021 Strategic Plan. In the afternoon, staff will provide an update of the current Strategic Plan, which will include reviewing the Board's vision, mission, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

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

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

### **3. Update on Leon County's Recent and Ongoing Social Infrastructure Initiatives**

#### **Statement of Issue:**

This section of the retreat provides an update on the current status and outlook of Leon County's extensive efforts to build "social infrastructure" in our community, which is comprised of the spaces, places, and other local resources that foster relationships and promote interaction among diverse groups of citizens. Staff will present on Leon County's recent and ongoing social infrastructure initiatives, and in the following section of the retreat, nationally-renowned researcher and author Dr. Eric Klinenberg will further explore this concept and facilitate a conversation with the Board on ways that Leon County can continue to support a strong social infrastructure.

#### **Staff Recommendation:**

No Board action required.

#### **Background:**

The provision of efficient and safe infrastructure is a fundamental responsibility of government; however, in Leon County our investments in infrastructure go well beyond brick and mortar projects, reducing traffic, or controlling stormwater runoff. For example, a community's infrastructure supports local economic development by facilitating the movement of goods and resources. It accelerates the community's recovery after natural disasters by ensuring that citizens can access the resources and services they need. Infrastructure also fulfills an expanding social role in a community – so much so that a new term has been coined to identify the spaces, places, and other local resources that foster relationships and promote interaction among diverse groups: "social infrastructure."

Cultivating and enhancing our community's social infrastructure underscores all of the fundamental elements of Leon County's Strategic Plan. From the County's Vision ("A community that is safe, healthy and vibrant") and Mission ("To efficiently provide public services which serve and strengthen our community") statements to each of its four core Strategic Priorities (Economy, Environment, Quality of Life, and Governance), the County's Strategic Plan describes in detail how we work on behalf of and alongside our citizens to build social infrastructure and shape our future. In the area of Economy, our Strategic Plan provides the basis for transformative infrastructure initiatives that bring people together such as the Capital City Amphitheater and supporting the development of FSU's Arena District. In the area of Environment, the plan provides for enhancements to our greenways and natural areas, as well as the closure of the Apalachee Landfill which will become a world-class regional park. In the area of Quality of Life, the plan further provides for enhancement of recreational amenities in our community, as well as library enhancements, placemaking initiatives, and a comprehensive affordable housing strategy. Finally, in the area of Governance, the County's Strategic Plan provides for engaging and bringing our citizens together in a myriad of ways to co-create our community, such as the Citizen Engagement Series events, Created Equal, the Citizens Charter Review Committee, Hurricane After-Action Reports, and more.

## **Analysis:**

The following section of the retreat provides an overview of recent Leon County projects, programs, and initiatives to build social infrastructure as well as an update on upcoming projects to further enhance the social infrastructure system in our community. Importantly, this list is not intended to reflect all of the County's many efforts in the area of social infrastructure, but rather to illustrate just a selection of important recent and upcoming initiatives.

### **Recent Social Infrastructure Initiatives:**

- **Library System Enhancements**

Recognizing the vital role that public libraries play in our community, Leon County has made extensive efforts in recent years to enhance facilities and services provided by the LeRoy Collins Leon County Public Library System. The County's efforts to continually enhance and modernize our library system closely aligns with research conducted by Dr. Eric Klinenberg, who will present and lead a focused discussion with the Board on the topic of social infrastructure at the Retreat. As highlighted in the following item on the Board Retreat agenda, and as Dr. Klinenberg will discuss, libraries are among our community's most valued resources but are (in many areas) also among the most neglected and misunderstood. Libraries are not only important for providing citizens access to shared media and technology resources, but also for ensuring a community's vitality and enhancing its social ties and resilience.

The following is a list of selected physical and programmatic enhancements to the County's library system since 2010:

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

- **Lake Jackson Town Center at Huntington – Sense of Place Initiative**

As part of Leon County’s FY 2012-2016 Strategic Plan, the Board adopted a Strategic Initiative in 2012 to conduct a “sense of place” project by redeveloping Huntington Oaks Plaza (Attachment #1). The initiative included expanding the Lake Jackson Branch Library, creating a new community center, improving transportation connections to the Plaza, and leveraging nearby community and natural resources such as Fred George Greenway and Park and enhancing access to Lake Jackson at the Highway 27 Boat Landing.

- **Community Gardens**

In 2012, the Board adopted a Community Gardens program (Attachment #2) establishing support for gardens on suitable County properties as well as for gardens providing civic benefits on non-County land. To date, Leon County has supported 21 gardens throughout the community, which continue to yield benefits including enhancing food security, improving neighborhood identity and cohesion, and educating citizens about food production.

- **Livable Infrastructure for Everyone (L.I.F.E.) Program**

To fund infrastructure improvements throughout the community, the Board approved the creation of the Livable Infrastructure for Everyone (L.I.F.E.) program in 2014 (Attachment #3). The L.I.F.E. program creates an annual 2% allocation of proceeds from the Blueprint 2020 sales tax extension for infrastructure improvements and sense of place amenities outside the Urban Services Area. Most recently, during the April 24, 2018 Budget Workshop, the Board approved a multi-year funding strategy for the Miccosukee Sense of Place initiative (described in greater detail below) through the L.I.F.E. program.

- **Apalachee Regional Park/Landfill Closure**

Building upon the County’s commitment to the environment, economy, quality of life, and fiscal stewardship, the Board has adopted a series of Strategic Priorities and associated Initiatives in recent years to transition the County’s Solid Waste Management Facility into a year-round recreational amenity. At the October 24 2017 Workshop, the Board approved the Apalachee Regional Park Master Plan (Attachment #4) and directed staff to proceed with the first stage of developing new recreational facilities at the Park. The Master Plan identifies tremendous opportunities for heightened nature-based recreation while balancing the unique operational constraints of a historic landfill. The plan positions the Apalachee Regional Park to become an even greater economic engine by drawing outdoor enthusiasts of various ages and interests.

- **Greenways Master Plan**

In 2004, Leon County and the City of Tallahassee adopted a Greenways Master Plan (Attachment #5) in order to protect large-scale ecosystems, water quality, floral and faunal habitat, and to provide passive recreational opportunities for residents and visitors to the community. An update to the plan in 2013 refocused its emphasis from acquiring land to providing public access via a system of multi-use trails intended to connect residential areas to existing and proposed greenways and parks. Since its inception, the Greenways Master Plan has facilitated the



acquisition of over 7,500 acres of land with an estimated worth of over \$67 million using a combination of donations, grants, and local government matching funds.

- **Blueprint Capital Projects**

In November 1989, Tallahassee and Leon County voters approved a local option one cent sales tax to provide funding for transportation projects and law enforcement facility improvements. In 2000, the penny sales tax was extended by referendum until 2019, and was subsequently extended for another 20 years in 2014. Funds from the sales tax have shaped our community by facilitating transformative infrastructure projects such as new or expanded roadways (such as Capital Circle), improved bicycle and pedestrian facilities (like the Capital Cascades Pedestrian Trail and Bridge), world-class parks and recreational amenities (like Cascades Park), and more.

In particular, the Cascades Park project is another example of a project in Leon County that closely aligns with research conducted by Dr. Eric Klinenberg. Cascades Park stands out as an archetype of the Blueprint philosophy, which seeks to design holistic infrastructure projects that are greater than the sum of their parts. Commonly described as “a 24-acre state-of-the-art stormwater management facility cleverly disguised as a world-class park,” Cascades Park treats nearly three quarters of the stormwater runoff from the surrounding 860-acre basin. At the same time, the park is a walkable, mixed-use facility with space for recreation, reflection, civic education, and entertainment, including the 3,500 seat Capital Cascades Amphitheater.

In a recent op-ed in the *Los Angeles Times*, Dr. Klinenberg argued for investing in social infrastructure as a way to combat climate change and enhance a community’s resilience to natural disasters, similar to Leon County’s successful approach to Cascades Park. In the article, he writes:

Consider the Dutch port city of Rotterdam, which is a leader in intelligent climate design. Near the city’s Central Station the architectural group De Urbanisten transformed a formerly drab plaza into the Benthemplein Water Square (Waterplein Benthemplein). It consists of three basins — two shallow, one deep — whose primary purpose is to prevent flooding during heavy storms. Ordinarily, such projects are buried; the water simply disappears. The Benthemplein Water Square takes the opposite approach: The basins are the most prominent architectural features.

On dry days, the deep basin doubles as a sport court, and people take in the action from the surrounding tiered seating area. One of the shallow basins contains a raised island resembling a dance floor and the other is designed as a skate park. Other open areas have been filled in with wild flowers, tall grass and small benches, which together create a series of pocket sanctuaries for rest and conversation. There’s a large fountain, a dramatic water wall, and a rain well that feeds into an oversized, stainless steel gutter. There’s always a pleasant flow of water, but in a storm, the full system rushes into operation. It sounds like a powerful waterfall, and looks exactly like what its designers intended: a dramatic work of urban art that can store rainwater and ease the stress on the city’s wastewater system.

Projects such as this are not inexpensive; but as storms intensify, droughts persist for years and sea levels rise, governments will have no choice but to dedicate significant resources to climate security. We can do better than simple sea walls and reservoirs. If we make social infrastructure a part of our climate security strategy, we'll not only be safer in the next disaster, we'll be better off every day.

- **Signature Landscape Feature at Pedrick Park**

At the December 12, 2016 Board Retreat, the Board adopted a new Strategic Initiative to develop a program establishing a signature landscaping feature with a regular blooming season that would not only serve to beautify the community, but also have the potential to bring visitors to Leon County. At the April 2017 Budget Workshop, the Board approved \$35,000 in the FY 2018 budget to establish a signature landscape feature of southern crab apple trees with a regular blooming season. The landscaping feature will be established at Pedrick Pond Park, which is located on the corner of Mahan Drive and Pedrick Road, adjacent to the Leon County Eastside Branch Library. Planting southern crab apples as a signature landscape bloom will enhance the park landscaping, provide visual appeal from Mahan Drive, Pedrick Road, and the north side of the Library during the trees spring bloom. The trees will be planted on both sides of the walking trail in a manner that will provide the maximum visual impact during the spring and shade for the trail in the summer.

- **Dog Parks in Unincorporated Leon County**

Also at the December 12, 2016 Annual Retreat, the Board adopted a new Strategic Initiative to identify opportunities to create dog parks in the unincorporated area. Subsequently, the Board allocated \$30,000 in the Capital Improvement Program in FY 2019, FY 2020, and FY 2021 for design and construction of dog parks in the unincorporated area beginning with J. Lee Vause Park and Robinson Road Park as initial locations. In addition to these two sites, a dog park was included in the Master Plan for Apalachee Regional Park that was adopted by the Board in October 2017. The dog park is programmed to be constructed after improvements to the cross country area and park entrance are complete.

*Upcoming Initiatives to Expand and Enhance Social Infrastructure:*

- **Blueprint 2020 Sales Tax Extension**

As discussed above, Leon County voters extended the County's one-cent local option infrastructure sales tax in 2014. Starting in 2020, proceeds from the sales tax extension will help to fund additional community enhancement transportation projects, water quality and springs protection projects, economic development initiatives, and others that will further strengthen Leon County's social infrastructure (Attachment #6). The Blueprint Intergovernmental Agency Board of Directors has already identified several Community Enhancement, Connectivity, and Quality of Life (CCQ) Blueprint 2020 Infrastructure Projects including the Lake Lafayette and St.

Marks Regional Park, as well as placemaking projects in the Monroe-Adams Corridor and Midtown. Additionally, the Orange Avenue/Meridian Road and Market District placemaking projects are programmed for planning and design phases, respectively, in FY 2019.

- **Miccosukee Sense of Place Initiative**

At the April 24, 2018 Budget Workshop, the Board adopted the Miccosukee Rural Community Sense of Place Plan (Attachment #7). The plan identifies goals and opportunities to help strengthen the connection between residents of the small, historic Miccosukee community through extraordinary improvements to public spaces and civic initiatives. With significant input from the community, the plan identifies several objectives that will set the foundation for carrying out the vision of the rural community moving into the future, including:

- The creation of the Miccosukee Citizens Working Group to further develop and implement the plan.
- Documenting, recording, and showcasing the history of Miccosukee through festivals and historic markers.
- Enhancing the lighting on road segments and installing sidewalks to connect public amenities.
- Consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site.
- Centralizing the available public services in the area by incorporating the community center function into the Concord School.
- Re-establishing the community garden at the Concord School.
- Creating outdoor public gathering spaces to include access to electricity and wireless internet.
- Establishing the Concord School as a County comfort station following hurricanes and other severe weather events.

The Board also adopted a multi-year funding strategy which contemplates investing a minimum of \$1 million toward this initiative through FY 2023.

- **Orange Avenue Apartments Redevelopment/Purpose Built Communities**

In spring 2016, Leon County conducted a series of site visits around the southeastern region of the U.S. to review affordable housing best practices in other communities that increase the supply and improve the quality of affordable housing. Subsequently, the County and City Commissions held two joint Workshops to discuss mutual affordable housing efforts. The Commissions appointed a joint Tallahassee-Leon County Affordable Housing Workgroup, which presented a final report at the October 26, 2017 Workshop with 13 recommendations to enhance coordination among the County, City, and community partners and better leverage resources to improve the availability of affordable housing in our community. At the December 2017 Annual Retreat, the Board adopted the implementation of the Workgroup's 13 recommendations as a Strategic Initiative.

Consistent with the Workgroup's recommendations, the County and City partnered with Purpose Built Communities to help integrate the Workgroup's recommendations into the master planning and redevelopment of the Orange Avenue Apartments public housing complex, with Columbia Residential as the developer. Purpose Built Communities is a nonprofit consulting firm that provides guidance on best practices to address concerns of long standing and complex community issues that have resulted in inter-generational poverty, unsafe environments, high crime, poor health, and failing schools. The Purpose Built model incorporates three key components to address these issues: mixed-income housing; an education strategy that would engage the youth from cradle-to-college, and; easy access to resources that support the community's health and wellness. Purpose Built Communities has partnered with Columbia Residential to integrate its model into the successful redevelopment of public housing projects in Atlanta, New Orleans, and other locations.

In April 2018, Columbia presented the Master Plan to the Tallahassee Housing Authority (Attachment #8). The Master Plan proposes the redevelopment of the Orange Avenue Apartments from an exclusive public housing development into a mixed-income multi-family housing development with 390 units on the existing site in two-story and three-story structures. This proposal represents an increase of 190 units over the current site. The site would also incorporate open green spaces, courtyards, and pedestrian pathways that enhance the aesthetics and quality of life in the development. Additionally, the redevelopment project would also include facilities to support education, community health, and wellness. In December 2017, Purpose Built created a steering committee which has met regularly to educate and engage community leaders on the Purpose Built model and to identify projects, activities, and initiatives that are planned or ongoing, that address the three key components of the Purpose Built model. The Steering Committee recently formed subcommittees to develop a plan for each component: housing, education, and community health and wellness. The proposed plans will identify projects, initiatives, partners, and funding sources for each component. Staff anticipates presenting a status update to the Board in early 2019 upon completion of the proposed plans.

- **Public Libraries Study Tour**

In September 2018, the Community Foundation of North Florida (CFNF) notified County staff that grant funds were available through the Knight Foundation Fund to conduct a multicounty/state tour identifying best practices of public library systems that could be adapted to Leon County's Public Library system. This tour would be modeled after the 2016 Affordable Housing Tour which was also planned in collaboration with the Knight Foundation. The study tour builds upon the focus of this year's Annual Retreat – guest speaker Dr. Eric Klinenberg's research places a particular focus on the important role that public libraries play in a community's social infrastructure.

As described earlier in this Retreat item, Leon County's libraries continue to provide new and innovative services and programs such as the Seed Library, the Library Lecture Series, lending programs for mobile hotspots and telescopes, virtual reality gaming systems, as well as thousands of downloadable e-books, audio books, and movies. However, in Leon County and

communities across the nation, circulation of fixed format materials is declining while downloads of digital content and interest in interactive library programming are on the rise. In Leon County, attendance at Library programs has increased by 24% over the last three years.

Patrons are also seeking more meeting and quiet spaces. Study rooms are increasingly needed for individual study, online test taking and tutorials, job interviews via webcams, and tutoring. Additionally, there is growing demand to use the Library's meeting rooms as gathering spaces for events and programs. In 2018, the Library's 10 meetings rooms were reserved for over 3,300 meetings hosted by a diverse group of community organizations. This is a 62% increase in reservations since 2016. These trends make it necessary to reassess how the physical space within our libraries is being utilized and prepare for the future roles libraries will play in residents' lives. If awarded the grant funding, Leon County will convene a focus group of stakeholders and community leaders to identify best practices and innovations in other communities. The focus group will conduct on-site visits to three or four targeted communities to explore how they have strategized and identified unique ways to maintain and increase the relevancy of libraries. Members of the tour may include Leon County staff, representatives from the Knight Creative Communities Institute, as well as a representative from the Friends of the Library, whose mission is to sponsor Library projects and help improve and expand services.

Staff anticipates that the library tour would take place during the first few months of 2019 and the final report and recommendations would be presented to the Board. The formal project proposal and grant application will be submitted no later than November 29, 2018. CFNF will notify the County of the Knight Foundation's decision in early 2019.

Attachments:

1. Lake Jackson Town Center at Huntington – "Sense of Place" Initiative
2. Policy No. 12-2, "Community Garden Policy"
3. Policy No. 16-6, "Livable Infrastructure for Everyone (L.I.F.E.) Program Policy"
4. Apalachee Regional Park Preliminary Master Plan
5. Tallahassee-Leon County Greenways Master Plan (excerpt)
6. Blueprint 2020 Interlocal Agreement (excerpt)
7. Miccosukee Sense of Place Study (excerpt)
8. Orange Avenue Apartments Transformation Plan (excerpt)





# Lake Jackson Town Center at Huntington

## "Sense of Place" Initiative

June 18, 2013











## Board of County Commissioners

Bill Proctor, District 1  
Jane G. Sauls, District 2  
John E. Dailey, District 3  
Bryan Desloge, District 4  
Kristin Dozier, District 5  
Mary Ann Lindley, At-Large  
Nick Maddox, At-Large

## County Administration

Vincent S. Long	County Administrator
Alan Rosenzweig	Deputy County Administrator
Tony Park PE	Director of Public Works and Community Development

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## Tallahassee-Leon County Planning Department

Wayne Tedder, AICP	Director
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Cherie Bryant, AICP	Comprehensive Planning and Urban Design Division Manager
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## ‘SENSE OF PLACE’ INITIATIVE

*“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.”*

In 2012, the Leon County Board of County Commissioners adopted a Strategic Plan to establish priorities and guide project implementation for a two year period. In that Plan, the Board asserts that Quality of Life is a strategic priority, and pursuant to that, seeks “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.” Under this strategic priority, the Board undertook the following initiative:

*“Redevelop Lake Jackson Town Center at Huntington (formerly Huntington Oaks Plaza and hereafter referred to as the Huntington Town Center), which will house the expanded Lake Jackson branch library and new community center, through a ‘Sense of Place’ initiative.”*

Contained within this single directive are numerous moving parts. Already, the Departments of Facilities Management and Library Services are tasked with the physical renovations to the County-owned shopping center, including expansion of the branch library and creation of a new community center. However, there is more to creating a ‘sense of place’ than simply renovating a single site.

An area with a ‘sense of place’ usually includes a recognizable center and a public gathering spot where everyone is welcome. There may also be retail services and places of employment, plenty of people on the move, and possibly organized events and activities. However, a place is more than the sum of its individual parts and typically has a shared character or identity.

Tallahassee and Leon County has several burgeoning placemaking districts that are easily identifiable. Just as Midtown, the Market District, and Gaines Street are recognized entities with a shared character, Huntington has all the necessary pieces – strong neighborhoods, community schools, a beloved gathering spot at the library and plenty of retail destinations along N. Monroe Street – to become a strong, cohesive and recognizable ‘sense of place’.

No one knows more about a place than the people who live there, experience it every day and make it their own. Therefore, the Lake Jackson Town Center at Huntington Sense of Place Initiative is based on public involvement and input. Citizens from the surrounding neighborhoods, area business owners, patrons of the library and community organizations participated in table sessions that included map sketches and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. These public participatory tools established community priorities and infrastructure needs that will be incorporated into future budgets to achieve the community’s desired outcome.



*This plan was largely guided by citizen input gathered during a public workshop and tabling session held on April 16, 2012.*







# HISTORY OF THE AREA

## Indian mounds

More than eight centuries ago, Native Americans inhabited the area around Lake Jackson, just north of Tallahassee. The Apalachee peoples of the Mississippian culture were known as mound builders. Their society is believed to have had a well-organized political system residing in regional centers, such as the Lake Jackson site. A rich array of objects, including elaborate copper breast plates, shell beaded necklaces, bracelets, and anklets have been found in the area. These artifacts indicate religious and trading ties with other large, pre-historic Indian ceremonial centers. There is also evidence that the Native Americans along Lake Jackson flourished around A.D. 1200. The area was probably the regional political and religious center during the period A.D. 1200 to A.D. 1500. Its prominence as a regional center can be seen today at the 200+ acre Lake Jackson Mounds Archeological State Park. The largest of the remaining excavated, earthen mounds is 278 feet by 312 ft. at the base and approximately 36 ft. in height. The 36-ft. high mounds would have offered grand views of the lake known as Okeeheepkee or ‘Disappearing Waters’ in the local Native American language.

## Spanish Mission Period

Following the Native American settlements, Spanish missionaries ventured into the hinterlands from their coastal St. Augustine outpost. By the mid-1500s, numerous missions had been established amongst the Apalachee peoples. The most famous of these locally was San Luis, but other smaller village missions can be found throughout present day Leon County. Slowly, the rivalries of Europe and the Caribbean materialized in Florida. With the establishment of the British colony in Georgia, the Spanish missions came under assault by both British troops and settlers. The Spanish missions would succumb to these repeated attacks, and the Florida territory transitioned to British control.

## Florida Territorial Period

On March 30, 1822, the United States merged East Florida and part of West Florida into the Florida Territory. An agricultural economy had already emerged along the Lake Jackson shores when two significant plantations, Casa de Laga and the holdings of Colonel Robert Butler, were founded. Each of these plantations totaled more than 1000 acres, with nearly half in cultivation. By the turn of the 20<sup>th</sup> Century, Casa de Laga had morphed into a hunting lodge for northern tourists, while operation of

a grist mill continued on the former Butler property. Remains of the grist mill, supporting dam and slough can be seen today along the State Park interpretive trails.

## Lake Jackson, or Okeeheepkee – the disappearing waters

Lake Jackson has drained at least seven times in recorded history. Early documentation notes a rapid overnight drainage of Lake Jackson in the winter of 1837. Another draining, which was attributed to the distant Charleston, South Carolina earthquake, occurred in 1891. Similar disappearances of lake portions occurred after periods of low rainfall in May and June of 1907 and 1909. In January, March and July of 1932, the Tallahassee Democrat reported the disappearance of the lake water and the death of stranded fish in the thousands. After each event, the lake was replenished by rainfall. Subsequent drainings occurred in 1957 and 1982 following periods of low rainfall. More recently, in September 1999, Lake Jackson drained into Porter Hole Sink over a period of several weeks. After the lake had completely drained, geologists were able to descend into the sink for a first-hand look at the karst features. In the summer of 2012, a smaller drawdown occurred when Porter Hole again opened.

## Fred George Road and Huntington Oaks

The lands surrounding Lake Jackson and those tracts owned by the Tallahassee Pecan Company experienced the same rapid suburban growth that hit the nation from the 1960s through the 1980s. In 1973, the Board of County Commissioners approved the Huntington Development of Regional Impact (DRI), which included plans for 4,500 residences, as well as over 40 acres of commercial, retail, and office development. These areas, located on both sides of Fred George Road and west of North Monroe Street, are now known as Huntington Estates, Plantation Woods, Settlers Springs and several other neighborhoods. While approved primarily for single family homes across the nearly 1,000 acres, there were three commercial and apartment clusters planned at the intersections of Fred George Road and Mission Road, Old Bainbridge Road, and North Monroe Street. Today, much of the office development allocated near the Mission Road intersection has been acquired for a future City park. The apartment and townhouse aspects have not yet fully developed.







# DEMOGRAPHICS

## Population

Due to the extensive array of retail, services, and public amenities in close proximity, continued interest in this sector of Leon County is projected.

Huntington is developed predominantly with low-density, single-family subdivisions. However, apartment communities have developed near a few major intersections. Due to the extensive array of retail, services, and public amenities in close proximity, continued interest in this sector of Leon County is projected.

According to population projections based on 2011 data from the U.S. Census Bureau, areas within a 3-mile radius of the Town Center are expected to grow by 2.87 percent over the next 5 years. This is the same growth rate projected for Leon County, although projections are higher (3.65 percent) inside the City limits. Table 3.1 illustrates growth projections for Huntington over the next 5 years.

Table 3.1. Population Growth Projections for Huntington

	2011	2016
Population	37,717	38,886
Households	15,810	16,316
Families	8,805	8,984

Source: U.S. Census Bureau

Additionally, this growth reflects the composition of the larger Leon County community. Whereas the population figures for Leon County are often skewed by the large proportion of university aged residents, Huntington provides a clear picture of the local population. Regardless of the distance – 1 or 3 mile radii from the Plaza – the percentage of household types is relatively the same. Households with 2 or more people comprise approximately 75 percent of all households, with single occupant households making up the balance.

## Housing and Neighborhoods

Huntington neighborhoods are stable with high rates of homeownership and low vacancies, which suggest they are highly desirable. According to recent data, the area has a higher percentage of homeownership (65%) than the whole of Leon County (55%). Similarly, vacancy rates across the County are 10.6 percent, but Huntington has a rate of less than 7 percent. This positive data reflects the long established residential areas of Settlers Springs, Huntington Plantation and numerous subdivisions along the shores of Lake Jackson.

## Education

Often the presence of certain retail establishments, personal services, employment centers, or park amenities are common explanations for housing desirability and demand. More often, however, the quality of local schools is the most important variable. There are no high schools or middle schools within the area, but elementary schools received high ratings (A and B) during the most recent State and National testing assessments.

## Commuting Habits

Huntington is served by two StarMetro bus routes, which travel along Mission Road and North Monroe Street before arriving at the Town Center. There, patrons can utilize bus transfers or a large parking area – a de facto park-and-ride – for travel to various southern points in the community. The vast majority of area residents use personal cars for travel, while only .7 percent utilizes public transit. While this seems minimal, it is comparable to bus ridership in the greater Leon County community. A slightly higher percentage (1.5%) is found within 1 mile of the Huntington Town Center. This can be attributed to higher density housing stock in close proximity to the transfer site and North Monroe Street. Despite the modest numbers, Huntington residents participating in the public involvement phase of this “Sense of Place” Initiative requested improved transit facilities at the shopping plaza and along the bus routes. Table 3.2 shows commuter practices in the area.

Table 3.2. Commuter practices near Lake Jackson Town Center at Huntington

Travel Mode	Within 1 mile	Within 3 miles
Drove alone	2,358 (84.5%)	17,580 (86.7%)
Carpooled	258 (9.3%)	1,859 (9.2%)
Public transportation	42 (1.5%)	148 (0.7%)
Bicycle	0 (0%)	39 (0.2%)
Walk	0 (0%)	95 (0.5%)



StarMetro Bus





**10** Lake Jackson Town Center at Huntington  
“Sense of Place” Initiative



## EXISTING CONDITIONS

*Leon County's expansion of the existing branch library is expected to reinvigorate the Huntington Town Center.*

### An Evolving Suburban Center

The convergence of North Monroe Street, Fred George and Crowder Roads is the recognizable center of the loosely defined Huntington area. Walking at a normal pace, most adults can cover a mile in about 5 minutes. Within a half-mile of the major intersection, Huntington area residents have access to numerous retail establishments, personal services, places of employment, and religious institutions. Community services like the public library and State Park are also nearby.

Leon County's expansion of the existing branch library is expected to reinvigorate the Huntington Town Center. With continued private investment and public support, the current development pattern – which is largely indistinct from other suburban shopping centers nationwide – can transform the area into a unique 'sense of place'. Existing assets on which to establish a potential transformation of the district include the Huntington Boulder, which is considered a community landmark near the Fred George Road median at North Monroe Street. As one local resident described it, the County must "take care of our rock lovingly." Such a statement makes it clear that local residents know their community and take ownership of it.

### A Green Corridor

In addition to the built environment, a place can be defined by what is preserved. Many area citizens commented on their use of existing parks and the need to improve them or establish new ones. From the Lake Jackson Mounds Archeological State Park in the east to the recently acquired County park land near Capital Circle Northwest and City park land near Mission Road, Fred George Road is a green corridor where local residents have easy access to public parks at every turn. In fact, there is a park approximately every half-mile along the corridor.

### Parks + Open space

On the eastern edge of the district, the Lake Jackson Eco-passage was completed in the summer of 2010. This environmentally sensitive wildlife project runs parallel to North Monroe Street (US Highway 27), directing wildlife to several culverts under the busy thoroughfare. The diversion walls pass one of the four boat ramp facilities in Huntington that are maintained by the Leon County Division of Parks and Recreation. Others

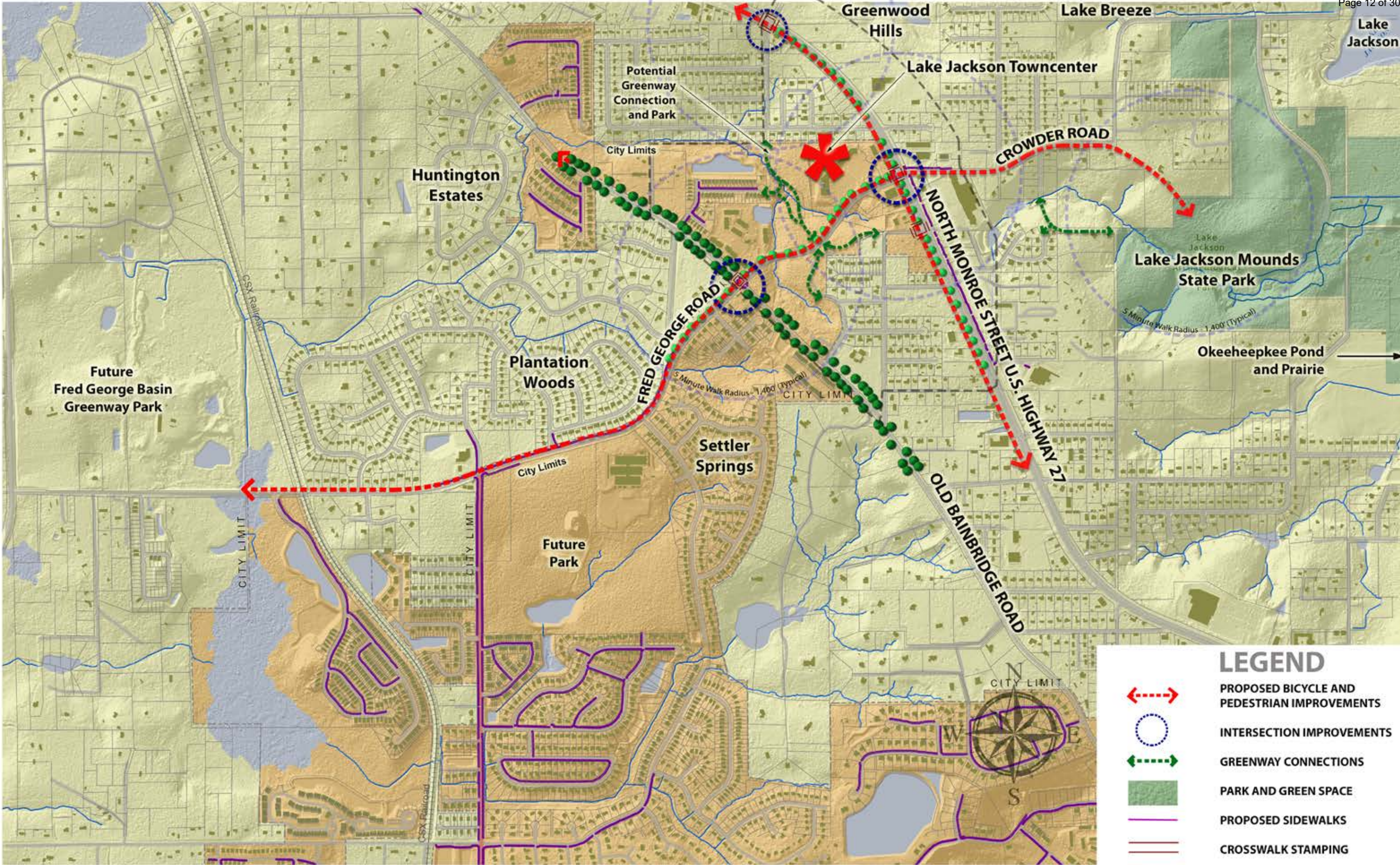
are found at Faulk Drive, Crowder Road, and Fuller Road. The passive Jackson View Park is located just east of the intersection of North Monroe Street and Clara Kee Boulevard. Adjacent to the Fuller Road boat ramp, the recently constructed Okeeheepkee stormwater facility offers yet another recreational opportunity for area residents. Planned trails could connect to the Lake Jackson Mounds Archeological State Park. There are two large publicly owned tracts of land on the district's western edge – the County's Fred George Greenway that will be predominantly a passive park and the City's Northwest Park at the corner of Fred George and Mission Roads. The County lands are scheduled for development in the near future, and the City park is a top priority for the Department of Parks, Recreation, and Neighborhood Affairs when funding becomes available.

### Trails + Greenways

Greenway linkages are proposed between the parks and boat ramps that dot the shoreline of Lake Jackson. Both the Tallahassee-Leon County Bicycle and Pedestrian Master Plan (2004) and the Greenways Master Plan (2004) recognize the benefits of a circumferential trail. However, the challenge of property acquisition may preclude that proposal. Instead, the Greenways Master Plan proposes a route of multi-use trails through public lands and quiet residential streets to make connections between the green spaces. These routes could connect the Okeeheepkee Pond to the state park and northward to Jackson View Park. In fact, the State of Florida acknowledged the need for the southern linkage in their Lake Jackson Mounds Archeological State Park management plan. In that plan, the Leon County-owned parcel to the south, known as Okeeheepkee Prairie, would be used to protect the lake-front marsh resources, construct a naturalistic stormwater treatment marsh and provide recreational opportunities through the development of a public park. Park plans include a walking trail around the storm water pond, a boardwalk to the lake and a picnic area. Because of the County parcel's proximity to the State Park, there is potential to link these parks with a trail.

Other publicly owned parcels along the Fred George Road corridor have potential to be converted to small pocket parks in conjunction with StarMetro transit stops. Other parcels are privately owned but may be largely undevelopable due to the abundance of on-site wetland features, thereby creating ideal locations for publicly accessible greenway connections from major destinations to surrounding neighborhoods.





Lake Jackson Town Center at Huntington  
"Sense of Place" Initiative



# CREATING A COHESIVE DISTRICT

Today, the residential and commercial areas surrounding the Huntington Town Center lack a clear identity. There is a collection of residential areas along the Lake Jackson shoreline. To the west, a large swath of the area is covered with more residential subdivisions. In the center, there is a collection of shopping centers and a few community uses. This loose definition of ‘place’ and lack of a cohesive identity across the district underpins the simple and straightforward goals for the Huntington “Sense of Place” Initiative. As public and private investment continues and progress is made toward these goals, Huntington should develop a stronger identity recognizable to local residents and throughout Leon County.

## The Center

**GOAL 1:** Create a Center

**GOAL 2:** Activate the Center

**GOAL 3:** Define the Place

## Connections

**GOAL 4:** Connect Places

**GOAL 5:** Improve Safety for All Modes

## The Ring

**GOAL 6:** Green the Place

**GOAL 7:** Build a Community Voice



# The Town Center



*Before*



*After*

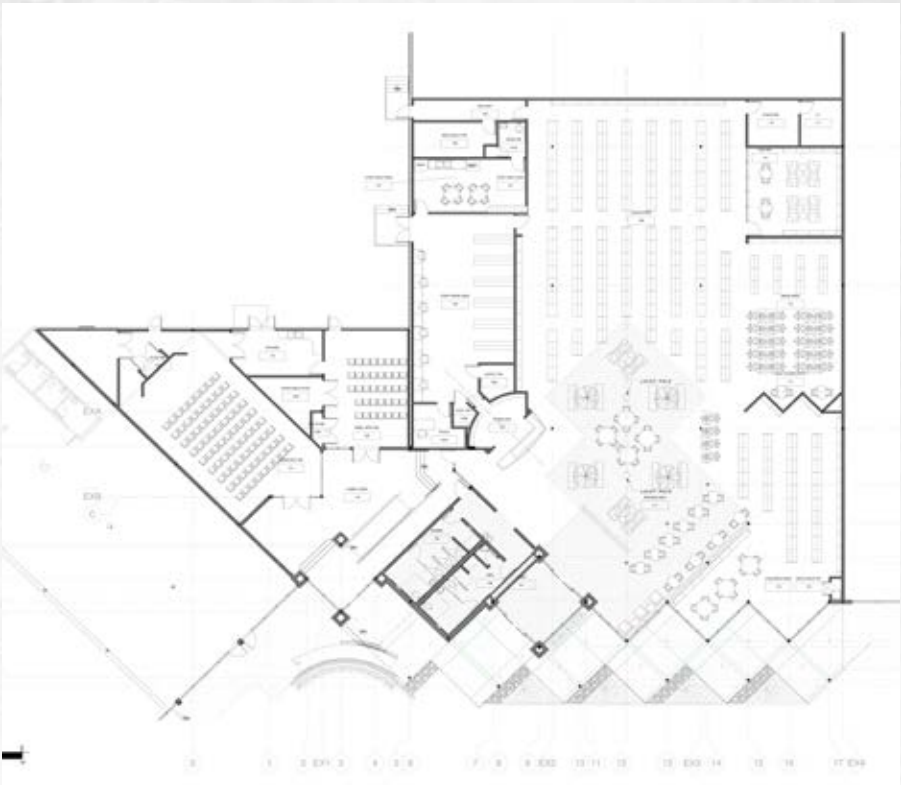




Please see page 24 for an explanation of partner acronyms.

The Center

In urban settings, creating a sense of place often includes the design and construction of new public gathering spaces like a park, downtown square, or performance venue. Huntington has a different context. The existing Town Center presents an opportunity to define a unique identity. The public investment provides life in the form of an enlarged library and new community center. Beyond this, local residents need a reason to visit the newly renovated shopping center. This may take the form of weekly gatherings, monthly events or full tenancy by establishments that attract people. A place only establishes identity and becomes the recognizable community hub when citizens gather, participate, and take ownership of their public spaces. To that end, citizens’ comments have encouraged redevelopment of the Huntington Town Center to include outdoor reading areas for library parishioners and a walking trail around the site perimeter. Lastly, many residents felt the larger district around the Town Center could be better defined. Whether exiting Interstate 10 and traveling north or commuting into Tallahassee, as one travels on North Monroe Street, it should be clear and obvious that this is a distinct area. Fred George Road is a nicely landscaped thoroughfare that offers a model for this section of North Monroe Street.



GOAL 1: CREATE A CENTER

1.1 Renovate the Huntington Town Center			
Project Idea	Implementation Partners	Estimated Expense	Status
1.1.1 Improve façade, landscaping, and pedestrian connections in the plaza.	FM	High	Complete
1.1.2 Provide outdoor reading room for library patrons.	FM	Medium	Under Construction
1.1.3 Create a “Parcourse” around the center and connect to adjacent westward parcel.	FM	Medium	Under Construction

GOAL 2: ACTIVATE THE CENTER

2.1 Programming possibilities for the Plaza			
Project Idea	Implementation Partners	Estimated Expense	Status
2.1.1 Establish a farmers market in plaza parking lot, possibly with temporary tents.	FM, TFN, EXT	Low	Mid-term
2.1.2 Explore outdoor music performances for area residents.	FM, BA, NA	Low	Mid-term
2.1.3 Create outdoor sidewalk cafes.	BA	Low	Mid-term
2.2 Branch Library			
Project Idea	Implementation Partners	Estimated Expense	Status
2.2.1 Explore extended library hours. (To be determined by the Board of County Commissioners)	LIB	Medium	Long-term
2.2.2 Provide wireless access and/or computer lab.	FM	Medium	Complete
2.2.3 Provide drop-off for access to book drop.	FM	Medium	Under Construction





2.3 Community Center programming			
Project Idea	Implementation Partners	Estimated Expense	Status
2.3.1 Explore partnership with YMCA to provide County wide programming such as, <ul style="list-style-type: none"><li>• Programs to meet needs of seniors, satellite Sr. Center</li><li>• Before and after school programs</li><li>• Arts + Crafts, painting</li><li>• Tutoring business needed</li><li>• Small theatre (Shakespeare in the Park[ing Lot])</li><li>• Dog training, through partnership with Division of Animal Control</li><li>• Greater socialization, develop more opportunities for exercise</li><li>• Educational evening classes</li><li>• Library programs (Baby-time, Story-time and book clubs) (Complete)</li></ul>	LIB, FM, TSC, YMCA, PRNA, P+R, area schools + universities	Medium	Under Consideration

GOAL 3: DEFINE THE PLACE

3.1 Huntington boulder			
Project Idea	Implementation Partners	Estimated Expense	Status
3.1.1 Raise the stature of the boulder as a true district landmark. <ul style="list-style-type: none"><li>• Create a landscape plan that accentuates the boulder</li><li>• Explore combining boulder with a water feature</li><li>• Prevent vandalism.</li></ul>	City + County PW, PLNG	Medium	Long-term
3.2 Landscape			
Project Idea	Implementation Partners	Estimated Expense	Status
3.2.1 Develop a streetscape plan for North Monroe Street that creates visual definition while preserving sight-lines; <ul style="list-style-type: none"><li>• Formal streetscape (medians, sidewalks, street trees, lighting) between Cynthia Street and US Post Office.</li><li>• Planted medians north and south of the more formal streetscape for a few blocks.</li></ul>	FDOT, CRTPA, BCC, PW, PLNG,	High	Long-term
3.2.2 Improve Fred George Road median landscaping & provide better maintenance.	City + County PW, PLNG	Medium	Mid- to Long-term
3.3 Street lighting			
Project Idea	Implementation Partners	Estimated Expense	Status
3.3.1 Create a district lighting plan in coordination with electric utility providers and FDOT. <ul style="list-style-type: none"><li>• Increase street lighting to improve safety</li><li>• Provide better maintenance to remove dark areas</li><li>• Provide fixtures that are unique to the district, likely confine to the major axis: N. Monroe Street and Fred George/ Crowder Roads.</li><li>• Consider undergrounding utilities on major roads where financially feasible.</li></ul>	City + County PW, UTIL, PLNG, FDOT	High	Long-term



Example of typical street lighting.





Many local residents utilize non-automotive forms of transportation.



Newly constructed sidewalk on Fred George Road.

Connections

A recognized communal center, node or activity center, can only thrive if it is safe and convenient for travelers. Because of its suburban context that prioritizes automobile access, the Huntington shopping plaza is safe and convenient to motorists. Of course, significant portions of the population, including children and senior citizens, are unable or prefer not to drive. During the public workshop, numerous local residents commented that they would walk or ride a bicycle in the area if it were safe. From the well-worn trails that run along Fred George Road to the StarMetro patrons sitting on curbs, it has been demonstrated that many local residents utilize non-automotive forms of transportation. Basic non-automotive connections are needed on the surrounding roadways, including Old Bainbridge, which is a designated canopy road. Sidewalks should connect all the major destinations with the surrounding neighborhoods. In some locations, public rights-of-way are available but streets were never constructed. Therefore, the rights-of-ways are well placed for future multi-use trails or greenways. A well interconnected district should also be linked to points beyond, such as downtown Tallahassee or other neighborhoods. Two StarMetro routes run through the district. One route (Big Bend) travels North Monroe Street and the other (Forest) travels Mission and Fred George Roads, with a transfer point at the Huntington Town Center that attracts potential patrons. Along with better connected sidewalks, transit boarding and lighting upgrades are needed at all stops along the routes.



Potential greenway or bicycle connections can create active options to access the Town Center.

GOAL 4: CONNECT PLACES

4.1 Pedestrian facilities			
Project Idea	Implementation Partners	Estimated Expense	Status
4.1.1 Construct sidewalks on major thoroughfares, as follows. <ul style="list-style-type: none"><li>Fred George Road. (Complete from Monroe St. to Springwood Elementary School)</li><li>N. Monroe Street.</li><li>Old Bainbridge Road.</li></ul>	City + County PW, PLNG, CRTPA, FDOT	High	Long-term, partially complete
4.1.2 Develop trail network between residential areas, commercial corridors, and schools.	PW, P+R, PRNA, PLNG, LCS	High	Long-term
4.2 Bicycle facilities			
Project Idea	Implementation Partners	Estimated Expense	Status
4.2.1 Explore bike paths throughout area, either off-road or bike lanes.	City + County PW	High	Long-term
4.3 Transit			
Project Idea	Implementation Partners	Estimated Expense	Status
4.3.1 Improve StarMetro facilities to include safe, well lit shelter.	SM	High	Under Construction
4.3.2 Relocate bus transfer location closer to library/ community center frontage.	FM, SM	Medium	Under Construction
4.3.3 Explore potential permanent Park + Ride program at the Huntington Town Center	FM, SM, BA	Medium	Long-term



GOAL 5: IMPROVE SAFETY FOR ALL MODES

5.1 Roadway Intersections			
Project Idea	Implementation Partners	Estimated Expense	Status
5.1.1 Create safe pedestrian crossings on N. Monroe Street at all intersections.	City + County PW, FDOT	Medium	Mid- to Long-term
5.1.2 Provide pedestrian refuge islands in the medians at major intersections.	City + County PW, FDOT	High	Long-term
5.1.3 Increase pedestrian crossing times on N. Monroe Street.	City + County PW, FDOT	Low	Short-term
5.1.4 Crosswalk upgrades (e.g., continental striping, brick pavers, etc.) across N. Monroe Street.	City + County PW, FDOT	Medium to High	Mid- to Long-term
5.2 Traffic safety			
Project Idea	Implementation Partners	Estimated Expense	Status
5.2.1 Review sight lines on Fred George Road and remove vegetative obstructions, such as shrubbery or rocks.	City PW	Low	Mid-term
5.2.2 Research means to tame traffic on N. Monroe Street, which is a district divider. Implement final recommendations as part of streetscape enhancement (Action 3.2.1)	PW, PLNG, FDOT	Low	Mid-term



Example of potential pedestrian crossing upgrade at North Monroe Street and Fred George Road.





*Vacant property immediately west of the County-owned Huntington town center.*



*Example of typical park with baseball fields.*

The Ring

As noted earlier, the well regarded elementary schools, a beautiful resource in Lake Jackson, and numerous commercial offerings in close proximity make the neighborhoods surrounding the Huntington Town Center highly desirable. But, active recreational facilities, such as athletic fields and courts are missing. Local residents recognize this deficiency, and local officials have prioritized the north-west quadrant with the future development of two large parks. In addition, there are other recreational opportunities that need attention. For example, comments from local residents noted that area boat ramps should be redesigned to include benches for enjoying the sunset. Others felt the history of the Lake Jackson Mounds were not well publicized, nor were they well signed for those driving by. Such historical sites should be better incorporated into the local community. Next, the creation of new public green space has several benefits, and one of those can be as a transportation corridor. Citizens saw this duality immediately when discussing the large wetland and floodplain systems west of the shopping plaza. Though already protected by a conservation easement, extending a multi-use trail through the forest to connect the surrounding neighborhoods would broaden that benefit by providing public recreational opportunities and shortening bicycle and pedestrian travel times to the library. The abundance of recreational amenities is a valuable asset for the long-term stability of area neighborhoods. Lastly, these stable neighborhoods and local businesses need a unified voice. Throughout the community, small business groups have been organizing. Huntington should be no different. Just as neighborhood associations form to advocate for specific issues, so too should area businesses have an organized voice.

GOAL 6: GREEN THE PLACE

6.1 Parkland			
Project Idea	Implementation Partners	Estimated Expense	Status
6.1.1 Explore Re-purposing vacant public lands as pocket parks and pedestrian connections.	PW, P+R, PLNG	High	Long-term
6.1.2 Provide connectivity to (Fred George Greenway) with full size baseball field and axillary facilities.	P+R, PRNA	High	In design
6.2 Greenways and Trails			
Project Idea	Implementation Partners	Estimated Expense	Status
6.2.1 Explore development of a greenway through vacant property immediately west of the county-owned Huntington Town Center that will create a connection between the library and neighborhoods to the north.	FM, P+R, PLNG	High	Long-term
6.2.2 Explore the continuance of greenway connections across Fred George Road to Swatts Road, running parallel to N. Monroe Street.	P+R, PLNG	High	Long-term
6.2.3 Explore coordination with Florida State Parks system to establish pedestrian connections to the Lake Jackson Mounds State Park and a north-south greenway through the property.	P+R, PLNG	Medium	Mid-term



6.3 Lake Jackson amenities			
Project Idea	Implementation Partners	Estimated Expense	Status
6.3.1 Improve awareness of and signage for Lake Jackson Mounds Archeological State Park, possibly incorporate into official community wayfinding system.	PW, PLNG, FL State Parks, VT	Medium	Mid-term
6.3.2 Connect public properties – parks and boat ramps – with a shoreline trail around Lake Jackson.	PW, PLNG, Blueprint2000	High	Long-term
6.3.3 Improve Jackson View Park by considering permanent bathrooms.	PW, P+R	High	Long-term
6.3.4 Provide park facilities – picnic table & grill, gazebo, landscaping, etc. – at boat landings at Lake Jackson for those without a boat.	PW, P+R	High	Under Consideration

GOAL 7: BUILD A COMMUNITY VOICE

7.1 Local Businesses			
Project Idea	Implementation Partners	Estimated Expense	Status
7.1.1 Establish a business association to provide voice for district businesses.	BA, COC, LOT, ED+BP	Low	Mid-term
7.1.2 Improve appearances of area business properties.	BA	Medium	Continuous
7.1.3 Utilize empty buildings to provide businesses desired by public: <ul style="list-style-type: none"><li>• New family-oriented restaurants.</li><li>• Outdoor seating at restaurants.</li><li>• Better retail.</li><li>• Compatible uses for neighborhoods, such as child care.</li><li>• Family-oriented businesses.</li></ul>	BA, FM	Varied, depends on the structure and site.	Continuous
7.1.4 Develop a marketable name identity for the district (e.g., Lake Jackson Town Center at Huntington)	BA	Low	Long-term
7.2 Neighborhoods			
Project Idea	Implementation Partners	Estimated Expense	Status
7.2.1 Organize neighborhood associations; Need some assistance and education.	NA, CONA	Low	Continuous
7.2.2 Improve neighborhood services to address concerns with rental and student/ transient residents.	NA, CONA	Low	Mid-term
ADDITIONAL ITEMS			
Project Idea	Implementation Partners	Estimated Expense	Status
A.1 Explore Code revisions to mandate roll out containers for all residential properties.	ECD, County + City Solid Waste	Low	Long-term
A.2 Neighborhood associations participate in Adopt-a-Road programs on area roads.	NA, KTLCB	Low	Mid-term
A.3 County should establish a regional recycling station in prominent location.	County Solid Waste	Low	Short-term
A.4 Increase Code enforcement of illegal snipe signs in public right of way.	ECD	Low	Short-term



Example of pedestrian wayfinding signage that can also help brand the area.

Legend

Status		
Short-term:	< 1 year	
Mid-term:	1-3 years	
Long-term:	> 3 years	
Estimated Expense		
Low:	< \$10,000	
Medium:	> \$10,000	< \$100,000
High:	> \$100,000	







## **NEXT STEPS**

The Huntington “Sense of Place” Initiative includes goals and tasks that can be best achieved by local government and other tasks that private citizens can handle. Coordination and cooperation between public and private entities is essential to successful implementation of the “Sense of Place” Initiative. Success will be achieved only through continued effort by all the involved parties.

### **Future Updates**

Due to the scope and scale of some tasks, long term implementation through the annual budget process is necessary. - However, other minor actions can be achieved in a shorter timeframe. The Tallahassee-Leon County Planning Department will chart progress on these goals and make annual reports to the Board of County Commissioners.

During the public workshop, one citizen said he felt the northwest was the, “forgotten side of town.” Through implementation of the Huntington “Sense of Place” Initiative, the Board of County Commissioners intends to change that sentiment and, in so doing, create a recognizable district that is well known throughout the community.

## SOURCES

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U.S. Census Bureau, Census 2010 Summary File 1, [www.census.gov](http://www.census.gov). (Retrieved June 6, 2012).

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APPENDIX A

Frequently Used Acronyms

BA	Future Business Association
BCC	Leon County Board of County Commissioners
COC	Greater Tallahassee Chamber of Commerce
CRTPA	Capital Region Transportation Planning Agency
ECD	City Economic and Community Development Department (includes Code Enforcement Division)
ED+BP	Leon County Office of Economic Development and Business Partnerships
EXT	Leon County Cooperative Extension Service
FDOT	Florida Department of Transportation
FM	Leon County Facilities Management
KTLB	Keep Tallahassee-Leon County Beautiful
LCS	Leon County Schools
LIB	Leon County Library Service
LOT	Locally Owned Tallahassee
NA	Neighborhood Associations
PLNG	Tallahassee-Leon County Planning Department
P+R	Leon County Division of Parks and Recreation
PRNA	City Parks, Recreation, and Neighborhood Affairs Department
PW	Leon County Public Works Department
SM	StarMetro
TFN	Tallahassee Food Network
TSC	Tallahassee Senior Center
UTIL	City various utilities: Electric, Gas, Solid Waste, Stormwater, etc.
VT	Visit Tallahassee/Tourist Development Council

APPENDIX B

SWOT ANALYSIS

Strengths

- Easy access to other points, Close to shopping (grocer + drugstore) and other services (Fire Dept., church, schools), Close to work, stores, downtown (5)
- Unique neighborhood characteristics, Quiet neighborhoods, Good neighbors (3)
- Library is in good location, active, covers different interests, and has a dedicated staff (3)
- Lake Jackson (2)
- Not congested like the NE (2)
- YMCA
- Boulder landmark
- Parks
- Trees! Wooded areas
- Mixture of housing
- Mixture of ages
- Limited access

Weaknesses

*Pedestrians*

- Lack of sidewalks, especially in front of the Plaza (4)
- Condition of the sidewalks
- Poor connections between businesses
- Not enough pedestrian time to cross Monroe St.
- Lack of lighted crosswalks, low ped safety
- Poor lighting in certain areas

*Identity*

- Lack of identity, need signage

*Landscaping*

- Overgrown foliage needs better maintenance (2)
- Not enough landscaping
- Not enough green on the map (parks)
- Lack median landscaping on Monroe

*Traffic safety*

- Sight line issues on Fred George Rd (large oaks, rocks, @ Walgreens drive, etc.) (2)
- Negative bank curves on Fred George Rd.
- Concern about traffic safety on Monroe and Fred George.
- Fred George Road is dangerous

*Security/ Law enforcement*

- Home break-ins
- Emergency call boxes needed



- Wooded/ ravine areas are homeless encampments (2)
- Trash on roadways
- Local businesses
- Not enough restaurants
- Empty buildings that could be utilized
- Messy business properties
- Enough fast food in area

*Transit*

- Transit vehicles park too far from Library and Comm. Center
- Bus waiting area is not pleasant, lack shelters

*Plaza-specific*

- Flooding in Plaza parking lot
- Few ADA parking spaces in Plaza
- Need covered drop-off for library patrons and book drop off (II)
- Library has limited hours
- Plaza's SWMF not a good use of space
- Lack of community programs, especially senior oriented

*Lake Jackson*

- Limited access without a boat
- Parks disappeared at boat ramps, replaced with parking lot for trailers
- Lacks visibility from US 27, trees block views

**Opportunities**

*Pedestrians/ Bicycles*

- Walking trails/ Bike paths between neighborhoods & to the schools (3)
- More sidewalks (3)
- Fred George Rd sidewalks,
- Sidewalks north on US 27 to surrounding neighborhoods
- Pedestrian refuges at major intersections to improve pedestrian safety.
- Improve/ create safer pedestrian crossings on N. Monroe
- Crosswalk upgrades (Brick) across US 27
- Improve street lighting (2)
- Landscaping/ Streetscape
- Neighborhood lighting plan – distinct light fixture, address dark areas
- The Rock
- Landscape/ Improve area around boulder, treat it as a landmark, “Take care of our rock lovingly”
- Move the Rock into the Plaza, but keep it prominent/ focal point
- Create better gateway, move rock to shopping center
- Beautification (plaza or larger area?)
- Install planted medians on N. Monroe, Landscape the US 27 medians, Create gateway from I-10 to the area, Streetscape improvements for N. Monroe, including nice street lights (5)

- Median improvements/ increased planting/ better maintenance on Fred George Rd.
- Increase landscaping in area

*Local businesses*

- New family-oriented or sit-down restaurants (like Cracker Barrel, Red Elephant, etc.) (2)
- Outdoor seating at restaurants
- Better retail is welcome
- Compatible uses for neighborhoods, such as child care and restaurants
- Tax collector needs a local presence
- Family-oriented businesses of all types in the Plaza

*Transit*

- Improved StarMetro waiting area with shelters, safe, and well lit (3)
- Expand Park + Ride program

*Plaza-specific*

- Weekly Farmers Market in plaza parking lot, possibly with a pavilion (2)
- Outdoor reading room (II)
- Walking/ exercise course around center
  - “Parcourse” around the center and adjacent lot to the west.
  - Create walking paths around SWMF and through adjacent westward parcel
- Community gardens
- Christmas decorations in plaza and on Fred George Rd.
- Upgrade wood retaining wall in Plaza to improve looks

*Library*

- Provide reading area in front of the library, hopefully with a small café
- Wireless in library, comfortable seating area
- Need longer library hours

*Community Center*

- Once decided, publicize the Community Center programming
- YMCA/ Community center partnership for programming (2), such as...
  - Tutoring business needed
  - Possibility to develop a teen center (2)
  - Develop a small theatre
  - Community center that will meet needs of seniors
  - Before and after school programs at Comm. center
  - Community center programming: Dog training, Arts + Crafts, Senior activities, like a satellite Sr. Center
  - Neighborhood recreation center
  - Greater socialization, develop more opportunities for exercise



Open Space/ Parks

- Develop parks for the area
- Create a small Lake Ella with amenities, trails, fish, observation decks, etc.
- Improve signage for Lake Jackson Mounds state park
- Create active park in the area, within walking distance
- Create lake side trails around Lake Jackson
- Improve Jackson View Park with permanent bathrooms and basic walking trail
- Security/ Law enforcement
- Police/sheriff sub-station needed in area
- Trash
- Adopt-a-Road programs on area roads
- Recycling station made more prominent
- Other
- Networking with other communities
- Middle school in the area

Threats

- Possible internet cafes, other LULUs
- Current land use change (Comp Plan amendment)
- Fast traffic on Monroe St. acts as divider of area – as more walk to library/ comm. center, it will be an issue.
- Sight lines on Fred George Rd. (shrubs & trees, placement of rocks for left turning vehicles into the Plaza, exit from Walgreens onto Fred George) (3)
- Width of Old Bainbridge Rd. for sidewalks – is it adequate?
- Homeless/ transient population in open space areas – safety concerns
- Safety for seniors on foot
- Poor lighting, streets lights need better maintenance (2)
- Safety/ security on multiple levels
- Snipe signs are illegal in ROW and detract from area aesthetics
- Vandalism of the Rock

APPENDIX C

ORGANIZED COMMENTS: PUBLIC WORKSHOP GENERAL COMMENTS AND SWOT ANALYSIS

*[Numbers in parenthesis indicate multiple related comments]*

Connectivity

- Sidewalks needed (4)
  - Fred George Road (4)
  - Connecting sidewalks/ trails between neighborhoods, community center, schools (3)
  - N. Monroe Street, north on US 27 to surrounding neighborhoods (2)
  - Old Bainbridge Road, is width adequate for sidewalks?
  - Improve condition of existing sidewalks
- Bicycle facilities
  - Bike paths needed, either off-road or bike lanes (3)
- Transit is an asset
  - Improved StarMetro waiting area with shelters, safe, and well lit (5)
  - Expand Park + Ride program (2)
  - Relocate bus transfer location closer to library/ community center frontage
  - Covered waiting area needed
  - Need better access to transit
- Intersection upgrades
  - Improve/ create safer pedestrian crossings on N. Monroe (3)
  - Pedestrian refuges at major intersections to improve pedestrian safety.
  - Increase pedestrian crossing times on N. Monroe St.
  - Crosswalk upgrades (e.g., brick) across US 27
- Traffic safety
  - Sight lines on Fred George Rd. (shrubs & trees, placement of rocks for left turning vehicles into the Plaza, exit from Walgreens onto Fred George) (5)
  - Heavy, fast traffic on Monroe St. acts as divider of area – as more walk to library/ comm. center, it will be an issue. (2)
  - Address safety for seniors on foot

Streetscape + Landscaping

- Landscaping
  - Planted medians on N. Monroe, Landscape the US 27 medians, Create gateway from I-10 to the area, Streetscape improvements for N. Monroe, including nice street lights (7)
  - Gateway treatment for N. Monroe, south of Lake Jackson. (2)
  - Median improvements/ increased planting/ better maintenance on Fred George Rd.
  - Increase landscaping in area



- Street lighting
  - Improve street lighting, better maintenance (5)
  - Nicer fixtures
  - Increase number for walker safety
    - Neighborhood lighting plan – distinct light fixture, address dark areas
- Huntington boulder
  - Move the Rock into the Plaza, but keep it prominent/ focal point (3)
  - Landmark, do not move (3)
    - Landscape/ Improve area around boulder
    - Treat it as a landmark, “Take care of our rock lovingly”

#### **Parks and Open Space**

- General
  - Develop parks for the area
  - Create active park in the area, within walking distance
- Passive/ Walking loop
  - Continue connections across the street from the Shopping Plaza (2)
  - Create a small Lake Ella with amenities, trails, fish, observation decks, etc.
  - Vacant property immediately adjacent and west of the Shopping Plaza
    - Create fitness trail around the on-site SWMF that is safe and attractive
- Lake Jackson
  - Improve signage for Lake Jackson Mounds state park
  - Create lake side trails around Lake Jackson
  - Improve Jackson View Park with permanent bathrooms and basic walking trail
  - Improve access to the lake for those without a boat
  - Recreate parks at boat landings – parks disappeared at boat ramps, replaced with parking lot for trailers
  - Improve landscaping for US27 adjacent to Lk. Jackson that improves visibility of lake

#### **Business development**

- Business Assistance
  - Business association needed
  - Empty buildings that could be utilized
  - Messy business properties
- Businesses desired for area
  - New family-oriented or sit-down restaurants (like Cracker Barrel, Red Elephant, etc.) (3)
  - Not enough restaurants, but enough fast food in area
  - Outdoor seating at restaurants
  - Better retail is welcome
  - Compatible uses for neighborhoods, such as child care and restaurants
  - Tax collector needs a local presence
  - Family-oriented businesses of all types in the Plaza

#### **Community Center or Library programming**

- Library
  - Library is in good location, active, covers different interests, and has a dedicated staff (3)
  - Need longer library hours (2)
  - Wireless access and/or computer lab needed (2)
  - Need covered drop-off for library patrons and book drop off (2)
  - Provide reading area in front of the library, hopefully with a small café
  - Comfortable seating area
- Community Center
  - Once decided, publicize the Comm. Center programming
  - Senior programs are available as soon as the infrastructure is ready
  - YMCA/ Community center partnership for programming (3), such as...
    - Programs to meet needs of seniors, satellite Sr. Center (3)
    - Develop a teen center (2)
    - Before and after school programs (2)
    - Arts + Crafts, painting (2)
    - Neighborhood recreation center (2)
    - YMCA needs a pool
    - Tutoring business needed
    - Small theatre
    - Dog training
    - Greater socialization, develop more opportunities for exercise
    - Educational evening classes

#### **Shopping Plaza**

- Built concepts
  - Outdoor reading room (2)
  - Reading room and sidewalk cafes preferred.
  - Repurpose the SWMF for the shopping center
  - Walking/ exercise course around center
    - “Parcourse” around the center and adjacent lot to the west.
    - Create walking paths around SWMF and through adjacent westward parcel
  - Upgrade wood retaining wall in Plaza to improve looks
  - Flooding in Plaza parking lot
  - Few ADA parking spaces in Plaza
- Programming possibilities
  - Community garden (3)
  - Farmers market in plaza parking lot, possibly with a pavilion (3)
  - Put the center back on the tax rolls
  - Outdoor music opportunities



**Other**

- Christmas decorations in plaza and on Fred George Rd.

**Neighborhood assistance**

- How can we organize a neighborhood association? Need some assistance and education
- Improved neighborhood services, rental/ transient residents are a problem

**Security/ Law enforcement**

- Homeless/ transient population in open space areas – safety concerns (3)
- Police/sheriff sub-station needed in area

**Nuisance Issues**

- Mandatory trash containers for in-town lots, just like the City requires
- Trash
  - Adopt-a-Road programs on area roads (2)
  - Recycling station made more prominent
- Snipe signs are illegal in ROW and detract from area aesthetics
- Vandalism of the Rock

**Other**

- Feel the NW is the “forgotten side of town.”
- Need to network with other communities
- Middle school would be amenity for NW area



**Lake Jackson Town Center at Huntington**  
**“Sense of Place” Initiative**





## Board of County Commissioners

Leon County, Florida

### Policy No. 12 - 2

Title: Community Garden Policy

Date Adopted: January 29, 2013

Effective Date: January 29, 2013

Reference: Code of Laws of Leon County, Chapter 10, Article VI, Division 8, Section 10-6.816, Community Gardens.  
Code of Laws of Leon County, Chapter 10, Article I, Section 10-1.101, Definitions.

Policy Superseded: Policy No. 12-2, Community Garden Policy, adopted June 12, 2012

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that a revised policy entitled "Community Garden Policy" be hereby adopted, to wit:

**A. Purpose**

It has been demonstrated that Community Gardens improve nutrition, physical activity, community engagement, safety, and economic vitality for a neighborhood and its residents, as well as provide sustainability benefits to the community at large. For supporting new and existing Community Gardens on County property and within the community, the County shall provide support as described herein.

**B. Definitions**

1. **Community Garden:** Any portion of a lot or parcel managed and maintained by a group of people to grow and harvest food crops and/or non-food ornamental crops for personal or group use, consumption, or donation.
2. **County:** Leon County, Florida, a charter county and political subdivision of the State of Florida.
3. **County Community Garden:** A Community Garden established on a property owned by the County.
4. **Stakeholder Community Garden:** A Community Garden established on a property not owned by the County, and for which the County provides ancillary support. Stakeholder Community Gardens are established for civic purposes including education, response to food security deficits in neighborhoods, revitalization, or neighborhood beautification.

**C. Implementation**

**1. County Community Gardens**

- a. County Community gardens shall operate as an initiative of citizens who organize to create and maintain a Community Garden on a suitable County property.
- b. Individuals and groups seeking to establish a Community Garden on County property shall submit to the County an application that, at a minimum, includes:
  - (1) pledges of commitment from a core group of gardeners for a two-year minimum period.
  - (2) a proposed garden site layout plan.
  - (3) a Special-Use Permit to be executed by each gardener that includes a release and waiver of liability.
- c. Individuals and groups seeking use of County property for Community Gardens shall agree to comply with Section 10-6.816 of the Code of Laws of Leon County, governing the establishment and operation of Community Gardens, and with the County's rules and guidelines implementing this Policy, as well as with any and all other applicable laws, regulations, and policy standards.
- d. The County may support individuals and groups whose applications are approved with material and in-kind support as deemed appropriate to the site. Material and in-kind support may include:
  - (1) soil amendments (coarse and fine mulch), available from Solid Waste;
  - (2) rain barrels and/or compost bins, available from Solid Waste/Recycling; and,
  - (3) assistance from Public Works in installation of fencing or water supply/plumbing.
- e. The gardeners may apply for a grant, contingent upon the availability of funds, to fund enhancement of water supply or to purchase fencing materials, lumber, and other materials for the construction of garden beds, as well as the purchase of topsoil or mushroom compost.
- f. The County reserves the right to revoke permission to individuals or groups to garden on a County-owned property.

