

# **Agenda Item #17 for October 15, 2019**

## **CONSENT**

17. Annual Performance Review for the County Administrator, in Accordance with Board Policy No. 11-6, “County Administrator Evaluation and Annual Reporting Process”  
*(County Administrator/ Human Resources)*

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #17**

# Leon County Board of County Commissioners

## Agenda Item #17

October 15, 2019

**To:** Honorable Chairman and Members of the Board

**From:** Jimbo Jackson, Chairman of the Board

**Title:** Annual Performance Review for the County Administrator, in Accordance with Board Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process"

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator
<b>Lead Staff/ Project Team:</b>	Candice Wilson, Director of Human Resources

### **Statement of Issue:**

In accordance with Board Policy No. 11-6, this item seeks Board ratification of the County Administrator Annual Performance Review.

### **Fiscal Impact:**

This item has no fiscal impact.

### **Staff Recommendation:**

Option #1: Ratify annual performance reviews of the County Administrator (Attachments #1 and #2), in accordance with Board Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process."

## **Report and Discussion**

### **Background:**

To ensure that the annual performance evaluation process for the County Administrator is conducted in a fair and open manner, the Board adopted Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process" (Attachment #3). This Policy includes the evaluation form used to evaluate the County Administrator. The Policy outlines the process for carrying out the annual evaluation as follows:

1. In September of each year, the County Administrator will prepare a report that provides a detailed analysis summarizing the state and performance of the County ("the annual report").
2. The reporting period for the annual report will be based on the prior fiscal year.
3. The annual report will be presented for acceptance by the Board at the second regularly scheduled meeting in September of each year.
4. To maximize community involvement:
  - a. In addition to the Board of County Commissioners meeting, the annual report will be presented to at least two community meetings conducted outside of the Courthouse. The locations will be selected to maximize citizens' opportunity to participate.
  - b. Presentation of a summary of the annual report will be published in a newspaper of general circulation.
5. An online process, by which each County Commissioners may complete and submit the County Administrator performance evaluation form, will be administered by Human Resources with MIS' technical support.
6. By no later than October 1 of each year, the Chairman will distribute the link to the online County Administrator performance evaluation form, included as part of this policy, to each of the Board members.
7. By no later than the Thursday following the first regularly scheduled meeting in October of each year, each individual Commissioner will complete and submit the County Administrator performance evaluation form. Each Commissioner is encouraged to meet with the County Administrator to discuss their individual evaluation.
8. The Chairman will review all of the evaluation forms and approve an appropriate merit percentage increase in accordance with the contract of the County Administrator.
9. The Human Resources Director will compile the individual evaluations into a summary document and prepare an agenda item containing the following: summary of evaluations, individual evaluations, and merit percentage increase.
10. The compilation of the County Administrator's evaluation will be presented at the second regularly scheduled meeting in October of each year for ratification by the Board, of each Commissioner's individual evaluations and the merit percentage increase.



**Analysis:**

As included in greater detail in the Annual Report, FY 2018-19 was another year of tremendous progress for Leon County Government. Under the County Administrator's leadership, the County organization continued to grow in its operational effectiveness and further expanded its impact on the community. This was the third year of Leon County's five-year strategic plan, a year in which we continued to advance our strategic priorities and measure tangible results for our community with our five-year targets and bold "stretch" goals. Leon County also continued to deliver on our commitment to investing in infrastructure, creating places for people and businesses to thrive, and building a culture of innovation and co-creation. Through these efforts, Leon County took significant steps toward realizing an ambitious vision for our community and setting the standard for performance, fiscal stewardship and best practices for local governments everywhere.

This was a year of great organizational focus on the Board's perennial priority of growing and expanding our local economy and creating jobs. Our efforts in the area of tourism development yielded another record-setting year in FY 2018-19, generating \$972 million in economic impact from 2.5 million visitors which supports over 15,300 tourism-related jobs in Leon County. With this continued success, Leon County remains on track to reach our Strategic Plan Bold Goal of growing our five-year tourism economy to \$5 billion. The County Administrator also oversaw the successful implementation of the second year of the Tallahassee-Leon County Economic Development Strategic Plan in FY 2018-19, which included completing the 2019 Minority, Women, and Small Business Enterprise Disparity Study as well as launching the "Magnetic Capital of the World" campaign which has helped to increase prospects for research and business development opportunities three-fold. The County Administrator also continued to ensure the effective management and oversight of major investments in our community's infrastructure, including commencing the final \$90 million segment of Capital Circle Southwest which will complete this critical transportation corridor in order to more efficiently move goods and services and create new economic opportunities.

In FY 2018-19, Leon County continued to demonstrate our strong commitment to springs protection by completing 179 septic tank replacements, placing the County ahead of schedule toward our Bold Goal of removing 500 septic tanks from the Wakulla Springs Basin. Under the County Administrator's direction, we also began the design work for the Woodville Sewer project, which will remove 1,100 more septic tanks once constructed. Through a first-of-its-kind partnership with the Florida Department of Environmental Protection, Leon County is scheduled to invest \$60 million in springs protection projects over the next six years, leveraging County funds dollar-for-dollar with state grant funding. The County Administrator also implemented an Integrated Sustainability Action Plan in FY 2018-19, which includes 18 goals and 94 action items designed to foster a more sustainable future and reduce the County's greenhouse gas emissions 30% by 2030. The County also expanded its inventory of solar energy improvements with the installation of two new solar arrays at the Northeast Branch Library and Transfer Station. And we continued to enhance and expand our parks and greenways by continuing the implementation of a master plan for Apalachee Regional Park, initiating design work for the second phase of the St. Marks Headwaters Greenway, and developing and implementing a funding strategy to construct a new ballfield at Daniel B. Chaires Park.

Leon County also continues to focus on enhancing the well-being of our citizens and the livability of our community. In FY 2018-19, Leon County EMS trained nearly 1,000 more citizens in cardiopulmonary resuscitation (CPR) and maintained a cardiac survival rate of 41% throughout the County, which far exceeds the national average of 18%. The County Administrator also oversaw the County's efforts to help 4,600 veterans and their families receive over \$23 million in benefits in FY 2018-19. And to ensure the provision of affordable housing in our community, Leon County partnered with Purpose Built Communities, the South City Foundation, and the City of Tallahassee to revitalize the Orange Avenue Apartments; established a community land trust to create new opportunities for homeownership; provided downpayment assistance to help 55 first-time homebuyers purchase a home in Leon County; and assisted 99 more Leon County homeowners with repairs and renovation projects. And to continue exploring ways to better serve the needs of Leon County citizens through our public library system, in FY 2018-19 the County Administrator directed efforts to win a grant from the Knight Foundation to conduct a multi-city and -state tour of innovative public library systems. This grant provided a unique opportunity for a focus group of library stakeholders and County staff to examine the best practices of public library systems and how other communities have developed solutions to maintain and increase the relevance of libraries in their communities.

FY 2018-19 was also a year of achievement for Leon County Government as an organization anchored in efficiency and innovation. Consistent with our long tradition of a fiscally conservative approach to budgeting, the County Administrator produced a balanced FY 2020 Budget with no increase in the property tax millage rate for the eighth year in a row and a continued incremental increase in the recurring transfer to the County's capital program. The County Administrator also developed a funding strategy to eliminate user fees for the County's Rural Waste Service Centers, saving Leon County residents \$200,000 annually. And further demonstrating the County's commitment to our taxpayers, the County Administrator also developed and implemented a Multi-Year Fiscal Plan to avoid \$4.6 million in anticipated tax and fee increases in the EMS municipal services taxing unit (MSTU), the Solid Waste non-ad-valorem assessment, and the Fire Services fee while also providing funding to address critical infrastructure, public safety improvements, and increased costs associated with the 2020 Presidential election cycle in the FY 2020 budget. As a result of Leon County's sound financial management and fiscal stewardship, the County is on track to be debt-free by 2025.

Reflecting Leon County's culture of transparency, accessibility, accountability, civility, and the highest standards of public service, this year alone Leon County staff identified over \$100,000 in new cost savings and avoidances through the I<sup>2</sup> Employee Awards program, saving a total of over \$28.9 million to date through employee-led innovations and efficiencies. Also, to continue demonstrating Leon County's commitment to maintaining the highest ethical standards, in FY 2018-19 the County Administrator developed a new Code of Ethics ordinance in collaboration with the County Attorney and ensured that 100% of County employees received training on our new Code of Ethics and Employee Standards of Conduct. And as we experienced new demands in FY 2018-19, the County Administrator ensured that Leon County continues to set the standard in public service. Leon County received the Florida Association of Counties' highest award recognizing innovative programs and services in 2019 as well as 12 more Achievement Awards from the National Association of Counties (NACo) recognizing Leon County programs and

initiatives as nationwide best practices. In the past seven years, Leon County has received a total of 68 NACo Achievement Awards.

In addition to the everyday delivery of so many essential services throughout Leon County, FY 2018-19 was another year that required significant leadership in meeting the unique and extraordinary challenges that our community faced. In October 2018, Leon County was hit by Hurricane Michael, the third most powerful storm to make landfall in the continental U.S. and the strongest storm to ever impact the Big Bend Region, prompting the largest and longest emergency management activation in Leon County's history. In the weeks and months following Hurricane Michael, the County Administrator led efforts to ensure the community's swift and thorough recovery including the collection and removal of 1 million cubic yards of storm debris; clearing 1,000 roads blocked by downed trees, distributing more than 500,000 bottles of water, 250,000 meals-ready-to-eat (MREs), and 100,000 sand bags; and operating six risk shelters that protected 1,600 citizens and 200 pets. Working with FEMA to seek reimbursement for the County's storm-related expenses, Leon County has recovered more than \$15 million in storm-related costs from Hurricanes Hermine, Irma, and Michael to date, which places Leon County in the highest tier among all Florida counties for reimbursements back to our community. By spring 2019, Leon County fully implemented the Hurricane Michael After-Action Report which included 83 findings and 68 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. 100% of the recommendations from the Hurricanes Hermine, Irma, and Michael After-Action Reports were completed prior to the start of the next hurricane season.

