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## FY2017/18 LEON COUNTY BOARD OF COUNTY COMMISSIONERS STRATEGIC PLANNING RETREAT



Building  
Resilience  
to Serve &  
Strengthen Our  
Community



Monday, December 11, 2017  
9a.m.-2:30p.m.(Breakfast/RefreshmentsAvailableat8:30a.m.)

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

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## **“Building Resilience to Serve and Strengthen Our Community”**

FY 2017/18 Board of County Commissioners Strategic Planning Retreat

Monday, December 11, 2017, 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 Nick Maddox welcomes the Board to the 2017 Annual Board Retreat.

## Purpose

Building on the FY2017-2021 strategic plan established at last year's board retreat, the 2017 retreat will focus on disaster and community resilience, 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.

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## 2. Introduction

### **Statement of Issue:**

This section provides an overview of the FY2017-2018 Board Retreat and describes the theme of “Building Resilience to Serve and Strengthen Our Community.”

### **Staff Recommendation:**

Option #1: Accept the FY2017-2018 Board Retreat overview.

### **Background:**

2017 has been a year of great progress for Leon County Government. 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.

Five 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.

While this was a year of great focus for the organization, it was hard to ignore that it was also a time when the word “government” became synonymous with polarization and partisanship. Rather than become distracted from our mission, we at Leon County continued to provide redefining, reaffirming moments to our citizens through service and stewardship to this special community we all share.

Building upon this commitment to service, as part of his introductory remarks the County Administrator will discuss Leon County’s Code of Ethics and how the code sets clear expectations governing the behavior of the individuals of an organization. To elevate the County’s Code of Ethics, the County Administrator will also distribute to the Board a new, comprehensive handbook for employees. The handbook demonstrates Leon County’s commitment to setting the standard in ethics and public service. The document outlines Leon County’s ethics policy, certain scenarios employees may find themselves in, and provides resources and ways to report, misconduct, fraud and abuse.

## **Our Value Proposition**

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

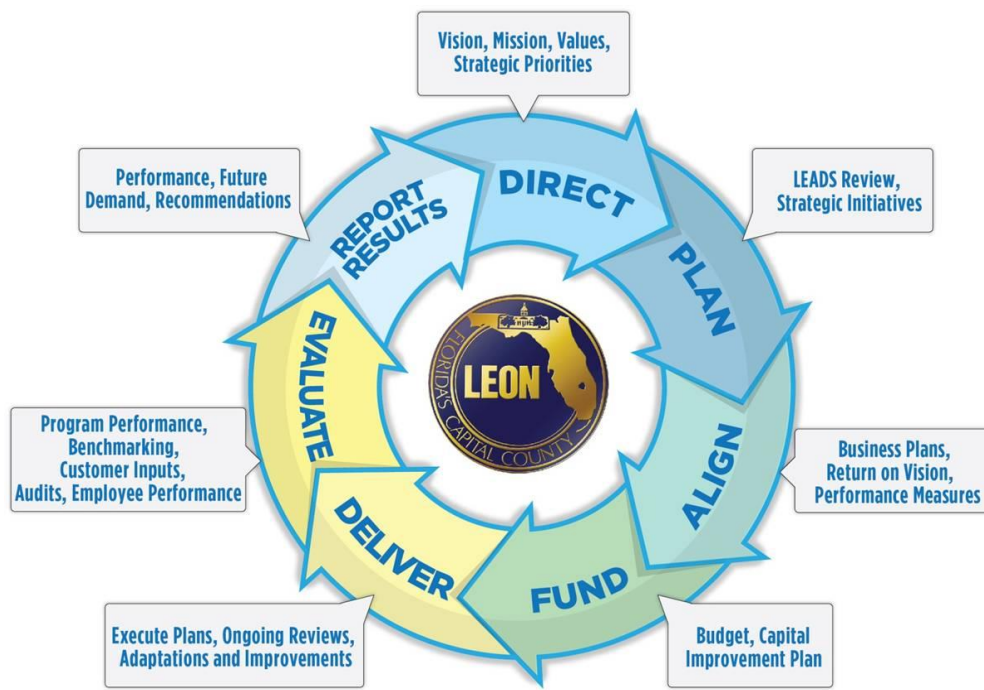
Leon County government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on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

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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 2017/2018 adopted budget of \$253.7 million reflects this moderate growth with a nominal increase of 3.04% over the prior year's budget. The adopted budget reflects the strong and consistent fiscal leadership of the Board of County Commissioners in balancing our community's needs with the resources of our citizens; as well as, the fiduciary stewardship and innovation of Leon County employees in maximizing efficiency, driving performance and delivering results for our community. During this period through steady leadership and vision of the Board of County Commissioners, Leon County has developed a high performance model of governance providing a framework to excel even in tough economic times.

The following graphic illustrates the complete cycle of how Leon County aligns our strategic processes and optimizes resources throughout the organization to address our community's most pressing issues and achieve the County's top priorities. As we 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.

In recognition of these ongoing efforts, the 2017 annual Board retreat is themed "Building Resilience to Serve and Strengthen Our Community." The retreat's theme acknowledges that Leon County will continue to face the same challenges like everywhere else, such as natural disasters and hurricanes, and focuses on how the County will shape our community for future generations.





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 through FY 2016 Strategic Plan resulting in 136 initiatives in total.

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

At last year's 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.

At the 2016 Board Retreat, 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.

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

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 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) Building Resilience; and (2) Progress and Update of Strategic Plan.

### **Section One: Building Resilience**

Following introductory remarks, the annual retreat continues with a brief presentation on Leon County's ongoing efforts to build disaster and community resilience. Staff will discuss big resilience milestones of the past several years, with a specific focus on the Hurricane Hermine After Action Report, which served as a road map for improving resilience throughout Leon County. In particular, staff will discuss the realignment of Emergency Management into the County's organizational structure, the various

community resilience activities and communications tools launched since 2016, and a brief update on how these activities bolstered how we prepared, responded, and recovered from Hurricane Irma.

Following the staff presentation, the Board will be joined by Leslie Chapman-Henderson, executive director of the Federal Alliance for Safe Homes (FLASH). As the organizer of the National Disaster Resilience Conference, most recently held this October in Atlanta, Georgia, Chapman-Henderson will discuss the international and national trends in resilience, specifically related to FLASH's #HurricaneStrong campaign as well as Florida building codes and other resilience efforts. More about Chapman-Henderson's professional background can be found in section 5 of the Board Retreat materials.

To conclude the morning section, Chapman-Henderson will lead a facilitated discussion about disaster resilience, blending her perspective as a national thought leader on disaster preparedness as well as a Leon County resident. In specific, her questions will explore the role of local leaders in driving community resilience forward.

### **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 2017 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.

### **Options**

1. Accept the FY2017-2018 Board Retreat overview.
2. Board direction.

### **Recommendation**

Option #1

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### **3. Update on Leon County's Community and Disaster Resilience Activities**

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

This section provides an overview of Leon County's ongoing community and disaster resilience activities and programs. Staff will present on Leon County's improvements following Hurricane Hermine, the successful alignment of Emergency Management back into the County's organizational structure, and the many disaster preparedness efforts that have made Leon County and its citizens more resilient than ever before.

#### **Staff Recommendation:**

Option #1: Accept staff's presentation on Leon County's community and disaster resilience activities.

#### **Background:**

If Hurricane Hermine revealed Leon County's opportunities to learn and improve after the storm, Hurricane Irma demonstrated how an organization could make a strong response to disaster even stronger. Central to these improvements was Leon County's Community and Disaster Resilience function, an alignment of resources and staff from public information and emergency management.

As a result, Leon County's disaster messaging in response to Hurricane Irma was seen, read, and heard more than five million times. Leon County appeared in and on television, radio, print, streaming live on Facebook, billboards, and so much more. The County's messaging was direct, constant, and accurate throughout the disaster, and will only continue to improve with each new emergency or challenge.

#### **Analysis:**

As requested by the Board at the May 23, 2017 meeting, the following section of the annual retreat will explore the County's ongoing disaster resilience efforts, how these activities have grown since the return of Emergency Management to the County's organizational structure, and how Leon County will continue the momentum for the 2018 hurricane season.

#### **Protecting Lives and Livelihoods**

Disaster planning and preparation is a year-round activity. Agencies review plans, build community partnerships, share resources, and keep training for the worst while hoping for the best. All of these activities are to protect lives and livelihoods during and after disaster, and organizations like Leon County and other community partners cannot do the work alone. Citizens must recognize their roles in disaster planning and recovery, and Leon County worked hard the past year to building resilience like never before.

Specific to disaster risk, Leon County focuses on the following areas to best serve our community before, during, and after disaster:

- **Education and Engagement** – providing the best sources of clear, vetted, accurate disaster information for the entire community; reaching citizens where they live and providing hands-on activities to demonstrate the importance of resilience and how to be prepared for disaster
- **Community Self-Sufficiency** – residents and businesses alike need to plan before disaster strikes and to understand insurance policies, food safety, and how best to shelter in their home; this planning includes family members both near and far, as well as neighbors and faith-based groups
- **Partnerships** – Leon County is committed to strengthening partnerships and training with other government and nonprofit agencies active during disaster, as well as creating opportunities for citizens and businesses to do the same

Every emergency exposes vulnerabilities, tests a community's partnerships differently, and reveals opportunities for improvement in different ways. In September 2016, Hurricane Hermine demonstrated that Leon County can be particularly vulnerable to weather-based disasters. Hermine's sustained tropical-storm-force winds caused hundreds of downed trees that blocked roadways, destroyed electrical infrastructure systems, and damaged hundreds of homes throughout Leon County.

And improve we did. When Hurricane Irma arrived in Leon County on September 11, 2017, our community was ready, tested, and prepared for the next disaster. In short, Leon County and its partners were more resilient than ever and together made a strong response to disaster even stronger.

While Irma weakened as it roared up the western coast of Florida's peninsula, the storm still brought Leon County 7.5 hours of tropical-storm-force winds and gusts over 50 miles per hour. In terms of wind speed and size, Irma packed a larger punch than Hurricane Hermine, which made landfall just one year earlier in September 2016. Due to its size and severity, Irma caused tropical storm warnings as far north as Atlanta, the first time in the metropolis' history.

Resilience is the capacity of a community to prepare for, respond to, and recover from disasters and unanticipated crises that threaten the entire community. Being resilient involves community-based organizations and agencies focused on preparedness.

Because risk and systems are dynamic, resilience should be thought of as a process rather than simply an outcome, involving learning, adaptation, anticipation and improvement in basic structures, actors and functions.

## Protecting Public Safety Before Hurricane Hermine

Leon County has always invested in protecting public safety and increasing the community's disaster preparedness. For instance, Leon County's FY2012-2016 strategic plan included strategic initiatives to complete construction of the Public Safety Complex, consolidate dispatch functions, create a crisis communications plan, and other life-saving projects.