**2. Stakeholder Community Gardens**

- a. Stakeholder Community Gardens operate for civic purposes and shall be assisted as deemed appropriate by the County.

- b. Stakeholder groups requesting County support shall submit to the County an application that, at a minimum, includes:
  - 1) description of the organization;
  - 2) description of the garden's purpose;
  - 3) listing of support (in-kind and financial) from other funding sources;
  - 4) statement of need and areas for which County support is being sought; and
  - 5) identification of lead contact persons.
- c. Individuals and groups seeking assistance from the County for Stakeholder Community Gardens shall agree to comply with Section 10-6.816 of the Code of Laws of Leon County, governing the establishment and operation of Community Gardens, and with the County's rules and guidelines implementing this Policy, as well as with any and all other applicable laws, regulations, and policy standards.
- d. The County may support Stakeholder Community Gardens whose applications are approved with support as deemed appropriate to the site. County material and in-kind support may include supplying soil amendments (coarse and fine mulch), rain barrels, and compost bins.
- e. Stakeholder Community Garden groups may apply for a grant, contingent upon the availability of funds, to fund enhancement of water supply or to purchase fencing materials, lumber and other materials for the construction of garden beds, as well as the purchase of topsoil or mushroom compost.

### **3. Application and Guidelines**

- a. The County Administrator, or designee, shall be responsible for developing and maintaining the application process and written guidelines for the establishment of Community Gardens in a manner consistent with the provisions contained in this Community Gardens Policy.



## **Board of County Commissioners Leon County, Florida**

### **Policy No. 16-6**

Title: Livable Infrastructure for Everyone (L.I.F.E.) Program Policy

Date Adopted: May 8, 2018

Effective Date: May 8 2018

Reference: N/A

Policy Superseded: Policy No. 16-6 “Livable Infrastructure for Everyone (L.I.F.E.) Program Policy” adopted June 14, 2016

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 16-6 entitled “Livable Infrastructure for Everyone (L.I.F.E.) Program Policy” adopted by the Board of County Commissioners on June 14, 2016, is hereby amended, and a revised policy is adopted in its place, to wit:

1) Purpose and Intent:

- a) The purpose of this policy is to effectuate the expenditure of two percent (2%) of the proceeds of the extension to the Local Government Infrastructure Surtax that will be dedicated to funding L.I.F.E. Projects, as approved by electorate of Leon County on November 4, 2014, commencing January 1, 2020. Use of 2% of the Local Government Infrastructure Surtax proceeds for L.I.F.E. Projects, which consists of those Projects designed to address core infrastructure needs in Leon County, are required to be authorized by the Board of County Commissioners.
- b) The intent of this policy is to develop eligibility and implementation criteria for L.I.F.E. Projects.

2) Scope:

- A. Eligible L.I.F.E. Project Categories/Types: In order to be eligible for funding consideration, Projects shall be limited to the following categories/types:
  - 1. Waterline extension for potable water or fire protection.
  - 2. Water supply enhancements (tanks and wells) for fire protection.
  - 3. Fire hydrants.
  - 4. Sanitary sewer extensions.
  - 5. Septic tank upgrades to reduce nitrogen loading.



6. Connection to central sewer cost assistance.
7. Connection to central sewer loan program.
8. Culvert repairs/replacements or upgrades.
9. Sense of place amenities outside the Urban Services Area.
10. Small stormwater projects (less than \$250,000).
11. Traffic intersection realignments.
12. Traffic safety and emergency access projects.
13. Stormwater erosion and soil stabilization projects.
14. Cost sharing for the 2/3 Road Improvements Program - private to public road and associated stormwater and utility costs.
15. Recreational amenities.

B. Criteria: The following criteria shall be utilized to evaluate and rank the proposed eligible LIFE Projects: Priority shall be afforded each Project based upon the following precedential order:

1. Geographic Diversity – Projects shall be evaluated to ensure geographic diversity across the County
2. Unincorporated Area – priority shall be given to Projects in the unincorporated area of the County, however Projects in the incorporated area are not excluded from eligibility.
3. Community Leveraging – priority shall be given to Projects that can leverage additional money from grants, or community contributions of right-of-way or money.
4. Project Cost – priority shall be given to Projects for which the estimated cost of construction or match is \$250,000 or less.
5. Non-dedicated Funding Source – priority shall be given to Projects that do not have another dedicated source of funding, such as gas tax or general revenue.

C. Funding:

1. Out-year projections made during the development of the FY 2017 preliminary budget indicate that funding for L.I.F.E. Projects during the first partial year of collection (for FY 2020 collection will commence January 1, 2020) will generate approximately \$789,000 based on 2% of the Local Government Infrastructure Surtax proceeds. The first full year of collection is estimated to generate approximately \$1.1 million. This amount will be adjusted on a yearly basis based on Local Government Infrastructure Surtax revenue projections. As part of the annual budget process, staff will provide a list of potential Projects and funding allowances for Board consideration.
2. To maximize the benefit throughout the County, estimated construction cost for any Project or match shall be limited to \$250,000. However, Projects estimated construction cost or match in excess of \$250,000 are permitted, subject to Board approval during the budget process.



3. For 2/3 Roadway Improvement Program Project Assistance – Funding shall be limited to the range of 20-50%. Funding will be based on the documented economic need of the subject property owners, as follows:
  - a. For the maximum match of 50% - At least 50% of subject property owners meet the low to moderate income category, utilizing the standard CDBG methodology to calculate income.
  - b. The minimum match is 20%.
  - c. A sliding scale between the 20% minimum and 50% maximum shall be calculated based on proration of percent of subject property owners meeting the low- to moderate-income category. For example, if 25% meet this category the match is 25%; if 40% meet the category the match is 40%, etc.
4. All Project costs and matches are subject to availability of funding.

D. Implementation:

1. As part of the annual budget process, staff will provide a list of potential Projects or funding allowances, descriptions and costs, to commence with the preparation of the County's FY 2019 budget.
2. If funding allowances are made, the proceeds will be distributed on a first come first served basis.
3. A list of funding requests shall be maintained by staff to provide the Board information regarding utilization and funding needs.
4. The staff list presented for Board consideration will be based on Board and community requests made throughout the year, as well as internally generated needs that meet the scope and criteria of this Policy.
5. A five-year Capital Plan will be recommended for Board consideration.
6. Projects may be added or deleted from the Capital Plan based on Board consideration during the budget process.
7. Once the initial Project selection is made, additions should generally be made to years four and five of the work program to assure continuity in workflow.



## USE AREA SUMMARIES

A-1	Existing Recreation Facilities	(+/- 22.5 AC)
A-2	Future Active Recreation Facilities	(+/- 12.0 AC)
B	Cross Country Course Facilities	(+/- 130.0 AC)
C	Dog Park Recreation	(+/- 3.0 AC)
D	Model Airplane Field	(+/- 21.0 AC)
D-1 / D-2	Conservation / Passive Use	(+/- 31.0 AC)
E	Open Meadow / Event Parking / Warm-up Space	(+/- 34.5 AC)
F	Mountain Biking / Hiking Trail(s)	
G	Primitive Overnight Camping	(+/- 9.5 AC)
H-1 / H-2	Disc Golf Course(s) / Emergency Waste Staging Area	(+/- 112.5 AC)
I	Existing Grinding Operation(s) to Remain	(+/- 4.0 AC)
J	Rural Waste Management Services - Relocation Area	(+/- 4.5 AC)
K	Conservation Area - Mountain Biking Trail Opportunity	



- Primitive Overnight Camping

- POPOSED PRIMITIVE CAMPING SITES WITH
  - (1) PULL IN VEHICULAR PARKING STALL PROVIDED AT EACH SITE
  - (1) CAMPFIRE RING AND PICNIC TABLE FURNISHING PER EACH SITE
  - (1) CENTRALIZED VAULTED TOILET FACILITY
- POPOSED INTERNAL LOOP ROAD CONNECTION TO EXISTING PARK ROADWAY NETWORK, PEDESTRIAN CIRCULATION CONNECTIVITY WITH TRAILHEADS, AND PROPOSED VEHICULAR AND PEDESTRIAN WAYFINDING SIGNAGE

— Conservation / Passive Use Area

- WILDFLOWER COVERAGE FOR AESTHETIC ENHANCEMENT

- Model Airplane Field

- PROPOSED RELOCATION AREA TO INCLUDE VEHICULAR AND PEDESTRIAN CONNECTIVITY TO INTERNAL ACCESS ROAD WITH (30-35) VISITOR PARKING SPACES, (1) 40 FOOT STEEL CARGO STORAGE CONTAINER, (1) OPEN AIR SHADE PAVILION, AND VEHICULAR AND PEDESTRIAN WAYFINDING SIGNAGE

- Disc Golf Tournament Course

- 18 HOLE DISC GOLF COURSE WITH TEE BOXES AND BASKETS
- PROPOSED PEDESTRIAN AND GOLF COURSE WAYFINDING SIGNAGE ENHANCEMENTS

### Existing Waste Services to Remain

- YARD WASTE AND TIRE DISPOSAL SERVICES TO REMAIN
- PROPOSED LANDSCAPE AND BUFFER ENHANCEMENTS ALONG ROADWAY FRONTAGE FOR VISUAL SCREENING FROM VISITOR VIEW










— Rural Waste Management Services  
Relocation Area

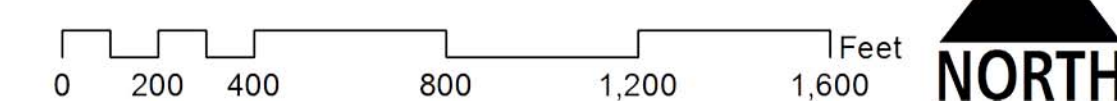
- RURAL WASTE MANAGEMENT AND COLLECTION SERVICES RELOCATION AREA. RELOCATED FACILITIES TO INCLUDE WASTE SCALES, SCALE HOUSE ATTENDANT BUILDING, STAFF PARKING, AND RURAL WASTE COLLECTION BINS
- VEHICULAR ACCESS INGRESS / EGRESS FROM APALACHEE PARKWAY

— Disc Golf Hobby Course

- 18 HOLE DISC GOLF COURSE WITH TEE BOXES AND BASKETS
- PROPOSED PEDESTRIAN AND GOLF COURSE WAYFINDING SIGNAGE ENHANCEMENTS
- PROPOSED LOCATION FOR EMERGENCY WASTE STAGING AREA

## LEGEND

-  Lafayette Passage Paddle Trail  
 Existing Cross Country Course  
 Existing Cross Country Warm-Up Loop / Nature Trail Opportunity  
 Park Access / Signature Entry
-  Mountain Biking Trails / Agility Course (+/- 5.90 MILES)  
 Hiking / Nature Trails (+/- 6.70 MILES)  
 Program Use / Amenity Areas (See Summary)  
 Proposed Wildlife / Nature Viewing Opportunity  
 Proposed Water Access Opportunity



**Wood+Partners Inc.**  
Landscape Architects  
Land Planners





# LOWER LAKE LAFAYETTE

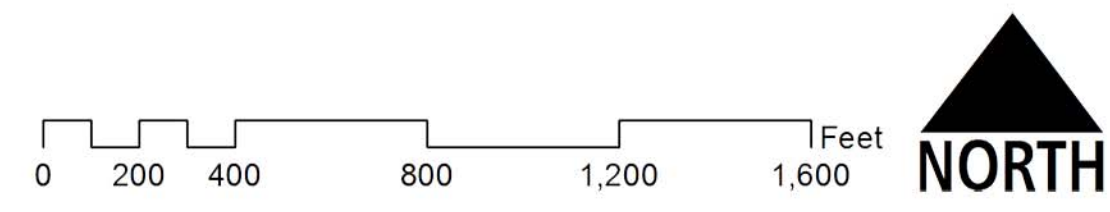
NOTE:  
FUTURE CONNECTION WITH LAKE LAFAYETTE  
BOARDWALK / TRAIL IMPROVEMENT TO BE  
COORDINATED WITH BLUEPRINT 2000  
AS DESIGN OF MASTER PLAN EVOLVES



*Apalachee Regional Park*  
**Master Plan**  
*Bike, Walk, Paddle Exhibit*  
*October 2017*

### LEGEND

- "Signature" Park Entry / Access Opportunity
- Enhanced Visitor Circulation & Access
- Lafayette Passge Paddle Trail
- Existing Cross Country Course
- Existing Cross Country Warm-Up Loop / Nature Trail Opportunity
- Mountain Biking Trails / Agility Course (+/- 5.90 MILES)
- Hiking / Nature Trails (+/- 6.70 MILES)





USE AREA SUMMARIES

A-1	Existing Recreation Facilities	(+/- 22.5 AC)
A-2	Future Active Recreation Facilities	(+/- 12.0 AC)
B	Cross Country Course Facilities	(+/- 130.0 AC)
C	Dog Park Recreation	(+/- 3.0 AC)
D	Model Airplane Field	(+/- 21.0 AC)
D-1 / D-2	Conservation / Passive Use	(+/- 31.0 AC)
E	Open Meadow / Event Parking / Warm-up Space	(+/- 34.5 AC)
F	Mountain Biking / Hiking Trail(s)	
G	Primitive Overnight Camping	(+/- 9.5 AC)
H-1 / H-2	Disc Golf Course(s) / Emergency Waste Staging Area	(+/- 112.5 AC)
I	Existing Grinding Operation(s) to Remain	(+/- 4.0 AC)
J	Rural Waste Management Services - Relocation Area	(+/- 4.5 AC)
K	Conservation Area - Mountain Biking Trail Opportunity	

LOWER  
LAKE LAFAYETTE



Apalachee Regional Park  
Master Plan  
Use Areas Exhibit  
October 2017

LEGEND

"Signature" Park Entry / Access Opportunity

Program Use / Amenity Areas (See Summary)





*Apalachee Regional Park*  
**Proposed Cross Country Support Facilities**

*October 2017*



NOT TO SCALE





# 2015 Update TALLAHASSEE-LEON COUNTY GREENWAYS MASTER PLAN

**Adopted  
Board of County Commissioners, July 7, 2015  
Tallahassee City Commission, July 8, 2015**





# ACKNOWLEDGEMENTS

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Campbell Pond City Park



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# EXECUTIVE SUMMARY

The Tallahassee-Leon County Greenways Program was created in November 1993. The original goal of this program was to build a community-wide greenways system intended to protect and manage riparian corridors, floodplains, and other environmentally sensitive areas, as well as scenic areas, views, and vistas, places of historic and cultural significance, and native plant and animal habitat. This program also incorporated the goal of connecting greenway and park to neighborhoods, schools, shopping, and work destinations through a system of shared use paths, and trails for the citizens of Tallahassee and Leon County.

This program has had many successes. Using a combination of donations, grants, and other funds, approximately 7,463 acres worth an estimated \$67.3 million have been voluntarily acquired as of early 2013 using \$21.6 million of local funds. (The 502-acre Miccosukee Greenway and the 876-acre J.R. Alford Greenway were acquired by the State of Florida, but are managed by Leon County.) There are several greenway acquisitions that have not yet been opened to the public, pending funding for improvements such as parking areas and trails. However, several of these projects are currently underway as of early 2013.

The first edition of the Plan, adopted by the Tallahassee City Commission and Leon County Board of County Commissioners in July 2004, was intended to provide guidance to local government for the continued implementation of environmental land acquisition activities to protect large-scale ecosystems, water quality, and floral and faunal habitat, and to provide passive (resource-based) recreational areas for residents and visitors to the Tallahassee - Leon County area. However, given the success of the program in acquiring lands in past decades and the shortage of acquisition funds over the last few years, the focus of the program has evolved from purchasing new lands towards connecting publicly owned lands to residential areas, commercial centers, and parks via a system of off-road paths and bike routes.

This 2013 Tallahassee - Leon County Greenways Master Plan Update (the Plan) identifies and prioritizes 29 separate greenway projects with a total estimated construction cost of \$50 million. Each greenway trail project is described in full, including its proposed name, length, related improvements, and estimated cost. The total number of proposed trails is approximately 139 miles (78 miles within unincorporated Leon County and 61 miles within the City of Tallahassee). These proposed trail projects originate from the 2004 Plan, Blueprint 2000, the Leon County Department of Public Works, including the Division of Parks and Recreation, and City of Tallahassee's Department of Parks, Recreation, and Neighborhood Affairs. Public input was considered in each of these organizations' submittals, and a public meeting of user groups and other organizations and individuals was held on March 14, 2013 to review the proposed projects. Invited groups for this meeting included 1,000 Friends of Florida, the Capital City Cyclists, the Southern Trail Riders, the Tall Timbers Land Conservancy, the State Office of Greenways and Trails, the Gulf Winds Track Club, the Council of Neighborhood Associations, and the U.S. Forest Service. Additional public input was gathered through written correspondence and presentations to stakeholders.

The Greenway Master Plan implements Objective 6.1 of the Conservation Element in the Tallahassee - Leon County Comprehensive Plan.

**Objective 6.1: [C] (Effective 6/25/96)**

*Local government shall implement a county-wide greenways network. It shall be the intent of the greenways network to provide for integrated natural resources management and protection, resource based recreation, educational and historical interpretive opportunities, and increased opportunities for alternative modes of transportation with an emphasis on connectivity among these resources.*



# VISION AND APPROACH

Formally established in 1993, the Tallahassee-Leon County Greenways Program seeks to create a community-wide system of connected natural areas and trails for the public. Greenways conserve and enhance valuable stream and river corridors, floodplains, historical vistas, places of historic and cultural significance, wildlife habitat, and other biologically diverse, sensitive areas in our community. The proposed system of greenway trails, coordinated with the bicycle route system, will link neighborhoods, parks, schools, shopping, and work destinations, and wherever possible provide increased non-vehicular access to these resources for citizens and visitors alike. This system will complement regional and state greenway planning and will be an economic amenity that attracts investments into the City, County, and Capital Region.

To bring this vision into reality, the Tallahassee-Leon County Greenways Master Plan has two guiding principles:

1. Protect environmentally sensitive lands and other areas and features and provide increased open space recreational opportunities for the citizens of Leon County and the City of Tallahassee, and
2. Increase access to and from residential areas, commercial centers, and existing parks wherever possible, increasing access for the citizens who have provided the funds to purchase, secure, and manage these areas.

The Plan proposes a system of greenway trails integrated with existing trails and shared use paths, bicycle facilities, and a bicycle route network, all of which is located to the maximum extent possible on existing government lands, as well as within selected drainage, conservation, and other easements as described elsewhere in this document. Given the success of the program in acquiring lands in past decades and the shortage of acquisition funds over the last few years, the focus of the program has evolved from purchasing new lands towards connecting publicly owned lands to residential areas, commercial centers, and parks via a system of off-road paths and bike routes.

These connections are expected to take several forms, including everything from stabilized dirt trails to paved shared use paths. They will be constructed, owned, and managed by local government, and will provide opportunities for recreation, commuting, and perhaps even short-distance utility trips. This nonautomotive access to trails and greenways, parks, and other natural areas can also provide additional opportunities for physical recreation to the transportation disadvantaged, such as children and the elderly. The City of Tallahassee, Leon County, and the State of Florida remain committed to facilitating use by all members of the public through these types of connections so that citizens can access these community assets by foot, bicycle, motorcycle, or automobile.

This Plan serves as an implementation guide for citizens, local, state, and federal government agencies and staff, and property owners by:

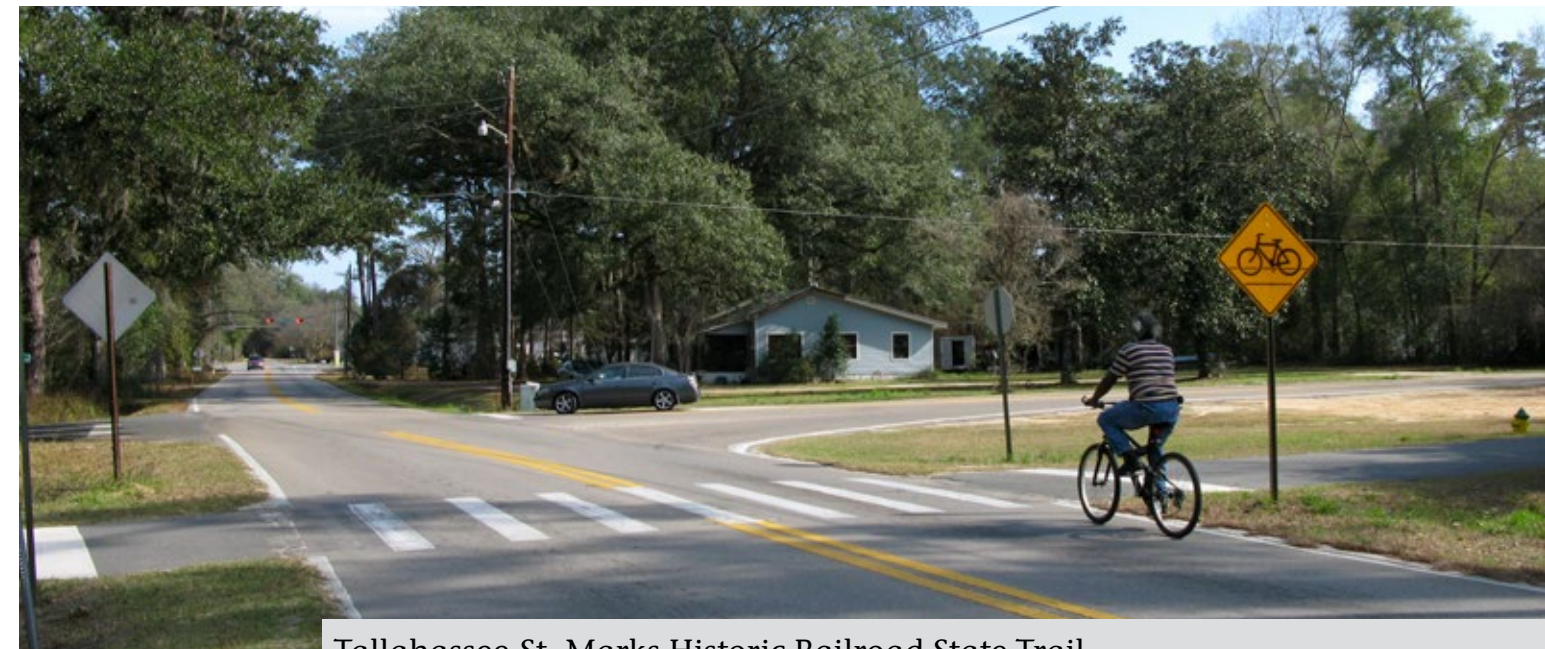
- Identifying each proposed trail and its amenities, including estimated costs of construction and any safety or other related improvements so that when funding is identified for a particular trail or trails, detailed design can proceed as soon as possible,
- Indicating specific areas where full or partial land acquisition activities should to be concentrated, consistent

with other land acquisition and environmental protection interests, activities, and programs,

- Creating a greenway trail network designed to provide increased connectivity between greenways, parks, and other public-access conservation areas,
- Explaining management principles, practices, and guidelines that address natural resources protection, public access, recreation, education, and opportunities for economic development,
- Identifying involved units of government, user groups, and other stakeholders, and
- Estimating funding needed for engineering, permitting and construction.

While the focus of this update is on connectivity, acquisitions and easements will continue to be an important implementation tool. In addition to continued fee and less than fee simple acquisition (e.g., conservation easements) for the Greenway program, local government will continue, as required by the Comprehensive Plan and land development regulations, to require permanent conservation easements to protect environmentally sensitive features and areas identified through the land development process. Other lands have and may continue to be acquired through donations, mitigation, and purchase for other purposes, such as regional stormwater facilities. Local government will also investigate the opportunities for public-private or public-non-profit management of these trails, similar to the road segment adoption by various community groups, businesses, and other organizations for litter control. This concept is discussed elsewhere in more detail in this Plan.

Finally, this plan will be updated every 10 years to reflect changing local, regional, and completed projects, new additions and opportunities, and other changes to the greenway system.



Tallahassee-St. Marks Historic Railroad State Trail



# WHAT ARE GREENWAYS?

This idea of a greenway system is similar to the concept of integrated park systems proposed by Frederick Law Olmstead and Calvert Vaux in the late 19th century. These integrated natural areas and corridors provide a wide range of passive recreational opportunities desired by urban populations, and can link residential and other developed areas to parks, greenways, trails, and other more natural areas within an urban area.

Greenways are corridors of protected open space that are managed for conservation and/or resource-based (“passive”) recreation. They may connect both urban and rural “green” areas, such as managed parks and forests and natural rivers and wetlands, to create “green infrastructure.” They are usually publicly owned lands or waterways, or they may be conservation easements on private land. (An easement allows limited uses, including public access where specifically allowed under the terms of the easement, on lands that are owned by private or other nongovernmental entities.)

Greenways can be one or more of the following:

- Linear spaces adjacent to natural corridors
- Pedestrian or bicycle shared use paths or trails
- Open spaces between parks, preserves, or historic sites and population centers
- Scenic or utilitarian corridors (e.g., power line rights-of-way)
- Other strips of land designated as parkway or greenbelt.

Greenways can also be thought of as “green infrastructure,” particularly if they preserve floodplains or floodways corridors. Green infrastructure is the natural counterpart of roads and utilities, representing conduits or corridors in urban and other areas that provide environmental services such as habitat and maintenance of biodiversity, drainage, and water quality enhancement.

A greenways system is a county-wide, comprehensive network of greenways and trails (and other bicycle and pedestrian facilities) designated for bicycling, walking, and similar uses along corridors that connect natural areas, parks, cultural attractions, neighborhoods, schools, community destinations, and commercial areas.

Some fee-simple greenways are intended solely to provide flood protection, water storage and/or absorption, habitat protection, or other non-recreational services. These greenways may have limited or strictly regulated public access. Greenways composed of one or more conservation easements may have limited or even no public access. Although public access for resource-based recreation is an important part of green infrastructure, it is not essential for all areas within a greenway to be accessible.

The most common facilities in public-access greenways are trails, as well as other facilities or amenities to serve individual or shared sets of users. Users may include walkers/hikers, runners, birdwatchers, bicyclists, in-line skaters (depending on the trail tread or surface), and equestrians. Trails can be single-use or multi-use, and can have soft (e.g., dirt or gravel) or hard surfaces (e.g., pavement). Other facilities usually include signage, fencing, parking areas, benches, trash cans, bike racks, emergency telephones (although the widespread use of cell phones is making these less necessary than previously), restrooms, or even dog walking areas. Many of these facilities will be located at trailhead locations. Others may be located elsewhere, such as near wildlife viewing platforms.



# Benefits of the Greenway System

Greenways provide enhanced protection of environmental resources deemed important or even critical by the community. Protection is provided via fee or less-than-fee simple acquisition, and implemented through a management plan for the resources acquired. Greenways reduce the fragmentation of open space and environmentally significant areas, and increase the viability and ecological value of habitat, parks and other natural lands.

Greenways can also connect otherwise independent recreational trails, parks, and facilities and thereby provide alternative, safe, transportation opportunities with limited exposure to motorized vehicles. In some cases, trails or connected greenspaces can also provide buffers between incompatible land uses, dampening noise and unpleasant views.

Greenways can also provide economic benefits to the community, and several studies have shown that property values are typically higher adjacent to such systems. Greenways and greenway trails can help stimulate new or revitalized business opportunities such as tourist accommodations, rentals, outdoor equipment, and restaurants. Also increased public revenues from property and sales taxes and from recreational or other fees may be realized.

Nationally, quality of life indicators and urban amenities are being factored into many residential and commercial development location decisions. An increasing number of the most creative, productive, and well-educated workers want quick access to quality natural areas, including greenways and greenway trails, in addition to other urban amenities.

A greenway master plan can also help reduce uncertainty in areas where development is active. Greenways can offer a “highest and best use” for properties that cannot be profitably developed otherwise because of environmental constraints. In essence, a greenway system will not only identify areas that warrant protection, but those that can be more easily developed.

Cultural and historical features and sites can also be integrated into greenways. These points can become the focus of recreational trips and improve trail users’ understanding of local history through interpretation.

Another benefit of greenway trails, particularly shared use paths, is that they can help reduce the possibility of property and other crimes. Crime, including vandalism, is commonly associated in places within an urban area where people are not present. Greenway and trail users provide “eyes on the street” which is credited in urban areas with reducing vandalism and other criminal behavior, and security on publicly owned greenways, parks, and trails is provided by law enforcement agencies.



Lake Henrietta Connector Trail



TALLAHASSEE – LEON COUNTY  
GREENWAYS  
MASTER PLAN



July 2004

Prepared by the  
Tallahassee-Leon County Planning Department



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opportunities desired by an urban population. Greenways may be composed of lands or waterways owned in fee simple (e.g., the full bundle of property rights) by government, or they may be composed of one or more conservation easements. The latter remains as private lands, but an easement allows limited uses, including public access where specifically allowed under the terms of the easement.

Green infrastructure can be characterized as the natural counterpart of roads and utilities, of environmental services such as habitat and maintenance of quality enhancement. Public access for resource-based green infrastructure, although not essential in all circumstances, is an important component.

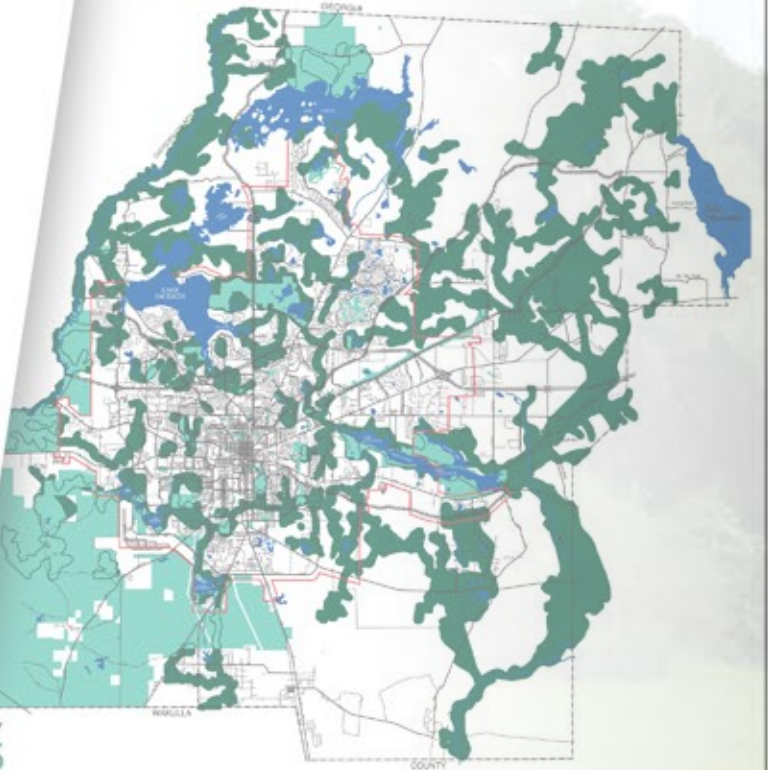
Green spaces adjacent to natural corridors; other landscaped (e.g., shared use paths or trails); open spaces between parks, recreation centers; scenic or utilitarian corridors (e.g., powerline corridors); parkway or greenbelt. A greenway system or network of larger hubs, smaller sites, and the linkages among them. Greenways may have multiple purposes, including flood protection, water storage and/or non-recreational services. These greenways may have multiple purposes. Greenways composed of one or more conservation easements.

of protected open space and/or conservation areas and recreation for passive or resource-based recreation. The greenways are trails of different types, as well as other uses, and equestrians. Trails can be single-use or multi-use (e.g., paved or unpaved). Some greenways may include bathrooms or other restroom facilities, emergency telephones, parking areas, or dog walking areas. Trailhead locations. Others may be found in select areas, such as wildlife viewing platforms.

significant community benefits. First, greenways provide resources deemed important or even critical by the community. When successfully implemented, greenways provide a number of open space and environmentally significant benefits, including habitat set-asides, parks and other recreational trails, parks, and facilities and opportunities. Because greenways connect points of land with limited exposure to motorized vehicles. In



GREENWAYS AND  
SPACE



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No. of Greenways	Estimated Easements to be Acquired (acres)	Primary Acquisition Method <sup>10</sup>	Estimated Cost <sup>11</sup> (\$ million)
N/A	N/A	Fee simple & easement	2.8
2	N/A	Fee simple	5.4
N/A	N/A	Easement	7.7
1	N/A	Fee simple	0.6
N/A	N/A	Fee simple & easement	5.1
0.0	N/A	Fee simple & easement	0.6
265	N/A	Fee simple & easement	0.5
N/A	N/A	Fee simple & easement	1.0
17	N/A	Fee simple & easement	0.5
N/A	N/A	Fee simple & easement	0.5
N/A	N/A	Fee simple	0.5
5	N/A	Fee simple & easement	0.5
82.7	7,897	Fee simple & easement	5.0
14	38	Fee simple & easement	1.0
11	7,656	Fee simple & easement	4.7
37.4	7,682	N/A	N/A

<sup>7</sup> All figures are approximate for planning purposes. "N/A": Not Available.  
<sup>8</sup> Terrestrial trail only. Does not include PASS projects, other projects currently underway.  
<sup>9</sup> Refers to greenspace acquisition only.  
<sup>10</sup> Refers to fee simple or less-than fee simple acquisition of the majority of remaining acreage to be protected.  
<sup>11</sup> Refers to both land acquisition and amenities and trail development. The use of conservation easements may significantly reduce costs where applicable. Where land acquisition costs are not presently known, this represents estimated costs for trail development and amenities only.



# HISTORY OF THE GREENWAYS PROGRAM

The Tallahassee City Commission and the Leon County Board of County Commissioners have supported environmental land acquisition for almost two decades. Both governments have purchased environmentally sensitive properties for flood control, environmental protection, parks, and other related purposes since the early 1990s.

The Tallahassee-Leon County greenways program formally began in July 1994, following direction provided to the Planning Department at a Joint Commission workshop in November 1993. The program grew out of two earlier efforts: (1) planning for the “Cascade Linear Greenway” in downtown Tallahassee, and (2) approval and funding of the City’s Greenspace program. The latter was designed to acquire small, undeveloped sites throughout the City recommended by property owners and neighborhood associations for evaluation and potential acquisition.

Several local government workshops were held in the spring of 1995 where staff was directed to refine the greenways proposal. This included the development of specific implementation strategies, an estimate of the number of acres to be acquired or otherwise protected, evaluating the fiscal impacts of acquisition and management, and an evaluating existing land development regulations. This direction included coordinating with the County to explore options for floodplain acquisition efforts within the Greenways system.

In April 1996, the Board of County Commissioners and the Tallahassee City Commission accepted the requested report on Greenways implementation. This report provided assessments of the advantages and disadvantages of alternative acquisition strategies and funding sources, management issues, and recommended program priorities and which included greenway properties already in public ownership or for which conservation easements existed. In July 1996, the Board agreed to place a bond referendum on the November ballot to fund greenways acquisitions and lake restoration measures. However, this was withdrawn in September 1996 because of lack of support by the City Commission.

In September 1998, the Board directed staff to prepare a workshop to investigate acquisition alternatives, including the use of less-than-fee land acquisition strategies for greenways. These included conservation easements and the purchase of development rights.

## Blueprint 2000

On September 6, 2000, at a joint meeting both City and County Commissioners agreed to put before the voters of Leon County a ballot measure extending the existing extra penny sales tax for infrastructure. This extension would last 15 years. On November 7, 2000, voters approved the sales tax extension to commence on December 1, 2004 and extend until December 31, 2019.

A major reason for this successful initiative was the Blueprint 2000 and Beyond report, produced by the Economic and Environmental Consensus Committee (EECC). The EECC, which was a group of citizens representing a broad spectrum of the community, including business, environmental, and neighborhood interests, developed the Blueprint 2000 concept of holistic stormwater, environmental, and transportation infrastructure planning and implementation. The goals of Blueprint 2000 are to foster sustainable development of the county, and fund quality of life and other infrastructure investments such as new roads, improved stormwater management, and protection of environmentally sensitive lands.

The Blueprint 2000 and Beyond report proposed the acquisition of significant floodprone areas and greenways, as well as building trails in selected areas and alongside new and improved roads and stormwater facilities. Many of these greenway projects, including project details, costs, and maps of required parcels, were previously identified by Planning Department staff, as well as several floodplain acquisitions proposed by the Leon County Growth and Environmental Management Department in 1995. Many proposed greenway projects that would later end up in the Greenways Master Plan were included in the Blueprint 2000 and Beyond report and the Blueprint 2000 final report. This program implementation is ongoing at the time of this updated Plan.



## Local Funding

Recognizing the potential for securing grants for purchasing lands for the Greenways Program, the Planning Department initiated a comprehensive inventory of environmental resources intended to support grants applications through the state’s Preservation 2000 program, and its successor, the Florida Forever program. Using mapped county-wide environmentally sensitive areas and resources, the Planning Department developed a preliminary county-wide greenways map utilizing Geographic Information System (GIS) technology and data. With these data and maps, staff created an implementation program that included fee simple land acquisition (purchasing land outright) and less-than-fee simple land acquisition methods such as conservation easements to begin to protect environmentally sensitive property for the public. The grant program most utilized by local government has been the Florida Communities Trust (FCT) program, which was authorized by the Florida Forever Act. FCT was created to provide match funding to local governments to purchase open space to help implement comprehensive plan requirements throughout Florida. Since 1992, local government has obtained approximately \$30.6 million in grant funding from Preservation 2000 and the Florida Forever programs to purchase open space areas in the City of Tallahassee and Leon County.

Prior to the passage of the one-cent County sales tax extension in November 2000, funding for greenway acquisitions was typically project-specific. **Table 1** indicates annual funding levels provided by the City of Tallahassee since 1996. Since it was generally used as a match for state acquisition program this line item was reduced to zero when funding for the Florida Communities Trust fund<sup>1</sup> was reduced by the Florida Legislature, and eventually vetoed in 2010 by Governor Rick Scott. Some FCT funding has been available for uncompleted projects in other parts of the state, but none locally.

**Table 1.** City of Tallahassee Funding for Greenspace Acquisition and Environmentally Significant Lands Project

Fiscal Year	Funding Amount
1996	\$100,000
1997	\$500,000
1998	\$500,000
1999	\$495,000
2000	\$500,000
2001	\$500,000
2002	\$500,000
2003	\$500,000
2004	\$500,000
2005	\$500,000
2006	\$500,000
2007	\$500,000
2008	\$250,000
2009	\$250,000
2010	unfunded*
2011	\$250,000
2012	unfunded*
2013	unfunded*

*\*The project was unfunded due to the State not funding the Florida Forever Program, which typically provides a 50% match for all greenspace acquisitions made by the City.*

Leon County’s funding for greenspace acquisition came from special appropriations requested by citizens and staff. **Table 2** shows the amount of funding provided by the City, the County, the State of Florida, the U.S. Government, and private donations. Both the City and the County have utilized Blueprint 2000 funds on a case by case basis to either provide matched funding for grants from the State’s Florida Community Trust Program, or through outright purchases.

The passage of the local extra penny sales tax extension in November 2000 has also provided significant funds for land acquisition associated with “holistic” infrastructure planning, including new and expanded roadways, stormwater facilities, and greenways and greenway trails.

The Greenways Program is a voluntary land acquisition program. There has never been any use of eminent domain for any aspect of this program.

## Public Input

Public input was solicited and integrated into the process of creating the original Greenways Master Plan. Input was also solicited from various City and County departments, including public works, growth management, and stormwater management, and parks and recreation. Also involved were the original Blueprint 2000 Economic and Environmental Consensus Committee and ongoing Citizen Advisory Committee, the former Bicycle-Pedestrian Advisory Committee, individual property owners, the Big Bend Environmental Forum, and various bike/ped and hiking advocates and organizations operating in Leon County, including the Florida Trail Association, the Capital City Cyclists, and the Sierra Club. Regional organizations also provided input into the formulation of this Plan. These included staffs of the Apalachee Regional Planning Council, 1000 Friends of Florida, the State of Florida Greenways Program, the Florida Fish and Wildlife Conservation Commission, the Florida Office of Greenways and Trails, the Northwest Florida Water Management District, the Nature Conservancy, the Trust for Public Land, and the Red Hills Conservation Program.

Coordination also occurred on this Update. The Capital Regional Transportation Planning Agency’s 2010 Regional Mobility Plan, including the 2011 Regional Trail Plan (a component of the Regional Mobility Plan), recognizes trails as a very important component in the transportation system. The Regional Trail Plan was consulted in the update of the Greenways Master Plan, as well as proposed trails identified by Leon County’s Public Works and Parks and Recreation Department for the Leon County Sales Tax Committee, the City of Tallahassee’s Department of Parks, Recreation, and Neighborhood Affairs, the Southern Trailriders, Inc., the Florida Trail Association, the U.S. Forest Service, the Capital City Cyclists, and various members of the public.

1 The Florida Communities Trust (FCT) is a Florida land acquisition grant program administered by the Florida Department of Community Affairs (DCA). Grants are awarded annually on a competitive basis to local governments and non-profit environmental organizations for community-based parks, open space and greenways. These projects must further outdoor recreation and natural resources protection needs identified in the local government’s Comprehensive Plans. The program helps Florida communities meet growth management challenges, protects the state’s natural and cultural resources, and helps meet recreational needs. The program has historically been funded since 1989 by 22% of the Florida Forever funds, \$66 million each year. Counties with a population of 75,000 or more are required to provide matching funds equal to 25% of the total project cost. Non-profit organizations are exempt from this requirement.



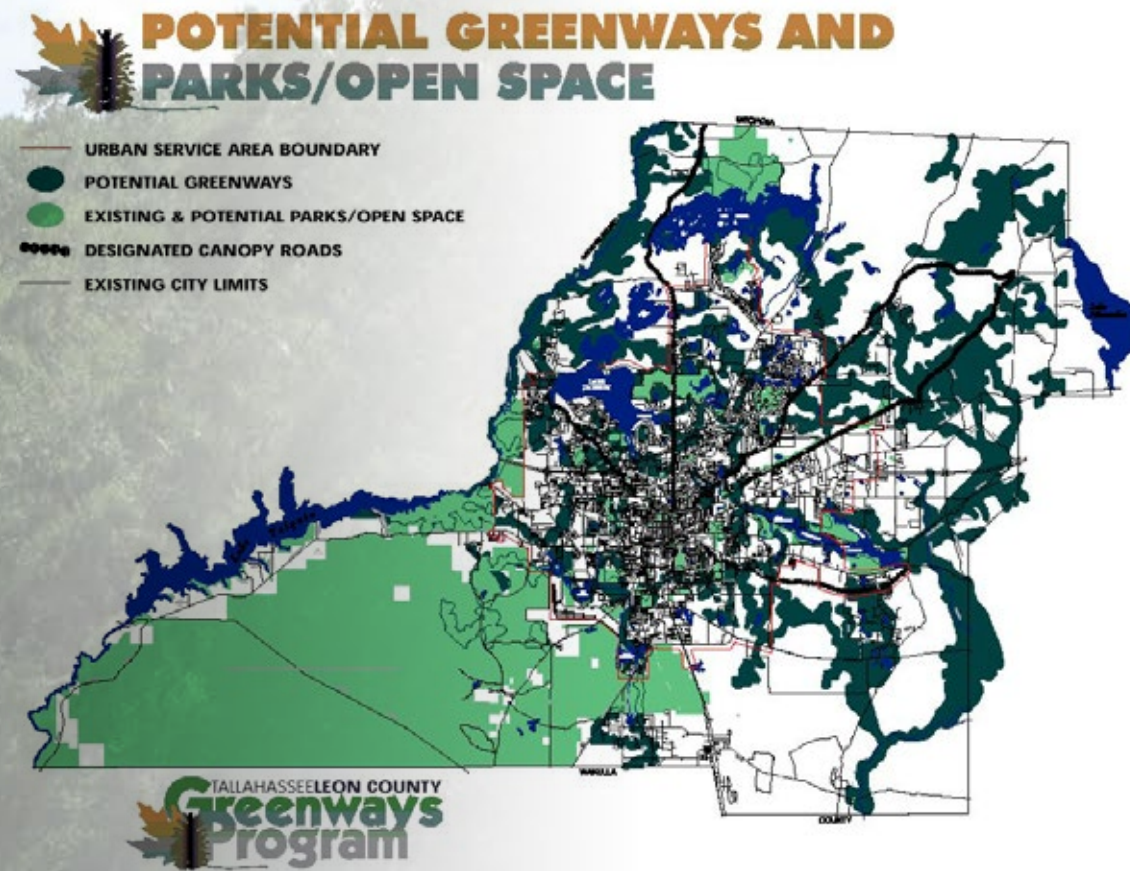


Figure 1: February 1995 Greenways Map

## Original Greenways Map

Environmentally sensitive areas (**ESAs**) are specifically identified and protected by the Tallahassee – Leon County Comprehensive Plan and various City and County land development regulations as Conservation and Preservation areas or features. These include wetlands, waterbodies, watercourses, floodplains, floodways, native and high quality successional forests, significant and severe grades, canopy road protection zones, closed basins, listed species and their habitat, and significant archaeological and historical resources. *(For the purposes of this Plan, the term ESA is used interchangeably with conservation and preservation areas or features.)*

ESAs were first mapped on a county-wide basis in Leon County in 1989, prior to the adoption of the Comprehensive Plan. A team of graduate students working under Helge Swanson, who was Chief of Environmental Permitting at that time, used sources such as United States Geological Survey topographic quadrangle maps, US Fish and Wildlife Service National Wetlands Inventory maps, Federal Emergency Management Agency flood maps, U.S. Soil Conservation Service soils maps, Florida Department of Transportation black and white aerial images, and local knowledge and expertise. This project produced a series of hard-copy maps at a 1:24,000 scale, which were digitized. Beginning in 1997, ESAs in Leon County were remapped to a scale of 1:1,200 using new false-color infrared aerial imagery and state-of-the-art GIS technology and data. The goal of this remapping effort was to map ESA features at a level of accuracy suitable for parcel-specific review and analysis.

Planning Department staff used these and other aerial photographic imagery acquired in 1995 and 2000 to better identify larger-scale vegetative communities of concern such as wetland systems and native and other forest communities to refine the existing target greenway map.

The February 1995 Greenways Map (**Figure 1**) was a concept map showing areas for targeted potential land acquisitions in order to provide a basis for further refinement as per Commission and Board direction. This map was prepared using coarse data and was designed to be as inclusive as possible. Known environmental features (from published map series) were incorporated using hand-drawn buffers, and potential greenway connectors between parks and other large undeveloped lands were delineated with arbitrarily broad lines to make the features visible at presentation scales. The map was presented at the April 1995 commission workshops where staff was directed to proceed with Greenways planning. The Greenways map was the first digitized environmental feature map available to local departments, preceding the digital mapping of ESAs. Specific consideration of these greenway lands was provided in the 1995 revisions to the City's Environmental Management Ordinance.



# ACCOMPLISHMENTS

The Tallahassee – Leon County Greenways program has been successful by almost any measure. Based on voluntary sales of environmentally sensitive lands using a combination of donations, grants, and other funds, approximately 7,463 acres worth an estimated \$67.3 million (at time of purchase) have been acquired as of early 2013 using \$21.6 million of local funds. (The 502-acre Miccosukee Greenway and the 876-acre J.R. Alford Greenway were acquired fee simple by the State of Florida. These greenways are presently managed by Leon County using a combination of State and local funds.) Elected and appointed officials and staff for the City of Tallahassee and Leon County, and Blueprint 2000, along with the State of Florida, the U.S. Government, and private individuals, institutions, and programs, have all designated or contributed funds, time, and a continuing commitment to purchase, secure, and manage conservation lands for the public.

Many of these lands have been acquired through the Blueprint 2000 program. Guided by the local Blueprint 2000 and Beyond report that outlined broad greenway, road, and stormwater facilities planning objectives and locations, Blueprint and Planning staff have acquired lands for stormwater treatment and flood storage, greenspace and recreation, habitat management, and public access in varying degrees, consistent with the holistic, multi-objective goals of Blueprint 2000.

Although the proceeds from the extra penny sales tax did not fully meet local economic projections due to national and state economic conditions, many greenway and trail projects have been completed, and several more projects are underway. Major floodway and greenway projects completed or underway include:

- Franklin Blvd. Reconstruction, Cascades Park and St. Augustine Branch Reconstruction (Capital Cascade Greenway)
- Selected floodplains east and west of Capital Circle NW (Delta Industrial, Martha Wellman Park, and Hollon, Hill, and Zenz properties)
- Eastern Leon County Groundwater and Floodplain Protection (St. Marks Headwaters)
- Fred George Basin Greenway
- Lake Lafayette/Alford Arm (Nusbickel land acquisition project)

Under Blueprint 2000, all stormwater projects include bicycle-pedestrian amenities, native vegetation plantings, and other “people-friendly” features to the greatest extent practical. Martha Wellman Park and the Capital Cascades Park are two outstanding examples of this holistic design philosophy.

Although several local greenway acquisitions have not yet been opened to the public, pending funding for improvements such as parking areas and trails, several of these projects are currently underway as of early 2013, including the Fred George Basin Greenway and the St. Marks Headwaters Greenway.

The Tallahassee-Leon County Greenway System has also received accolades over its project life. The system was proclaimed one of the 150 Florida Greenways by Governor Chiles in June 1995, and the Lafayette Heritage Trail, the Cascade/Myers Park Greenway, and the Phipps/Overstreet/Maclay Greenway were proclaimed individually by the Governor during his administration. 1000 Friends of Florida also gave its “Florida Greenway” award to the Tallahassee-Leon County Greenway System in March 1996.

**Table 2** summarizes the land acquisition program since its inception, including projects, acreage acquired, and funds provided by jurisdiction. **Figure 2** shows all land acquisitions undertaken through or added to the local greenways program since 1992, and **Figure 3** shows all conservation areas in Leon County.



Lake Munson



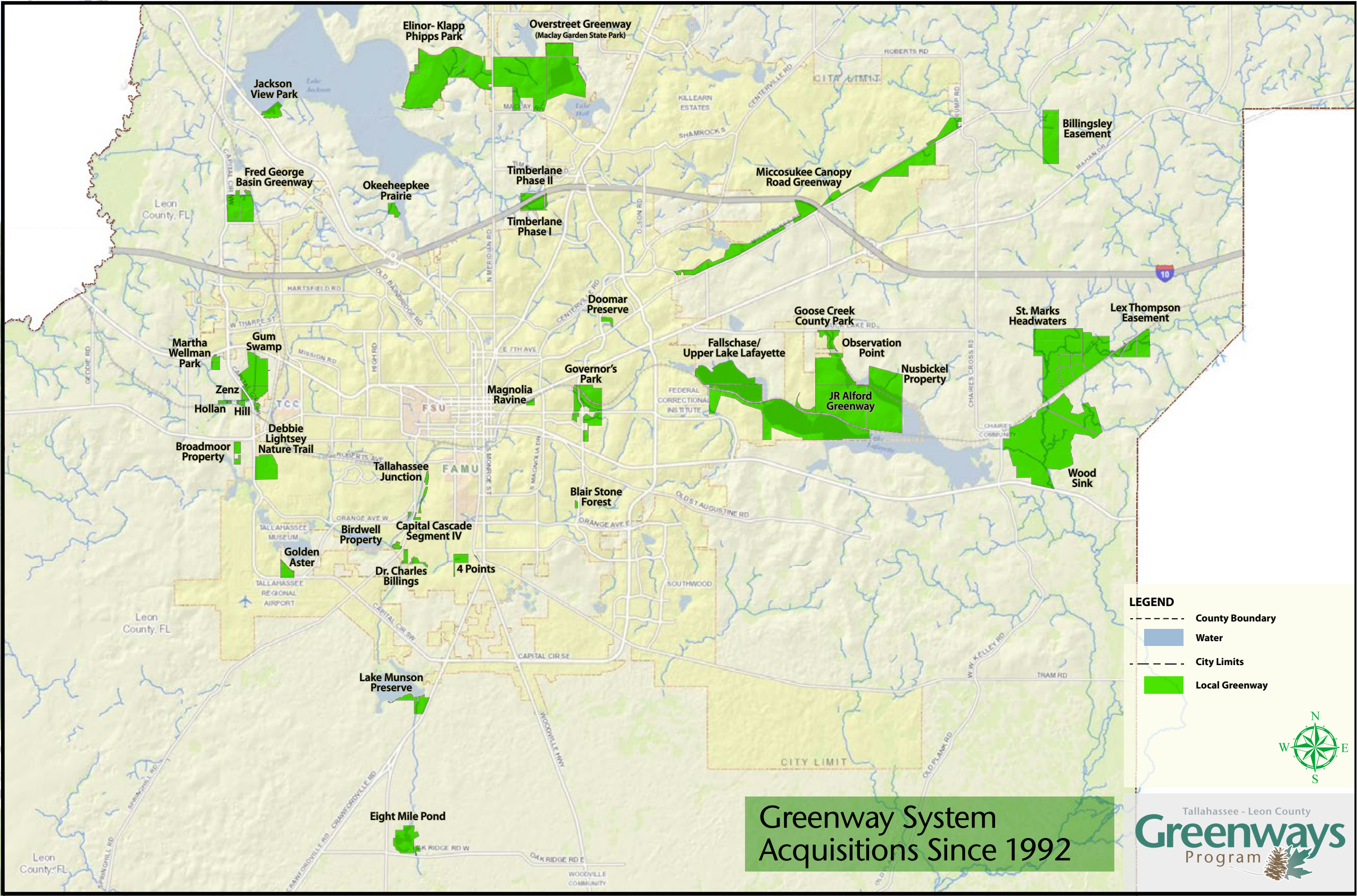
**Table 2.** Tallahassee-Leon County Greenways Acquisitions since 1992.<sup>2</sup>

PROJECT NAME	YEAR ACQ.	ACRES	CITY FUNDS	COUNTY FUNDS	BLUEPRINT2000 FUNDS	STATE FUNDS	FEDERAL FUNDS	DONATION VALUE	TOTAL PROJECT COST
Elinor Klapp Phipps	1992	670	\$935,500	\$0	\$0	\$2,900,000	\$0	\$0	\$3,835,500
Overstreet (MacIay Gardens State Park Addition)	1992	858	\$865,000	\$0	\$0	\$4,400,000	\$0	\$0	\$5,265,000
4-Points	1993	27	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$200,000
Block-Stearns	1995	17	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$200,000
Doomar Preserve	1995	12	\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000
Piney Z	1996	778	\$500,000	\$0	\$0	\$1,750,000	\$0	\$1,000,000	\$3,250,000
Gum Swamp1	1996	216	\$0		\$0	\$0	\$0	\$0	\$0
Smith/Myers (Governor's Park)	1996	195	\$500,000	\$0	\$0	\$4,000,000	\$0	\$3,000,000	\$7,500,000
Miccosukee Greenway	1998	502	\$0	\$0	\$0	\$4,000,000	\$0	\$0	\$4,000,000
Lake Munson Preserve (Gil Waters County Park)	1998	62	\$0	\$348,500	\$0	\$176,500	\$0	\$0	\$525,000
Golden Aster Preserve	1998	30	\$783,000	\$0	\$0	\$0	\$0	\$0	\$783,000
Blair Stone Forest	1998	4	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Okeeheepkee Prairie	1999	32	\$0	\$100,000	\$0	\$100,000	\$100,000	\$0	\$300,000
J.R. Alford Greenway	2000	876	\$0	\$0	\$0	\$5,042,000	\$0	\$0	\$5,042,000
Timberlane Ravine (Phase I)	2001	58	\$735,760	\$0	\$0	\$364,240	\$0	\$0	\$1,100,000
Jackson View	2001	43	\$0	\$2,400,000	\$0	\$2,000,000	\$0	\$0	\$4,400,000
St. Marks Headwaters (Booth I)	2002	426	\$0	\$0	\$539,000	\$1,617,000	\$0	\$0	\$2,156,000
Magnolia Ravine	2004	8	\$709,200	\$0	\$0	\$472,800	\$0	\$0	\$1,182,000
Tallahassee Junction	2004	19	\$493,800	\$0	\$0	\$329,200	\$0	\$0	\$823,000
Copeland Sink	2005	168	\$0	\$0	\$751,350	\$671,350	\$0	\$0	\$1,422,700
Delta Industrial (Debbie Lightsey Nature Trail)	2006	113	\$0	\$0	\$3,700,000	\$0	\$0	\$0	\$3,700,000
Fallschase Open Space (Upper Lake Lafayette)	2006	200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lex Thompson (easement)	2006	133	\$0	\$0	\$0		\$0	\$0	
Timberlane Ravine (Phase II)	2007	16	\$227,602	\$0	\$0	\$151,735	\$0	\$0	\$379,337
St. Marks Headwaters (Booth II)	2007	160	\$0	\$0	\$610,190	\$915,285	\$0	\$0	\$1,525,475
Capital Cascade (Segment IV)	2007/2008	7	\$0	\$0	\$335,296	\$334,296	\$0	\$0	\$669,592
Martha Wellman Park	2008	23	\$0	\$0	\$0	\$4,850,000	\$0	\$0	\$4,850,000
Dr. Charles Billings	2008	24	\$174,867	\$0	\$0	\$174,867	\$0	\$0	\$349,734
Hollon Property	2008	10	\$0	\$0	\$688,600	\$0	\$0	\$0	\$688,600
Wood Sink	2009	1063	\$0	\$0	\$0	\$4,999,500	\$0	\$0	\$4,999,500
Billingsley Property (easement)	2009	192	\$0	\$0	\$440,000	\$440,000	\$0	\$0	\$880,000
Hill Property	2009	9	\$0	\$0	\$1,373,700	\$0	\$0	\$0	\$1,373,700
Zenz Property	2009	12	\$0	\$0	\$720,700	\$0	\$0	\$0	\$720,700
Fred George Basin Greenway	2009	161	\$0	\$0	\$1,575,855	\$1,227,855	\$0	\$0	\$2,803,710
Eight Mile Pond	2010	118	\$0	\$0	\$0	\$0	\$0	\$277,700	\$277,700
Birdwell Property	2012	11	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
Broadmoor Property	2012	27	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Observation Pointe	2012	13	\$0	\$10,000	\$0	\$0	\$0	\$90,000	\$100,000
Nusbickel	2012	174	\$0	\$0	\$1,480,000	\$0	\$0	\$0	\$1,480,000
TOTALS		7,467	\$6,379,729	\$2,858,500	\$12,214,691	\$40,916,628	\$200,000	\$4,467,700	\$67,776,348
TOTAL LOCAL GOV'T SHARE \$22,084,970 (city match + county match + Blueprint )									
TOTAL NON-LOCAL SHARE \$45,691,387 (state match + federal + owner donation)									
LEVERAGE RATIO 2.1 (total non-local share/total local share)									

<sup>2</sup> Cost figures reflect land values only at time of purchase, and do not include land acquisition costs (e.g., surveys, appraisals, environmental assessments, etc.).

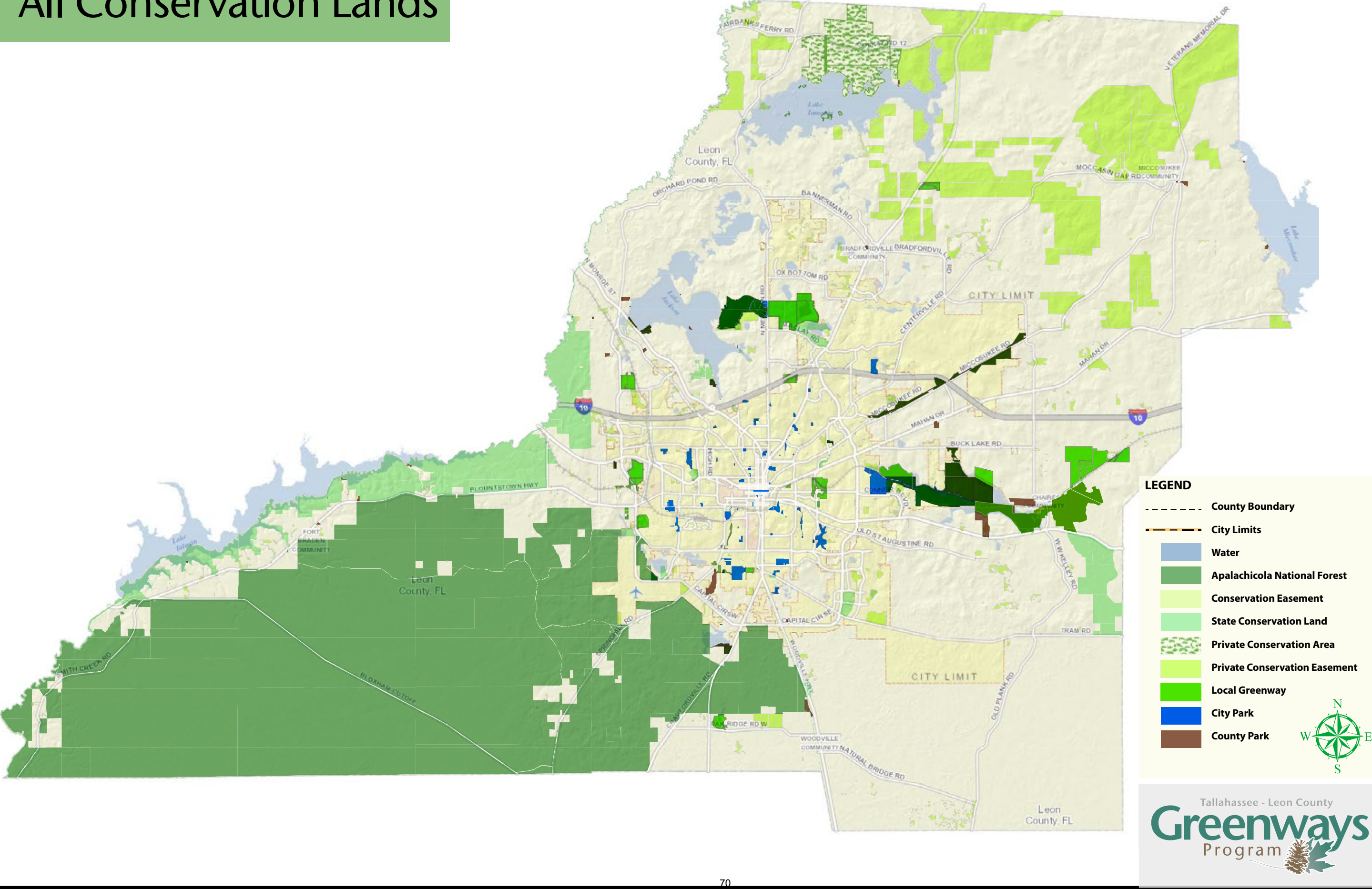


**Figure 2:** Greenway Acquisitions Since 1992.





# All Conservation Lands





# DEFINITIONS

## Types of Greenways

### Conservation Lands

Leon County has a large number and type of conservation lands. Table 3 indicates conservation areas by name/type, ownership, and acreage. The total area of Leon County is 449,667 acres, or 702.6 square miles. Excluding Lake Talquin, Lake Miccosukee, and other major lakes, Leon County has a land base of 432,115 acres, or 675.2 square miles. Protected areas comprise approximately 40 percent of the county, and encompass broad riparian areas, floodplains, floodways, wetlands, and selected uplands. These include state and national forests, state wildlife management areas, state parks and greenways, city and county parks and greenways, and a variety of public and private conservation easements. Approximately 3,870 acres north of Lake Iamonia are under ownership as a non-profit nature reserve by the Tall Timbers Research Station (TTRS). Most of these areas are open to the public. However, private lands and the TTRS reserve are not open to the public except under strictly limited conditions.

**Table 3:** Existing Open Space/Conservation Areas in Leon County by Owner and Acreage

Owner	Acreage	Percent of Total County Land Area
U.S. Government (Apalachicola National Forest)	105,311	23.4
Parks and Other Recreational or Conservation Areas (includes sovereign lands) - State of Florida	44,916	10.0
Parks - Leon County	2,213	0.5
Parks - City of Tallahassee	2,893	0.6
Greenways not currently open to public - City	325	0.1
Greenways not currently open to public - County	1,817	0.4
Greenways not currently open to public - Blueprint	182	0.0
Non-profit/Private	3,907	0.9
Conservation Easements – City	1,911	0.4
Conservation Easements – County	3,371	0.8
Conservation Easements – State of Florida	261	0.1
Conservation Easements – HOA	113	0.0
Conservation Easements – Private	9,154	2.0
<b>Total</b>	<b>176,374</b>	<b>39.3</b>

The original Greenways Master Plan identified environmentally sensitive “target areas” potentially eligible for full or partial acquisition, as well as major “hubs” of readily accessible public open space within the Urban Services Area. These hubs, which are major existing destination greenways or parks, include the Elinor Klapp - Phipps Park, the Alfred B. Maclay Gardens State Park, Tom Brown Park, the Lafayette Heritage Trail, the J.R. Alford Greenway, the Miccosukee Canopy Road Greenway, the L. Kirk Edwards Wildlife and



Stabilized Natural Surface Trail



Environmental Area (WMA), the Daniel B. Chaires County Park, the Apalachee Regional Park, and Lake Lafayette. The Miccosukee Greenway adds another 503 acres to the Greenway system. The 2004 Plan also identified a system of approximately 85 miles of “conceptual greenway trail corridors” that were intended to help connect greenways, parks, and other public access conservation areas. The updated Plan identifies approximately 150 miles of proposed greenway trail with proposed improvements such as bridges, boardwalks, road crossings, trail surfaces, and other features intended to address accessibility, safety, and general ability to be permitted.

Given the success of the 2004 plan which has helped create an abundance of conservation lands in Leon County, including publicly accessible greenways, forests, parks, and other areas, the emphasis in this updated Plan has shifted towards connecting these areas to residential and other areas of the community to the maximum extent possible, while still identifying several areas for potential acquisition. Thousands of acres of developable private lands and buildable parcels remain in Leon County and the City of Tallahassee, particularly within the locally adopted Urban Services Area.

### Canopy Roads

Approximately 78 miles of canopy roads are located within Leon County. Canopy roads are generally identified as historical roads that have distinct tree canopies and mostly rural or undeveloped scenic views in most places. The protection of canopy roads is a community value. As such, they are protected by ordinance, which minimizes tree removal within 100 feet of the centerline of the segment of the canopy road.

Although considered part of the local greenway program, most canopy roads are characterized as having narrow vehicular travel lanes, minimal paved shoulders, few sidewalks, and clayey banks and channels for stormwater. The provision of bicycle and pedestrian facilities along canopy roads must be balanced against the protection of canopy roads. Towards such a balance, the Tallahassee – Leon County Comprehensive Plan allows linear infrastructure such as sidewalk and trails along in canopy road protection zones where appropriate.

### Easements

An easement is a right of use over the property of another. There are many difference kinds of easements, including access, conservation, drainage, sewer, sidewalk, and others. A “conservation easement” (also known as a conservation restriction) is a legal agreement between a landowner and a land trust or government agency that permanently limits uses of the land in order to protect its conservation values. It allows landowners to continue to own and use their land, and they can also sell it or pass it on to heirs.

Conservation easements protect open space and other environmentally sensitive areas. Many conservation easements are owned by local and state government, homeowner’s associations, and private owners, some of whom are non-profit organizations, while others are private landowners. Tallahassee-Leon County GIS has mapped all local government easements and many private easements recorded by.

The Tall Timbers Land Conservancy holds 74 private conservation easements totaling approximately 25,000 acres scattered across the northern portion of Leon County as of January 2013. There is no public access for property and

easements held by TTRS, with the exception of the Henry Beadle House and associated nearby buildings for limited events.