### **County Commissioners' Performance Evaluations:**

To assist Commissioners in their evaluation of the performance of the County Administrator, the evaluation provided in Policy No. 11-6 (Attachment #3) focuses on seven key areas:

1. Professional Skills and Status
2. Relations with Board of County Commissioners
3. Policy Execution
4. Reporting
5. Supervision
6. Fiscal Management
7. Citizen/Community Relations

The key areas encompass 39 categories that are rated on a scale of 1 to 5. In addition to the more subjective criteria County Commissioners use in the County Administrator's formal evaluation, an extensive summary of significant milestones and improvements achieved during Fiscal Year 2018-19 were provided to further assist in individual evaluations (Attachment #4). Also, the 2019 Leon County Annual Report (Attachment #5) provides a comprehensive description of results accomplished by Leon County Government during the last fiscal year.

In accordance with Board Policy No. 11-6, the Human Resources Director has compiled a summary review of each individual Commissioner's ratings of the County Administrator and an overall performance rating (Attachment #1). The overall performance rating for the County

Administrator for 2019 is a 4.99 out of a total possible rating of 5.00. Completed performance reviews by each individual Commissioner and his or her comments are included in Attachment #2.

In accordance with the County Administrator's contract, the County Administrator shall receive a 5% annual increase (consistent with the Board's approved annual performance increase for all County employees) and an annual merit increase as determined by the Chairman. Notwithstanding the Board's performance rating of the County Administrator, as he has done in most years, he has requested once again that the Chairman not grant the additional merit increase for this year.

**Options:**

1. Ratify annual performance reviews of the County Administrator (Attachment #1 and #2, in accordance with Board Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process."
2. Do not ratify annual performance reviews of the County Administrator, in accordance with Board Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process."
3. Board direction.

**Recommendation:**

Option #1

**Attachments:**

1. Performance Review Summary and Overall Ratings
2. Individual Commissioner Performance Reviews of the County Administrator
3. Board Policy No 11-6, titled "County Administrator Evaluation and Annual Reporting Process" and Performance Evaluation Form
4. FY 2018-19 Significant Milestones Summary
5. 2019 Leon County Annual Report



Leon County Board of County Commissioners  
Performance Evaluation Results  
for  
County Administrator  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

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<b>Commissioner</b>	<b>Average</b>
Commissioner Maddox	5.00
Commissioner Proctor	5.00
Commissioner Lindley	5.00
Commissioner Dozier	4.93
Commissioner Jackson	4.98
Commissioner Desloge	5.00
Commissioner Minor	5.00
<b>Total for this evaluation period</b>	<b>4.99</b>



Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
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- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
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**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
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- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 5 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?**

Vince continues to be available to answer questions and offer relevant, supportive advice whenever needed. Leon County is very fortunate to have him as our administrator.

**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?**

**12. Other comments?**

**Performance Evaluation Results submitted by: Commissioner Maddox**

**Total Factors Rated: 44 / 44**

**Total All Points: 220**

**Average Rating: 5.00**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_





Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 5 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
---------------------	---------------------------

- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?**

See the "Other Comments" section

**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?**

See the "Other Comments" section"

**12. Other comments?**

Vincent Long  
Leon County Administrator  
Annual Evaluation -2018-2019  
By Bill Proctor

**Positives**

Mr. Vince Long, Leon County Administrator, has merited a superior rating for his services as the administrative leader of Leon County's Government over the past year (2018-2019).

The county's work, progress, innovation, and vision are well captured, documented and reflected in the annual report recently published for community distribution. The volume of work, variety of services and progressive eye of Vince Long speaks for itself.

Vince Long has the temperament, charisma and third eye or seventh sense of a leader. Our organization is fortunate to have his services at the highest productivity years of his career. During Vince's summit years I anticipate his furtherance of a remarkable game-changing legacy and reality for our organization and the wider community. Additionally, one must factor the esteem accorded to Vince Long from his peers. He is sought after and repeatedly tasked to be a leader within professional organizations. Vince Long, when given the green light executes well.

**Minuses**

WMBE polices are ineffective in boosting Leon County's expenditures with minority businesses. The County's spending, business engagement and structured business intercourse with blacks and women are dismal. The non-existent relationship between Leon County and minority vendors contributes to economic segregation which has been widely reported on.

**Observations**

**County Administrator Performance Evaluation and Annual Reporting Process**  
**Policy No. 11-6**

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The exclusion of Leon County's engagement with minority businesses represents a stunning protracted norm. Defacto segregation in public spending is the fault of the Leon County Board of County Commission (BOCC) who are asleep at the wheel of county government. The Board of County commission as a whole has failed to elevate this matter as a priority.

Doing it yearly planning as a retreat at a slave plantation does not portend the BOCC has the sensitivity nor range of intellect to capture the depts of either insult of no spending with blacks or planning the County's goals from the center of a slave plantation.

Vince Long demonstrates keen acumen in perceiving and executing directions from the Board of County Commission. There simply are no demands placed on Vince to move the needle in its spending with nonwhite men.

Notwithstanding Vince Long has fulfilled what he recognizes the Boards' mandates and directives with flawless grace.

**Recommendation**

The County should reconvene its own WMBE office as a stand-alone unit working in tandem with the purchasing office.

**Performance Evaluation Results submitted by: Commissioner Proctor**

**Total Factors Rated: 44 / 44**

**Total All Points: 220**

**Average Rating: 5.00**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_



Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |     |
|--|-----|
| a. Implements Board action in accordance with the intent of the Board.   | 5   |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5   |
| c. Enforces County policies.   | 5   |
| d. Understands County's laws and ordinances.   | 5   |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | N/R |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 0   |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 5 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
---------------------	---------------------------

- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

<b>10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?</b>
--

The strength I have most appreciated over the years is Vince's ability to foresee problem areas and get ahead of them by creating clear options for board consideration, and keeping all items clearly focused on strategic plans and the progress therein.

Though "board direction," the option noted for some of the stickier problems, may not create a neat solution, Vince and his team try to make it work. I'm thinking now of a recent potential conflict between our Keep It Rural designations and the possible conflict with the new folksy event venues in rural areas.

I do think we lean on Vince in not only his role as county administrator but also for his leadership in the Blueprint/OEV administration and with the Emergency Management administration. Both have the potential for wrecking havoc on matters that also concern City, County and possibly state agencies as well as local vendors and contractors.

In Item 3 above, policy execution, I put "NR" in two items because I don't know if Vince actually does have time to periodically review the thousands of ordinances and policy procedures on a regular basis to suggest improvements in effectiveness. I do think he has a staff that feels liberated and independent enough to bring problems to him, and thus to the board, and propose changes when an ordinance or policy proves impractical or unnecessary in actual administration. We recently retreated on charging fees at rural waste stations after a couple of years in practice proved that from a fiscal standpoint we didn't really need to charge the fee.

I suspect this is the kind of issue that also may come up with our recent 4-3 vote to provide civil penalties for misdemeanor marijuana possession when it is still a criminal activity in Florida. How this will play out in terms of enforcement remains to be seen; we may need to unwind this action if the state doesn't act first.

In terms of responding to myriad requests from board members from citizen inquiries, I feel that Vince handles that duty well - and promptly. Sometimes I think that we as commissioners or our aides could handle a problem directly, without going through Vince's office, but I do understand that though it creates more work for him, it avoids the impression that commissioners are giving directions to county staff members, which is not appropriate and could very easily give the impression of using our positions to do favors for particular citizens/voters by ordering staff to accommodate specific favors for us.

In #4, I would emphasize that Vince keeps trivial administrative items from board consideration, yet he seems to know when a seemingly pro-forma action can erupt into a problem, such as recent consideration of renewing a contract with a waste vendor that had become controversial.

In #6, Vince is great at recruiting and retaining terrifically professional staff. He encourages promotions for top performers, even when it means losing them to other organizations such as the City or Intergovernmental Agency positions.

In this regard, I appreciated him sorting out a way to fairly address salaries of commission aides by suggesting and winning board approval for placing those once open-ended salaries into a pay grade category, as is used for all other County positions.

In #8, the county budget is broken down for easier understanding and consideration over several months and several board meetings, making it far less complex for commissioners to digest, rather than throwing the hundreds of pages out

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in one bite. This makes such good sense for both commissioners and the public, partners and vendors. The City and IA should adopt this practice.

As for #9, it is a pleasure - and a relief - to employ a county administrator who is highly regarded among peers throughout the state as a leader in public administration, and who also enjoys a great reputation among citizens locally.

This ability to operate with excellence both inside our organization and outside in the public forum is, I think, a little bit rare in almost any enterprise, public or private, and its a rare gift to those of us in elected office.

To his credit, and ours, Vince was recognized in the spring of 2019 by Tallahassee Woman Magazine's "Men Who Mean Business" for his careful attention and follow-through on best practices for gender equality, paid parental leave, required sexual harassment and domestic violence training, a pay equity study and meritocracy as a foundation for County government.

**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?**

With regards to the county administrator's major role on the executive team of the Blueprint/OEV intergovernmental agency, I would appreciate an informal heads-up on problems he may see coming down the road from the City's side of an issue. County commissioners don't work directly with city commissioners except in those joint board meetings, which do get to be unwieldy. I'd like to be able to anticipate potential problem spots before being in the middle of a long and testy meetings.

I feel like we do get advance information about emergency management from the joint operations board he chairs, with after-action reports and updates.

**12. Other comments?**

It's been a pleasure to work with Vince these past 7 years. His approach to being a CEO of a large, multimillion dollar organization with political sticky wickets galore is impressive and I know takes enormous energy and focus. I can't recall a time he's been caught completely off guard in public meetings, no matter how obscure a question, request or link to previous agenda items.