And with the opening of the Public Safety Complex in July 2013, the Leon County Emergency Operations Center would now serve as the central command for all disaster-related operations, communications, and recovery efforts. While the Emergency Operations Center was activated several times since



opening, no test was more significant than Hurricane Hermine in September 2016. Serving as the central hub for emergency management coordination, the Leon County Emergency Operations Center remained activated for eight days. In the beginning of the response, critical staff from the County, City and other nonprofit partners worked around the clock for 111 hours. Before, during, and after landfall of Hurricane Hermine, the Emergency Operations Center performed flawlessly in service to the community.

While covered in greater detail later in this section, during this time Leon County also organized and implemented programs such as Build Your Bucket, the Hurricane Survival Guide, and on-site disaster kit trainings for businesses and residents.

### **Hurricane Hermine: Learning and Improving from Disaster**

During the early morning of September 2, 2016, Hurricane Hermine struck the coast of Florida just east of St. Marks on a path leading directly through Leon County. Hermine was the first hurricane to make landfall in Florida since Hurricane Wilma in 2005 and was the first hurricane to directly hit Apalachee Bay since Hurricane Alma in 1966. Hurricane Hermine made landfall as a Category 1 storm with sustained winds of up to 80 mph in coastal areas and wind gusts of over 60 mph, and sustained tropical-storm-force winds lasting for a prolonged period of approximately six hours in Leon County. As noted earlier, these high winds caused significant damage across Leon County.

The preparation, response, and recovery efforts related to Hurricane Hermine were unprecedented, and the lessons learned would serve the community well in the face of Hurricane Irma. The source of these improvements is the Hurricane Hermine After Action Report, which served as a road map for staff including 110 findings and 80 specific recommendations to extract every possible lesson learned and to build upon the successful response efforts and refine the areas identified for improvement.

After any emergency event, an After-Action Report is compiled to assess the plans, preparations, response, and recovery efforts associated with the emergency event. To prepare the Hurricane Hermine After Action Report, staff conducted an extensive review of the plans, preparations, response, and recovery efforts associated with the emergency activation in the weeks following the storm. In conducting this review, Leon County Emergency Management (LCEM) and Leon County Administration thoroughly evaluated the specific actions taken during the activation of the Emergency Operations Center, examining the actions taken by LCEM and partner agencies for consistency with the County's Comprehensive Emergency Management Plan, Debris Management Plan, and the National Incident Management System, all of which prescribe the basic strategies, objectives, operational goals, and actions to be taken throughout the various phases of emergency events including a hurricane.

Additionally, the County Administrator, City Manager, LCEM Director, Sheriff, and other key emergency support staff attended five community listening sessions following Hurricane Hermine to provide the most up-to-date information, gather feedback, and provide citizens the opportunity to direct questions or concerns to any of the participants. These five listening sessions engaged over 400 citizens at locations throughout the community in the weeks following the incident. Finally, to further evaluate the actions taken during Hermine and benchmark with industry best practices, the County engaged one of

the premier emergency management consulting firms in the nation for its expert and objective guidance to review the report. In their feedback, Disaster, Strategies, & Ideas Group LLC (DSI) noted that the report is among the most comprehensive, relevant and valuable assessments undertaken in recent history by any local or state entity in the nation.

### **Creating Community Relations and Resilience**

As part of the December 2016 workshop on the Hurricane Hermine After Action Report, one of the most significant staff recommendations involved realigning emergency management on a year-round basis to within the County's organizational structure.

As noted in the report, many of the circumstances that supported the Interlocal Agreement executed in 1999 that shifted the day-to-day oversight of Leon County Emergency Management to the Sheriff, only to return under the Board in the event of a disaster, are no longer applicable today. In addition, the overwhelming majority of Florida counties place the day-to-day responsibilities of emergency management under the Commission's purview, reporting to the County Administrator, as the emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training and intergovernmental coordination.

Following this recommendation staff presented an agenda item to the Board at the January 24, 2017 meeting, which the Board approved, and the emergency management function subsequently returned under the Board's purview effective March 26, 2017. Upon returning to the County, LCEM was aligned with the County's Community & Media Relations office under a new function designated Community Relations and Resilience. This alignment positions LCEM alongside the County's public information and citizen outreach functions, facilitating even greater sharing of emergency-related information and resources not only during future emergency events, but on a year-round basis.

Since the County Administrator created Community Relations and Resilience, the following programs, initiatives, and projects have been completed.

### **Expanding 88.9 WFSU-FM Partnership**

At the Hurricane Hermine listening sessions, citizens shared their need for timely, relevant disaster information on the radio. To answer this need, staff coordinated with WFSU management to ensure one or more radio journalists activate with the Emergency Operations Center and remain embedded at the throughout the disaster. For example, during Hurricane Irma Lynn Hatter (WFSU News Director) and Regan McCarthy (Assignment Editor and Senior Producer) performed live updates from the Public Safety Complex. Radio programming featured tips on how to prepare the inside and outside of your home for disaster, how best to store water in anticipation of ground water intrusion, and much more.

In addition to the increased radio presence, Leon County has also partnered with WFSU to perform live television updates with trained broadcast staff at the Emergency Operations Center media room. The video transmission generated by the WFSU team can be broadcast directly to other local, regional, and national television outlets. Moreover, WFSU continues to work with Leon County all year to promote preparedness and readiness activities such as Build Your Bucket, described in greater detail below.

Leon County also coordinates closely with all local and regional radio stations to ensure their newsroom and on-air talent have the most up to date information. All media partners are encouraged to follow the Leon County Emergency Information Portal online at [www.LeonCountyFL.gov/EI](http://www.LeonCountyFL.gov/EI) or they can coordinate directly with Community and Media Relations staff.

### **Build Your Bucket – Disaster Resilience Event**

Build Your Bucket is a disaster preparedness event that brings together nonprofits and local government partners to help provide a starter kit of disaster supplies as well as helpful emergency information. A recent Federal Emergency Management Agency survey found that nearly 60 percent of American adults have not practiced disaster safety by participating in a disaster drill or preparedness exercise at work, school, or home in the past year. Furthermore, only 39 percent of respondents have developed an emergency plan and discussed it with their household.

Beginning in September 2015 as part of National Preparedness Month, Build Your Bucket has grown to the largest disaster preparedness community event in the region. Hosted by Leon County in partnership with the City of Tallahassee and American Red Cross, the event has grown exponentially over the past three years, as seen by the following statistics:

- **2015** – 150 attendees and 20 exhibitors (government and nonprofit)
- **2016** – 400 attendees and 25 exhibitors (government and nonprofit)
- **2017** – 1300 attendees and 30 exhibitors (government, nonprofit, and private)

The event now occurs in June following the kickoff of hurricane season. The 2017 Build Your Bucket event occurred at the Pavilion in the Centre of Tallahassee due to increased demand and attendance.

The Build Your Bucket campaign urges citizens to create an emergency preparedness bucket filled with disaster supplies so as to better weather and recover from a storm. Build Your Bucket also reinforces the importance of citizens staying connected and informed during a disaster whether those sources be online, by telephone, or on a mobile device.

### **Leon County Citizens Connect Mobile App**

Since 2011, Leon County has been a leader in innovative technology to submit service requests and engage citizens. Following Hurricane Hermine and as part of the 2017 hurricane season kickoff, Leon County took digital public information during disaster to the next level with the Citizens Connect mobile app for both Apple and Android devices.

With more than three quarters of the American population with smartphones and a growing percentage (12 percent) with smartphones as their only access to the internet, mobile application technology has become one of the most effective way to provide timely updates to users. And the Citizens Connect app does just that with emergency alerts to the user's phone in real time. Downloaded nearly 15,000 times since launching less than six months ago, the Citizens Connect mobile app offers the following features:

**Emergency Information** – citizens can view the most up-to-date information on evacuation shelters, sand bag locations, food distribution sites, debris collection, and service changes during disaster. All of

this information is updated from the Emergency Operations Center and delivered directly as an alert to smartphones.

**News and Alerts** – citizens can access the County’s Facebook, Twitter, and Instagram pages. Also, users can sign up for text alerts and emails from Leon County on various topics from disaster to special events like Citizens Engagement Series and more.

**Service Requests** – while out and about, citizens can submit service requests such as ditch clearing, pothole repair, and more. Also, users can take a photo of the project and attach it to their request. All requests will then be tracked and followed up on by Leon County staff. Citizens can also submit recommendations and bright ideas and improvements that County staff could review and implement.

Throughout Hurricane Irma, the mobile app distributed hundreds of thousands of notifications to citizens across Leon County. Also, the mobile app served as a direct way to communicate needs like downed trees and other disaster-related service requests. From analog radio waves to digital notifications, Leon County continues to explore every way citizens seek accurate, vetted information during a disaster.

### **Leon County Disaster Survival Guide**

For more than 20 years, Leon County designed and distributed a Hurricane Survival Guide in partnership with the American Red Cross. Distributed in the Tallahassee Democrat and other newspapers throughout the Big Bend region, the guide focused on storm surge zones, shelter information, and disaster contact information of government agencies and nonprofit partners.

Following Hurricane Hermine and the subsequent community listening sessions, Leon County Community and Media Relations completely redesigned the guide with the Prepare, Act, Recover theme in mind, as Leon County Emergency Management Director Kevin Peters explains in the guide’s introduction:

- **Prepare** - You must prepare and plan before disasters strike. Consider what supplies you need to survive a disaster, confirm your insurance policy covers what you need, and plan your evacuation route ahead of time.
- **Act** - For the disasters you can see coming, like hurricanes or slowly encroaching wildfires, this is the time to check your supplies and listen to emergency information sources.
- **Recover** - In the days following any disaster, our normal lives will be severely impacted. This section tells you where to find assistance, information, and gives you safety tips as our community returns to normal.

Launched in 2017, the improved Leon County Disaster Survival Guide was distributed to more than 60,000 citizens through the Tallahassee Democrat, at all Leon County and City of Tallahassee facilities, and through various community partners such as the American Red Cross and 2-1-1 Big Bend. The guide was also heavily promoted as the single best document for preparation and recovery in the face of Hurricane Irma, and the guide’s readability helped drive interest in the Citizens Connect mobile app and the County’s Citizens Information Line, a resource for citizens to call during disaster.

Also, in partnership with the International Rescue Coalition and Rowland Publishing, Leon County translated the new guide into several languages to better serve Congolese, Syrian, and other refugee communities in Tallahassee. Equipping refugees with information and disaster supplies helps build resilient communities in populations that are often unacknowledged or underserved.

### **Citizen Engagement Series – Prepare Now for Disaster**

Since 2011, Leon County’s nationally recognized Citizens Engagement Series (CES) has been engaging citizens in topics ranging from the budget process to the County library system to most recently Leon County Emergency Management. In preparation for the 2017 hurricane season, staff launched an all new Citizen Engagement Series focused on building disaster resilience.