As of early 2013, there are another 803 public and private conservation easements comprising approximately 7,043 acres in Leon County recorded by the Leon County Property Appraiser’s Office. Easements owned by local government are usually obtained as a condition of subdivision or site development. These easements, usually obtained under the “natural area set-aside” provisions of the City’s and County’s land development regulations, are intended to provide open space in the urban area and to protect environmentally sensitive features protected by the Comprehensive Plan. Others may protect listed species habitat.

Local government should continue to acquire conservation easements where necessary and appropriate for environmentally sensitive areas. The management of such areas will be negotiated on a case by case basis, and it may be possible to acquire easements as a substitute for “fee in lieu” or similar environmental mitigation situations. Conservation easements should be utilized for areas where public access would be difficult or expensive to provide, where private landowners do not want public access, or where there are no appropriate areas for trails or other passive recreation amenities. Conservation easements should be prioritized for floodprone areas where structures or other development is restricted, and they should be targeted to such areas that are part of larger drainage systems, including areas that drain into waterbodies such as the Ochlockonee and St. Marks rivers, or lakes Iamonia, Jackson, Lafayette, Bradford, Munson, and others.

Conservation and utility easements may be incorporated into the Greenway system, especially if public access is provided within the latter. Utility easements are linear corridors acquired for the installation and maintenance of public infrastructure such as gas lines, overhead power lines, sewer, and stormwater drainage. Conservation easements, unless specifically allowed, do not automatically provide the public any right of access. However, utility easements traverse the City and County in various directions and lengths, and can offer significant opportunities for greenway trails. However, utility easements must connect destinations in order to be usable as public-access greenway corridors, they must be of sufficient size to locate trails, and they must be amenable to public access.

As of early 2013, there are 3,422 recorded utility easements in Leon County. Most of these are owned by local government, but some are owned by private or non-profit organizations such as the Talquin Electric Cooperative, homeowner’s associations, or other landowners. Allowing public access and use of existing utility, conservation, and other easements will require either rewriting the legal terms of the existing easement, or negotiating a trail easement from the property owner or owners. Public access recreational trails easements can be acquired for private lands, and a model trail easement has been developed by the City of Tallahassee’s Attorney’s Office. This model easement utilizes the provisions of Section 375.251, Florida Statutes, which states that a landowner or lessee who provides public access to his or her land for outdoor recreational purposes is not required to keep that area safe for entry or use by others, or warn anyone entering or going on that area of any hazardous conditions, structures, or activities on the area. This statute also relieves the landowner or lessee of any liability or responsibility for any injury to persons or property caused by the act or omission of a person who goes on the area.

A copy of the City’s model recreational trail easement is included in this Plan as **Appendix 1**.



### Utility Corridors

Utilities corridor, natural gas and electric lines in particular, have significant potential for inclusion within the Greenways system. These linear corridors are generally kept open and are between 30 and 150 feet wide, which facilitates trail siting. Common criteria for trails within these corridors include restricting the placement of a permanent structure such as a building or the planting of large trees, restricting unauthorized vehicular access, and establishing clear maintenance responsibilities.

Some utility corridors are owned outright by local or state government, but some exist as easements only on private land. Although some corridors established by easements may have fencing, gardens, water bodies, or other natural or man-made obstructions, most of these corridors are mostly clear and frequently cross major roads, and have existing dirt maintenance roads that are already used by the public in many areas.

As with the community's drainage easements, utility corridors owned fee simple by local government by bicycles and pedestrians can and should be encouraged where appropriate and feasible. Towards the inclusion of these corridors into the greenways system, all City of Tallahassee- or state-owned utility corridors and easements should be evaluated by staff for use as greenway trails and connecting trails. If these corridors or segments thereof are determined to be appropriate candidates for inclusion, but exist as private lands, public access trail easements should be pursued for these corridors where appropriate and feasible.

### Trails and Connectivity

Publicly owned greenways are protected areas open to the public for passive or resource-based recreation and nature study. Trails are an essential component of the greenway system, and are best designed and managed within an integrated system of trails, trailheads, and related amenities. Trail users include walkers/hikers, runners, birdwatchers, bicyclists, rollerbladers, and equestrians. Trails are found within greenways, and they are also intended to provide access to greenways and parks from residential and other areas.

Trails can be single-use or multi-use, and can have soft (e.g., dirt or gravel) or hard surfaces (e.g., crushed stone or pavement). Other facilities may include bridges, signage, bathrooms, fencing, benches, trash cans, bike racks, emergency telephones, parking areas, dog walking areas, etc. Many of these facilities will be found at trailhead locations as part of established greenways. A complete description of facilities types and their development, management, and use is included elsewhere in this plan.

### Types of Greenway Trails

There are different types of greenway trails and their treads or surfaces. The width, type of surface, and placement of trails should be appropriate to where they are located, and the expected type and volume of use. Trails should avoid steep slopes, wetlands, or other environmentally sensitive areas, and should be designed for safety and low maintenance and to maximize aesthetic values where they exist.

### Shared Use Natural Surface Trails

These trails are intended for use by low impact user groups such as hikers, joggers, equestrians and/or off-road bicyclists. They are also appropriate for corridors containing environmentally sensitive features such as floodprone areas or canopy road zones that would normally limit the extent of greenway facility development. They are also appropriate for areas that don't expect to have constant use. Examples of these kinds of trails are found in the Alfred B. Maclay Gardens State Park, Klapp – Phipps – Overstreet Greenway,



Shared Use Natural Surface Trail



Miccosukee Canopy Road Greenway, and the Lafayette Heritage Trail. These trails are nominally 4’-6’ wide for single-use trails, or 8’-12’ wide for multi or shared-use trails. If erosion is an issue, they can be stabilized mechanically. Trails can utilize existing jeep trails, game trails, firebreaks, utility lines, and other corridors in order to minimize the environmental impact of new trails. Trailhead facilities and other amenities (such as signage and picnic tables) would be limited. Boardwalks would be desirable to cross through wetlands in these areas. Maintenance of these types of trails is relatively minimal.

**Shared Use Hard Surface Trails**

These trails are appropriate for greenway corridors located outside of environmentally sensitive areas. They are normally 10’-12’ in width, and should be designed with a crowned surface to drain surface water away. Aggregate surface (crushed rock) trails are appropriate for corridors outside the floodplain where anticipated use or a suitable landscape dictates a trail accessible to more various users. These trails are appropriate for higher-volume and impact bicycle, pedestrian, and equestrian users. Wheelchair users and persons with strollers can use these surface trails if they are designed to Americans with Disabilities Act (ADA) standards. The working standard definition is “firm and stable.” Horses prefer natural surface trails; so typically, with a shared use facility that accommodates horses, if there is sufficient room, trail manager could establish an adjacent but separate trail with a more natural surface.

Trailhead facilities and other amenities (such as benches, signage and picnic tables) would be developed as needed and where appropriate. While initial costs for natural surface materials are less expensive than hard surface materials, some additional maintenance may be necessary.

**Shared Use Paved Trails**

This designation would apply to off-road or on-road corridors where a high level of use is anticipated. Off-road locations may include trails located within frequently flooded areas. These hard surface trails would be paved, and should be designed using standards established by the American Association of State Highway and Transportation Officials (AASHTO) to accommodate several user groups, including walkers, bicyclists, runners, wheelchair users and rollerbladers. A width of ten feet is considered nominal in most locations; however, variations in this may be acceptable 9 e.g., 8’ to 12’) given professional judgment and consideration of factors such as high right of way acquisition costs, anticipated use, available funding, and other variables.

Although asphalt is the most common paved surface used for greenway trails, concrete or a similar material or matrix may be preferable for areas experiencing frequent flooding. Trailhead facilities and other amenities (such as lights, benches, and signage) would be developed as needed and where appropriate. Amenities would be more abundant and require more upkeep, and facility use and wear may occur at higher levels. Good design may reduce any safety or maintenance issues.

**On-Road Trails**

On-road trails, usually in the form of wide sidewalks with signage indicating the presence of bicyclists and other non-pedestrian users, can be constructed where there is little to no right of way for constructing an off-road trail. These “wide sidewalks” should be a minimum 10’ in width if there is sufficient right of way. There should be appropriate signage so that bicyclists understand that they are encouraged to use these trails, but that they have to share them with pedestrians and other users such as skaters, and also so that pedestrians are aware that bicyclists and other users may be expected.



^ Crushed Rock Trail



< Paved Trail



Water-Based Trails (Blueways)

A blueway or water trail is a water path or trail that is usually developed with launch points, camping locations, and points of interest for canoeists, paddle boarders and kayakers. Blueways are typically developed by state, county or local municipalities to encourage recreation, ecological education and preservation of wildlife resources. A necessary amenity of blueways is a series of signs that provide a map, safety information, liability statements, emergency numbers, and other related information. The designation of a blueway should maximize safety, scenery, and access.

Locally, blueways are trail designations applied to waterway segments or waterbodies that can accommodate canoeing, kayaking and boating, and that provide put-ins and related destinations such as other put-ins, parks, greenways, and other points of interest. Blueways will be designated officially by local government, and state designation by the State of Florida’s Office of Greenways and Trail will be pursued as well. The Florida Paddling Trails Association also offers designation as a Florida Paddling Trails Blueway Community. The Association, in coordination with a participating community, will promote the blueway, help monitor visitation and use, and provide metal signs for the blueway indicating this designation. More information is available at [floridapaddlingtrails.com](http://floridapaddlingtrails.com).

Maintenance issues may include cleaning and/or replacing signs, ensuring stream bank integrity at landings, and ensuring the free flow of streams (including removal of dangerous debris) as necessary. Additional amenities can include providing connecting land trails, parking areas, portable restroom facilities, floating or fixed docks, or cleared shoreline access.

Equestrian Trails

Public access equestrian trails are increasingly popular in Leon County. The equestrian industry in Tallahassee is well-established, and economically and socially significant. Many residents of Leon County and surrounding counties either work in the equestrian industry or own or rent horses to ride for pleasure. Several private plantations offer equestrian training and competition, and Leon County is the site of an annual national competitive event (the Red Hills International Horse Trials).

Equestrian facilities open to the public are located on publicly owned greenways such as the J.R. Alford Greenway and the Miccosukee Greenway. Others ride at private stables or on trails across private property. Where feasible and compatible, the proposed Greenway Trail System should accommodate equestrian use on selected greenways that have sufficient land area and minimal user conflicts. Trailheads would need to be designed to accommodate horse vans, and should include tie posts and a water source. Management issues would encompass all issues mentioned above, with emphasis on establishment and enforcement of rules and regulations.

Trailheads

Trailheads are simply where trails begin (or end). Trailheads can be simple or elaborate. Since a number of trails will begin and end in parks, trailhead facilities such as parking areas and bathrooms will already be available. Some trailheads will require only signage, especially those located in remote or lightly developed areas.

All trailheads will have appropriate signage, including the name of the trail, its length, a simple map, and the funding, ownership, and management entity. Where anticipated uses warrant, parking areas, benches, landscaping, waste cans, toilet facilities, and safety and other design features to prevent trail users from entering automotive or other traffic inadvertently, or to prevent unauthorized users from accessing trails, may be provided. Urban trails should include benches, landscaping, waste cans, and safety and other design features such as bollards to prevent trail users from entering automotive or other traffic inadvertently, or to prevent unauthorized users from accessing trails.

Fencing should be provided in areas where trails and trailheads are close to residential units, or where security or safety is an issue. However, the entire trail system cannot nor will not be completely fenced off to prevent or mitigate access. Access will be controlled by landscaping, limited fencing, and other environmental design.

There are a variety of recreational trails on publicly accessible conservation lands in Leon County. A Geographic Information Systems (GIS) dataset, including categories of trails, has been jointly developed by the City of Tallahassee Parks Department and Leon County Public Works Department. The trails have been mapped utilizing Geographic Positioning System (GPS) data where possible. **Table 4** indicates recreational trails by category and total length as of March 2013.

**Table 4:** Existing Trails in Leon County by Category and Length as of May 2013.

Category	Length	Category	Length
Boardwalk	0.3	Shared-use Equestrian	4.6
Garden Path	0.3	Horse (Equestrian) Trail	9.7
Hiking Access Trail	0.4	Hiking Trail	24.9
Fitness Trail	0.7	Mountain Bike/Off-road Bicycle Trail	36.9
Access Road	1.1	Paddle Trail	45.9
Other Trail	1.9	Motorcycle Trail	49.6
Access Trail	2.1	Off-Highway Vehicle (OHV) Trail	62.2
Walking Trail	3.9	Shared-use Trail	115.1
Total			359.6



# ACTION PLAN

The original edition of the Greenways Master Plan previously identified a number of areas for land acquisition. Many of these areas have been acquired, and are under active management. In fact, both the City of Tallahassee and Leon County currently have a surplus of land in reserve as greenways and parks that await sufficient funds for development of facilities and amenities so that the public can access these areas safely and without impacting the very resources these areas were acquired to protect. Access to current greenways and parks is often dependent on roads and automobiles, which potentially restricts access to those without access to a car.

Therefore, the emphasis of this plan update is to connect via greenway trails existing and planned greenways, parks, trails, and bicycle facilities to residential areas, schools, colleges, and universities, and significant activity and employment centers such as Innovation Park, FSU’s Southwest Campus, and the Capital City Office Complex at Southwood.

Towards this end, 29 greenway trail projects have been identified. Each greenway or greenway corridor is described by name, length, area (if applicable), improvements, and estimated cost. For those projects where land or easement acquisition is proposed, the estimated number of property parcels, primary acquisition method (e.g., fee simple vs. less than fee simple), and land acquisition costs are listed. The total number of proposed trails is approximately 139 miles (78 miles within unincorporated Leon County and 61 miles within the City of Tallahassee).

The origins of these projects vary, and are identified in Table 4 . The Leon County Department of Public Works has proposed a number of greenway trails (Projects 1-9) that are designed to be integrated into stormwater management and other similar projects. Several of these projects have been expanded by the Planning Department beyond their original proposals to make additional connections, and the cost estimates have been revised to reflect this. Projects 10-16 were proposed by the City’s Parks, Recreation, and Neighborhood Affairs department. The remainder of the projects come from the original Greenways Master Plan, the Regional Mobility Plan, Blueprint 2000, and public input.

For each greenway trail project this Plan proposes, there is a nominal width of 10’ or more, a recommended surface, and additional facilities such as trail crossings, bridges, fencing, and other associated amenities. Trail widths and surfaces for instance vary according to estimated use and physical, environmental, legal, and other constraints and opportunities. The experience of the St. Marks Trail in Leon County is worth considering in that when this trail was first constructed, it had an eight-foot width and a paved surface. Over time, the expanded uses and popularity of this trail, along with deterioration of some segments from roots and poor drainage, warranted a rebuilding of the trail to a nominal 12’ width. The City of Tallahassee and Leon County may modify the proposed projects, including their alignments, amenities, and other details as necessary and appropriate.

There are a remaining number of parcels that would make valuable additions to the Greenway program, including Grassy Lake (north of Lake Bradford), Black Swamp, and undeveloped environmentally sensitive lands in the east,

north, and southeast parts of the County that have been previously identified by State and local government staff and others. These have been identified in the maps that accompany each proposed project.

### Cost Estimates

Estimating costs is necessary in a plan of this scope, and such estimates must ideally include design, permitting, environmental assessment and mitigation, construction, operation, and maintenance costs. The estimated costs used in this plan are average construction costs, based on information obtained from meetings and interviews with local government staff, recreational industry estimates, and other greenways plans, particularly those used in Florida and the southeastern U.S. These estimated costs will vary based on physical location, commodity pricing (e.g., concrete, fuel), extent of project, state and local environmental and other regulations, jurisdiction, personnel costs, and other variables.

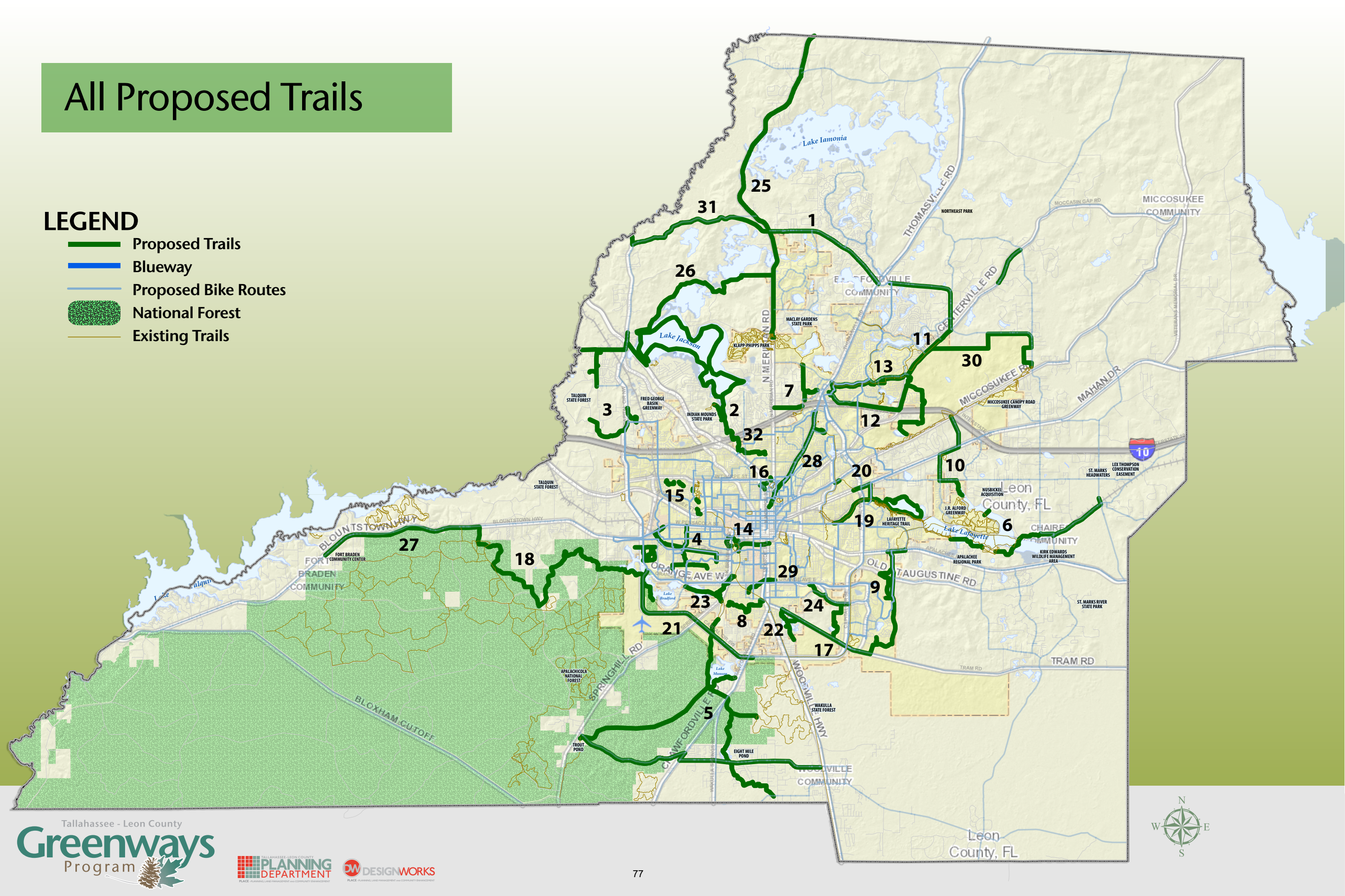
As a rule of thumb, it is also recommended that a 20 percent overhead allowance for engineering, design, and costs be included in any cost estimates associated with the implementation of this Plan. This allowance has been included with each project estimate. All costs will be continually evaluated as projects develop, and the estimates in this Plan may vary accordingly.

Maintenance costs have not been estimated in this Plan because of the high variability and seasonality of these costs. However, anticipated maintenance costs may include:

- Mowing of grass, with riding or walk-behind equipment.
- Vegetation control rather than mowing. Includes trimming, cutting and pruning of weeds, vines, brush and trees. Also includes spraying or blowing.
- Safety and Security. Includes all maintenance of gates, bollards, signs, 911 call boxes and fences.
- Removal of trash from park-owned receptacles; pick up/disposal of any trash or debris on a trail or trail edges.
- Any work related to erosion and/or stabilization on a trail. Includes drainage, pavement/pothole repairs, vegetative planning, seeding, etc.
- Any maintenance directly resulting from storm damage. May include cleaning of any debris on a trail, cutting/removal of any downed trees or branches, and removal of leaves or other debris. There may be some overlap of work tasks between storm damage and erosion and stabilization.



Figure 4: Total Proposed Greenways Trail System





# PRIORITIZATION

Given that the 2020 One Cent Sales Tax extension was approved by the voters of Leon County in November 2014, and there is a large number of proposed greenway and trail projects, it is necessary to try to prioritize these projects for the sake of planning, budgeting, design, and construction. As part of the 2020 Sales Tax extension prioritization process approved by the Blueprint Intergovernmental Agency on April 1, 2015, an estimated \$790,000 will be allocated to greenways connectivity projects annually. This allocation will start at the beginning of 2020 and will run for 20 years. Prior to this allocation, Blueprint will complete a prioritization process by the summer of 2016. The below criteria will be utilized as part of this prioritization process.

**Connectivity to Existing Conservation Areas**

Existing conservation areas include City, County, State, or Federal parks, greenways, forests, wildlife management areas, and other similar conservation holdings.

**Connectivity to Existing Trails**

Existing trails include shared use paths or multi-use trails such as the St. Marks Trail, or the Goose Pond Trail. These do not include single-use trails in parks or greenways.

**Connectivity to Existing Bicycle Facilities**

Existing bicycle facilities include on-street bike lanes, shared rights of way (sharrows), and wide shoulders suitable for bicyclists.

**Connectivity to Existing Sidewalks**

Existing sidewalks include all publicly-owned sidewalks maintained by local or state government.

**Connectivity to Existing Schools**

Growing state and local efforts to increase the proportion of children who walk and bike to school will be supported by trails that connect neighborhoods to schools. Additionally, funding options like the state’s Safe Routes to School grant program may be available for these trails.

**Connectivity from Existing Residential to Commercial or Employment Areas**

Providing choices for residents to access nearby commercial or areas with offices, warehouses, or other employment areas is a priority, and trails is a byproduct of connectivity. Many people cannot or will not drive, and mass transit is not accessible everywhere. Healthy, active living is also facilitated by trails where residents can walk or bicycle to go shopping or to or from work.

**Connectivity to the Mobility District**

The Mobility District is an 18-square mile area centered around the downtown area of Tallahassee where primary emphasis is placed on pedestrian, bicycle and transit mobility and secondary emphasis is placed on automobile mobility. The Mobility District has special standards for development to mitigate its impacts on the transportation system - when new development occurs within the District, it must enhance the pedestrian, bicycle, and transit facilities rather than widening roadways. Local government spending must also support this goal. Funding may be available for trails within or connecting to the Mobility District.

**Connectivity to Existing or Proposed Regional Trails**

The State of Florida’s Office of Greenways and Trails (OGT) implements the Florida Greenways and Trails System (FGTS) Plan. This Plan establishes priorities and describes the role of the FGTS in advancing Florida’s economy, tourism, health, alternative transportation, recreation, conservation and quality of life. OGT oversees the priority and opportunity maps that define the FGTS. These are existing or proposed regional trails that are multi-jurisdictional (e.g., two or more counties or cities).

OGT works in partnership with communities, agencies and organizations to close gaps in the in the system. OGT expands the FGTS through the acquisition of eligible projects under the Greenways and Trails portion of the Florida Forever programs, and has partnerships with nearly 30 communities that develop and manage state acquired greenways and trails on behalf of OGT. Leon County and the City of Tallahassee are committed through the Capital Regional Transportation Planning Agency’s Regional Trails Plan to developing

a regional trail network through cooperation with neighboring counties and municipalities. Segments that provide a link to existing or planned trails should be prioritized to meet this goal.

**Connectivity to Mass Transit**

This includes the City of Tallahassee’s StarMetro system. Many, if not all, City buses have bicycle racks mounted on the front, and a bicyclist could ride a bus to or from a trail.

**Projects Referenced in Other Plans**

Recognizing projects that are referenced in other plans such as the CRTPA’s Regional Trails Plan or their Mobility Plan, or proposals that have been brought forward by other department s in other plans, adds additional weight to proposed projects through consistency of plans and policies.



# IMPLEMENTATION

## Design Goals and Objectives

Greenways and greenway trails are not just protected natural areas and trails open to the public. Greenways and parks require facilities such as parking areas, trails, restrooms, signage, and other amenities. Good design of trails and facilities is critical to sustaining not only the resources the acquisition of these areas is intended to protect but to minimize the costs, including fuel, materials, time, and number of personnel, required to maintain these areas and facilities for perpetuity.

Facility development refers to the planning, design and construction of greenway facilities. Management refers to operations and maintenance. Facility development and management are dependent upon greenway objectives, including the types and intensities of uses allowed in a greenway.

The level of facility development and its required management for a greenway will vary significantly according to resources and uses. For the management of greenway land, corridors, and trails, there are two primary design and management goals:

1. Maintain the integrity of the natural environment. Environmentally sensitive features such as severe slopes, wetlands, watercourses, and other water features must be protect to prevent erosion and siltation in order to provide optimal habitat conditions and to minimize water pollution, for instance. Trails must be located away from sensitive areas, or routed through them in such a way so as to minimize impacts to tree root zones, erodible soils, listed plant species, and other environmentally sensitive features.
2. Provide for the safety and security of users. This will be accomplished through maintenance of trail surfaces, clearing of obtrusive vegetation, mowing of a trail clear zone, maintenance of pedestrian bridges and culverts, inspection and maintenance of lighting figures, periodic general inspections and trash removal. The level of maintenance and the associated costs are dependent upon the level of amenities and the extent of development.

The basic objectives of local trails planning include:

- Nature interpretation, educational trails where users may stop frequently.
- Trails for users with special needs (e.g., the disabled, children, the elderly). Every trail network should have one or more universal access trails.
- Separating use at crowded railheads (e.g., the trail system near stables may benefit from having parallel feeder trails to the main system.)
- Providing a “no bikes” alternative in major parks (In deference to the folks who are unwilling to share trails, there should be one major backcountry trail “no bikes” in every major park.)

Management plans for units of the Tallahassee – Leon County Greenway System will utilize best design and management practices such as those promoted by IMBA for locating, constructing and maintaining a sustainable, low-maintenance, and safe trail system for all anticipated users. These trail systems shall be designed as an integrated system of multi-use trails augmented where appropriate by user-specific trails in additional areas to reduce conflicts and potential safety issues. Trail systems shall utilize existing roads and trails where appropriate to the maximum extent so as to minimize new impacts on environmental sensitive areas. New trails shall be designed to minimize any impacts to wildlife habitat, wetlands, and other environmentally sensitive and other protected areas.

## Design Guidelines

There are many trail design, construction, and maintenance and management guidelines developed by different user groups, including hikers, bicyclists, and equestrian groups and organizations. General design guidelines include sustainability; low maintenance; safety; minimization of environmental impacts, including those upon wildlife; and accessibility by disable persons.

Florida-specific guidelines include Connecting Florida’s Communities with Greenways and Trails (Florida Department of Environmental Protection and the Florida Greenways Coordinating Council, 1998), a five–year implementation plan for the Florida Greenways and Trails System.





These resources should be consulted by local agencies seeking to design and build trails within the Tallahassee – Leon County Greenway System. They include:

- Avoiding or minimizing trails in environmentally sensitive areas.
- Mountain bicycle trail design guidelines developed by the International Mountain Bicycling Association (IMBA);
- Florida-specific hiking trail design and construction guidelines developed by the Florida Trail Association;
- Planning Trails with Wildlife in Mind: a Handbook for Trail Planners from Colorado’s State Trails Program; and
- Equestrian trail and related facility guidelines such as Equestrian Source Book, a manual of design guidelines for horse trails, trailheads, and campgrounds developed by American Trails.

Most of these design guidelines can be easily found online. American Trails in particular ([www.americantrails.org](http://www.americantrails.org)) has a wealth of information relating to design, construction, trail surfaces, trailheads, facilities, signs, wildlife, and many other factors.

## Wayfinding

Wayfinding refers to the means and methods by which users can navigate to, from, and within the greenway system. A fundamental piece of a wayfinding system is a signage program that clearly identifies greenway units and trails and other features and attractions associated with this system. A signage program must be logical, consistent in design and application, and well-constructed and maintained.

A Wayfinding Standards and Signage Manual can provide a consistent wayfinding approach for greenways. The standards established in such a manual are intended to provide a uniform approach to creating or ordering signs and other information, where these signs should be located, and what information they should provide. This manual is intended to save time and money by minimizing redundant or hasty decision-making, and to provide a uniform “look” to the necessary signage citizens expect in a world-class system of parks and greenways.



A Wayfinding Manual can provide:

- A menu of approaches to the design of a signage system suitable to local or regional needs, desires, history, and customs
- Instructions on how to specify signage products to address a multitude of communication needs (e.g., physical signs, digital and paper maps, website elements, distribution methods)
- Usage Criteria for all manner of identification, orientation, directional, information, interpretive, and commemorative signage
- A checklist for assisting in the selection colors, typefaces, and graphic motifs
- Information on how to access a growing library of map graphics and legends to facilitate signage as well as print and electronic wayfinding
- Recommendations for how to organize the purchase of a group of signs or procurement package
- Information on signage companies in the region that can produce these products

Both the City and the County have created signage systems for parks and greenways. While these systems function well and have improved greatly, a system of connecting trails may traverse more than one jurisdiction and connect parks and greenways managed by different departments, agencies, or governments. A consistent wayfinding across Leon County and the City of Tallahassee offers a consistent “brand” for the greenway system, and reduces conflicts and confusion.

This Plan recommends the creation of a joint wayfinding system and the creation of a Wayfinding Manual with participation from and coordination between the State of Florida, including the Office of Greenways and Trails, the Northwest Florida Water Management District, the Florida Forest Service, the U.S. Forest Service, the Florida Fish and Wildlife Conservation Commission, organized user groups, and the public. This can be done by local government staff or it can be contracted out to a qualified consultant with a proven record of designing wayfinding systems.

A wayfinding system must also be available via electronic means, including posting online with regular updates and website maintenance, and it must be compatible with mobile devices. Any mobile device application must include a routing function so that users can access greenways, parks, and connecting trails from any point in the urban area via the established bicycle route system, and by the utilization where appropriate of any facility for bicyclists and/or pedestrians. A robust electronic wayfinding system will also have information on all greenways, including points of interest, access points, historical, cultural, or other features of interest, natural and other historical information, alerts and other timely information (e.g., prescribed burning, safety or health hazards, special events, construction, etc.). Users will not only include the residents and taxpayers of Leon County and the City of Tallahassee, but visitors and tourists. This information can and should be coordinated with VisitTallahassee so that visitors, tourists, residents, and



# MANAGEMENT

others can easily access this information in a timely manner.

A former director of the office of State Lands in Florida once remarked, “As ye acquire, so shall ye manage.” Greenways and trails management in the City of Tallahassee and Leon County, including operation and maintenance, has grown and evolved since the Greenways program was created. New staff positions have been created, new relationships with community and user groups and local and state agencies have been created, and new equipment, training, and institutional knowledge, programs, and procedures have been acquired. Management plans are now common for all greenways that address all aspects of managing these areas, including natural, cultural, and historical resources, invasive exotic vegetation, trails, signs, fencing, access points, interconnection with other trails and open spaces, and other improvements and amenities. Large greenways are undergoing prescribed burned on a regularly basis, and native wildlife is being brought back in selected areas by the use of food plots and patchwork ecological areas.

Greenways management, like the ownership and management of public roadways in Leon County and the City of Tallahassee, is a collaborative process that often involves a mix of jurisdictions, landowners, managers, and funding sources. For instance, the Miccosukee Greenway and the J.R. Alford Greenway are owned by the State of Florida and subleased and managed by Leon County’s Division of Parks and Recreation. Management funds come from both the State of Florida and Leon County. Most greenways in the City of Tallahassee are managed by the City’s Department of Parks, Recreation, and Neighborhood Affairs. However, the Elinor Klapp-Phipps Park is owned by the Northwest Florida Management District, who also provided funding to acquire the Okeeheepkee Prairie Greenway, which is managed by the Leon County Division of Parks and Recreation. The St. Marks State Park is owned by the State of Florida and will be managed by the Florida Park Service, and the Florida Forest Service will manage the five units of the Talquin State Forest in Leon County, including the North Ochlockonee Tract , the Talquin Tract, the South Ochlockonee Tract, the Bloxham Tract, and the Fort Braden Tract, and a unit of the Wakulla State Forest. The Florida Fish and Wildlife Conservation Commission will continue to manage the L. Kirk Edwards Wildlife and Environmental Area

The sustainable management of environmentally sensitive lands such as greenways requires management plans that address the uses expected of these areas and any facilities, the protection and enhancement of natural, cultural, and historical resources, the monitoring and control of exotic invasive plants and animals, the use of prescribed fire, impacts from adjacent properties, and other related topics. These plans should also identify managing entities, users and user groups, capital improvements, and funding sources.

**General Requirements**

The management of trails connecting greenways and parks will be determined mostly by jurisdiction, but it may vary by funding source, land ownership, and ownership and/or management of any parks and greenways a trail may connect to or from. For new trails within that portion of the Apalachicola National Forest within Leon County, the funding for both construction and management, including maintenance, will likely have to come from the local government.

The City of Tallahassee’s Department of Parks, Recreation, and Neighborhood Affairs and Leon County’s Division of Parks and Recreation will continue to be the lead management agencies for most public access greenway areas owned by local government. Other departments can be responsible as appropriate for trail connections, depending on who may own the underlying land or easement, or for trail connections within public rights of way. This may be a negotiated process in some instances. Others may require interlocal or interdepartmental agreements so that responsibilities are clearly outlined for the benefit of the public.

**Land Use Coordination**

The Land use and zoning designations of properties abutting the greenway system should ideally complement the resources there, and minimize any adverse impacts upon the system. Coordination between proposed development and the greenway system should be considered county-wide whenever possible. This will help ensure that open space areas required as a condition of development approval are located adjacent to greenways and parks, and that they not only help protect and buffer critical natural resources such as floodplains, wetlands, and wildlife habitat, but that their management may be coordinated with greenways and parks management programs and activities. This may also include connecting trails and trailheads where possible to help provide public access.

**Inventories**

The first management activity for any greenway property is a site inventory, including mapping (preferably through the use of GPS) of critical resources, including trails. In addition to listed and other native plant and animal species, physiographic features, and all other environmental features protected by local comprehensive plan policies and land development regulations and other local environmental ordinances.

Leon County is rich in cultural and historical resources, and an inventory must be conducted for these resources, and the management plan should include guidelines for their preservation and long-term management. Any sites identified should be registered with the Florida Department of State’s Master Site File maintained by the Division of Historical Resources.

**Exotic and Invasive Plants**

Exotic invasive plants are a serious issue in greenways, and they can be found throughout Leon County. Cogon grass, Kudzu, Ardesia, Nandina, Chinese Tallow, and Japanese Privet are among the more common varieties. All of these species are established and management of them is an ongoing effort. Community education will be required to provide some measure of control on private lands, especially in residential subdivisions. Greenway managers can and must ensure that the greenway is not a source of further infestation, and they must also manage properties with listed species or unique specimens so that these resources are not encroached upon or out-competed by exotics. Preliminary inventories of natural resources on all greenways should identify where such conditions exist, and greenway and trail management plans must specify management strategies.

The Florida Department of Environmental Protection’s Bureau of Invasive Plant Management and the Florida Fish and Wildlife Conservation Commission have information and grant funding available to local governments to help



manage invasive exotic plants and animals. The Upland Plant Management Program under Florida Statute (F.S. 369.252) within the Florida Fish and Wildlife Conservation Commission incorporates ecosystem management concepts involving “place-based management” that brings together regionally diverse interests to develop flexible, innovative strategies to address local upland invasive plant management issues on public conservation lands in Florida.

The Upland Plant Management Program funds individual invasive plant removal projects on public conservation lands throughout the state. Projects are considered based on recommendations from a network of eleven Regional Invasive Plant Working Groups comprising federal, state, and local government public conservation land managers and non-governmental organizations throughout the state. These working groups have an active role in selecting projects for upland invasive plant management at a local level. The Program has also established service contracts with regional invasive plant control contractors with an established fee schedule to help all Florida governmental entities streamline the hiring of plant removal contractors.

The City of Tallahassee and Leon County have used innovative methods to control other invasive exotic vegetation such as Kudzu. In an effort to control the growth of these invasive plants on public lands, the City of Tallahassee, in cooperation with Leon County and the State of Florida, used sheep in an innovative management project in the early 2000s. A flock of 500 to approximately 1,000 sheep was used to eliminate selected vegetation at Tom Brown Park, the Lafayette Heritage Trail, the Phipps-Overstreet Greenway, the Miccosukee Canopy Road Greenway, and under City electric transmission lines.

## State Designation

The mission of the Florida Greenways and Trails System is to create a network of greenways and trails throughout Florida, connecting one end of the state to the other, from Key West to Pensacola by linking public parks, forests, refuges, wildlife management areas and water management areas where possible.

The Florida Greenways and Trails Designation Program provides for the designation of public lands and waterways and private lands. Designation of these areas is intended to:

- Further the purposes, goals, and objectives of the Florida Greenways and Trails System;
- Ensure an inclusive and interconnected system of greenways and trails;
- Encourage voluntary partnerships in conservation, development and management of system components;
- Provide recognition for individual components of the system and those partners involved;
- Raise public awareness of the conservation and recreation benefits of the system components; and
- To take advantage of state statutes which reduce or eliminate liability against private landowners who allow trail users to access trails on their land.

Designation of local greenways and associated trails that are consistent with corridors identified in the State of Florida’s Greenways and Trails system should be pursued by local government wherever possible and appropriate. Such designation not only can address liability issues where those concerns exist, but it can also make these and other designated trails eligible for state grant funds for construction and management.

## Construction Phasing

The management, features, and amenities of greenways can change over time based on increasing population and uses, pressures from adjacent land uses, the evolving desires and recreational habits of user groups, and available funding. It is therefore common among local parks and greenways to implement management plans over time rather than all at once, and for those management plans to change over time based on the factors listed above. For instance, a trail system can begin as a simple system of dirt trails following old fire breaks or jeep trails, and can be expanded over time by widening or by adding new trails to accommodate new uses and to disperse increased uses. Existing trails can also be upgraded to accommodate increased uses or needs as necessary by the addition of road base, concrete, or asphalt, as well as bridges, signage, or other features.

Other amenities such as parking areas can be added over time to accommodate increased users, or parking areas can be omitted or removed in order to control usage. Phasing is a useful method of developing and managing greenways, and management plans are the vehicle through which such phasing is best expressed.

## Maintenance

Maintenance is necessary as part of a greenways program. Regular maintenance on greenways and parks owned and/or managed by local government is conducted by both the City of Tallahassee’s Department of Parks, Recreation, and Neighborhood Services, and Leon County’s Division of Parks and Recreation. With the exception of the St. Marks Trail outside of the City of Tallahassee, maintenance of shared use paths and paved multi-use trails within the City is conducted by the City’s Division of Streets and Drainage within the Public Works Department, with the sections of these paths and trails within City parks being maintained by the Department of Parks, Recreation, and Neighborhood Services.



Fred George Basin Greenway



It is anticipated that this division of maintenance will continue in the future, with shared use paths and trails inside of parks and greenways being maintained by either City or County parks and recreation departments, and those outside of parks and greenways by either City or County public works departments. It is also possible and even preferable in certain locations to use interlocal agreements between departments, or even different governments, to share or transfer maintenance responsibilities. Interlocal agreements are commonly used by the City, the County, and the State to share or transfer road, sidewalk, stormwater, and other infrastructure maintenance responsibilities.

“Adopt a trail” programs, increasingly popular in other areas of the U.S. and used to help address litter along roadways, may be useful to help address trail maintenance responsibilities. Non-profit and other community groups can provide volunteer services to help maintain trails, including litter collection, security (“eyes on the trail” only), and the provision of supervised manual labor. Participating Individuals and groups can include youth groups, neighborhood associations, civic groups, faith-based organizations, athletics organizations, service organizations, schools (groups and teams), and business or other community organizations.

The City of Durham, North Carolina is a good example of a local government that works with individuals and community groups and other organization to adopt trails and trail segments. The City’s Adopt-A-Park/Trail Program (APAT) is a volunteer program that gives community individual and groups the opportunity to work with Durham Parks and Recreation to keep its parks and trails clean and attractive. The adopter is responsible for maintaining the parks/trails by picking up litter, maintaining flower beds, painting, spreading playground mulch including safety surfacing and other manual labor. The adopter must be willing to make a one-year commitment to their designated park or trail completing a minimum of six projects per year. Durham Parks and Recreation provides trash and recycling bags, recycling information, safety guidelines, litter grabbers, and bags. Adoptees can check out safety vests and work gloves with a \$50 refundable deposit. The City of Durham recognizes adopters through signage with the adopters name at the location of the adopted park or trail, a Certificate of Appreciation for the service year, a Letter of recognition by the director of DPR, and Recognition on the DPR website.

**Advisory Committee**

As part of the implementation of the Greenways Master Plan, it is recommended that the creation of an overall greenways and trails advisory committee be considered to assist with the development and management of the greenways system. This committee could be created by local government and composed of appointees made by individual City and County commissioners, or it could be a private non-profit group not subject to government rules and regulations.

An advisory committee could help provide support for the greenways system, and it would create a forum for federal, state, and local government agencies, user groups, and other greenways related individuals and/or organizations to discuss issues, set goals and objectives, and provide focused input to funding and management entities. Recreational user groups should include those who have been involved in the development and maintenance of trails, including equestrians, off- and on-road bicyclists, hikers, paddlers, and runners. Other groups should include the local Council of Neighborhood Association and those focusing on tourism, natural history, cultural and historical features, birding, and other outdoor activities.

A private support group, while not responsible to local government and citizens, could apply for grants, and possibly participate in land acquisition projects where necessary. Such a group could be modeled after the Friends of the Miccosukee Greenway, which is a private non-profit support group that was instrumental in the acquisition of the Greenway and in the development of its management plan. This group remains active in the management of the Greenway.



Fern Trail

The public has previously made a significant long-term investment in publicly owned and managed conservation areas and trails. The linking of these areas through the implementation of this Plan will require significant levels of governmental coordination, a continued commitment to funding for acquisition, construction, and maintenance, and a continually evolving and creative approach to managing these public resources. These activities are described below.

**Coordination**

**Blueprint 2000**

Blueprint 2000 is expected to play a lead in implementing the remaining Blueprint projects, should their funding sources continue. They will continue to design, integrate, and construct greenway trails and related amenities along with other infrastructure projects. This will need to be conducted in a holistic manner similar to the approach Blueprint has taken for the last decade.



### **Tallahassee – Leon County Planning Department**

The creation, expansion, and sustainability of the greenway system depends not only on establishing physical linkages to and from trails and greenways and parks and managing greenways to ensure sustainable wildlife habitat, improved water quality, and other environmental values, but also on coordinating land uses, transportation facilities, and other urban growth and infrastructure. Therefore, the Planning Department will contribute to these objectives by coordinating with other City and County departments and the Tallahassee – Leon County Planning Commission through the comprehensive planning process, reviewing major proposed development projects, preparing land acquisition grant applications and land management plans, and mobility planning, Placemaking, and other related planning activities.

### **City and County Growth Management**

The City’s Growth Management Department and the County’s Department of Development Support and Environmental Management are responsible for managing development at the site plan level. Open set asides are required for most new development by regulation. Open space and environmentally protected features are commonly protected by easements. These easements can add these areas to the greenway network where appropriate and desirable, particularly for habitat and flood control. If public access is desired, these selected areas should be considered for fee simple acquisition by local or state government.

### **City and County Parks and Recreation**

The City of Tallahassee’s Department of Parks, Recreation, and Neighborhood Services and Leon County’s Division of Parks and Recreation both manage local government greenways. Leon County also manages several state-owned greenways, including the J.R. Alford Greenway and the Miccosukee Canopy Road Greenway. These management responsibilities include implementing the greenway management plans and related improvements, providing security, maintenance, and security, and providing vegetation and wildlife habitat management. For greenways obtained with funding provided by the Florida Communities Trust, these departments are also required to file annual stewardship reports.

In lieu of any greenway trail segments specifically “adopted” by citizen’s groups, the City and County Parks and Recreation departments would logically be the primary management entities for local government-owned greenways and selected state-owned greenways. Coordination will be required to ensure that adequately staffed and funded to undertake required management efforts.

### **City and County Public Works**

The Public Works departments for the City of Tallahassee and Leon County are responsible for maintaining public streets, sidewalks, and stormwater conveyance and storage facilities, among other related responsibilities. These departments, including Blueprint 2000, have become skilled at designing, constructing, and managed stormwater facilities to provide greenways benefits. City policy is to now construct new stormwater facilities to be urban amenities and include where space permits sidewalks, benches and landscaping. The Capital Cascade Greenway and Franklin Boulevard improvements are examples of how both greenways and stormwater management objectives can be met.

These departments are expected to manage and maintain greenway trails on public land or on public access easements that are not within a designated park or greenway. The City’s Utility Department may also contribute management and maintenance resources to greenway trails located within utility easements such as power line corridors. This will have to be negotiated between departments, perhaps on a case by case basis.

For existing drainage easements for which public access is not designed and/or allowed but may be suitable for public access by bicyclists and pedestrians, both City and County Public Works departments should, where appropriate and safe, seek to renegotiate selected drainage easements or to negotiate supplemental access easements.

### **Utility Departments/Organizations**

There are many examples of trails in different areas of the U.S. being successfully located in various kinds of utility corridors, including city water mains, water storage project aqueducts, irrigation canals, historic transportation canals, flood control projects, electric power lines, sewer lines, fiber optics lines, and gas and oil transmission pipelines. The cities of Austin, Texas, and Boulder, Colorado have co-located recreational trails within utility corridors, as well as the City of Tallahassee. A section of the City’s Goose Pond Trail is located in a corridor that has a high-power electric transmission line, a sewer line, and a stormwater drainage channel. Another very active trail is located within a sewer line easement, and another is located within a high-power electric transmission line that connects to an existing state park. In addition, the CRTPA’s Regional Trails Plan has several proposed trails located in utility corridors.

Policies to encourage joint use should be drafted for consideration by the City Commission, Talquin, and Florida Gas. Public education about risks and liabilities unique to utility corridors may be needed. In addition, any new easements or rights of way should be evaluated by City Utility staff and others for trail opportunities.

The City of Tallahassee’s Utilities department has the following criteria for establishing trails in utility corridors, including electric transmission lines and underground gas transmission lines:

- City Utilities can only grant the usage on property that is in fee simple ownership (non-easement). Additional access to corridors that are established by easement only will have to be provided by the landowner(s).
- City Utilities must retain full access to the right of way in order to perform vegetation management, inspection, and repairs.
- Any proposed improvements will require review by the appropriate utilities department to ensure there are no safety or operational concerns.
- The City Utilities department cannot be responsible for any improvements that are made that are damaged as a result of routine or emergency access. This includes, but is not limited to, hard surface trails (paved or crushed rock).
- There can be no permanent structures (i.e. buildings, sheds, concrete pads, etc.) built over underground utility easements.



- The Underground Utilities Division must be notified if any digging is performed close to any main transmission lines or any permanent structures are built in close proximity to utility infrastructure, so that the work can be reviewed for potential conflicts.
- The Gas Utility may need to install permanent location markers along the easements to indicate that gas lines are buried in the easements in order to comply with Federal and State requirements.
- Any trails or greenways must not allow unauthorized motorized equipment or aerial activities (e.g., kite flying, model airplanes, model rocketry) along the right of way.
- While City Utilities normally provides restoration of the corridor to a maintenance truck-accessible condition following major work, this restoration is general only, and may not result in a surface that is level and smooth.

Maintenance of any trails or related improvements in these corridors such as signage, benches, kiosks, or other amenities must be clearly established so as to provide a clear chain of responsibility for the public and for the Electric Utilities division.

According to American Trails, a national, nonprofit organization working on behalf of all trail interests, the risk of personal injury and the resulting claims/lawsuits from trail use can be reduced through conscientious trail design, construction and maintenance, but will never be eliminated from the equation. Given this, certain precautions can be taken which will greatly diminish the risks:

- Exposure to liability can be reduced via state Recreational Use Statutes. Their intent is “to encourage owners of land to make land and water areas available to the public for recreational purposes.” While these statutes do not grant immunity and cannot prevent suit, they do limit landowner liability. Efforts to educate the public about the dangers associated with these rights-of-way are critical in creating a safe environment and reducing claims.
- A creative risk management program. A few of the actions a risk management program could include are: an intensive education program, signage clarifying potential hazards, public safety devices, safety feature standards, restricting time of use to daylight hours, and formal trail patrols.
- Indemnification and hold harmless clauses within the recreational use agreement.

**Northwest Florida Water Management District**

The Northwest Florida Water Management District interacts with the Greenways program through watershed planning, land acquisition, and cost sharing. The Surface Water Improvement and Management (SWIM) Plan for the St. Marks River watershed was approved in 1997 as a framework for the District to work with local governments, state and federal agencies, and private initiatives to address major issues affecting the watershed. The plan identified strategies and actions to protect and restore watershed resources, including acquiring land for stormwater facilities and constructing and managing several of these facilities. The 2009 update of this SWIM plan reports on progress to date, documents changes in the watershed, describes ongoing watershed protection and restoration efforts, identifies new strategies for basin-wide management and potential funding sources. The Lake Jackson SWIM plan is a similar effort intended to identify issues, proposed solutions, and long-term management strategies. The District also participates in protecting the Ochlockonee River / Lake Talquin floodplain through acquiring targeted environmentally sensitive lands where appropriate. Local government should continue to coordinate with the District

on the implementation of these management activities and plans, including sharing the costs of acquisition and management of environmentally sensitive lands.

**Florida Department of Transportation**

The Florida Department of Transportation (FDOT) manages a number of roadways in Leon County, including Interstate 10, highways 90, 27, and 319, and a variety of associated stormwater facilities. Local greenway and greenway trail planning and management efforts should be coordinated with FDOT where appropriate to the maximum extent possible. This coordination may include working with FDOT as a financial partner on projects related to wetland mitigation and stormwater ponds as possible elements in land acquisition. The Martha Wellman Pond on U.S. Highway 90 is a good example of this; FDOT purchased the land for stormwater mitigation, and Blueprint 2000 provided the funding and design guidance for a recreational path encircling this pond, as well as a parking area. Leon County now manages this facility.

**Florida Fish and Wildlife Conservation Commission**

Within Leon County, the Florida Fish and Wildlife Conservation Commission (FWC) manages the L. Kirk Edwards Wildlife Management Area, and the Ochlockonee River Wildlife Management Area in cooperation with the Florida Forest Service. The Kirk Edwards WMA is a major element of the Lafayette Heritage Trail Greenbelt, extending from Tom Brown Park to Chaires. The Ochlockonee River WMA is part of the 19,347-acre Lake Talquin State Forest, and consists of nearly 3,000 acres in western Leon County near Tallahassee. The Ochlockonee River forms the western boundary of this area.

The FWC has funds available for lakes management throughout Florida for improving fisheries and other wildlife management objectives and activities. Local government should coordinate with FWC to open up public access to government-owned lakes and wetland areas where appropriate and desirable, and to secure funds for lakes management.

**Florida Forest Service**

Within Leon County, the Florida Forest Services owns and manages five units of the Talquin State Forest, which abuts the Ochlockonee River WMA and includes several county boat ramps. These properties have existing trails that should be linked to the local Greenway network. The Florida Trail Association, through the Florida National Scenic Trail planning process, and the Southern Trail Riders Association organizations are coordinating with the Florida Forest Service and the U.S. Forest Service to connect and expand the existing trail network within these units, and to pursue connections to the Apalachicola National Forest. Local government should continue to coordinate where appropriate with the Service and these trail advocacy organizations to expand these trail systems and their connections to the Greenway system where possible.

**Leon County Cooperative Extension Office**

The Leon County Cooperative Extension Office (LCCEO) provides several important services that complement the Greenways program. The LCCEO employs the County Forester who has conducts resource inventories and prepares forest stewardship reports for property owners and managers, including local government. The County Forester participates in the active management of forest resources on local greenways, including the use of prescribed



burning, replanting, and thinning of trees. The LCCEO also administers the Master Wildlife Conservationist program, which provides individuals from the community with significant training and expertise in local natural resources. This training and expertise includes site inventories, habitat planning, and greenways design. The Extension Office should continue to be involved in the development of greenway management plans, management of greenways, and monitoring.

### **Non-Profit Organizations**

Non-profit conservation organizations such as the Tall Timbers Land Conservancy (TTLC), the Apalachee Land Conservancy, the Trust for Public Land, and The Nature Conservancy continue to have a critical role in implementing key aspects of the Greenway Plan, as well as non-profit user organizations such as the Florida Trail Association, the Capital City Cyclists, and the Southern Trail Riders Association, among other groups. These organization and associations have and continue to provide support and guidance for the greenways program, as well as more tangible contributions. For instance, the Tall Timbers Land Conservancy (previously known as the Red Hills Conservation Program) has acquired approximately 25,000 acres of conservation easements on private lands in Leon County. These easement properties limit development, and are managed primarily to protect listed wildlife species and habitat. They provide no public access. The TTLC also helped negotiate the designation of Sunny Hill Road as a Canopy Road.

The Apalachee Land Conservancy (ALC) was instrumental in the implementation of the San Luis Mission – Tallahassee Community College greenway connector, including habitat design and funding tree plantings. Although not as active recently as it has been in the past, the ALC is active and can potential serve a role as a private non-profit where land or easement acquisition negotiations with local government would be difficult.

The Trust for Public Land (TPL) previously coordinated the Office of Greenways and Trails’ acquisition of the Miccosukee Canopy Road Greenway. The potential for similar services remains along other canopy roads where resource buffers and space for (off-road) trails are needed. The organization’s ability to respond quickly to development threats and changes in ownership may prove useful for land or trail acquisitions that require an intermediary.

The Forever Florida Act and program allows non-profit conservation organizations to submit grant applications, receive grant funds, and hold title for projects administered through the Florida Communities Trust. Consequently, there is opportunity for local non-profits to submit applications to meet their own interests as well as in cases where local government would otherwise exceed a funding limit. Local government should continue to coordinate where appropriate with these and other non-profit organizations where appropriate for continuing to implement and build the Greenway system where possible.

### **Bicycle and Pedestrian Planning**

Over the past decade, significant achievements have been made towards the goal of improving mobility and safety for cyclists and pedestrians in Tallahassee and Leon County. Our community displayed the depth of its commitment to creating and maintaining a balanced, sustainable and economically responsible transportation network through adoption of the Multimodal Transportation District Plan and complimentary Comprehensive

Plan policies to establish and implement the Mobility District in Spring 2009. Establishment of the Mobility District laid the foundation for improving local planning efforts to improve the bicycle and pedestrian facilities and networks within our community.

### **The Mobility District**

The Mobility District is an area where primary emphasis is placed on pedestrian, bicycle and transit mobility and secondary emphasis is placed on automobile mobility. To that end, our Mobility District has special standards for development to mitigate its impacts on the transportation system - when new development occurs within the District, it must enhance the pedestrian, bicycle, and transit facilities rather than widening roadways. Local government spending must also support this goal. The Florida legislature adopted multimodal district legislation with the goal of encouraging compact, sustainable urban areas that facilitate use of alternative modes of transportation and ultimately reduce automobile travel.

The Mobility District designation is premised on the goal that a comprehensive transportation system should have three layers:

- Residents and employees should have access via sidewalks, shared use paths, and bike lanes to corridors and neighborhood centers where they can commute, shop, be entertained, eat, play, and visit.
- At the neighborhood centers, convenient access to transit should provide connections to other centers that may be out of walking distance, and to other parts of the City, County, and region.
- An interconnected system of bike routes should also connect these centers and regional destinations.

### **Providing Funding for Improvements - Significant Benefit Program**

In February of 2009, the Florida Department of Transportation, Leon County, and the City of Tallahassee entered into a Memorandum of Agreement (MOA) to pipeline developer proportionate fair-share mitigation for transportation impacts. This means that rather than expending small amounts on small projects spread around the community, the mitigation money will accrue in a bank account until enough money is collected to complete one major transportation project.

The MOA divides the County in five districts and identifies the project priorities for each district. In the outer four districts, 80% of the money will be spent on a roadway project and 20% will be spent on bicycle, pedestrian, or transit projects. Within the fifth district, which is the Mobility District, 100% of the money will be spent on bicycle, pedestrian, or transit projects.



**Current Projects**

**Leon County Bicycle Route Network**

Since 2011, the City of Tallahassee and Leon County have been working with local citizen groups and bicycle enthusiasts to create an interconnected bicycle route network throughout Leon County. Currently, proposed bicycle routes are available for public review and comment online. Over time, bicycle routes will be designated with signs and pavement markings. An interconnected bicycle route network with formally designated east-west and north-south connectors is an integral component of our community’s alternative transportation network.

**Bike Boxes**

Bike boxes, or advance stop bars, provide a highly visible, designated space for cyclists to wait at signalized intersections. At red lights, cyclists stop in the bicycle box ahead of motor vehicle traffic, which must queue behind the bicycle box. Bicycle boxes reduce right-turn conflicts between cyclists and motor vehicles. This is accomplished through increased cyclist visibility at intersections.

**Joint City-County Bicycle Workgroup**

Established by the City and County Commissions in 2012, the Joint City-County Bicycle Workgroup was established to incorporate greater citizen involvement in bicycle-related facility planning.

**Bicycle Boulevards**

Bicycle boulevards are shared-roadway facilities that give priority to bicycle traffic. Essentially, bicycle boulevards are low-volume and low-speed streets that have been optimized for bicycle travel through treatments such as traffic calming and traffic reduction, signage and pavement markings, and intersection crossing treatments. These treatments allow through movements for cyclists while discouraging similar through trips by non-local motorized traffic. To make bicycling practical for a broader range of residents, a network of comfortable, enhanced bikeways are needed. Coupled with the implementation of a bicycle route network, bicycle boulevards are a key tool to achieve this goal.

Bicycle boulevards have been credited in Portland, Oregon for being one of the primary reasons for the recent increase in bicycle use there. The implementation of Bicycle Boulevards in Tallahassee should result in an increase in commuter bike use and cycling for local trips.

Roadways such as Georgia Street and Martin Luther King Jr. Boulevard will be transformed from being simple residential bike routes through the Mobility District into facilities that feature enhanced crossings of major roads for bicycles and pedestrians, traffic calming, and complimentary motor vehicle restrictions. These facilities will be further enhanced through special wayfinding signage along the corridor.

**Planning for the Future – A Master Transportation Plan for the Mobility District**

Moving Tallahassee: Cars Optional is a forward thinking approach to increasing mobility via alternative transportation and accessibility to attractions and places within our community. Initiated by the City of Tallahassee to improve transportation options in our central city area, Moving Tallahassee is our plan to make cars optional within the Mobility District in the heart of Tallahassee.



Fern Trail



# Appendix 1. Existing Comprehensive Plan Objectives and Policies

As of 2003, the following policies governing the Greenway system are found in the Tallahassee – Leon County Comprehensive Plan. These policies, adopted by local government by ordinance, establish the framework for the city/county Greenway system, and the management of this system and its components.

**Objective 6.1: [C]**

Local government shall implement a county-wide greenways network. It shall be the intent of the greenways network to provide for integrated natural resources management and protection, resource-based recreation, educational and historical interpretive opportunities, and increased opportunities for alternative modes of transportation with an emphasis on connectivity among these resources.

**Policy 6.1.1: [C]**

The greenways network shall attempt to interconnect existing dedicated open space areas and be comprised primarily of preservation and conservation features as described in Policy 1.3.1 [C] and 1.3.2 [C]. Floodplains and natural drainageways shall receive particular emphasis for inclusion in the network. Other lands that do not qualify as preservation or conservation features may be included in the network based on connectivity, historical value, or value as a natural resource buffer. To the maximum extent practicable, bicycle trails, pedestrian pathways, and where appropriate, utility corridors, shall be included in the greenways network. Once completely identified at the appropriate scale and approved by the local governments, the greenways network shall be amended into the Future Land Use Map Series, along with implementing policy directives.

**Policy 6.1.2: [C]**

Local government shall adopt a greenways land acquisition priority list. The Planning Department in consultation with other City and County departments and other local agencies as appropriate, shall be responsible for identifying and coordinating the acquisition or protection of the elements of a county-wide greenways system.

**Policy 6.1.3: [C]**

Local government shall approve a master management plan for the greenways network, and specific plans for lands acquired, preserved, or otherwise included in the greenways network. The management plans shall address natural resources protection, public access, recreation, education, and opportunities for economic development that is complementary to maintaining the network. The management plans shall identify anticipated costs and departments responsible for implementation of the plans.

**Policy 6.1.4: [C] (Effective 7/2/99)**

Properties acquired to implement the county-wide Greenways network shall be managed to ensure that the resources for which the sites are acquired are protected or restored to the greatest extent practicable while supportive of other objectives such as passive recreation, education, and interpretation. Such management shall include, but not be limited to, reforestation and replanting of appropriate terrestrial and aquatic or wetland vegetation, removal of noxious exotic terrestrial and aquatic vegetation, and physical modification and biological enhancement of streambeds, ditches and shorelines to improve water quality or minimize erosion.



Glossary

Blueway:

A blueway or water trail is a water path or trail with launch points, camping locations and points of interest for canoeists, paddle boarders and kayakers.

Crushed Rock Trail Surface:

This is an aggregate natural stone surface developed for environmentally sensitive areas that is capable of being used by many different users, included disabled citizens, and is resistant to erosion.

Shared–use path:

A paved, off–street travel way designed to serve non-motorized travelers. Across the United States, bicyclists are typically the most common users of shared–use paths. However, in many places, shared–use paths are frequently used by pedestrians, in-line skaters, roller skaters, skateboarders, wheelchair users, and users of many other modes (U.S. Federal Highway Administration Publication FHWA-HRT-05-137). The terms “shared use path,” “greenway trail,” and “trail” are interchangeable in this document.

Stabilized Trail Surface:

This is a stabilized natural surface trail has a soil surface that is mechanically stabilized for recreational users. It is recommended for environmentally sensitive areas where an impervious surface would not be permitted, or where mitigation measures would be cost-prohibitive.



Tallahassee - Leon County

# Greenways

Program





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SECOND AMENDED AND RESTATED  
INTERLOCAL AGREEMENT  
between  
LEON COUNTY, FLORIDA  
and  
CITY OF TALLAHASSEE, FLORIDA

DATED as of December 9, 2015



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## **SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT**

THIS SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT (“Agreement”) made and entered into as of the 9th day of December, 2015, by and between Leon County, Florida (“County”), and the City of Tallahassee, Florida (“City”) (singularly “Party” and collectively, “Parties”).

### **RECITALS:**

**WHEREAS**, in addition and supplemental to their other powers, the Parties, pursuant to Chapter 163, Part I, Florida Statutes, as amended, commonly known as the “Florida Interlocal Cooperation Act of 1969,” are authorized and empowered to cooperate with each other on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of government organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

**WHEREAS**, Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency was created by Interlocal Agreement dated October 27, 2000 (“Interlocal Agreement”); and

**WHEREAS**, the Parties to the Interlocal Agreement did, by way of an Amended and Restated Interlocal Agreement dated February 1, 2003 (“Amended Interlocal Agreement”), modify the Interlocal Agreement to reflect several changes agreed to by the Parties; and

**WHEREAS**, the County and the City wish by this Agreement to provide for the obligations of Blueprint created hereby, and the obligations of the County and the City, and to more fully secure the payment of said obligations incurred the same as if issued as revenue bonds in the manner provided herein, in order to further the purposes stated herein; and



**WHEREAS**, the Amended Interlocal Agreement provided for the creation of an interlocal agency pursuant to the Florida Interlocal Cooperation Act to govern certain matters in connection with the financing, planning and construction of certain projects to be financed with the proceeds of the Dedicated 2000 Surtax, as hereinafter defined; and,

**WHEREAS**, on November 4, 2014, a majority of the electors of Leon County voting in a referendum did approve an extension of the local government infrastructure surtax previously imposed; and

**WHEREAS**, the Parties do further intend hereby to change the Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency name to the Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the “Blueprint Intergovernmental Agency” or “Blueprint”); and

**WHEREAS**, it is in the best interest of the County and the City to modify and restate the Amended Interlocal Agreement to provide for the ability to issue bonds or other debt obligations and to enter into contracts necessary and incidental to the financing, planning and construction of certain infrastructure projects and implementation of certain economic development programs to be financed with the proceeds of the Dedicated 2000 Surtax and Dedicated 2020 Surtax, as defined herein.

**NOW, THEREFORE, IN CONSIDERATION** of the mutual benefits to flow to each other, and to the citizens of both Leon County and the City of Tallahassee, and in consideration of the mutual covenants, promises and agreements herein contained, the Parties hereby agree with each other to amend and restate in its entirety the Amended Interlocal Agreement by this Second Amended and Restated Interlocal Agreement (hereinafter, the “Second Amended Interlocal Agreement” or the “Agreement”) as follows:



## PART I

### PURPOSE; EXTENSION OF SURTAX; GOVERNANCE; DURATION; LIQUIDATION; EFFECTIVE DATE

#### SECTION 1. PURPOSE OF THIS AGREEMENT.

The purpose of this Agreement is to create and the Parties do hereby create, a legal entity constituting a public body corporate and politic under section 163.01, Part I, Florida Statutes, as amended, composed of the Parties, to be known as the “Leon County-City of Tallahassee Blueprint Intergovernmental Agency” to implement the agreements of the Parties as herein set forth.

Blueprint is formed to undertake the acquisition, financing, planning, constructing, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs as herein described, to receive and expend the Dedicated 2000 Surtax and the Dedicated 2020 Surtax proceeds as herein provided for, and to exercise all of the powers granted by this Agreement or by law, either within or without the State of Florida.

#### SECTION 2. LOCAL GOVERNMENT INFRASTRUCTURE SURTAX EXTENSION.

Pursuant to Leon County Ordinance 2014-07 adopted June 10, 2014, the provisions of section 212.055(2), Florida Statutes, and referendum of the Leon County electorate held on November 4, 2014, the local government infrastructure surtax, originally scheduled to expire on December 31, 2019, shall continue and is hereby extended until December 31, 2039, to be levied at the rate of 1%.



### SECTION 3. GOVERNANCE.

Pursuant to section 163.01(7), Florida Statutes, the County and the City hereby create and establish the Blueprint Intergovernmental Agency to provide for the project management structure for the project planning, financing and construction or implementation of the Blueprint 2000 Projects and the Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, and to undertake the other functions provided herein. Blueprint shall be governed by a Board of Directors (the "Board of Directors" or the "Board") consisting of the respective members of the Board of County Commissioners of Leon County and the City Commission of the City of Tallahassee. The Board of Directors, may adopt bylaws, rules, regulations, policies and procedures to govern the actions and procedures of Blueprint, and of the Board of Directors. The weight to be given to the vote of each member of the Board of Directors shall be as set forth in the Bylaws.

The Bylaws of Blueprint previously adopted on February 14, 2001 and last revised on June 17, 2013, are hereby ratified and confirmed, subject to future amendment, supplement or modification thereof as the Board of Directors shall approve.

It is not the purpose of this Agreement to transfer ownership of any existing facility from either Party or other entity to Blueprint.

### SECTION 4. TERM AND DURATION OF THE BLUEPRINT INTERGOVERNMENTAL AGENCY.

This Agreement shall continue in full force and effect, and Blueprint shall continue to possess the powers herein conferred upon it, in accordance with the terms hereof. In no event shall this Agreement or the powers herein granted to Blueprint be rescinded or terminated until (a) all bonds, notes and other evidences of indebtedness of Blueprint and the interest thereon



shall have been paid or adequate provision for such payment shall have been made in accordance with the instruments governing such bonds, notes and other evidences of indebtedness and (b) all contractual obligations undertaken by Blueprint, all obligations and liabilities, and all liens, charges and encumbrances to which property of Blueprint is subject shall have been satisfied, released or adequately provided for.