**Performance Evaluation Results submitted by: Commissioner Lindley**

**Total Factors Rated: 42 / 44**

**Total All Points: 210**

**Average Rating: 5.00**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_





Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 4 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process  
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- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 4 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process  
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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
---------------------	---------------------------

- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 4
- c. Respected as a community leader. 5

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?**

**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?**

**12. Other comments?**

**Performance Evaluation Results submitted by: Commissioner Dozier**

**Total Factors Rated: 44 / 44**

**Total All Points: 217**

**Average Rating: 4.93**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_



Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 4 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process  
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- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 5 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process  
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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
---------------------	---------------------------

- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?**

Great understanding of policy and statute while showing empathy and understanding related to citizens, groups, and agency concerns.

**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?**

**12. Other comments?**

Administrator Long serves as a state, regional, and national example by embracing and leading in the ever-changing roles, responsibilities, professional development and training, and openness to feedback required from today's complicated role of a county administrator!

**Performance Evaluation Results submitted by: Commissioner Jackson**

**Total Factors Rated: 44 / 44**

**Total All Points: 219**

**Average Rating: 4.98**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_



Leon County Board of County Commissioners  
Performance Evaluation  
County Administrator  
for  
October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |   |
|---|---|
| a. Recruits and retains competent personnel for County positions.                                   | 5 |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5 |
| c. Accurately informed and concerned about employee relations.                                      | 5 |
| d. Professionally manages the compensation and benefits plan.                                       | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |



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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
---------------------	---------------------------

- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

<b>10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?</b>
--

Vince has the ability to navigate our rules and regulations (ordinances etc) while trying to balance the needs of our constituents, and the political realities of some decisions ...

Vince has done a great job of keeping us apprised of upcoming issues that impact us ...well in advance of the event occurring

Vince has always been very supportive, and responsive to my needs and the needs of my constituents

<b>11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?</b>
---

Continue to embrace new ideas, and encourage elected, staff, and constituents to bring forward ideas, and suggestions on ways to improve and share best practices with local governments across the country

<b>12. Other comments?</b>
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Honored to be part of the team ... having travelled across the country, and visiting counties and elected officials ...  
Leon County is a great place to come home to !

<b>Performance Evaluation Results submitted by: Commissioner Desloge</b>
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**Total Factors Rated: 44 / 44**

**Total All Points: 220**

**Average Rating: 5.00**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_



Leon County Board of County Commissioners  
Performance Evaluation

County Administrator  
for

October 1, 2018 to September 30, 2019

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

<b>1. PROFESSIONAL SKILLS AND STATUS</b>	<b>Performance Rating</b>
--	---------------------------

- |   |   |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession.  | 5 |
| c. Has a capacity for and encourages innovation.  | 5 |
| d. Anticipates problems and develops effective approaches for solving them.                               | 5 |
| e. Willing to try new ideas proposed by Board Members or staff.   | 5 |
| f. Interacts with the BOCC in a direct and straightforward manner.  | 5 |

<b>2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>Performance Rating</b>
--	---------------------------

- |  |   |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member.               | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.      | 5 |
| d. Responds to requests for information or assistance by the Board.  | 5 |

<b>3. POLICY EXECUTION</b>	<b>Performance Rating</b>
----------------------------	---------------------------

- |  |   |
|--|---|
| a. Implements Board action in accordance with the intent of the Board.   | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.                            | 5 |
| c. Enforces County policies.   | 5 |
| d. Understands County's laws and ordinances.   | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.                                      | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

<b>4. REPORTING</b>	<b>Performance Rating</b>
---------------------	---------------------------

**County Administrator Performance Evaluation and Annual Reporting Process**  
**Policy No. 11-6**

- |  |   |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County.   | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner.  | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.                   | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

<b>5. CITIZEN RELATIONS</b>	<b>Performance Rating</b>
-----------------------------	---------------------------

- |  |   |
|--|---|
| a. Responsive to complaints from citizens.                                       | 5 |
| b. Demonstrates a dedication to service to the community and its citizens..      | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship.  | 5 |
| d. Has the capacity to listen to others and to recognize their interests.        | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

<b>6. STAFFING</b>	<b>Performance Rating</b>
--------------------	---------------------------

- |   |     |
|---|-----|
| a. Recruits and retains competent personnel for County positions.                                   | 5   |
| b. Aware of staff weaknesses and works to improve their performance.                                | 5   |
| c. Accurately informed and concerned about employee relations.                                      | 5   |
| d. Professionally manages the compensation and benefits plan.                                       | 5   |
| e. Promotes training and development opportunities for employees at all levels of the organization. | N/R |

<b>7. SUPERVISION</b>	<b>Performance Rating</b>
-----------------------	---------------------------

- |  |   |
|--|---|
| a. Employs a professional, knowledgeable staff.  | 5 |
| b. Maintains a healthy and productive organizational culture.  | 5 |
| c. Employees are recognized for best practices in the industry.  | 5 |
| d. Employees have training, <u>pay equity</u> and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members.                   | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship..       | 5 |

<b>8. FISCAL MANAGEMENT</b>	<b>Performance Rating</b>
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- |   |   |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board.   | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format.  | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11-6**

- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

<b>9. COMMUNITY</b>	<b>Performance Rating</b>
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

<b>10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?</b>
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1. PROFESSIONAL SKILLS AND STATUS - Mr. Long has an expert level of knowledge of Leon County government, governmental best practices, and statewide trends that affect our community. Throughout Florida he is viewed as a thought leader and mentor for other governments. For example, within the Florida Association of Counties he is frequently asked to provide training/guidance to Commissioners and staff from other counties.

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS - Responding to the diverse priorities of the Board's seven County Commissioners is perhaps the most challenging part of Mr. Long's role, yet he consistently excels in working with the Board's members to develop effective policies and a coherent strategic plan. In my experience, he does an exemplary job assisting individual Commissioners with their policy ideas, while recognizing that only the full Board has authority to approve them. Without exception, he and his staff respond thoroughly to requests for information and additional analysis on policy areas.

3. POLICY EXECUTION - Mr. Long has an encyclopedic knowledge of Leon County's policies and ordinances. In addition, Mr. Long and his staff are particularly effective at analyzing trends -- such as those within the recycling or waste management industries, for example -- and offering solutions that adapt to new realities.

4. REPORTING - The excellent after-action reporting in response to hurricanes has become a model for the rest of the state.

5. CITIZEN RELATIONS - From my experience, Mr. Long and his staff are particularly effective at responding to citizens' concerns (e.g., trash pickup, potential code violations, sinkhole issues, etc.) as identified by individual Commissioners. Response times are usually within a few hours, and very rarely exceed 24 hours.

8. FISCAL MANAGEMENT - Mr. Long and his team have done an excellent job identifying cost savings and maintaining prudent fiscal management of the County's operations. The continued focus on the goal of becoming a debt-free county is greatly appreciated by the Board and the public.

<b>11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrators to improve these areas?</b>
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During my first year serving on the Board of County Commissioners, I have identified no significant areas for improvement for the County Administrator.

<b>12. Other comments?</b>
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**County Administrator Performance Evaluation and Annual Reporting Process**  
**Policy No. 11-6**

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Prior to joining the Leon County Board of County Commissioners, I served as an employee or as a consultant for numerous governmental organizations at the federal, state and local levels. Thus, I'm able to compare first-hand the quality and effectiveness of Leon County's government with others I've seen. Leon County's government is well-run, citizen-focused, fiscally responsible, and welcoming of new ideas and innovations. As such, our community is very fortunate to be served by Mr. Long and his team.

**Performance Evaluation Results submitted by: Commissioner Minor**

**Total Factors Rated: 43 / 44**

**Total All Points: 215**

**Average Rating: 5.00**

**Signature: Commissioner** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature: County Administrator** \_\_\_\_\_ **Date** \_\_\_\_\_

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

### **Policy No. 11 - 6**

Title: County Administrator Performance Evaluation and Annual Reporting Process

Date Adopted: July 10, 2018

Effective Date: July 10, 2018

Reference: N/A

Policy Superseded: Policy No. 11-6, "County Administrator Performance Evaluation and Annual Reporting Process," adopted September 13, 2011; revised January 29, 2013; revised January 27, 2015; revised September 15, 2015

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 11-6, "County Administrator Performance Evaluation and Annual Reporting Process" revised by the Board of County Commissioners on September 15, 2015 is hereby further amended, and a revised policy is adopted in its place, to wit:

For the purpose of evaluating the performance of the County Administrator in a fair and open manner, the Board will annually follow the processes outlined in this policy. As part of this review, the County Administrator will be required to annually report the state of the County to the Board.

This policy is consistent with Florida Statutes 125.84 (1) that states the County Administrator will "Report annually or more often if necessary, to the board of commissioners and to the citizens on the state of the County, the work of the previous year, recommendations for action or programs for improvement of the County and the welfare of its residents."

The following process shall be used annually to effectuate this policy.

#### Annual Report

1. In September of each year, the County Administrator will prepare a report that provides a detailed analysis summarizing the state of the County ("the annual report").
2. The reporting period for the annual report will be based on the prior fiscal year.
3. The annual report will be presented for acceptance by the Board at the second regularly scheduled meeting in September of each year.
4. To maximize community involvement:
  - a. In addition to the Board of County Commissioners meeting, the annual report will be presented to at least two community meetings conducted outside of the Courthouse. The locations will be selected to maximize citizens' opportunity to participate.

- b. Presentation of a summary of the annual report will be published in a newspaper of general circulation.

#### Performance Evaluation

5. An online process, by which each County Commissioners may complete and submit the County Administrator performance evaluation form, will be administered by Human Resources with MIS' technical support.
6. By no later than October 1 of each year, the Chairman will distribute the link to the online County Administrator performance evaluation form, included as part of this policy, to each of the Board members.
7. By no later than the Thursday following the first regularly scheduled meeting in October of each year, each individual Commissioner will complete and submit the County Administrator performance evaluation form. Each Commissioner is encouraged to meet with the County Administrator to discuss their individual evaluation.
8. The Chairman will review all of the evaluation forms and approve an appropriate merit percentage increase in accordance with the contract of the County Administrator.
9. The Human Resources Director will compile the individual evaluations into a summary document and prepare an agenda item containing the following: summary of evaluations, individual evaluations, and merit percentage increase.
10. The compilation of the County Administrator's evaluation will be presented at the second regularly scheduled meeting in October of each year for ratification by the Board of each Commissioner's individual evaluations and the merit percentage increase.

