



Strategic Plan 2012-2016:  
Impact and Progress Report

# **5 YEARS OF BOLD PROJECTS, BIG RESULTS, AND STRIVING TO BE THE BEST**





# LEON COUNTY



(From Left) District 1 Commissioner Bill Proctor, District 5 Commissioner Kristin Dozier, At-Large Commissioner Nick Maddox (Vice Chairman), District 3 Commissioner John E. Dailey (Chairman), At-Large Commissioner Mary Ann Lindley, District 4 Commissioner Bryan Desloge, and District 2 Commissioner Jimbo Jackson.

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

**On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government,** I’m proud to present this 5-year Impact and Progress Report on the implementation of the FY 2012-2016 Leon County Strategic Plan.

The FY 2012 -2016 Strategic Plan was developed and implemented in the wake of the Great Recession and slow economic recovery that followed. Over this five year time frame, Leon County government effectuated transformational change and instituted our “People Focused. Performance Driven.” organizational culture. We ushered in a new era of fiscal stewardship, citizen engagement, and operational excellence in our continuous effort to become an organization that our people believe in and others benchmark against.

The document you are holding now is a report on those five years of success, and it’s just the highlights. To implement the County’s vision, the Board of County Commissioners established four priority areas: Economy, Environment, Quality of Life, and Governance. Those areas were supported by 154 specific strategic initiatives. And I’m proud to report that in a five-year period, 148 or 96% of our strategic initiatives were completed, with only 6 (4%) still in progress. As part of this success, we have completed major infrastructure projects, launched bold policy initiatives, enhanced efficiencies, created innovations, and improved service delivery to our citizens.

In just the past five years, Leon County has received 32 national best practice awards for the efficient and innovative provision of public services. We have become a model not only for transparency, accessibility and customer service, but in reaching out beyond these core practices to engage citizens as co-creators of our community. It was that spirit which led to the creation of the Citizen Engagement Series and the Club of Honest Citizens through the partnership with The Village Square to promote citizenship and civility.

Responsible and respected governments do not shy away from hard or controversial issues. The Board of County Commissioners demonstrated that on issues like domestic partnership, mental health, domestic violence, human trafficking, substance abuse, affordable healthcare and homelessness. The Board steadily increased human services funding to community agencies, even as the size of county government itself was cut significantly during the economic downturn, and established countless collaborative partnerships countywide in the interest of the health and well-being of all the members of our community.



County Administrator Vincent S. Long

During the recession and the slow economic recovery that followed, the County completed some of our community’s most ambitious construction projects ever. Projects like Cascades Park, Mahan Drive, the Public Safety Complex, and library and parks expansions, represented not only an investment in the quality of life of our community, but created jobs when they were needed most and when the costs of construction were most affordable to the taxpayer. Working with citizens, we also crafted and passed the Blueprint 2020 sales tax extension plan which will continue to serve and shape our community for generations to come. In an effort to leverage the enormous talent that lives here and expand economic opportunity, we collaborated to create Domi Station - our community’s first high tech business incubator. And we launched Leon Works to bridge the gap of the projected 10,000 new jobs by 2022 that require more than a high school diploma, but less than a four-year college degree, bringing together employers, academic institutions and job seekers.

Fiscal stewardship is a core practice of Leon County, the adherence to which is shared among world class organizations. From our healthy reserves to our AA credit rating to our low debt, fiscal excellence is at the core of everything we do. As stewards, we are guided by a long view of the public’s money and a daily discipline to addressing our maintenance needs, proper budgeting, early identification of risk and avoiding unnecessary costs. The Board of County Commissioners has provided consistent fiscal leadership and has demonstrated an uncommon ability to balance tax payer sensitivity with ensuring the long term fiscal health of the County.

Having a community that thrives economically is critical. This goes hand-in-hand with ensuring the health and sustainable growth of the County. Smart growth, energy efficiency, green spaces, parks, libraries, sidewalks and water quality are just a few of the areas where we commit our efforts and resources to enhance the special sense of place that is so important to the quality of life in our community. To that end, the County worked with the Keep It Rural coalition to preserve the character of our rural areas in the re-write of the rural land use policies. That same level of focus on what’s important has positioned the County to launch the Property Assessed Clean Energy (PACE) program to help residents and business owners pay for energy improvements and save money while creating jobs and working on our environmental goals together.