#### SECTION 5. LIQUIDATION.

Upon any termination of this Agreement and dissolution of Blueprint, the Board shall liquidate the business, assets and property of Blueprint, as expeditiously as possible, and all property of Blueprint, real, personal, tangible and intangible shall be distributed in accordance with a plan of dissolution approved by the Board.

#### SECTION 6. EFFECTIVE DATE.

This Agreement shall take effect immediately upon its being filed as provided in section 163.01(11), Florida Statutes.

### PART II

#### AUTHORITY; DEFINITIONS

#### SECTION 1. AUTHORITY.

This Agreement is entered into pursuant to the provisions of section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212, Florida Statutes; and other applicable provisions of law.



SECTION 2. DEFINITIONS.

A. “Act” means section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212, Florida Statutes; and other applicable provisions of law.

B. “Blueprint 2000 Projects” means those projects described and set forth in Exhibit I to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws of Blueprint.

C. “Blueprint 2020 Economic Development Programs” or “Economic Development Programs” means those programs described and set forth in Exhibit II.b. to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws.

D. “Blueprint 2020 Infrastructure Projects” means those projects described and set forth in Exhibit II.a. to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws.

E. “Blueprint Intergovernmental Agency” or “Blueprint” means that entity created in Part I, Section 3 of this Second Amended Interlocal Agreement.

F. “Bond Resolution(s)” means a bond resolution(s), award resolution(s) or other such resolution(s) of Blueprint adopted from time to time authorizing the issuance of Bonds.

G. “Bond Year” means with respect to the Bonds, the Bond Year as defined in the Bond Resolution.

H. “Bondholders” or “holders” means the registered owners or their respective legal representatives of outstanding Bonds, as the context may indicate.

I. “Bonds” means the bonds, notes and any other obligations issued by Blueprint.



J. “Bylaws” means the Bylaws of Blueprint previously adopted on February 14, 2001 and last revised on June 17, 2013.

K. “City’s Share of the Dedicated 2000 Surtax” or “City’s Share” means fifty percent (50%) of the City’s receipt of or entitlement to the Dedicated 2000 Surtax as determined monthly.

L. “City’s Share of the Extended 2020 Surtax” means fifty percent (50%) of the City’s receipt of or entitlement to the Dedicated 2020 Surtax as determined monthly.

M. “Clerk” means the clerk of Blueprint, as designated from time to time by the Board of Directors.

N. “County’s Share of the Dedicated 2000 Surtax” or “County’s Share” means fifty percent (50%) of the County’s receipt of or entitlement to the Dedicated 2000 Surtax as determined monthly.

O. “County’s Share of the Extended 2020 Surtax” means fifty percent (50%) of the County’s receipt of or entitlement to the Dedicated 2020 Surtax as determined monthly.

P. “Debt Service Payments” means the payments required to be made for principal, amortization payments and interest on the Bonds, in the manner provided in the Bond Resolution, or payments treated as debt service or payable on a parity therewith, minus any accrued and capitalized interest that may be funded from the proceeds of the Bonds, for the fees and expenses of fiscal agents, for rebate payments, and for the replacement of any moneys withdrawn from any reserve fund or account or amounts necessary to reinstate any reserve fund credit facility or product.

Q. “Dedicated 2000 Surtax” means eighty percent (80%) of the Extended 2000 Surtax, which shall be used by Blueprint for the cost of financing, planning and construction of



the Blueprint 2000 Projects, including payments of Debt Service Payments, and payments as otherwise provided by this Agreement or under law.

R. “Dedicated 2020 Surtax” means seventy-eight percent (78%) of the Extended 2020 Surtax, which shall be used by Blueprint for the cost of financing, planning and construction or implementation of the Blueprint 2020 Infrastructure Projects, and Economic Development Programs, including payments of Debt Service Payments, and payments as otherwise provided by this Agreement or under law.

S. “Existing Sales Surtax” means the one percent (1%) local government infrastructure sales surtax authorized by section 212.055, Florida Statutes; levied pursuant to referendum of a majority of the electors of Leon County on September 19, 1989, and expiring November 30, 2004.

T. “Extended 2000 Surtax” means the one percent (1%) local government infrastructure sales surtax authorized by section 212.055, Florida Statutes; levied pursuant to Ordinance No. 00-35 of the County enacted on September 12, 2000, and approved by referendum of a majority of the electors of the County on November 7, 2000; effective December 1, 2004, and expiring December 31, 2019, and which extends the Existing Sales Surtax. Such term shall include for all purposes hereof proceeds of the portion of the communication services tax levied in the County pursuant to section 202.19(5), Florida Statutes, as a replacement of, and to be used for the same purposes as, the portion of the infrastructure sales surtax previously levied on communications services.

U. “Extended 2020 Surtax” means the one percent (1%) local government infrastructure surtax authorized by 212.055, Florida Statutes; levied pursuant to Ordinance No. 2014-07 of the County adopted on June 10, 2014, and approved by referendum of a majority of



the electors of the County on November 4, 2014; effective January 1, 2020, and expiring December 31, 2039, and which extends the Extended 2000 Surtax.

V. “Fiscal Year” means the fiscal years of the City, the County and the Intergovernmental Agency commencing on October 1 of each year and ending on the next succeeding September 30, or such other fiscal year as the state legislature may establish.

W. “Livable Infrastructure For Everyone” Projects or “L.I.F.E.” means those projects described and set forth in Exhibit II, Section c to this Agreement, designed to address core infrastructure needs in both the incorporated and unincorporated areas of Leon County. Use of the two percent (2%) share of the Extended 2020 Surtax proceeds for the cost of financing, planning and construction or implementation of L.I.F.E. Projects must be authorized by the Board of County Commissioners.

X. “Project Site” or “Sites” means the lands and interests upon which the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs are to be constructed, as more particularly described in Exhibit I, Exhibit II, Sections a. and b., and Part V hereof, together with easements appurtenant thereto, and such other lands and interests therein as may be added from time to time by the Parties hereto.

Words importing singular numbers shall include the plural number in each case and vice versa, and words importing persons shall include firms, corporations or other entities, including governments or governmental bodies.



### PART III

#### BLUEPRINT INTERGOVERNMENTAL AGENCY POWERS

##### SECTION 1. GENERAL AUTHORITY.

In order to accomplish the purposes set out above, Blueprint shall have the power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Make and enter into contracts in its own name with the Parties, the United States, the State of Florida, foreign states or countries, other public agencies and interlocal agencies and persons, both within and without the State of Florida;

B. Acquire, construct, obtain, receive, purchase, lease, sublease, import, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey real property and both tangible and intangible personal property inside and outside the State of Florida;

C. Acquire, plan, finance, construct, obtain, receive, purchase, lease or sublease any property and acquire by lease or sublease any property and cause the rentals paid to be certificated and sold, share cost of, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey any project or projects and any and all facilities, including all equipment, structures, machinery, and tangible and intangible property, real and personal, useful or incidental thereto, acquire, receive, purchase, contract for, own, use, consume, possess, insure, store, transport, transmit, dispatch, sell, convey, broker, trade, exchange, interchange, deliver, encumber, pledge and engage in derivative products, including swaps, caps, collars and similar financial tools;



D. Apply to any person or entity, public or private, for consents, permits, authorizations or approvals required for any project undertaken in accordance with this Agreement, and to take all necessary actions to comply with the conditions thereof;

E. Enter into interlocal or other agreements with other entities, whether or not created by interlocal agreements themselves, if such agreements are useful in the furtherance of this Agreement, to the extent permissible under Florida law;

F. Acquire, hold, use, pledge and dispose of any or all receivables, income, revenues, funds and money;

G. Incur debts, liabilities or obligations which do not constitute debts, liabilities or obligations of the Parties, unless specifically agreed by such Party, and, to the extent permissible under Florida law, grant a mortgage or security interest in property acquired through loan proceeds, provided that without each Party's consent, it shall be non-recourse with respect to such Parties;

H. Establish, operate and manage a pooled loan project or projects for utilization by Blueprint or others duly authorized by Blueprint;

I. Exercise all powers in connection with the authorization, issuance and sale of bonds and bond anticipation notes as are conferred by sections 163.01(7)(d) and sections 163.01(7)(g) of Chapter 163, Part I, Florida Statutes, as amended, and any other applicable provisions of law, and by any such other applicable statute hereafter adopted, which may include interest rate swaps, collars, caps and other derivative or hedge products;

J. Invest money of Blueprint not required for immediate use, including, but not limited to, proceeds from the sale of bonds, in such obligations, securities, and other investments as authorized by the investment policies of Blueprint, any applicable laws and any applicable



provisions of any Bond Resolution or other instruments governing the fund or funds in which the money is deposited;

K. Impose fees and charges necessary to discharge its duties and obligations hereunder, and adopt such rules and regulations, policies and procedures and enact bylaws to implement the powers and authorities granted hereby;

L. Procure insurance from such insurers as it deems desirable or to self insure, or both, against risk of loss or liability in connection with its property, operations or assets;

M. Employ, engage, discharge and compensate agents, employees and independent contractors;

N. Sue and be sued in its own name;

O. Enforce all rules, regulations, policies and procedures adopted under the authority of this Agreement, independently, or with the assistance of the Parties, and resort to any necessary legal process for this purpose;

P. Grant indemnification to its officers, agents and employees, to the extent permitted by law or in the manner set forth in its Bylaws or other rules of governance;

Q. Exercise all such other powers incidental and useful to the furtherance of the purposes of this Agreement and to the exercise of the powers specified herein, and which the Parties may exercise in their individual capacities, and any other powers conferred presently or in the future under the laws of Florida;

R. Exercise all of the privileges, benefits, powers and terms of Part I of Chapter 163, Florida Statutes, Part I of Chapter 125, Florida Statutes, Part II of Chapter 166, Florida Statutes and Part I of Chapter 159, Florida Statutes;

S. Approve annual work plans for Blueprint and review performance reports;



- T. Approve annual operating budgets and capital improvement programs;
- U. Consider major program changes, contracts, change orders, and purchase orders which exceed the Intergovernmental Management Committee's authority;
- V. Finance or refinance the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Economic Development Programs;
- W. Issue bond anticipation notes pursuant to section 215.431, Florida Statutes;
- X. Borrow money and issue bonds or other debt obligations to finance or refinance the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Economic Development Programs;
- Y. Develop and structure financial programs;
- Z. Invest its money in such investments in accordance with the laws of the State of Florida;
- AA. Make and enter into contracts and agreements necessary or incidental to the performance of its duties and the execution of its duties under this Agreement;
- BB. Exercise the right and power of eminent domain, including the procedural powers under Chapters 73 and 74, Florida Statutes, pursuant to its delegated authority as set forth generally in Chapters 127, 163, and 166, Florida Statutes, and more specifically as set forth in section 163.01(7)(f), Florida Statutes;
- CC. Acquire both real and personal property through voluntary sale, lease, exchange or donation, to manage, redevelop, surplus or otherwise dispose of acquired real and personal property, including property acquired through the right and power of eminent domain, with any and all proceeds being retained for expenditures pursuant to this Interlocal Agreement;



DD. Employ agencies, employees, consultants, advisors, experts, attorneys and such other employees and agents as may, in the judgment of Blueprint, be necessary and to fix their compensation;

EE. Receive and accept any aid or contributions from any source of either money, property, labor or other things of value, to be held, used or applied only for the purposes for which such grants and contributions are made;

FF. Adopt and use a seal; and

GG. Make and pass rules, regulations, resolutions and orders not inconsistent with the constitution of the United States or of the State of Florida, or the provisions of the Florida Interlocal Cooperation Act or this Agreement, necessary for the governance and management of the affairs of Blueprint, for the execution of the powers, obligations and responsibilities vested in Blueprint, and for carrying out the provisions of this Agreement.

## SECTION 2. SPECIFIC AUTHORITY.

With regard to Blueprint 2020 Economic Development Programs, Blueprint shall have the power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Require any organization providing economic development programing, with any portion of the proceeds of the Dedicated 2020 Surtax, to maintain detailed records of activities and expenditures;

B. Ensure full accounting transparency of all economic development programs;

C. Produce periodic reports detailing the relevant performance metrics of each funded economic development program;



D. Allocate sufficient funding, as needed, from the proceeds of the Dedicated 2020 Surtax, to implement the financial oversight and accountability measures prescribed in this Agreement and the Bylaws;

E. Determine the appropriate staffing and support levels for Blueprint 2020 Economic Development Programs, including the Economic Development Coordinating Committee (EDCC), as defined in this Agreement, prior to the EDCC's first meeting, which shall occur not later than February 16, 2018. At a minimum, the staff support shall be comprised of the County and City Economic Development Directors and a representative of the official economic development organization of the community; and

F. Designate the economic development organization for the community as the primary liaison to the EDCC to prepare agenda materials, notice meetings, maintain records, and present information in coordination with the County and City Economic Development Directors.

#### PART IV

##### BOARD OF DIRECTORS; OFFICERS

###### SECTION 1. GENERAL.

Blueprint shall be governed by a Board of Directors. The Board of Directors shall select a Chairperson and Vice Chairperson from among the members of the Board of Directors (hereinafter "Directors") and shall designate a Clerk, who may or may not be a Director. The Board of Directors shall designate such other officers and staff positions as it may deem advisable from time to time or as otherwise provided herein or in the Bylaws.

###### SECTION 2. DUTIES.

The duties of the Board of Directors shall include the following:



A. Establish policies and adopt bylaws necessary to accomplish the purposes of this Agreement.

B. Meet at least annually to approve an annual work plan for Blueprint and review the previous year's performance report.

C. Approve the annual operating budget and capital improvement program of Blueprint and plans for financing the same from the Dedicated 2000 Surtax and the Dedicated 2020 Surtax proceeds.

D. Convene as needed to consider major program changes, contracts, change orders, and purchase orders which exceed the authority of the Intergovernmental Management Committee (discussed below).

E. Adopt Bond Resolutions for purposes of financing Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs.

### SECTION 3. MEETINGS OF THE BOARD OF DIRECTORS.

The Board of Directors shall meet at least one time per year in accordance with the Bylaws. Additional meetings of the Board of Directors may be called by the Chairperson. Notice of all such meetings shall be given and such meetings shall be conducted in the manner specified in the Bylaws and in all events in compliance with Florida law.

### SECTION 4. DUTIES OF THE CHAIRPERSON OF THE BOARD OF DIRECTORS.

The Chairperson of the Board of Directors shall preside at meetings of the Board of Directors. In the event the Chairperson cannot be present at the meeting, the Vice Chairperson shall perform this responsibility, or in the absence of the Vice Chairperson, another Director designated by the Chairperson or Vice Chairperson, as the case may be, shall preside. The



Chairperson or in his absence or upon his designation, the Vice Chairperson shall have the power and authority to execute all Bonds, contracts and other documents on behalf of and bind Blueprint for all lawful obligations thereof, and shall perform such other duties as shall be provided by the Board of Directors or by the Bylaws.

#### SECTION 5. CLERK.

The Clerk or any duly appointed deputy shall keep and may imprint the seal of Blueprint, may attest to all signatures and certify as to all proceedings and documentation of Blueprint, shall have such other powers and duties as designated in the Bylaws and as from time to time may be assigned to the Clerk by the Board of Directors, the Chairperson of the Board, or the Vice Chairperson of the Board, and shall in general perform all acts incident to the office of Clerk, subject to the control of the Board of Directors, the Chairperson, or the Vice Chairperson, as the case may be.

### PART V

#### PLANNING, MANAGEMENT, CONSTRUCTION AND OPERATION OF THE BLUEPRINT 2000 PROJECTS AND BLUEPRINT 2020 INFRASTRUCTURE PROJECTS, AND ECONOMIC DEVELOPMENT PROGRAMS

##### SECTION 1. INTERGOVERNMENTAL MANAGEMENT COMMITTEE.

A. An Intergovernmental Management Committee (the “Intergovernmental Management Committee”) is hereby created and established to jointly administer Blueprint and make recommendations on policy to the Blueprint Intergovernmental Agency and carry out the long range direction of Blueprint. The Intergovernmental Management Committee shall consist of the County Administrator of the County (the “County Administrator”) and the City Manager of the City (the “City Manager”).

B. The Intergovernmental Management Committee shall have the following powers:

1. Monitor the operations of Blueprint.



2. Implement an annual financial audit conducted by an independent public accounting firm licensed under Chapter 473, Florida Statutes, and an annual performance audit conducted by a firm qualified to perform such audits. The scope of the performance audit shall be established jointly by the County Administrator and the City Manager.

3. Recommend approval of an operating budget.

4. Recommend approval of long and short term work plans.

5. Recommend issuance of invitations for bid and requests for proposals.

6. Approve purchasing, contracts, and change orders in accordance with the approved Blueprint Procurement Policy, as amended from time to time.

## SECTION 2. STAFFING.

A. A Blueprint Manager shall be hired by the County Administrator and the City Manager acting in concert and may be terminated by either the County Administrator or the City Manager. The County Administrator and the City Manager, or their designee, shall direct the performance of the Blueprint Manager and shall jointly evaluate that performance at least annually. The Blueprint Manager shall develop policies and procedures for the administration of Blueprint which will be reviewed and approved by the County Administrator and the City Manager or their designee. The Blueprint Manager and staff shall have the option of being County employees or City employees, only for purposes of employee benefit administration.

B. Responsibilities of the Blueprint Manager:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.



2. Coordinate with the Citizens Advisory and Technical Coordinating Committees (as defined below) and submit a long range implementation plan, a five (5) year plan and an annual work plan to the Intergovernmental Management Committee.

3. Prepare a public information plan and sustain effective relationships with stakeholders and affected parties in regard to Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.

4. Submit project status reports to the Intergovernmental Management Committee every six months.

5. Provide all necessary administrative support and coordination for Blueprint 2020 Economic Development Programs in accordance with the provisions of Part III., Section 2.E., herein.

### SECTION 3. TECHNICAL COORDINATING COMMITTEE.

A. An intergovernmental technical coordinating committee is hereby created and established to provide professional advice and technical expertise to the Blueprint Manager on a project basis to be known as the "Technical Coordinating Committee." The membership of the Technical Coordinating Committee shall be as designated in the Bylaws.

B. Responsibilities of the Technical Coordinating Committee:

1. Work with the Blueprint Manager to ensure coordination with other ongoing and future projects and related issues.

2. Review Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects scope and implementation plans and make recommendations to the Blueprint Manager.



3. Annually review other projects of the City and County to ensure coordination between governments.

4. Such other responsibilities as shall be provided in the Bylaws or as provided by the Board of Directors.

#### SECTION 4. PLANNING DEPARTMENT.

The Tallahassee-Leon County Planning Department shall assist in conducting, coordinating and advising on land use planning, sector planning, greenway planning and transportation planning.

#### SECTION 5. CITIZEN ADVISORY COMMITTEE.

A Citizen Advisory Committee is hereby created and established to serve in an advisory capacity to Blueprint. Responsibilities of the Citizen Advisory Committee shall be to review work plans for Blueprint 2000 Project, and Blueprint 2020 Infrastructure Project recommendations, to review financial audits and performance audits, and to otherwise make recommendations to Blueprint. The Citizen Advisory Committee shall consist of fourteen members serving three year staggered terms to be selected as follows:

1. Four members shall be selected by Blueprint from a list of applicants which shall include at least one from each of the following categories: a financial expert with bonding experience; a natural scientist/ biologist, and a planner. Blueprint shall take into consideration as part of the selection process those individuals that formerly served on the Economic and Environmental Citizens Committee (EECC).

2. Three members shall be selected by Blueprint from a list of three names for each position provided by the Citizen Advisory Committee and shall include one



member from the civil rights community, one member from the elderly community, and one member from the disability community.

3. The remaining seven members shall be selected as follows:

- Board Member of the Greater Tallahassee Chamber of Commerce
- Board Member of the Capital City Chamber of Commerce
- Board Member of the Big Bend Minority Chamber of Commerce
- Chairperson of the Planning Commission or designee thereof
- Representative from Council of Neighborhood Associations
- Representative from the Big Bend Environmental Forum
- Representative from the Network of Entrepreneurs and Business Advocates in Tallahassee.

#### SECTION 6. ECONOMIC DEVELOPMENT COORDINATING COMMITTEE.

A coordinating committee for economic development programs is hereby created and established to provide professional advice and technical expertise to Blueprint to be known as the Economic Development Coordinating Committee (EDCC). The EDCC shall serve as the advisor to Blueprint on economic development matters with respect to Blueprint 2020 Economic Development Programs.

A. The EDCC shall evaluate those economic development proposals recommended for consideration by the Leon County Sales Tax Committee as set forth in Exhibit II, Section b.4., A-H. The EDCC shall afford the organizations that developed each of these proposals the opportunity to refine and present their economic development proposal to the EDCC for its consideration. The EDCC shall make funding and programmatic recommendations to the Board of Directors and the Intergovernmental Management Committee, shall perform a biennial review of the implementation, operation, and performance of economic development programs funded with Dedicated 2020 Surtax proceeds to ensure accountability, and shall perform such



other duties as shall be provided in the Bylaws or as prescribed by the Board of Directors, or the Intergovernmental Management Committee.

B. The Chairmanship of the EDCC shall rotate biennially between the County and City staff designees. The membership of the EDCC shall consist of the following representatives or their staff designees:

- County Administrator Designee
- City Manager Designee
- TCC Vice President of Economic & Workforce Development
- FSU Vice President of Research
- FAMU Vice President of Research
- Executive Director of Leon County Research and Development Authority
- CEO of Career Source Capital Region
- President of the Greater Tallahassee/ Leon County Chamber of Commerce
- President of the Capital City Chamber of Commerce
- President of the Big Bend Minority Chamber of Commerce.

C. In order to provide transparency and accountability for economic development programs utilizing the proceeds of the Dedicated 2020 Surtax, all financial activities shall be audited in accordance with the fiscal controls adopted by the Parties and as otherwise set forth in the Bylaws.

#### SECTION 7. ACCOUNTING SYSTEM.

Blueprint may designate either the City or the County as the entity for maintaining the accounting system for Blueprint. The City and the County will each be provided the same level of access to all information pertaining to Blueprint.

#### SECTION 8. PROJECT RESTRICTIONS.

A. Permissible uses of Dedicated 2000 Surtax proceeds shall be restricted to the following categories:

1. Stormwater and Water Quality Projects



2. Transportation Improvements Projects
3. Greenways and Parks and Recreation Projects

B. Permissible uses of Dedicated 2020 Surtax proceeds shall be restricted to the following categories:

1. Stormwater and Water Quality Projects
2. Transportation Improvement Projects
3. Greenways, Parks and Recreation
4. Economic Development Programs
5. Public Buildings and Structures
6. Parks and Recreational Area Operations
7. Other permissible uses set forth in section 212.055(2), Florida Statutes, as

amended.

#### SECTION 9. PROJECTS.

##### A. Blueprint 2000 Projects.

The proceeds of the Dedicated 2000 Surtax shall be used for the purpose of funding Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, and as further described and set forth in Exhibit I (Items a-i represent first priority projects, and Items j-w represent second priority projects).

##### B. Blueprint 2020 Infrastructure Projects and Economic Development Programs.

The proceeds of the Dedicated 2020 Surtax shall be used for the purpose of funding Blueprint 2020 Infrastructure Projects and Economic Development Programs, as further described and set forth in Exhibit II, Sections a and b (Exhibit II, Section a Projects 1-27



represent first priority projects, and Exhibit II, Section a Projects 28-29 represent second priority projects).

C. L.I.F.E. Projects.

The two percent (2%) share of the Extended 2020 Surtax proceeds shall be used for the purpose of funding L.I.F.E. Projects, as further described and set forth in Exhibit II, Section c.

SECTION 10. AMENDMENT OR DELETION TO PROJECTS AND PROGRAMS.

The listed projects and programs set forth in Exhibit I, Exhibit II, Sections a, b.1, b.2, and b.3, may only be deleted or amended to a substantial degree, if circumstances call for a substantial change and if the Board approves the change by a supermajority vote of both the members who are County Commissioners and the members who are City Commissioners, after taking into consideration the recommendations of the Citizen Advisory Committee, the Technical Coordinating Committee, and the Intergovernmental Management Committee. Such a vote will not be taken until Blueprint first holds at least two (2) noticed public hearings with respect to such proposed change. Otherwise the listed projects and programs set forth in Exhibit I, or in Exhibit II, Section a or b, may be amended upon majority vote of the Board.

SECTION 11. ADDITIONAL COUNTY PROJECTS.

A. The 10% share of the Extended 2000 Surtax proceeds dedicated to Leon County projects shall be used for the following purposes as approved by the County Commission on July 10, 2000, and ratified in County Resolution R00-30:

1. Transportation Projects;
2. Stormwater and Water Quality;
3. Parks and Recreation Facilities;



4. Intersection Improvements, Bridges, Sidewalks, Bike Lanes, Bike Paths, Traffic Calming;

5. Greenway and Bike Trails; and

6. Other projects approved by the Board of County Commissioners.

B. The 10% share of the Extended 2020 Surtax proceeds dedicated to Leon County projects may only be used for the following purposes:

1. Transportation Resurfacing Projects;

2. Transportation Intersection Improvement Projects;

3. Other statutorily authorized uses approved by the Board of County Commissioners.

#### SECTION 12.ADDITIONAL CITY PROJECTS.

A. The 10% share of the Extended 2000 Surtax proceeds dedicated to City of Tallahassee projects shall be used for the following purposes as approved by the City Commission on July 10, 2000, and ratified in City Resolution 00-R-40:

1. Transportation Projects;

2. Stormwater and Water Quality;

3. Parks and Recreation Facilities;

4. Gateway Enhancements;

5. Greenway and Bike Trails; and

6. Other projects approved by the City Commission.

B. The 10% share of the Extended 2020 Surtax proceeds dedicated to City of Tallahassee projects may only be used for the following purposes:

1. Transportation Projects;



2. Stormwater and Water Quality;
3. Parks and Recreational Facilities;
4. Gateway Enhancements;
5. Greenway and Bike Trails; and
6. Other statutorily authorized uses approved by the City Commission.

### SECTION 13. REIMBURSEMENT.

The Blueprint Intergovernmental Agency may establish, from time to time, procedures for reimbursement for reasonable expenses incurred by Blueprint.

## PART VI

### FINANCING

#### SECTION 1. SHARE AND DISTRIBUTION OF SURTAX; ISSUANCE OF BONDS.

##### A. Extended 2000 Surtax.

As further provided herein, the proceeds of the Extended 2000 Surtax levied as provided by law shall be distributed, as set forth in this Agreement, to the County and the City, or as otherwise specified herein, throughout the term of this Agreement as follows:

<u>Governmental Body</u>	<u>Share of Proceeds</u>
Leon County	50%
City of Tallahassee	50%

As further provided herein, the County and the City hereby irrevocably agree that the Dedicated 2000 Surtax proceeds shall be used for Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, and as further described and set forth in Exhibit I. The County and the City further hereby irrevocably agree that the Dedicated 2000 Surtax proceeds shall be deposited directly into the account of the Blueprint Intergovernmental Agency by the Florida Department of Revenue ("DOR") and irrevocably direct DOR to make



such deposits for the term of such tax. The Intergovernmental Management Committee shall administer the spending of those funds on the Blueprint 2000 Projects.

B. Extended 2020 Surtax.

The proceeds of the Extended 2020 Surtax levied as provided by law shall be distributed in accord with this Agreement into the appropriate trust fund account throughout the term of this Agreement, as follows:

<u>Trust Fund Account</u>	<u>Share of Total Proceeds</u>
Blueprint 2020 Infrastructure Projects	66%
Blueprint 2020 Economic Development Programs	12%
Leon County Projects	10%
City of Tallahassee Projects	10%
Leon County L.I.F.E. Projects	2%

The Parties agree that the Dedicated 2020 Surtax proceeds shall be used for Blueprint 2020 Infrastructure Projects, and Blueprint 2020 Economic Development Programs, as further described in Exhibit II. The Parties shall cause 66% of the Extended 2020 Surtax proceeds to be placed in the Blueprint Intergovernmental Agency, Blueprint 2020 Infrastructure Projects trust fund account, to be created by Blueprint, within ten (10) working days of its receipt. The Parties shall cause 12% of the Extended 2020 Surtax proceeds to be placed in the Blueprint Intergovernmental Agency, Blueprint 2020 Economic Development Programs trust fund account, to be created by Blueprint, within ten (10) working days of its receipt. The Parties shall cause 10% of the Extended 2020 Surtax proceeds to be placed in the Leon County, Leon County Projects trust fund account, to be created by the County, within ten (10) working days of its receipt. The Parties shall cause 10% of the Extended 2020 Surtax proceeds to be placed in the City of Tallahassee, City of Tallahassee Projects trust fund account, to be created by the City, within ten (10) working days of its receipt. The Parties shall cause 2% of the Extended 2020 Surtax proceeds to be placed in the Leon County, Liveable Infrastructure For Everyone Projects



trust fund account, to be created by the County, within ten (10) working days of its receipt. The Intergovernmental Management Committee shall administer the spending of those funds on the projects and programs listed in Exhibit II, Sections a. and b. The Leon County Board of County Commissioners shall administer the spending of those funds on L.I.F.E. Projects listed in Exhibit II, Section c.

## SECTION 2. APPROVAL AND ISSUANCE OF BONDS.

In order to finance Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, and in full compliance with the provisions of this Agreement including Exhibit III, Blueprint may proceed to issue Bonds. The Bonds may be issued by a resolution of the Board of Directors of Blueprint. Such resolution shall be subject to such terms and conditions, and shall provide for the disposition from time to time, of the funds and accounts held under the Bond Resolution, as Blueprint, in its sole judgment and discretion, may provide. The terms and conditions of the Bonds shall be subject to the sole judgment and discretion of Blueprint.

## PART VII

### MISCELLANEOUS

## SECTION 1. ACCUMULATED NET REVENUES.

After completion of all Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs, and after all expenses and obligations of Blueprint are paid or provided for, unless the City and the County mutually agree to entrust ongoing operational or other responsibilities to Blueprint, Blueprint shall conclude its activities and any surplus revenue over and above expenses of Blueprint and any reserve fund established by the Board of Directors and funded by the budget will be proportionately returned to the City



and the County or other entity in accordance with the Bylaws and policies adopted by the Board, or as provided by any bond resolution or trust indenture adopted by Blueprint for the issuance of bonds or other indebtedness.

## SECTION 2. FISCAL CONTROL.

Blueprint shall maintain its financial records in accordance with generally accepted accounting principles. An annual budget shall be adopted by Blueprint. All financial activities shall be audited by a certified public accountant at the conclusion of each fiscal year. Members shall be furnished copies of the annual audit and all other financial records they may from time to time request.

## SECTION 3. FILING WITH CLERK OF CIRCUIT COURT.

A copy of this Agreement and all subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of Leon County and with such other agencies of the State of Florida as may be required by law.

## SECTION 4. FILING AND EFFECTIVE DATE.

This Agreement shall become effective upon the occurrence of all of the following: (a) the execution of this Agreement by the proper officers of the City and the County as of the date set forth above; and (b) upon filing with the Clerk of the Circuit Court of Leon County, Florida, as required by section 163.01(11), Florida Statutes.

## SECTION 5. NO IMPAIRMENT OF OBLIGATIONS OF CONTRACT.

Blueprint, the City and the County have incurred their respective obligations under this Agreement based upon the covenants of each of them for the benefit of the other. Blueprint has incurred its obligation under this Agreement based upon the covenants and pledges of the City and the County hereunder. Therefore, it is necessary in order to avoid impairment of the



obligations of contract of the City, the County and Blueprint for the obligations hereunder to be and remain fully enforceable in the manner herein provided.

SECTION 6. NO GENERAL OBLIGATION.

Notwithstanding anything to the contrary herein or in such subsequent resolutions or ordinances, the Bonds shall not constitute “bonds” within the meaning of Article VII, Section 12 of the Constitution and the Statutes of Florida to be approved at an election of the qualified electors of the County and the City. The Bonds shall not constitute a general obligation of the County or the City, the State of Florida or any political subdivision thereof, or a lien upon any property owned or situated within the territorial limits of the County or the City, the State of Florida or any political subdivision thereof. The holders of the Bonds shall not have the right to require or compel any exercise of the taxing power of the County or the City, the State of Florida or any political subdivision thereof to pay the principal or premium, if any, and interest on the Bonds or to make any other payments provided for under any subsequent resolution or ordinance.

SECTION 7. NO DELEGATION.

Nothing contained herein shall be deemed to authorize the delegation of any of the constitutional or statutory duties of the County or the City or any officers thereof.

SECTION 8. VALIDITY.

If any paragraph, sentence, clause, phrase, or portion of this Second Amended and Restated Interlocal Agreement for any reason is held to be invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions thereof.



SECTION 9. NO LIABILITY.

No member, agent, officer, official, committee or committee member, or employee of Blueprint shall be liable for any omission, except gross negligence, or for any act of omission or commission by any other member, agent, officer, official, committee or committee member, or employee of Blueprint.

SECTION 10. SEVERABILITY.

If any one or more of the covenants, agreements or provisions of this Agreement should be held contrary to any express provision of law or contrary to any policy of expressed law, although not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separate from the remaining covenants, agreements or provisions of this Agreement which shall remain fully enforceable.

SECTION 11. CONTROLLING LAW; MEMBERS OF THE CITY, BLUEPRINT AND THE COUNTY NOT LIABLE.

All covenants, stipulations, obligations and agreements of the City, Blueprint and the County contained in this Agreement shall be deemed to be covenants, stipulations, obligations and agreements of the City, Blueprint and the County, respectively, to the full extent authorized by the Act and provided by the Constitution and laws of the State of Florida. No covenant, stipulation, obligation or agreement contained herein shall be deemed to be a covenant, stipulation, obligation or agreement of any present or future member of the governing body or agent or employee of the City, Blueprint or the County in its, his or their individual capacity, and neither the members of the governing body of the City, Blueprint or the County nor any official executing this Agreement shall be liable personally or shall be subject to any



accountability by reason of the execution by the City or Blueprint or the County of this Agreement or any act pertaining hereto or undertaking to carry out the obligations imposed by this Agreement upon Blueprint.

**SECTION 12. EXHIBITS.**

Exhibits I – III, inclusive, and any maps, exhibits or attachments included therein, which are attached hereto, shall be deemed incorporated herein and made a part of this Agreement, as if fully set forth below.

IN WITNESS WHEREOF, Leon County, Florida, and the City of Tallahassee, Florida, have caused this Second Amended and Restated Interlocal Agreement to be executed by duly authorized officers thereof as of the 9th day of December, 2015.



**LEON COUNTY, FLORIDA**

By: Bill Proctor  
BILL PROCTOR, CHAIRMAN  
BOARD OF COUNTY COMMISSIONERS

ATTESTED:  
BOB INZER, CLERK OF COURT  
& COMPTROLLER  
LEON COUNTY, FLORIDA

By: Kimberly Full

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

By: Herbert W. A. Thiele  
HERBERT W. A. THIELE  
COUNTY ATTORNEY



**CITY OF TALLAHASSEE**

By: Andrew P. Dillman  
ANDREW GILLUM  
MAYOR

ATTESTED:

By: James O. Cooke, IV  
JAMES O. COOKE, IV  
CITY TREASURER-CLERK

APPROVED AS TO FORM:

By: Lewis E. Shelley, Esq.  
LEWIS E. SHELLEY, ESQ.  
CITY ATTORNEY





## EXHIBIT I – Blueprint 2000 Projects

a. Map 2A: Widening of Capital Circle NW from I-10 to Blountstown Hwy; (includes six lanes from I-10 to Tennessee Street without service roads, four lanes from Tennessee Street to Blountstown Hwy., and two interchanges); Water resource protection through greenway linkages, floodplain acquisition, protection and restoration of Gum Swamp system.

b. Map 4: Widening of Capital Circle SE from Crawfordville Hwy. to St. Augustine Road; (Includes portion of Tram Road ROW for future transit; acquisition of environmentally sensitive areas and greenway connection between St. Marks Trail and Southwood; deletes proposed interchanges at Apalachee Parkway and Crawfordville Road).

c. Map 3: Franklin Boulevard improvements, roundabout at Franklin/Meridian/Gaines intersection; Reconstruction of Cascades Park with series of lakes for stormwater retrofit of urban area; Reconstruction of St. Augustine Branch as urban waterway with series of lakes for stormwater treatment; acquisition of land for phase II stormwater improvements along the central drainage ditch, greenways throughout the system and trailhead development.

d. Water Quality Program - Funding for stormwater and water quality retrofit to be split 50/50 between City and County (includes \$10 million for retrofit and drainage improvements in Frenchtown watershed and \$5 million for various County retrofit projects in the urban area previously identified as high priority).

e. Map 7 : Phase I-Eastern Leon County groundwater and floodplain protection.



f. Map 6: Lafayette Basin floodplain/greenway land acquisition for future stormwater improvements and greenway connection from Lafayette Heritage Trail to Miccosukee greenway.

g. Map 2B: Widening of Capital Circle SW from Blountstown Hwy. to Springhill Road; includes (Option 1-Realignment; includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway).

h. Map 2C: Widening of Capital Circle SW from Springhill Road to Crawfordville Road; (includes ROW, construction, and stormwater for roadway improvements only and land acquisition for future greenway).

i. Map 5B: Land acquisition only for greenway linkages between Maclay Gardens, Timberlane Ravine, Goose Pond, and Tom Brown Park.

j. Map 3, Segment 4: Old St. Augustine Branch stormwater improvements (Gamble Street to confluence with Munson Slough).

k. Gaines Street Reconstruction and extension of Jackson Bluff Road (\$17 million).

l. Map 6: Widening of Mahan Drive from Dempsey Mayo Road to I-10, and stormwater improvements for roadway and Lake Lafayette; trail head development.

m. Map 2B/2C: Airport Gateway-Connector from Capital Circle SW to Lake Bradford Road.

n. Map 7: Phase II-Eastern Leon County groundwater and floodplain protection.

o. Map 1: Fred George and Ochlockonee River Basins stormwater improvements, groundwater protection, and greenway acquisition.



- p. Map 5A: Meridian Road intersection improvements and greenway connections from Timberlane Ravine to Klapp-Phipps-Overstreet Park.
- q. Water quality program funding-Phase II.
- r. Map 5B: Lake Lafayette Basin stormwater improvements and floodplain protection.
- s. Map 2C: Springhill Road ROW and construction; stormwater system and improvements from Springhill Road east to Indianhead Acres; greenways/trail development.
- t. Map 2B: Black Swamp restoration, regional stormwater pond, and Cascades to Munson slough greenway trail development.
- u. Map 4: Tram Road ROW and construction; interchange at Crawfordville Road.
- v. Map 2B: Roadway improvements connecting Capital Circle SW and Springhill Road and interchange at Orange Avenue and Capital Circle SW.
- w. Map 2A: Service Roads (Capital Circle NW).



## EXHIBIT II – Blueprint 2020 Infrastructure Projects; Blueprint 2020 Economic Development Programs; L.I.F.E. Projects

### Section a. BLUEPRINT 2020 INFRASTRUCTURE PROJECTS

Blueprint 2020 Infrastructure Projects are described as follows: (Projects 1-27 represent first priority projects, and Projects 28-29 represent second priority projects):

Project 1, Capital Circle Southwest: Funding to widen Capital Circle Southwest from Orange Avenue to Crawfordville Road (includes ROW, construction, stormwater for roadway improvements, water quality enhancements, and land acquisition for future greenway) (Exhibit 1).

Project 2, Westside Student Corridor Gateway: Funding to widen West Pensacola Street from Capital Circle Southwest to Appleyard Drive (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway). Also includes funding for stormwater improvements in the Gum Creek/West Drainage Ditch, the gateway features and neighborhood connectivity (Exhibit 2).

Project 3, Airport Gateway: Springhill Road and Lake Bradford Road: Funding to perform roadway improvements to Springhill Road from Capital Circle Southwest to Orange Avenue and Lake Bradford Road from Orange Avenue to Gaines Street (includes ROW, construction, gateway streetscaping, stormwater for roadway improvements, and enhanced landscape) (Exhibit 3).

Project 4, Southside Gateway Enrichment: Funding to widen Woodville Highway from Capital Circle Southwest to Tram Road (includes ROW, construction,



gateway streetscaping, and stormwater for roadway improvements) enhanced landscape of Crawfordville Highway and stormwater facilities, and neighborhood connectivity (Exhibit 4).

Project 5, North Monroe Gateway: Funding to develop gateway enhancements for North Monroe Street from I-10 to 7<sup>th</sup> Avenue (includes signage, art, crosswalks and other pedestrian safety enhancements) (Exhibit 5).

Project 6, Build Bike Route System: Funding in the amount of \$15 million of Dedicated 2020 Surtax proceeds will be used to continue implementation of a Bicycle and Pedestrian Master Plan (Exhibit 6).

Project 7, County/City Sidewalk Projects: Funding in the amount of \$50 million of Dedicated 2020 Surtax proceeds will be used for sidewalks to be split 50/50 between County and City (Exhibit 7).

Project 8, Implement Greenways Master Plan Phase I: Funding in the amount of \$15.8 million of Dedicated 2020 Surtax proceeds will be used to continue implementation of the Greenways Master Plan (Exhibit 8).

Project 9, Northwest Connector Corridor: Funding to widen Tharpe Street from Ocala Road to Capital Circle Northwest (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway). Also includes funding for Park Place Recreational Area and neighborhood connectivity (Exhibit 9).

Project 10, Lake Lafayette and St. Marks Regional Linear Park: Funding to develop Lake Lafayette and St. Marks Regional Linear Park (includes construction, stormwater study and improvements, and land acquisition for future



greenway) and stormwater and recreation improvements in Tom Brown Park (Exhibit 10).

Project 11, Market District Activity Center Connectivity: Funding to implement the Market District Corridor Placemaking Action Plan (includes construction, stormwater improvements, greenway connections, streetscaping, and gateway enhancements) (Exhibit 11).

Project 12, Midtown Placemaking: Funding to implement the Midtown Placemaking Action Plan (includes construction, stormwater improvements, streetscaping, and gateway enhancements) (Exhibit 12).

Project 13, College Avenue Placemaking: Funding to implement the College Avenue Placemaking Action Plan (includes construction, stormwater improvements, streetscaping, and gateway enhancements) (Exhibit 13).

Project 14, Monroe-Adams Corridor Placemaking: Funding to implement the Monroe-Adams Corridor Placemaking Action Plan (includes construction, stormwater improvements, underground utilities, streetscaping, and gateway enhancements) (Exhibit 14).

Project 15, Northeast Corridor Connector: Funding to widen Bannerman Road from Thomasville Road to Tekesta Drive (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway), multi-use trails, greenway and neighborhood connectivity (Exhibit 15).

Project 16, StarMetro: Funding in the amount of \$12.25 million of Dedicated 2020 Surtax proceeds will be used to provide bus stop amenities (including bench, shelter, or other structure). Also includes funding to make bus stops ADA



compliant and enhance service for customers at major transfer points (Exhibit 16).

Project 17, Operating Costs for Parks Built with Surtax Funds: Funding in the amount of \$20 million of Dedicated 2020 Surtax proceeds will be used for the operation and maintenance of parks to be split County (50%) and City (50%) (Exhibit 17).

Project 18, Desoto Winter Encampment: Funding to develop the Desoto Winter Encampment site (Exhibit 18).

Project 19, Northeast Park: Funding to develop a Northeast Park (Exhibit 19).

Project 20, Water Quality and Stormwater Improvements: Water Quality Program: Funding in the amount of \$85 million of Dedicated 2020 Surtax proceeds will be used for stormwater, sewer and/or water quality retrofit to be split 50/50 between County and City (Exhibit 20).

Project 21, Florida A&M Entry Points: Funding to develop entry points to Florida A&M University at Osceola Street/Adams Street and Perry Street/Gamble Street (Exhibit 21).

Project 22, Orange/Meridian Placemaking: Funding to implement the Orange/Meridian Placemaking project (includes construction, stormwater improvements, streetscaping, and bus stop enhancements) (Exhibit 22).

Project 23, Beautification and Improvements to the Fairgrounds: Funding to construct improvements to the fairgrounds (Exhibit 23).

Project 24, Orange Avenue Widening from Adams Street to Springhill Road: Funding to widen Orange Avenue from Adams Street to Springhill Road



(includes ROW, construction, and stormwater for roadway improvements)  
(Exhibit 24).

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure

Phase I: Funding to develop Welaunee Boulevard from Fleischman to Shamrock, and two-lane Shamrock Way extension from Centerville to Welaunee Boulevard North (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; and (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint (Exhibit 25).

Project 26, Alternative Sewer Solutions Study: Funding to study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing (Exhibit 26).



Project 27, Tallahassee-Leon County Animal Service Center: Funding for capital improvements to the Tallahassee-Leon County Animal Service Center (Exhibit 27).

Project 28, Implement Greenways Master Plan Phase II: Funding to continue implementation of the Greenways Master Plan (Exhibit 28).

Project 29, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure Phase II: Funding to develop Welaunee Boulevard North from Shamrock Way to Roberts Road, and Shamrock Way, from Welaunee Boulevard to U.S. 90 (includes ROW, construction, stormwater for roadway improvements). Funding also includes improvements to the Miccosukee Canopy Road Greenway trailhead at the intersection of Fleischmann Road and Crump Road. Second priority implementation shall not occur until such time as adequate transportation connections north of Roberts Road, to allow the traffic to flow through to Thomasville Road, have been identified and funded (Exhibit 29).

Section b. **BLUEPRINT 2020 ECONOMIC DEVELOPMENT PROGRAMS**

Blueprint 2020 Economic Development Programs are described as follows:

1. **Madison Mile Convention District:** Up to \$20 million of Dedicated 2020 Surtax proceeds will be used to construct a convention center on or near the existing Donald L. Tucker Civic Center site as part of a larger Florida State University redevelopment and master planning effort to attract a full service hotel to the Madison District. The final determination on the level of funding to be provided and the time period for said funding is subject to approval by



Blueprint at the time of project consideration and the execution of formal agreements among all parties to the project.

2. International Airport Growth and Development (Part I): Up to \$5.5 million of Dedicated 2020 Surtax proceeds will be used to upgrade existing hanger facilities at the Tallahassee International Airport, provide the necessary utility infrastructure to construct additional hangers, and develop 1,000 acres of airport property for lease. Funding is subject to approval by Blueprint at the time of project consideration.
3. International Airport Growth and Development (Part II): Up to \$8.6 million of Dedicated 2020 Surtax proceeds will be used to create an international passenger processing facility, support international user fee expenses, and provide additional training support to Airport staff in accordance to the Tallahassee International Airport's Ten-Year Growth and Development Plan.
4. The following proposals are to be evaluated by the EDCC for consideration, as recommended by the Leon County Sales Tax Committee, and recommendations are to be forwarded to Blueprint regarding the utilization of the Dedicated 2020 Surtax proceeds in accordance with Part V. Section 6.A of the Agreement, as follows:
  - A. Entrepreneurial Development Fund: This proposal provides a source of funding from which to enhance present and develop new entrepreneurial support programs.



- B. Minority & Women Business Investment Fund: This proposal provides microloans to help minority and women owned small businesses and entrepreneurs.
- C. Technology & Innovation Incubators: This proposal provides funds to be used to support existing incubation programs and/or start new ones.
- D. Business Retention, Expansion & Attraction Fund: This proposal provides the community a toolkit to grow local businesses and attract companies that pay higher than average wages.
- E. Economic Opportunity Rapid Response Fund: This proposal provides resources to quickly leverage and close the gap between state incentives and project needs.
- F. Quantum Leaps & Signature Festivals: This proposal seeks to grow and support Tallahassee as a cultural destination through festivals and the arts by providing grants for festivals that draw tourists, grants to support new and expanding cultural offerings, and grants to propel cultural organizations to a new level of sustainability.
- G. South Monroe / Adams Corridor Catalyst: This proposal provides aesthetic and community funding associated with the Monroe-Adams Street Corridor Action Plan, funding to support an additional Florida A&M University (FAMU) Small Business Development Center location on the Southside over a ten-year period, and funding for the FAMU Urban Agriculture Project to increase access to locally grown



foods and increase urban farming and related business opportunities through workforce training.

- H. Raising the Ship Talent Development: This proposal provides funding for an in-depth assessment of job seekers and estimated employment needs, capital funding for a Southeast Regional Center of Excellence, and programmatic funding to support a Socially Responsible Enterprise.

- 5. Additional economic development projects and staffing needs including, but not limited to, the following uses:
  - A. Staffing needs specific to economic development.
  - B. Project and program consultants specific to economic development.
  - C. Other key economic development projects and opportunities that may arise over the Term of this Agreement.

Section c. LIVABLE INFRASTRUCTURE FOR EVERYONE (L.I.F.E.) PROJECTS.

The two percent (2%) share of the Extended 2020 Surtax proceeds which are dedicated to L.I.F.E. Projects shall be used for the purpose of funding the L.I.F.E. Projects in both the incorporated and unincorporated areas of Leon County, by addressing core infrastructure needs therein. Use of the two percent (2%) share of the Extended 2020 Surtax proceeds for L.I.F.E. Projects must be authorized by the Board of County Commissioners.





# MICCOSUKEE

Rural Community | Sense of Place



# Placemaking

In 2016 the Leon County Board of County Commissioners directed the Tallahassee–Leon County Planning Department to conduct the first sense of place study in a rural community. The Strategic Initiative (Q5, EC1) “Perform a Sense of Place study for the Miccosukee community” (2016), was adopted with the Revised Leon County Strategic Plan on January 26, 2016. This strategic initiative related to the Quality of Life Strategic Priority, (Q5) “Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness” (2012). It also relates to the Economic Strategic Priority, (EC1) “Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent” (2012). The purpose of the Miccosukee sense of place study is to identify opportunities to help strengthen the connection between people and the Miccosukee community. The initiative will allow citizens to make extraordinary improvements in their community and provide an outlet for proactive and positive change.

During the development of this plan, an opportunity arose for Leon County to acquire ownership of the Concord School site. Knowing that this was an important component to the Miccosukee Community Park, it was apparent that the plan should take into account the potential this site could play in the future of Miccosukee. In November of 2017, this item went before the County Commission and the school board agreed to convey the property to Leon County. With this transaction complete, the plan has moved forward looking at this site and the role it will play in the Miccosukee Community.

Placemaking is not just the act of building or fixing up a space, but a process that fosters the creation of vital public destinations: the kind of places where people feel a strong stake in their communities and a commitment to making things better. Simply put, Placemaking capitalizes on a local community’s existing assets, inspiration, and potential to ultimately create good public spaces that promote people’s health, happiness, and well-being.

A place is more than a sum of its parts and typically has a shared character, personality, or identity. While no place is like any other, one common element runs through each—its people! No one knows more about a place than the people that live there, experience it every day, and make it their own.

A rural community has a sense of place all its own. The rural character is rooted in the settlement patterns of the original inhabitants and the agricultural economy. Out of these roots, emerges a legacy of reliance on the land as a source of pride and livelihood that is carried down from generation to generation.

The geography of the rural community is also unique. The landscape is rich with environmental amenities and a natural aesthetic. Development is dispersed and distances between households and centers of activity are relatively large. Rural communities are also characterized by fewer retail and employment centers and the sense of place is partly defined by the civic and religious institutions that connect community residents.



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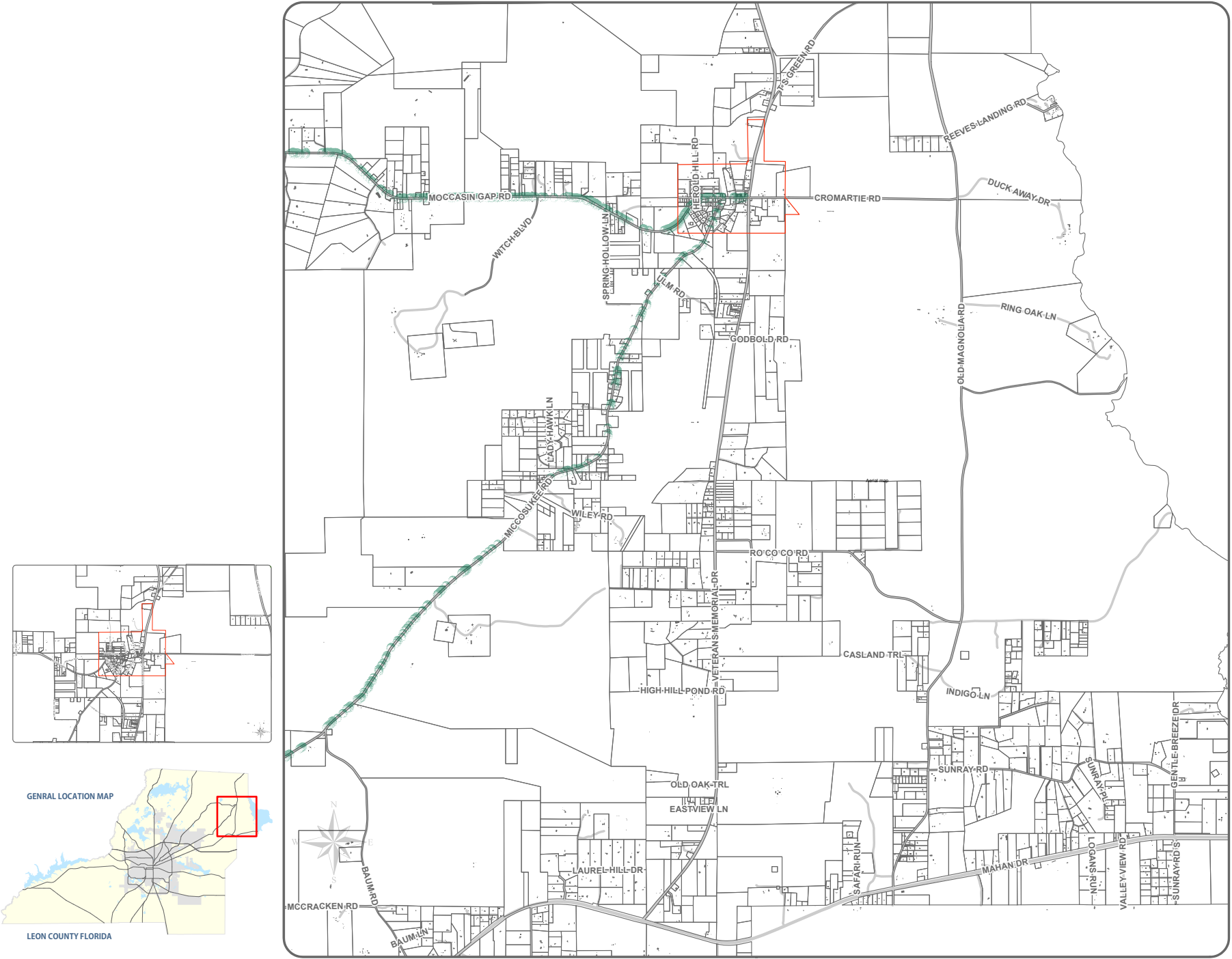




# Introduction to the Miccosukee Community

The Miccosukee community is located in northeast, unincorporated Leon County. This rural community is centered around the intersection of Moccasin Gap Road and Veterans Memorial Drive, and encompasses the Rural and Rural Community zoning and land use categories. The boundaries of Miccosukee are defined by the residents who live and work in the community. The bounds are identified as the Georgia state line to the north, Lake Miccosukee to the east, U.S. 90 (Mahan Drive) to the south, and Bradley’s Pond at Old Centerville Road to the west.

The center of the Miccosukee community is marked by a small cluster of community facilities and commercial uses at the two-way stop intersection of Moccasin Gap Road and Veterans Memorial Drive. The commercial uses include the convenience store/ gas station and a thrift store in a former U.S. Post Office on the northwest corner of the intersection. Communtiy facilities include the Miccosukee Community Park and recreation area to the southeast, and a nearly 3,000 square foot Community Center approximately 500 feet west of the intersection on Moccasin Gap Road. The Miccosukee Community Park includes the approximately 7,500 square foot Concord (Old Miccosukee) School building previously owned by the Leon County School Board. In January of 2018 this site was acquired by Leon County Government and currently serves the Miccosukee Boys and Girls Club. Beyond the central intersection lies a historic church, residential properties, and a small gated subdivision, Shire Ridge, to the west. Beyond the Rural Community zone lies Reeves Fish Camp to the east and a number of estate homes and hunting plantations.





# History

The Miccosukee community is rich with history dating back to the Creek Native Americans that once inhabited the area, to the small community of churches, schools, and general stores that were established in the 19th century to serve the growing agricultural industry. Settlers were drawn to Miccosukee for the fertile soil, resulting in the formation of some of the area’s largest cotton plantations. Following the Civil War, large tracts of land were purchased as quail hunting estates by northern industrialists, but agriculture remained the dominant economic force and, as a result, the Florida Central Railroad service was established by 1887. Agriculture sustained the community until the boll weevil insect infestation of 1916 drastically slowed agricultural production and eventually resulted in the discontinuation of railroad service in the 1940s following the Great Depression. The legacy of the agricultural plantations and their subsequent decline is a common plot in the personal histories of the community’s multi-generational residents.

The Miccosukee community was designated a Florida Heritage Site in 2004 by the Leon County Board of Commissioners and the Florida Department of State. A sign commemorating the designation is erected near the intersection of Veterans Memorial Drive and Moccasin Gap Road. Several historically significant properties have been added to the National Register of Historic Places including the Miccosukee Methodist Church and three historic homes on Veterans Memorial Drive. The original site of the Concord Schoolhouse is another historically significant place in Miccosukee. The schoolhouse was constructed in 1897, during the Reconstruction Era, to serve African-American students in the community. Following integration, the school was combined with the Miccosukee School, which operated until the 1980s. The historic Concord Schoolhouse structure was relocated to the Tallahassee Museum and is now a part of the “Old Florida” exhibit.







# Community Assets

## Rural Character + History

The scenic beauty of rural Miccosukee is one of its greatest assets. Both Moccasin Gap Road and Miccosukee Road are designated as canopy roads and provide entries to the community that contribute to the idyllic character and natural aesthetic. The landscape is characterized by low-density residential development, open fields, recreational uses, and limited community services.

Recreational opportunities in Miccosukee provide a unique alternative to what’s available in the city. The rural community boasts natural amenities for outdoor recreation including hunting and fishing. The area is very popular with regional cyclists; hundreds of riders from across the U.S. flock to Miccosukee for the renowned Spaghetti 100 race each November. Reeve’s Landing and Cypress Landing, on Lake Miccosukee, are public facilities owned and maintained by Leon County and contribute to the area’s recreational options.

Miccosukee’s rich cultural history is another significant asset of the community. This history is reflected in the preservation of historic structures and several have been added to the National Register of Historic Places. Additional historic resources are present in the mature vegetation, majestic oaks, and vernacular architecture of churches, schools, and homes constructed in the 19th and early 20th centuries.



# Public Spaces + Community Facilities

Public spaces and community facilities create opportunities for area residents to connect with one another and their surroundings. Miccosukee is served by two such spaces, each within 500ft of the central intersection at Moccasin Gap Rd and Veterans Memorial Drive.

- The Concord (Old Miccosukee) School, constructed in 1940, and Community Park is a combined educational facility and recreation area with a playground and ball fields. The school building and associated recreation facilities once served as a community school that was closed in the 1980s. Today, the building houses the Miccosukee Boys and Girls Club, and is owned and maintained by the Leon County Government as of January 2018. This building is nearly 78 years old and is currently in need of major renovations to continue operating as a community amenity.
- The Miccosukee Community Center is a 2,404 square foot multi-purpose room with a kitchen and restrooms, located on approximately one acre at the corner of Moccasin Gap Road and Billingsley Road. The Community Center is owned and operated by Leon County Government, and can be rented for use. It also serves as the location of weekly community activities including exercise classes and tutoring, as well as occasional Senior Center Lunch and Learn meetings. The existing structure is at a point where the maintenance cost required to upkeep the building is going to cost more than the building value.

## Civic + Religious Institutions

The Miccosukee rural community also benefits from the presence of active civic and religious institutions. Organized groups of individuals, united by a set of shared beliefs or purpose, add value to the community. For example, the Miccosukee Youth Education Foundation (MYEF) provides bi-weekly tutoring for school-aged children, adult education courses, and summer classes at the Miccosukee Community Center. Many community members are also involved in one of the four local churches that provide weekly services and community assistance.







# Goals

Through public engagement events and several site visits with the residents of the greater Miccosukee Community, conversations with a broad range of residents revealed both strong connections to their community and a variety of priorities they have for the area. While a diverse range of perspectives were expressed, many common themes arose. One common theme was the importance of preserving what makes the Miccosukee community unique by maintaining its rural character.

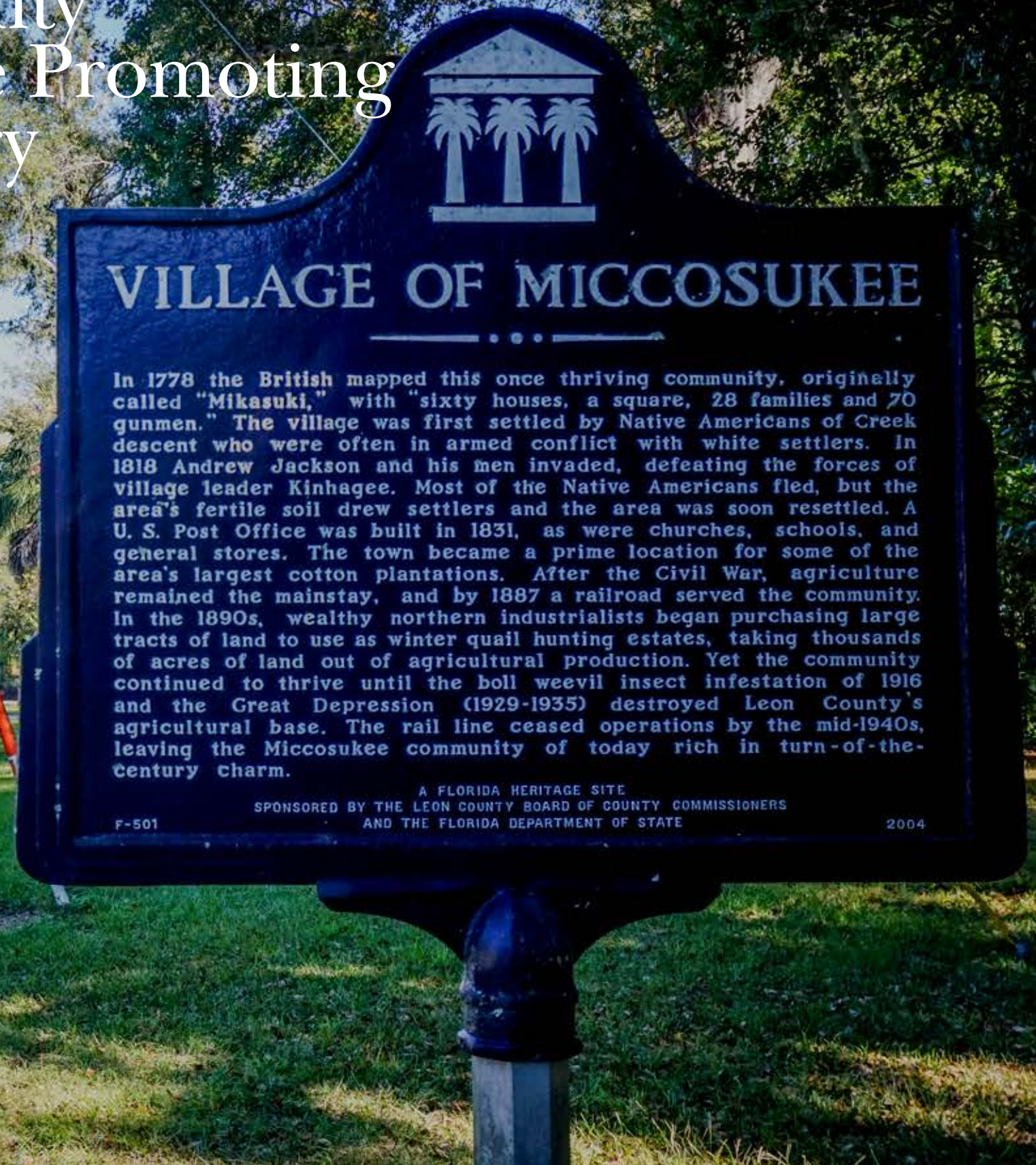
**This plan identifies a series of goals, objectives, and strategies to strengthen the identity of the Miccosukee Community and address the priorities of all the citizens.**

## Goals include:

- Goal 1: Facilitate Community Engagement While Promoting Identity and History
- Goal 2: Communicate Land Development Opportunities and Constraints
- Goal 3: Explore Opportunities to Enhance Community Services
- Goal 4: Improve Transportation Safety



# Goal 1: Facilitate Community Engagement While Promoting Identity and History





## Objective 1.1: Establish a Miccosukee Citizens Working Group

The working group could be similar to that of the Midtown Merchant Association, which implements the Midtown Action Plan. This has been beneficial to Midtown as a way for those involved in the area to meet and discuss ideas and goals.

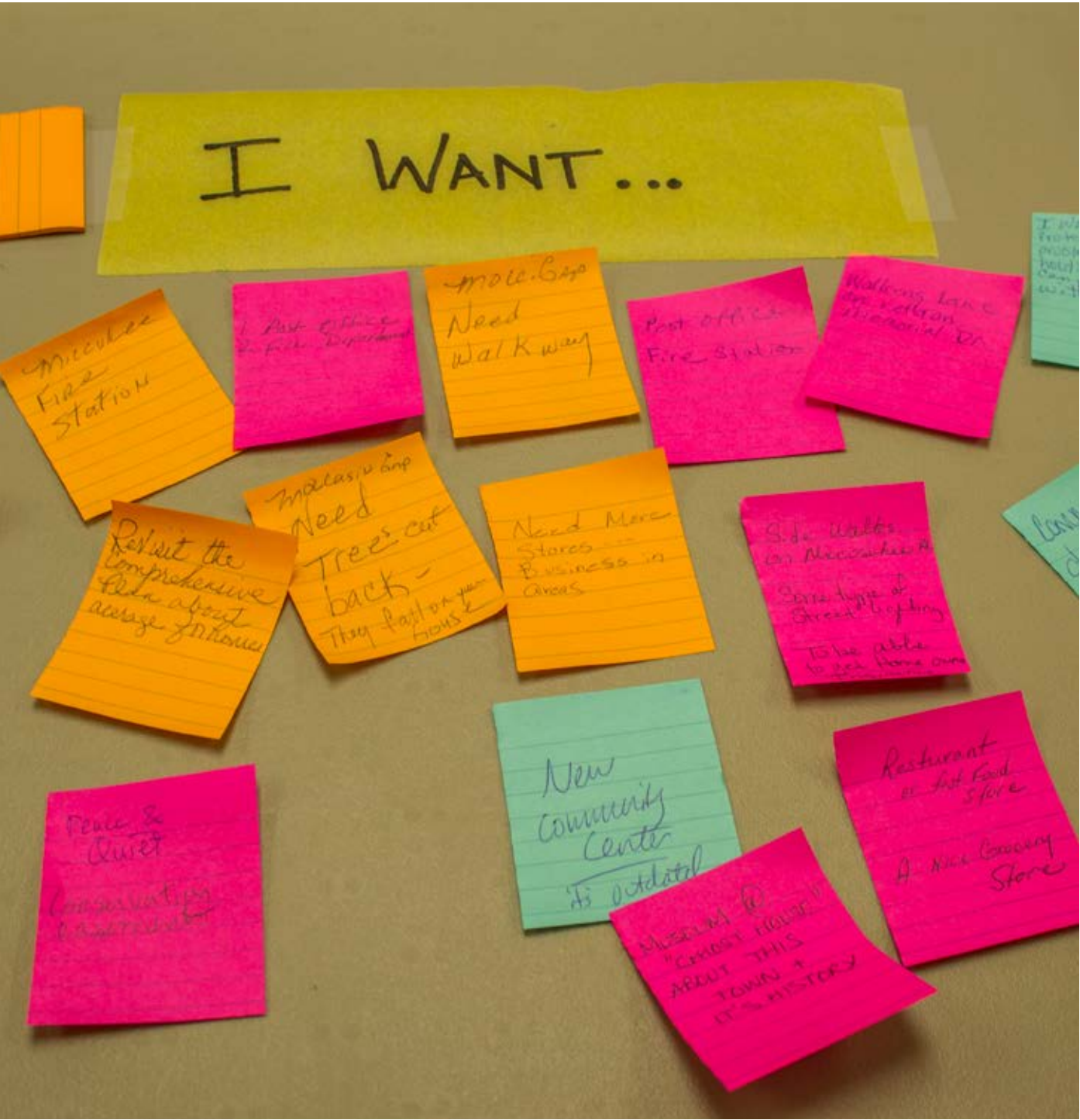
The working group will work to accomplish the goals and objectives in this plan. In addition, this group will organize others to become more involved in the community to help accomplish the vision of this plan.