*Revised July 10, 2018*

## Leon County Board of County Commissioners Performance Evaluation

### County Administrator



This form shall be completed by each member of the Board to evaluate the County Administrator’s performance in each of the areas noted below. Performance levels can be noted based on the following scale:

- 5 – Excellent (almost always exceeds expectations and performs at very high standard)
- 4 – Above average (generally exceeds performance expectations)
- 3 – Satisfactory (meets performance expectations)
- 2 – Below average (generally does not meet performance expectations)
- 1 – Unsatisfactory (almost always fails to meet minimum performance expectations).

Each member of the Board should sign the form and forward it to the Chairman.

**EVALUATION PERIOD:** \_\_\_\_\_ **TO:** \_\_\_\_\_

<b>1.</b>	<b>PROFESSIONAL SKILLS AND STATUS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Knowledgeable of current developments affecting the management field and affecting county governments.					
b.	Respected in management profession.					
c.	Has a capacity for and encourages innovation.					
d.	Anticipates problems and develops effective approaches for solving them.					
e.	Willing to try new ideas proposed by Board Members or staff.					
f.	Interacts with BOCC in a direct and straightforward manner.					

<b>2.</b>	<b>RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Carries out directives of the Board as a whole rather than those of any one Board member.					
b.	Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.					
c.	Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.					
d.	Responds to requests for information or assistance by the Board.					



County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. 11 - 6

<b>3.</b>	<b>POLICY EXECUTION</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Implements Board action in accordance with the intent of the Board.					
b.	Supports the actions of the Board after a decision has been reached, both inside and outside the organization.					
c.	Enforces County policies.					
d.	Understands County's laws and ordinances.					
e.	Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.					
f.	Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration.					

<b>4.</b>	<b>REPORTING</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Provides the Board with reports concerning matters of importance to the County.					
b.	Reports are accurate, comprehensive and produced in a timely manner.					
c.	Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.					
d.	Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny.					

<b>5.</b>	<b>CITIZEN RELATIONS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Responsive to complaints from citizens.					
b.	Demonstrates a dedication to service to the community and its citizens.					
c.	Skillful with the news media, avoiding political positions and partisanship.					
d.	Has the capacity to listen to others and to recognize their interests.					
e.	Willing to meet with members of the community to discuss their real concerns.					

<b>6.</b>	<b>STAFFING</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Recruits and retains competent personnel for County positions.					
b.	Aware of staff weaknesses and works to improve their performance.					
c.	Accurately informed and concerned about employee relations.					
d.	Professionally manages the compensation and benefits plan.					
e.	Promotes training and development opportunities for employees at all levels of the organization.					

<b>7.</b>	<b>SUPERVISION</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Employs a professional, knowledgeable staff.					
b.	Maintains a healthy and productive organizational culture.					
c.	Employees are recognized for best practices in the industry.					
d.	Employees have training, pay equity and professional growth opportunities within the organization.					
e.	Encourages teamwork, innovation, and effective problem-solving among the staff members.					
f.	Institutes in employees a culture that is focused on customer service and responsible stewardship.					

<b>8.</b>	<b>FISCAL MANAGEMENT</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Prepares a balanced budget to provide services at a level directed by the Board.					
b.	Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.					
c.	Prepared budget is in an intelligent but readable format.					
d.	Possesses awareness of the importance of financial planning and control.					
e.	Appropriately monitors and manages the fiscal activities of the organization.					

<b>9.</b>	<b>COMMUNITY</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.	Engages with community partners on local initiatives.					
b.	Avoids unnecessary controversy.					
c.	Respected as a community leader.					

**Total All Points:** \_\_\_\_\_

**Divide Total by:** 44 (# of categories)

**Average:** \_\_\_\_\_

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefited from the Administrator's leadership)?**

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**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrator to improve these areas?**

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**12. Other comments?**

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_



# Leon County Government

## INTEROFFICE MEMO

**DATE:** September 24, 2019

**TO:** The Honorable Chairman and Board of County Commissioners

**FROM:** Vincent S. Long, County Administrator

**SUBJECT:** 2019 County Administrator Evaluations

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At today's Commission meeting, you will receive the 2019 Annual Report which provides great detail on many of our accomplishments over the past year. The 76-page report only begins to capture the effort and progress of our efforts in continuing to be a government that our citizens believe in and an organization that others benchmark against.

Tomorrow you will receive my annual performance evaluation via e-mail from Human Resources pursuant to Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process," and an agenda item will be presented at the October 29 meeting for ratification by the Board.

In addition to the 2019 Annual Report, I submit the following summary of selected significant milestones and improvements achieved during Fiscal Year 2018-19 to further assist you in your individual evaluations. As your County Administrator, my goal is to continue to provide the highest standard of fiscal, strategic and operational leadership to Leon County while driving employee performance and satisfaction, demonstrating our tremendous value to the community and continuing to earn your confidence. As always, I greatly appreciate your support and feedback.

### Major Policy Formation, Implementation, and Project Execution:

*Provided timely, accurate and reliable policy analysis and focused leadership on project implementation in 2019*

- Developed a Multi-year Fiscal Plan to avoid anticipated tax and fee increases totaling \$4.6 million in the EMS MSTU, Solid Waste non-ad-valorem, and Fire Services fee, while providing funding to address critical infrastructure needs and the costs associated with the 2020 Presidential election cycle.
- Developed and coordinated a comprehensive recruitment and selection process to include all steps and timelines associated with the recruitment, evaluation, and hiring of a new County Attorney.
- Directed the development and implementation of the Hurricane Michael After Action Report which included 83 findings and 68 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. To date, 100% of the recommendations from the Hurricanes Hermine, Irma, and Michael After-Action Reports are complete.
- Successfully conducted the fourth Leon Works Expo in March 2019, connecting nearly 500 students with skilled careers and training opportunities, and hired the fifth class of the

Leon Works Junior Apprenticeship Program employing 21 local high school students as junior apprentices in FY 2018-19 to shadow and train with County staff in preparation for in-demand skilled careers.

- Continued implementation of the County’s residential Property Assessed Clean Energy (PACE) program, which provides financing to property owners for energy improvements and weatherization upgrades. To date, 82 homes have been improved with a total project value of \$850,000. A total of 117 homeowners have been approved for PACE financing for future projects.
- Completed the 2019 Disparity Study and initiated the development of uniform policies and procedures to create a consolidated Minority, Women, and Small Business Enterprise (MWSBE) program serving Leon County, the City of Tallahassee, and the Blueprint Intergovernmental Agency.
- Developed a County Ordinance, in coordination with the County Attorney’s office, to provide for a Code of Ethics in accordance with a Home Rule Charter amendment approved by voters during the November 2018 general election.
- Established a training program on the County's Code of Ethics and Employee Standards of Conduct and provided the training to 100% of County employees.
- Initiated a comprehensive human services needs assessment leading to the development of policy recommendations to align Community Human Services Partnership (CHSP) funding with the highest human services needs of the community.
- Ensured the continued viability of the County’s single-stream recycling program by negotiating a contract amendment with Marpan to address recent shifts in the global market for recyclable materials.
- Enhanced the County’s ability to ensure safe passage of emergency vehicles on privately-owned unpaved roads by developing two new County policies:
  - The “Livable Infrastructure for Everyone (L.I.F.E.) Rural Road Safety Stabilization Program” policy, which is designed to assist financially-restricted property owners in restoring unsafe private unpaved roads at no charge; and
  - The “Safe Passage of Emergency Vehicles on Unpaved Private Roads” policy, which authorizes short-term repairs for private unpaved roads to ensure the safe passage of emergency vehicles when road conditions prevent access.
- Initiated the development of a County ordinance and Comprehensive Plan amendment to provide development standards and a streamlined permitting process for solar energy systems, in support of the County’s Strategic Initiative to pursue designation as a SolSmart community.

## Financial Management:

### *Provided for the sound financial management and fiscal stewardship of Leon County in 2019*

- Proposed a Multi-Year Fiscal Plan to avoid \$4.6 million in anticipated future tax and fee increases, which reallocates existing resources while providing funding to address critical infrastructure needs and continuing to ensure the County's long-term financial viability.
- Developed and implemented a funding strategy to eliminate user fees for the County's Rural Waste Service Centers and to fund the program entirely through general revenue, saving Leon County residents \$200,000 annually.
- Negotiated and executed voluntary collection agreements with short-term rental platforms HomeAway and TripAdvisor for the collection of Tourist Development Taxes, estimated at approximately \$50,000 per year.
- Achieved an upgraded "AA+" General Obligation Bond rating with a stable financial outlook. The most recent report issued by Moody's Investor Service cited the County's "prudent, forward-looking budgeting, high reserve levels, and strong liquidity."
- Produced a balanced FY 2020 Budget with no increase in the millage rate, additional cost avoidances through internal efficiency efforts, continued incremental increase in the recurring transfer to the County's capital program, no new general revenue-funded positions, and support for all Constitutional Officer budget requests.
- Identified over \$1.49 million in new cost savings and avoidances through the County's I<sup>2</sup> Employee Awards Program and Cross Departmental Action Teams. Since 2013, over \$28.9 million in cost savings and avoidances have been identified through the County's internal efficiency efforts.
- Increased recurring general revenue support for capital projects by 48% in the FY 2020 preliminary budget, from \$5.0 million to \$7.4 million.
- Maintained a reduced level of fund balance to support the operating budget at \$2.0 million in FY 2020.
- Successfully recovered over \$7.6 million in reimbursement from disaster response and recovery efforts related to Hurricane Michael, which compares extremely favorably to other impacted counties. Leon County is one of only five counties to date that have received expedited reimbursements made available by FEMA.
- Continued to recover eligible reimbursements for Hurricanes Hermine and Irma, with a total 95% of eligible Hermine expenses recovered to date (compared to an average of 71% among counties statewide) and 81% of Irma expenses (compared to 45% statewide).
- Negotiated and executed a six-year contract extension with Waste Management, Inc. for the hauling and disposal of waste in order to ensure the long-term disposal of solid waste at the most competitive price.
- Continued to reduce the County's outstanding debt obligations through the retirement of bonds; the County is on track to be debt-free by 2025.
- Continued to administer the County's reserves within the policy minimum and maximum thresholds.