The FY 2012 -2016 Strategic Plan was created amid the unprecedented challenges of the Great Recession and the slow economic recovery. Through this plan Leon County evolved, engaged and executed our strategy. We established a culture of performance making Leon County known nationally and here at home as a county government of innovative problem solvers working on behalf of and alongside its citizens in addressing the problems of the day and shaping the future of our community.



# ECONOMY

## Taking on bold projects

In just five years, the strategic plan led to bold, game-changing projects, including:

-  Passing the Penny Sales Tax
-  Conceiving and creating the Office of Economic Vitality
-  Launching the Leon Works Expo
-  Building and opening the Capital City Amphitheater and Apalachee Regional Park
-  Establishing the Domi Station business incubator



## Producing big results

- » Secured **\$750 million** for infrastructure projects and economic development
- » Engaged more than **1,000 students and citizens** in skilled career opportunities
- » Grew tourism economy to **\$863 million annually** with **2.3 million visitors** a year leading to nearly **14,000 new jobs**
- » Incubated more than **35 different companies and entrepreneurs**
- » Increased the five-year tourism economic impact by **20%** resulting in **\$3.8 billion**

## Striving to be the best



Apalachee Regional Park named 2016 Venue of the Year



FRPA Excellence in Sport Tourism Award



Trailhassie named best resource to make the most of our trails

“ I’ve been to concerts from Mobile, to Atlanta, to California. This is ... one of the greatest I’ve been to.

—Concertgoer at Charlie Wilson performance










# ENVIRONMENT

## Taking on bold projects

In just five years, the strategic plan led to bold, game-changing projects, including:

-  Initiating the Property Assessed Clean Energy (PACE) program
-  Developing a plan to close the landfill
-  Launching single stream recycling to reduce waste and streamline collection
-  Creating the nation's first renovated Net-Zero government building
-  Protecting our water bodies through Minimum Environmental Standards and Lake Protection Zone



## Producing big results

- » Planted **1,100 trees** along the Canopy Roads and in parks and neighborhoods
- » **Saved \$800,000 annually in utility costs** by investing in sustainable systems
- » **Decreased average miles per gallon** of County fleet by **16%**
- » Achieved a **54% recycling rate**, which exceeded the statewide goal
- » Engaged and educated **more than 600 citizens** through the Sustainable Community Summits

## Striving to be the best



For the Timberlake Flood Relief Project



For the creation of the Leon County Net-Zero Facility



For building a creative educational area at the Cooperative Extension building



“ My family hikes, bikes and runs along the trail system. Please know that it is appreciated by numerous residents and visitors alike.