### Strategies

- Identify community leaders
- Determine the minimum number of members needed for the group
- Identify members to make up a board to represent all of Miccosukee
- Have the working group schedule regular meetings to discuss the Miccosukee community vision and report information to the county liaison
- Identify a county liaison
- Use the group to identify issues that need to be addressed by the community.

LEAD:	POTENTIAL PARTNERS:
Office of Resource Stewardship	Miccosukee Citizens Working Group





## Objective 1.2: Develop a Process to Document and Record the History of Miccosukee

Documenting and recording the history of Miccosukee will ensure that future generations are aware of the community’s unique value and heritage. This process may also serve as the foundation for future projects and other objectives, such as heritage festivals, historic markers, or a museum.



### Strategies

- Identify a community history team
- Set a regular meeting schedule and location with the team
- Identify tools and resources, such as the StoryCorps app and StoryCorps.me
- Review archives at [floridamemory.com](http://floridamemory.com)
- Have oral history recording sessions

## Objective 1.3: Host an Annual Community Festival That Recognizes the Heritage and History of Miccosukee

Miccosukee has a long, fascinating history that could serve as the basis for a community festival. Many residents have researched the community’s history, which could be expressed through a community event as a way to celebrate this history with others. Hosting a festival with local farmers, makers, and community members who can speak about the history of Miccosukee provides an opportunity to document, share, and develop pride in Miccosukee’s heritage.



### Strategies

- Identify a community advocate and organizer
- Build a team to plan and organize the event
- Set a regular meeting schedule and meeting location with the team
- Determine the location of the event, such as the community center or community park
- Recruit farmers, makers, and other vendors
- Identify speakers who can tell interesting and engaging stories about the community

LEAD:	POTENTIAL PARTNERS:	
Miccosukee Citizens Working Group	FAMU History Department FSU History Department Leon County Library	State of Florida Archives Tallahassee Historical Society WFSU

LEAD:	POTENTIAL PARTNERS:
Miccosukee Citizens Working Group	The Council on Culture and Arts (COCA)





## Objective 1.4: Identify Historic Places Within the Community

Identifying historical places in the community can support the telling of Miccosukee’s story and provide the basis for future efforts, such as historic district designations and the installation of historic markers.



### Strategies

- Identify a community advocate and organizer
- As a community, identify potential historic places
- Work with the Tallahassee–Leon County GIS Department to map historic sites
- Determine how to honor/ tell the story of these places
- Work with Tallahassee–Leon County Planning Department to evaluate historic preservation overlay zoning where appropriate
- Where appropriate, apply for Florida Department of State Division of Historical Resources historic markers to identify historic resources
- Apply for Florida Department of State Division of Historical Resources historic preservation grants

LEAD: Miccosukee Citizens Working Group	POTENTIAL PARTNERS: FAMU History Department FSU History Department Tallahassee–Leon County GIS Tallahassee–Leon County Planning Department Tallahassee Trust for Historic PreservationS
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## Objective 1.5: Identify Cemeteries as Significant Places

Miccosukee has multiple cemeteries throughout the community that are of importance to the community and its history. Identifying these cemeteries can share a piece of the community’s history with visitors.



### Strategies

- Identify a community member to take the lead
- Conduct a meeting to identify the location of all the cemeteries in the community
- Work with Tallahassee–Leon County GIS Department to map sites
- Work with Tallahassee–Leon County Planning Department to develop a cemetery wayfinding system

LEAD: Miccosukee Citizens Working Group	POTENTIAL PARTNERS: FAMU History Department FSU History Department Tallahassee–Leon County Planning Department Tallahassee Trust for Historic Preservation
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## Objective 1.6: Acknowledge the Significance of Both the Concord School and the Miccosukee School

Miccosukee was home to two schools, the Concord School and the Miccosukee School. The Concord School was built in 1897 and became one of the five largest African-American rural schools in Leon County. In the 1960s, the Concord School was combined with the Miccosukee School and the site renamed Concord School. The original Concord schoolhouse is preserved at the Tallahassee Museum. Consideration could be given to reflecting the history of the two schools at the current Concord Elementary (Old Miccosukee) School site.



### Strategies

- Identify a community advocate and organizer
- As a community, document the story of the two schools
- Work with the Tallahassee–Leon County Planning Department on how to implement the objective (i.e a site marker, plaque on school, etc.)

LEAD:	POTENTIAL PARTNERS:
Miccosukee Citizens Working Group	Office of Resource Stewardship Tallahassee–Leon County Planning Department Tallahassee Museum

## Objective 1.7: Re-Establish the Community Garden

Community gardens make important contributions to all facets of sustainability. By providing access to fresh produce, gardens save participants money, increase access to healthy food, and cut down the amount of fossil fuel used to get food to the dinner table. In addition, community gardens provide educational opportunities and a place to share cultural heritage.



### Strategies

- Apply for a materials, technical support, and a grant from the Leon County Community Gardens program
- Apply to the Damayan Garden Project for community garden support
- Request technical assistance from the Leon County UF/IFAS Extension Office
- Working Group will schedule community garden work days
- Work with potential partners to hold demonstrations and classes about gardening
- Establish the Seed Library Program on this site

LEAD:	POTENTIAL PARTNERS:
Miccosukee Citizens Working Group	Florida A&M University Leon County UF/IFAS Extension Office Leon County Office of Sustainability Sustainable Tallahassee Damayan Garden Project



# Goal 2: Communicate Land Development Opportunities and Constraints





## Objective 2.1: Provide Training and Updates on Development and Permitting Regulations

Many residents have misinformation about regulations and codes and are not up to date on current procedures. Providing updated standards keeps community members in the know and helps them in making decisions about their property. As property is handed down from one generation to the next, the citizens would like to understand how the property can be split and developed. This would also include density, stormwater regulations, environmental regulations, etc.



### Strategies

- Hold a Development Support and Environmental Management training/informational session with questions and answers twice a year at the Miccosukee Community Center
- Provide information to the citizen of any potential regulation changes that could affect development
- Rural Lego Exercise

LEAD:	POTENTIAL PARTNERS:
Development Support & Environmental Management	Leon County Communitiy and Media Relations Tallahassee–Leon County Planning Department

## Objective 2.2: Conduct a Commuti Workshop on the Canopy Roads Management Plan

Several Miccosukee residents have property within the Canopy Roads Protection Zone. Some of these citizens have owned and/or resided on the properties for years and have a wealth of knowledge they can provide as input on the Canopy Roads Plan.



### Strategies

- Have the Canopy Road Citizens Community (CRCC) liaison meet with the Miccosukee citizens to gather input

LEAD:	POTENTIAL PARTNERS:
Canopy Road Citizens Community Liaison	Canopy Road Citizens Community Board

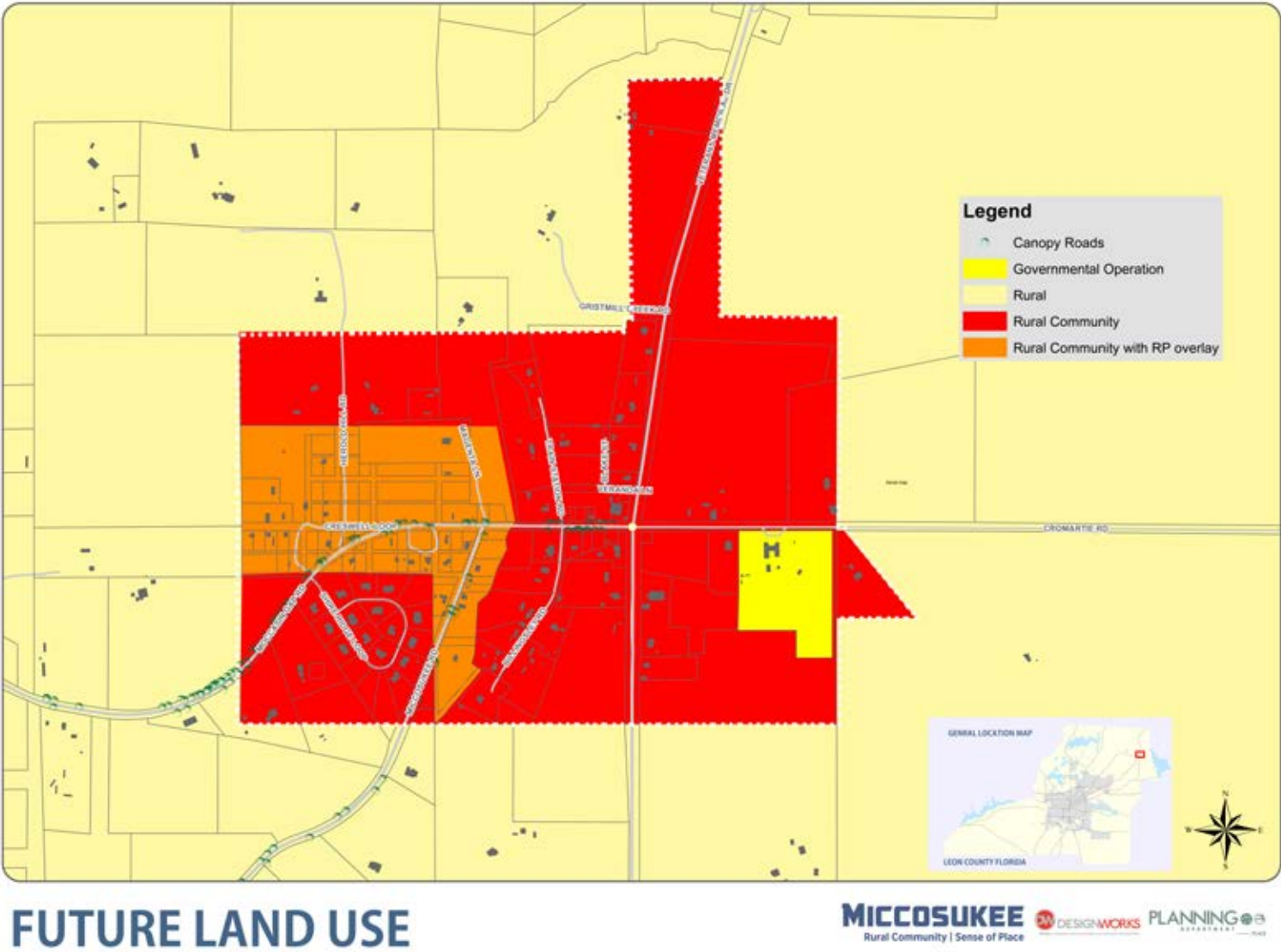


Objective 2.3: Re-Evaluate the Residential Preservation Overlay with the Rural Community Land Use and Zoning

The Rural Community land use category on the Future Land Use Map is intended to distinguish long-established unincorporated communities located outside the Urban Service Area. The Rural Community land use category allows residential uses and small business commercial districts where minor office and small- to moderate-sized commercial development provide local and surrounding rural residents access to basic shopping opportunities. The existing Residential Preservation Overlay in Miccosukee limits the uses allowed to only residential development. The Residential Preservation Overlay does not include established residential developments, but rather limits the allowable uses at the intersection of Miccosukee Road and Moccasin Gap Road and along Moccasin Gap in the eastern portion of the community. The removal of the Residential Preservation Overlay in Miccosukee would allow for small-scale commercial uses to serve the general Miccosukee area.

Strategies

- The Comprehensive Planning team at the Tallahassee–Leon County Planning Department can evaluate the implications of removing the Residential Preservation Overlay
- The Tallahassee–Leon County Planning Department can process a Comprehensive Plan Map Amendment and associated rezoning as part of a future Comprehensive Plan Amendment Cycle
- Other Future Land Use Map amendments can be evaluated during the larger Comprehensive Plan Update process



LEAD:  
Miccosukee Citizens Working Group

POTENTIAL PARTNERS:  
Tallahassee-Leon County Planning Department



# Goal 3: Explore Opportunities to Enhance Community Services





### Objective 3.1: Consolidate the Community Center with the Amentities at the Concord School Site

Through a recent land transaction between the Leon County School Board and Leon County Government, Leon County Government now has ownership of the Concord School site. Having previously held the surrounding properties, Leon County Government now holds the entire 15.9 acre site that includes all the ball fields, the community garden, Concord School, and other amenities. Incorporating the community center into this site with the other amenities would enhance the community experience of its users. In addition, having one location that provides all the community amenities will help centralize activities and create a hub for the community.



#### Strategies

- Identify potential uses and enhancements to both facilities and grounds to serve community needs
- Determine and prioritize the improvements needed to bring the existing building up to current standard as a county facility
- Prioritize funding to begin the process of revitalizing the Concord School building.
- Establish the Concord School site as an emergency comfort station after weather and emergency events
- Explore opportunities to incorporate mobile connectivity on the Concord School site
- Incorporate access to electricity and internet to outdoor public gathering spaces at the Concord School site
- Explore options for library services on this site
- Monitor the need of having a volunteer fire station as the commutniy grows

LEAD:  
Office of Resource Stewardship

POTENTIAL PARTNERS:  
Tallahassee- Leon County  
Planning Department- DesignWorks

### Objective 3.2: Address Garbage at the Concord (Old Micosukee) School Dumpster

The dumpster off Cromartie Road, on the property of the Micosukee Park, has been used as a bulk item dumping ground. Many residents have expressed concerns over these items being dumped on the site and the nuisance it is to the community. During the development of this plan Leon County Governemnt acquired ownership of this parcel and addressed this matter. The site will be maintained to the same high standard as the other parks throughout the county.



#### Strategies

- Should this issue return, contact the Leon County Solid Waste Management Division (850.606.1800) to make them aware or use the Citizen Connect Application: <http://www2.leoncountyfl.gov/service-request/>

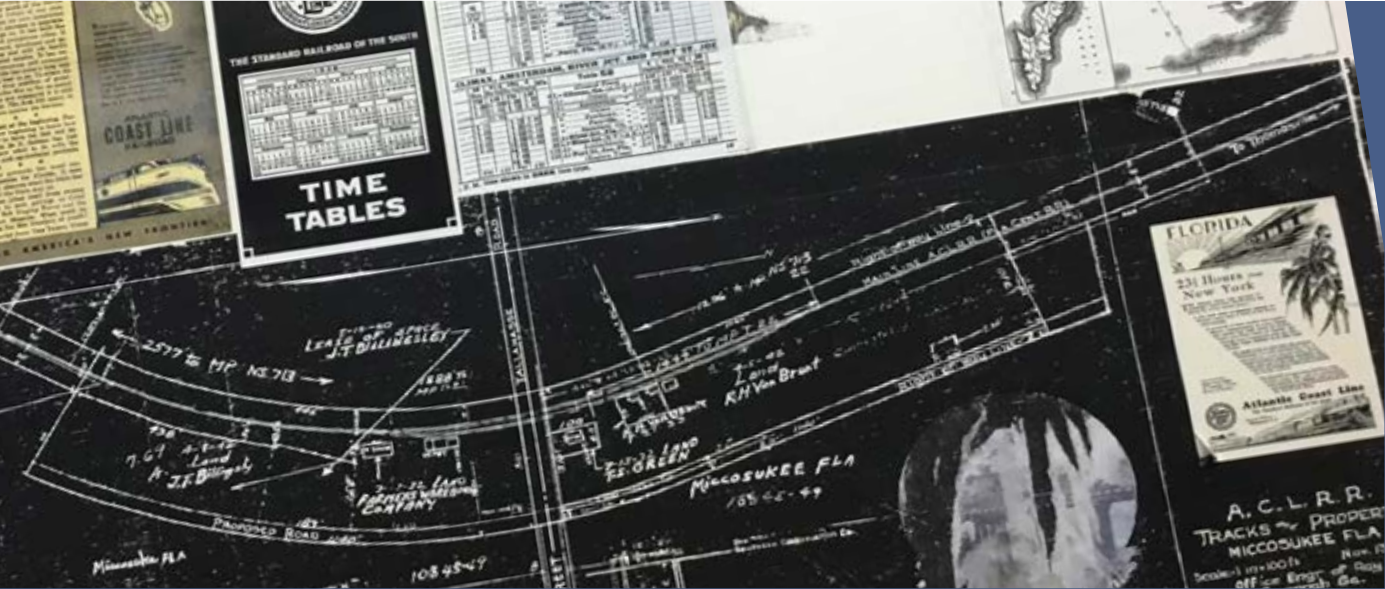
LEAD:  
Leon County Solid Waste Management Division

POTENTIAL PARTNERS:  
Micosukee Citizens Working Group



### Objective 3.3: Explore opportunities to create a historical feature that represents the old Miccosukee Rail Depot and the Miccosukee Community

In the 1940s and prior Miccosukee was home to its on Rail Depot. This depot was located on, what is today, the property line of two Leon County Properties, one of which currently has the Miccosukee Community Center. With the existing community center building being in decline, and consolidating the uses on the Concord School site, it is inevitable that the building will be removed and the site revisioned. This is an opportunity to share the story of the Miccosukee community while including an outdoor gathering space for residents.



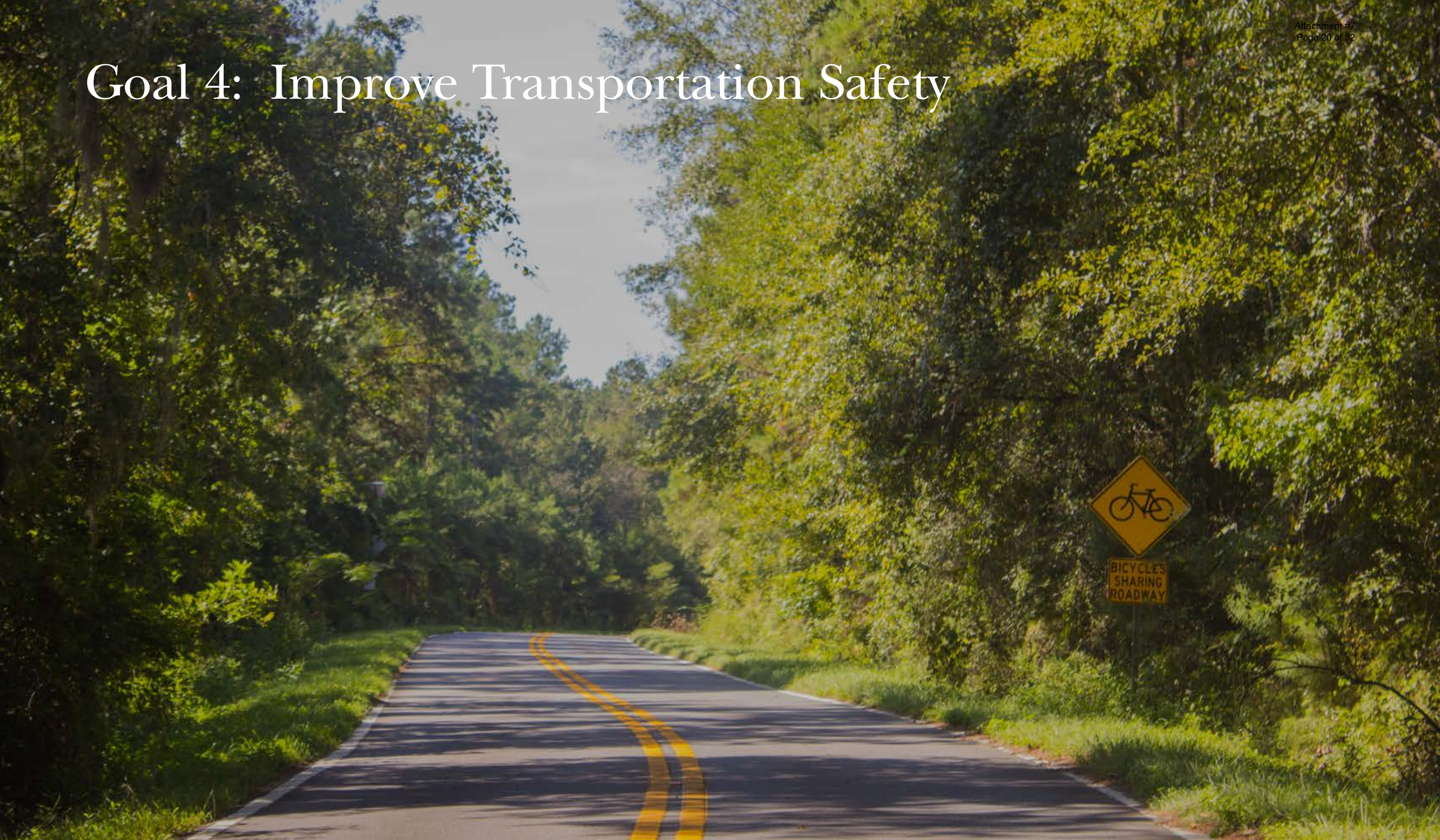
### Strategies

- Research the Miccosukee Rail Depot History and community history
- Identify potential uses and enhancements for the site
- Begin the process of sharing the history of Miccosukee

LEAD: Office of Resource Stewardship	POTENTIAL PARTNERS: Tallahassee- Leon County Planning Department- DesignWorks
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# Goal 4: Improve Transportation Safety





## Objective 4.1: Explore Opportunities to Provide Wider Shoulders on Veterans Memorial Drive for All Road Users

Through community meetings residents expressed concerns over cyclist safety on the roads. Wider shoulders can provide room on the road that would help increase the safety for the cyclist. In addition, this treatment would allow space for vehicles to pull off the road in an emergency situation. Due to constraints with Canopy Roads and existing right away, Veterans Memorial would be most feasible option for this treatment.



Benefits of shoulders for all road users:

- Allowing for driver error and providing space to make evasive maneuvers
- Increasing the sight distance for through-vehicles and for those entering the roadway
- Providing structural support for the pavement, moving surface water farther from the travel lanes, reducing damage to the base and subgrade as well as reducing hydroplaning, splash and spray
- Providing space for maintenance operations and signs
- Providing space for disabled vehicles, mail delivery and bus stops

In many cases, a paved shoulder can add one more critical benefit:

Providing space for bicyclists and pedestrians

Directly quoted from: [http://www.clrp.cornell.edu/nuggets\\_and\\_nibbles/articles/2013/accommodating.html](http://www.clrp.cornell.edu/nuggets_and_nibbles/articles/2013/accommodating.html)

### Strategies

- Explore phasing options for segments of Veterans Memorial Drive, beginning with areas between U.S. Highway 90 (Mahan Drive) and Cromartie Road (~5.29 miles))
- Identify any roadway improvements planned for Miccosukee
- Work with Leon County Public Works to incorporate this into resurfacing projects or other improvements
- Coordinate with the Capital Region Transportation Planning Agency to identify projects appropriate for the Transportation Improvements Program and the Regional Mobility Plan

LEAD:  
Leon County Public Works

POTENTIAL PARTNERS:  
Capital Region Transportation Planning Agency  
Miccosukee Citizens Working Group Tallahassee–  
Leon County Planning Department

## Objective 4.2: Explore Opportunities to Increase the Lighting on Road Segments

Providing lighting will increase the safety of drivers and pedestrian. This should be provided in a way that does not take away from the rural character of the community. Dark sky principles (lighting that is directed towards the ground to avoid light pollution in the sky) should be considered with this type of project.



### Strategies

- Identify roadway segments where lighting is needed
- Work with Leon County Public Works to incorporate this into other improvements through the Livable Infrastructure For Everyone (LIFE) Program and Street Lighting program to determine the feasibility of providing street lighting

LEAD:  
Leon County Public Works

POTENTIAL PARTNERS:  
Miccosukee Citizens Working Group



### Objective 4.3: Explore Opportunities to Provide Sidewalks from the Community Center Site to the Concord (Old Miccosukee) School

The Miccosukee Community Center site and the Concord School bookend the walkable destinations in the Miccosukee community spanning a distance of about 2,170 feet. Providing a sidewalk in this area would allow for a safer route between these two popular community destinations.



#### Strategies

- Identify any roadway improvements planned for Miccosukee
- Work with Leon County Public Works to discuss potential opportunities
- Identify funding sources, e.g., the Livable Infrastructure For Everyone (LIFE) Program
- Seek right-of-way donations where Leon County Government does not own land

LEAD: Leon County Public Works	POTENTIAL PARTNERS: Capital Region Transportation Planning Agency Miccosukee Citizens Working Group Tallahassee–Leon County Planning Department
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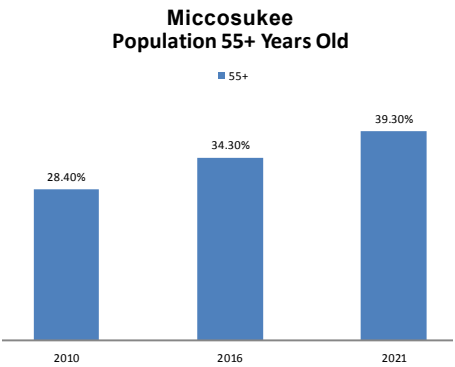
### Objective 4.4: Monitor the Transportation Needs of the Aging Population

The 55+ population of Miccosukee has increased significantly since 2010 and is projected to continue this growth pattern into the future (see Appendix C, page 37). As the community ages, the need for transportation to and from the grocery store, doctor appointments, and other basic services will increase. This demographic shift will require better access to regular transportation options. Currently, StarMetro, who houses data on ridership, has not seen an increase in ridership for this area since 2010. To date, the Miccosukee area has only eight registered users, and within in the last year, four individuals have used the service for a total of 235 trips.



#### Strategies

- Monitor ridership on a yearly basis
- Determine if ridership is increasing
- Identify a transportation solution as the needs increase



LEAD: Miccosukee Citizens Working Group	POTENTIAL PARTNERS: Apalachee Regional Planning Council Big Bend Transit Leon County Senior Outreach Program
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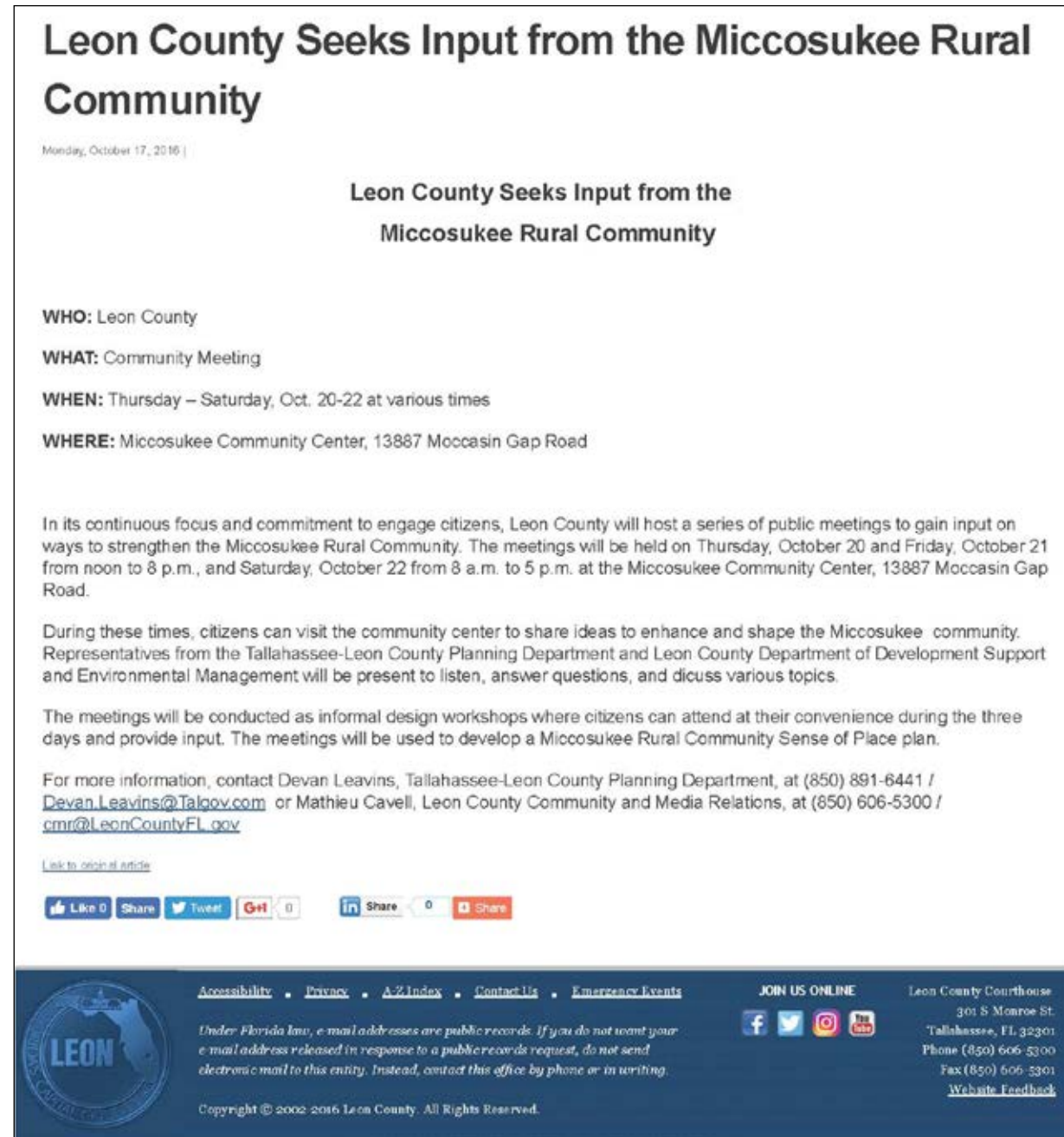


# Plan Evaluations and Updates

The Miccosukee Rural Community Placemaking Action Plan is meant to be a guide to enhance the Miccosukee Community. To account for the projects that have been accomplished, this plan should be evaluated two years from the adoption date. In addition to seeing the achievements, the evaluation will allow the priority list of projects to be reevaluated to determine if the projects should be realigned to meet the current climate of the community. Through the evaluation process, the plan may be amended to reference the projects that have been accomplished and updated with information on each of these projects. As the community deems necessary, projects may be added to the plan during the evaluations. At the two-year evaluation, an appropriate schedule for the next evaluation can be determined.









# Appendix A: Miccosukee Community Public Meetings Notices

March 22, 2016 / Miccosukee Community Center, 13887 Mocassin Gap Road

COME JOIN US AND SHARE YOUR IDEAS!

# MICCOSUKEE

Rural Community | Sense of Place

## COMMUNITY MEETING

THURSDAY, MARCH 22, 2018

TWO MEETINGS  
12 NOON - 1:30 PM & 6 PM - 7:30 PM

**MICCOSUKEE COMMUNITY PARK**  
15011 CROMARTIE RD, TALLAHASSEE, FL 32309

CITIZENS WILL HAVE THE OPPORTUNITY TO REVIEW  
THE DRAFT PLAN BASED ON THE COMMENTS FROM  
THE COMMUNITY MEETING BACK IN 2016.

**PLANNING**   
DEPARTMENT  
a division of PLACE

## Leon County Seeks Input from the Miccosukee Rural Community

**Leon County Seeks Input from the  
Miccosukee Rural Community**

**WHO:** Leon County

**WHAT:** Community Meeting

**WHEN:** Thursday, March 22 at noon and 6 p.m.

**WHERE:** Miccosukee Community Park, 15011 Cromartie Rd.

In its continuous focus and commitment to engage citizens, Leon County will host two public meetings to gain input on ways to strengthen the Miccosukee Rural Community. The meetings will be held on Thursday, March 22 from noon to 1:30 p.m. and again from 6 p.m. to 7:30 p.m. at the Miccosukee Community Park, 15011 Cromartie Rd. Both meeting agendas will be the same, but offered twice for convenience.

During these times, citizens can visit the Miccosukee Community Park to share ideas on the draft Miccosukee Sense of Place Plan. The draft plan was developed with input received from citizens in late 2016. Representatives from the Tallahassee-Leon County Planning Department and Leon County Office of Resource Stewardship will be present to listen, answer questions, and discuss various topics.

For more information, contact Devan Leavins, Tallahassee-Leon County Planning Department, at (850) 891-6441 / [Devan.Leavins@Talgov.com](mailto:Devan.Leavins@Talgov.com) or Mathieu Cavell, Leon County Community and Media Relations, at (850) 606-5300 / [cmr@LeonCountyFL.gov](mailto:cmr@LeonCountyFL.gov).

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301 S Monroe St.  
Tallahassee, FL 32301  
Phone (850) 606-5300  
Fax (850) 606-5301  
[Website Feedback](#)





# Appendix B: Summary of Topics Discussed at Public Meetings

## Development and Permitting

- Stormwater requirements and holding ponds
- Permits
- Constraints to building on property
- Property taxes
- Urban sprawl
- Ability to divide property for family
- Wind load requirements for structures
- Ability to get financing for development
- Smaller property owners versus larger landowners
- Barriers to entry for people moving back to Miccosukee
- Illegal subdivisions
- Canopy road zones
- Septic tanks

## Land use and density

- Allowable density
- Miccosukee is surrounded by large landowners and plantations
- Rural Community Land Use
- Residential Preservation overlay

## Community Services

- Fire fee
- Fire stations
- Fire hydrants
- Satellite office with law enforcement and a medical office

- Homeowner’s insurance policies
- Community center
- A library branch
- Leon County Government Annex
- Crime prevention program
- Talquin water availability
- Internet availability
- Access to facilities at the park
- Emergency/storm shelter
- Conservation lands
- Lighting behind the community center
- Paving the parking lot behind the community center
- Garbage pick up
- Tree maintenance
- Emergency response times
- Volunteer fire department
- Elementary school or charter schools
- Vending machines in Community Center
- Space for exercise, games, and community functions
- More activities for children and seniors
- Community garden for adults and children
- Regular daily open hours for Community Center
- Build new Community Center instead of renovating the Concord School

## Canopy Roads

- Canopy road buffer zone
- Safety concerns

- Vehicles and driveway lines of sight
- Falling limbs and trees
- Tree branches in the electric lines
- Clearing underbrush
- Speed humps to slow traffic at Veterans Memorial / Moccasin Gap intersection

## Community Characteristics

- People identify as Miccosukee for miles
- The community desires to come together across race/ethnic, political, and land ownership divisions
- Branding historic resources to create a sense of place
  - Ghost house
  - Historic train path
- Young people move away and do not return
- Creation of jobs in the community
- Concord school, Indian Spring Church, and the Miccosukee Community Center are the three polling places instead of one central community location
- Develop an annual festival
- Develop a farmers’ market
- Host a car show
- Collect and display local artifacts

## Transportation

- Street Lighting
- Sidewalks to connect community features
- Bike lanes or paved shoulders

- Deep ditches along the roads
- Reflectors on the road
- Speeding
- Conflicts between cyclists and automobiles
- Walking, biking, and horse riding trails

## Summary of comments from the Miccosukee Youth Educational Foundation

- Five adults, twelve students ranging from kindergarten through high school
- Things they want in the community include:
  - A store
  - Fast food
  - A laundry mat
  - Community swimming pool
  - Library branch
  - Grocery store
- “You have to drive a car” - A kindergartener
- The community needs:
  - Bike lanes
  - Walking path
  - Sidewalk
- “Many people walk”
- “Five miles away is still in the community”
- There are times when multiple groups want/need the community center at the same time.
- The community center with multiple spaces that can be used at the same time. “A coffee shop or small shop inside the community center would be great.”

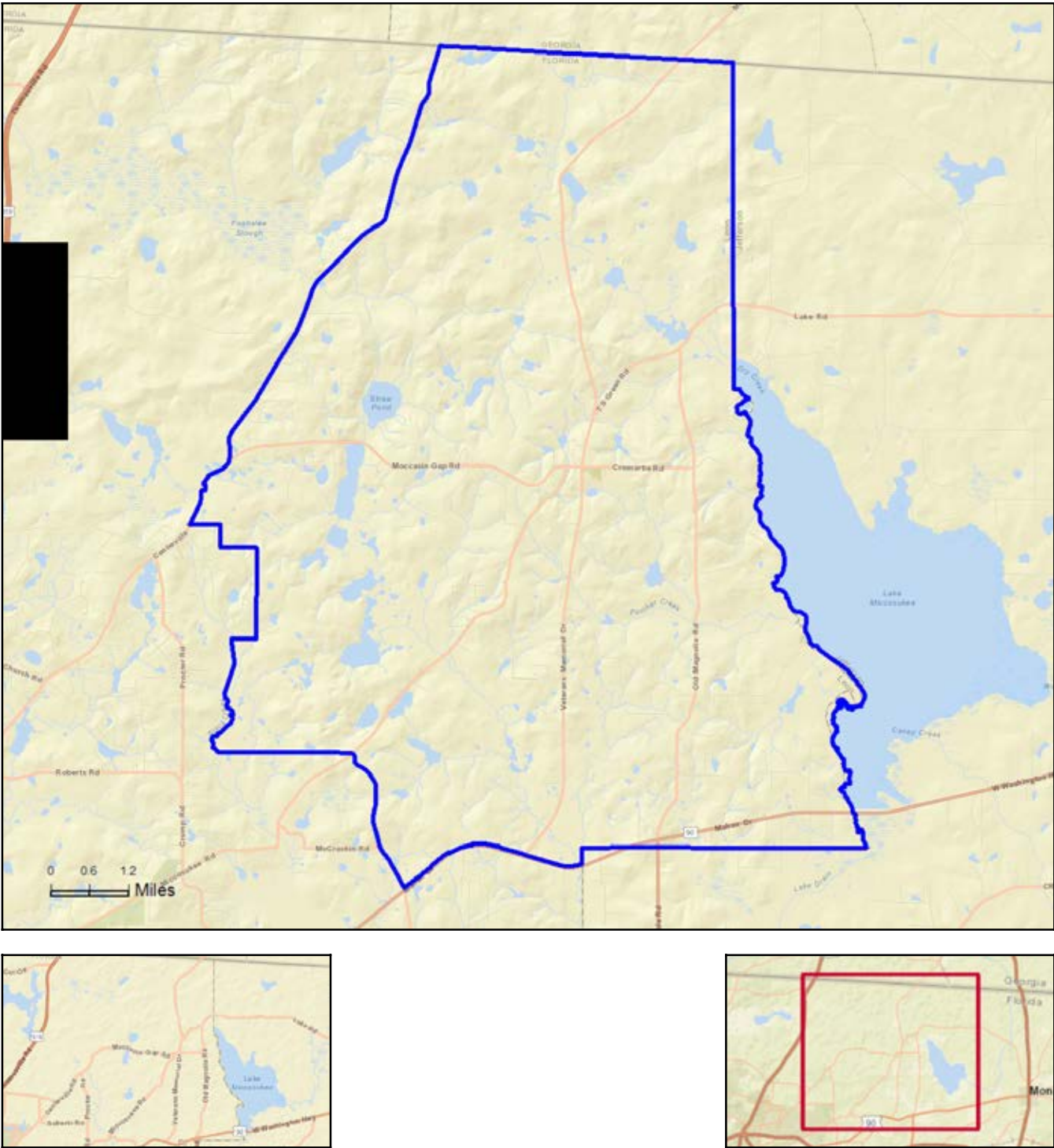


# Appendix C: Miccosukee Community Profile

Miccosukee\_Community\_profile  
Area: 65.46 square miles

prepared by OEV

The Tallahassee-Leon County Comprehensive plan identifies the Miccosukee Community as the area around Veterans Memorial Drive and Cromartie Road. Conversations with many of the residents revealed that those who identify as part of the Miccosukee Community extend much further out than this location. The Miccosukee Community profile provides demographic data for the geographical area of the Miccosukee Community as defined by residents. The following map is the boundary that is being used to define the Miccosukee Community, based on input from those that identifying as part of the Miccosukee Community. The demographic data following the map is based on the same location as the map. This data provides a snapshot into the makeup of this rural community.




May 12, 2017





# Appendix C: Miccosukee Community Profile



Community Profile

Miccosukee\_Community\_profile

Area: 65.46 square miles

prepared by OEV


Population Summary		
2000 Total Population		2,266
2010 Total Population		2,597
2016 Total Population		2,653
2016 Group Quarters		0
2021 Total Population		2,715
2016-2021 Annual Rate		0.46%
2016 Total Daytime Population		1,713
Workers		179
Residents		1,534
Household Summary		
2000 Households		847
2000 Average Household Size		2.66
2010 Households		985
2010 Average Household Size		2.64
2016 Households		993
2016 Average Household Size		2.67
2021 Households		1,011
2021 Average Household Size		2.69
2016-2021 Annual Rate		0.36%
2010 Families		760
2010 Average Family Size		2.99
2016 Families		762
2016 Average Family Size		3.04
2021 Families		774
2021 Average Family Size		3.06
2016-2021 Annual Rate		0.31%
Housing Unit Summary		
2000 Housing Units		936
Owner Occupied Housing Units		78.7%
Renter Occupied Housing Units		11.6%
Vacant Housing Units		9.6%
2010 Housing Units		1,183
Owner Occupied Housing Units		71.5%
Renter Occupied Housing Units		11.7%
Vacant Housing Units		16.7%
2016 Housing Units		1,197
Owner Occupied Housing Units		67.8%
Renter Occupied Housing Units		15.3%
Vacant Housing Units		17.0%
2021 Housing Units		1,220
Owner Occupied Housing Units		67.4%
Renter Occupied Housing Units		15.4%
Vacant Housing Units		17.1%
Median Household Income		
2016		\$60,624
2021		\$67,064
Median Home Value		
2016		\$218,966
2021		\$312,179
Per Capita Income		
2016		\$29,883
2021		\$32,179
Median Age		
2010		42.9
2016		44.8
2021		46.4

Data Note:

Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

May 12, 2017



# Community Profile

Miccosukee\_Community\_profile

Area: 65.46 square miles

prepared by OEV

2016 Households by Income		
Household Income Base		993
<\$15,000		11.8%
\$15,000 - \$24,999		6.0%
\$25,000 - \$34,999		10.2%
\$35,000 - \$49,999		12.8%
\$50,000 - \$74,999		17.8%
\$75,000 - \$99,999		9.9%
\$100,000 - \$149,999		20.9%
\$150,000 - \$199,999		6.0%
\$200,000+		4.6%
Average Household Income		\$81,828
2021 Households by Income		
Household Income Base		1,011
<\$15,000		11.2%
\$15,000 - \$24,999		6.8%
\$25,000 - \$34,999		5.9%
\$35,000 - \$49,999		8.6%
\$50,000 - \$74,999		22.8%
\$75,000 - \$99,999		10.2%
\$100,000 - \$149,999		22.6%
\$150,000 - \$199,999		7.1%
\$200,000+		4.7%
Average Household Income		\$88,559
2016 Owner Occupied Housing Units by Value		
Total		811
<\$50,000		17.4%
\$50,000 - \$99,999		7.2%
\$100,000 - \$149,999		6.7%
\$150,000 - \$199,999		17.4%
\$200,000 - \$249,999		3.6%
\$250,000 - \$299,999		5.1%
\$300,000 - \$399,999		11.1%
\$400,000 - \$499,999		6.4%
\$500,000 - \$749,999		9.4%
\$750,000 - \$999,999		14.8%
\$1,000,000 +		1.0%
Average Home Value		\$338,889
2021 Owner Occupied Housing Units by Value		
Total		822
<\$50,000		7.8%
\$50,000 - \$99,999		3.8%
\$100,000 - \$149,999		5.2%
\$150,000 - \$199,999		21.3%
\$200,000 - \$249,999		4.7%
\$250,000 - \$299,999		6.0%
\$300,000 - \$399,999		9.5%
\$400,000 - \$499,999		6.9%
\$500,000 - \$749,999		11.6%
\$750,000 - \$999,999		22.0%
\$1,000,000 +		1.1%
Average Home Value		\$419,153

Data Note:

Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.


Source:

U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

May 12, 2017




# Appendix C: Miccosukee Community Profile

 Community Profile		
Miccosukee_Community_profile		prepared by OEV
Area: 65.46 square miles		
2010 Population by Age		
Total		2,595
0 - 4		5.2%
5 - 9		6.6%
10 - 14		7.5%
15 - 24		12.8%
25 - 34		8.1%
35 - 44		12.6%
45 - 54		19.0%
55 - 64		17.4%
65 - 74		7.6%
75 - 84		2.3%
85 +		1.1%
18 +		75.6%
2016 Population by Age		
Total		2,654
0 - 4		4.7%
5 - 9		5.4%
10 - 14		6.6%
15 - 24		12.0%
25 - 34		10.8%
35 - 44		10.7%
45 - 54		15.4%
55 - 64		18.8%
65 - 74		11.0%
75 - 84		3.5%
85 +		1.0%
18 +		79.4%
2021 Population by Age		
Total		2,715
0 - 4		4.5%
5 - 9		5.1%
10 - 14		6.0%
15 - 24		10.4%
25 - 34		11.5%
35 - 44		10.8%
45 - 54		12.5%
55 - 64		17.6%
65 - 74		15.4%
75 - 84		5.3%
85 +		1.0%
18 +		80.6%
2010 Population by Sex		
Males		1,255
Females		1,342
2016 Population by Sex		
Males		1,276
Females		1,376
2021 Population by Sex		
Males		1,298
Females		1,417

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

May 12, 2017

 Community Profile		
Miccosukee_Community_profile		prepared by OEV
Area: 65.46 square miles		
2010 Population by Race/Ethnicity		
Total		2,598
White Alone		70.6%
Black Alone		26.6%
American Indian Alone		0.3%
Asian Alone		0.6%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.5%
Two or More Races		1.4%
Hispanic Origin		2.2%
Diversity Index		45.4
2016 Population by Race/Ethnicity		
Total		2,653
White Alone		67.6%
Black Alone		29.2%
American Indian Alone		0.3%
Asian Alone		0.7%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.5%
Two or More Races		1.7%
Hispanic Origin		2.6%
Diversity Index		48.5
2021 Population by Race/Ethnicity		
Total		2,715
White Alone		65.4%
Black Alone		31.1%
American Indian Alone		0.3%
Asian Alone		0.8%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.6%
Two or More Races		1.9%
Hispanic Origin		3.0%
Diversity Index		50.7
2010 Population by Relationship and Household Type		
Total		2,597
In Households		100.0%
In Family Households		89.6%
Householder		28.6%
Spouse		21.5%
Child		33.7%
Other relative		3.6%
Nonrelative		2.2%
In Nonfamily Households		10.4%
In Group Quarters		0.0%
Institutionalized Population		0.0%
Noninstitutionalized Population		0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.


Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

May 12, 2017





# Appendix C: Miccosukee Community Profile




Community Profile

Miccosukee\_Community\_profile  
Area: 65.46 square miles

prepared by OEV

2016 Population 25+ by Educational Attainment		
Total		1,891
Less than 9th Grade		3.2%
9th - 12th Grade, No Diploma		5.3%
High School Graduate		19.8%
GED/Alternative Credential		2.9%
Some College, No Degree		19.8%
Associate Degree		6.6%
Bachelor's Degree		33.5%
Graduate/Professional Degree		8.8%
2016 Population 15+ by Marital Status		
Total		2,210
Never Married		25.5%
Married		66.7%
Widowed		2.9%
Divorced		4.8%
2016 Civilian Population 16+ in Labor Force		
Civilian Employed		97.2%
Civilian Unemployed		2.8%
2016 Employed Population 16+ by Industry		
Total		1,138
Agriculture/Mining		3.3%
Construction		2.4%
Manufacturing		11.8%
Wholesale Trade		5.3%
Retail Trade		9.0%
Transportation/Utilities		4.6%
Information		1.0%
Finance/Insurance/Real Estate		3.1%
Services		51.3%
Public Administration		8.3%
2016 Employed Population 16+ by Occupation		
Total		1,138
White Collar		75.2%
Management/Business/Financial		32.0%
Professional		30.3%
Sales		3.3%
Administrative Support		9.7%
Services		10.9%
Blue Collar		13.9%
Farming/Forestry/Fishing		0.0%
Construction/Extraction		2.1%
Installation/Maintenance/Repair		5.2%
Production		1.8%
Transportation/Material Moving		4.7%
2010 Population By Urban/ Rural Status		
Total Population		2,597
Population Inside Urbanized Area		0.0%
Population Inside Urbanized Cluster		0.0%
Rural Population		100.0%



Community Profile

Miccosukee\_Community\_profile  
Area: 65.46 square miles

prepared by OEV

2010 Households by Type	
Total	985
Households with 1 Person	19.0%
Households with 2+ People	81.0%
Family Households	77.2%
Husband-wife Families	58.0%
With Related Children	24.7%
Other Family (No Spouse Present)	19.2%
Other Family with Male Householder	4.2%
With Related Children	2.4%
Other Family with Female Householder	15.0%
With Related Children	8.6%
Nonfamily Households	3.9%
All Households with Children	36.0%
Multigenerational Households	5.8%
Unmarried Partner Households	5.3%
Male-female	4.1%
Same-sex	1.2%
2010 Households by Size	
Total	985
1 Person Household	19.0%
2 Person Household	37.5%
3 Person Household	17.0%
4 Person Household	14.7%
5 Person Household	7.6%
6 Person Household	2.9%
7 + Person Household	1.3%
2010 Households by Tenure and Mortgage Status	
Total	985
Owner Occupied	85.9%
Owned with a Mortgage/Loan	59.4%
Owned Free and Clear	26.4%
Renter Occupied	14.1%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	1,183
Housing Units Inside Urbanized Area	0.0%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	100.0%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.



# Appendix C: Miccosukee Community Profile



Community Profile

Miccosukee\_Community\_profile  
Area: 65.46 square miles

prepared by OEV

Top 3 Tapestry Segments		
	1.	Green Acres (6A)
	2.	Southern Satellites (10A)
	3.	Top Tier (1A)
2016 Consumer Spending		
Apparel & Services: Total \$		
		\$2,064,604
Average Spent		
		\$2,079.16
Spending Potential Index		
		103
Education: Total \$		
		\$1,391,402
Average Spent		
		\$1,401.21
Spending Potential Index		
		99
Entertainment/Recreation: Total \$		
		\$3,089,503
Average Spent		
		\$3,111.28
Spending Potential Index		
		107
Food at Home: Total \$		
		\$5,182,746
Average Spent		
		\$5,219.28
Spending Potential Index		
		105
Food Away from Home: Total \$		
		\$3,212,317
Average Spent		
		\$3,234.96
Spending Potential Index		
		105
Health Care: Total \$		
		\$5,847,305
Average Spent		
		\$5,888.52
Spending Potential Index		
		111
HH Furnishings & Equipment: Total \$		
		\$1,870,722
Average Spent		
		\$1,883.91
Spending Potential Index		
		107
Personal Care Products & Services: Total \$		
		\$762,892
Average Spent		
		\$768.27
Spending Potential Index		
		105
Shelter: Total \$		
		\$15,442,411
Average Spent		
		\$15,551.27
Spending Potential Index		
		100
Support Payments/Cash Contributions/Gifts in Kind: Total \$		
		\$2,561,218
Average Spent		
		\$2,579.27
Spending Potential Index		
		111
Travel: Total \$		
		\$1,972,012
Average Spent		
		\$1,985.91
Spending Potential Index		
		107
Vehicle Maintenance & Repairs: Total \$		
		\$1,098,514
Average Spent		
		\$1,106.26
Spending Potential Index		
		107

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

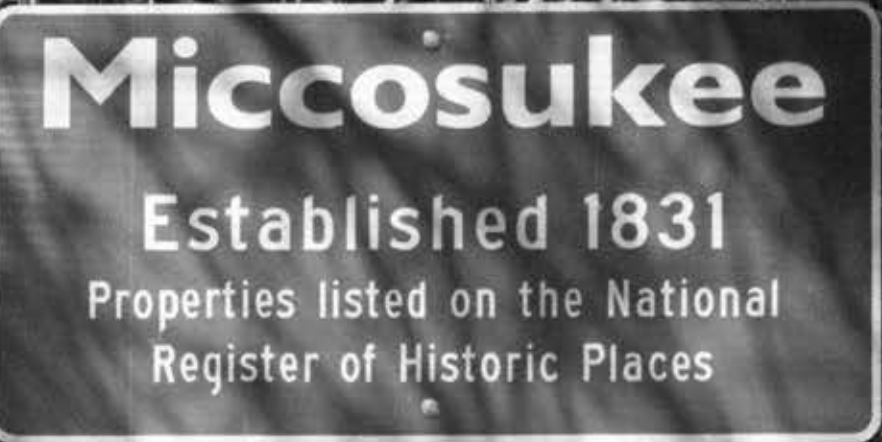
**Source:** Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

May 12, 2017







# MICCOSUKEE

Rural Community | Sense of Place



**DESIGNWORKS**  
PLACE - PLANNING, LAND MANAGEMENT AND COMMUNITY ENHANCEMENT

**PLANNING**  
DEPARTMENT  
a division of PLACE



# PROPOSED ORANGE AVENUE APARTMENT REDEVELOPMENT

Attachment #8  
Page 1 of 23

6







AERIAL LOOKING NORTHEAST - PROPOSED ORANGE AVE  
APARTMENTS CONCEPTUAL REDEVELOPMENT









## URBAN DESIGN GOALS

- 1). To create an economically integrated neighborhood which maximizes housing choices along with affordability in a Mixed-Income model.
- 2). Look to Leverage new development around The Tallahassee Housing Authority's Redeveloped Orange Avenue apartments as a catalyst for the community - while also seeking to utilize City and county opportunities.
- 3). To Ensure at Least one-to-one replacement of existing housing with the neighborhood while providing housing choices - we seek to make the Orange Avenue corridor a housing destination in the future!



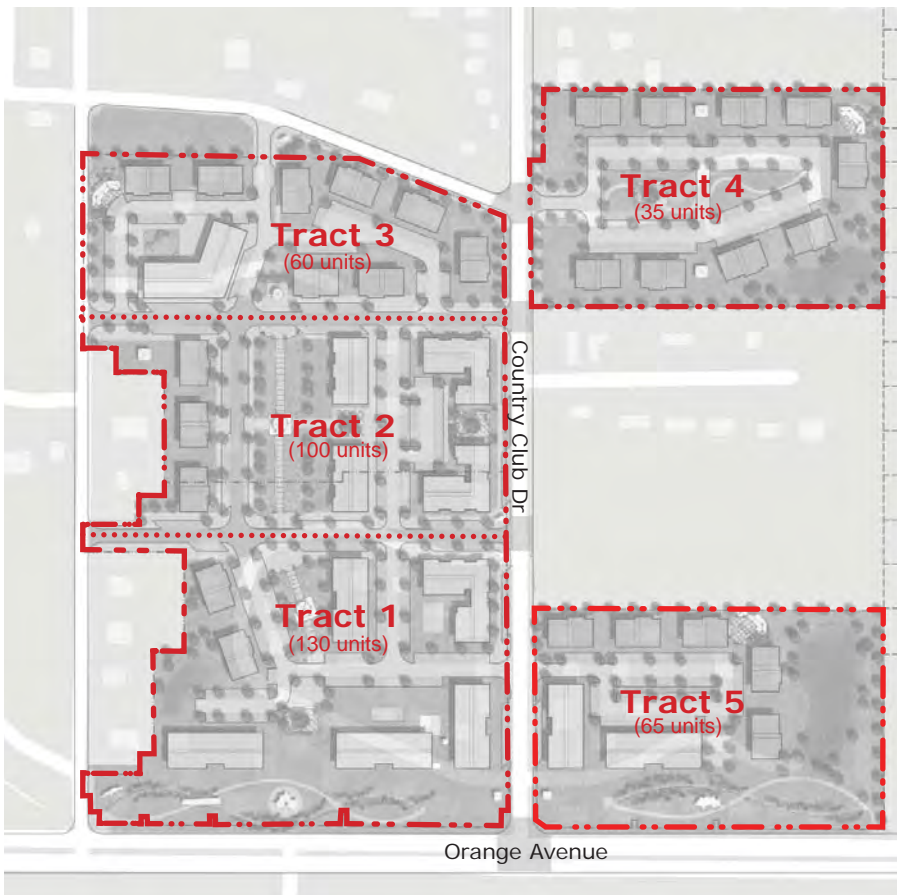


## NEIGHBORHOOD CONTEXT VISION

- 4). Put the Community/Residents first - create and foster a strong sense of community through reestablishing and strengthening connections to the surround neighborhood.
- 5). Provide pedestrian and neighborhood connections thru highly pedestrian sidewalks and streetscape and provide safe/walkable connections across Orange Avenue. Provide porches, stoops, entry steps throughout the community to reengage the streetscape and create an active street-life and sense of community.

★ Note: These Site Plans and Buildings Shown are Conceptual Visions - Final Buildings and Site Plans may evolve and change during the Implementation and after Funding is secured





### Tract 1:

Units: 130 units  
Site Area: 7.7 acres

### Tract 2:

Units: 100 units  
Site Area: 5.9 acres

### Tract 3:

Units: 60 units  
Site Area: 4.7 acres

### Tract 4:

Units: 35 units  
Site Area: 5.6 acres

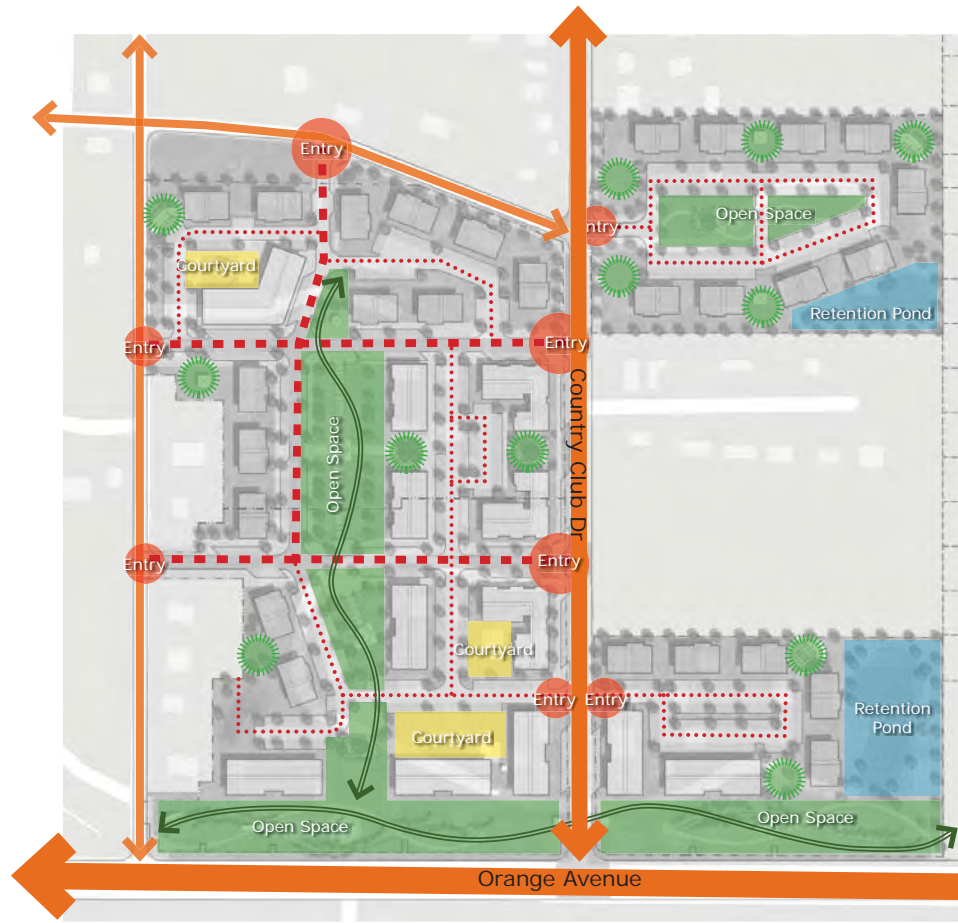
### Tract 5:

Units: 65 units  
Site Area: 5.7 acres

**Total Units:** 390 Units

**Total Site:** 29.6 Acres

**Density:** 13.2 Units/Acre



### Site Analysis



- 1 Central Green 2 Public Park 3 Pocket Park 4 Plaza 5 Pool Courtyard 6 Retention Pond 7 Education Center  
8 Incubator 9 Leasing/Amenity ● Daycare Center ● Playground ● Courtyard



- Urban Village Housing**  
(3 Levels)
- Manor Homes**  
(2 Levels)
- Community Service/Leasing**  
(2 Levels Residential + 1 Level Ground Floor)

# [SITE PLAN]

Scale: 1"=200'-00"

★ Note: These Site Plans and Buildings Shown are Conceptual Visions - Final Buildings and Site Plans may evolve and change during the Implementation and after Funding is secured





**AERIAL LOOKING NORTHEAST - PROPOSED ORANGE AVE  
APARTMENTS CONCEPTUAL REDEVELOPMENT**





## [SITE OVERVIEW]

★ Note: These Site Plans and Buildings Shown are Conceptual Visions - Final Buildings and Site Plans may evolve and change during the Implementation and after Funding is secured





## URBAN VILLAGE HOUSING

- 3 stories with multiple units
- Higher density housing





## MANOR HOMES

- 2-3 stories with multiple attached units in a larger house or mansion format
- High quality material with multiple grouped entries/stoops, easily fits into neighborhood density context



## [HOUSING TYPES]



# [LANDSCAPE CONCEPTS]





## CENTRAL COMMON AREA

- Provides Green space and Open Space for Orange Ave Residents
- Provides a Pedestrian Green connector through the Development



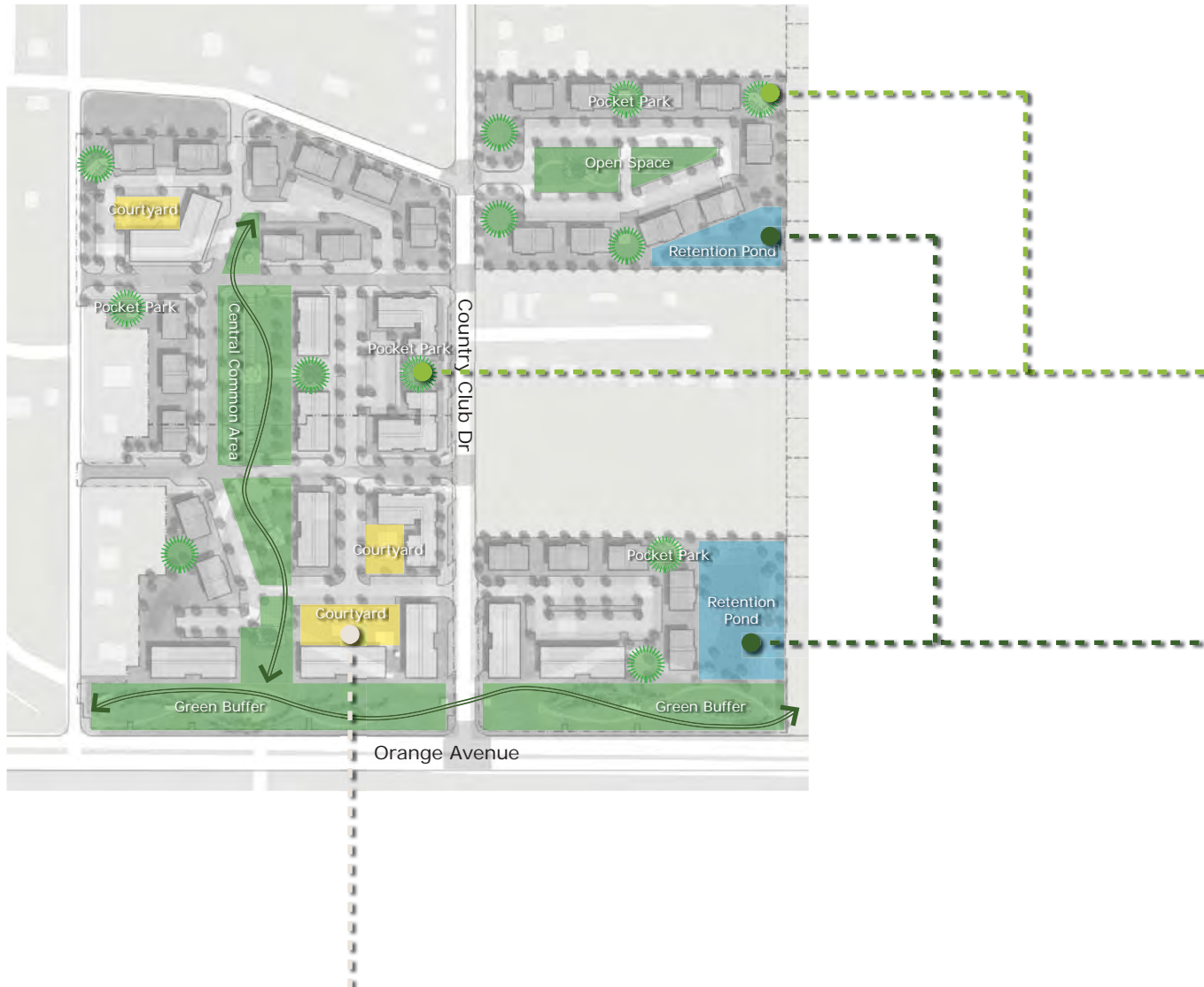
## GREEN BUFFER

- Potential at the Entry Plazas for multitude of Public Uses
- Continuation of Public Space
- Utilizes the flood zone





# [LANDSCAPE CONCEPTS]



## AMENITY AREA

- Community pool located in a main yard
- Outdoor terrace/patio for resident's enjoyment
- Amenities like Fitness room, Meeting space, Computer Lab for residents





## POCKET PARK

- Small-Scaled Urban open space
- These are to be tucked into and scattered throughout the site where they serve the Orange Ave Residents



## RETENTION/DETENTION POND

- Designed as Landscaped water feature for residents and public
- Provides for Flood and Water detention requirements

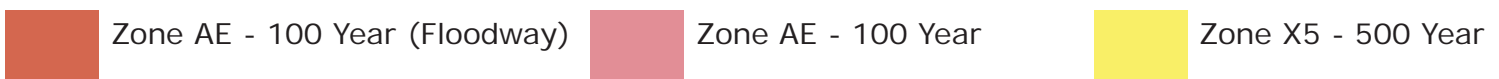
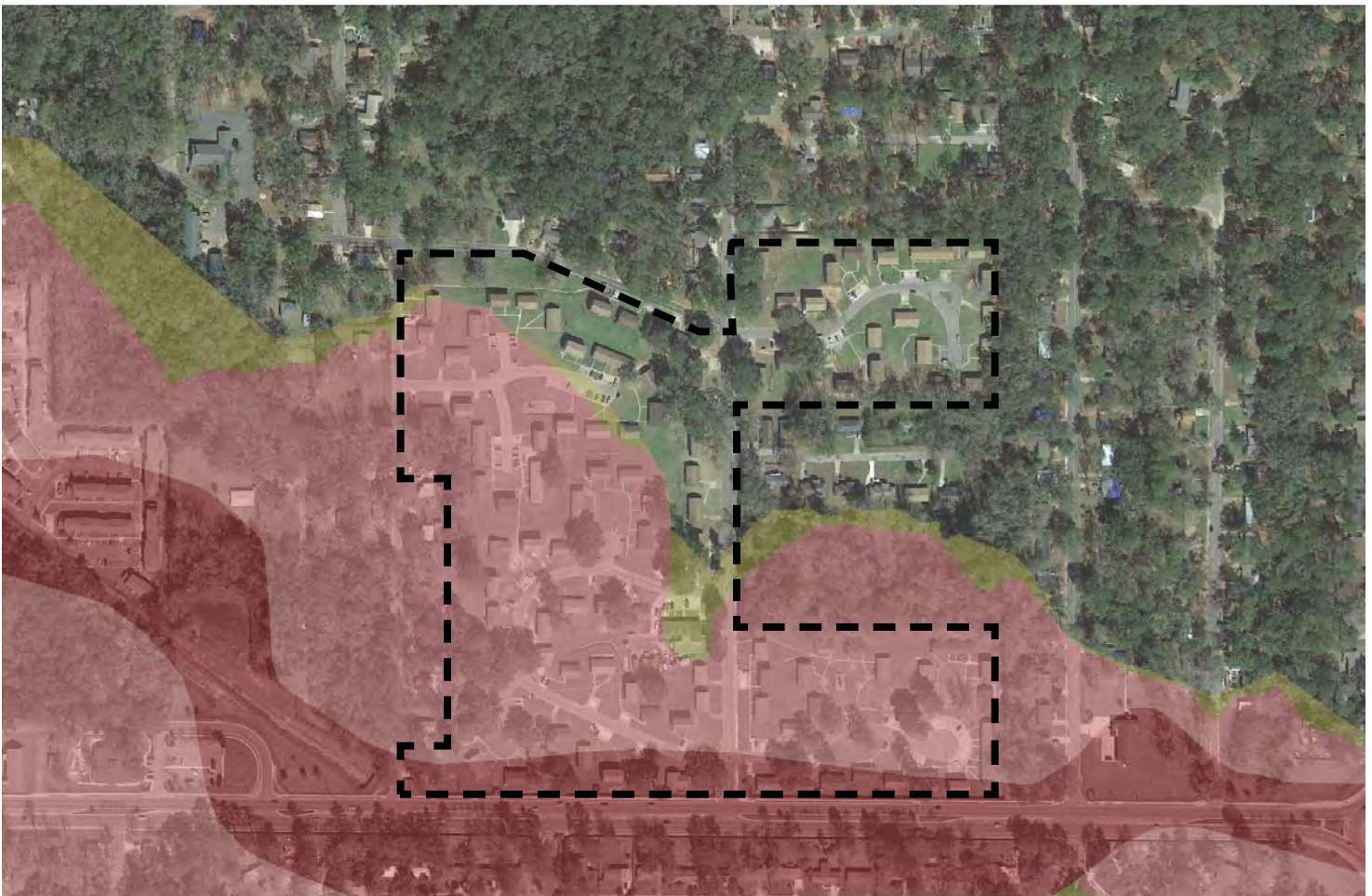




## WATER DETENTION

Water Quality and detention issues are major issues in Tallahassee and we have tried to plan-for approaches that both will meet detention requirements while being economical and attractive. After meetings, feedback and assistance from both the city of Tallahassee's and Leon County's Engineering departments we learned that there is an ongoing new assessment of the FEMA flood zones for this Orange Avenue Area but that it is not anticipated to be complete till after in 2018/2019. Moore Bass Associates (our civil engineer planning team member) helped us establish the existing flood zones, make some basic initial detention requirements estimates, and develop some strategies to meet these.