- Sustained the lowest net operating budget, the lowest net budget per resident and second lowest number of county employees per 1,000 residents when compared to other like-sized counties while having some of the highest percentage of property tax off the rolls due to exemptions.
- Leveraged \$54.7 million in grant funding with a leveraging ratio of 5.53 to 1.

#### Crisis Management:

*Ensured prompt organizational focus, accountability and compassion in dealing with crises in 2019*

- Led efforts to ensure the community's swift and thorough recovery in the weeks and months following Hurricane Michael, including the collection and removal of storm debris, ensuring that citizens remain connected to vital sources of recovery assistance, and working with FEMA to seek reimbursement for the County's storm-related expenses.
- Fully implemented the Hurricane Michael After-Action Report which included 83 findings and 68 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. To date, 100% of the recommendations from the Hermine Irma, and Michael After-Action Reports are complete.
- Ensured the highest level of readiness prior to the 2019 hurricane season by conducting disaster preparedness exercises in April and May 2019 in partnership with the Florida Department of Health, Big Bend Healthcare Coalition, National Weather Service, and the Florida Division of Emergency Management.
- Led efforts to coordinate community partners and volunteers to respond to the tornado that impacted the Baum Road area in March 2019 and developed additional strategies to ensure the greatest level of County assistance to individuals and families who were impacted.
- Developed a new Lake Talquin Dam Emergency Management Plan in coordination with state and local public safety partners to safeguard and inform citizens in case of a controlled release of water. The plan is incorporated within the County's Comprehensive Emergency Management Plan.

#### Promoting Economic Vitality:

*Continued to ensure that Leon County remains an effective leader and a reliable partner in growing and diversifying our community and local economy*

- Completed the 2019 Disparity Study and initiated the development of uniform policies and procedures to create a consolidated Minority, Women, and Small Business Enterprise (MWSBE) program serving Leon County, the City of Tallahassee, and the Blueprint Intergovernmental Agency.
- Successfully conducted the fourth Leon Works Expo in March 2019, connecting over 500 students from Leon, Gadsden, and Wakulla County with skilled careers and training opportunities showcased by over 130 exhibitors.

- Hired the fifth class of the Leon Works Junior Apprenticeship Program employing 21 more local high school students as junior apprentices to shadow and train with County staff to prepare for in-demand skilled careers.
- Relaunched and extended the Urban Vitality Job Creation Pilot Program to spur job creation, encourage employment stability, and promote economic vitality in the Promise Zone area by increasing the number of eligible businesses, simplifying wage requirements, and aligning program goals with other entry-level workforce development entities in the community.
- Partnered with Madison Street Strategies to conduct an Opportunity Zones Workshop engaging more than 100 individuals on the new federal Opportunity Zone program designed to spur new and small business growth, encourage development in blighted properties, and revitalize and enhance local economic ecosystems.
- Participated in the 11<sup>th</sup> Americas Competitiveness Exchange (ACE) Tour of Puerto Rico's centers of innovation and entrepreneurship, exchanging economic development best practices with an international cross-section of high-level leaders, executives, and policy makers.
- Hosted the Power Forward Workshop Entrepreneurial Exchange in partnership with First Commerce Credit Union to showcase the local resources available to entrepreneurs and small businesses in Leon County.
- Partnered with the International Trade Administration to host the "Export University 101: Introduction to Exporting" training program to equip Leon County businesses with tools and methods to expand operations in foreign markets.
- Hosted the second installment of the "Training our Talent" speaker series within the Office of Economic Vitality to help improve employee relations and talent development for businesses in Leon County.
- Provided staff and funding support for Domi Station's "Hucksters Mobile Market" proposal, which was selected as the winner of the 2019 Pitch Distilled national competition for sustainability-themed solutions to civic challenges.
- Hosted a Rural Economic Development Forum in April 2019 to discuss the impact that placemaking in our rural communities can have on the cultural, tourism, and economic opportunity of the County's rural areas.
- Created and budgeted funds in FY 2019-20 for the Tourism Legacy Events Grant Program to ensure the continued success of long-standing events, festivals, and tournaments that have a strong performance record for generating room nights and providing a significant economic impact to the community.
- Led our tourism economy to another record-setting year, with \$972 million in economic impact from 2.5 million visitors, supporting over 15,331 tourism-related jobs in Leon County.



- Successfully hosted twelve championship sporting events in Leon County including the USATF Cross Country Championship, the USA Track & Field Cross Country National Championship, the Amateur Athletic Union (AAU) Track & Field Regional Championship, the Youth Basketball of America (YBOA) Super Regionals Championship and the Tallahassee Futures Tennis Tournament.
- Secured four major cross country championship meets for FY 2020 at the County's Apalachee Regional Park including the Florida State University Cross Country Invitational Championship, the NCAA South Region Championships, Florida High School Athletic Association Championships, and the USA Track & Field National Championship bringing the County's total cross-country championship meets secured for FY 2020-2025 to 14.
- Partnered with the semi-professional Tallahassee Soccer Club in hosting their inaugural season gaining visibility and exposure of Tallahassee-Leon County in several visitor markets from Central Texas to West Palm Beach.

Organizational Improvement and Innovation:

*Continued to lead organizational improvements, drive innovation and enhance employee performance, development and well-being*

- Provided training on the County's Ethics Code and Employee Standards of Conduct to 100% of County employees.
- Hosted Dr. Eric Klinenberg, a nationally recognized sociologist, professor, and author on social infrastructure at our Annual Retreat to provide insight into how Leon County can better provide spaces that foster relationships and promote interaction among diverse groups of citizens.
- Conducted a multi-city/state tour to examine best practices of public library systems and explore how other communities have strategized to maintain and increase the relevance of public libraries.
- Developed and began implementation of an Integrated Sustainability Action Plan, which contains 18 goals and 94 action items to foster a more sustainable future and reduce the County's greenhouse gas emissions 30% by the year 2030.
- Led efforts to reduce the use of single-use plastic straws in Leon County by expanding public education; initiating the development of a new County policy to prohibit the sale or distribution of single-use plastic straws and Styrofoam on County properties; and providing a range of policy options for the Board's consideration to enact a county-wide plastic straw ban.
- Continued to enhance staff development efforts to ensure leadership at all levels of the organization by hosting quarterly Leadership Team staff meetings, providing monthly leadership learning activities, and sponsoring sixteen employees' participation to date in Certified Public Manager training.

- Continued to identify new organizational innovations, efficiencies, and cost savings through the County's I<sup>2</sup> Employee Awards program including a weekly #WOWednesday social media campaign, an improved campground reservation system designed in-house, and use of existing resources and staff to develop a library card digitization process. To date, the I<sup>2</sup> program has saved the County \$1.5 million in recurring costs and \$4.8 million in one-time costs.
- Earned a three-year reaccreditation for Leon County Emergency Medical Services from the Commission on Accreditation of Ambulance Services for the fourth consecutive time. This top industry accreditation recognizes Leon County EMS for exceeding strict national standards of excellence.
- Established a post-employment health care insurance contribution for eligible Leon County Government and Constitutional Officer retirees, based on years of service, to help cover the costs of health insurance in the "gap" between retirement and Medicare eligibility.
- Updated the County's pay plan to ensure that compensation for each position best aligns with the associated duties and required knowledge, skills, and abilities; to reflect current best practices in local government human resource management; and to ensure continued alignment with federal Fair Labor Standards Act guidelines.
- Led the County's efforts to win 12 more NACo Achievement Awards in 2019 for best practices for the efficient, equitable and innovative provision of services to our community:
  - Animal Abuser Registry
  - Emergency Shelter Operations Plan
  - Ethics Training and Field Manual
  - Fire Hydrant Prioritization Policy and Funding Program
  - Green Team
  - Litter Reduction and Beautification Initiative
  - Minority, Women & Small Business Enterprise Program Enhancements
  - Mobile Hotspot Lending Program
  - Quarterly Economic Dashboard
  - Residential and Commercial PACE Programs
  - Street Lighting Prioritization Policy and Funding Program
  - Water Quality and Springs Protection Infrastructure Improvement Plan

In the past seven years, Leon County has received 68 NACo Achievement Awards, including two projects that designated as the best program in their award category nationwide and two additional Leon County initiatives recognized as "100 Brilliant Ideas at Work" showcasing the best innovations in government across 3,069 counties.

- Earned a 2019 Best Practices Award from the Florida Association of Counties for the County's recent efforts to overhaul our Development Support and Environmental Management department, which won a 2019 Best Practices Award from the Florida Association of Counties.
- Planned and administered two statewide award-winning public works projects which earned Project of the Year awards from the American Public Works Association, recognizing outstanding public works projects throughout the nation that achieve project goals within budget while exceeding public expectations.

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*People Focused. Performance Driven.*

- Earned the 2019 Digital Counties Survey Award from NACo and the Center for Digital Government for the County's efforts to harness technology to increase services and efficiencies for citizens.
- Earned six local and statewide awards for public communications efforts related to Hurricane Michael in recognition of Leon County's efforts to keep citizens informed and engaged before, during, and after the incident.
- Earned a 2018 Excellence in Economic Development Award from the International Economic Development Council, for the #FLCapital4Biz social media campaign, which encourages entrepreneurs and seasoned business leaders to share their economic development stories about choosing Leon County as the place to start or grow their business.