With nearly 100 people in attendance, making it the most well attended CES program to date, the event featured several unique experiences for attendees:

**Mock activation of the Emergency Operations Center** – Leon County Emergency Management and community volunteers held a small-scale exercise of the Emergency Operations Center to showcase the many different functions coordinated during disaster. Citizens were able to answer mock phone calls, learn from key staff from Public Works, MIS/GIS, and more, and make decisions just like public safety representatives would in response to disaster.

**Disaster Communications Panel** – During disaster, no one has ever said they were too informed before making a decision such as where to shelter, whether to evacuate, and service changes. The panel featured Dave Mullins, general manager of WFSU-FM, along with representatives from Community and Media Relations and Management Information Systems. Topics included the County’s increased presence on radio, the launch of the Citizens Connect mobile app, and general questions from the audience.

**Let’s Date Disaster** – This module highlighted nonprofit partners who focus on disaster preparedness and recovery such as the American Red Cross, Salvation Army, 2-1-1 Big Bend, Big Bend Disaster Animal Rescue Team, America’s Second Harvest, and more. Citizens were asked to follow a speed date format and spend only a few minutes at each nonprofit partner. The experience helped educate citizens on how to prepare and where to receive aid following a disaster. Because of the high energy, citizens often said this module was one of the more engaging and interesting, and the nonprofit partners agreed.

**Bucket Brigade** – In a fast-paced, fun “game show” module, citizens set about answering disaster trivia and filling a five-gallon bucket with the supplies they would need to stay safe during a disaster. Divided into competing teams, attendees learned how many days of food and supplies to stockpile, the importance of not burning candles for light, and how to store water in advance of disaster.

### **Strengthening Coordination with Tourism Industry Partners**

As a result of returning Leon County Emergency Management to the County’s organizational structure, staff has been able to better coordinate disaster response and recovery with tourism industry partners. As Hurricane Irma showed, during any major hurricane Leon County will serve as either a host or risk community. In short, host communities are outside the hurricane’s track, while risk communities are

within the forecasted path of the storm. No matter what role Leon County plays, Leon County Tourism and our community's hospitality partners need heightened coordination and information exchange.

To prepare tourism partners for the 2017 hurricane season, Leon County Tourism used mobile app technology and other systems to best coordinate vacancies and occupancy totals throughout the region. By keeping track of room inventory, Tourism is best able to serve evacuees and County citizens looking for safe shelter, while also ensuring mutual aid crews and other contract support can find safe hotel space. Through this coordination, Leon County Tourism helps our community return to normal as fast as possible following disaster.

Also, by further integrating Leon County Tourism in emergency planning and giving Tourism staff a seat at the Emergency Operations Center, Community Relations and Resilience ensures citizens know our community is open for business following a major storm.

### **Statewide Presentations and Ongoing Training**

To stay one step ahead of disaster, over the summer of 2017 Leon County presented at two different statewide conferences about response and recovery to Hurricane Hermine. The Governor's Hurricane Conference and the Florida Association of Counties conferences both occurred in Palm Beach and gave Leon County a stage and venue to share the importance and value of the After Action Report. Each speaking opportunity allowed staff to share ideas, learn from peers, and build relationships with partners and the State of Florida.

Also, Leon County Community and Media Relations presented to nearly 1,000 registered participants on an online webinar called "Communicating in an Emergency: Expert Guidance to Getting it Right." Leon County was chosen to be a keynote presenter because of the County's disaster communications efforts before, during, and after Hurricane Irma. As a result of this presentation, Leon County has been invited to present at a national conference in Washington D.C., so as to further communicate best practices in the area of public information, as well as participate in idea exchange with other thought leaders.

In addition to the presentation schedule, Leon County Emergency Management also conducts a year-round training calendar on the National Incident Management System and other Federal Emergency Management Agency best practices. The ongoing training ensures Leon County staff and other community organizations are trained to the most current and highest standards while also ensuring the County can take advantage of funding opportunities.

### **Hurricane Season Exercise Confirms Hermine After Action Improvements**

Upon returning to the County's organization structure, Leon County Emergency Management renewed its focus on emergency exercises and other trainings. In preparation for the 2017 hurricane season, Leon County convened nearly 100 multi-agency representatives to exercise and ensure the lessons learned from Hurricane Hermine were implemented and that agency plans aligned.

On June 8, 2017, public safety representatives from Leon County, the City of Tallahassee, State of Florida, and local nonprofits gathered at the Emergency Operations Center for a hurricane exercise facilitated by Florida State University. Specifically, the exercise was designed to parallel the Hurricane



Hermine After Action Report and to confirm that the document's finding and recommendations were in place.

Simulating a Category 3 hurricane, the exercise confirmed that local emergency response and recovery agencies had made significant improvements to their plan and revealed opportunities to improve operations even further. Several months later, the emergency exercise became a real activation with Hurricane Irma in September 2017.

### **Hurricane Irma After Action Report**

An After Action Report on Hurricane Irma will be presented to the Board at the December 12 meeting. Just as the Hurricane Hermine After Action Report served as a road map to many different improvements, the Irma After Action Report will provide staff ways to make a strong response even stronger. Leon County will continue to use every disaster to learn, improve, and be more resilient for the next disaster.

### **Options**

1. Accept staff's presentation on Leon County's community and disaster resilience activities.
2. Board direction.

### **Recommendation**

Option #1

Intentionally Blank

## 4. Leadership That Drives Community Resilience Forward

### **Statement of Issue:**

This section of the retreat features a presentation by Leslie Chapman-Henderson, a thought leader in the area of disaster resilience who has spent nearly two decades focused on building disaster-resilient communities through public relations, policy, and collaboration. As the president and chief executive of the Federal Alliance for Safe Housing (FLASH), Leslie's presentation will highlight ongoing efforts nationwide on how leadership drives community resilience forward.

### **Staff Recommendation:**

No Board action necessary.

### **Background:**

Leading a disaster-resilient community is a year-round commitment of Leon County, and this year's Board Retreat will feature recent preparedness programs and efforts while also looking to our future resilience in the areas of natural and manmade disasters. Because building and leading a resilient community demands big ideas, innovation, policy, and outcomes, the County has invited Leslie Chapman-Henderson, president and chief executive of the Federal Alliance for Safe Housing to facilitate a conversation on community resilience with the Board.

### **Analysis:**

The following is a brief introduction to Leslie. To find a fuller biography of her accomplishments, see the following section in the retreat materials.

Chapman-Henderson has spent the past 19 years focused on building disaster-resilient communities through public speaking, shaping policy, and bringing together disaster safety thought leaders to leverage collaboration to increase public safety. Leslie has delivered keynote addresses for diverse audiences including Fortune 500 companies; academic institutions; national associations; and international conventions like the South by Southwest Interactive (SXSWi) in Austin, Texas; and the 2015 Aon Benfield Biennial Hazards Conference in Australia. In 2013, she addressed the United Nations as a panelist on World Habitat Day.

Leslie is a thought leader in the area of disaster resilience and has spearheaded many different programs and initiatives. Through her leadership at FLASH, Leslie has established the following core values for the organization:

- **Innovation.** Designing and developing effective and easy-to-use tools and techniques to foster mitigation behavior change.
- **Integrity.** Delivering consistently reliable, useful and technically accurate information and services.
- **Collaboration.** Forging strategic partnerships with like-minded individuals and organizations that share a commitment to the disaster safety movement.

FLASH is also committed to doing the following:

- To partner with like-minded organizations from the public, private and non-profit sector.
- To demonstrate leadership through creation of useful and reliable disaster safety education programs.
- To sponsor ongoing outreach initiatives to encourage citizens to build, buy and use buildings that are constructed or retrofitted with disaster safety in mind.

## 2017 National Disaster Resilience Conference

Leslie will discuss how this year's National Disaster Resilience Conference highlighted changing trends in resilience and how FLASH is at the center in convening thought leaders from around the globe in examining, building, and improving resilience.

On October 27, 2017, FLASH continued hosting the National Disaster Resilience Conference in Atlanta, Georgia. As California, Florida, Mexico City, Texas, Puerto Rico, and the U.S. Virgin Islands began recovery from deadly earthquakes, floods, hurricanes, and wildfires, the nation's foremost voices in the disaster safety and resilience movement gathered to rethink the way the nation approaches disaster.

The agenda examined how science, policy, and practice can better save lives and protect property in the face of mounting, billion-dollar disasters.

Design professionals, emergency managers, financial services experts, futurists, housing experts, insurers, journalists, meteorologists, product manufacturers, risk communicators, scientists, social psychologists, and many others shared best practices, delivered research insights, lessons learned, and generated new collaborative opportunities to create more disaster-resilient buildings and communities.

Also, the following leaders served as keynote speakers:

- **Leo Abruzzese**, Global Director of Public Policy, The Economist Intelligence Unit
- **W. Craig Fugate**, FEMA Administrator (2009 – 2017)
- **Lt. General Russel L. Honoré**, U.S. Army (Ret.)
- **Dr. Rick Knabb**, Hurricane Expert & Tropical Program Manager, *The Weather Channel*, National Hurricane Conference Director (2012 – 2017)
- **Dave Shull**, CEO, *The Weather Channel* Television Network
- **Wendy Spencer**, President, Leadership Florida, and CEO, Corporation for National and Community Service (2012 – 2016)

## How to Be #HurricaneStrong

Leslie will also share lessons learned from the remarkably successful public relations campaign called #HurricaneStrong, which has educated thousands of families and involved hundreds of partners such as

the Weather Channel, National Hurricane Center, Federal Emergency Management Agency (FEMA), National Oceanic and Atmospheric Administration (NOAA), and so many more.

#HurricaneStrong is designed to increase public safety and reduce economic losses by motivating individuals and families to undertake hurricane preparedness and mitigation activities. The public messaging is delivered through signature national efforts, including the White House observance of National Hurricane Preparedness Week, the NOAA/National Hurricane Center Hurricane Awareness Tour (HAT), and FEMA's National Preparedness Month. The messaging is reinforced by traditional and social media as well as dozens of community and corporate special events, expositions, employee trainings, and home improvement store workshops.

#HurricaneStrong targets audiences at all levels with a message of empowerment, and a symbolic "pose". Similar to a Heisman Trophy stance, the #HurricaneStrong pose is the campaign call to arms to demonstrate support for hurricane resilience, and to acknowledge five steps necessary to achieve a prepared state before hurricanes strike:

1. **Personal Safety** - Know your evacuation zone
2. **Financial Security** - Have an insurance check-up
3. **Family Preparedness** - Build a disaster supply kit
4. **Damage Prevention** - Strengthen your home
5. **Community Service** - Help your neighbor

The inaugural 2016 #HurricaneStrong campaign brought together the most recognized public and private brands in the disaster safety movement to advance the cause of hurricane resilience and inspire hurricane readiness by increasing public awareness and action before the next storm strikes.

The campaign generated more than 200 national and regional news stories and #HurricaneStrong became the official hashtag for hurricane preparedness on Twitter with more than 15,000 tweets in 2016. Leslie can also provide an update on the campaign in 2017, and also a broader look at disaster communications across the country.