There has been significant City and County investments in storm sewer and water management along Orange Ave already, however flooding remained an issue in our resident surveys. To address this issue of flooding and to stay back out of the Flood zone we developed the idea of a linear plaza/promenade along Orange Avenue - this will also be a detention area (thru landscaped depressions and possibly buried pipes/chambers). Additionally, along the eastern edge of the property we have planned for larger detention areas to provide "up-stream" capacity.



**(PRELIMINARY) FLOOD ZONE MAP**



# WATER DETENTION STRATEGIES



USING NATIVE/REGIONAL LANDSCAPE



SITE PLAN



LANDSCAPED DETENTION AREAS



LANDSCAPED DETENTION AREAS



BENEATH PARKING AREAS - PIPING



## HOUSING DEVELOPMENT SUMMARY

The Request for Qualifications (RFQ) requested a new site plan that would provide for 100% replacement of the public housing units in a mixed-income environment. It is assumed that will be accomplished through a mixed-finance process that involves Low Income Housing Tax Credits (LIHTC), conventional financing, along with soft subordinate funds from several sources, including but not limited to; Replacement Housing Factor funds, other Housing Authority funds, City of Tallahassee and Leon County funds (CDBG, HOME, 4% Bonds, etc.), Deferred Development Fee and additional funds from philanthropic entities if available. Each phase will be financed independently based on the current costs to build, availability of funds and the market conditions at the time of construction. Thus, each phase will be evaluated as they come to the market for financing.

**Orange Avenue Apartments currently consists of the following unit and bedroom mix:**

Orange Avenue Apartments Units and Bedroom Mix		
BR	# of Units	Total # of BR
1	34	34
2	64	128
3	64	192
4	32	128
5	6	30
<b>Total to be Replaced</b>	<b>200</b>	<b>512</b>





It is the partnership's goal to replace 100% of the public housing bedrooms currently at Orange Avenue Apartments in a new mixed-income environment and unit mix that reflects current resident needs and market conditions. In order to achieve the desired mixed-income environment we will have to replace the current 200 units of public housing with approximately 550 or more units of mixed-income housing. Thus, we will not be able to replace all of the public housing units on-site. The final site plan included in this report indicates the following unit mix and assumes that we will only build 1, 2, 3 and 4 Bedroom Units. This is based on current market conditions and is subject to change as each phase of the development goes to design, financing and construction. The final unit mix will be determined based on market studies and conditions at the time each development is ready for financing and construction.

Orange Avenue Apartments							
New Site Plan	Acres	# of Units	1 Br	2 BR	3 BR	4 BR	
Tract 1	7.7	130	23	62	36	8	
Tract 2	5.9	100	18	48	28	6	
Tract 3	4.7	60	11	29	17	4	
Tract 4	5.6	35	6	17	10	2	
Tract 5	5.7	65	12	31	18	4	
Totals	29.6	390	70	187	109	24	
Total Bedrooms			70	374	328	95.2	





## HOUSING DEVELOPMENT SUMMARY

We envision the following mix of Public Housing, LIHTC and Market rate units by tract:

Tract 1	Public Housing	LIHTC	Market	Total
1 BR	9	8	6	23
2 BR	25	22	16	62
3 BR	15	13	9	36
4 BR	3	3	2	8
<b>Total BR-Tract 1</b>	115	101	72	289
<b>Total Units</b>	52	46	33	130

Tract 2	Public Housing	LIHTC	Market	Total
1 BR	7	6	5	18
2 BR	19	17	12	48
3 BR	11	10	7	28
4 BR	2	2	2	6
<b>Total BR-Tract 2</b>	89	78	56	222
<b>Total Units</b>	40	35	25	100

Tract 3	Public Housing	LIHTC	Market	Total
1 BR	4	4	3	11
2 BR	12	10	7	29
3 BR	7	6	4	17
4 BR	2	1	1	4
<b>Total BR-Tract 3</b>	56	47	34	136
<b>Total Units</b>	25	20	15	60

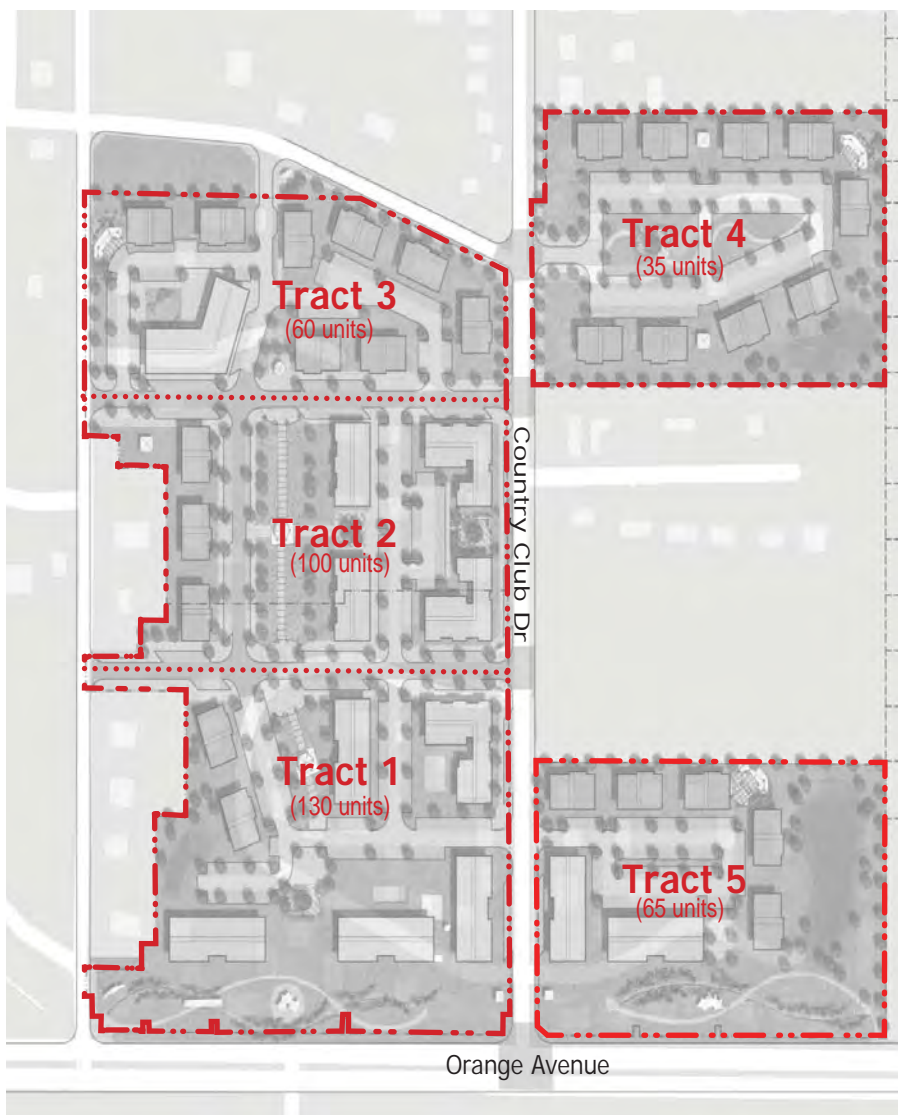
Tract 4	Public Housing	LIHTC	Market	Total
1 BR	3	2	2	6
2 BR	7	6	4	17
3 BR	4	3	2	10
4 BR	1	1	0	2
<b>Total BR-Tract 4</b>	31	27	17	76
<b>Total Units</b>	14	12	8	35

Tract 5	Public Housing	LIHTC	Market	Total
1 BR	5	4	3	12
2 BR	12	11	8	31
3 BR	7	6	5	18
4 BR	2	1	1	4
<b>Total BR-Tract 5</b>	58	51	36	144
<b>Total Units</b>	26	23	16	65

All Tracts-On-Site	Public Housing	LIHTC	Market	Total
<b>Total BR all Tracts</b>	349	304	215	867
<b>Total Units all Tracts</b>	157	136	97	389



The chart above indicates that we can replace 349 bedrooms on-site in 157 units thus we must replace 165 bedrooms off-site. We are currently working to secure property for off-site housing. We anticipate that we will need two off-site properties in order to meet the required bedroom count for replacement of 100% of the bedrooms currently on-site. We anticipate developing a senior only property and possibly one other family property in order to accomplish our ultimate goal of replacement housing. In the end of this process the Orange Avenue site will produce more than 200 units of replacement public housing units plus add to the affordable housing inventory in Tallahassee through rent restricted LIHTC units as well as add new market rate units to the Orange Avenue Site.



#### Tract 1:

Units: 130 units  
Site Area: 7.7 acres

#### Tract 2:

Units: 100 units  
Site Area: 5.9 acres

#### Tract 3:

Units: 60 units  
Site Area: 4.7 acres

#### Tract 4:

Units: 35 units  
Site Area: 5.6 acres

#### Tract 5:

Units: 65 units  
Site Area: 5.7 acres

**Total Units:** 390 Units

**Total Site:** 29.6 Acres

**Density:** 13.2 Units/Acre



## HOUSING DEVELOPMENT SUMMARY

To accomplish all of this and minimize relocation we intend to begin with an off-site development. As stated above we are seeking an off-site property within the Southside community for our first phase of development. Based on the feedback from residents we think that a senior property should be the first phase of development. This allows us to provide new housing to seniors currently living at Orange Avenue and keep them within the neighborhood as they requested. The following timeline is our best estimate of when units will be ready for relocation purposes.

Secure off-site property	April 2018
Schematic Design and site plan	May-June 2018
Florida Housing Corporation issues RFA	October 2018
Application for LIHTC Allocation	December 2018
Allocation of 9% LIHTC from FHC	March-April 2019
Design Development-Architectural	April-May 2019
Community Engagement Sessions	April- May 2019
Construction Documentation-Architectural	June-August 2019
Bid and Permit	August-September 2019
Financial closing	October- November 2019
Submit Demo/Dispo for on-site work	October 2019
Construction Completion Phase I	December 2020
HUD approval for Demo/Dispo	March 2020
LIHTC application Phase II on-site	October 2020
Initial Occupancy Phase I	January 2021
Phase II LIHTC award	March 2021
Phase II Construction Closing	October-November 2021
Phase II Construction Completion	December 2022





Assuming that we meet the above schedule for the development of the first phase of housing we would begin moving residents off-site in January 2021. Simultaneously with the above stated schedule the team would work with HUD to gain approval for demolition/disposition of the Orange Avenue Apartments during 2019. Once HUD approvals are in hand we would begin phasing the development of on-site housing as shown above as Phase II. By producing an off-site property first, we can then vacate a section of the property to demolish and build new. The phasing of the on-site housing will be determined once all approvals are in place and the need at the time of development. The site plan is currently shown in 5 tracts. Based on current funding sources and potential allocations of LIHTC we envision building out the site in 2 or 3 phases. Again this will be determined as the financing is available and the market dictates.





## 4. Social Infrastructure for a Stronger Community

### **Statement of Issue:**

This section of the retreat features a presentation and facilitated discussion by Dr. Eric Klinenberg, a nationally-renowned sociologist, professor, and author whose unique research sheds light on demographic, social, and environmental transformations within communities. Dr. Klinenberg's presentation and discussion will highlight and further explore the topic of "social infrastructure" – the places, events, and resources that strengthen communities by fostering social interactions and building relationships.

### **Staff Recommendation:**

No Board action necessary.

### **Background:**

In recent years, Leon County has focused intensively on building social infrastructure through programs, planning, and capital projects in order to strengthen connections among citizens and the community. Through these initiatives (discussed in detail in the previous portion of the retreat agenda), the County has engaged citizens to co-create extraordinary improvements in the community and provide an outlet for proactive and positive change. To ensure that we remain mindful of social infrastructure's potential to impact quality of life, economic well-being, civic participation, and so many other essential characteristics of a healthy community, the County has invited Dr. Klinenberg to participate in this year's Annual Retreat.

### **Analysis:**

Dr. Eric Klinenberg will present and lead a discussion with the Board focused on the importance and benefits of a vibrant social infrastructure system. A brief introduction to the speaker is provided below, followed by an overview of his recent research in the area of social infrastructure.

### **Biography of Dr. Eric Klinenberg**

Dr. Klinenberg is Professor of Sociology and Director of the Institute for Public Knowledge at New York University. He also serves as Research Director of Rebuild by Design, which began as a federal competition to generate innovative infrastructure plans for the region affected by Hurricane Sandy, and now helps cities around the world transform to address climate change. His research focuses on cities, climate change, culture, politics, media, technology, and social policy.

Dr. Klinenberg has published in the *American Sociological Review*, *Theory & Society*, the *American Journal of Public Health*, and *Ethnography*. In addition to his scholarship, he has contributed to *The New Yorker*, *The New York Times Magazine*, *Rolling Stone*, *London Review of Books*, *Wired*, *This American Life*, and other publications.



## Social Infrastructure – An Overview

In his most recent book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*, Dr. Klinenberg argues that the future of democratic societies rests not simply on shared values but on shared spaces: the libraries, parks, schools, childcare centers, churches, synagogues, bookstores, and coffee shops that help us form crucial, sometimes life-saving connections. These are places where people can gather and linger, strengthening personal ties and promoting interaction across group lines. They are vital parts of what he calls our “social infrastructure,” and they are necessary for rebuilding societies everywhere.

Social infrastructure plays a vital role in the health and well-being of a community. When social infrastructure is robust, citizens are much more likely to engage one another and build relationships. When it is degraded and neglected, we are much more likely to hunker down and be on our own. It affects the economic well-being of a community by drawing us out into the world where we not only engage with one another, but where we are also likely to participate in economic activity. For example, Dr. Klinenberg argues that robust retail corridors are among the most valuable kinds of social infrastructure that we have, and they are just as real as the infrastructure for electricity, water, or transit.

Dr. Klinenberg argues that social infrastructure investment is becoming a key part of placemaking and urban policy. He cites the High Line in New York City as an example, which has become a model for communities around the world. The High Line is an abandoned segment of transit infrastructure that was transformed into a park area by New York City with philanthropic support. The park area subsequently stimulated massive amounts of economic activity and has become one of the most sought-after destinations in New York City.

As part of his recent research, Dr. Klinenberg has also examined the role of social infrastructure during disasters. In a recent article published in the *Los Angeles Times*, he argues that “When social infrastructure is robust, people are more likely to encounter and interact with friends and strangers. The more that happens, the more trust, cohesion and — when things go well — community develop. When social infrastructure is well-maintained, even those who disagree respect one another’s common humanity — and during disasters that can make the difference between life and death.” The article further reflects on the important role of libraries, community centers, and schools as linchpins of community resilience.



## 5. Strategic Plan Update

### **Statement of Issue:**

This section provides an overview and update on the FY2017-2021 Leon County Strategic Plan, which was adopted at the 2016 annual Retreat. Specifically, the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

### **Staff Recommendation:**

No Board action necessary.

### **Background:**

The following section outlines the significant and extensive effort of the Board at the 2016 annual Retreat in developing the current Strategic Plan. Due to the thoughtful and deliberate work that went into establishing the FY2017-2021 Strategic Plan, the Board may choose to briefly review the County's vision and mission statements before spending more time amending or adding to the plan's Strategic Initiatives.

### **Analysis:**

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

### **Vision Statement**

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

**A community that is safe, healthy and vibrant.**

### **Mission Statement**

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

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

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



## Strategic Priorities

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

Each Strategic Priority is identified with:

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

The four Strategic Priorities set forth in Leon County's FY2017-2021 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

### Strategic Priority - Economy

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

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

### Strategic Priority - Environment

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

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



### **Strategic Priority -Quality of Life**

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

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

### **Strategic Priority - Governance**

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

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



## **5A. Strategic Plan Update: Progress Towards Bold Goals and Five-Year Targets**

### **Statement of Issue:**

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

### **Staff Recommendation:**

No Board action necessary.

### **Background:**

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

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

### **Analysis:**

The following section summarizes Leon County's progress towards reaching each priority areas bold goals and five year-targets. Each Strategic Priority section begins with a graphical update to the FY2017-2021 Strategic Plan that shows Leon County's progress towards each goal and target, and Table #2 also summarizes the data.

Following each Strategic Priority is a narrative analysis of staff's work towards achieving the bold goals and targets.



# ECONOMY

## PRIORITY

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



(EC1)

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



(EC3)

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



(EC2)

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



(EC4)

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

## BOLD GOAL

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

**PROGRESS TO DATE**

**36%**

(\$1.8 Billion)\*

*\* Estimate based upon available data.*

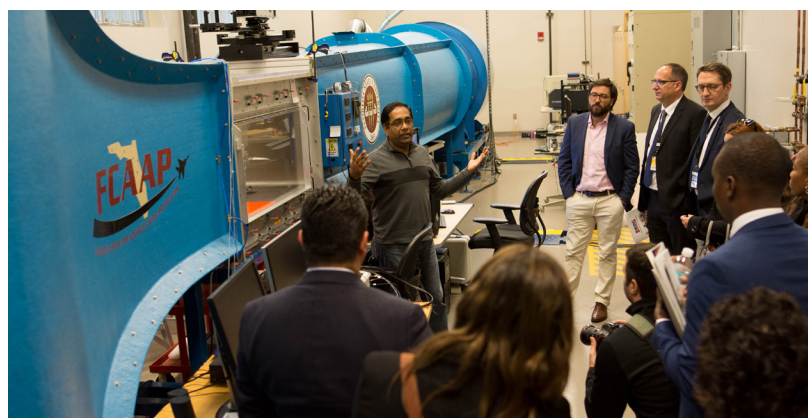




## 5-YEAR TARGETS

### PROGRESS TO DATE

- » Attract 80 state, regional, or national championships across all sports 38% (30 Championships)
- » Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs 129 Entrepreneur Ventures (26%), 3,428 New Jobs\* (30%), and 123 High-Wage Tech Jobs (31%)
- » Connect 5,000 students & citizens to middle skilled job career opportunities 35% (1,755 Students and Citizens)
- » Host 100,000 residents & visitors as part of the Amphitheater County Concert Series 11% (11,203 Residents and Visitors)





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

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. In FY 2017, the research firm estimated the total economic impact of tourism in Leon County at \$895.8 million. For FY 2018, the annual economic impact is approximately \$920 million, which brings the total tourism economy over the last two years to **\$1.8 billion, 36% of the County's five-year Bold Goal.**

**Targets:**

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

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

In FY 2018, 16 championship sporting events were held in Leon County bringing the total to **30 championships, 38% of the County's five-year Target.** These events include the Red Hills International Horse Trials, the AAU Junior Olympic Track & Field National Qualifier, the USA Softball 14U Southern Nationals, the DCB Elite Regional Softball Showcase, the Jacksonville Storm Softball Showcase, the Gold Star Elite Girls Fast Pitch Showcase, the Babe Ruth State Tournament, the Youth Basketball of America Boys Basketball Tournament, the Florida State Soccer Invitational, the Tallahassee Marathon & Half Marathon, and the Tallahassee Tennis Futures Pro Tournament. The remaining championship events were cross county races hosted at the ARP and included the USATF Cross County Junior Olympics. With more than 10,000 athletes and spectators, this is the largest cross country meet that the County has hosted at the ARP.

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

Over the last two years, Leon County has co-created **129 entrepreneurial ventures (26%), 3,428 new jobs (30%), and 123 high-wage jobs in high tech clusters (31%).**

An entrepreneurial venture is a new business formation that is in the early stages of getting capitalized and then developing, organizing and managing a business toward initial profitability. New entrepreneurial ventures are reported to OEV by partner organizations such as Domi Station and Innovation Park. Through these partnerships, 129 entrepreneurial ventures have started in Leon County.

The reported high-wage jobs in high tech clusters are the result of businesses participating in the Qualified Target Industry (QTI) program. Since FY 2017, 123 high-wage, high-tech jobs have been created through the QTI program. Program participants include Danfoss (120 jobs) and Millenium



Integrated Electronics (3 jobs). In 2018, one company withdrew from the program and consequently did not create the anticipated new jobs previously reported.

The 3,428 total new jobs reported in Leon County since FY 2017 is a preliminary estimate based upon the Local Area Unemployment Statistics (LAUS) published by the Department of Economic Opportunity (DEO). All preliminary estimates are subject to revision the following month and at the end of the year by DEO, and annual revisions can go back several years due to methodological or geographic changes.

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

Through initiatives such as the EMS Student Internship Program as well as the Leon Works Expo and Junior Apprenticeship Program, **1,755 students and citizens have been connected to middle skilled job opportunities since the start of FY 2017, 35% of the County's five-year Target.** To reach this Target, the County has committed to expanding the Leon Works Expo as a regional event. Both Gadsden and Wakulla County students will be attending the next event, which was rescheduled to March 8, 2019 due to the impacts of Hurricane Michael.

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

In FY 2017, the County hosted three concerts at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), and (3) The Avett Brothers. In total, these concerts had 5,789 residents and visitors in attendance

In FY 2018, the County scheduled four concerts at the Amphitheater; however, the Lynyrd Skynyrd concert scheduled on November 3, 2017 was cancelled due to a medical emergency involving Gary Rossington, one of the original members of the band. The first concert series was the Florida Jazz & Blues Festival, which was held on October 28-29, 2017 and had almost 1,000 attendees. The second concert which featured the Tedeschi Trucks Band was held on April 13, 2018 and had over 2,500 attendees. The third concert featured the band Train and was held on June 21, 2018. Over 1900 residents and visitors attended this concert, which brings the total to **11,203 attendees, 11% of the County's five-year Target.**

To help reach this Target, as part of the FY2019 budget process, staff recommended and the Board approved utilizing an additional \$50,000 from the Tourism Fund Balance to book national performers and concerts at the Amphitheater during FY 2019.



# ENVIRONMENT

## PRIORITY

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



(EN1)

Protect the quality and supply of our water.



(EN3)

Promote orderly growth and sustainable practices.



(EN2)

Conserve and protect environmentally sensitive lands and our natural ecosystems.



(EN4)

Reduce our carbon footprint.

## BOLD GOAL

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

PROGRESS TO DATE

**659**

septic tank upgrades or eliminations in progress







## 5-YEAR TARGETS

### PROGRESS TO DATE

- |   |                    |
|---|--------------------|
| » Plant 15,000 trees including 1,000 in canopy roads  | 18% (2,824 Trees)  |
| » Ensure 100% of new County building construction, renovation and repair utilize sustainable design | On target          |
| » 75% community recycling rate  | 66% Recycling Rate |
| » Construct 30 miles of sidewalks, greenways and trails   | 61% (18.42 Miles)  |





## ENVIRONMENT – Analysis of Bold Goal and Targets

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

By partnering with the State of Florida, the upgrade or elimination of **659 septic tanks in the primary springs protection zone is in-progress**. To help achieve this goal, Leon County has aggressively pursued state grant funds to remove septic tanks in the primary springs protection zone. By leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension and projected construction schedules, over the next three years, approximately 584 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson, and Belair/Annawood neighborhoods.

In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement an Advanced Septic System Pilot Program for the Wilkinson Woods Subdivision which will assist homeowners that are replacing failing or repairing septic tanks with passive technology higher performing nitrate-reducing systems. This program will remove or replace an additional 75 septic tanks. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville Project is funded through sales tax and an FDEP grant. The County anticipates future grant funding from FDEP to support additional phases of the Woodville Project.

### Targets:

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

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

In FY 2018, Leon County planted 2,122 trees, of which 73 were planted along canopy roads. This brings the total to **2,824 trees with 91 trees planted in canopy roads, 18% of the County's five-year Target**. These trees were planted as part of several planned construction projects, as well as programs the County coordinates annually, such as the Adopt-A-Tree Program, Arbor Day plantings, and the Canopy Road Committee's active tree planting program.

During FY 2018, Public Works also identified and prepped planting sites for approximately 400 trees which will be planted along canopy roads in January 2019. The trees are mixture of 14 different native tree species. Also in January 2019, the County will begin a 30-acre reforestation project at the J.R. Alford Greenway which will involve planting approximately 9,750 trees.

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

To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. As



part of this process, internal design staff will be selected to receive training and certification in sustainable design standards, such as LEED (Leadership in Energy and Environmental Design).

#### *75% Community Recycling Rate*

Annual county recycling rates are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. For 2016, Leon County had a recycling rate of 55%, making it one of only 20 counties in the state to achieve a rate of 50% or higher.

In 2017, the County achieved a **recycling rate of 66%**, the ninth highest rate in the state. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt. Continued efforts to achieve the 75% Target, include exploring new technologies, partnerships, and strategies to increase commercial and residential recycling rates in Leon County.

#### *Construct 30 Miles of Sidewalks, Greenways and Trails*

Leon County constructed 8.73 miles of sidewalks, greenways, and trails in FY 2017. Since then, an additional 9.7 miles of sidewalks (4.13 mi), greenways (3 mi) and trails (2.56 mi) have been constructed. This brings the total to **18.42 miles, 61% of the County's five-year Target**. Project locations for FY 2018 include Magnolia Drive Trail, Smokey Hollow Commemoration at Cascades Park, Capital Cascades Trail, Northeast Park Trail, St. Marks Headwaters Greenway, Capital Cascades Trail, N. Monroe Street, Old Bainbridge Road, Lonnie Road, March Road, and Natural Bridge Road.



# QUALITY OF LIFE

## PRIORITY

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



(Q1)

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



(Q5)

Support strong neighborhoods.



(Q6)

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



(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.



(Q7)

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

## BOLD GOAL

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

**PROGRESS TO DATE**

**57%**

(\$56.8 Million)\*

*\* Estimate based upon available data.*





## 5-YEAR TARGETS

### PROGRESS TO DATE

- |  |                        |
|--|------------------------|
| » Double the number of downloadable books at the library | 87% (11,771 New Books) |
| » Construct 100 fire hydrants                            | 32% (32 Fire Hydrants) |
| » Train 8,500 citizens in CPR/AEDs                       | 39% (3,340 Citizens)   |
| » Open 1,000 new acres of park land to the public        | 20% (204 new acres)    |





## QUALITY OF LIFE – Analysis of Bold Goal and Targets

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

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

For FY2018, staff estimates that approximately \$18.2 million in Veteran Affairs benefits were secured. This brings the current total to **\$56.8 million, 57% of the County's five-year Target**. The estimate for FY 2018 is based on the projected number of Veterans Compensation & Pension and Medical Care Expenditure reported by the Department of Veterans Affairs (VA) for Leon County and adjusted for the unique clients served by the County's Veterans Office.

### Targets:

#### *Construct 100 Fire Hydrants*

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

In FY 2018, 17 additional fire hydrants have been constructed in the unincorporated area, including one hydrant which was installed under the new cost sharing program. This brings the total to **32 hydrants, 25% of the County's five-year Target**. To meet this Target, Public Works is working with Talquin Electric Cooperative to expedite installation of fire hydrants on the Prioritization List.

#### *Train 8,500 Citizens in CPR/AEDs*

Leon County EMS held over 40 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs. During FY 2018, EMS held an additional 38 trainings during which 1,768 citizens were trained. This brings the total to **3,340 citizens trained in CPR/AEDs, 39% of the County's five-year Target**. This total includes the County's 2018 Press the Chest training event, which was held on June 9, 2018 with approximately 400 attendees.



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

In FY 2018, **204 acres of park land opened to the public, 20% of the County's five-year Target.** The new park lands include the following:

- Northeast Park: The Northeast Park running trail was completed in January, making 43 new park acres open to the public.
- St. Marks Headwaters Greenway: In late January, the first phase of the St. Marks Headwaters Greenway trail was completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.

Additional park land is anticipated to open to the public over the next five years includes portions of Apalachee Regional Park and Broadmore Pond.

*Double the Number of Downloadable Books at the Library*

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

An additional 1,769 books have been added to the Library's collection in FY 2018, bringing the total to **11,771 new downloadable books, 76% of the County's five-year Target.** The net total of downloadable books currently available through Leon County Libraries is now over 25,000.



# GOVERNANCE

## PRIORITY

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



(G1)

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



(G4)

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



(G2)

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



(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.



(G3)

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

## BOLD GOAL

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

**PROGRESS  
TO DATE**

**41%**

(207  
Citizen  
Ideas)





## 5-YEAR TARGETS

### PROGRESS TO DATE

- |  |  |
|--|--|
| » Reduce by at least 30% the average time it takes to approve a single family building permit  | 20% Reduction<br>(2 days faster)                   |
| » Achieve 90% employee participation in the County's "My Rewards" Well Being Program   | 90% Participation<br>(502 Employees Participating) |
| » Reduce by 60% the outstanding debt of the County   | 34% Reduction                                      |
| » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace | 45% of Employees Trained                           |





## GOVERNANCE – Analysis of Bold Goal and Targets

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

The County implemented 107 citizen ideas during FY 2017. Since then, an additional 100 ideas were implemented bringing the total to **207 citizen ideas, improvements, solutions and opportunities for co-creation, 38% of the County's five-year Target**. Included in this list are 47 recommendations voiced by citizens during LEADS Listening Sessions and five (5) recommendations from the Hurricane Irma Listening Sessions. Several ideas were proposed by individual citizens such as Library patrons, campground visitors, and community center users. Other improvements were submitted by community organizations like the Garden Club, Friends of Lake Jackson, Sustainable Tallahassee, Domi Station, Shop Local 850, and CHSP agencies. A complete list of implemented citizen ideas is included as Attachment #2.

### Targets:

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

Since FY 2017, **nearly two-thirds (66%) of this target was achieved by reducing the average time from 11 days to 9 days**. Staff anticipates further efficiencies in permit review time due to an increase in staff and full functionality of new software which will provide enhanced transparency, greater public access to the County's building permitting review and approval process, and will be readily accessible via the new joint City/County GIS-based online permitting portal.

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

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

In FY 2017, 496 employees participated in the program. Currently, **502 employees participate in the Program which is 90% of eligible County employees**. To maintain this level of participation, staff has adopted several new strategies including calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, providing Division Directors with a report of employees who had not yet taken advantage of the program, and attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.

#### *Reduce By 60% the Outstanding Debt of the County*

The County's outstanding debt, including principal and interest, is calculated annually at the end of each fiscal year. Since FY 2017, **the County has reduced its debt from \$48.6 million to \$32.3 million, a 34% reduction**.



Based on the current debt service schedule and recent refinancing, the County is on pace to meet this Target. In FY 2019, staff anticipates that the County will pay \$589,918 worth of interest and make principal payments totaling \$6,982,000, for a 15% debt reduction. Bonds issued to acquire the Leon County Government Office Annex Building will be paid off by FY 2021, significantly reducing the amount of remaining debt.

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

Currently, **45% of Leon County employees have been trained**. Since FY 2017, 299 employees have been trained in Customer Experience; 305 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace; and 399 employees have received Diversity in the Workplace training.

In FY 2018, Leon County Human Resources launched a new Diversity in the Workplace training curriculum. To ensure all employees receive all three (3) trainings by FY 2021, Human Resources has developed a quarterly schedule and website for County trainings and is working with department directors to schedule their employees' attendance.



## GOALS &amp; TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	PROGRESS TO DATE
ECONOMY	Grow the five-year tourism economy to \$5 billion	36% (\$1.8 Billion)*  <i>Estimate based upon available data.</i>	» Attract 80 state, regional, or national championships across all sports	38% (30 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	129 Entrepreneur Ventures (26%), 3,428 New Jobs* (30%), and 123 High-Wage Tech Jobs (31%)
			» Connect 5,000 students and citizens to middle skilled job career opportunities	35% (1,755 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	11% (11,203 Residents and Visitors)
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	659 septic tank replacements are in progress	» Plant 15,000 trees including 1,000 in canopy roads	18% (2,824 Trees)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
			» 75% community recycling rate	66% Recycling Rate
			» Construct 30 miles of sidewalks, greenways and trails	61% (18,423 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	57% (\$56.8 Million)*  <i>* Estimate based upon available data.</i>	» Double the number of downloadable books at the library	87% (11,771 New Books)
			» Construct 100 fire hydrants	32% (32 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	39% (3,340 Citizens)
			» Open 1,000 new acres of park land to the public	20% (204 new acres)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	41% (207 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	20% Reduction (2 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	90% Participation (502 Employees Participating)
			» Reduce by 60% the outstanding debt of the County	34% Reduction
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	45% of Employees Trained



## **5B. Strategic Initiatives – Overview and Amend or Add**

### **Statement of Issue:**

This section provides an update of Strategic Initiatives that are complete or in progress. At this point in the retreat, the Board will discuss amending or adding Strategic Initiatives to the current FY2017-2021 Strategic Plan. Strategic Initiatives are specific projects, policies or programs which direct and align organizational action to advance Strategic Priorities.

### **Staff Recommendation:**

1. Consider proposed new or amended Strategic Initiatives.

*(New or amended Strategic Initiatives require a super majority vote to be included in the FY2017-2021 Strategic Plan)*

### **Background:**

Strategic Initiatives are program- or area-specific projects that align with the County's Strategic Priorities to serve and strengthen the community. Leon County's first five-year Strategic Plan grew to include 154 Strategic Initiatives, 148 (96%) of which were completed between FY2012 and FY2016. The remaining six Initiatives were included as part of the next five-year plan.

At the 2016 Board Retreat, the Board adopted 44 Strategic Initiatives. An additional 14 were adopted during the 2017 Board Retreat bringing the current total to 58 Strategic Initiatives in the FY2017 – FY2021 Plan. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board's priorities.

### **Analysis:**

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

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY2017-FY2021 plan, staff has identified a number of potential Strategic Initiatives (included on the following page) for the Board to consider including in the FY2017-FY2021 Strategic Plan. This potential list of Strategic Initiatives represents the next step in advancing a number of existing Strategic Initiatives.

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



Staff will also prepare a formal updated Strategic Plan for the Board to consider in January 2019 which incorporates the direction received at the Retreat. Throughout the year, agenda items will continue to note when specific action is being requested of the Board in advancing a Strategic Initiative.

## Potential Strategic Initiatives for Board Consideration

### **Quality of Life**

- Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension).
- Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.
- Implement practices and strategies to further enhance the response to mass causality incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding.

### **Environment**

- Develop an action plan to further reduce the County Government's greenhouse gas emissions.

### **Economy**

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

### **Governance**

- Implement the recommendations of the Hurricane Michael After-Action Report.
- Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.



As shown in Table 1, staff has already been able to complete several Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). A total of 42 (72%) of the Strategic Initiatives have been completed, with the remaining 16 (28%) in progress.

<b>Table #1 – Status of the Strategic Initiatives</b>			
<b>Timeline</b>	<b>Status</b>		
	<b>Complete</b>	<b>In Progress</b>	<b>Total</b>
As of Preparation of 2018 Board Retreat	42 (72%)	16 (28%)	58
<b>Status by Main Strategic Priority Alignment</b>			
Economy	11	6	17
Environment	9	5	14
Quality of Life	11	3	14
Governance	11	2	13
Total	42	16	58

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

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

### **Economy - Completed**

(2016-1) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.

- *2018: At the February 13, 2018 meeting, proposed weatherization modifications were presented to the Board and subsequently approved. Modifications include the design and construction of the Amphitheater canopy extension, drainage improvements to the back of the stage, and the purchase of sound mitigation panels.*

*Construction on the Amphitheater will begin during the winter months which are typically a “down time” at the venue. Completion of the improvements is anticipated for March 2019.*

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

- *2017: The revision of Sec. 125.0104, F.S. was adopted as part of the Board’s 2017 Legislative Priorities. As the proposal was not amended into an existing bill during the legislative session, it was again included in the Board’s 2018 Legislative Priorities.*



- *2018: Leon County's legislative team worked closely with Capitol Alliance Group and our local legislative delegation throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the second year in a row. This policy priority was included in the Board's 2019 Legislative Priorities.*

(2016-4A) Continue to pursue opportunities for workforce development including: Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners, and launch Leon County's Jr. apprenticeship program.

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

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

- *2017: In April 2017, the NCAA announced that the ARP venue will host the 2018 and 2020 South Regional as well as the 2021 D1 Cross Country Championships.*
- *2018: In partnership with Florida State University, Leon County submitted a bid and was selected to host the 2019 NCAA South Regionals at Apalachee Regional Park. Leon County Tourism and Parks & Recreation staff will continue to work with FSU to prepare for these events.*

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

- *2017: On February 20, 2017, the Blueprint Intergovernmental Agency Board adopted the Economic Development Strategic Plan with an associated timeline and metrics for evaluation.*
- *2018: On September 20, 2018, OEV presented a two-year report on the Economic Development Strategic Plan. Currently, OEV has completed 19 actions, is currently managing 49 ongoing actions, and will begin another 41 actions in FY 2019. OEV will continue to update the Board on activities and programs each quarter.*

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

- *Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange Tour held from December 3-9, 2017.*



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

- *At the May 8, 2018 meeting, the Board voted to approve amendments to the Interlocal Agreement with the City of Tallahassee and the Community Redevelopment Agency to restructure the County's participation in the Downtown District and Frenchtown/Southside District. In addition, the Board voted to accept the Finding of Necessity for the Expansion of the Frenchtown/Southside Community Redevelopment Area CRA District to include the South City, Orange Avenue, and Springhill Road areas.*

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

- *2017: Through the Tourism Development Council, Leon County assisted FSU funding the first Doak After Dark Concert in Doak Campbell Stadium. The Concert featured performances by Blake Shelton and Jake Owen. Additionally, in the fall of 2017, County staff held a conference call with FSU Athletics to present the benefits of hosting a preseason NFL game.*
- *2018: Leon County continued to work with FSU to fund and promote two Doak After Dark concerts. The first concert was held in April after the Spring Game and featured artists Vanilla Ice, Salt-N-Pepa and Rob Base. The second concert was held in October and featured Big Boi and T-Pain.*

*In October 2018, Tourism staff met with the Senior Partnership Director for the Jacksonville Jaguars about future collaboration including a potential preseason game at FSU. County staff continues to meet with FSU Athletics to discuss the possibility of hosting a game; however, a final determination has yet to be made and FSU has not yet identified an NFL team to participate.*

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

- *2017: On October 24, 2017, staff recommended and the Board approved the Apalachee Regional Park Master Plan, which includes several enhancements to the cross country area. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes. Enhancements to the cross country area include restrooms and operations facility with outdoor seating; events and awards stage; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.*
- *2018: As part of the ARP Master Plan, Tourism, Parks, and CMR staff worked to design a park logo and signage. Additionally, Tourism and Parks staff continued to meet with the cross country and community partners to discuss the design and enhancement of the cross country area.*



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

- *2018: On December 5, 2017, the Blueprint Intergovernmental Agency approved a proposal for the Urban Vitality Job Creation Pilot Program which is aimed at creating jobs in economically distressed areas of Leon County. The Program specifically offers targeted assistance to Southside businesses to help generate more employment opportunities. Employers that are currently located or intend to relocate to the Southside community are eligible to participate. These employers must pay an average annual wage at or above 75% of Leon County's average annual wage.*

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

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

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

- *In May 2018, Leon County launched Trailahassee.com 2.0 and initiated targeted outreach to prominent outdoor media outlets. Site traffic and engagement has since increased 33%. The County also participated in an International Mountain Biking Association (IMBA) Trail Lab to learn from industry experts about how to build and promote a model community trail system.*

## Economy – In Progress

- (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- Continue to pursue opportunities for workforce development, including:
  - (EC2) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs. (2016-4B)
- (EC2) Complete the joint County/City disparity study and enhancements to the MWSBE program. (2016-7)
- (EC2) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses. (2016-11)



- (EC2) Evaluate expanding Leon Works as a regional event and to different segments of the community. (2017-1)
- (EC2, EC3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local. (2017-3)

## Environment – Completed

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

- *To date, a total of \$59.22 million is committed by the State and County in support of Leon County's Tentative Water Quality and Springs Protection Infrastructure Improvement Plan. This includes \$3 million for the Woodville Sewer design and an additional \$34 million for construction. At the June 19, 2018 meeting, the Board authorized staff to contract for design and engineering services with Infrastructure Solution Services (ISS). Based on the engineer's current construction cost estimates, the County is able to address 1,000 septic tanks.*

*As part of the seven-year Tentative Leon County Water Quality and Springs Protection Infrastructure Improvement Plan, FDEP has committed to providing approximately \$30.525 million in matching grants through FY 2024 for wastewater projects in Leon County. This includes \$2.75 million from the Springs Restoration Grant Program for the Northeast Lake Munson project and \$1.75 million for the Belair/Annawood Sewer System Project. In addition, the County was awarded a four-year Federal Section 319(h) Educational Grant totaling \$60,000 with a \$40,000 match requirement. As part of this grant, Leon County will educate citizens on proper operation and maintenance of septic tanks and impacts to groundwater if not properly maintained.*

*Leon County participated in the FDEP Onsite Sewage Treatment and Disposal Systems (OSTDS) Committee. In January 2019, it is anticipated that FDEP will adopt an updated Basin Management Action Plan (BMAP) for Wakulla Springs incorporating an OSTDS Implementation Plan.*

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

- *In 2018, Leon County reached a recycling rate of 66%, an 11% increase over the previous year. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt. To continue to increase the County's recycling rates, staff are working with Sustainable Tallahassee to develop educational materials for commercial properties in the unincorporated areas which do not currently have a recycling account. Additionally, Sustainability and DSEM staff are evaluating strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site.*



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

- *2017: Public Works worked to identify projects that could be performed internally to eliminate over \$4.5 million in expenses associated with closure construction.*
- *2018: On October 10, 2017 and April 10, 2018, the Board awarded Phase I and Phase II of the Landfill Closure Capital Improvement Project respectively. Additionally, during FY 2018, Public Works completed hauling of 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site.*

*Staff continues to meet with FDEP to ensure that the Landfill Closure Capital Improvement Project meets or exceeds regulatory compliance for environmental standards. Phase II construction is anticipated to end in May 2020.*

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

- *2017: On August 8, 2017, Leon County announced the launch of the residential PACE program.*
- *2018: In August 2018, Leon County launched the commercial PACE program with Greenworks Lending and the Florida Development Finance Corporation (FDFC). Training on the PACE program was incorporated into the 2018 Leon County Spring Home Expo held on April 28, 2018. Staff is also working with the Office of Economic Vitality to continue promoting the commercial and residential PACE program and exploring diverse strategies to reach new audiences.*

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

- *2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.*
- *2018: Kiosks were installed at both Lake Henrietta Park and St. Marks Greenway. Additional kiosks are scheduled for installation at J. R. Alford Greenway. Installations of trail markings/mappings were completed for Northeast Park Trail and are in progress at Fred George Greenway. A trail assessment for Alford Greenway was also completed in April 2018 to determine locations of trail markings, related signage, and mapping.*

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

- *2017: The Office of Resource Stewardship's building (South Monroe) was identified as the initial location for a solar array installation. A budget of \$50,000 was set for the project and construction is underway.*
- *2018: At the April 2018 Budget Workshop, the Board voted to approve using the \$190,000 from the BP Oil Spill settlement to pay for the installation of demonstration solar energy improvements on the following County buildings: Leon County Courthouse, the Transfer Station, the Northeast Branch Library, and the planned restroom facility at the Apalachee Regional Park.*



*In August 2018, installation of a 19kW solar array on the Office of Resource Stewardship was completed. Installation of two solar arrays on the Northeast Branch Library and the Transfer Station will commence in fall 2019.*

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

- *On May 22, 2018, as recommended by staff, the Board authorized the County to participate in the Capital Area Sustainability Compact (CASC). The Board also authorized staff to participate on the CASC Executive Committee and approved proceeding with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations.*

*For the December 11, 2018 meeting, staff has provided an agenda item updating the Board on the proposed compact which all participating entities are proceeding to approve and sign. The agenda item seeks Board approval for the County Administrator to sign the finalized compact document.*

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

- *2017: On October 24, 2017, the Board accepted a grant of \$750,000 from FDEP's Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP.*
- *2018: On September 4, 2018, the Board accepted an additional FDEP matching grant of \$750,000 for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1 in the southeast region of the county.*

*At the Board's January 22, 2019 meeting, staff will present a proposed Pilot Program Selection Policy with recommend alternative technologies and locations for installation. Staff anticipates that installation of the advanced wastewater treatment septic tanks will begin in May 2019 and be complete in June 2021.*

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

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

*To date, a total of \$59.22 million is committed by the State and County in support of septic projects. The County has committed \$2.0 million in existing sales tax funding and \$27.025*



*million from the Blueprint 2020 sales tax for a total of \$29.25 million. The State has committed \$30.525 million in grant funding.*

## **Environment – In Progress**

- (EN3) Convene the Leon County Sustainable Communities summit on a bi-annual basis. (2016-16)
- (EN3) In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program. (2016-17)
- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- (EN1) Support the protection of Lake Talquin. (2016-22)
- Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
  - (EN1, EN2) Develop a septic tank replacement program. (2016-23A)
  - (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)

## **Quality of Life - Completed**

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

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

- 2018: At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes.

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

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

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

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



- 2018: The “Capital City to Coast” greenway and trail network was completed with the opening of the 0.4 mile segment of Capital Cascades trail in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail. Additionally, Blueprint has secured design services for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.

(D) Evaluate additional trail expansion opportunities.

- 2017: In partnership with the Florida Greenways & Trails Foundation, Leon County convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail. On July 11th, the Board adopted a resolution supporting the development of the Nature Coast Regional Connector Trail from Tallahassee to Dunnellon including support for the allocation of state funds to assist in designing, building, and maintaining the trail system.
- 2018: Supporting the SunTrail Network including the Nature Coast Regional Connector was included in the Board’s 2018 State Legislative Priorities. The Nature Coast Regional Connector is currently included as a “priority” trail segment in the most recent FDEP trail plan. Leon County staff continues working with the Florida Greenways and Trails Foundation to support funding for the SunTrail Network and future opportunities to connect Leon County to the statewide trail network.

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

- 2017: On October 24, 2017, the Board approved Phase I of the Apalachee Regional Park Master Plan, which includes a large and small breed dog park.
- 2018: The FY 2019 Capital Improvement Program (CIP) budget includes \$30,000 to construct a new dog park at J. Lee Vause Park. Per the Board’s direction, the FY 2020 and FY 2021 CIP budgets also tentatively include \$30,000 for design and construction of additional dog parks in the unincorporated area.

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

- *2017: EMS continued to evaluate new emergency medical response strategies through ongoing efforts including participation in the Tallahassee Care Consortium and multi-disciplinary quality meetings with local hospitals.*
- *2018: In addition to all ongoing efforts, EMS partnered with the FSU College of Medicine to study outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal. Leon County was also awarded \$52,053 in Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services. EMS used the funds to purchase of 20 video*



*laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.*

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

- *2017: On December 12, 2017, the Board approved a revised Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership (CHSP). The new MOU memorialized the County and City's continued support and commitment to the CHSP; defined the roles and responsibilities of the County and City Commissions, citizens serving on the Citizen Review Teams, and County and City staff; included policies adopted by the County and City Commissions for the CHSP (e.g. eligible organizations, the CHSP funding categories, two-year funding cycle, etc.); and, established a timeline for review of the CHSP funding categories by the County and City Commissions.*
- *2018: On July 10, 2018, the Board authorized staff to issue a request for qualification for consulting services to conduct a comprehensive human services needs assessment in order to re-evaluate the CHSP human services categories. The consulting firm, Center for Health Equity was selected by an RFQ evaluation committee comprised of County and City staff as well as sociology professors from Florida A&M University and the Florida State University. The results of the needs assessment and any recommended changes to the current human services categories is expected to be presented to the Board by September 2019 as required by the MOU.*

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

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

- *2017: In support of this Strategic Initiative, the Department of Elder Affairs, Leon County and the City of Tallahassee jointly established the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council. The Council was responsible for developing best practices, training programs and materials that other communities could use. As a result, Leon County launched a public education campaign to increase awareness of dementia and the available services and provided ongoing dementia sensitivity training for EMS staff.*
- *2018: On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.*



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

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

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

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

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

- *2017: Leon County took part in several ongoing initiatives, such as participation in NACo's biweekly Data Driven Justice conference call; collaboration with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders; training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness; and collaboration with 2-1-1 Big Bend to provide staff training on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.*

*In partnership with the State Attorney's Office (SAO), Leon County facilitated modifications to the adult civil citation program by working with local law enforcement agencies and other agencies throughout the 2nd judicial circuit to support a uniform circuit-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017, and a Status*



*Report on the Adult Civil Citation Program in Leon County was presented to the Board at the November 28, 2018 meeting.*

- *2018: The FY 2019 budget includes the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding will be used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program.*

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

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

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

- *2017: In partnership with Honor Flight Tallahassee, an Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day was held on Thursday, December 7, 2017.*
- *2018: Staff is currently planning the second annual Honor Flight Reunion Dinner, which will be held on December 7, 2018 at the Florida National Guard Armory.*

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

- *2017: On February 7, 2017, staff recommended and the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation" and, as part of the FY 2018 budget process, \$125,000 was included annually in the five-year capital improvement plan to support the street lighting program.*
- *2018: In FY 2018, street light installations were completed at eight intersections: (1) Monroe Street and Fred George Road/Crowder Road, (2) Thomasville Road at Bannerman Road/Bradfordville Road, (3) Sessions Road at U.S. 27 North, (4) Walden Road at Mahan Drive, (5) Aeon Church Road at West Tennessee Street, (6) Fred George Road at Capital Circle, (7) Nina*



*Road at Blountstown Highway, and (8) Capital Circle at Tower Road. An additional five street lighting projects are currently under design.*

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

- *2017: In April 2017, Leon County conducted the first neighborhood sweep to provide education and voucher disbursements. Staff continues to work with community partners to schedule regular sweeps in the unincorporated areas.*
- *2018: During the June 2018 Budget Workshop, the Board approved a funding request from Be the Solution, Inc. (BTS) for \$16,626 to pay for an increased number of spay and neuter community vouchers. Additionally, in FY 2018, Leon County assisted community partners in developing a spay and neuter transport program which provides rides for pet owners who could not otherwise transport their animals to a clinic.*

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

- *2017: The adopted FY 2017/2018 budget included \$1.7 million to support the primary healthcare program. In addition, at the April 2017 Budget Workshop, staff presented a status update on the Healthcare Competitive Provider Reimbursement Pool including several recommendations to enhance the efficiencies and effectiveness of the Carenet Program; all of which were adopted by the Board.*
- *2018: In accordance with the approved recommendations, healthcare providers were provided with revised contract agreements including definitions for the types of patient visits eligible for reimbursement and provisions in which repayment to the County would be required. County funds are now being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government*

*The FY 2018/2019 includes \$1.7 million to support the primary healthcare program.*

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

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



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

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

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

- *At the April Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, including objectives such as consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site and centralizing the available public services in the area by incorporating the community center function into the Concord School. In addition, the Board adopted a funding strategy to support renovation of the Old Concord School.*

## Quality of Life – In Progress

- Continue to expand recreational amenities to include:
  - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
- (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- (Q4, Q5) Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multifamily affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28, rev. 2017)



## Governance – Completed

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

- *2017: Events occurring during FY 2017: CES Let's Balance, CES Disaster Preparedness, Longest Table, three (3) Library Lecture Series, FSU's the Big Event, Created Equal, and a number of Village Square events.*
- *2018: Events occurring during FY 2018: Created Equal, The Big Event, Longest Table, four (4) Library Lecture Series, CES Disaster Preparedness, two (2) Village Square events, and the Let's Balance Budget Game as part of Leadership Tallahassee's program.*

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

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

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

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

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

- *2017: In January, DSEM implemented the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff and for public use. In addition, all inspectors were outfitted with smartphones and tablet devices to utilize the software in the field.*
- *2018: In FY 2018, code compliance was integrated into the ACA software. Working with a third party vendor, DSEM and MIS have completed additional enhancements to the permitting system such as a GIS interface and report creation.*



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

- *2017: Four (4) Leon County employees graduated from FSU's Certified Public Manager (CPM) Program in 2017 and a new class of four employees began the two-year program.*
- *2018: Currently, there are four (4) new employees participating in the CPM program who will graduate in the summer of 2019. A new class of employees will start the program in the fall.*

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

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

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

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

- *2017: In May 2017, staff pursued working with the City to evaluate the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings were conducted to discuss this matter; however, City staff indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further with the County. The County and City of Tallahassee have also collaborated on two new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.*
- *2018: During FY 2018, through the consolidated MWSBE office, the County and City of Tallahassee have implemented a joint disparity study. The County and City have also proceeded with establishing a new CHSP agreement in light of the United Way's decision to conduct a separate funds distribution process. In addition, both the City and County are currently collaborating on a Joint Alternative Mobility Funding Systems Study.*



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

- *2017: As part of the FY 2018 budget process, the Board established a living wage of \$12.00/hour for our lowest paid employees.*
- *2018: Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. Human Resources is developing several professional development courses and launched two new trainings this year: New Supervisor Training (0-3 years) and "Dealing with Difficult People."*

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

- *During the National Hurricane Conference on March 28, 2018, FLASH declared Leon County as Nation's first #HurricaneStrong Community. Leon County Emergency Management will continue to partner with FLASH on the County's annual hurricane preparedness activities including hosting a new Business Ready Workshop.*

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

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

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

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

- *During the May 22, 2018 Board meeting, a status update on the implementation of Hurricane Irma After-Action Report was presented. The status update announced that all 65 recommendations have been completed. When including the Hurricane Hermine After-Action Report, the County has implemented all of the 145 recommendations from back-to-back hurricanes.*



## Governance – In Progress

- (2016-39) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.
- (2017-13) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.

### Options:

1. Consider proposed new or amended Strategic Initiatives.

*(New or amended Strategic Initiatives require a super majority vote to be included in the FY2017-2021 Strategic Plan)*

### **Recommendation:**

Options #1

### **Attachment:**

1. Detailed Strategic Initiatives Status Report
2. List of Implemented Citizen Ideas



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	1	Complete	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		PLACE (Blueprint)	Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.			
					PLACE (Blueprint)	Work with partners and vendor to determine design options for the Amphitheater weatherization.	Action Complete	September 2017	
					PLACE (Blueprint)	Blueprint representatives met with County Administration towards developing a project agreement.	Action Complete	October 2017	
					Tourism Development	Present Proposed Weatherization Modifications to the Capital City Amphitheater at Cascades Park	Action Complete	2/13/2018	At the February 13, 2018 meeting, the Board of approved a concept to reduce rainwater impacts on the Amphitheater stage and to mitigate sound. Leon County Tourism is the fiscal agent for the overall project. Blueprint will assist with managing the design and construction of the Amphitheater canopy extension, which is anticipated to be complete by the end of the year. The concept also includes drainage improvements to the back of the stage and the purchase of sound mitigation panels. The City of Tallahassee Parks, Recreation and Neighborhood Affairs will provide construction and project management services for the drainage improvements to the back of the stage.  The Board also approved reallocating the project balance for implementation of the County's strategic initiative for placing solar on County facilities.
					Tourism Development	Provide an update to the Intergovernmental Agency Board regarding the County's direction for amphitheater weatherization.	Action Complete	3/1/2018	
					PLACE (Blueprint)	Construction of Amphitheater weatherization	Action In Progress	March 2019	Construction during off season
2016	2	In Progress	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Administration	Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration.			
					Administration	County staff served on FSU's selection committee for a master plan consultant and the University has selected their consultant.	Action Complete	2017	
					PLACE (OEV)	Status report on the Civic Center District Master Plan and funding strategies for a new FSU Convention Center	Action Complete	9/20/18	Staff provided the status report during the Workshop on the Office of Economic Vitality's Programs, Actions and Implementation of the Economic Development Strategic/Work Plan. The IA voted to authorize staff to commence the bond financing process for the issuance of up to \$20 million toward the convention center as early as October 2020 (FY2021), subject to the IA Board's final approval of the scope, size, and operations plan for the hotel and convention center.
					PLACE (OEV)	Participate with FSU in the market and feasibility analysis for the hotel and convention center.	Action In Progress		Both FSU and Blueprint/OEV agree to collaborate on the scope of the study for viability and feasibility of a new convention center. The study will be funded by FSU. This study will affirm the convention center facility details and operations terms based on the agreed metrics and other important operational details as discussed previously. Once completed, this information will be presented to the IA Board at a future meeting to consider the final determination of the project scope, timing of the disbursement of funds of up to \$20 million, and execution of necessary agreements to effectuate project.
					PLACE (OEV)	Present findings and staff recommendations to IA Board to consider timing and final determination of the project scope, timing of the disbursement of funds of up to \$20 million, and execution of necessary agreements to effectuate project commencement.	Action In Progress		
2016	3	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		Administration	Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.			
					Administration	Recommend the Board adopt this issue as part of the 2017 State and Federal Legislative Priorities program	Action Complete	11/22/2016	Board adopted 2017 Legislative Priorities during 10/18/2016 workshop; ratified at 11/22/2016 meeting
					Administration	Pursue issue during 2017 Legislative Session	Action Complete	5/5/2017	Leon County's legislative team worked closely with Capitol Alliance Group and our local legislative delegation throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the second year in a row.
					Administration	Recommend the Board adopt this issue as part of the 2018 State and Federal Legislative Priorities program	Action Complete	10/24/2017	Board adopted 2018 Legislative Priorities during 10/24/2017 workshop; ratified at 11/14/2017 meeting
					Administration	Pursue issue during 2018 Legislative Session	Action Complete	3/11/2018	In both chambers, bills were introduced that would have expanded the eligible uses of existing tourist development taxes. Leon County's legislative team worked closely with FSU and our local legislative delegation throughout the session to advocate for this policy request; however, the proposal was not amended into an existing bill for the third year in a row and ultimately both the Senate and House bills died at the end of session.
					Administration	Recommend the Board adopt this issue as part of the 2019 State and Federal Legislative Priorities program	Action Complete	10/20/2018	Board adopted 2019 Legislative Priorities during 10/23/2017 workshop.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	4					Continue to pursue opportunities for workforce development, including:			
2016	4A	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		Administration	Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Jr. Apprenticeship Program.			
					Administration	Host the 2016 Leon Works Expo	Action Complete	10/20/2016	The 2016 Leon Works Expo was held on October 20th at the Lively Technical Center campus.
					Administration	Provide Status Report on the 2016 Leon Works Expo	Action Complete	12/13/2016	At the Board's December 13, 2016 meeting, staff presented a Status Report on the 2016 Leon Works Expo and the Board directed staff to prepare a Budget Discussion Item to consider continuing to host the Leon Works Expo in 2017 and on an annual basis thereafter.
					Administration	Launched the Leon Works Junior Apprenticeship (Spring 2017).	Action Complete	5/19/2017	From January 9th to May 19th, selected students worked in a Leon County Department shadowing and assisting a County staff member in a skilled career field that the student is interested in pursuing. In addition to gaining work experience, Junior Apprentices earn an hourly salary and elective credit towards their high school diploma.  This program was launched in partnership with TCC and Leon County Schools and is coordinated by County Administration and Human Resources.
					Administration	Present Budget Discussion Item considering funding for Leon Works programs.	Action Complete	06/20/2017	
					Administration	Host the 2017 Leon Works Expo	Action Complete	10/20/2017	The 2017 Leon Works Expo was held on October 20, 2017 at the FSU Civic Center.
					Administration	Provide Status Report on the 2017 Leon Works Expo and Junior Apprenticeship Program	Action Complete	12/12/2017	
					Administration	Host the 2018 Leon Works Expo	Action In Progress	11/2/2018	The 2018 Leon Works Expo was rescheduled to March 8, 2019 due to Hurricane Michael.
2016	4B	In Progress	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		Administration	Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.			
					Administration	Monthly participation in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.	Action Ongoing	11/02/2017	Once a month, a County staff member in a skilled career field attends the Career Luncheon to meet with a new group of 30 students and discuss what careers are available in our community if they stay in school and get their high school diploma.
					Administration	Partnership with CareerSource to the Junior Apprenticeship and Summer Youth programs.	Action Complete	6/20/2017	During the June 2017 Budget Workshop, staff proposed a partnership with CareerSource Capital Region to receive Workforce Innovation and Opportunity Act (WIOA) Youth Grant funds to provide job training to low-income students who fall into an at-risk population such as homeless, current or former foster child, disabled, at risk of dropping out, youth offender (including non-convictions), or lacking in significant work history (less than six months of work experience within the last year), etc.
					PLACE (OEV)	Establishment of the : Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program.	Action Complete	3/1/2018	During the IA's March 2018 meeting, staff presented and the Board subsequently approved a new grant program to catalyze workforce/talent development opportunities among businesses, educational institutions, as well workforce boards, and other integral organizations engaging in workforce/talent development.  In developing this program staff worked with several partner organizations such as Tallahassee Community College, Leon County Schools (specifically regarding Career Technical Education), CareerSource, Tallahassee Chamber of Commerce as well as businesses participating in the CapitalLOOP program.
2016	5	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		Tourism Development	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP).			
					Tourism Development	Staff partnered with Florida State Athletics in assembling the bid to host NCAA cross country Regional and National Championships at Apalachee Regional Park. Staff included facility and community assesses to make the bid more appealing.	Action Complete	Fall 2016	Provided specific community and Apalachee Regional Park information as well as marketing materials. Supported bid assembly through securing NCAA contracted hotel rooms. Supported Florida State Athletics supporting materials including marketing, hotel rooms, park images/specs and videos.
					Tourism Development	The National Collegiate Athletic Association site selection committee announced that host team Florida State University and the Apalachee Regional Park venue will host the 2018 and 2020 South Regional as well as the 2021 NCAA D1 Cross Country Championships.	Action Complete	4/18/2017	Leon County Tourism and Parks & Recreation staff and Florida State Athletics will continue the event planning/management process for each championship event.
					Tourism Development	In partnership with Florida State University we submitted a bid to host the 2019 NCAA South Regionals at Apalachee Regional Park.	Action Complete	Summer 2018	Provided specific community and Apalachee Regional Park information as well as marketing materials. Supported bid assembly through securing NCAA contracted hotel rooms. Supported Florida State Athletics supporting materials including marketing, hotel rooms, park images/specs and videos.
					Tourism Development	The National Collegiate Athletic Association site selection committee announced that host team Florida State University and the Apalachee Regional Park venue will host the 2019 South Regional.	Action Complete	October 2018	Leon County Tourism and Parks & Recreation staff and Florida State Athletics will continue the event planning/management process for each championship event.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	6	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		PLACE (OEV)	Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency.			
					PLACE (OEV)	The Blueprint Intergovernmental Agency Board of Directors adopted the work plan with an associated timeline and metrics for evaluation.	Action Complete	2/20/2017	
					PLACE (OEV)	Continuing to update the Blueprint Intergovernmental Agency Board of Directions on the Office of Economic Vitality's activities and programs each quarter.	Action Ongoing		
					PLACE (OEV)	Presented an implementation plan for the Blueprint 2020 infrastructure and economic development program to the Blueprint Intergovernmental Agency Board of Directions	Action Complete	6/21/2018	
					PLACE (OEV)	Presented a two year report on the economic development strategic plan to the Blueprint Intergovernmental Agency Board of Directions	Action Complete	9/20/18	
2016	7	In Progress	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		PLACE (OEV)	Complete the joint County/City disparity study and enhancements to the MWSBE program.			
					PLACE (OEV)	Approve negotiation of contract award	Action Complete	2/20/2017	The IA approved the negotiation of contract awarded to MGT America with the direction reduce the contract by 25%
					PLACE (OEV)	Complete contract negotiation and study timeline	Action Complete	4/30/2017	March - April 2017: Staff held successful negotiation and entered into a contract with MGT America for the disparity study with a 25% reduction in cost as well as revised the timeline from 18 months to 15 months.
					PLACE (OEV)	County/City/Blueprint Disparity Study Workgroup to review the draft recommendations of the disparity study	Action In Progress	January 2018	OEV is convening a County/City/Blueprint Disparity Study Workgroup to review the draft recommendations of the disparity study prior to the presentation to the IA.
					PLACE (OEV)	Completion of disparity study	Action In Progress	February 2019	MGT America will present the findings and recommendations of the disparity to the IA on February 28, 2019
2016	8	Complete	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		PLACE (OEV)	Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference.			
					PLACE (OEV)	Submitted an application to host the 8th ACE.	Action Complete	2/17/2017	The Office of Economic Vitality serves as the lead team coordinating the application and tour.
					PLACE (OEV)	Award the 8th ACE Tour.	Action Complete	3/8/2017	Tallahassee - Leon County were selected to serve as one of five host communities from December 3-9, 2017. The Office of Economic Vitality serves as the lead team coordinating the application and tour.
					PLACE (OEV)	Official announcement made that Florida will serve as the host for the next ACE Tour.	Action Complete	4/7/2017	
					PLACE (OEV)	Hosted the ACE Tour 8 on December 7 and 8	Action Complete	12/8/2017	
2016	9	Complete	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	Administration	Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.			
					Administration	Presented to the Board a Status Report on the Sunsetting of the Downtown Community Redevelopment Area	Action Complete	10/24/2017	During the October 24, 2017 meeting, the Board directed the County administrator to work with the City develop options to phase out the Downtown CRA.
					Administration	Letter from the County Administrator to the City Manager regarding the Board's actions at the October 24, 2017 meeting.	Action Complete	10/25/2017	The County Administrator sent a letter to the City Manager notifying him of the Board's decision to phase out the Downtown CRA by 2020 or withdraw County's participation by 2020.
					Administration	Presentation of Proposed Restructuring of the County's Participation in the Community Redevelopment Agency	Action Complete	2/27/2018	During the February 27, 2018 meeting, the Board accepted the proposed restructuring of the County's participation in the CRA and directed the County Administrator to finalize the terms with the City, which shall be brought back to the Board for approval on April 10, 2018.
					Administration	Presentation of amended CRA Interlocal Agreement	Action Complete	4/10/2018	