#### Capital Project Management and Implementation:

*Ensured the professional project oversight, design, engineering, procurement, schedule and budgeting of safe, functional and high-quality capital projects in 2019*

- Initiated over 650 potential septic tank replacements since the Board's adoption of the FY 2017-2021 Leon County Strategic Plan as a result of these partnerships and leveraging efforts – already exceeding the Bold Goal of 500 septic tank replacements.
- Developed a new Springs Restorations Grants and Septic System Upgrade Policy which provides eligibility and implementation criteria to be used in the selection of areas to upgrade existing septic systems in the Wakulla Springs Priority Focus Area.
- Provided continued leadership over Blueprint 2000 project execution including Capital Circle Southwest, the Northeast Gateway, the Lake Jackson and Lake Jackson South Greenways, the Orange/Meridian Placemaking project, Capital Cascades Trail, Magnolia Drive Multiuse Trail, Capital City Amphitheater Weatherization, and others.
- Continued the implementation of the Apalachee Regional Park master plan, which includes several enhancements to the cross country area, restrooms and an operations facility, events and awards stage, outdoor community gathering pavilion, and parking area improvements.
- Initiated the development of a new Energy Services Contract (ESCO) to implement energy-efficient facility improvements financed by guaranteed energy cost savings. A preliminary study's conservative estimate shows that the County could realize at least a 25% reduction in energy by 2030 through the new ESCO.
- Expanded the County's inventory of solar energy improvements with the installation of two new solar arrays at the Northeast Branch Library and Transfer Station.
- Initiated the design of the second phase of the St. Marks Headwaters Greenway project, which includes enhancements to the 161 of the total 754 acres of the park currently open to the public including a larger trail head, boardwalk and observation pier, and a nature based playground.
- Developed and implemented a funding strategy to complete the planned 60/90 ballfield project at Daniel B. Chaires Park, including utilizing Public Works staff to perform the initial site clearing and earthwork which avoided approximately \$750,000 in project costs.

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*People Focused. Performance Driven.*

- Budgeted for and initiated renovations to the Cooperative Extension building as part of the County's plan to relocate the Office of Human Services and Community Partnerships and the Division of Tourism Development.
- Initiated design modifications to the County's landfill closure project in response to the unanticipated discovery of hazardous environmental conditions at the site with no disruption of any cross-country events at the Apalachee Regional Park including the 2021 NCAA Cross Country Championship.
- Completed nine street lighting projects in the unincorporated areas of the County and included another \$125,000 to continue supporting the street lighting program in the tentative FY 2020 budget.
- Constructed 13 additional fire hydrants in the unincorporated area in FY 2019, reaching 45% of the County's five-year Target.

### Leveraging Partnerships

*Continued to implement new opportunities to leverage partnerships for the benefit of the community in 2019*

- Initiated a human services needs assessment in partnership with the City of Tallahassee and the Center for Health Equity to align Community Human Services Partnership funding with the highest human services needs of the community.
- Partnered with the City of Tallahassee to provide funding support for the South City Foundation to serve as the "Community Quarterback" organization under the Purpose Built Communities model. The organization is tasked with ensuring the implementation of community revitalization and affordable housing efforts in South City.
- Commenced discussions with the Tallahassee Lenders' Consortium to serve as the County's Community Land Trust in order to create additional affordable housing opportunities in Leon County.
- Initiated the Capital Area Sustainability Compact, bringing together several of the largest organizations in the community to work together to reduce greenhouse gas emissions and collaborate on a variety of other sustainability objectives.
- Partnered with The Village Square and the City of Tallahassee to hold a town hall event in March 2019, engaging citizens in a cross-governmental discussion about where Tallahassee–Leon County is as a community, where we are going, and what challenges we face in getting there.
- Partnered with the Downtown Improvement Authority to extend the Sundown Summer Concert Series at the Capital City Amphitheater through November 2019 to provide three additional free and family-oriented concerts.
- Continued to support Lively Technical College's students and programs by donating a surplus vehicle to Lively's Compressed Natural Gas Maintenance Program.

- Hosted a Community Legislative Dialogue Meeting for the 2019 Legislative Session to engage the community and regional partners in identifying shared legislative priorities.
- Supported the development of two new community gardens on non-County properties through the County's Stakeholder Garden program.

Citizen and Community Engagement:

*Created and enhanced opportunities to engage our community in ways that foster co-creation and connectedness*

- Engaged over 200 citizens in a panel discussion and open conversation on how the Leon County community will look in the next 20 years through the Club of Honest Citizens event "How Do We Grow from Here: Fast, Right, or Not at All?"
- Hosted public open houses, workshops, and launched a new webpage to gather citizens' input on upcoming updates to the Land Use and Mobility Elements of the Tallahassee-Leon County Comprehensive Plan.
- Partnered with the Tallahassee Symphony Orchestra and the Village Square to host "Ode to Understanding," a two-part concert and engaging Q&A session to inspire civic discourse.
- Rehabilitated and repaired more than 15 properties in the Lakewood Estates neighborhood through Leon County's 9/11 Day of Service with support of County staff and local volunteers.
- Extended the highway designation of the C.K. Steele Memorial Highway from South Monroe to South Blair Stone Road in honor of Reverend C.K. Steele as one of the most influential figures in the Tallahassee Civil Rights Movement.
- Launched an online resource in November 2018 for neighborhoods and neighborhood leaders to learn more about County services, request a County speaker, sign up for news and alerts, and find national best practices for building and growing homeowner associations.
- Increased the number of digital media subscribers to approximately 40,000 via GovDelivery, providing citizens with free, up-to-the minute news regarding Leon County events, emergencies, and other information.
- Grew the County's social media reach to more than 27,000 followers across Facebook, Twitter, Instagram, LinkedIn, YouTube and Pinterest. Added a presence on the NextDoor online platform to engage with neighborhoods on topics relating to the County.
- Continued the nationally-recognized Citizen Engagement Series by hosting a session with over 80 citizens in attendance titled "Prepare Now. When Disaster Strikes, It's Too Late to Plan" featuring Leon County's Emergency Medical Services, the Consolidated Dispatch Agency, and Leon County Emergency Management.
- Hosted the 2019 Leon County Sustainable Community Summit at J.R. Alford Greenway which engaged 150 citizens to learn about a variety of sustainability-related topics through hands-on activities, expert lectures, and engaging demonstrations.

- Partnered with the City of Tallahassee, Village Square, and Leadership Tallahassee to host the Longest Table event that allowed residents to come together and have an honest discussion about the needs of our community over dinner.
- Honored and recognized the service of local veterans through the annual Operation Thank You breakfast in partnership with the American Legion, hosting over 500 veterans and their families on Veterans Day 2018.
- Continued to support Honor Flight Tallahassee in honoring veterans in our region by sponsoring their visits to World War II Memorial in Washington D.C.
- Provided assistance to more than 4,600 veterans and their dependents to receive over \$23 million in benefits.
- Trained 950 more citizens in CPR at this year's annual Press the Chest event and through 29 additional trainings hosted by EMS.
- Continued the Leon County Library Lecture Series, featuring four more diverse speakers and topics that engage and inspire, appealing to the interests of all citizens, and engaged over 300 citizens through these events.
- Partnered with FSU, FAMU, and TCC to host The Big Event Tallahassee at Jackson View Park, engaging more than 1,500 college students in a day of service as well as a discussion about the role of parks and why they are important.
- Equipped more than 1,000 citizens with disaster preparedness buckets and critical storm supplies at the 2019 Build Your Bucket event.
- Engaged more than 200 citizens at the 2019 Spring Home Expo to provide homeowners with useful skills, resources, and knowledge to create a more sustainable and resilient home.
- Continued to partner with Leadership Tallahassee in hosting Leon County's nationally recognized "Let's Balance!" budget simulation game to better familiarize Youth Leadership Tallahassee with the County's annual budget process.
- Celebrated Arbor Day 2019 by organizing the Put Down Roots in Your Community event where 100 volunteers helped plant trees and remove invasive species at Lake Elberta Park.
- Hosted the 10<sup>th</sup> Annual Leon County EMS Safety Fair which featured free exhibits and activities to help educate children and families on being safe, including a bicycle rodeo, a bike helmet giveaway, and CPR demonstrations.
- Celebrated Black History Month 2019 by providing an African American Read-In at the Main Library that promoted diversity in literature and the prominence of African American authors.
- Established a Complete Count Committee comprised of community members to increase awareness of and participation in the 2020 Census, and budgeted funds for a multimedia public outreach campaign in partnership with the City of Tallahassee.

- Hosted “How Do We Grow from Here” event with the Village Square that engaged more than 200 citizens, a diverse panel and County staff to discuss the future of growth and conservation in Tallahassee-Leon County.

Community and Professional Leadership:

*Continued to grow professionally to best represent Leon County locally, state-wide and nationally*

- Achieved designation as an ICMA Credentialed Manager for the eleventh year, demonstrating commitment to professional development and lifelong learning.
- Planned and hosted three site visits for the entire staff of the Florida Association of Counties to provide an inside look at the County’s day-to-day operations and help them to become more familiar with the roles and functions of Florida county governments.
- Designed and presented a training session for the Florida Association of Counties’ inaugural “New Chairperson’s Academy” during the 2018 FAC Legislative Conference.
- Delivered a training session on the topic of “Working with Key County Staff” at the Florida Association of Counties’ New Commissioner Orientation in January 2019.
- Served as Chairman of a search committee for the Florida Association of County Managers, which was retained by Escambia County to assist with its recruitment and selection of its next County Administrator.
- Continued to engage with other county managers throughout the state as a member of the Florida Association of County Managers Board of Directors.
- Continued to provide leadership to our community’s economic development efforts by serving as a member of the Economic Vitality Competitive Projects Cabinet.
- Continued to promote Leon County’s achievements and successes through “State of the County” presentations to the Greater Tallahassee Chamber of Commerce and community leaders at the Public Safety Complex.





PEOPLE FOCUSED.  
PERFORMANCE DRIVEN.