## About FLASH

The nonprofit Federal Alliance for Safe Home (FLASH) is the country's leading consumer advocate for strengthening homes and safeguarding families from natural and manmade disasters. The FLASH partnership includes more than 100 innovative and diverse organizations that share a vision of making America a more disaster-resilient nation including: BASF Corporation, FEMA, Florida Division of Emergency Management, The Home Depot, Huber Engineered Woods, International Code Council, Kohler, Generators, National Weather Service, Portland Cement Association, Simpson Strong-Tie, State Farm, and USAA. In 2008, FLASH, and Disney opened the interactive weather experience StormStruck: A Tale of Two Homes, in Lake Buena Vista, FL.

### Options:

No Board action necessary.

**Staff Recommendation:**

N/A



## **5. Facilitated Discussion on Trends in National Disaster Resilience and Best Practices for Leon County**

### **Statement of Issue:**

In this section of the retreat, Leslie Chapman-Henderson will facilitate a discussion on disaster resilience topics such as how local leaders protect lives and livelihoods, mitigate damage from disasters, and communicate about preparedness. Topics will range from best practices to national trends, as well as emerging products and technologies.

### **Staff Recommendation:**

No Board action necessary.

### **Background:**

For this section of the retreat, Leslie Chapman-Henderson will lead a facilitated discussion on how local leaders can build disaster and community resilience. Using her experience executing programs that safeguard families from natural and manmade disasters, Leslie will explore best practices from across the nation in a conversation with the Board. Topics will include business, innovation, messaging, weather, and policy.

And there is a lot to learn from across the nation in responding to disaster, and Leslie and FLASH have been involved in the conversation during and following each emergency. With the recent California wildfires, the United States has now tied the most billion-dollar weather disasters in a single year with 16 disasters.

There were 12 billion-dollar weather disasters during the first half of 2017 alone from tornados, droughts, severe thunderstorms, flooding, and freezes that damaged crops in the Northwest.

In addition to the economic impact, these 16 events have resulted in the deaths of over 300 people.

Through October, 2017 is now tied with 2011 for the most billion-dollar disasters in a year, according to NOAA's database, which dates to 1980.

Since 1980, there have been 218 weather and climate disasters in the U.S. that have reached at least \$1 billion in damage or cost. The total cost of these 218 events exceeds \$1.2 trillion. This cost, however, does not yet include Harvey, Irma, Maria or the October California wildfires.

The current costliest U.S. weather disaster in the National Centers for Environmental Information database since 1980, adjusted for inflation, is Hurricane Katrina at \$161.3 billion.

### **Analysis:**

Leslie will lead a discussion focused on the latest in science, policy, and practice to create more resilient buildings and disaster-resilient communities in the face of hurricanes, floods, tornados, wildfires, earthquakes, hail, hurricanes, and lightning, as well as human-caused disasters. Topics and questions may include:

- Big Business: *What are the best practices for resilience in the workplace?*
- Big Idea: *Can we and should we build homes that stand up to billion-dollar disasters?*
- Big Innovation: *What are the emerging products, techniques, and technologies in disaster resilience?*
- Big Message: *How do we partner with traditional and new media to convey the story of disaster resilience?*
- Big Metrics: *Do we have the right tools to measure and drive community resilience?*
- Big Money: *How can we protect lives and livelihoods so that businesses return to normal fast following disaster?*
- Big Picture: *What does resilience look like around the globe and how does that inform what we do at home?*
- Big Policy: *What does the building code landscape look like now, and how might that change in the years ahead?*
- Big Science: *How are we innovating resilience through research and science?*
- Big Trends: *Are tiny homes part of the new normal for housing?*
- Big Weather: *Will Hurricanes Harvey, Irma, and Maria change our approach to flooding?*

## Biography of Leslie Chapman-Henderson

Leslie Chapman-Henderson is the president and chief executive officer of the nonprofit Federal Alliance for Safe Homes (FLASH), the country's leading consumer advocate for strengthening homes and safeguarding families from natural and manmade disasters. FLASH was founded in 1998 and brings together more than 100 diverse partners that share a vision of making America a more disaster-resilient nation.

Leslie's experience and expertise span creative, technical, and public policy initiatives from delivery of the award-winning, 4-D "edu-tainment" experience, StormStruck: A Tale of Two Homes® at Epcot® at the Walt Disney World® Resort to the development of Blueprint for Safety®, a landmark education program. One of her recent projects includes the creation of the award-winning National Hurricane Resilience Initiative - #HurricaneStrong, presented by FEMA, FLASH, NOAA, and The Weather Channel.

She promotes resilience through public speaking, testimony, publication of commentary papers, the Road to Resilience blog, and by bringing together disaster safety thought leaders to leverage collaboration on behalf of the cause. In 2016, she and her team organized the landmark National Earthquake Conference that inspired worldwide news coverage and \$10 million in additional funding for the Earthquake Early Warning research effort.

Leslie has delivered keynote addresses for diverse audiences including Fortune 500 companies; academic institutions; national associations; and international conventions like the South by Southwest Interactive (SXSWi) in Austin, Texas; and the 2015 Aon Benfield Biennial Hazards Conference in Australia. In 2013, she addressed the United Nations as a panelist on World Habitat Day on the topic, "Resilient Design – To Build or Not to Build?"

She has appeared in hundreds of media interviews including television and radio appearances on AccuWeather, CNN, FOX News, Good Morning America, MSNBC, The Weather Channel; nationally-syndicated programs such as This New House, Home Again with Bob Vila; and a one-hour, PBS special she co-produced entitled, Blueprint for Safety – Disaster-Resistant Homes. Leslie is proud to be a "Weather Geek" after her 2016 appearance on The Weather Channel show by the same name.

Her civic, community, and professional recognition includes the 2010 designation by Cable News Network as a member of the CNN New Guard of the South – an elite group of leaders from academic, business, entertainment, government, nonprofit, philanthropy, and sports fields.

Her public service includes co-chair of the legislatively-created My Safe Florida Home Advisory Council; board trustee for Florida International University – International Hurricane Research Center; advisory council member for the Florida State University Catastrophic Storm Risk Management Center; chair and consumer representative for the Florida Hurricane Catastrophe Fund Advisory Council; guest lecturer at Florida State University and the University of Florida – School of Construction; and as the Florida gubernatorial appointee to the FCC Warning, Alert and Response (WARN) Committee.

Additional past service includes trustee for the Florida Fire and Emergency Services Foundation; consumer representative to the 2004-2005 Louisiana Uniform Building Code Task Force; consumer representative and vice chair of the 2005 Florida Legislative Task Force on Long-Term Solutions for Florida's Hurricane Insurance Market; and insurance consumer representative to the 2006 Property and Casualty Insurance Reform Committee chaired by former Florida Lt. Governor Toni Jennings.

Leslie, her talented team, and their committed array of partners have been recognized with many awards during her 19-years leading FLASH, including the 2017 National Hurricane Conference Outstanding Achievement Award; 2011 National VOAD Partner of the Year Award; 2011 Florida Governor's Hurricane Conference Governor's Award; 2006 Texas Silver Spur Award for Public Education Excellence; 2006 Governor's Hurricane Conference Public Information/Education Award; 2005 National Weather Association Walter J. Bennett Public Service Award; 2005 NOAA Environmental Hero Award; and more.

**Options:**

No Board action necessary.

**Staff Recommendation:**

N/A

Intentionally Blank

## 6. 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:**

1. Accept the vision statement with no revisions.
2. Accept the mission statement with no revisions.
3. Accept the strategic priorities with no revisions.

### **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.

**Options:**

1. Accept the vision statement with no revisions.
2. Accept the mission statement with no revisions.
3. Accept the strategic priorities with no revisions.
4. Accept the vision statement with revisions.
5. Accept the mission statement with revisions.
6. Accept the strategic priorities with revisions.
7. Board direction.

**Recommendation:**

Options #1, #2, #3

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

### **Statement of Issue:**

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

### **Staff Recommendation:**

1. Accept the update on Leon County's progress towards the FY2017-2021 bold goals and targets.
2. Revise the Economy five-year target to: *"Co-Create 500 Entrepreneur Ventures and ~~5,500~~ 11,500 New Jobs, including ~~200~~ 400 High-Wage Jobs."*

### **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 FY2017-201 that shows Leon County's progress towards reach 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

**18%**

(\$895.8 Million)

Updated December 2017





## 5-YEAR TARGETS

### PROGRESS TO DATE

- |  |   |
|--|---|
| » Attract 80 state, regional, or national championships across all sports                                    | 18% (14 Championships)  |
| » Co-create 500 entrepreneur ventures and 5,500 new jobs, including 200 high-wage jobs in high tech clusters | 78 of 500 entrepreneur, 100% new jobs, and 163 of 200 high-wage |
| » Connect 5,000 students & citizens to middle skilled job career opportunities                               | 31% (1,560 Students and Citizens)                               |
| » Host 100,000 residents & visitors as part of the Amphitheater County Concert Series                        | 7% (6,785 Residents and Visitors)                               |



## ECONOMY – Analysis of Bold Goal and Targets

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

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. For FY 2017, the research firm has estimated the total economic impact of tourism in Leon County at \$895.8 million, 18% of the County's five-year Bold Goal.

### Targets:

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

Since the start of FY 2017, 14 championship sporting events have been held in Leon County, 18% of the County's five-year Target. These events include the Red Hills Horse Trials, Florida State Soccer Invitational, Youth Basketball of America Tournament (Youth Boys), Tallahassee Marathon & Half Marathon, Gold Star Elite Girls Fast Pitch Showcase, and the Jacksonville Storm Softball Showcase. The remaining championship events are cross country races hosted at Apalachee Regional Park (ARP).

During FY 2017, Leon County was selected to host several NCAA championship events at the 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.

#### *Co-Create 500 Entrepreneur Ventures and 5,500 New Jobs, Including 200 High-Wage Jobs*

In addition to 78 entrepreneurial ventures being co-created, local employment grew by 5,344 jobs during fiscal year 2017, nearly eclipsing the County's five-year bold goal of co-creating 5,500 jobs in just the first year; this includes co-creation of 163 high-wage jobs. While employment figures and trends ebb and flow from year to year, staff carefully reexamined the underlying analysis in establishing the five-year target and sought to better ascertain the sharp growth in employment figures over the past year, the sustainability of this growth looking ahead, and the potential adjustment to the target.

For the County's five-year target of co-creating 5,500 jobs in the FY2017-2021 Strategic Plan, the Tallahassee-Leon County Office of Economic Vitality (OEV) utilized an industry leading Labor Force Analytics Modeling Software for comprehensive labor market research to help establish the job creation target based on labor market trends, wages, and other economic indicators in preparing the 2016 Board Retreat materials. Based on the strong market trends in 2016, followed by another exceptional year in 2017, it is clear that the Tallahassee-Leon County Metro Area has fully recovered from the Great Recession that began eight years ago. While the State of Florida and the nation began to emerge from the economic downturn more than six years ago, Tallahassee-Leon County began showing forward progress in 2014 and reached pre-recession employment levels in 2016.