—Georgia

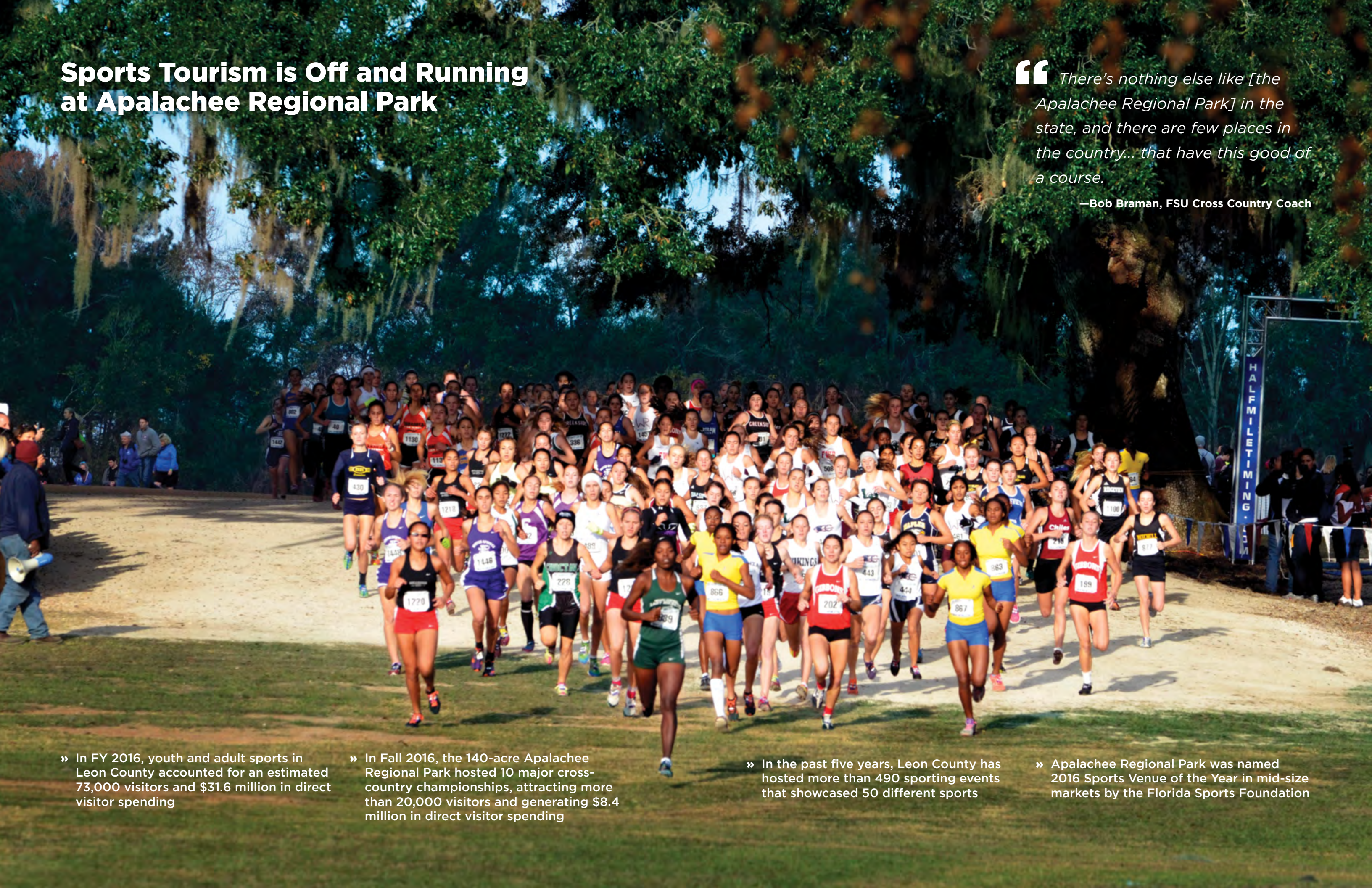




## Sports Tourism is Off and Running at Apalachee Regional Park

“There’s nothing else like [the Apalachee Regional Park] in the state, and there are few places in the country.. that have this good of a course.

—Bob Braman, FSU Cross Country Coach



» In FY 2016, youth and adult sports in Leon County accounted for an estimated 73,000 visitors and \$31.6 million in direct visitor spending

» In Fall 2016, the 140-acre Apalachee Regional Park hosted 10 major cross-country championships, attracting more than 20,000 visitors and generating \$8.4 million in direct visitor spending

» In the past five years, Leon County has hosted more than 490 sporting events that showcased 50 different sports






» Apalachee Regional Park was named 2016 Sports Venue of the Year in mid-size markets by the Florida Sports Foundation



# QUALITY OF LIFE

## Taking on bold projects

In just five years, the strategic plan led to bold, game-changing projects, including:

-  Constructing the Public Safety Complex
-  Establishing the Domestic Partnership Registry
-  Expanding the County library system with Woodville, Lake Jackson, and Eastside branches
-  Creating Operation Thank You to honor our local veterans
-  Revitalizing the Lake Jackson Center, library, and community center

## Producing big results

- » Emergency Medical Services **responded to 177,622 calls** for help
- » **Returned \$4.88 for every dollar invested** in primary and mental healthcare
- » Invested in **32 community gardens** throughout Leon County
- » Secured **\$82 million** in veteran benefits claims
- » With a **cardiac survival rate of 33%**, EMS exceeds the national average of 7%

## Striving to be the best



Received flawless three-year reaccreditation of Leon County Emergency Medical Services



Awarded the People's Choice Award for Smokey Hollow Commemoration Site



Recognized by the Florida Veterans Foundation for helping organize and staff the Homeless Veterans Stand Down



“ Without [County services] and the dedicated and determined approach . . . I do not feel I would have been successful in dealing with the National Office of Veteran Affairs.