## LEON COUNTY ANNUAL REPORT 2019







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Williams Landing

## Leon County Statistics

Population: **292,332**

**34% unincorporated**

**66% within city limits**

Area (Square Miles): **702**

Established: **1824**

Charter Date: **2002**

County Seat: **Tallahassee**

Median Household Income: **\$62,500**

Districting: **5 Single Districts / 2 At-Large**

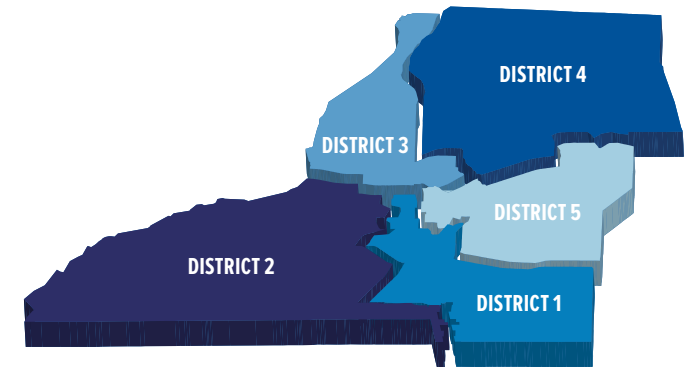
Median Age: **31**

Source: The United States Census Bureau

## ABOUT LEON COUNTY

Leon County was named after the Spanish explorer Juan Ponce de Leon. He was the first European to explore Florida in 1513 in search of the “Fountain of Youth” and named the state after the Spanish word for “flowery.”

Leon County is home to Florida’s capitol, Tallahassee, which was established in 1824. Legislative and executive offices, the State House and Senate chambers are located here. As a political subdivision of the state, the County is guided by an elected, seven-member Board of County Commissioners.



Five members of the Board are elected to serve specific commission districts and two members are elected at-large. Leon County is a Council-Manager form of government, and the County Administrator is appointed by the Board to oversee all functions, directives and policies. Florida Statutes, Chapter 125, establishes the powers and duties of the County Commission and the County Administrator. As of November 12, 2002, Leon County is governed by a Home Rule Charter.

*This document fulfills the annual reporting requirements of Chapter 125.74, Florida Statutes and Sec. 2-501(1), Leon County Administrative Code. 1,500 copies were printed for community distribution at a cost of \$8,349.00.*

*This publication is printed on sustainably sourced paper that contains 10% post-consumer waste content and vegetable-based inks and is 100% recyclable.*



# LEON COUNTY BOARD OF COUNTY COMMISSIONERS

## Vision

A community that is safe, healthy and vibrant.

## Mission

To efficiently provide public services which serve and strengthen our community.

(From left) District 1 Commissioner Bill Proctor,  
District 3 Commissioner Rick Minor,  
At-Large Commissioner Mary Ann Lindley,  
District 2 Commissioner Jimbo Jackson (Chairman),  
District 4 Commissioner Bryan Desloge (Vice Chairman),  
District 5 Commissioner Kristin Dozier, and  
At-Large Commissioner Nick Maddox







# MESSAGE FROM THE LEON COUNTY ADMINISTRATOR

PEOPLE FOCUSED. PERFORMANCE DRIVEN.



**VINCENT S. LONG**

**County Administrator**

(850) 606-5300 | LongV@LeonCountyFL.gov

Vince Long has worked for Leon County since 1995 and was appointed County Administrator by the Board of County Commissioners in 2011. As the Chief Executive Officer (CEO) of the County government, he provides fiscal, strategic and operational leadership to the organization, as well as sound analysis and professional implementation of the Board's policies. He holds a Master of Public Administration (MPA) from the Askew School of Public Administration and Policy at Florida State University and is a graduate of the Harvard University, JFK School of Government Institute for Senior Executives in State and Local Government. He is also a Credentialed Manager by the International City/County Managers Association (ICMA), serves on the Board of Directors and is a past President of the Florida Association of County Managers, and serves on the Board of Directors for the Florida Association of Counties Institute for County Government. A graduate of Leadership Tallahassee and Leadership Florida, Vince is a leader in many community and professional organizations. He also serves as a member of the Advisory Council and is a regular lecturer at the Askew School, as well as a frequent speaker and trainer with the Florida Association of Counties' County Commissioner Certification Program.

## 2019 YEAR IN REVIEW: ADVANCING OUR STRATEGY



Apalachee Regional Park

2019 was another year of great progress for Leon County toward realizing an ambitious vision for our community and setting the standard for performance, fiscal stewardship and best practices for local governments everywhere.

This annual report takes a look back at the progress of the past year. It highlights Leon County's commitment to investing in infrastructure, creating places for people and businesses to thrive and building a culture of innovation and co-creation, all of which makes our County one of the best places to live, work and play.

### LIVING OUR CULTURE

Our dedicated employees take special pride in setting the standard each day by providing essential services like Emergency Medical Services, Public Works, Parks and Recreation, Libraries and so many others that serve and shape our community. It's that connection to the people we serve that drives us to respond to the day-to-day needs of our community.

But we also take a long view in our continuous efforts to create a vibrant, resilient and healthy community for generations of residents and visitors alike.



Because of that mission, in 2019 Southern Living named us one of the South's Best communities because of our focused efforts on being a premiere destination for adventure, culture and sports tourism. And we had another record year for tourism, from sold-out crowds at the Capital Cascades Amphitheater to the many signature events that draw visitors from around the globe.

The past year also brought a different kind of visitor: Hurricane Michael, which ravaged our western neighbors and tested us like no other storm. As the nation's first Hurricane Strong community, Leon County Government led our community's largest and most effective disaster response ever. We also continued growing our year-round preparedness events and keeping citizens informed with cutting-edge technology, all so that we can be even more resilient for the future.





9/11 Day of Remembrance and Service



New employee orientation



Created Equal: Ode To Understanding

**SHAPING OUR COMMUNITY**

With that same dedication to ensuring our community’s brightest future, Leon County stayed focused on our bold goals to enhance our quality of life and protect our environment as we continued removing septic tanks in southern Leon County, eliminated fees at all our rural waste sites and continued protecting the health of our precious water bodies Countywide.

**ENGAGING CITIZENS AS CO-CREATORS**

And because building community is about building connections, we engaged citizens on our community’s growth, hosted our annual Created Equal event with a powerful symphony performance followed by a frank conversation on race and racial equality, served our veterans and revitalized Lakewood Estates with our 9/11 Day of Service.

**SETTING THE STANDARD IN PUBLIC SERVICE**

This commitment to service is at the heart of everything we do in Leon County. It drives us to be the best in our fields.

In 2019, our dedicated Leon County employees continued to set the highest standards in public service by earning more than 68 awards from the National Association of Counties (NACo) over the past seven years. This year alone, Leon County received 12 NACo awards for national best practices for programs and initiatives like the Emergency Shelter

Operations Plan, Water Quality and Springs Protection Infrastructure Improvement Plan and the Litter Reduction and Beautification Initiative, to name just a few.



These employee-led efforts have been key to keeping Leon County among the most efficient and affordable counties anywhere. And to that end in 2019, the County began a multi-year budgeting plan which ensures the County’s long-term fiscal viability and avoids \$4.6 million dollars in planned tax and fee increases.

From our commitment to fiscal stewardship to our nationally recognized programs, the men and women of Leon County Government have a lot to be proud of in 2019 as they continued to drive performance and deliver results to our citizens.

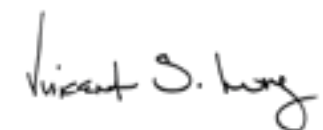
**BUILDING ON OUR MOMENTUM**

In all the ways that Leon County touches the lives of so many people we serve each day, whether it’s helping our veterans claim more than \$18.4 million dollars in benefits they deserve, responding to nearly 45,000 calls for life-saving care or serving more than 1,500,000 patrons through our County’s Library System, as we did in 2019, we strive to put each person first.

While we will continue to face the same challenges of communities and governments everywhere else, as we look back at the progress of the last year, we see a County that has proven to be a government that listens to the citizens we serve, solves our problems and ensures that our community continues to be a place like nowhere else.

And we cannot do this alone. Thank you for your continued confidence in the work we do on behalf of and alongside our citizens every day to make our community even better.

Here’s to 2020!







# L.E.A.D.S.

A STRUCTURE TO SUPPORT OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE

## HOW LEON COUNTY LEADS

Instituted throughout Leon County Government in Fiscal Year 2012, Leon LEADS is a strategic approach to aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization. LEADS provides a structure to support and sustain our People Focused, Performance Driven culture through a continuous process that looks inward to strengthen what works and abandon what does not, looks outward to receive feedback from citizens and leverage partnerships and adjusts as conditions change.

County employees are more committed than ever to delivering the quality of service our citizens deserve for their tax dollar, to working with our community in tackling the tough problems of today, and for ensuring our quality of life into the future. Below are just a few highlights of how the County's LEADS framework supports an organizational culture that simply but powerfully combines performance and relevance.

### SMARTIES COMMITTEE

Recently established in FY 2018, the SMARTIES Committee works to identify and develop Specific, Measurable, Attainable, Realistic and Timely Innovative Employee Solutions that enhance and sustain a culture of employee-led, cross-departmental innovation throughout Leon County Government. The Committee works year round to identify and implement strategies that improve internal processes. The Committee also:

- ▶ Works collaboratively to identify and develop forward thinking cross-departmental improvements;
- ▶ Sustains and enhances Leon County's "People Focused, Performance Driven" organizational culture by successfully reducing costs through increased efficiencies or more streamlined processes; and
- ▶ Identifies opportunities to strengthen what works, abandon what does not and put best practices in place.

### COUNTY'S AFTER-ACTION REPORTS

After each disaster, the County listens to the citizens we serve and analyzes all aspects of emergency operations through



**L**istens for Changing Needs  
**E**ngages Citizens and Employees  
**A**ligns Key Strategic Processes  
**D**elivers Results & Relevance  
**S**trives for Continuous Improvement

comprehensive after-action review. Following Hurricanes Hermine, Irma, and Michael, the County's reviews identified 288 findings and 213 specific recommendations, all of which were completed before the 2019 hurricane season. And because of this focus on learning from disasters, in 2018, FEMA and the Federal Alliance for Safe Homes named Leon County the nation's first #HurricaneStrong community. These after-action reports reflect the County's commitment to conveying relevance and delivering value, especially during times of disaster.