In the five years leading up to the establishment of the target from 2011 to 2016, Leon County added 4,723 jobs and its unemployment rate dropped from 7.8% in 2011 to 4.6% in 2016 (-3.2%). That's an



average annual decrease of 0.64% in the unemployment rate. However, over the last twelve months, the unemployment rate dropped another 1.4% (to 3.2%). The majority (64%) of the 4,723 employment gains from 2011 - 2016 occurred in 2016. After averaging near 3% annual growth in Gross Regional Product (the local component of Gross Domestic Product) in recent years, the Tallahassee-Leon County Metro Area experienced a 6.3% increase in Gross Regional Product in 2016 compared to 4.9% for the state and 3.2% for the U.S. These economic indicators further reinforce our community's relative insulation and lag time in yielding broader state and national economic trends, both positive and negative.

Given the year-to-year fluctuations in employment trends, it is important to strive for ambitious, yet realistic, results over a longer period of time. Looking ahead through FY 2021 for the County's Strategic Plan and targets, ***staff recommends adjusting the County's five-year targets to co-creating 11,500 jobs and 400 high-wage jobs (inclusive of the 5,344 overall jobs and 163 high-wage jobs reported) by FY 2021.*** This adjustment accounts for the strong growth that has occurred over the past two years along with a leveling-off period and return to modest growth patterns. These targets do not contemplate the timing of cyclical market changes or economic forecasts that may fall within the five-year strategic plan.

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

To reach this Target, staff has identified new opportunities to interact with the community beyond the Leon Works Expo, an annual event with attendance of approximately 500-600 people. This includes the launch of the Leon Works Junior Apprenticeship program as well as participation in the Ghazvini Learning Center's monthly career luncheons. As a result, 1,560 students and citizens have been connected to middle skilled job opportunities since the start of the fiscal year, 31% of the County's five-year Target.

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

In FY 2017, the County hosted four concerts at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, and (4) The Florida Jazz & Blues Festival. In total, these concerts had 6,785 residents and visitors in attendance, 7% of the County's five-year Target.

Since the start of FY 2018, the County has scheduled two 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 second concert is scheduled on April 13, 2018 during Word of South and will feature the Tedeschi Trucks Band.

# 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

**610**

septic tank upgrades or eliminations in progress

Lake Henrietta  
Leon County, Florida

Developed with financial assistance provided by the Florida Department of Environmental Protection through the Florida Recreational Development Assistance Program.

Updated December 2017





## 5-YEAR TARGETS

### PROGRESS TO DATE

|   |                    |
|---|--------------------|
| » Plant 15,000 trees including 1,000 in canopy roads  | 4% (661 Trees)     |
| » Ensure 100% of new County building construction, renovation and repair utilize sustainable design | On target          |
| » 75% community recycling rate  | 55% Recycling Rate |
| » Construct 30 miles of sidewalks, greenways and trails   | 34% (10.65 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 610 septic tanks in the primary springs protection zone is in-progress. Also, to help achieve this goal, Leon County has initiated three neighborhood septic to sewer projects which once fully constructed will remove up to 575 septic tanks from the Primary Springs Protection Zone. In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement a *Passive Onsite Sewage Nitrogen Reduction Pilot Project* for the Wilkinson Woods Subdivision which will upgrade an additional 35 septic tanks.

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 575 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson and Belair/Annawood neighborhoods. 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*

Since the start of FY 2017, Leon County has planted 661 trees, 4% 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 and Arbor Day plantings. To meet the five-year Target, approximately 10,000 trees are slated for planting in FY 2018 – FY 2021 as part of planned reforestation efforts in the J.R. Alford Greenway.

To support the planting of 1,000 trees in the canopy roads, the County will work with the Canopy Roads Committee to update the long term management plan for the Canopy Roads including an active tree planting program. The FY 2018 adopted budget includes \$75,000 to implement an active tree planting program.

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

To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff is in the process of developing material standards for small renovations such as painting and carpet installation.



### *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%, which includes a traditional recycling rate of 52% and three additional percentage points for Renewable Energy Recycling Credits. Leon County is one of only 20 counties in the state to achieve a rate of 50% or higher. 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*

Over ten miles of sidewalks (4.51 mi), greenways (3.46 mi) and trails (2.68 mi) have been constructed since the start of FY2017, 34% of the County's five-year Target. Project locations include Capital Cascades Crossing, Timberlane Road, Chaires Community Park, Magnolia Drive, Gadsden Street, Capital Circle Northwest/Southwest and Broadmoor Park, Fred George Park, and the Miccosukee Greenway.

# 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

**21%**

(\$21.2 Million)\*

\* Estimate based upon available data.

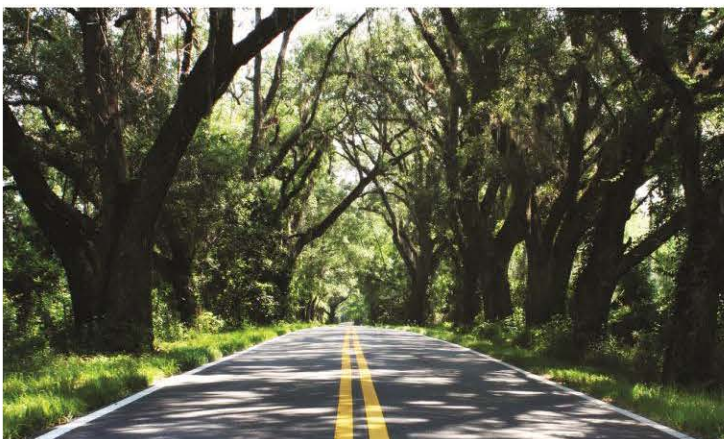




## 5-YEAR TARGETS

### PROGRESS TO DATE

|  |                        |
|--|------------------------|
| » Double the number of downloadable books at the library | 74% (10,002 New Books) |
| » Construct 100 fire hydrants                            | 15% (15 Fire Hydrants) |
| » Train 8,500 citizens in CPR/AEDs                       | 18% (1,572 Citizens)   |
| » Open 1,000 new acres of park land to the public        | 225 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*

Staff estimates that \$21,233,727 in Veteran Affairs benefits were secured during FY 2017 for Leon County veterans and their families. This estimate 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. The final actual numbers will be provided by the VA in April 2018.

Targets:

*Construct 100 Fire Hydrants*

Since the start of the fiscal year, 15 fire hydrants have been constructed in the unincorporated area, 15% of the County's five-year Target. At the June 2017 Budget Workshop, 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 to install more fire hydrants on the Prioritization List.

*Train 8,500 Citizens in CPR/AEDs*

EMS has held 43 trainings in FY 2017 during which 1,572 citizens have been trained in CPR/AEDs, 18% of the County's five-year Target. This includes the County's annual Press the Chest training event, which was held on June 11, 2017 and trained 450 Leon County citizens.

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

Currently 225 acres of park land that will be opened to the public over the next several months, including:

- **Northeast Park:** The Northeast Park running trail will be completed in late December of this, making 64 new park acres open to the public. Once complete, Northeast Park will include 100 acres of park land open to the public.
- **St. Marks Headwaters Greenway:** In late December/early January, the first phase of the St. Marks Headwaters Greenway trail will be 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 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 FY2017, Library Services added 10,002 new downloadable books to their collection, 74% of the County's five-year Target. This substantial increase is 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. The net total of downloadable books currently available through Leon County Libraries is now 22,020.



# 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

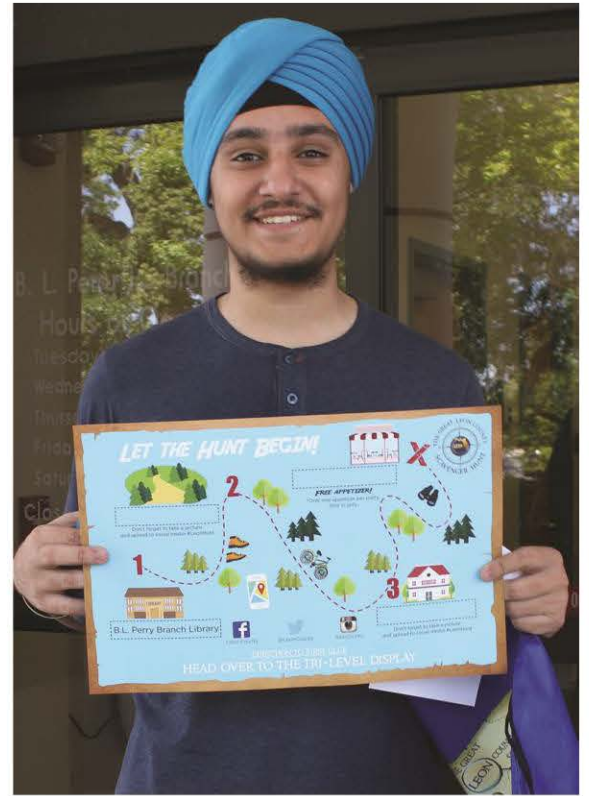
Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation

PROGRESS TO DATE

**24%**

(120 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  | 30% towards reaching target (1 day faster)      |
| » Achieve 90% employee participation in the County's "My Rewards" Well Being Program   | 88% Participation (496 Employees Participating) |
| » Reduce by 60% the outstanding debt of the County   | 19% Reduction                                   |
| » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace | 10% of Employees Trained                        |



## GOVERNANCE – Analysis of Bold Goal and Targets

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

Staff has implemented 120 citizen ideas, improvements, solutions and opportunities for co-creation, 24% of the County's five-year Target. Included in this list are 16 recommendations voiced by citizens during community listening session and implemented as part of the Hurricane Hermine After Action Report. Several ideas were proposed by citizen committees such as the Tourist Development Council, Smokey Hollow Citizen's Committee, Leon Works Expo Workgroup, and Sustainable Communities Summit Planning Committee. Other improvements were submitted by community organizations like the Ft. Braden Little League Club, Southern Trail Riders Association, and American Legion.

### Targets:

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

Nearly one-third (30%) of this target was achieved by reducing the average time from 11 days to 10 days. In FY 2015/2016, the average times to approve a single family building permit was 11 days, which is the baseline measurement for the above five-year Target. In FY 2016/2017, 309 single family building permits were issued, a nearly 20% increase from the previous year; however, the average review time for these permits was ten (10) 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. Currently, 496 employees participate in the Program which is 88% of eligible County employees. This is a substantial increase from FY2016 during which time employee participation was at 82.4%.

Staff adopted several new strategies to improve employee participation in the program. These include calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, and providing Division Directors with a report of employees who had not yet taken advantage of the program. In the coming year, Human Resources will implement additional strategies such as 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*

As of January 2017, the County's outstanding debt, including principal and interest, totaled \$48,633,089. In FY2017, the County reduced its outstanding debt to \$39,544,440, a 19% reduction. Based on the current debt service schedule and recent debt refinancing, the County is on pace to meet this Target.