— Ronnie

“ So, when you grumble about taxes, think about a 2-minute response time by the EMTs who ran repetitive EKGs. . . . My taxes helped save my life.

—Kim










# GOVERNANCE

## Taking on bold projects

In just five years, the strategic plan led to bold, game-changing projects, including:

-  Receiving bond upgrade to AA status for sound fiscal management
-  Creating the nationally recognized Citizen Engagement Series
-  Enhancing and streamlining permit process through launch of Project Dox, concurrent review, and ASAP
-  Opening the nationally recognized DesignWorks studio to focus on placemaking and design consultations
-  Promoting transparency and engagement online with My Checkbook and the Citizens Connect app

“The way in which each and every employee interacted with my issue is testament to the leadership of the County . . . this kind of service by public employees makes me thankful I call Leon County my home.

—James



## Producing big results

- » Engaged nearly **4,000 citizens as co-creators** at many different events
- » Held **765 public CPR education events** to train more than **8,000 citizens**
- » By rewarding and recognizing employee ideas, the County **saved nearly \$1 million**
- » Received **32 different National Association of Counties awards**
- » **Avoided \$16.9 million in costs** by listening to citizens and staff to improve efficiencies, service delivery

## Striving to be the best



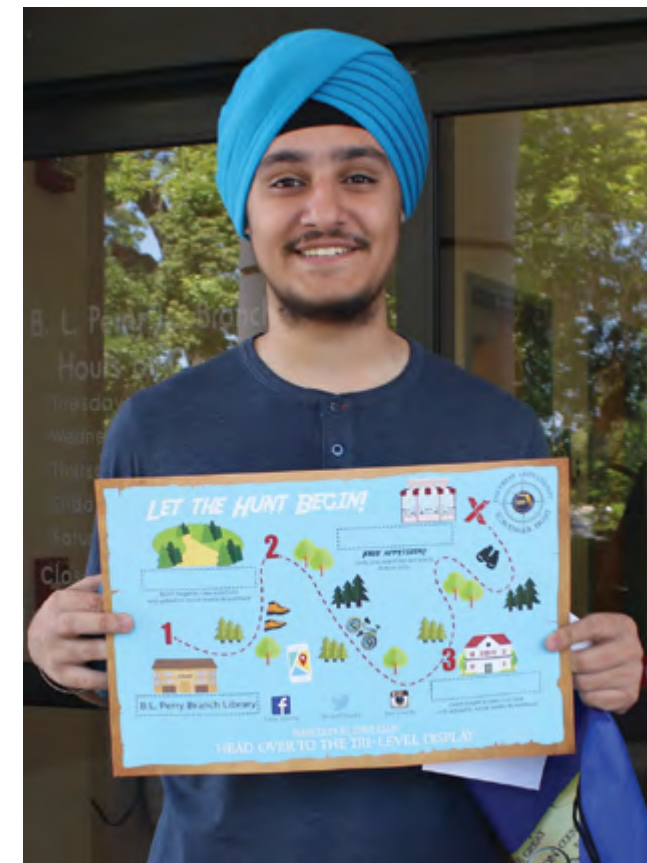
Recognized for providing cost-effective, high-quality service to citizens in categories from Parks and Recreation to Information Technology



Both Moody's and Fitch rating agencies declared the County's financial outlook "very strong," leading to a bond upgrade to AA



Nationally recognized for innovative programs like the Citizen Engagement Series, Leon Works, and the OPEN Program for Kinhega Drive







# Our Value Proposition

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

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



**Leon County  
needs your help in  
shaping our next  
five years together.**



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**(850) 606-5300 | [CMR@LeonCountyFL.gov](mailto:CMR@LeonCountyFL.gov)**



To volunteer at the County or in a local nonprofit, call (850) 606-1970 or visit **[VolunteerLEON.org](http://VolunteerLEON.org)**

To serve on a Citizen Committee, call (850) 606-5300 or visit **[LeonCountyFL.gov/Committees](http://LeonCountyFL.gov/Committees)**

To provide feedback or make a service request, call (850) 606-5300 or visit **[LeonCountyFL.gov/CitizensConnect](http://LeonCountyFL.gov/CitizensConnect)**

