Strategic Plan 2012-2016: Impact and Progress Report

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

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.
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

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

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
**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

—Bob Braman, FSU Cross Country Coach

“... 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.”

» 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

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

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

54 TOTAL INITIATIVES, 52 COMPLETE, 2 IN PROGRESS | 96% ACCOMPLISHED
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

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

“...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

40 TOTAL INITIATIVES, 39 COMPLETE, 1 IN PROGRESS | 98% ACCOMPLISHED
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.

To volunteer at the County or in a local nonprofit, call (850) 606-1970 or visit VolunteerLEON.org

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

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