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	10	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		Tourism Development	Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.			
					Tourism Development	Meet with Florida State Athletics to present the benefits of hosting a Pre-Season NFL Game.	Action Complete	Fall 2017	In Fall 2017, staff held a conference call with Florida State Athletics.
					Tourism Development	Identify NFL Teams that would potentially participate.	Action Ongoing		Florida State Athletics is taking the lead in identifying NFL teams and is currently exploring several options.
					Tourism Development	If needed, develop a presentation to present to the potential NFL teams previously identified.	Action Complete	Fall 2018	
					Tourism Development	Identify potential funding sources that would support hosting an NFL Preseason game in Doak Campbell Stadium.	Action Complete	Fall 2018	Staff will schedule a meeting with the Florida Sports Foundation to discuss potential grant opportunities for hosting a NFL Preseason game with out of state visitors.
					Tourism Development	Target hosting the NFL Preseason football game in 2019 or 2020.	Action In Progress	Fall 2019	
					Tourism Development	Tourism and Administration met with FSU Athletics/IMG to continue discussions related to hosting/selecting a target NFL team.	Action Complete	January 2018	No final determination was made by FSU regarding targeting a team and demonstrating a strong commitment to host an NFL preseason game. Priority at this time appears to be centered around growing concert events at Doak Campbell stadium.
					Tourism Development	Tourism staff met with Matthew Rickoff the Senior Partnership Director with the Jaguars about future collaboration between Leon County and the Jaguars. We also continued the conversation regarding a potential Pre-Season Jaguars game in Doak Campbell Stadium.	Action Complete	October 2018	
					Tourism Development	Tourism Staff worked with IMG to help fund and promote three Doak After Dark concerts in Doak Campbell Stadium.	Action Complete	Fall 2017 -Fall 2018	
2016	11	In Progress	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		PLACE (OEV)	To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses.			
					PLACE (OEV)	The MWSBE Division will study this opportunity as a part of the disparity study and will finalize in 2019/2020 of the OEV Work Plan.	Action In Progress	February 2019	The OEV's MWSBE Division will work cooperatively with the FAMU Credit Union and the Frenchtown Opportunity Center Credit Union and their already existing micro-lending programs.
2016	12	Complete - Ongoing	EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Tourism Development	Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).			
					Resource Stewardship	Construction of the Apalachee Regional Park Access Road.	Action Complete	2/7/2017	On February 7, 2017, the Board voted to award the construction of the Apalachee Regional Park Access Road Improvement to North Florida Asphalt, Inc. in the amount of \$319,328. The improved access road will also enhance the Tourism Division's efforts to secure large cross country competitions by accommodating large buses and commercial vehicles.
					Resource Stewardship	Workshop on the Apalachee Regional Park Master Plan & Associated Landfill Closure	Action Complete	10/24/2017	At the October 24, 2017 Workshop, the Board approved the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented.  The Master Plan includes several enhancements to the cross country area including restrooms and operations facility; events and awards stage; outdoor community gathering pavilion; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.
					Tourism Development	Design of new logo and park signage	Action Complete	Summer 2018	Staff considered both cultural history of the area and the visual appeal and representation of the logo on signage and throughout the park. Independent research was done to confirm the cultural sensitivity (an arrowhead) and expert resources were consulted. Several logos were then designed to capture the unique nature of the Apalachee Regional Park, and the group approved several to be reviewed by the County Administrator. Following the County Administrator's approval, a vast array of signage was generated using the established themes and design.
					Tourism Development	Numerous meetings with cross country collegiate and community partners.	Action Ongoing	Fall 2018	
					Tourism Development	Ongoing dialogue with Resource Stewardship and the design consultants to refine the design of the cross country area.	Action Ongoing	Fall 2018	



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	13	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	Public Works	Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.			
					Public Works	Presented an agenda item on the FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Belair/Annawood Sewer System Projects	Action Complete	2/13/2018	On February 13, 2018, the Board accepted state grants totaling \$4.5 million from the Springs Restoration Grant Program for the Northeast Lake Munson and Belair/Annawood Sewer System Projects.
					Public Works	Presented an agenda item on the Springs Restoration Grant for the Woodville Sewer Project and Update on Additional Septic Tank Upgrades/Replacements funded through the Blueprint 2020 Water Quality and Stormwater Improvement Project and State Grants	Action Complete	10/23/2018	The Board approved modifying the existing State of Florida's Springs Restoration Grant Agreement for the design of the Woodville Sewer Project. Recommended modifications included a reduction in project scope to stay within the approved project budget and a change to the management of the grant from Northwest Florida Water Management District (NFWFMD) to FDEP. The item also provided a comprehensive update on the County's commitments to replace or upgrade existing septic tanks through the Blueprint 2020 Water Quality and Stormwater Improvement funding and State grants, as well as, other ongoing initiatives and future policy issues to come before the Board to continue to advance water quality in the Primary Springs Protection Zone.
					Public Works	Coordinate with Northwest Florida Water Management District on Woodville Septic to Sewer Project funded through the Springs Restoration Grant Program.	Action In Progress	July 2017 (Grant for Design); July 2018 (Design Award); October 2018 (Grant Transfer)	A \$1.5 million grant was accepted from NFWFMD for design services on July 11, 2017. Staff will continue to pursue additional grant funding for construction. Board approved to negotiate the contract at June 19, 2018 Board meeting. The agenda item for the agreement with FDEP to assume management of the design grant was approved by the Board in October 2018 and the contract period was extended to December 2021.
					Public Works	Staff participation in the FDEP Onsite Sewage Treatment and Disposal Systems Committee.	Action In Progress	January 2019	The July 2018 deadline for FDEP to adopt updated BMAP incorporating OSTDS Implementation Plan was deferred to January 2019 at the request of Florida Home Builders Association
					Public Works	Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade	Action In Progress	December 2019	Construction contract awarded in March 2018. Field work began in May 2018. Earliest anticipated start date for septic tank conversions is late Spring 2019.
					Public Works	Provide education on proper operation and maintenance of septic tanks, and impacts to groundwater if not properly maintained.	Action In Progress	September 2021	Federal Section 319(h) Educational Grant award notice was received by staff on October 13, 2017 for a four year total program funding of \$60,000 with a \$40,000 match requirement; grant accepted July 2018; first Water School event set for October 26, 2018
2016	14	Complete - Ongoing	EN4 - Reduce our carbon footprint.		Resource Stewardship	Develop strategies to increase recycling and reuse rates.			
					Resource Stewardship	Evaluate the possibility of conducting an updated waste composition study	Action Complete	November 2017	Through a detailed analysis, staff concluded that an updated waste audit was not a cost effective option at this time, and are exploring other options that have a more direct impact on increasing commercial and residential recycling rates
					Resource Stewardship	Reached a recycling rate of 66% in 2017, an 11% increase over 2016.	Action Complete	June 2018	Staff worked with Public Works to identify local concrete and asphalt contractors who recycle the materials and use them in projects. This extra tonnage helped significantly increase the recycling rate for 2017.
					Resource Stewardship	Evaluate strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site	Action Complete	September 2018	Currently, new commercial development is not required to plan for a space on site for a recycling dumpster, which can create a significant barrier for tenants to recycle. Planning upfront for a recycling dumpster reduces this barrier. Sustainability and DSEM staff have identified an effective strategy to ensure that all new commercial development includes space for a recycling dumpster.
					Resource Stewardship	Develop outreach and education to touch all unincorporated commercial properties which do not currently have a recycling account	Action In Progress	Spring 2019	Estimated to be approximately 115 accounts. Staff is working with Sustainable Tallahassee through the Green Business Committee to develop education material to give to businesses.
2016	15	Complete - Ongoing	EN3 - Promote orderly growth and sustainable practices.		Public Works	Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.			
					Public Works	Identify cost savings projects that Staff can perform internally to eliminate expenses associated with Closure Construction.	Action Complete	June 2017	
					Public Works	Work with DEP to modify Closure Construction requirements associated with the Geosynthetic Liner between the Cells D and Class Three south.	Action Complete	June 2017	Based on the design change, there is no need to modify the closure requirements for Geosynthetic Liner between the Cells D and Class Three south.
					Public Works	Agenda item requesting Board approval to award Phase I of the Landfill Closure Capital Improvement Project.	Action Complete	10/10/2017	On October 10, 2017, the Board approved an agreement awarding bid to Allen's Excavation, Inc. for the hauling of shaping and cover materials to the Solid Waste Landfill Cell Closure site (Phase I).
					Public Works	Amend the Closure bid Documents in accordance with completed cost savings projects.	Action In Progress	December 2017	
					Public Works	Coordination between Closure Requirements and Master Planning projects. Make sure the Closure documentation reflects Master Planning requirements.	Action In Progress	December 2017	
					Public Works	Haul 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site	Action Complete	March 2018	
					Public Works	Agenda item requesting Board approval to award Phase II of the Landfill Closure Capital Improvement Project.	Action Complete	April 2018	On April 10, 2018, the Board approved the Agreement awarding bid to COMANCO Environmental Corporation in the amount of \$12,966,650 for the construction of the Solid Waste Management Facility Class I and Class III South Landfill Closure, Phase II.
					Public Works	Public Meeting to advise citizens of the expectations during the closure construction	Action Complete	May 2018	A Public meeting was held on May 7, 2018 to provide the project schedule and collect citizens' input.
2016	16	In Progress	EN3 - Promote orderly growth and sustainable practices.		Resource Stewardship	Convene the Leon County Sustainable Communities summit on a bi-annual basis.			
					Resource Stewardship	Host the 2017 Summit themed "Exploring Our Backyard"	Action Complete	2/18/2017	Event included an industry workshop for 50 stakeholders on 2/8/17 and a community conference for 220 participants on 2/18/17
					Resource Stewardship	Identify theme and event structure through stakeholder meetings	Action Complete	March 2018	
					Resource Stewardship	Host the 2019 Summit	Action In Progress	Feb/March 2019	Summit planning in progress



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	17	In Progress	EN3 - Promote orderly growth and sustainable practices.		PLACE (Planning)	In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program.			
					PLACE (Planning)	Budget Workshop item to consider funding to partner with the Canopy Roads Citizen Committee in implementing an aggressive long term tree planting program that will support the County's Target to plant 1,000 trees along the canopy roads by the end of FY 2021.	Action Complete	4/25/2017	During the April 25, 2017 Budget Workshop, the Board voted to include \$75,000 in the FY 2018 preliminary budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.
					PLACE (Planning)	In coordination with Public Works and the Canopy Road Citizen Committee, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.	Action Complete	October 2017	The Canopy Roads Citizen Committee has developed draft goals and text for the management plan, is coordinating planting areas and is on track for the October 2018 completion.
					PLACE (Planning)	City and County consideration of the revised management plan	Action In Progress	January 2019	The CRCC has drafted an updated plan and rescheduled a public workshop for November (original workshop was delayed by Hurricane Michael). Adoption now set for January.
2016	18	In Progress	EN3 - Promote orderly growth and sustainable practices.		PLACE (Planning)	Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.			
					PLACE (Planning)	Conduct RFP for consultant selection.	Action Complete	March 2017	
					PLACE (Planning)	Complete Phase 1 stakeholder outreach and analysis and present to Commissions to direct consultant on the desired methodology.	Action In Progress	Fall 2018	The consultant has completed most of the outreach to stakeholders and is preparing Phase 1 recommendations.
					PLACE (Planning)	Complete Phase 2, which entails developing methodology and adoption of any necessary ordinances.	Action In Progress	Spring 2019	Phase 1 deliverable reviewed by applicable City and County staff and updated copy provided for City and County administration review. Awaiting feedback before scheduling second round of outreach to stakeholders. Board and City Commission approval needed prior to initiating Phase 2.
2016	19	Complete - Ongoing	EN4 - Reduce our carbon footprint.		Resource Stewardship	Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.			
					Resource Stewardship	Board approval to join the FL Resiliency & Energy District (FRED) PACE Program enabling FDFC to operate a PACE program.	Action Complete	2/7/2017	
					Resource Stewardship	Formally launch the FDFC PACE Program.	Action Complete	9/10/2017	Formal launch of the FDFC residential PACE program August 2017 and C-PACE launch Fall 2018.
					Resource Stewardship	Ensure vendor participation in the Spring Home Expo	Action Complete	Spring 2018	Renovate America, the only active provider in Leon County, participated in the Spring Home Expo on April 28th, 2018.
					Resource Stewardship	Ensure vendor participation in the 2019 Sustainable Communities Summit	Action In Progress	Feb/March 2019	Summit planning in process
2016	20	Complete - Ongoing	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.		Resource Stewardship	Add environmental education kiosks, trail markings/mapping at Greenways and Parks.			
					Resource Stewardship	Establish standard design and kiosk appearance	Action Complete	February 2017	In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.
					Resource Stewardship	Generate site specific collateral such as maps	Action Complete	May 2017	
					Resource Stewardship	Conduct trail assessment for Alford Greenway to determine trail markings, related signage, and mapping	Action Complete	April 2018	Board acceptance of the Trail Assessment occurred, July 10, 2018, Agenda item #21
					Resource Stewardship	Create formal trail marking and mapping for Fred George Greenway	Action In Progress	Winter 2018	Scope is less complex than J R Alford. Scope of service has been requested from a local outside vendor
					Resource Stewardship	Create trail markings for NE Park	Action Complete	Summer 2018	Trails have been marked with blazes on the trees.
2016	21	Complete - Ongoing	EN4 - Reduce our carbon footprint.		Resource Stewardship	Explore new opportunities for solar on County facilities.			
					Resource Stewardship	Identify best opportunities and top priorities for solar	Action Complete	January 2017	A mix of sites including stormwater ponds were reviewed.
					Resource Stewardship	Consultant to expand on 2009 solar study to include newly identified locations.	Action Complete	February 2017	
					Resource Stewardship	Board consideration of priorities and funding	Action Complete	April 2018	Agenda item recommending expansion of solar approved by Board at Budget Workshop on April 24, 2018
					Resource Stewardship	Installation of a 19kW solar array on the Office of Resource Stewardship completed	Action Complete	August 2018	
					Resource Stewardship	Select a vendor for the installation of two solar arrays on the Northeast Branch Library and the Transfer Station	Action In Progress	December 2018	Installation of arrays will commence this fall.
2016	22	In Progress	EN1 - Protect the quality and supply of our water.		Public Works	Support the protection of Lake Talquin.			
					Public Works	Monitor FDEP development of a Total Maximum Daily Load for the Ochlockonee River and Lake Talquin to protect and restore the resource.	Action In Progress	December 2021	Draft TMDL presented at February public hearing; administrative challenge filed by BASF
					Public Works	Obtain additional water quality samples to determine what, if any, further actions are needed for the Leon County discharges directly into Lake Talquin.	Action In Progress	Ongoing	Water quality sampling to date indicates no further nutrient reductions from Leon County are achievable. FDEP is sampling to investigate OSTDS bacterial impacts to Lake Talquin tributary creeks.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	23					Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:			
2016	23A	In Progress	EN1 - Protect the quality and supply of our water.	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	Public Works	Develop a septic tank replacement program.			
					Public Works	Use permit process to identify septic tanks (OSTDS) requiring repair or upgrade.	Action Complete	December 2017	Permits issued 2012 through 2016 have been identified.
					Public Works	Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.	Action Complete	January 2018	At the Board's December 12, 2017 and January 23, 2018 meetings, staff presented an agenda item seeking the Board's authorization to issue the Request for Proposals for consultant services to complete Phase I of the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) funded by the Blueprint Sales Tax Extension.
					Public Works	Develop the Septic Tank Replacement Program Policy for Board Approval, including a local grant program to upgrade replacement systems to high nitrogen removing systems at no additional expense to the property owner.	Action In Progress	January 2019	Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017; draft upgrade grant program for Board review planned for January 2019
2016	23B	In Progress	EN1 - Protect the quality and supply of our water.	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	Public Works	Evaluate requiring advanced wastewater treatment (AWT) for new construction.			
					Public Works	Identify impacts of requiring nitrogen-reducing OSTDS or connection to the City of Tallahassee advanced wastewater treatment system for any new construction.	Action In Progress	April 2020	Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017; draft ordinance for Board review planned for January 2019
					Public Works	Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.	Action Complete	January 2018	At the Board's December 12, 2017 and January 23, 2018 meetings, staff presented an agenda item seeking the Board's authorization to issue the Request for Proposals for consultant services to complete Phase I of the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) funded by the Blueprint Sales Tax Extension.
					Public Works	Agenda item requiring nitrogen-reducing advanced wastewater treatment (AWT) for new construction in the Primary Springs Protection Zone.	Action In Progress	January 2019	The Wakulla Springs Basin Management Action Plan will require AWT for lots less than 1-acre in the Primary Focus Area.
2016	24					Continue to expand recreational amenities to include:			
2016	24A	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	Resource Stewardship	Develop and implement a master plan for the Apalachee Regional Park.			
					Resource Stewardship	Conduct study to determine scope and supply source to extend water main for future facility development.	Action Complete	Fall 2016	Study complete, final action pending siting of restroom facilities.
					Resource Stewardship	Board approval of bid award for paving a portion of the western most access road	Action Complete	2/7/2017	Construction has commenced.
					Resource Stewardship	Workshop on the Apalachee Regional Park Master Plan & Associated Landfill Closure	Action Complete	10/24/2017	At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented.  Prior to seeking the Board's approval of the Master Plan, staff sought citizen input at public meetings on 1/16 and 4/17.
					Resource Stewardship	Final Master Plan, develop scope, sequence and estimate cost to implement Master Plan	Action Complete	TBD	Sequencing dependent on timeline of Landfill closure
					Resource Stewardship	BCC consideration of funding requests for build out of master plan, operational equipment, and operating staff support.	Action In Progress	Associated budget cycles	FY18 equipment request, FY19 staffing request to support ORS and Tourism
					Resource Stewardship	Design Team (DRMP, Wood+Partners, and Barnett Fronczak) Scope of Services Executed for Stage 1 infrastructure	Action Complete	02/08/2018	
					Resource Stewardship	ARP Design Charrette with Partners (TDC, FSU, Gulf Winds, COCA, and Design Team)	Action Complete	03/19/2018	
2016	24B	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	Resource Stewardship	Develop a program to establish a signature landscaping feature with a regular blooming season.			
					Resource Stewardship	Engage landscape and horticulture experts to identify proposed plant(s) and site(s).	Action Complete	Spring 2017	Staff engaged several experts and agencies including Scott Davis, Ranger and Biologist with St. Marks National Wildlife Refuge; Jennifer Carver and David Copps with Florida Communities Trust (FCT), Florida Department of Environmental Protection; University of Florida/IFAS; and the City/County Urban Forester to vet ideas and approaches for successful implementation.
					Resource Stewardship	Provide status report to BOCC on proposed approach.	Action Complete	April 25, 2017	At the April Budget Workshop, the Board approved \$35,000 in the FY 2018 budget to establish a signature landscape feature (southern crab apple trees), with a regular blooming season at Pedrick Pond Park.
					Resource Stewardship	Implement planting - three test varieties planted	Action Complete	Mid-March 2018	The native Southern Crab Apple and two hybrid varieties were planted offsite to evaluate growth patterns and assist staff in developing maintenance procedures.
					Resource Stewardship	Generate educational material to target area citizens and develop outreach for potential tourists.		TBD	Marketing to tourists will be delayed until growth of plantings reach notable size
					Resource Stewardship	Implement planting		Spring 2019	



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2016	24C	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	PLACE (Blueprint)	Implement the Tallahassee-Leon County Greenways Master Plan.			
					Resource Stewardship	Board approval of Designation Agreement with FDEP for the Lake Jackson Paddling Trail	Action Complete	September 2016	Considered part of "Other Greenway Projects" (Page 114 of the Master Plan)
					PLACE (Blueprint)	At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five greenways projects included in the Greenways Master Plan: 1) Integrated Bike Route and Greenways Implementation Plan 2) Lake Jackson South Greenway 3) Thomasville Road Greenway 4) Capital Circle Southwest Greenway 5) University Greenway	Action Complete	February 2017	
					Resource Stewardship	Installation of signage for Lake Jackson Blueway	Action Complete	April 2017	
					Resource Stewardship	BCC consideration of funding requests for staff to support the opening of additional greenway acreage.	Action Complete	June 2017	Greenway lands include: 160 acres of the parent parcel at St Marks, 150 acres of the parent parcel at Fred George, and 32 acres of trails at the parent parcel at NE park.
					PLACE (Blueprint)	Expansion of local greenways and trails network and key Capital City to Coast' connection made as 0.4 mile segment of Capital Cascades rail opened to the public in late August 2018. This project from Pinellas Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail.	Action Complete	August 2018	
					PLACE (Blueprint)	Design Services RFP for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park will be released. It is anticipated this project will be funded for construction through the Blueprint 2020 Greenways project, which will begin receiving funding via annual allocations in 2020.	Action Complete	September 2018	Project is included in the Greenways Masterplan.
					PLACE (Blueprint)	Design Services for the combined Lake Jackson Greenway and Lake Jackson South Greenway will be released. It is anticipated that this project will be funded for construction through the Blueprint 2020 Greenways project, and that this will be one of the first projects implemented through this annual capital program.	Action In Progress	December 2018	
					PLACE (Blueprint)	CRTPA is developing a Bike-Ped Masterplan for Leon County. At the conclusion of this project, Blueprint will use this data to develop an implementation plan for funding and constructing the Greenways projects.	Action In Progress	Spring 2019	
2016	24D	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	Resource Stewardship	Evaluate additional trail expansion opportunities.			
					Resource Stewardship	Develop temporary trail system at NE Park	Action Complete	January 2017	Host stakeholder meeting with representatives of cross country, trail running and biking. Staff cut trails and removed debris.
					Administration	Convened Nature Coast Regional Trail Meeting.	Action Complete	5/25/2017	In partnership with the Florida Greenways & Trails Foundation, staff convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail.
					Resource Stewardship	Construction of trail head for Northeast Park	Action Complete	01/08/2018	The ribbon cutting for the NE Park trails was held on January 8, 2018.
					Resource Stewardship	Board approval of bid award for construction of St. Marks Headwaters Greenway trail head and 3 miles of trail	Action Complete	01/24/2018	The ribbon cutting for St. Marks Headwaters Greenway - Baum Rd Trailhead was held on January 24, 2018
					Resource Stewardship	Conduct trail assessment for Alford Greenway to determine trail markings, related signage, and mapping	Action Complete	Spring 2018	Board acceptance of the Trail Assessment occurred, July 10, 2018, Agenda item #21
					Resource Stewardship	Design and Permit Phase II of the St. Marks Headwaters Greenway including 4 miles of trail	Action In Progress	Spring 2019	Notice to proceed given spring 2017, 18 to 24 months to complete. Phase II includes a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two boardwalks and a pedestrian bridge; and approximately 4 miles of trails
					Resource Stewardship	Host public meetings to refine scope and award bid for St. Marks Headwaters Greenway Phase II	TBD	Spring 2019	Design and permitting is anticipated to take 18 to 24 months, beginning spring 2017.
2016	24E	In Progress	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	PLACE (Planning)	Work with partners to utilize rights-of-way and utility easements to further expand the trail system.			
					PLACE (Planning)	Planning will support Blueprint in implementing the Greenways Master Plan by identifying partnership opportunities as part of new development or redevelopment within the community.	Action In Progress	Ongoing	Implementing the Greenways Master Plan is an on-going project receiving an annual funding allocation through the penny sales tax extension between 2020 - 2039.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	24F	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	Resource Stewardship	Identify opportunities to create dog parks in the unincorporated area.			
					Resource Stewardship	Approval of Phase I of the Apalachee Regional Park Master Plan, which includes a dog park.	Action Complete	10/24/2017	The ARP offers the space to create both a large and small breed dog park which would be the first of its kind in the unincorporated area. Three play areas are designed, one for large dogs, a separate space for small breeds and a third to allow a rotation period for turf rejuvenation. The dog park will have a double-gate entry system for safety; shade structures; agility course; a water source; seating; appropriate disposal units; and fencing five to six feet high. Opportunities for corporate sponsorship or grants will be explored to help offset the project cost.
					Resource Stewardship	Budget discussion item considering funding to construct dog parks	Action Complete	04/24/2018	During the April 2018 Budget Workshop, the Board directed staff to include \$30,000 in the Capital Improvement Program in FY 2019, FY 2020, and FY 2021 for design and construction of dog parks in the unincorporated area.
2016	25	In Progress	Q5 - Support strong neighborhoods.		PLACE (Planning)	Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing.			
					PLACE (Planning)	Community Survey and Outreach on Draft Community Values.	Action Complete	November 2017	
					PLACE (Planning)	Develop Draft Goals and Related Public Engagement.	Action Complete	February 2018	
					PLACE (Planning)	Developing Draft Implementing Objectives Policies & Related Public Engagement.	Action In Progress	December 2018	After discussion with City and County Administration, dates extended to align with orientation of the majority new Planning Commission and City Commission members
						Host a community forum dedicated to rural community issues.	Action Complete	November 2018	At the October 24, 2017 meeting, the Board requested a Citizen Engagement Series event focused on development and business opportunities in the rural community. To fulfill this direction, staff recommended and the Board approved that, as part of the ongoing update to the Future Land Use element of the Comprehensive Plan, the Planning Department will conduct a community forum dedicated to rural community issues. The forum will include, but not be limited to, such topics as business opportunities and rural community development. This approach which will lead to increased engagement and serves to best document citizen feedback. Tallahassee-Leon County Planning will ensure information gathered at this forum is considered in developing recommendations for the Future Land Use element to be presented to the Board.
					PLACE (Planning)	Refinement of Draft Element.	Action In Progress	January/February 2019	same as above
					PLACE (Planning)	Submit Comp Plan Amendment.	Action In Progress	May/June 2019	same as above
2016	26	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.		EMS	Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.			
					EMS	Implement additional data sharing systems with TMH & CRMC	Action Ongoing	Summer 2017	New EMS records system initiated in April 2017 with patient data provided in compliance with hospital requirements.
					EMS	Participate in the CARES Cardiac Arrest Registry	Action Complete	Spring 2017	Approved by BOCC at February 7, 2017 meeting. Data sharing Agreement executed. Data submission started October 2017.
					EMS	Implement new stroke patient treatment protocol	Action Complete	Spring 2017	Protocol implemented after seeking input from TMH & CRMC. Protocol is based on national and state standards of care.
					EMS	Complete a comprehensive Medical Protocol Update	Action In Progress	Summer 2020	Coincides with release of American Heart Association recommendations
					EMS	Partner with Capital Area Healthy Start Coalition to provide infant CPR training programs to high-risk expectant mothers	Action Ongoing	1/01/2017	First course offered in January 2017, will be ongoing partnership adjusted with participation levels.
					EMS	Provide community risk reduction programs such as CPR and AED training	Action Ongoing	Ongoing	
					EMS	Continue participation in the Tallahassee Care Consortium	Action Ongoing	Ongoing	
					EMS	Continue participation with the multi-disciplinary quality meetings at TMH & CRMC	Action Ongoing	Ongoing	
					EMS	Conducted research study to determine if outcomes varied for patients treated with an IV or an IO.	Action Complete	2/6/2018	In partnership with the FSU College of Medicine, EMS staff studied outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal.
					EMS	Awarded 2018 Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services	Action Complete		Annually, the Florida Department of Health makes competitive grant funding available to EMS organizations in Florida. Leon County used the funds to purchase of 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	27	Complete	Q4 - Support and promote access to basic health and welfare services to our community members most in need.		Human Services & Community Partnerships	Work with the City of Tallahassee to develop a new CHSP process in-light of the United Way's decision to conduct a separate funds distribution process.			
					Human Services & Community Partnerships	Meeting with the City and human services agencies to develop a new CHSP process.	Action Complete	5/15/2017	
					Human Services & Community Partnerships	Status Report on the Community Human Services Partnership	Action Complete	7/11/2017	At the July 11, 2017 Board meeting, staff provided a status report on the Community Human Services Partnership.
					Human Services & Community Partnerships	An agenda item on the two-year CHSP application and funding cycle	Action Complete	10/10/2017	On October 10, 2017, the Board approved the implementation of a two-year application and funding process for CHSP.
					Human Services & Community Partnerships	MOU between the County and City memorializing the commitment to the CHSP process.	Action Complete	12/12/2017	On December 12, 2017, the Board approved the CHSP MOU with the City.
2016	28	In Progress	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	Q5 - Support strong neighborhoods.	Human Services & Community Partnerships	Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships.			
					Human Services & Community Partnerships	Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee.	Action Complete	1/24/2017	At the January 24, 2017 regular meeting, the Board approve the County Administrator to enter into an Agreement with the Florida Housing Coalition jointly with the City of Tallahassee. The Board also authorized the use of \$11,250 from the General Revenue Contingency Account and approved the associated Budget Amendment.
					Human Services & Community Partnerships	Tallahassee-Leon County Affordable Housing Workgroup Status Report.	Action Complete	5/23/2016	The Board approved the Workgroup's recommendation to invite Purpose Built Communities to assist in the redevelopment of Orange Avenue Apartments and the surrounding neighborhoods. Additionally, The Board Scheduled a joint workshop with the City to consider the Workgroup's final report and recommendations.
					Human Services & Community Partnerships	Presentation of the Joint County-City Affordable Housing Work Group.	Action Complete	No later than June 30, 2017	The Workgroup's initial plan is to be completed within 150 days of commencement and shall dissolve after 150 days or no later than June 30, 2017.
					Human Services & Community Partnerships	Joint County/City Workshop on the Affordable Housing Workgroup Final Report	Action Complete	10/26/2017	The County and City Commission held a joint workshop at which time staff's recommendation as amended by the two Commissions were approved.
					Human Services & Community Partnerships	Status Report on the Joint County-City Affordable Housing Work Group's recommendations	Action Complete	6/19/2018	County Commission accepted the status report on the implementation of the Work Group's Recommendation, received a presentation on the redevelopment of the Orange Avenue Public Housing Apartments from Columbia Residential, approved \$5,000 to United Human Services Partnerships for administrative support to the Tallahassee-Leon County Housing Leadership Council.
						Status Report on the Feasibility of a Community Land Trust	Action In Progress	1/22/2019	
2016	29					Continue to serve our seniors through programs and partnerships, including:			
2016	29A	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.		Community & Media Relations	As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.			
					EMS	Dementia sensitivity training for paramedics and emergency medical technicians in Emergency Medical Services (EMS).	Action Ongoing	August 2016	Four dementia sensitivity training sessions were held in August 2016 for EMS paramedics and emergency medical technicians. The trainings were led by Florida Department of Elder Affairs staff and featured area medical professionals. The newly developed curriculum will now reinforce the existing dementia-training offered to EMS, and will be a future training requirement of all new EMS members.
					Community & Media Relations	Public education campaign to increase awareness of dementia and the available dementia services throughout the community.	Action Ongoing	August 2016	Leon County has continued public information efforts on social media, website, television, printed promotion, and radio and is ready to assist with any further public information efforts, as directed by the Florida Department of Elder Affairs.
					EMS	Status report and dissolution of the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council	Action Complete	11/20/2018	On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.
2016	29B	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.		Resource Stewardship	Exploring opportunities to address fraud/scams targeted towards seniors.			
					Resource Stewardship	Establish opportunity for routine shredding of sensitive documents in conjunction with senior programming at Community Centers	Action Ongoing	July 2017	Staff will arrange shredding service and co-promote with Senior Outreach Program. Service to occur at least twice at all six Program sites.
					Resource Stewardship	Work with the Senior Outreach Program to include Fraud/Scam speakers at Lunch & Learns	Action Ongoing		The Senior Outreach Program continues to host Lunch & Learns with several partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services. All of these workshops focus on identify theft and other fraud/scams targeted towards seniors.
					Resource Stewardship	Explore the potential of hosting special workshops at each Community Center in conjunction with the Senior Outreach Program	Action In Progress	TBD	



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	29C	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.	Tourism Development	To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.			
					Tourism Development	Meet with the Choose Tallahassee newly formed board and develop an understanding of their new marketing direction.	Action Complete	Spring 2017	The newly formed executive committee is working to reform the Choose Tallahassee efforts and strategic direction. Staff is supporting with marketing expertise and guidance.
					Tourism Development	Continue to meet with Choose Tallahassee executive committee and full board as scheduled.	Action In Progress	Ongoing	Continue to support the efforts of Choose Tallahassee in marketing to retirees. Tourism provides administrative support through tourism staff and \$10,000 in advertising (i.e., marketing analysis, meeting minutes and notices, maintaining the inquiry database, fulfilling telephone, mail and email inquiries, etc.).
					Tourism Development	Status update on the Joint Project Services Agreement with Choose Tallahassee	Action Complete	12/12/2017	At the Board's December 12, 2017 meeting, staff will provide a status update on the Joint Project Services Agreement with Choose Tallahassee.
					Tourism Development	Restructured contractual relationship with Choose Tallahassee and Tourism to a more efficient and effective approach.	Action Ongoing	March 2018	December 2017, staff recommended and the Board approved a revised JPSC with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives, but no longer provides administrative staff support.
					Tourism	Participated in strategy meetings providing marketing insight and technical support of their new FY18 Marketing Plan.	Action Complete	Spring & Summer 2018	Paid Choose Tallahassee \$20,000 per contract (\$10,000 carry-forward from FY17 and \$10,000 for FY18) to implement a solid marketing plan in FY18 in consultation tourism active on their Executive Committee.
					Tourism	Participate in strategy meetings providing marketing insight and technical support of their new FY19 Marketing Plan.	Action Complete	Fall 2018	Awaiting documentation of 2018 expenses and receipt of final FY19 Marketing Plan before releasing the FY19 payment.
2016	30	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.		Intervention and Detention Alternatives	Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.			
					Intervention and Detention Alternatives	Continued participation in Data Driven Justice biweekly telephone conferences.	Action Ongoing		
					Intervention and Detention Alternatives	Collaborated with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders.	Action Complete	11/30/2017	Staff continues to explore programs and services available through community agencies to more effectively engage pre and post sentenced offenders and increase their employability opportunities.
					Administration	Wanda Hunter, Assistant County Administrator, was a speaker on the panel discussion "Overcoming Barriers to Integrate and Share Justice and Health Data" at the 2017 NACo Legislative Conference in Washington, D.C.	Action Complete	2/27/2017	The panel discussion focused on using data and analysis to reduce incarceration. Topics included how to overcome challenges surrounding the sharing of justice, health and behavioral health information as well as different approaches to data integration, system sharing and analysis that can improve decision making across county systems.
					Intervention and Detention Alternatives	Completed training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness.	Action Complete	3/2/2017	
					Intervention and Detention Alternatives	Scheduled 2-1-1 Big Bend to provide staff development on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.	Action Complete	3/6/2017	
					Intervention and Detention Alternatives	Preparation of an agenda item for approval of a publication for distribution to citizens identifying mental health services in the community.	Action Complete	5/9/2017	
					Intervention and Detention Alternatives	In partnership with the State Attorney's Office, facilitate modifications to the adult civil citation program.	Action Complete	April 2017	Staff worked with the SAO, local law enforcement agencies, and other agencies throughout the 2nd judicial circuit to facilitate a uniform county-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017.
					Intervention and Detention Alternatives	Status Report on the Adult Civil Citation Program in Leon County	Action Complete	11/28/2017	At the Board's request, staff presented a Status Report on the Adult Civil Citation Program (ACC) including a review of the current program operations.
					Intervention and Detention Alternatives	Completed the Ohio Risk Assessment System training	Action Complete		IDA staff completed the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. This tool will initially be utilized by the specialty courts.
					Intervention and Detention Alternatives	Partner with Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair for citizens reintegrating into the community.	Action Complete	4/18/2018	
					Financial Stewardship	Budget Discussion Item for the State Attorney's Diversion Program	Action Complete	6/19/2018	At the June 2018 Budget Workshop, the Board will be presented the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding will be used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program.
					Intervention and Detention Alternatives	Participated in the Best Practices Implementation Academy sponsored by the Substance Abuse and Mental Health Services Administration (SAMHSA) to learn about programs throughout the nation focused on reducing the number of individuals with substance abuse and mental health behaviors in the criminal justice system.	Action Ongoing		This team continues to meet and work toward the development of a cross systems data matching process to identify individuals with behavioral health (substance use and/or mental health) diagnosis who have repetitive arrests to provide coordinated care and minimize future interactions with the criminal justice system.
					Intervention and Detention Alternatives	Implemented use of the Ohio Risk Assessment System (ORAS) in the supervision of participants in Veterans Treatment Court.	Action Ongoing		The ORAS Community Supervision Tool is administered to Veterans Treatment Court participants throughout their community supervision period to assess their progress and reduction in criminogenic risks and needs.
					Intervention and Detention Alternatives	Acceptance to the first FUSE (Frequent Users System Engagement) Learning Community offered by the Cooperation for Supportive Housing.	Action Ongoing		Staff is participating in a webinar series to learn about the FUSE initiative that is designed to assist communities in identifying resources and potential solutions in breaking the cycle of homelessness and crisis among individuals with complex medical and behavioral health challenges who are the highest users of emergency rooms, jails, shelters, clinics and other costly crisis services through supportive housing.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	31	Complete - Ongoing	Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests.		Human Services & Community Partnerships	Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day.			
					Human Services & Community Partnerships	Budget Discussion Item on Community Partnership to Recognize National Pearl Harbor Remembrance Day	Action Complete	6/13/2017	The Board approved partnership with Honor Flight Tallahassee to host the annual Honor Flight Reunion to recognize National Pearl Harbor Remembrance Day with a budget of \$5,000.
					Human Services & Community Partnerships	Host in partnership with the Honor Flight Tallahassee the Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day on Thursday, December 7, 2017.	Action Complete	12/7/2017	The Honor Flight Reunion Dinner take place at the National Guard Armory.
					Human Services & Community Partnerships	2018 Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day	Action In Progress		
2016	32	Complete - Ongoing	Q3 - Provide essential public safety infrastructure and services.		Public Works	Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage.			
					Public Works	Develop the Street Lighting Eligibility Criteria and Implementation Policy for Board Approval	Action Complete	February 2017	On February 7, 2017, the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation."
					Public Works	Consideration of recommended street lighting projects for FY2018.	Action Complete	June 2017	During the June 20, 2017 FY 2018 Budget Workshop, the Board approved five additional street lighting projects for FY 2018.
					Public Works	Installation of the street lights on the proposed intersections	Action Complete	June 2018	The City of Tallahassee completed the street lighting installations at Monroe Street and Fred George Road/Crowder Road, Thomasville Road at Bannerman Road/Bradfordville Road, Sessions Road at U.S. 27 North, Walden Road at Mahan Drive, Aeonon Church Road at West Tennessee Street, and Fred George Road at Capital Circle. . FDOT completed street lighting at Nina Road at Blountstown Highway and Capital Circle at Tower Road. The intersection lighting at U.S. 27 North and Perkins Road/Faulk Drive, Geddie and Highway 90, Vineland and Mahan, Geddie and Highway 20, and Buck Lake Road from Mahan Drive to Fallschase Parkway are under design.
2016	33	Complete - Ongoing	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.	Animal Control	Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.			
					Animal Control	Assist community partners with distribution of low/no cost spay and neutering vouchers	Action Ongoing		Distributed over 100 spay and neuter vouchers to animal owners in 2018.
					Animal Control	Implement neighborhood sweeps	Action Ongoing	Spring 2017/Summer 2018	In April 2017, conducted first neighborhood sweep. Continuing practice on regular basis with community stakeholders.
					Animal Control	Convene and assist community partners with the implementation of additional efforts aimed at increasing availability of spay and neutering services	Action Ongoing	Spring 2018	Assisted community partners with the implementation of providing more low cost spay and neuters to pet owners through a spay and neuter transport program.
					Animal Control	Provided funding for Be The Solution, Inc. pet overpopulation prevention activities	Action Complete	6/19/18	Be the Solution, Inc. (BTS) made a formal funding request of \$16,626 to Leon County to pay for an increased number of spay and neuter community vouchers. The Board approved the request at the June 2018 Budget Workshop.
2016	34	Complete - Ongoing	Q4 - Support and promote access to basic health and welfare services to our community members most in need.		Human Services & Community Partnerships	Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.			
					Human Services & Community Partnerships	Budget Discussion Item on the Healthcare Competitive Provider Reimbursement Pool	Action Complete	4/25/2017	At the April 2017 Budget Workshop, the Board directed staff to implement the following staff recommendations:  * Define the types of patient visits eligible for reimbursement in the Healthcare Competitive Provider Reimbursement Pool in the FY 2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc.  * Include provisions in the FY 2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. in which repayment to the County would be required.  * Include \$50,000 for enhancements to the HSCP Management System in the FY 2018 Preliminary Budget.  * Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY 2018.  * Continue to utilize the Healthcare Competitive Provider Reimbursement Pool model.
					Human Services & Community Partnerships	Approval of Revised Contract Agreements with Healthcare Providers	Action Complete	10/24/2017	County funds are being utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government.
					Human Services & Community Partnerships	Consideration of FY2019 funding for the Carenet Program	Action In Progress	6/19/2018	The tentative FY2018/2019 includes \$1.7 million to support the primary healthcare program.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2016	35	Complete	G2 - Provide relevant library offerings which promote literacy, life-long learning and social equity.		Library Services	Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program.			
					Library Services	Study and research the topic, including similar initiatives in other counties, costs and equipment.	Action Complete	4/18/2017	
					Library Services	Budget Workshop item to consider establishing a Pilot Mobile Hotspots Library Lending Program that allows checking out hotspots for library users without internet access at home.	Action Complete	4/25/2017	During the April 25, 2017 Budget Workshop, the Board voted to include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.
					Library Services	Work group formed 11/16/17 to determine "mobile hot spot" purchase and to develop circulation guidelines and procedures for the pilot lending program.	Action Complete		
					Library Services	Procedures developed; devices selected; software in process of selection and purchase.	Action Complete	June 2018	Leon County has purchased 24 mobile hot spot devices, which may be reserved and checked out from any of the Library locations. Patrons may check out a device for up to two weeks, with a monthly limit of 5 gigs per device.
2016	36	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.	Community & Media Relations	Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.			
					Community & Media Relations	Staff hosted first Club of Honest Citizens Created Equal event with 600 residents in attendance	Action Complete	1/11/2017	
					Community & Media Relations	Staff hosted the Citizen Engagement Series event "Prepare Now. When Disaster Strikes, It's Too Late to Plan" as part of Hurricane Season kick-off	Action Complete	5/31/2017	
					Community & Media Relations	Library Lecture Series will take place in April, May, August and November 2017	Action Complete	11/27/2017	
					Community & Media Relations	Status update to the Board on the Citizen Engagement Series	Action Complete	11/28/2017	The status update announced Citizen Engagement events including Library Lecture Series, Village Square event and Club of Honest Citizens for 2017-2018 year.
					Community & Media Relations	Hosted three Library Lecture Series in 2018 in January, April and May.	Action Complete	5/14/18	January lecture featured Dr. Katherine Loflin to discuss Placemaking, April lecture featured Dr. Zwilich and Trio Azul. May lecture featured FAMU History Professor Darius Young.
					Community & Media Relations	Host Fast Forward with the Village Square	Action Complete		The event featured fast-paced presentations in PechaKucha format that takes a look at important topics and current issues in Leon County.
					Community & Media Relations	Hosted God Squad at Night with The Village Square, featuring Dr. Gary Mason from the UK to add to the five different faith leaders that usually make up the God Squad.	Action Complete	3/29/18	
					Community & Media Relations	Citizen Engagement Series event Prepare Now to feature #HurricaneStrong designation	Action Complete	5/23/2018	
						Staff will host a Citizen Engagement event focused on the business opportunities in the rural community. Cross departmental team from Planning and CMR will facilitate.	Action Complete	November 2018	Staff identified an opportunity to include rural business opportunities with the Future Land Use Policy.
					Community & Media Relations	Status update to the Board on the Citizen Engagement Series	Action Complete	11/20/2018	The status update announced Citizen Engagement events including Library Lecture Series, Village Square events and Club of Honest Citizens for 2018-2019
					Community & Media Relations	Eric Klinenberg: Palaces for the People	Action Complete	12/10/18	Club of Honest Citizens event with sociologist Eric Klinenberg
2016	37	Complete	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.		Administration	Continue to Support Commissioner Desloge during his term as NACo President.			
					Administration	Hosted the NACo Fall Board meeting in December 2016	Action Complete	12/10/2016	
					Administration	Assist Commissioner Desloge as needed during NACo 2017 Legislative Conference	Action Complete	1/1/2017	
					Administration	Assist Commissioner Desloge as needed during NACo 2017 Annual Conference	Action Complete	7/24/2017	
2016	38	Complete	G6 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.		Administration	In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.			
					Administration	Workshop on Establishment of a Citizen Charter Review Committee (CCRC)	Action Complete	4/4/2017	The workshop provided an overview of the proposed charter review process as well as options and recommendations regarding the establishment of a CCRC by November 6, 2017.
					Administration	Staff will prepare an agenda item for the Board to make appointments to the CCRC.	Action Complete	10/10/2017	
					Administration	Presentation of the CCRC's Final Report and Board consideration of any proposed amendments.	Action Complete	2/27/2018	
					Administration	Public hearings for proposed charter amendments.	Action Complete	4/10/2018	



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2016	39	Complete - Ongoing	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.		Information & Technology	Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.			
					Information & Technology	Secure services for Active Directory health check and readiness for O365 migration	Action Complete	4th Qtr. FY17	
					Information & Technology	Budget proposal on migration to Microsoft Outlook.	Action Complete	2nd Qtr. FY18	
					Information & Technology	Finalize Implementation and Training Plan for IT staff.	Action Complete	April 2018	
					Information & Technology	Develop licensing plan with vendors	Action Complete	April 2018	
					Information & Technology	Train technical staff and implement test areas for OIT	Action Complete	August 2018	
					Information & Technology	Meet with Technical Liaisons for Agencies and Departments for requirements for configuration planning	Action In Progress	August - November 2018	
					Information & Technology	Train User Groups on initial system basics. Specific training will occur during Go-live for each area.	Action In Progress	October - December 2018	
					Information & Technology	Launch Migration/Implementation Configuration	Action In Progress	1st Qtr. FY19	
					Information & Technology	Go-Live for users	Action In Progress	1st Qtr. FY19	
2016	40	Complete - Ongoing	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.		Information & Technology	Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.			
					Information & Technology	Deployment of smart phones and new tablet field devices	Action Complete	December 2016	All inspectors outfitted with new devices.
					Information & Technology	Implementation of the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff	Action Complete	January 2017	
					Information & Technology	Launch of ACA mobile app for public use	Action Complete	January 2017	
					Information & Technology	Code Compliance Integration	Action Complete	December 2017	
					Information & Technology	GIS interface being finalized	Action In Progress	September 2018	Working with a third party vendor for enhancements.
					Information & Technology	Add permitting for wireless communications on utility poles based on new ordinance	Action In Progress	December 2018	
					Information & Technology	Process improvements and report creation	Action In Progress	December 2018	Working with a third party vendor for enhancements.
2016	41	Complete - Ongoing	G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.		Human Resources	Continue County sponsorship of employees' participation in the Certified Public Manager training.			
					Human Resources	Class of 2017 graduated from FSU's Certified Public Manager training	Action Complete	May 2017	Four (4) County employees successfully graduated from the program.
					Human Resources	Identify new employees biannually to participate in the Certified Public Manager Program.	Action Ongoing	Ongoing	Currently, there are 4 new employees participating in the CPM program who will graduate in the summer of FY19. As this certification continues to be an ongoing program, a new group of employees will be identified this year to begin CPM training in the Fall. Two candidates have been identified to begin CPM training in Fall 2019. Recruitment for eligible participants is ongoing.
2016	42	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.		Administration	Seek opportunities for partnerships through NACo and FAC's enterprise programs.			
					Human Services & Community Partnerships	Leon County continues to participate in the NACo's Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee.	Action Ongoing	Ongoing	
					Human Resources	Leon County continues to participate in the NACo/FAC Life Insurance Program with Boston Mutual.	Action Ongoing	Ongoing	
					Financial Stewardship	Leon County continues to participate in NACo's U.S. Communities Government Purchasing Alliance.	Action Ongoing	Ongoing	
					Human Resources	Leon County continues to participate in the NACo/FAC Deferred Compensation Program with Nationwide Retirement Solutions.	Action Ongoing	Ongoing	
					Human Resources	Leon County continues to participate in the Florida Municipal Insurance Trust Property and Workers Compensation Program	Action Ongoing	Ongoing	FAC has partnered with the Florida League of Cities to offer bundled coverages to counties and municipalities through the Florida Municipal Insurance Trust (FMIT).
					Administration	County Administration continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.	Action Ongoing	Ongoing	



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2016	43	Complete - Ongoing	G5 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.		Administration	Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate.			
					Administration	Status report on the potential for consolidation of animal services between the City and County.	Action Complete	5/9/2017	At the Board's May 9, 2017 meeting, staff presented a status report on the evaluation of having Animal Control officers dispatched centrally from the Consolidated Dispatch Agency (CDA), as well as the overall consolidation of animal control and/or animal shelter operations.  Several preliminary meetings with City staff were conducted to discuss this matter. However, at this point in time, City staff has indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further. County staff has indicated that we are always open to the discussion in the future when the City is able to commit the resources.
					Human Services & Community Partnerships	Established the Tallahassee-Leon County Affordable Housing Workgroup.	Action Complete	10/26/2017	October 27, 2016, the City and County commissions established the Tallahassee-Leon County Affordable Housing Workgroup to be staffed jointly by the County and City staff. The Workgroup was charged with developing a plan for the redevelopment of multi-family housing and a joint workshop on the Workgroup's Final Report was held on October 26, 2017.
					Animal Control	Creation of a shared Animal Abuser Registry.	Action Complete	11/14/2017	Per the Board's direction, staff worked with the City to develop a shared Animal Abuser Registry to facilitate the identification of offenders by entities and individuals offering animals for adoption or purchase. On November 14, 2017, the Board conducted the first and only public hearing amending Chapter 4 (Animals) of the Leon County Code of Laws related to the creation of an Animal Abuser Registry.
						Development of a new CHSP process with the City of Tallahassee	Action Complete	12/12/2017	In-light of the United Way's decision to conduct a separate funds distribution process, staff worked with the City of Tallahassee to develop a new joint CHSP process. On December 12, 2017, the Board approved the revised CHSP MOU with the City.
						Joint Alternative Mobility Funding Systems Study	Action In Progress	Fall 2018	In 2017, the Board approved the Contract between Leon County Government, the City of Tallahassee, and the top-ranked firm, Wantman Group, Inc., for the Alternative Mobility Funding Systems Study. Phase One of the Alternative Mobility Funding Systems Study was finalized in March 2018, and a status report on the Study will be brought to the Board in the Fall.
						Joint Disparity Study	Action In Progress	Fall 2018	In 2017, the Intergovernmental Agency approved a contract with MGT America to conduct a joint study. The Disparity Study will be completed in the Fall of 2018.



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2016	44	Complete - Ongoing	G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.		Financial Stewardship	Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions.			
					Financial Stewardship	A Budget Discussion Item regarding implementing a living wage for County employees was presented to the Board at the April 2017 Budget Workshop.	Action Complete	10/01/2017	At the April 2017 Budget Workshop, the Board voted to include \$135,720 in the FY 2018 Preliminary Budget, to bring the lowest paid employees to a living wage of \$12.00/hour. This new living wage will become effective October 1, 2017.
					Human Resources	Identify opportunities to partner with higher learning educational schools who offer skilled craft, paraprofessional and technical training.	Action Complete	August 2018	Staff have researched and had conversations with both TCC, Lively and Palm Beach Technical about partnership opportunities for Leon County Government staff. No additional agreements are necessary as staff have the opportunity to register for any class and receive tuition assistance through the County's Tuition Reimbursement Program. In spring 2019 staff will create a campaign to reintroduce employees to educational incentives offered through Leon County Government.
					Human Resources	Human Resources will provide the Board an update on potential training opportunities available to staff during the 2018 Board Retreat.	Action Ongoing	December 2018	Earlier this quarter, Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. To date more than 500 employees have had the opportunity to participate in Leon County sponsored training opportunities, which also have an impact on our Bold Goals. These trainings includes:  <input type="checkbox"/> Diversity & Inclusion <input type="checkbox"/> Customer Experience <input type="checkbox"/> Dealing with Difficult People <input type="checkbox"/> New Supervisor Training (0-3 years) <input type="checkbox"/> Workplace Violence <input type="checkbox"/> New Employee Orientation  Human Resources has also partnered with KnowledgeSmart to provide online Diversity training for those employees not able to participate in in-person training. In spring 2018, Human Resources will provide additional training opportunities related to:  <input type="checkbox"/> Supervisory Training (4-6 years) <input type="checkbox"/> Financing Education Post High School (for employees who want to send their children to college) <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Rising Leaders (Training for those employees interested in management opportunities) <input type="checkbox"/> Financial Literacy Through this portal, supervisors and employees have a centralized location to register for diverse types of professional development courses.
2017	1	In Progress	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		PLACE (OEV)	Evaluate expanding Leon Works as a regional event and to different segments of the community			
					PLACE (OEV)	Working with Leon Works partners to implement as part of the 2019 Expo which will be held on March 8, 2019	Action In Progress	3/8/2019	Rescheduled due to Hurricane Michael
2017	2	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.		PLACE (OEV)	Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.			
					PLACE (OEV)	Implemented the Urban Vitality Job Creation Pilot Program to incentive businesses to great jobs within the Promise Zone area. The program will be piloted over a three year period and continuously evaluated.	Action Complete	12/5/2017	On December 5, 2017, the IA approved the proposal for the Urban Vitality Job Creation Pilot Program.
					PLACE (OEV)	Initiated a direct mail campaign to all the businesses in the area to inform them of this program.	Action Complete		
					PLACE (OEV)	Continue to market and promote this incentive program.	Action Ongoing		
2017	3	In Progress	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	EC3 - Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.	PLACE (OEV)	Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local.			
					Community & Media Relations	Continue to coordinate with Shop Local 850 to promote their annual "Shop Local Weekend" campaign.	Action Complete	12/10/2017	Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.
					PLACE (OEV)	Explore opportunities to refine the data currently available through EMSI labor force analytics software.	Action In Progress		OEV staff are working to further refine the data currently available through EMSI in order to approximate the number of local businesses as well as employment and wages paid by industry.



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2017	4	Complete - Ongoing	EC2 - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.	EC3 - Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.	PLACE (OEV)	Explore ways to expand how local businesses can do business outside of the community.			
					PLACE (OEV)	Subsequent to the completion of the Targeted Industry Study the development of a marketing and communications plan is underway. The plan will outline an integrated marketing approach to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. It includes marketing tactics, key messages, earned media/public relations, digital/social media, paid media – advertising, et.al., on a local, regional, national and international basis.	Action Complete	June/September 2018	
					PLACE (OEV)	Partnership with International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. Every other month, a federal expert on global trade will be in Tallahassee offering free help and resources to local businesses seeking to become export ready for the global economy.	Action Ongoing	Ongoing	
2017	5	Complete - Ongoing	EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.		Tourism Development	Raise awareness of County trails through the Division of Tourism Strategic Plan.			
					Tourism Development	Launch of Trailhassee.com 2.0 and preliminary marketing public relation activities included targeted outreach to prominent outdoor media outlets.	Action Complete	Summer 2018	
					Tourism Development	Launched Trailhassee.com 2.0	Action Complete	May 2018	Site traffic and engagement has increased 33% over 2017.
					Tourism Development	Participated in an (International Mountain Biking Association (IMBA) Trail Lab and several community partner meetings in partnership with County & City Parks to consider submitting an application to be an IMBA designated community.	Action In Progress	Fall 2018	Discussions will continue with our local partners on next steps.
2017	6	Complete - Ongoing	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	EN3 - Promote orderly growth and sustainable practices.	Resource Stewardship	Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.			
						Evaluate other communities' and regions' community-wide climate action plans.	Action Complete	Spring 2018	Evaluation in progress of community-wide action plans in place locally, state-wide, and nationally
						Host kick-off meeting of top 10 largest local organizations and community partners to establish a sustainability "Compact."	Action Complete	4/25/2018	First meeting to be hosted in collaboration with Sustainable Tallahassee at Domi Station
						Presentation of proposed Community-wide Climate Action Plan	Action Complete	5/22/2018	On May 22nd, the Board accepted the status update on the evaluation of a community-wide Climate Action Plan; authorized the County Administrator to sign the Capital Area Sustainability Compact (CASC), and authorized staff to participate on the CASC Executive Committee; and authorized staff to proceed with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations.
2017	7	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	Public Works	Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.			
					Public Works	Accept the grant of \$750,000 from the Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP	Action Complete	October 24, 2017	The \$750,000 does not require a match. Staff time will be reimbursed together with all costs associated with the project construction of advanced passive onsite sewage treatment and disposal systems.
					Public Works	Develop the Pilot program Selection Policy for Board Approval	Action In Progress	January 2019	Recommend alternative technologies and locations for installation
					Public Works	Accept an additional grant award of \$750,000 for alternative technology installations	Action In Progress	FY 2020	In September 2018, County accepted additional grant of \$750,000 from FDEP for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1. The total State grant amount for this project is \$1.5 million.
					Public Works	Installation of advanced wastewater treatment septic tanks as part of FDEP Pilot Project	Action In Progress	December 2021	Obtain owner agreements, bid and install systems in the PSPZ
2017	8	Complete - Ongoing	EN1 - Protect the quality and supply of our water.	EN2 - Conserve and protect environmentally sensitive lands and our natural ecosystems.	Public Works	Continue to work with the state to seek matching grants to convert septic to sewer systems.			
					Public Works	FY 2017 Springs Restoration Grant Program for the Woodville Sewer Design	Action Complete	6/20/2017	During the June 2017 Budget Workshop, the Board accepted the grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design
					Public Works	FY 2018 Springs Restoration Grants for the Northeast Lake Munson and Belair/Annawood Sewer System Projects	Action Complete	2/13/2018	On February 13, 2018, the Board accepted state grants totaling \$4.5 million from the Springs Restoration Grant Program for the Northeast Lake Munson and Belair/Annawood Sewer System Projects
					Public Works	FY 2018 Springs Restoration Grant Program for the Woodside Heights Wastewater Retrofit Project	Action Complete	5/18/2018	On May 8, 2018, the Board accepted the additional grant totaling \$350,000 from the Springs Restoration Grant Program for the Woodside Heights Wastewater Retrofit Project.
					Public Works	Delineate areas of the Wakulla Springs BMAP Focus Area 1 to request construction funds for central sanitary sewer from the Springs Restoration Grant Program	Action In Progress		The current estimate for Woodville Septic to Sewer construction will utilize Blueprint 2020 Water Quality and Stormwater Improvement funds designated for sanitary sewer in the PSPZ
					Public Works	Annually update the Tentative Water Quality and Springs Restoration Implementation Plan	Action In Progress	March 2019	Annual update to obtain additional funds identified in the Implementation Plan; next request will be for Phase IA construction of Woodville Septic to Sewer project



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	9	Complete - Ongoing	Q5 - Support strong neighborhoods.	Q6 - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.	Public Works	Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.			
					Public Works	Coordinate with FDOT to add street lights at intersections included in the Street Lighting Project List	Action Ongoing		Lagniappe Way at Mahan Drive, Buck Lake Road at U.S. 90, Capital Circle at Springhill Road, Crawfordville Highway at Sheller Road, Woodville Highway at Ross Road, Capital Circle at Crawfordville Road, and Capital Circle at Woodville Highway
					Public Works	Coordinate with FDOT for the installation of a pedestrian crosswalk and pedestrian crossing signals on Lafayette Street.	Action Complete	2/27/17	The Board approved an Off System Maintenance Agreement with FDOT at the 2/27/17 meeting to acknowledge the work to be performed inside the County's right-of-way and to assume the maintenance responsibility for the improvements after construction.
					Public Works	Coordinate with FDOT to implement safety enhancements at Old Bainbridge Road and Knots Lane	Action Complete	9/12/2017	A LAP Agreement with FDOT was approved at the 9/12/17 Board meeting for funding for design. An additional LAP agreement will be brought back to the Board in FY19 for funding of the construction.
					Public Works	Coordinate with FDOT to implement safety enhancements on Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line	Action Complete	9/20/2017	A LAP Agreement with FDOT was approved at the 9/20/17 Board meeting for funding for design. An additional LAP agreement will be brought back to the Board in FY19 for funding of the construction.
					Public Works	Coordinate with FDOT to implement accessibility enhancement on Smith Creek Road from South of the Fire Department to State Road 20	Action Complete	2/27/2018	The Board approved at Project Memorandum of Agreement with FDOT and FHWA for design and construction of safety improvements at the 2/27/18 meeting. Additional LAP Agreements for funding for design and construction will be brought back to the Board in FY19.
					Public Works	Coordinate with FDOT to implement safety enhancements on Woodville Highway (Old Woodville Highway to the Wakulla County line)	Action Complete	August 2018	FDOT issued the final acceptance of the Safety Improvements to Woodville Highway in August 2018.
					Public Works	Coordinate with FDOT to implement intersection improvements at Oak Ridge Road and Wakulla Springs Road	Action Ongoing		The roundabout construction is still on-going and anticipated to be completed in April 2019.
					Public Works	Coordinate with FDOT to complete sidewalk construction on North Monroe from Harriet Drive to Clara Kee Boulevard	Action Complete		Design for the project should be complete in FY18, followed by construction in FY19.
					Public Works	Continue to explore grant opportunities for the FDOT's Safe Routes to School grant funding to complete the Safe Routes to School sidewalk list.	Action Ongoing		
2017	10	Complete - Ongoing	Q1 - Maintain and enhance our parks and recreational offerings and green spaces.	Q5 - Support strong neighborhoods.	PLACE (Planning)	As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.			
					PLACE (Planning)	Host public meetings to receive input from the Miccosukee community.	Action Complete	3/22/2018	Upon the Board's approval to acquire the Concord School property in November 2017, Planning staff re-engaged with the Miccosukee community. Two public workshops were held on March 22, 2018 at the Miccosukee Community Park.
					PLACE (Planning)	Presentation of Miccosukee Rural Community Sense of Place Plan	Action Complete	4/24/2018	At the April Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, which included the following objectives:  Consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site. - Centralizing the available public services in the area by incorporating the community center function into the Concord School. - Re-establishing the community garden at the Concord School. - Creating outdoor public gathering spaces to include access to electricity and wireless internet. - Establishing the Concord School as a County comfort station following hurricanes and other severe weather events.
					Resource Stewardship	Renovation of the Old Concord School	Action Ongoing		At the April Budget Workshop, the Board adopted a funding strategy to support renovation of the Old Concord School. Staff has also submitted a Community Development Block Grant (CDBG) application for potential future renovations of the facility.  For the immediate future, the existing Miccosukee Community Center will continue to operate as normal and the Boys and Girls Club will continue to utilize the Old Concord School for their programming needs. However, the County will continue to address maintenance repairs needed at the Concord School with minimal disruption to existing services.
2017	11	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	Emergency Management	Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county.			
					Emergency Management	Federal Alliance for Safe Homes (FLASH) declared Leon County as Nation's first #HurricaneStrong Community at the National Hurricane Conference	Action Complete	3/28/2018	
					Emergency Management	Continue to partner with FLASH on the County's annual hurricane preparedness activities.	Action Ongoing	4/26/2018	Leon County continues to partner with FLASH on all annual hurricane preparedness event, including a new Business Ready Workshop held on April 26, 2018.



Year	Initiative No.	Initiative Status	Strategic Priority 1	Strategic Priority 2	Lead Department	Strategic Initiatives / Actions	Action Status	Action Completion Date	Comments
2017	12	Complete - Ongoing	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.	G3 - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.	Community & Media Relations	As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects.			
					Community & Media Relations	2017 "Created Equal" Event	Action Complete	1/4/2017	The County hosted Created Equal with the Village Square on January 4, 2017 at the Moon. More than 630 people registered to attend.
					Community & Media Relations	2018 "Created Equal" Event	Action Complete	1/9/2018	The County hosted Created Equal with the Village Square on January 9, 2018 at the Moon. More than 630 people registered to attend.
					Community & Media Relations	"Agenda item on collaboration with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event	Action Complete	2/13/2018	Per the Board's direction, staff presented and the Board approved a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and include in next year's budget \$20,000 to be the title sponsor.
					Community & Media Relations	Agenda item on alternate approaches to Created Equal including an update from the Tallahassee Symphony Orchestra on free and reduced price tickets.	Action Complete	6/19/2018	200 free tickets free to the community with 300 at \$20 each
2017	13	In Progress	G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.		Administration	Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.			
					Administration	Assist Commissioner Maddox as needed during FAC Conferences.	Action In Progress		
2017	14	Complete	G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.	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.	Emergency Management	Implement the recommendations of the Hurricane Irma After Action Report			
					Emergency Management	Present report on the Implementation of Hurricane Irma After-Action Report and Preparation for the 2018 Hurricane Season	Action Complete	5/22/2018	To date, all of the 65 recommendations have been completed. When including the Hurricane Hermine After-Action Report, this means staff has completed all of the 145 recommendations from back-to-back hurricanes.