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

In FY 2017, 81 employees have been trained in Customer Experience and 155 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace. Human Resources staff is currently in the process of updating the training provided to employees on the topic of Diversity. By 2021, all employees will receive the updated training curriculum.

To ensure 100% of County employees are trained, Human Resources will increase the number of trainings provided each year. Additionally, Staff will work directly with program areas to provide on-site trainings at work areas where staff are required to work 24/7 shifts.



IN SUMMARY: FY2017-2021 STRATEGIC PLAN

# GOALS & TARGETS

| PRIORITY AREAS         | BOLD GOAL   | PROGRESS TO DATE   | 5-YEAR TARGETS  | PROGRESS TO DATE   |
|------------------------|---|--|---|--|
| <b>ECONOMY</b>         | <b>Grow the five-year tourism economy to \$5 billion</b>  | <b>18%</b><br>(\$895.8 Million)  | <ul style="list-style-type: none"> <li>» Attract 80 state, regional, or national championships across all sports</li> <li>» Co-create 500 entrepreneur ventures and 5,500 new jobs, including 200 high-wage jobs in high tech clusters</li> <li>» Connect 5,000 students and citizens to middle skilled job career opportunities</li> <li>» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series</li> </ul>                | <p>18% (14 Championships)</p> <p>78 of 500 entrepreneur, 100% new jobs, and 163 of 200 high-wage</p> <p>31% (1,560 Students and Citizens)</p> <p>7% (6,785 Residents and Visitors)</p> |
| <b>ENVIRONMENT</b>     | <b>Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone</b>                             | <b>610</b><br>610 septic tank replacements are in progress                   | <ul style="list-style-type: none"> <li>» Plant 15,000 trees including 1,000 in canopy roads</li> <li>» Ensure 100% of new County building construction, renovation and repair utilize sustainable design</li> <li>» 75% community recycling rate</li> <li>» Construct 30 miles of sidewalks, greenways and trails</li> </ul>  | <p>4% (661 Trees)</p> <p>On target</p> <p>55% Recycling Rate</p> <p>34% (10.65 Miles)</p>  |
| <b>QUALITY OF LIFE</b> | <b>Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans &amp; their families</b> | <b>21%</b><br>(\$21.2 Million)*<br><br>* Estimate based upon available data. | <ul style="list-style-type: none"> <li>» Double the number of downloadable books at the library</li> <li>» Construct 100 fire hydrants</li> <li>» Train 8,500 citizens in CPR/AEDs</li> <li>» Open 1,000 new acres of park land to the public</li> </ul>  | <p>74% (10,002 New Books)</p> <p>15% (15 Fire Hydrants)</p> <p>18% (1,572 Citizens)</p> <p>225 acres</p>   |
| <b>GOVERNANCE</b>      | <b>Implement 500 citizen ideas, improvements, solutions &amp; opportunities for co-creation</b>                 | <b>24%</b><br>(120 Citizen Ideas)  | <ul style="list-style-type: none"> <li>» Reduce by at least 30% the average time it takes to approve a single family building permit</li> <li>» Achieve 90% employee participation in the County's "My Rewards" Well Being Program</li> <li>» Reduce by 60% the outstanding debt of the County</li> <li>» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence &amp; Stalking in the Workplace</li> </ul> | <p>30% towards reaching target (1 day faster)</p> <p>88% Participation (496 Employees Participating)</p> <p>19% Reduction</p> <p>10% of Employees Trained</p>                          |

**Options:**

1. Accept the update on Leon County's progress towards the FY2017-2021 bold goals and targets.
2. Revise the Economy five-year target to: *"Co-Create 500 Entrepreneur Ventures and ~~5,500~~ 11,500 New Jobs, including ~~200~~ 400 High-Wage Jobs."*
3. Board direction.

**Recommendation:**

Options #1 and #2

Intentionally Blank

## 6B. Strategic Initiatives – Overview and Amend or Add

### **Statement of Issue:**

This section provides an update of strategic initiatives that are complete or in progress. At this point in the retreat, the Board will discuss amending or adding strategic initiatives to the current 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 by individual Commissioners.

*(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 still in progress were included as part of the next five-year plan.

At the 2016 Board Retreat, the Board adopted several new Strategic Initiatives for a total 44 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 pages) for the Board to consider including in the FY2017-FY2021 Strategic Plan. This potential list of Strategic Initiatives was developed based on the following:

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

Subsequent to the Board approval of new or modified Strategic Initiatives, the County Administrator will identify any interdepartmental or external partnerships necessary to fulfill the specific initiative. Staff

will develop the appropriate assignments and work plans to proceed with implementing the Board's direction.

Staff will prepare a formal updated Strategic Plan for the Board to consider in January 2017 which incorporates the direction received at the retreat. Throughout the year, agenda items will continue to note when specific action is being requested of the Board in advancing a Strategic Initiative.

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 14 (32%) of the Strategic Initiatives have been completed in FY2017, with the remaining 30 (68%) 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 2017 Board Retreat               | 15 (34%)        | 29 (66%)           | 44           |
| <b>Status by Main Strategic Priority Alignment</b>    |                 |                    |              |
| Economy   | 3               | 9                  | 12           |
| Environment   | 2               | 9                  | 11           |
| Quality of Life                                       | 5               | 7                  | 12           |
| Governance  | 5               | 4                  | 9            |
| Total   | 15              | 29                 | 44           |

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**

(EC4) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district. (2016-3)

- *2017: The revision of Sec. 125.0104, F.S. was adopted as part of the Board's 2017 Legislative Priorities.*
- *2018: 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.*

(EC2) 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. (2016-4A)



- *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 will successfully complete the Junior Apprenticeship Program. A status report on both Leon Works programs will be presented at the Board's December 12, 2017 meeting.*

(EC4) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (2016-5)

- *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. Leon County Tourism and Parks & Recreation staff will continue to work with FSU to prepare for these events.*

(EC4) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference. (2016-8)

- *Leon County was selected as one of only eight communities in Florida to host ACE Tour 8. Participants will spend December 7-8, 2017, the last two days of their six-day tour, in Leon County.*

## Economy – In Progress

- (EC4) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements. (2016-1)
- (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- 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) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)
- (EC2) Complete the joint County/City disparity study and enhancements to the MWSBE program. (2016-7)
- (EC1, EC2) Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City. (2016-9)
- (EC4) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium. (2016-10)

- (EC2) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses. (2016-11)
- (EC1, EC4) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP). (2016-12)

## Environment – Completed

(EN4) 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. (2016-19)

- *On August 8, Leon County announced the launch of the residential PACE public-private partnership with Renovate America and the Florida Development Finance Corporation (FDPC). Resource Stewardship and Housing staff are working collaboratively to schedule training on the PACE program during the 2018 Leon County Spring Home Expo.*

(EN2) Add environmental education kiosks, trail markings/mapping at Greenways and Parks. (2016-20)

- *In FY2017, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway. Additional kiosks are scheduled for installation at Lake Henrietta Park, J. R. Alford Greenway, and St. Marks Greenway.*

## Environment – In Progress

- (EN1, EN2) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment. (2016-13)
- (EN4) Develop strategies to increase recycling and reuse rates. (2016-14)
- (EN3) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (2016-15)
- (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)
- (EN4) Explore new opportunities for solar on County facilities. (2016-21)
- (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

(Q1, Q6) Continue to expand recreational amenities to include: Develop a master plan for the Apalachee Regional Park. (2016-24A)

- *On October 24, 2017, the Board approved the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented.*

(Q1, Q6) Continue to expand recreational amenities to include: Develop a program to establish a signature landscaping feature with a regular blooming season. (2016-24B)

- *As part of the 2017/2018 budget process, the Board approved Pedrick Pond Park for the first signature landscaping feature installation.*

(Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2016-26)

- *EMS continues 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. Other strategies implemented in FY 2017 are outlined in Attachment #1 and include updating stroke patient treatment protocols, partnering with Capital Area Healthy Start Coalition to provide infant CPR training, and implementing data sharing systems with local hospitals.*

(Q4, Q5) Support the Joint County-City Affordable Housing Work Group's efforts 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. (2016-28)

- *On October 26, 2017, the County and City Commission held a joint workshop at which time both commissions accepted the Tallahassee-Leon County Affordable Housing Workgroup's final report and approved staff's recommendations as amended to address the community's affordable housing needs.*

(Q4) Continue to serve our seniors through programs and partnerships, including: 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. (2016-29A)

- *Ongoing efforts in support of this Strategic Initiative include a public education campaign to increase awareness of dementia and the available services as well as dementia sensitivity training for EMS staff.*

(Q2, Q4, EC4) Continue to serve our seniors through programs and partnerships, including: To continue to support Choose Tallahassee's efforts to market our community as a retirement destination. (2016-29C)

- *Tourism Development continues to provide administrative support to Choose Tallahassee including marketing expertise and guidance to support the organization's marketing efforts.*

(Q7) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (2016-31)

- *At the June 2017 Budget Workshop, the Board approved a partnership with Honor Flight Tallahassee to host an annual Honor Flight Reunion Dinner to recognize National Pearl Harbor Remembrance Day on December 7, 2017. The event will take place at the National Guard Armory.*

(Q3) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage. (2016-32)

- *On February 7, 2017, 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 in the five-year capital improvement plan to support the street lighting program annually.*

(Q4) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2016-34)

- *2017: The adopted FY2017/2018 includes \$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.*

## Quality of Life - In Progress

- Continue to expand recreational amenities to include:
  - (Q1, Q6) Implement the Tallahassee-Leon County Greenways Master Plan. (2016-24C)
  - (Q1, Q6) Evaluate additional trail expansion opportunities. (2016-24D)
  - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
  - (Q1, Q6) Identify opportunities to create dog parks in the unincorporated area. (2016-24F)

- (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, G1, G5) 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. (2016-27)
- Continue to serve our seniors through programs and partnerships, including:
  - (Q4) Exploring opportunities to address fraud/scams targeted towards seniors. (2016-29B)
- (Q4) 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. (2016-30)
- (Q3) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage. (2016-32)
- (Q3, Q4) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies. (2016-33)
- (Q2) Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program. (2016-35)

## Governance – Completed

(G1, G3) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series (CES) and Club of Honest Citizens. (2016-36)

- *2017: Events occurring during the past year include: CES Let's Balance, CES Disaster Preparedness, Longest Table, 3 Library Lecture Series, FSU's the Big Event, Created Equal and a number of Village Square events.*
- *2018: Consistent with our annual planning process, at the November 28, 2017 meeting, staff recommended and the Board approved the Citizen Engagement and Club of Honest Citizens slate of events for the upcoming year.*

(G1) Continue to Support Commissioner Desloge during his term as NACo President. (2016-37)

- *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.*

(G4) Continue County sponsorship of employees' participation in the Certified Public Manager training. (2016-41)

- *2017: Leon County employees are invited to participate in the CPM program biannually. In FY 2017, four employees graduated from the program.*

- *2018: Four employees are enrolled in the program, and a new class of employees will begin in the fall.*

(G5) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (2016-43)

- *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. During FY 2017, the County and City of Tallahassee collaborated on two new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.*

(G4) 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. (2016-44)

- *As part of the FY2018 budget process, the Board established a living wage of \$12.00/hour for our lowest paid employees.*

## **Governance – In Progress**

- (G5) 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. (2016-38)
- (G2) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (2016-39)
- (G2) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (2016-40)
- (G1) Seek opportunities for partnerships through NACo and FAC's enterprise programs. (2016-42)

### **Options:**

1. Consider proposed new or amended strategic initiatives by individual Commissioners.

*(New or amended strategic initiatives require a super majority vote to be included in the FY2017-2021 strategic plan)*

### **Recommendation:**

Option #1

### **Attachment:**

1. Detailed Strategic Initiatives Status Report

**Attachment #1:**  
Detailed Strategic Initiatives Status Report

| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2  | Lead Department     | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments   |
|-----|--------------------|--|---|---------------------|---|--------------------|------------------------|--|
| 1   | In Progress        | EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.  |   | PLACE (Blueprint)   | Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements  |                    |                        |  |
|     |                    |  |   | PLACE (Blueprint)   | Work with partners and vendor to determine design options for the Amphitheater weatherization.  | Action Complete    | September 2017         |  |
|     |                    |  |   | PLACE (Blueprint)   | Blueprint representatives met with County Administration towards developing a project agreement.  | Action Complete    | October 2017           |  |
|     |                    |  |   | Tourism Development | Leon County Department of Tourism Development is expected to bring forward an item to the Leon County Board of County Commissioners authorizing the partnership with Blueprint.   | Action In Progress | Winter 2018            |  |
|     |                    |  |   | Tourism Development | Provide an update to the Intergovernmental Agency Board regarding the County's direction for amphitheater weatherization.   | Action In Progress | March 2018             |  |
| 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                   |  |
| 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   |



| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2 | Lead Department | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments   |
|-----|--------------------|---|----------------------|-----------------|--|--------------------|------------------------|--|
| 4   |                    |   |                      |                 | Continue to pursue opportunities for workforce development, including:   |                    |                        |  |
| 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.<br><br>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 In Progress | 12/12/2017             |  |
| 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 support the salaries of Junior Apprentices  | 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. |
|     |                    |   |                      | Administration  | Hold meeting with The Kearney Center, CareerSource, and Office of Economic Vitality staff.   | Action In Progress | Spring 2017            | Staff will schedule a meeting with community partners to discuss increasing the homeless community's access to training programs, apprenticeships, and other programs promoting middle-skilled jobs.   |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2 | Lead Department     | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments  |
|-----|--------------------|---|----------------------|---------------------|---|--------------------|------------------------|---|
| 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.   |
| 6   | In Progress        | 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              |   |
|     |                    |   |                      |                     | Continuing to update the Blueprint Intergovernmental Agency Board of Directions on the Office of Economic Vitality's activities and programs each quarter.  | Action Ongoing     |                        |   |
| 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)         | IA approved the negotiation of contract awardal to MGT America with the direction reduce the contract by 25%  | Action Complete    | 2/20/2017              |   |
|     |                    |   |                      | PLACE (OEV)         | 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.  | Action Complete    | 4/30/2017              |   |
|     |                    |   |                      | PLACE (OEV)         | MGT America contract period began   | Action In Progress | 5/1/2017               |   |
| 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. The Office of Economic Vitality serves as the lead team coordinating the application and tour.  | Action Complete    | 2/17/2017              |   |
|     |                    |   |                      | PLACE (OEV)         | Award the 8th ACE Tour. Tallahassee - Leon County will 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.  | Action Complete    | 3/8/2017               |   |
|     |                    |   |                      | PLACE (OEV)         | Official annoucement 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              |   |

| No. | Initiative Status | Strategic Priority 1  | Strategic Priority 2  | Lead Department     | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments  |
|-----|-------------------|---|---|---------------------|--|--------------------|------------------------|---|
| 9   | In Progress       | 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 an amended Downtown CRA Interlocal Agreement or Discussion of potential budget options during FY 2019.   | Action In Progress | February 2018          | During the November 24, 2017 meeting, the Board directed the County Administrator to bring back an amendment to the Downtown CRA Interlocal Agreement by February 2018 to sunset the County's participation by FY 2020. |
| 10  | In Progress       | 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 In Progress | Fall 2018              |   |
|     |                   |   |   | Tourism Development | Identify potential funding sources that would support hosting an NFL Preseason game in Doak Campbell Stadium.  | Action In Progress | 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              |   |
| 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 Year 2 of the OEV Work Plan.                                      | Action In Progress | 2018                   |   |

| No. | Initiative Status | Strategic Priority 1   | Strategic Priority 2   | Lead Department      | Strategic Initiatives / Actions   | Action Status      | Action Completion Date       | Comments  |
|-----|-------------------|--|--|----------------------|---|--------------------|------------------------------|---|
| 12  | 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.    | 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.<br><br>Prior to seeking the Board's approval of the Master Plan, staff sought citizen input at public meetings on 1/16 and 4/17.   |
| 13  | In Progress       | 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         | Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade   | Action In Progress | December 2019                | Right-of-way acquisition continues. The project is in final permitting stage. Construction bids to be let by the end of the 2017 calendar year.   |
|     |                   |  |  | 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.  |
|     |                   |  |  | Public Works         | Coordinate with Northwest Florida Water Management District on Woodville Septic to Sewer Project potentially funded through the Springs Restoration Grant Program.                          | Action In Progress | July 2017 (Grant for Design) | 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.   |
|     |                   |  |  | Public Works         | Staff participation in the FDEP Onsite Sewage Treatment and Disposal Systems Committee.   | Action In Progress | July 2018                    | July 2018 deadline for FDEP to adopt updated BMAP incorporating OSTDS Implementation Plan.  |
| 14  | In Progress       | 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 | Develop outreach and education to touch all unincorporated commercial properties which do not currently have a recycling account  | Action In Progress | Winter 2017                  | 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.   |

| No. | Initiative Status | Strategic Priority 1                                    | Strategic Priority 2 | Lead Department      | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments   |
|-----|-------------------|---|----------------------|----------------------|--|--------------------|------------------------|--|
| 15  | In Progress       | EN3 - Promote orderly growth and sustainable practices. |                      | Public Works         | <b>Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site.</b>   |                    |                        |  |
|     |                   |   |                      | 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.  |
|     |                   |   |                      |                      | 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         | Agenda item requesting Board approval to award Phase II of the Landfill Closure Capital Improvement Project.   | Action In Progress | April 2018             |  |
|     |                   |   |                      | Public Works         | Public Meeting to advise citizens of the expectations during the closure construction  |                    | TBD                    |  |
|     |                   |   |                      | Public Works         | Agenda item to advise the Board of status update on the Closure Status.  |                    | TBD                    |  |
|     |                   |   |                      | Public Works         | Agenda item to advise the Board of the DEP Certified Completion of the Closure.  |                    | TBD                    |  |
| 16  | In Progress       | EN3 - Promote orderly growth and sustainable practices. |                      | Resource Stewardship | <b>Convene the Leon County Sustainable Communities summit on a bi-annual basis.</b>  |                    |                        |  |
|     |                   |   |                      | 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 In Progress | January 2018           |  |
|     |                   |   |                      | Resource Stewardship | Host the 2019 Summit   |                    |                        |  |
| 17  | In Progress       | EN3 - Promote orderly growth and sustainable practices. |                      | PLACE (Planning)     | <b>In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program.</b>  |                    |                        |  |
|     |                   |   |                      | 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 adoption of the revised management plan  | Action In Progress | October 2018           |  |

| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2 | Lead Department      | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments   |
|-----|--------------------|--|----------------------|----------------------|---|--------------------|------------------------|--|
| 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 | February 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 | December 2018          |  |
| 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 In Progress | Summer 2017            |  |
|     |                    |  |                      | Resource Stewardship | Ensure vendor participation in the Spring Home Expo   | Action In Progress | Spring 2018            | Program not launched in time to promote for the 2017 event. All providers will be asked to participate in future events.                         |
| 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          | Design completed 2/17. Future purchases will follow design standard.   |
|     |                    |  |                      | Resource Stewardship | Generate site specific collateral such as maps  | Action Complete    | May 2017               |  |
|     |                    |  |                      | Resource Stewardship | Inventory all existing kiosks and establish priority for new kiosks, funding needs and implementation sequence.   | Action In Progress | June 2017              |  |
|     |                    |  |                      | Resource Stewardship | Conduct trail assessment for Alford Greenway to determine trail markings, related signage, and mapping  | Action In Progress | Winter 2017            | Project will be bid to contract with a outside vendor with the expertise in trail assessments and trail construction elements                    |
|     |                    |  |                      | Resource Stewardship | Create formal trail marking and mapping for Fred George Greenway  |                    | Spring 2018            | Scope is less complex than J R Alford. Project may be conducted with outside vendor or in house, yet to be determined.                           |
| 21  | In Progress        | 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 In Progress | November 2017          | Agenda item recommending expansion of solar to go to the Board on December 12, 2017  |
| 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 2017          | 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 | June 2018              | Water quality sampling to date indicates no further improvements from Leon County are achievable. FDEP is sampling to investigate OSTDS effects. |

| No. | Initiative Status | Strategic Priority 1   | Strategic Priority 2  | Lead Department      | Strategic Initiatives / Actions   | Action Status      | Action Completion Date   | Comments   |
|-----|-------------------|--|---|----------------------|---|--------------------|--------------------------|--|
| 23  |                   |  |   |                      | Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:  |                    |                          |  |
| 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. Develop local grant program to upgrade replacement systems to high nitrogen removing systems at no additional expense to property owner. | Action In Progress | December 2019            | Permits issued 2012 through 2016 have been identified. Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017.  |
|     |                   |  |   | Public Works         | Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.   | Action In Progress | 12/12/2017               | At the Board's December 12, 2017 meeting, staff will present an agenda item seeks 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.          |
| 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 | December 2019            | Selection of alternative treatment systems will be affected by Comprehensive Wastewater Treatment Facilities Plan funded by the Blueprint IA in June 2017.   |
|     |                   |  |   | Public Works         | Agenda item authorizing Comprehensive Wastewater Treatment Facilities Plan Request for Proposals.   | Action In Progress | 12/12/2017               | At the Board's December 12, 2017 meeting, staff will present an agenda item seeks 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.          |
| 24  |                   |  |   |                      | Continue to expand recreational amenities to include:   |                    |                          |  |
| 24A | Complete          | 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 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.<br><br>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   |                    | 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   |



| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2  | Lead Department      | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments  |
|-----|--------------------|--|---|----------------------|--|--------------------|------------------------|---|
| 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    | 4/25/2017              | 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   |                    | TBD                    |   |
|     |                    |  |   | 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  |
| 24C | 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 (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:<br>1) Integrated Bike Route and Greenways Implementation Plan<br>2) Lake Jackson South Greenway<br>3) Thomasville Road Greenway<br>4) Capital Circle Southwest Greenway<br>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)    | Conduct RFP for Integrated Bike Route and Greenways Implementation Plan in coordination with the CRTPA and PLACE (Planning).   | Action In Progress | March 2018             |   |

| No. | Initiative Status | Strategic Priority 1   | Strategic Priority 2  | Lead Department      | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments   |
|-----|-------------------|--|---|----------------------|--|--------------------|------------------------|--|
| 24D | 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. | 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 In Progress | December 2017          | The Northeast Park running trail will be completed in late December of this year.  |
|     |                   |  |   | Resource Stewardship | Board approval of bid award for construction of St. Marks Headwaters Greenway trail head and 3 miles of trail  | Action In Progress | June 2017              | Bid being released in mid-March 2017 with 30 days for review. St. Marks Headwaters Greenway is one of the connection points in the Lafayette Greenway Project and is currently not open to the public  |
|     |                   |  |   | 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 | Conduct trail assessment for Alford Greenway to determine trail markings, related signage, and mapping   | Action In Progress | Winter 2017            | Project will be bid to contract with a outside vendor with the expertise in trail assessments and trail construction elements  |
|     |                   |  |   | 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.   |
| 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.   |

| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2  | Lead Department      | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments   |
|-----|--------------------|--|---|----------------------|---|--------------------|------------------------|--|
| 24F | 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. | Resource Stewardship | Identify opportunities to create dog parks in the unincorporated area.  |                    |                        |  |
|     |                    |  |   | Resource Stewardship | Approval of status report identifying potential sites and opportunities.  | Action In Progress | 6/13/2017              | As a component of the budget workshop.   |
|     |                    |  |   | 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. |
| 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 In Progress | February 2018          |  |
|     |                    |  |   | PLACE (Planning)     | Developing Draft Implementing Objectives 7 Policies & Related Public Engagement.  | Action In Progress | August 2018            |  |
|     |                    |  |   | PLACE (Planning)     | Refinement of Draft Element.  | Action In Progress | September 2018         |  |
|     |                    |  |   | PLACE (Planning)     | Submit Comp Plan Amendment.   | Action In Progress | October 2018           |  |
| 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     | 01/01/2017             | 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                |  |

| No. | Initiative Status | Strategic Priority 1  | Strategic Priority 2               | Lead Department                         | Strategic Initiatives / Actions   | Action Status      | Action Completion Date      | Comments   |
|-----|-------------------|---|------------------------------------|---|---|--------------------|-----------------------------|--|
| 27  | In Progress       | 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 | An MOU between the County and City memorializing commitment to the CHSP process will be brought before the Board in December.   | Action In Progress | 12/12/2017                  | An agenda item will be presented to the Board on CHSP MOU and modifications.   |
| 28  | Complete          | 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 | Support the Joint County-City Affordable Housing Work Group's efforts 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  |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2  | Lead Department             | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments   |
|-----|--------------------|---|---|-----------------------------|---|--------------------|------------------------|--|
| 29  |                    |   |   |                             | Continue to serve our seniors through programs and partnerships, including:   |                    |                        |  |
| 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.  |
| 29B | In Progress        | 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 In Progress | 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 N Learns  | Action In Progress | TBD                    |  |
|     |                    |   |   | Resource Stewardship        | Explore the potential of hosting special workshops at each Community Center in conjunction with the Senior Outreach Program   | Action In Progress | TBD                    |  |
| 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 In Progress | 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, maintaininag the inquiry database, fulfilling telephone, mail and email inquiries, etc.).   |
|     |                    |   |   |                             | Status update on the Joint Project Services Agreement with Choose Tallahassee   | Action In Progress | 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.  |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2 | Lead Department                         | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments  |
|-----|--------------------|---|----------------------|---|--|--------------------|------------------------|---|
| 30  | In Progress        | 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.                                |                    |                        |   |
|     |                    |   |                      | 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 In Progress | 3/15/2017              |   |
|     |                    |   |                      | 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 Ongoing     |                        |   |
|     |                    |   |                      | Intervention and Detention Alternatives | IDA staff completed 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. | Action In Progress |                        |   |
|     |                    |   |                      | Intervention and Detention Alternatives | IDA staff is partnering with Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair in April 2018. Staff is currently in the planning phase of this project.             | Action In Progress | 4/18/2018              |   |
| 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.  |
| 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    | 2/7/2017               | 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 six (6) proposed intersections  | Action In Progress | June 2018              | The City of Tallahassee completed the street lighting design at Monroe Street and Crowder Road, and has been waiting for FDOT approval for installation.  |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2  | Lead Department                         | Strategic Initiatives / Actions  | Action Status      | Action Completion Date | Comments   |
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| 33  | In Progress        | 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     |                        |  |
|     |                    |   |   | Animal Control                          | Implement neighborhood sweeps to provide education and voucher disbursements   | Action Ongoing     | Spring 2017            | 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 In Progress | Spring 2018            |  |
| 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:<br><br>* 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.<br><br>* 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.<br><br>* Include \$50,000 for enhancements to the HSCP Management System in the FY 2018 Preliminary Budget.<br><br>* Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY 2018.<br><br>* 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  |
| 35  | In Progress        | Q2 - Provide relevant library offerings which promote literacy, life-long learning and social equity.       |   | Library Services                        | Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program.   |                    |                        |  |
|     |                    |   |   | Library Services                        | Study and research the topic, including similar initiatives in other counties, costs and equipment.  | Action Complete    | 4/18/2017              |  |
|     |                    |   |   | Library Services                        | Budget Workshop item to consider establishing a Pilot Mobile Hotspots Library Lending Program that allows checking out hotspots for library users without internet access at home. | Action Complete    | 4/25/2017              | During the April 25, 2017 Budget Workshop, the Board voted to include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.   |
|     |                    |   |   | Library Services                        | Work group formed 11/16/17 to determine "mobile hot spot" purchase and to develop circulation guidelines and procedures for the pilot lending program.                             | Ongoing            |                        | Anticipated completion and launch mid-February 2017  |



| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2  | Lead Department             | Strategic Initiatives / Actions   | Action Status      | Action Completion Date      | Comments   |
|-----|--------------------|--|---|-----------------------------|---|--------------------|-----------------------------|--|
| 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 Fall 2017  | Action Complete    | 11/27/2017                  |  |
|     |                    |  |   | Community & Media Relations | Status update to the Board on the Citizen Engagement Series   | Action In Progress | 11/28/2017                  | The status update will announcing Citizen Engagement events including Library Lecture Series, Village Square event and Club of Honest Citizens for 2017-2018 year.         |
| 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                   |  |
| 38  | In Progress        | G5 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. |   | Administration              | In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot. |                    |                             |  |
|     |                    |  |   | Administration              | Workshop on Establishment of a Citizen Charter Review Committee (CCRC)  | Action Complete    | 4/4/2017                    | The workshop provided an overview of the proposed charter review process as well as options and recommendations regarding the establishment of a CCRC by November 6, 2017. |
|     |                    |  |   | Administration              | Staff will prepare an agenda item for the Board to make appointments to the CCRC.   | Action Complete    | 10/10/2017                  |  |
|     |                    |  |   | Administration              | Board workshop to consider final report of the CCRC and consider any Board proposed amendments  |                    | 4/3/2018                    |  |
|     |                    |  |   | Administration              | Public hearings for proposed charter amendments.  |                    | 8/21/2018                   |  |
|     |                    |  |   | Administration              | Public education campaign on proposed charter amendments.   |                    | August 2017 - November 2018 |  |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2 | Lead Department          | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments  |
|-----|--------------------|---|----------------------|--------------------------|---|--------------------|------------------------|---|
| 39  | In Progress        | 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 In Progress | 2nd Qtr FY18           |   |
|     |                    |   |                      | Information & Technology | Finalize Implementation and Training Plan for IT staff.   | Action In Progress | 2nd Qtr FY18           |   |
|     |                    |   |                      | Information & Technology | Develop licensing plan with vendors   | Action In Progress | 2nd Qtr FY18           |   |
|     |                    |   |                      | Information & Technology | Train staff and implement test system   |                    | 3rd Qtr FY18           |   |
|     |                    |   |                      | Information & Technology | Launch Migration/Implementation Configuration   |                    | 4th Qtr FY18           |   |
|     |                    |   |                      | Information & Technology | Go-Live for users   |                    | 1st Qtr FY19           |   |
| 40  | In Progress        | 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    | 1/9/2017               |   |
|     |                    |   |                      | 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 | June 2018              | Working with a third party vendor for enhancements.   |
|     |                    |   |                      | Information & Technology | Process improvements and report creation  | Action In Progress | December 2018          | Working with a third party vendor for enhancements.   |
| 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          | Identify new employees biannually to participate in the Certified Public Manager Program.   | Action Ongoing     |                        | During the summer of FY2017, 4 county employees graduated from the CPA Program. 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. |

| No. | Initiative Status  | Strategic Priority 1   | Strategic Priority 2 | Lead Department                         | Strategic Initiatives / Actions  | Action Status   | Action Completion Date | Comments   |
|-----|--------------------|--|----------------------|---|--|-----------------|------------------------|--|
| 42  | In Progress        | 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  |                        |  |
|     |                    |  |                      | Administration                          | County Administration continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.                                      | Action Ongoing  |                        |  |
| 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 | July 2018              | 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.<br><br>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. |
|     |                    |  |                      | Animal Control                          | Creation of a shared Animal Abuser Registry.   | Action Complete | 11/14/2017             | Per the Board's direction, staff worked with the City to develop a shared Animal Abuser Registry to facilitate the identification of offenders by entities and individuals offering animals for adoption or purchase. On November 14, 2017, the Board conducted the first and only public hearing amending Chapter 4 (Animals) of the Leon County Code of Laws related to the creation of an Animal Abuser Registry.   |
|     |                    |  |                      | Human Services & Community Partnerships | 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 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.  |

| No. | Initiative Status  | Strategic Priority 1  | Strategic Priority 2 | Lead Department       | Strategic Initiatives / Actions   | Action Status      | Action Completion Date | Comments  |
|-----|--------------------|---|----------------------|-----------------------|---|--------------------|------------------------|---|
| 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 In Progress | 4/25/2017              | 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 Ongoing     |                        | Human Resources will identify opportunities to partner with higher learning educational schools and report back to the Board at the June FY18 budget workshops.   |
|     |                    |   |                      | Human Resources       | Human Resources will provide the Board an update on potential training opportunities available to staff during next year's budget workshop.   | Action Ongoing     |                        | Information will be brought back to the Board during the June FY18 budget workshops   |