#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
1	FY2017	Citizen (Unnamed)	Create a list of County Commissioners and their Aides contact information to e-mail a citizen upon request to prevent too much time looking for each contacts information online.	Administration	A list was compiled stating each County Commissioner, their aide, their district and other relevant information. This created a quick way to immediately e-mail or fax to a citizen upon request.
2	FY2017	Leon Works Expo Workgroup	In order to teach students how to dress for an interview, the workgroup recommended including a work attire fashion show as part of the 2016 Leon Works Expo.	Administration	County staff worked with Leon County Schools to recruit volunteers to participate in a fashion show at the start of the Expo. Volunteers demonstrated appropriate vs. inappropriate interview outfits.
3	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.
4	FY2017	Hurricane Hermine Community Listening Sessions	During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to prospective registrants was identified.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.
5	FY2017	Citizen Information Line Callers	During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line were requesting information about the locations at which utility personnel were working. The City and Talquin made this information available on September 6th.	Administration	As part of the Hurricane Hermine After Action Report, the Board approved staff's recommendation to work with City of Tallahassee Utilities and Talquin Electric during a major weather event to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.
6	FY2017	Hurricane Hermine Community Listening Sessions	During the community listening sessions, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to include additional traffic safety information in pre- and post-disaster emergency communication efforts.
7	FY2017	Hurricane Hermine Community Listening Sessions	Representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.
8	FY2017	Hurricane Hermine Community Listening Sessions	During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to identify all Leon County Libraries as potential comfort stations and deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.
9	FY2017	Leon Works Expo Workgroup Member	A member of the Leon Works Workgroup was attending the 2016 Expo and noticed that students were often losing their group or had to stop to ask where there group was. She recommended that at next year's Expo the students in each group be given a different colored lanyard with a schedule on the back of their name tag.	Administration	Staff researched local vendors and prices and purchased the lanyards for the 2017 Leon Works.
10	FY2017	Local Food Vendor	Food vendor requested Public Safety Complex map for where to deliver event catering.	Administration	An aerial view map for the Public Safety Complex was created to assist any current and future food vendors for event deliveries. The map has been sent and given to several food vendors thus far to ensure proper location delivery.
11	FY2017	Leon Works Expo Workgroup	After receiving feedback from vendors following the 2016 Leon Works Expo, the workgroup and County staff decided to use the Donald L. Tucker Civic Center as the expo site.  The larger space will provide better flow, more visibility, and a central location for attendees.	Administration	An agenda item was brought to the Board on June 20, 2017 with the recommendation.
12	FY2017	Leon Works Expo Workgroup	One hurdle for youth employment is state-issued identification. In lower income families, a driver's license is not often prioritized because the household has no vehicle and/or the high school does not have the income to purchase a car.  As part of the Leon Works Expo, Leon County Schools recommended having the Department of Motor Vehicles onsite to discuss other state-issued identification so as to secure and retain employment.  At this time, students simply use their student ID, which is not recognized as official identification.	Administration	Leon County Administration and the Leon Works Workgroup will reach out to the Department of Motor Vehicles or another registration agency to host an exhibit table so as to educate students on the importance of identification.
13	FY2017	Leon Works Expo Workgroup	The Workgroup expressed an interest in having greater representation of the military branches at the 2017 Leon Works Expo.	Administration	Staff reached out to military recruiters to invite them to participate. The U.S. Army, Florida Army National Guard, and FAMU ROTC participated in the 2017 Leon Works Expo as exhibitors.
14	FY2017	Leon Works Expo Workgroup	The workgroup expressed an interest in having middle-skilled agricultural jobs represented at the Expo and recommended inviting the IFAS Extension Office to exhibit.	Administration	Staff reached out the IFAS Extension Office to exhibit during the 2017 Leon Works Expo and provide information about agricultural opportunities such as 4H.
15	FY2017	Paul Watts	Paul Watts, a local small business owner, met with staff from Administration, Public Works, and the County Attorney's Office to provide recommendations and revisions to the County's draft cell tower ordinance. One of his recommendations was to provide a tiered payment amount of the performance bond to prevent the County's ordinance from becoming cost-prohibitive to local businesses.	Administration	The County Attorney's Office implemented the recommendation for the tiered payment amount of the performance bond into the draft ordinance to be reviewed and considered by the Board of County Commissioners.  This recommendation is among several submitted by stakeholders in the Cell Tower Workgroup that have been considered and incorporated into the County's draft ordinance.



#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
16	FY2017	Judi Davidson	Judi Davidson asked the question; "Who do you call when someone in need of emergency care has a dog in their home that will require temporary care when the owner is hospitalized?"	Animal Control	After discussing possible solutions within the Department of Public Safety a "Help my Pet!" note pad was created by Animal Control. The note pad allows for owner's to list contact information for the person who has agreed to look after their pet. The note pad also has Animal Control contact information for those times when the pet caretaker cannot be reached.
17	FY2017	Angie Wyche	Angie Wyche stated at a BOCC meeting that she would be meeting with all commissioners to discuss changing the Animal Ordinance to require no unattended tethering.	Animal Control	Commissioner Lindley, backed by all other commissioners requested an agenda item to be brought before the Board in regards to stricter tethering ordinances. At the July BOCC meeting Commissioners moved to approve drafting an amendment to the current animal ordinance to require attended tethering. The final Ordinance was approved on November 14, 2017.
18	FY2017	Taskforce to combat animal cruelty	The City created a Task Force comprised of representatives from City and County Animal Control, the State Attorney's Office, Tallahassee Police Department, Leon County Sheriff's Office, Leon County Health Department, City Attorney's Office, City Parks and Recreation Department and other relevant agencies to assist in designing the registry. The Task Force identified several focus areas they believed would serve to curtail animal abuse within the City and the County including an animal abuse registry.	Animal Control	On July 11, 2011, the Board directed staff to draft an ordinance for the creation and use of a County-wide Animal Abuser Registry jointly with the City.
19	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions were hosted following Hurricane Hermine and provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.	Community & Media Relations	The Leon County Comprehensive Emergency Plan was updated to provide for community listening sessions to be held following major emergency events, and to encourage the City's joint participation in these sessions.
20	FY2017	Hurricane Hermine Community Listening Sessions	Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the owner free of charge.	Community & Media Relations	The Board accepted the recommendations provided in the Hurricane Hermine After Action Report which included a recommendation to work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.
21	FY2017	Hurricane Hermine Community Listening Sessions	During the Hurricane Hermine Community Listening Sessions, it was noted that closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.	Community & Media Relations	Following the community listening sessions, the Board accepted the recommendation for Leon County to work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.
22	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with local radio partners to increase awareness of the availability of emergency public information.
23	FY2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with WFSU to evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.
24	FY2017	Citizen (Unnamed)	Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they arrive with material that cannot be accepted or that needs to be taken elsewhere.	Community & Media Relations	Developed a FAQ for the Solid Waste web page explaining for City of Tallahassee residents and unincorporated Leon County residents what can be accepted at Leon County Solid Waste Facilities and what should be taken to other locations, such as Marnan Recycling.
25	FY2017	Dan Keefe	When inquiring about mental health referral services seen in the July 2017 edition of the Leon County LINK, Mr. Keefe suggested that Leon County specifically target recovering alcoholics as a group who could benefit from mental health referral services.	Community & Media Relations	Leon County Community & Media Relations worked with Mr. Keefe to provide the Clubhouse Association for Sober Alcoholics (CASA) with mental health referral information digitally and through 150 rack card handouts delivered by mail.
26	FY2017	Cari Roth	Citizen sent email stating that she consistently receives alerts late.	Community & Media Relations	The citizen had subscribed to daily digest instead of send immediately. Therefore, alerts were always received the next day. All subscribers will now receive alerts immediately.
27	FY2017	Nancy Nix O'Farrell	Ms. O'Farrell replied to a Facebook posting about Mental Health Referral Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).	Community & Media Relations	Over five weeks, Leon County will feature each of the service organizations listed. Staff will include information for the NAMI Tallahassee chapter when highlighting the organization as a whole.
28	FY2017	DSEM Customers	Staff encountered a number of development proposals where the requirement for a certain type of parking surface came into question. The Leon County Land Development Code (LDC) did not clearly provide criteria for required parking surfaces for parcels inside the USA versus those parcels located outside the Urban Service Area (USA).	DSEM	Only July 11, 2017, the Board adopted an Ordinance amending Chapter 10 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).
29	FY2017	DSEM Citizen's User Group	As is standard procedure for all proposed changes to the Land Development Code, prior to requesting Public Hearings, staff presented a proposed Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regards to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition.	DSEM	All of the recommended revisions from the User Group were incorporated into a proposed Ordinance. At the Board's January 24, 2017 meeting, the Board voted to conduct the first and only Public Hearing and adopt the Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies.



#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
30	FY2017	Former DSEM Citizen's User Group member Pam Hall	Ms. Hall suggested that the definition of "community services" in the Land Development Code needed to be revised to provide further clarification reflecting a community service as a "significant public service to the general public" rather than just a "service to the general public," in order to ensure the appropriate siting of bona-fide community services.	DSEM	Ryan Culpepper, Development Services Director, revised the proposed scrivener's error ordinance to incorporate Ms. Hall's recommendation to further clarify community services.
31	FY2017	Former DSEM Citizen's User Group member Cliff Lamb	Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUV) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.	DSEM	Ryan Culpepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Iceman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.
32	FY2017	Candace Lolley of The Blueprint Shop	As the Project Dox permit uploading agent for many contractors/consultants, Ms. Candace Lolley suggested that staff add several documents with naming conventions to the DSEM "Request an Online Building Permit" web page to facilitate the electronic permitting process.	DSEM	Cathy Dunklin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.
33	FY2017	LEADS Listening Session participants and members of the Tallahassee Builders Association	Both 2016 LEADS Listening Session participants and members of the Tallahassee Builders Association recommended renovations to the DSEM suite at the Renaissance Center in order to enhance customers' experience.	DSEM	In 2017, renovations to the DSEM Office and Welcome Center were completed to offer a refreshing physical space that conveys the County's commitment to customer service, efficiency, clarity, and providing technical resources throughout the development process. On April 4, 2017, the Board also approved several upgrades to the facility including the following:  * Signage to better welcome customers, reinforce the emphasis on customer service, and encourage feedback to thereby enhance the customer experience.  * A television monitor to display service information, tutorials, testimonials and infographics relevant to the development industry including market trend data compiled by DSEM and the Office of Economic Vitality. For example, many customers are unaware that DSEM's webpage includes average timelines based on the permit type, an uncommon practice among local government permitting agencies.
34	FY2017	Leon County Schools High Schools	Policy No. 05-2, "Leon County Ride-Share Program" previously limited Emergency Medical Services (EMS) ride-share participation to those individuals who are no less than 18 years of age. To increase eligibility for Junior Apprenticeship positions with Leon County EMS, several LCS high schools participating in the Leon program recommended revising the Policy to include those 17 years of age with parental consent.	EMS	On February 9, 2017, the Board adopted a revised Leon County Ride-Share Program Policy that amended participant criteria to include those 17 years of age with parental consent and accordingly provided for all necessary revisions to the forms required for participation in the Program
35	FY2017	Investment Oversight Committee (IOC)	The IOC met on September 28, 2016, February 23, 2017, and June 7, 2017 to thoroughly examine the current Investment Policy. The IOC approved recommending to the Board the proposed revisions to the Policy that are consistent with the investment objectives. The following is a summary of the substantive changes to the policy:  • To facilitate compliance with Section 218.415 Florida Statutes, we deleted all or portions of several Policy sections which are no longer applicable or are covered in other Policy sections or Exhibit A.  • Changes to limits on Policy Exhibit A: the limit for investing in the State TreasurySpecial Purpose Investment Account (SPIA) was increased from 50% to 100% of the combined portfolio. This is a pool managed by the State Treasury where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the state has closed the pool to new members.  • Reduced the limit on Exhibit A for Local Government Surplus Funds Trust Fund (Florida Prime) because these returns are lower than many other options.  • Added citations of statutes to Section I Scope, Section VI Authority, and the new Section XI Audits.  • Several sections were renumbered or were retitled and renumbered	Financial Stewardship	On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.
36	FY2017	Job Applicant	An applicant asked if the County would consider extending the job advertisement closing time past 5 p.m. on Fridays to allow time on Friday evenings to apply for jobs after work.	Human Resources	HR has extended the application deadline closing time to 11:59 p.m. on Fridays which will allow applicants time apply for jobs after work.



#	Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea	Implementing Department	Description of Implementation
37	FY2017	National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee	Honor Flight Tallahassee has expressed interest to partner with the County to enhance the programming and coordination of the Reunion in order to raise community awareness of the importance of National Pearl Harbor Remembrance Day and recognize the Honor Flight participants.	Human Services & Community Partnerships	On June 20, 2017, the Board Accepted staff's proposal to partner with Honor Flight Tallahassee on the Honor Flight Annual Reunion to recognize National Pearl Harbor Remembrance Day including the approval of \$5,000 as part of the FY 2018 Budget and provide budget guidance to include this line item in the Veteran's Services budget in future years.  The County's role would include assisting with planning and coordination of the Reunion event and a media campaign that encourages the community to recognize and remember Pearl Harbor Day. As part of the Reunion, the Board Chairman would provide remarks expressing appreciation for our local veterans and present a resolution recognizing December 7th as National Pearl Harbor Remembrance Day. Additionally, the County would participate in the dinner with the Honor Flight veterans. The County contribution to this effort would be approximately \$5,000.
38	FY2017	Local Contractor	Create a listserv to notify local contractors of housing rehabilitation and home replacement projects.  The Purchasing Office regularly post RFPs for housing rehabilitation and home replacement projects on procurement websites and the newspaper, however smaller local contractors do not have the means to access the procurement website and sometime miss the newspaper ads. It was suggested that the Housing Office maintain a listserv of local contractors to notify them when the Purchasing Office posts RFPs for housing projects.	Human Services & Community Partnerships	The Housing Division reached out to small and large contractors to generate listserv that is now maintained by the office. Each time a RFP is posted by the Purchasing Office, the Housing Division sends link of the RFP post to the contractors on the listserv. The listserv is updated quarterly.
39	FY2017	2017 Volunteer Management Class	Each year, Volunteer Services offers a 3 day Volunteer Management Certificate Program that takes place in January for non profit and government volunteer coordinators. Part of the value of the training is the networking and learning best practices from each other. There was a desire for the class to meet again to hear from one another on the changes that they made as result of the training and share challenges they may have encountered.	Human Services & Community Partnerships	In March, Volunteer Services hosted a lunch and learn for the 2017 Volunteer Management Class. Feedback was very positive and this idea will become part of the program going forward.
40	FY2017	Tallahassee-Leon County Affordable Housing Workgroup	On May 8, 2017 the Workgroup voted unanimously to recommend that the County and City Commissions invite Purpose Built Communities to assist New Columbia Residential in the master planning process.	Human Services & Community Partnerships	On May 23, 2017, the Board voted to invite Purpose Built Communities to assess the feasibility of applying its model to the Orange Avenue Apartments project and authorize staff, in partnership with the City, to assist.
41	FY2017	Funeral Service Providers	Several local funeral service providers indicated to staff that the current compensation schedule for the disposition of unclaimed and indigent bodies is not adequate to support their services.	Human Services & Community Partnerships	Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees were in line with the costs associated with these services. On April 25, 2017, staff presented the Board a comparative analysis and recommended increases to the fee schedule. The Board then voted to adopt the proposed Fee Schedule and the associated Resolution.
42	FY2017	Hurricane Hermine Community Listening Sessions	Many citizens relied on mobile devices for emergency communications during Hurricane Hermine. The community listening sessions identified opportunities to strengthen the County's ability to communicate with the public via mobile devices.	Information & Technology	The Board accepted a recommendation from the Hurricane Hermine After Action Report to evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.
43	FY2017	Citizen (Unnamed)	During a support call, a job applicant requested an enhancement to Human Resource's Online Jobs System: The ability to apply for jobs online from any internet browser. Note: HR Online Jobs is a legacy application (10+ years old) and there were no plans to update this system because it was going to be replaced with a new application.	Information & Technology	As an interim solution, the technology for the current online job application was updated to work with multiple web browsers. The application now works with Internet Explorer, Google Chrome and Firefox browsers.
44	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website	Information & Technology	Configured the permitting system to receive and process requests from the Property Appraiser's application and worked with Property Appraiser's office to configure their web application to point to our system.
45	FY2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested a Joint City/County Permit Portal - Ability to access City and/or County permit data from a single platform.	Information & Technology	Created a web portal that consumes and displays data from the City and County permitting systems.
46	FY2017	Citizen (Unnamed)	While DSEM staff was providing an on-site service, a citizen requested a permitting process enhancement: the ability for Contractor Licensing info and updates to be automatically pushed to/from the City and County permitting systems.	Information & Technology	Developed a shared database that reads and updates the City and County permitting systems.
47	FY2017	Citizen Connect Mobile App User	A citizen requested for emergency information to be translated into multiple languages for refugees.	Information & Technology	The idea was implemented by adding a plug-in called Google Translate to the footer of the emergency information website. By adding the plug-in to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.
48	FY2017	Darla McCray	Drug and Alcohol Testing Division (DATD) staff were originally responsible for notifying randomly selected individuals with ETG court-ordered tests of the daily requirement for testing. This process required one DATD staff member to complete the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process thus freeing DATD staff to continue the testing process.	Intervention and Detention Alternatives	The IDA team improved the process by cross-training administrative support staff to contact individuals calendared for ETG testing daily. This new process allowed DATD staff to focus on substance abuse testing without interruption and for individuals to be notified earlier in the day of testing requirements.



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49	FY2017	Court-Ordered Service Providers	During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for job assistance and training programs to IDA clients.	Intervention and Detention Alternatives	In April 2017, IDA staff met with Capital Career Source to discuss employability training specifically designed for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IDA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.
50	FY2017	Approved Community Agencies	During last year's application and Request for Qualifications application process for court ordered service providers, our community partners requested that IDA staff schedule group meetings with them more frequently than once per year. It was the consensus that this would allow both the agencies and IDA to be informed of any changes to process and/or needs with each other.	Intervention and Detention Alternatives	Preceding the Request for Qualifications application periods for court-ordered service providers, regular meetings will be held in the months of March and September to discuss process changes and/or issues of concern. In addition, IDA has provided direct point of contact for assistance needed outside of the established calendar meetings.
51	FY2017	IDA Clients	On multiple occasions, IDA clients have inquired of our department's ability to accept credit/debit card payments for court-ordered services and administrative fees. At present, the department only accepts cash and money orders. This process often adds an impediment to completing the payment process.	Intervention and Detention Alternatives	IDA is currently working with Management Information Services (MIS) and the Clerk of Court, Finance Division to implement the capability of accepting credit/debit card payments for court-ordered services. This will provide individuals with multiple and convenient payment options. The anticipated start date for this new service is October 2017.
52	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	356 items, both print and media, purchased as a result of patron requests.
53	FY2017	Library Patrons	Library user requested that the Library add a foreign film DVD, "Oddball", to the collection.	Library Services	Requests for books and other items are received daily, but this was an unusual situation. "Oddball" was originally produced in 2015 in Australia. It was released in PAL format, which is incompatible with DVD players in the U.S. The suggestion was not forgotten. In late March 2017, Library staff learned that the award-winning DVD had been released in the U.S. "Oddball" was added to the collections and a hold was placed in the library management system so the request originator could be first to borrow the movie.
54	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	283 items, both print and media, purchased as a result of patron requests.
55	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	134 items, both print and media, purchased as a result of patron requests.
56	FY2017	Library Patrons	A library patron learned about the Traveling Book Club and was interested in seeing if her book club would like to use it. She contacted the library and asked about adding the book Small Great Things by Jodi Picoult, to the Traveling Book Club list, since that was the next book the group wanted to read. The Library Budget & Collection Development Manager decided that this was an good choice for the Traveling Book Club, since the author is very popular and we anticipate more checkouts of this Traveling Book Club title. The Library rented 10 copies of this book through the lease program and created a new Traveling Book Club kit. The library patron happily checked it out for her book club on 2/11/17.	Library Services	The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to reach 9 other library users in time for the book club meeting and discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.
57	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	169 items, both print and media, purchased as a result of patron requests.
58	FY2017	Library Patrons	A library user at the Eastside Branch asked the Branch Manager if the Library could have a stand-up station for laptop users, so that he could work standing up. The Branch Manager purchased an extension cord, cable ties and an adapter to place on a stand-up height table near the computer area.	Library Services	A space for stand-up laptop users was created very quickly using furnishings already in place and the inexpensive solution of providing power for users to plug in.
59	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	151 items, both print and media, purchased as a result of patron requests.
60	FY2017	Library Patrons	A user of library downloadable media services emailed regarding some difficulty he had in using the webpage for the downloadable media, including confusion about where to find the link, and had a question about records and vendor FAQs.	Library Services	The Information Professional responsible for content on the Library webpage made adjustments on the library website based on the patron comments, responded to his query about records and forwarded one comment to the vendor. Here is her response to the library user:  On the Downloadable Media page the title of each service is hyperlinked to go directly to the service. Based on your input, I have expanded that to include the entire blue box around the words. Currently, we are not provided with MARC records for ArtistWorks videos but we will work on creating a record for the ArtistWorks service itself that will be searchable in the catalog. We will also forward your input on the FAQ and User Guide pages to ArtistWorks. We appreciate your feedback and please do not hesitate to contact me with any
61	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	168 items, both print and media, purchased as a result of patron requests.
62	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	248 items, both print and media, purchased as a result of patron requests.
63	FY2017	Library Patrons	A library patron expressed concern with the tone of an the email notice that the library sends when a patron card needs to be renewed. Cards are renewed every two years to ensure that patron contact information is correct.	Library Services	Library staff reviewed the notice and rewrote it in a friendly and more informative tone that emphasizes the continued use of the user's library card. The library patron was sent an email regarding the changed wording with thanks for the comments and the opportunity to improve.
64	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	270 items, both print and media, purchased as a result of patron requests.



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65	FY2017	Library Patrons	When we rearranged materials in the public circulation area at the main library to facilitate self-service for reserved items, new media was shifted from an open area to a space that was closer to the regular media shelves. Patrons wanted the new materials displayed separately and in an open area as before.	Library Services	An extra table was added to the circulation area for the new media display.
66	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	231 items, both print and media, purchased as a result of patron requests.
67	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	207 items, both print and media, purchased as a result of patron requests.
68	FY2017	Library Patrons	Library users at the Eastside Branch were concerned about the Spanish Bayonet plants so close to the sidewalks and entrance of the branch, since the leaves of the plant are long and have sharp, hard points on them.	Library Services	The branch manager contacted Facilities, and the plants were removed by mid-September. Thanks to Facilities for the positive response.
69	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	243 items, both print and media, purchased as a result of patron requests.
70	FY2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	33 items, both print and media, purchased as a result of patron requests.
71	FY2017	Library Patrons	Although the library catalog is searchable by Accelerated Reader (AR) levels, parents and children at every library asked for an area where they could quickly pick up AR books arranged by level. (Library practice is to arrange fiction by authors' names and non-fiction by Dewey decimal numbers.)	Library Services	In May 2017, a special cart with multiple sections per shelf was purchased for each library location. Each section was labeled for a range of AR levels. Library users can quickly browse the preselected items in the AR level(s) of interest at every location they visit. Library staff restock the sections as items check out.
72	FY2017	Library Patrons	A library patron who uses the Kurzweil reader, equipment for the visually impaired, at the Main Library prefers to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.	Library Services	The library studied the use of reading equipment for the visually impaired at the Main Library and decided to move the Kurzweil reader to the Dr. B.L. Perry, Jr. Branch. We waited until the new carpet installation was complete and then moved the equipment and table to the branch library. Facilities and MIS cooperated in moving the equipment and table. We then notified the library patron.
73	FY2017	Literacy Tutor at the Main Library	A Literacy Tutor suggested that the Literacy Program have a program about the solar eclipse for the program's ESOL students. We contacted the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the society will be a guest presenter for ESOL students on Tuesday, August 15th, from 1:30 - 2:30.	Library Services	The Tallahassee Astronomical Society and the library have an ongoing relationship for education the public about astronomy and star-gazing. Bill Skelley responded positively to a request to come and speak with ESOL students about the solar eclipse. This will introduce English vocabulary, interesting information and a community leader to the ESOL students.
74	FY2017	Library Patrons	A Library user was moving to a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.	Library Services	Library staff visited the facility, met with staff and spoke with some residents. It was determined that the facility met the Library's established criteria for outreach service and is compatible with the Library's book hauler. Arrangements are in place to begin serving Kenwood Place residents on August 15, 2017.
75	FY2017	Library Patrons	For years, each library location had coin-op photocopiers for public use. The equipment, placed and maintained by local office supply vendors, was capable of simple black and white copying only. The libraries received numerous requests on a regular basis for color photocopying as well as the ability to scan and e-mail documents.	Library Services	A local vendor was able to meet the Library's specifications. After a successful trial at the Main Library, coin-operated copier/scanner equipment for public use was installed at the 6 branch libraries in March 2017.
76	FY2017	Smokey Hollow Citizen's Committee	In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community by members of the Citizen's Committee. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The idea was to restore and return the barbershop to the Smokey Hollow Commemoration.	PLACE (Blueprint)	Blueprint was able to secure the building and moved forward with the restoration of the Smokey Hollow Barbershop. Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and rehabilitate the building to its original aesthetic. In February 2017, the Intergovernmental Agency Board approved funding for the site improvements at the Smokey Hollow Commemoration and work is expected to begin summer 2017. Blueprint is anticipating bringing an update to the IA Board which includes a proposed Grand Opening date at their September 2017 meeting. At this point, the building will be returned to the site of the former Smokey Hollow Community.
77	FY2017	Big Bend Cares	Big Bend Cares is building a new \$11 million medical facility intended to function as a one-stop medical home for patients in the area. In 2016, Blueprint and Big Bend Cares saw an opportunity to align the construction of their new facility and planned Blueprint improvements. The construction of the Magnolia Drive multiuse trail is a vital improvement in Southeast Tallahassee to improve safety, accessibility, and provide new bicycle and pedestrian facilities. A partnership was formed and the design and construction for the Magnolia Multiuse Trail from South Monroe to South Adams has been incorporated into construction project for the new Big Bend Cares facility.	PLACE (Blueprint)	Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility. Big Bend Cares will construct the 10-foot multiuse trail on the south side of the roadway as well as additional improvements including streetscaping on the north side. This partnership will reduce traffic impacts for area residents and businesses by only closing the street one time for construction and improve the operation of the new medical facility. The Magnolia Drive Multiuse Trail project was approved by the Blueprint Intergovernmental Agency Board at their April 2015
78	FY2017	MWSBE Programs Evaluation Committee	The MWSBE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.	PLACE (OEI)	On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.



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79	FY2017	MWSBE Programs Evaluation Committee	As part of their Final Report to the Board, the MWSBE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.	PLACE (OEV)	Recognizing the importance of eliminating barriers to opportunity, the Minority, Women, and Small Business Development division within OEV consolidated its operation into a single unit. The consolidation included one - not two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also created programmatic efficiency within the division.
80	FY2017	Various MWSBEs	Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.	PLACE (OEV)	The Minority, Women, and Small Business Enterprise division within OEV has partnered with the FAMU SBDC, the Big Bend Minority Chamber of Commerce, and CareerSource to provide educational opportunities designed specifically for certified MWSBEs.
81	FY2017	Various MWSBEs	Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals	PLACE (OEV)	During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWSBE) participation goal. The MWSBE Division within OEV provided greater flexibility to this process by allowing subcontracted MWSBEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWSBEs greater access to procurement opportunities offered by the City and County.
82	FY2017	Domi Station and the Jim Moran School of Entrepreneurship	Align Entrepreneurship Month with Startup Week model, which takes place during Global Entrepreneurship Week, to leverage a global network to highlight local entrepreneur activities.	PLACE (OEV)	Domi Station and the Jim Moran School of Entrepreneurship have teamed up to lead the Startup Week effort, which takes place November 13-17, 2017. They are collaborating with approximately 20 co-creators in the entrepreneurial ecosystem to provide quality events that fall within focused tracks to provide meaningful and educational experiences for those at all stages in the business formation stages.
83	FY2017	Economic Vitality Leadership Council	Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory	PLACE (OEV)	The Economic Vitality Leadership Council, which serves as an advisory council to the Tallahassee-Leon County Office of Economic Vitality, has created the Magnetic Technologies Task Force and elected a chair to oversee its actions. The Task Force will work with FSU and OEV to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries as well as refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to the lab.
84	FY2017	Citizen (Unnamed)	A citizen called the Office of Sustainability to ask specific recycling questions that covered materials beyond the existing recycling graphic. The citizen mentioned that if there were a list that outlined more detailed materials and indicated which could and couldn't be recycled, it would be very helpful.	Public Works	The Office of Sustainability, with the help of Community Media Relations, created a "What Can Be Recycled" comprehensive list and posted it to <a href="http://www.GrowingGreen.org">www.GrowingGreen.org</a> .
85	FY2017	Friends of Lake Jackson	Several members of the Friends of Lake Jackson attended the Board's May 9, 2017 to express concerns and suggested holding an information about the Fords Arm South Water Quality Improvement Project.	Public Works	Only June 8, 2017, staff partnered with Friends of Lake Jackson to host an informational meeting regarding the Fords Arm South Water Quality Improvement Project. At the Board's June 20, 2017 meeting, the President of the Friends of Lake Jackson commended County staff for efforts to educate members about the development agreements and answer questions. He also expressed that he looks forward to continuing to work with the County on a management plan.
86	FY2017	Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway	At the end of 2013, Leon County Parks and Recreation Division received a request from The Space at Feather Oaks for a trail crossing on Miccosukee Road for a safe access to the Miccosukee Greenway on the north side of Miccosukee Road. Engineering Services staff completed an Engineering Evaluation and Feasibility Analysis for the access point in front of The Space at Feather Oaks in January 2014, and Parks staff presented the request and analysis to the Friends of the Miccosukee Greenway for review and discussion. Following an endorsement by the Friends of the Miccosukee Greenway, a cost estimate was then developed for the proposed trail crossing in February 2014. In February 2014, Public Works staff met with Mr. Scott Carruthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carruthers agreed to participate in cost sharing for a portion of the construction and to be responsible for engineering design and permitting. Mr. Carruthers' engineering consultant received assistance from County Engineering Services staff to develop a design in 2014, but did not finalize the design or initiate the permitting process.	Resource Stewardship	In October 2016, Mr. Carruthers contacted Leon County Parks and Recreation Division and expressed interest in continuing the work on the trail crossing. In order to expedite the process, Public Works staff assumed the engineering design responsibility and resumed the work on survey, design, and permitting. The project was reviewed by the Canopy Roads Citizen Advisory Committee in January 2017, with an environmental permit issued in April 2017. This trail crossing request was reviewed and evaluated in accordance with County Policy No. 10-1, Access Policy for Parks and Recreation Facilities, and with the support of the adjacent neighborhood community, Arvah Branch Homeowners Association, and the Friends of the Miccosukee Greenway.  On June 20, 2017, the Board approved the Joint Project Agreement with The Space at Feather Oaks for the installation of a trail crossing on Miccosukee Road, and approved the Resolution and associated Budget Amendment appropriating \$16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.



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87	FY2017	Goose Creek Homeowners Association - William Lieblick	GCHOA was experiencing vehicular traffic traversing the natural gas easement/HOA property to drive onto the Goose Creek Greenway (an extension of Alford Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach would be to begin with signage.	Resource Stewardship	Interagency coordination and external authorizations were required to place the signs in the FGT easement as well as on private (HOA) property. Signs indicating "no vehicles beyond this point" were produced by the sign shop and installed on 3/15/17.
88	FY2017	Sustainable Communities Summit Planning Committee	As part of the biennial Sustainable Communities Summit, Leon County hosted a Hospitality Industry Workshop to engage hospitality professionals and businesses in ways to drive sustainable tourism forward. In the planning meetings prior to the workshop, the committee discussed creating a Green Business Guide to give hospitality businesses an all-in-one resource for finding easy ways to "go green."	Resource Stewardship	With the help of Community Media Relations, the Office of Sustainability created the Green Business Guide, and the resource was given to each workshop attendee, and is available on <a href="http://www.GrowingGreen.org">www.GrowingGreen.org</a> .
89	FY2017	Citizen (Unnamed)	Two citizens called asking the County to create a shredding program to allow citizens to discard sensitive documents.	Resource Stewardship	Parks & Rec together with Sustainability implemented two shredding events within the Senior Outreach Program to occur at all six sites.
90	FY2017	Southern Trail Riders Association	Suggested adding signs at the Greenways indicating appropriate yielding etiquette for equestrians, hikers and bikers.	Resource Stewardship	The standard etiquette signs were produced by the County's sign shop. Greenway staff then installed them at Alford and Miccosukee Greenways.
91	FY2017	Child attending Family Time at the Jane G. Sauls Ft. Braden Branch Library	A small child who was attending the Family Time had been directed to the "children's restroom" but she returned to the branch manager and said that she couldn't reach the toilet; it should be smaller. The branch manager helped her in the restroom and later measured the toilet, which was 18" high (taller than most toilets and meant for accessible restrooms).	Resource Stewardship	The library contacted Facilities about the problem, and on 1/24/17, a new low toilet was installed in the children's restroom by Facilities. The installation of a low toilet in the children's restroom means that young children are now able to use the restroom by themselves.
92	FY2017	Forrest Watson	Citizen who is member of the Canopy Roads Committee and a Master Gardener (MG) proposed the development of a task group within the MG program to help educate property owners on canopy road of proper tree canopy maintenance.	Resource Stewardship	The MG program will seek interest within MG membership to form a task group. If enough interest exists, Forester will provide training to MG volunteers. MG Coordinator will develop protocols for MGs to follow, and MGs will pursue property owners and HOA's to assist.
93	FY2017	Citizen (Unnamed)	Citizen requested a bench to be positioned at the newly installed Chaires playground.	Resource Stewardship	Staff was able to accommodate the request within the week.
94	FY2017	Illegal Dumping Stakeholder group	After meeting with staff from FWC, the Forest Service, the Sheriff's Office, the Solid Waste Department, the Sustainability Office, and an active Leon County citizen, the group concluded that the best first step to reduce illegal dumping was to create a GIS map in which all the illegal dumping could be mapped and analyzed.	Resource Stewardship	Resource Stewardship and the GIS team took the lead on this project, with Sustainability staff coordinating cross-departmental communication and GIS creating the map, mobile platform, and the website. The map allows certain people to report incidents of illegal dumping, including adding photos and descriptions of the incident. The reports can then be analyzed to see the areas with most frequent incidents, and types of materials most often being dumped. This map creation is the first step in reducing illegal dumping incidents, and is the collaborative effort of multiple state agencies and
95	FY2017	Sustainable Communities Summit Attendees	Following the Sustainable Communities Summit: Exploring Our Backyard in February of 2017, Sustainability staff sent out a survey to Summit attendees to receive feedback on the event. Over 60 people responded, and multiple citizens expressed that they enjoyed the opportunity to explore some of Leon County's natural spaces in the post-Summit adventures, and would love future opportunities to do something similar again.	Resource Stewardship	In alignment with Leon County's initiatives to reduce litter and beautify the County's natural areas, staff in the Office of Sustainability, Public Works, and Parks and Recreation, along with community partners, hosted a litter clean-up of Lake Jackson on September 30, 2017. In an effort to provide citizens with further opportunities to recreate and enjoy the outdoors as well as give back to their community, the County provided free canoes and kayaks for citizens to use if they volunteer to help collect litter.
96	FY2017	Annual Program to Provide Amnesty Days at Leon County Rural Waste Service Centers	At Village's Square "Speed Date Your Local Officials", a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.	Resource Stewardship	Staff researched the possibility of creating an amnesty program and recommended hosting two Amnesty Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences.  On June 20, 2017, the Board approved staff to to host Amnesty Days for Leon County Rural Waste Service Centers.
97	FY2017	Kelly Otte and Southern Trail Riders	Ms. Otte was concerned about safety for equestrians crossing Miccosukee Rd. along the Greenway route. She suggested what was needed was some kind of solar powered flashing light system that a rider can turn on by pushing a button (at rider friendly height). The lights should be down the road a little bit in both directions and be bright and flashing telling drivers the crosswalk(s) are being used. It would increase safety for the hundreds of people who bike, walk, run and ride across the roads.	Resource Stewardship	Parks worked with the Division of Engineering, the Southern Trail Riders representative, Friends of Miccosukee Greenway and the City of Tallahassee to determine which Rapid Flashing Beacon might be the best in trail crossing locations. Of particular concern was not installing something that might spook horses when activated (blinking lights or chirping). A design was selected with input from STRA and completed in September 2017.
98	FY2017	Keith Loewen and Stan Derzypolski	Mr. Loewen and Mr. Derzypolski expressed their desire for shade to be incorporated at Jackson View Landing.	Resource Stewardship	A variety of alternatives for shade were explored. The most cost efficient and easiest to implement was adding a elevated sail to the area for some cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.
99	FY2017	Stan Derzypolski	Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.	Resource Stewardship	Parks & Rec staff worked with Public Works (Division of Engineering and Division of Operations) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all landings (Crowder and Faulk) were re-evaluated and made consistent.



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100	FY2017	Jason Ritchie (and others)	Baseball coaches and users of Fred George Park suggested an additional segment of sidewalk extending behind the baseball field and connecting to the piece that runs parallel to Capital Circle.	Resource Stewardship	Division of Engineering already had plans to add a portion of sidewalk near the multi-purpose field to connect to the piece that parallels Fred George Rd. Since mobilization was already going to occur, Parks used that opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-August.
101	FY2017	Tallahassee Rocks (grassroots initiative)	Tallahassee Rocks! is a community-building group meant to inspire creativity in all ages and energize people to explore the beautiful area we live in. They invite citizens to paint and "hide" rocks around the community to encourage folks and families to explore our local parks and public areas.	Resource Stewardship	Another way to bring "arts to parks", Parks & Rec. staff incorporated a rock painting station into the festivities of Greenway Day that was held on 3/29/17. The activity was a huge success with over 100 people painting rocks at the event.
102	FY2017	The Chance Family	The Chance Family contacted the Eastside Library staff to ask if the County would allow the installation of a stone bench at the library in the memory of their son, Peter. The family would provide the bench, which is a large limestone stone that the family had polished and prepared.	Resource Stewardship	After the inquiry by the Chance family was made, library staff put the family in contact with Facilities Management to complete the installation of the bench and platform. Facilities Management made the decision to go above and beyond the original request for a standard platform, and made a custom platform that was in the exact shape of the stone bench.
103	FY2017	Citizen (Unnamed)	Use of the name "Swap Shop" for the reuse center at the household hazardous waste facility has caused confusion, resulting in citizens that think they have to put items in to take them out. This results sometimes in inappropriate items in the shop.	Resource Stewardship	Contacted CMR for assistance in rebranding the reuse center to tie in with the current "ReNew Paint" branding for our rebledend paint.
104	FY2017	Citizen (Unnamed)	A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets	Resource Stewardship	Parks staff completed installation of the fixtures in August 2017.
105	FY2017	Tourist Development Council	Create a grant distinction for emerging "Signature" events that would support these events in their efforts to grow.	Tourism Development	Based on the request, staff proposed options to the TDC at its March 2, 2017 meeting. At this meeting TDC members discussed scenarios to accomplish the request to support events on the verge of becoming Signature Events. The TDC created an "Emerging Signature Event" distinction for events that meet the definition of a Signature Event, however the event estimates only generating between 1,250 – 1,499 room nights, and historically generates close to that amount. The Board then approved this program at its April 4, 2017 meeting.
106	FY2017	Tourist Development Council (TDC)	At the June 22, 2017 TDC meeting, Knight Creative Communities Institute (KCCI) made a presentation requesting \$35,000 in support for a #iHeartTally campaign which includes a large permanent public art installation along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events.  Following the presentation by KCCI, the TDC unanimously supported this #iHeartTally campaign and the reallocation of \$35,000 from the marketing budget which had previously been designated to incentivize JetBlue air service.	Tourism Development	On July 11, 2017, the Board accept the status report on marketing initiatives from the Division of Tourism Development. The County will own the smaller structure and will contribute to the larger permanent installation which will be owned and maintained by the City of Tallahassee given its location at the foot of the Cascades Park pedestrian bridge. Upon completion of the 'iHeartTally' mobile structure, the Division of Tourism Development will be responsible for storing, coordinating transportation to/from various events and/or businesses and managing the booking calendar for where the structure will be displayed.
107	FY2017	Citizen (Unnamed)	The citizen contacted Leigh Davis, Parks and Rec, in regard to his frustration with numerous owner's allowing their dogs to remain off leash in our Greenways where we have leash law signs posted.	Animal Control Parks & Recreation	Animal Control and Parks and Rec worked together to identify those areas at the Greenways in need of more signage. Parks and Rec distributed Animal Control Officers maps of the Greenways and trained Animal Control Officers on ATV usage to allow the Animal Control Officers to get deeper into the Greenway trails where the incidents were occurring in order to educate offenders. Greenway Day was also implemented and Animal Control was present to educate and hand out leashes to pet owners.
108	FY2018	Murell Dawson	Murell Dawson, a Research Associate for Meek-Eaton Black Archives at the Florida Agricultural and Mechanical University requested Leon County's support to install a historical marker at the Fairgrounds to honor the 1963 Civil Rights Protest Jail Overflow Site.	Administration	County staff worked with Ms. Dawson, the Fairgrounds, and the Department of State to coordinate the application, explore cost-share opportunities, and plan for installation of the marker. On November 14, 20-17, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.
109	FY2018	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board rename the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. On November 14, 2017, the Board directed staff to prepare an agenda item regarding the renaming of the building.	Administration	On December 12, 2017, the Board approved the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis. The Board also approved a Budget Amendment realigning \$9,000 from the general fund contingency account for related signage.
110	FY2018	Junior Apprenticeship Applicants	Previously students were limited to applying for one position at a time; however, several students requested the ability to apply for multiple positions at once.	Administration	Staff evaluated the application process and determined that students could be allowed to apply for up to two positions at a time. The application forms were updated and distributed to school for the Fall 2018 semester.
111	FY2018	2016 LEADS Listening Session	Evaluate the consolidation of City and County Animal Control services.	Animal Control	County staff approached the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.
112	FY2018	2016 LEADS Listening Session	Provide staff with additional training to enhance customer service related to Animal Control.	Animal Control	Additional customer service training has been incorporated into the employee training program



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113	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding Animal Control services.	Animal Control	Animal Control has participated in additional community education programs and conducted neighborhood sweeps and community education programs. These efforts have been incorporated into the Division's work plan to be on-going efforts.
114	FY2018	2016 LEADS Listening Session	Install informational videos about Leon County services in high-traffic areas.	Community & Media Relations	Videos are shown in the lobby of Leon County Tourism. DSEM and the Libraries also have the capability to show videos.
115	FY2018	2016 LEADS Listening Session	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.	Community & Media Relations	CMR has developed a stronger relationship with Chris Petley, Leon County Schools Communications Manager. Worked together to promote events such as Leon Works. Sustainability has also worked with Leon County Schools to incorporate sustainability into lesson plans.
116	FY2018	2016 LEADS Listening Session	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.	Community & Media Relations	CMR has increased the number of videos produced and shared on social media sites, including Facebook, Instagram and YouTube. Channel 16 has been updated to display the same videos shared on social media.
117	FY2018	Hurricane Irma Listening Sessions	During the Hurricane Irma Listening Sessions, citizens requested public information for all electric utilities operating in Leon County as well as utility restoration efforts updates to the small number of Duke Energy customers in eastern Leon County.	Community & Media Relations	Irma After Action Report was accepted by the BOCC on December 12, 2017 and included the recommendation to include links to Duke Energy information regarding power restoration on the EIP during future disasters.
118	FY2018	Hurricane Irma Listening Session	Citizens expressed appreciation that the County improved communications and provided greater availability of emergency public information. Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident. They recommended that County continue to provide this level of communication.	Community & Media Relations	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included several recommendations related to Leon County's communication strategies during a disaster.
119	FY2018	Shop Local 850	Joe Berg, Director of Shop Local 850, requested that the County participate in the organization's Shop Local Holiday Weekend in December.	Community & Media Relations	Community & Media Relations Staff worked with Shop Local 850 to promote their Shop Local Holiday Weekend held December 8th-10th.
120	FY2018	Matthew Latch	Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Foreclosure Sale sites. Maintained by the Leon County Clerk of Courts, Matthew wanted more up-front resources on the County's website directing visitors to these processes. Staff added links under Business Resources, therefore improving exposure.	Community & Media Relations	Community and Media Relations provided direction to the Office of Information Technology to add the following two links:  Leon County Tax Deeds <a href="https://cweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp">https://cweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp</a>  Leon County Official Foreclosure Sale <a href="https://www.leon-countyfla.com/index.cfm">https://www.leon-countyfla.com/index.cfm</a>
121	FY2018	2016 LEADS Listening Session	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.	DSEM	Staff worked to ensure that more than one person receives electronic record requests in the event the Records Manager is out of the office. The majority of public records requests are received from the County Attorney's Office, and they have been advised to include Pam Scott, David McDevitt and Katrina Huffmaster on all records request emails to ensure they are received in a timely manner.
122	FY2018	2016 LEADS Listening Session	Evaluate the current pre-submittal application process to potentially provide more information to applicants.	DSEM	After evaluating the pre-submittal application process, it was determined that more robust staff reports will be required for review at the pre-submittal meeting with the applicant.
123	FY2018	2016 LEADS Listening Session	Develop informational materials to help promote existing Low Impact Development (LID) incentives.	DSEM	Development Services Staff Reports have been updated to include reference and information about LID where appropriate, along with coordinating LID efforts with Environmental Services.
124	FY2018	2016 LEADS Listening Session	Consider renaming the "Concept Plan" approval process to provide more clarity to citizens.	DSEM	Staff determined that more effort to educate the development community on the differences/benefits of the two-track options was necessary. PUVs and pre-submittal staff reports now include information about the two-track process.
125	FY2018	2016 LEADS Listening Session	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.	DSEM	Dependent upon site conditions and on a case-by-case basis, more detailed conditional approvals are being provided.
126	FY2018	2016 LEADS Listening Session	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.	DSEM	The EMP checklist was reviewed and fine-tuned to provide a detailed "road map" for correctly and comprehensively complete the permit application. This tool also serves as a guide for consultants in preparing their responses to Requests for Proposals. A simplified permit and associated checklist was also formulated for projects associated with exempt site plan reviews.
127	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.	DSEM	The DSEM Chief Development Resources Officer attends the monthly Tallahassee Builder's Association meetings, where he can provide any necessary updates, and the DSEM website is regularly updated with any pertinent information.
128	FY2018	2016 LEADS Listening Session	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.	DSEM	A Service Advisor (SA) checklist was updated and is being utilized every day by each Division's assigned SA to ensure all requirements are addressed prior to application submittal.
129	FY2018	2016 LEADS Listening Session	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.	DSEM	Staff periodically review the topics discussed during the fiscal year to identify areas that may need to be re-addressed.
130	FY2018	2016 LEADS Listening Session	Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.	DSEM	Topics and updates are provided monthly under staff briefing and announcements.



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131	FY2018	2016 LEADS Listening Session	Provide intake staff with additional training to enhance customer service related to code enforcement.	DSEM	As part of the DSEM "Upgrade, intake staff is now under the newly created Customer Engagement Services Division, and cross training between the intake staff and Support Services Division staff has been implemented to help facilitate enhanced customer service.
132	FY2018	Hurricane Irma Listening Sessions	Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies	Emergency Management	Include acknowledgement of resources and capabilities of the Kearney Center and Hope Community within the Comprehensive Emergency Management Plan.
133	FY2018	Hurricane Irma Listening Session	County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees which was noted by citizens during the Hurricane Irma Listening Session. Citizens requested this continued coordination to ensure the quality of response in future disasters.	Emergency Management	The Board accepted the Hurricane Irma After Action Report on December 12, 2017; which included a recommendation to continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
134	FY2018	Hurricane Irma Listening Session	Some County residents expressed frustration with the process for restoring power to their homes because they have a Talquin meter box that receives power through the City's utility lines and vice-versa.	Emergency Management	The City anticipates full acquisition of these Talquin utility lines and meters into the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
135	FY2018	2016 LEADS Listening Session	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.	EMS	Staff has updated the forms that are submitted by the medical facilities when requesting that EMS conduct a transport. Additionally, staff has been meeting regularly with medical facility staff to ensure open dialogue and continuous process improvement.
136	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.	EMS	This information was incorporated into appropriate community education programs and will continue to be included in future opportunities.
137	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
138	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.	EMS	EMS has increased the number of paramedics that are certified critical care paramedics and instituted an on-call schedule to ensure availability of personnel. EMS is continuing to research establishing a dedicated unit to utilize to provide critical care services.
139	FY2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
140	FY2018	2016 LEADS Listening Session	Evaluate the establishment of a 2-year CHSP funding cycle.	Human Services & Community Partnerships	The two-year CHSP funding cycle was adopted by the BOCC in December 2017
141	FY2018	2016 LEADS Listening Session	Develop a comprehensive informational guide for veterans to find and connect with services available locally.	Human Services & Community Partnerships	A brochure was developed that lists the programs and benefits available to veterans and their dependents. The brochures are available at the Veterans' Office, local veteran service organizations, and selected local businesses.
142	FY2018	2016 LEADS Listening Session	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.	Human Services & Community Partnerships	Veteran Services Division coordinates with Human Services Division and the Tallahassee National VA Cemetery regularly to ensure that deceased veterans declared indigent are buried in the National Cemetery
143	FY2018	2016 LEADS Listening Session	Evaluate offering more "mini" workshops for individuals interested in volunteer management.	Human Services & Community Partnerships	Conducted workshops at UPHS Annual Conference on Emergency Management and Volunteer Management; Conducted UPHS Lunch and Learn Workshop on Continuity of Operations Planning, Presented workshop on Get Connected at Department of Elder Affairs, Special Event Management for FAMU Community Ambassador Program, Florida Commission on Human Relations, Tallahassee Senior Center Leadership Class, conducted Volunteer Reception Center training in Jacksonville, EOC Civic Engagement Series & Summer Youth Training Program.
144	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.	Human Services & Community Partnerships	Staff continue to participate in community outreach events to promote the health and human programs and services provided by CHSP and healthcare partners.
145	FY2018	2016 LEADS Listening Session	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.	Human Services & Community Partnerships	Get Connected now tracks volunteer data that highlights number of users, interest areas & number of opportunities on site.
146	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was automated quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.	Human Services & Community Partnerships	Beginning in FY 18 agencies began submitting an on-line quarterly report. Quarterly reporting of demographic and performance data is created and saved in the CHSP Portal. Data to be collected includes the number of clients served in each funding category by race, gender, age, disability (if applicable) and zip code. Collecting and analyzing this data in a consistent and uniform format serves as the first step in developing measures for improving program effectiveness, identifying community impact and assisting the CRT's in future funding.



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147	FY2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was a multi-year funding cycle to provide the opportunity for long term planning and program assessment.	Human Services & Community Partnerships	Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the CHSP.
148	FY2018	2016 LEADS Listening Session	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.	Intervention and Detention Alternatives	Staff in conjunction with MIS modified the automated test schedule to balance the number of offenders called within a day. The process maintains the random selection of offenders to test as required by the court.
149	FY2018	2016 LEADS Listening Session	Expand network with criminal justice and community service agencies to provide more information on job training and employment opportunities.	Intervention and Detention Alternatives	Staff is coordinating with the State Attorney's office to host orientation sessions for newly hired Assistant State Attorneys. In upcoming months, staff will explore options to expand orientations to the Public Defender's Office and Court Administration.
150	FY2018	2016 LEADS Listening Session	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.	Intervention and Detention Alternatives	The requirements for vehicle immobilization are outlined in Florida statute. Probation staff assists offenders with pro-se motions to advise the court of obstacles related to compliance with this condition.
151	FY2018	Clerk of the Circuit Court and Comptroller for Leon County	The Clerk of Court's staff requested that the Probation Division generate the court orders when a defendant is sentenced to county probation to align the processes with sentences to circuit probation.	Intervention and Detention Alternatives	IDA and MIS staff worked to develop and implement an automated process to meet the Clerk's request with minimal impact to staff's existing workload.
152	FY2018	Kent Spriggs, Chair of Sheriff McNeil's Pretrial Committee	The Intervention and Detention Alternatives Director received a request from the Chair of the Sheriff's Pretrial Committee to provide a presentation of the services available to the courts through the Supervised Pretrial Release Division for defendants pending trial in Leon County.	Intervention and Detention Alternatives	Ms. Broxton attended the meeting to educate the committee on programs and services of the Supervised Pretrial Release Division for monitoring of pre-sentenced defendants in the community while enhancing public safety.
153	FY2018	Court-Ordered Services Providers Meeting	During a bi-annual meeting with the court-ordered services, representatives from North Florida Safety Council commented on the additional work load necessary of their staff to obtain arrest reports required to complete initial assessments for defendants court-ordered to attend DUI School.	Intervention and Detention Alternatives	Staff developed a process to streamline requests from court-ordered service providers for documents through the creation of a general e-mail account for electronic submissions. This account is accessible and monitored by the administrative support staff to provide timely responses to all requests throughout the business day.
154	FY2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding library services that are available in-person and online.	Library Services	Through Facebook and web design groups, the Library practices continual evaluation of social media strategies. Digital signage to be developed in FY17-18 will contribute to effective outreach.
155	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Library community room reservation system.	Library Services	Online reservations in place for all library meeting rooms; reservations held to 90 days to allow more groups to use; however, the number of reservations allowed in 90 days increased from 3 to 4.
156	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance in-person assistance at Library facilities.	Library Services	We have had staff training and reminders to greet and assist users throughout the buildings; we continue to evaluate and test the use of mobile devices to offer reference and/or circulation assistance.
157	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	238 items, both print and media, purchased as a result of patron requests.
158	FY2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database	Library Services	117 items, both print and media, were purchased in response to patron requests.
159	FY2018	Library Patrons	Purchase requests made via our ILLiad system, email or in person.	Library Services	123 items, a combination of print and media, were purchased during the month of December in response to Library patron requests.
160	FY2018	Library users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	202 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
161	FY2018	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email	Library Services	148 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
162	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	134 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.
163	FY2018	Library user, Main Library	A Library user at the Main Library, who had booked a program room for a meeting, requested a wireless presenter (wireless clicker) to use with the PowerPoint presentation he planned to give.	Library Services	Library staff decided to purchase wireless presenters with laser pointers for each program room projector. Program rooms at the Main Library, Dr. BL Perry, Jr. Branch and Northeast Branch now have the devices available for those using the meeting rooms, and there is one at the Lake Jackson Branch.
164	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	112 items, a combination of print and media, were purchased during the month of April in response to Library patron requests.
165	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	213 items, a combination of print, media and digital, were purchased during the month of May in response to the Library patron requests.
166	FY2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and by email.	Library Services	136 items, a combination of print and media, were purchased during the month of June in response to Library patron requests.
167	FY2018	Library user, Lake Jackson Branch	A library user commented that there were not enough kick stools at the Lake Jackson Branch, saying that he liked to use them to sit on while he browses through materials.	Library Services	Staff determined that there were only two kick stools in the library. Four more were delivered to the Lake Jackson Branch on Friday, July 6 and two additional kick stools have been ordered.



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168	FY2018	Library user, Northeast Branchy	Library user suggested that a large print version of the library card registration form would be helpful for those with low vision.	Library Services	After consulting Large Print guidelines, library administration developed a Large Print version of the library card application and distributed copies to all branches and the Main Library for use by those with low vision.
169	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	146 items, a combination of print, media and digital, were purchased during the month of July in response to Library patron requests.
170	FY2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	238 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
171	FY2018	Lake Jackson Branch Library patron	A library patron at the Lake Jackson Branch suggested that the lowest shelves of the DVD display unit were too low for "older adults."	Library Services	Library staff evaluated the display units and reconfigured the shelving so that the lower shelf is easier for "older adults" to use, and were careful to make sure that the highest shelf is still easily accessible. Work completed in February 2018
172	FY2018	Library patron at the Northeast Branch	Library patron suggested that a dry-erase board would be useful in the Northeast Branch conference room.	Library Services	The Library purchased and hung a dry-erase board in the conference room for anyone using the conference room to use. The conference room is for public use according to the Library Meeting Room policy and may be reserved through the online meeting room reservation system.
173	FY2018	Library patron at the Woodville Branch Library	A library patron commented that the "new DVD" display table at the Woodville Branch looks "just like a garage sale."	Library Services	The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.
174	FY2018	Magnolia Drive Area Residents	After the first phase of the Magnolia Drive Multi-use Trail was constructed in 2017, Blueprint and Leon County received feedback from citizens with suggestions on how to improve the design of the trail. The majority of comments focused on creating amore comfortable trail by adding a planted buffer space separating people on the trail from the vehicle traffic on Magnolia Drive.	PLACE (Blueprint)	In response to community suggestions, Blueprint developed design alternatives for the trail that included buffer options. Design options were presented at a community meeting on November 13, 2017, and community members expressed consensus around a design modification to reduce the trail to 8 feet and add a 4 foot buffer between the back of curb and the trail. Community member feedback and the recommendation for a design modification, consistent with the preferred alternative expressed by the community at the November 13, 2017 meeting, was shared with the IA Board at their December 1, 2017 meeting. The IA Board voted to approve the design change, and the redesign of the Magnolia Drive Trail is currently underway.
175	FY2018	Magnolia Drive Area Residents	At a November 13, 2017 community meeting to discuss design changes for the Magnolia Drive Multi-use Trail project, community members suggested using the opportunity presented by the significant construction activity associated with the trail to underground utilities along the corridor. This idea was in response to the significant power outages experienced in the neighborhoods surrounding the Magnolia Drive corridor during the 2016 and 2017 hurricane events.	PLACE (Blueprint)	Blueprint staff worked with County staff to determine opportunities to underground utilities in coordination with the construction, including potential cost saving, benefits to residents, and benefits to the City utility. An analysis of the opportunity was presented to the IA Board at their December 1, 2017 meeting, and staff were directed to further refine the analysis and cost estimates and provide an update at the next IA Board meeting. At the March 1, 2018 meeting, Blueprint staff presented their analysis and the IA Board authorized Blueprint staff to proceed with undergrounding utilities throughout the Magnolia Drive corridor, in coordination with the trail project. Design is currently underway and construction on the next phase of the Magnolia Drive Trail, which will include undergrounding utilities, is expected to begin later this year.
176	FY2018	Capital Cascades Trail Patrons and Railroad Square Business Ownes	Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in the area around the playground and water play areas near Railroad Square along Capital Cascades Trail. Staff reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away. Based on community suggestions and discussion with Railroad Square business owners, who bore the burden of providing restroom facilities to the public, Blueprint developed construction and funding options for providing a public restroom at this location.	PLACE (Blueprint)	Blueprint presented the proposal to construct a public restroom near the playground at the September 19, 2018 Intergovernmental Agency Board meeting. The IA Board approved the concept and funding to construct a restroom along Capital Cascades Trail Segment 3. It si anticipated that the restroom will move into design in early 2019 with construction to follow.
177	FY2018	Knight Creative Communities Institute	This summer, the Knight Creative Communities Institute (KCCI) expressed a desire to work with the Blueprint Intergovernmental Agency as part of their 2019 class project (Red Hills Rhythm), which may include an artistic installation(s) or other placemaking projects along Segment 3 of the Capital Cascades Trail (Adams Street to Gamble Street). Blueprint has targeted this section of the Cascades Trail for the incorporation of artistic and historical components as part of the 'History and Culture Trail,' and will work with the Council on Culture and Arts (COCA) to solicit artists. The 2017 TLH installation has positively resonated with the community, and this collaboration is intended to have the same beneficial community outcomes.	PLACE (Blueprint)	This idea for collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting as part of an update on the Cascades Trail Segment 3 project. Blueprint will continue to work with KCCI and the future class through the remainder of 2018 and throughout 2019 to define the parameters for this placemaking project.



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178	FY2018	Tameka Francis	Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming Blueprint 2020 Orange Avenue/Meridian Road Placemaking project, specifically the public space components of this Blueprint project (conversion of the stormwater pond in to a park and community areas). At the meeting, Ms. Francis mentioned that she had some ideas for additional community engagement opportunities. In a follow-up discussion later that week with Blueprint staff, Ms. Francis noted many obstacles for attending evening public meetings for Southside residents. Primarily, the buses stop running the regular schedule at 7 PM, meaning the last stop on many routes is between 6 - 7 PM. This means transit dependent residents could not attend the meeting. Also, many Southside residents work in the evening, have childcare issues, or have other issues preventing them from attending meetings. In order to engage a broad range of Southside residents, Ms. Francis suggested Blueprint take the outreach to where the people are already gathering.	PLACE (Blueprint)	Through late October and early November 2018, Blueprint will focus remaining community engagement activities on bringing outreach activities to the people in Southside Tallahassee. Project information and feedback tables will be set up at the Piggly Wiggly, the nearby grocery store, to engage residents in a quick and easy manner with the project and get their ideas for the public space projects. Public engagement regarding the development of temporary uses on the future Starmetro Superstop location will also occur on-site. Blueprint will also coordinate with other community centers, such as the B.L. Perry Library and the Jack McClean Community Center, to co-locate outreach activities with planned community events.
179	FY2018	2016 LEADS Listening Session	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.	PLACE (Planning)	Improved consistency in the permitting process has been achieved through increased interdepartmental communication between DesignWorks and Development Services and Environmental Management (DSEM) staff. Interdepartmental review has been largely enhanced by the inclusion of DesignWorks staff attendance at DSEM development pre-application and application meetings from the start of the permitting process. As a result, DSEM staff and applicants have become more knowledgeable on pertinent site plan analysis considerations, and this continues to yield benefits to citizens by streamlining the development application
180	FY2018	2016 LEADS Listening Session	Create new opportunities within DesignWorks for customer feedback and information sharing.	PLACE (Planning)	Customer service has been improved with the addition of a Special Projects and Outreach division of the Planning Department in early 2018. This division works to share information with, and obtain feedback from, citizens, neighborhood associations, and other stakeholders in the community. In addition, DesignWorks has initiated the creating of a geo-spatial "hot spot" map, depicting the intensity of interest in development and redevelopment of parcels throughout the County that DesignWorks has provided public and private site assistance services on.
181	FY2018	2016 LEADS Listening Session	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.	PLACE (Planning)	DesignWorks has been successful at providing on-site services such as public and private project consultations and presentations with citizen stakeholders following the purchase of new equipment, such as a tablet computer and projector. DesignWorks has also coupled this effort with the need to create new opportunities for feedback and information sharing (recommendation 2) by conducting post-application site visits and construction walk-throughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services
182	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.	Public Works	Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New & active County CIP lists and schedules are provided to COT Water & Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.
183	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.	Public Works	The Leon County website for Public Works Operations Division has been updated and reflects the program services provided to citizens. In addition, program services are listed on the door hangers mentioned in item 8 below
184	FY2018	2016 LEADS Listening Session	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.	Public Works	While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted new Policy No. 17-1 "Public Notification of Road Closing and Road Closure Request Procedure." This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangers
185	FY2018	Robert Deyle	Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan	Public Works	20-year planning horizon established in RFP
186	FY2018	Wakulla Springs Alliance & Friends of Lake Jackson	Wakulla Springs Alliance, Friends of Lake Jackson, and other citizens requested that the County bid out the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan to achieve wider participation in the planning process	Public Works	RFP for bidding was presented to the Board on December 12 (continued until January 23).
187	FY2018	Wakulla Springs Alliance	Various citizens and the Wakulla Springs Alliance each proposed the suggestion to have the Comprehensive Wastewater Treatment Facilities Plan include an evaluation of onsite wastewater treatment and disposal methods beyond the "passive system" initially described in the Plan Scope of Services.	Public Works	Reference to "passive systems" were removed from the draft RFP presented to the Board for discussion at the December 12, 2017 meeting. Advanced treatment onsite wastewater treatment and disposal systems will be evaluated, but will not be limited to passive treatment



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188	FY2018	Opal Howell	Ms. Howell contacted Parks and Recreation about two pine trees on County property (Flagg St. lot), immediately adjacent to her property that she had storm concerns over. The County actually had a construction project occurring on the property, so Ms. Howell thought it might be a good time to evaluate those two trees to see if they could be removed.	Public Works	County staff evaluated the trees and the plans of the construction project. It was ultimately determined that the trees could be removed. The removal was scheduled for June 29.
189	FY2018	Lively Technical Center	Lively staff contacted the Director of Fleet Management to discuss and request the transfer of out-of-service County vehicles to be used for training in the recently established Diesel Truck Maintenance Program.	Public Works	On October 23, 2018, the Board authorized staff to transfer a surplus Leon County Emergency Medical Services Ambulance to Lively Technical Center.
190	FY2018	2016 LEADS Listening Session	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.	Resource Stewardship	The County provided an open workspace environment for employees and a more efficient intake area for citizens.
191	FY2018	2016 LEADS Listening Session	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.	Resource Stewardship	Facilities Management added additional gravel parallel parking along the fence line at IDA, this added approximately 10 spaces.
192	FY2018	2016 LEADS Listening Session	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.	Resource Stewardship	This process improvement was implemented immediately after the 2016 listening sessions; as a result of this improvement the Parks & Recreation Division has received fewer complaints.
193	FY2018	2016 LEADS Listening Session	Enhance public education and outreach efforts to expand recycling education to more varied audiences.	Resource Stewardship	Office of Sustainability developed a joint recycling graphic with the City of Tallahassee in order to streamline recycling education in the community. The office also created a Spanish-language version of the graphic in order to reach more citizens. Outreach efforts were also expanded with the creation of the Recycling Video and an increase in social media activity.
194	FY2018	The Garden Club	Garden Club members requested a lily flower bed at the NE Branch Library be reinvigorated.	Resource Stewardship	Working with staff and garden members, the bed was revitalized by the members and now maintained by Leon staff.
195	FY2018	Citizen (Unnamed)	Citizen suggested American flags be placed at a key community gathering room	Resource Stewardship	Staff conducted an inventory of all public meeting spaces and purchased necessary flags and stands to ensure a flag is available for the pledge of allegiance.
196	FY2018	Sustainable Tallahassee	Representatives from Sustainable Tallahassee suggested the County collaborate with other community partners on the development of a community-wide Climate Action Plan.	Resource Stewardship	At the December 12 Board Meeting, the Board authorized staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
197	FY2018	Domi Station	Domi requested the opportunity to host a bike share hub at the Amtrak building for public use.	Resource Stewardship	Staff identified a solution, created an agreement with Zagster to piggy back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance building.
198	FY2018	Citizen (Unnamed)	Citizen observed that not all community meeting spaces have American flags posted.	Resource Stewardship	Staff surveyed all community meeting spaces (community centers, branch Libraries, etc). In some cases flags existed but had been relocated elsewhere in the building, other sites flags were purchased and installed.
199	FY2018	Camper at Coe Landing	Installation of a flag pole at Coe Landing campground	Resource Stewardship	A camper who was also retired military suggested that a flag pole be installed at Coe Landing. Rick Lucero, the campground park attendant, initiated the response to the citizen and coordinated with his Supervisor and co-workers (Frank Hagood and Carlton Haney) to implement. Installation was completed at the beginning of May.
200	FY2018	Carolos Monserrate	Mr. Monserrate identified a wheel-chair accessibility issue at Pedrick Pond Park and requested that staff place a picnic table at the back of the Eastside Library parking area to enhance park opportunities for less able-bodied persons.	Resource Stewardship	Parks staff is working with Facilities and Library staff to effectuate the new amenity. The new picnic pad and ADA parking space should be constructed by June 2018.
201	FY2018	Sherry Carpenter	At Sunset Landing on Lake Jackson, there has historically been a large amount of cigarette butts littered on the ground. Sherry Carpenter asked if the County would consider installing cigarette butt disposal containers for citizens to dispose their cigarette butts in, and adding some educational material on why this is important for the health of the environment.	Resource Stewardship	Staff installed two cigarette butt disposal containers at Sunset Landing adjacent to each pavilion on site. Parks staff has noted that they have been frequently used ever since.
202	FY2018	Anonymous	There are a very limited number of free-for-use electric vehicle charging stations in Leon County, and this lack of infrastructure can make it hard for people to make the switch from gas vehicles to electric vehicles. The citizen mentioned that these charging stations could be installed by the County at County facilities.	Resource Stewardship	Staff installed three electric vehicle charging stations at two public libraries (Main Library and Eastside Branch Library) and one at the Courthouse for employee parking.
203	FY2018	Citizen	Citizen shared their frustration with retrieving information from the Solid Waste Website in regards to free mulch.	Resource Stewardship	Staff removed old PDF information and updated the Solid Waste webpage with the "ReNew" branding graphic, and highlighted important information in regards to free mulch, such as hours of operation.
204	FY2018	Kip Dozier	Mr. Dozier called regarding the dilapidated fence by the community garden. He suggested the fence be repaired or torn down.	Resource Stewardship	It was determined that removal of the fence would be appropriate. The project occurred in a couple of steps. First the fence line had to be sprayed to kill back the weeds by Operations; the fence line was removed by Parks staff; Operations teams removed debris and limbs; Facilities staff coordinated the final mowing to complete the project.
205	FY2018	2016 LEADS Listening Session	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.	Tourism Development	Tourism played a key role in the Amtrak promotion for passenger rail service and monitors federal and regional actions for restoring gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kerri Post also serves on the Airport Advisory Board.



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206	FY2018	2016 LEADS Listening Session	Explore opportunities to enhance the Visit Tallahassee industry newsletter.	Tourism Development	Tourism introduced a new template that improved the appearance of the newsletter and focused on more timely and relevant content in shorter stories. The open rate and click rate to external links both <u>continue increasing</u> .
207	FY2018	2016 LEADS Listening Session	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.	Tourism Development	We maintain a year-round marketing agreement with both universities' athletic departments, distribute information at orientation sessions, provide information and other tourism-related collateral to university groups as part of our group service efforts, provide special events grants for concerts, homecoming, alumni functions and educational conferences.