### COUNTY TOURS NATIONALLY RECOGNIZED LIBRARIES

In continuing to explore ways to better serve the needs of citizens through the public library system, in April 2019 Leon County accepted a grant from the Knight Foundation for a Multi-City/State Tour of Innovative Public Library Systems. This grant has allowed for a focus group to learn best practices of public library systems through exploring how other communities have developed solutions to maintain and increase the relevancy of libraries in their communities.



Gwinnett County, Ga., left, and Charlotte, N.C., library system tours

### OUR VALUE PROPOSITION

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.

## INNOVATOR AND INSPIRATOR AWARDS CONTINUE COST SAVINGS AND NEW EFFICIENCIES, SAVING OVER \$6.3 MILLION TO DATE



Improved campground reservation system



Inspirator of the Year award winner



Upgraded sidewalk field inspection inventory system

Leon County is an organization that rewards its employees for innovative ideas, teamwork, strategic processes, efficiency and the ability to achieve positive results. The I<sup>2</sup> (Innovator/Inspirator) Award conveys the value Leon County Government places on employee-led improvements that result in increased efficiencies, enhance or support the delivery of County services, reinforce Leon County's relevance in the community and exemplify the County's Core Practices in the workplace. Examples of such improvements include the following:

- ▶ Library Services and the Office of Information Technology developed a process to digitize library cards using current library software, saving \$27,800 in implementation costs.
- ▶ Office of Information Technology designed an improved campground reservation system that allows reservations to be made online using a credit card, saving the County \$50,000 in software replacement costs. Since the upgrade, campground revenue has increased by \$35,700.

- ▶ Community and Media Relations launched a weekly #WOWWednesday social media campaign that highlights County employees who go above and beyond, on and off the job, through hard work and commitment to service.
- ▶ Emergency Management implemented and integrated WebEOC with the Citizens Information Line, providing an online disaster tracking framework that allows staff to stay connected with citizens in need before, during and after a disaster.

The I<sup>2</sup> Awards recognize talented employees and inspire others to continue reinforcing the County's core practices in the workplace and raise the public's awareness of Leon County's relevance and services. Since its inception in FY 2015, the I<sup>2</sup> Employee Awards program has saved the County a total of \$6.3 million, including \$1.5 million in recurring costs and \$4.8 million in one-time costs.





# LIVING OUR CORE PRACTICES

## Our Core Practices

**Delivering the “Wow” factor in Customer Service.** Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.

**Connecting with Citizens.** Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger cause.

**Demonstrating Highest Standards of Public Service.** Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.

**Accepting Accountability.** Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.

**Exhibiting Respect.** Employees exercise respect for citizens, community partners and each other.

**Employing Team Approach.** Employees work together to produce bigger and better ideas, to seize the opportunities and to address the problems which face our community.

**Exercising Responsible Stewardship of the Community’s Resources.** Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.

**Living our “People Focused, Performance Driven” Culture.** Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

 <p><b>FLORIDA PUBLIC RELATIONS ASSOCIATION</b></p> <p>Award of Distinction for Hurricane Michael Preparedness, Hurricane Michael Video; Judges Awards for Hurricane Michael Video, Hurricane Michael Preparedness and EMS Lip Sync Challenge Video (Community and Media Relations)</p>	 <p>Placed 5th in the 250,000-499,999 Population Category (Office of Information Technology)</p>	 <p>One of the South's Best Cities (Tourism)</p>
 <p><b>American Heart Association®</b> <i>Learn and Live</i></p> <p>2019 Lifeline Gold Plus EMS Achievement Award (Emergency Medical Services)</p>	 <p><b>68</b> total NACo awards since 2013</p> <p>Leon County received 12 National Association of Counties Awards: Animal Abuser Registry; Emergency Shelter Operations Plan; Ethics Training and Field Manual; Fire Hydrant Prioritization Policy and Funding Program; Green Team; Litter Reduction and Beautification Initiative; Minority, Women &amp; Small Business Enterprise Program Enhancements; Mobile Hotspot Lending Program; Quarterly Economic Dashboard; Residential and Commercial PACE Programs; Street Lighting Prioritization Policy and Funding Program and Water Quality and Springs Protection Infrastructure Improvement Plan.</p>	 <p>2019 Best Practices Award (DSEM)</p> <p><i>All About Florida</i></p>
 <p>Distinguished Budget Presentation Award (Office of Management and Budget)</p>	 <p>Florida Landmarks Council and the National Association for the Preservation of African-American History and Culture Trailblazer Award (Blueprint Intergovernmental Agency)</p>	 <p>2018 Project of the Year: FAMU Way Phase 2 Roadway Improvements, Capital Cascades Trail Segment 3D-A (Blueprint)</p> <p>Big Bend Chapter Transportation Project of the Year; State Structural Project of the Year Award (under \$5 million category); State Environmental Project Award (under \$5 million category) (Engineering Services)</p>
 <p>Recognized as a Tree City USA for 13th consecutive year (Public Works)</p>	 <p>Silver Excellence in Economic Development Award (Office of Economic Vitality)</p>	 <p>Awards for Hurricane Michael Preparedness campaign and Hurricane Michael Video (Community and Media Relations)</p>



# DELIVERING THE **WOW!** FACTOR IN CUSTOMER SERVICE



## HOUSING SERVICES

“I want to thank Lon Twyman and Geraldine Green for all of their help in securing funding for the maintenance of my father’s failing septic as well as the grant for the new system. The assistance with the financing has made it possible for me to keep my father in his home. Grateful to you both.”

— *TM Pasquarelli*

## EMERGENCY MANAGEMENT

“I wanted to express my appreciation to you and your entire team for making disaster preparedness information available to the public in a concise and well-planned way. Seeing the Emergency Operations Center was extremely interesting and informative and hit home powerfully that what you all do to keep everyone informed and safe in times of emergency is so selfless and important.”

— *Donna Benningfield*

## VOLUNTEERLEON

“I just wanted to take a moment to say ‘THANK YOU VERY MUCH’ for the absolutely outstanding work that such a dedicated group of Leon County employee volunteers did in Deer Tree Hills for the 9/11 Day of Service. It was/is a real morale booster and a tremendous help to those that could not afford or are unable to do the work themselves. I cannot stress enough how delighted I/we are. I wish you all the best and good luck in all the wonderful work that you do.”

— *Michael Buettner*

## SOLID WASTE MANAGEMENT

“WOW. I just submitted an online service request to your Solid Waste Department and I’m blown away by the immediate response. The employee was so courteous and helpful. I am particularly impressed because I know public service personnel have been super busy dealing with Hurricane Michael issues. I am a very satisfied customer and extend a BIG THANK YOU to your staff.”

— *Jeanne Kimball*

## SUSTAINABILITY

“My wife and I would like to express appreciation to the County for the electric car charging station at the downtown Public Library. Its availability not only increased our visits to the Main Library, but also conveys a broader message to the community of the County’s commitment to help reduce local carbon emissions.”

— *Fred & Meta Calder*

## PUBLIC WORKS

“Roshanda, thank you so much. First thing this morning the grapple was in front of my house working on removing the big tree which they have almost already finished. They will be back tomorrow for the big stumps they have left. All of this because of you taking the time to listen and care. Without removal our road could have washed away. Sometimes it’s the little things you do that make a big difference to others. Thank you for making that difference for us.”

— *Donna and Michael Uzzell*

## EMERGENCY MEDICAL SERVICES

“This is a thank you for helping me and my husband. He is 95 now! You helped him get to the hospital in October 2012 and he recovered – that was over 6 years ago! I have had quite a few ‘rides’ since then and it is amazing to realize how important you are to our community. Thank you!”

— *Maxine and Elmer Leek*

## PARKS AND RECREATION

“I am writing to you today to commend two of your employees, Alonzo Brown and Rodney Young. My wallet ended up on Capital Circle and they went above and beyond to find a way to get it back to me. I cannot tell you how much their actions mean to me. What could’ve been a very bad day was avoided thanks to your employees. I am very thankful and appreciative of their public service.”

— *Ivy Rooney, Political Capital Florida*

## VETERANS SERVICES/PRIMARY HEALTHCARE

“I just wanted to say thank you to both Veteran Services and Primary Healthcare for all you did to assist me with my rental deposit. Because of your help, I am back at the Capital Area Red Cross doing my daily volunteer work. At the end of my day I get to go home to an environment free from infestation. Again, thank you both!”

— *Anonymous*

## DSEM

“I want to thank Nancy Garcia as she assisted us with a boundary settlement issue and she was very professional, courteous and helpful. She walked us through the process, stayed on top of it for us and gave us much needed guidance. She needs to be commended for her service to the County.”

— *Danielle Galvin*

## We Believe In

Demonstrating to our citizens that we are on their side, letting them know that they are the reason we exist and what they are getting for their tax dollars;

Producing bigger and better ideas to address the real issues facing our community;

Actively promoting transparency, accessibility, and openness in everything we do;

Engaging citizens in important decisions facing the community;

Tirelessly enhancing our community’s livability, sustainability and economic competitiveness; and providing employees a structure which reinforces this as our organizational culture and employs and empowers them to help people.

## What We Value

- Service
- Relevance
- Integrity
- Accountability
- Respect
- Collaboration
- Stewardship
- Performance
- Transparency
- Vision





## UNDERSTANDING OUR STRATEGY

### VISION

A community that is safe, healthy and vibrant.

### MISSION

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.

### STRATEGIC INITIATIVES

Leon County's strategic initiatives are program- or area-specific projects that align with the County's strategic priorities to serve and strengthen the community. In the FY2017-2021 Strategic Plan, the 75 strategic initiatives ensure that the optimized resources of the County are aligned to address the community's most pressing issues and to achieve the County's top priorities.

### BOLD GOALS AND TARGETS

Bold goals are truly stretch goals that will be big and difficult to achieve, but are worthy of Leon County's best efforts. Bold goals require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Leon County's five-year targets are aligned with each strategic priority and will communicate to the public and staff throughout the County the specific results the County expects to achieve through the collective execution of the strategic initiatives. Achieving these five-year targets will demonstrate results, accountability, and the strength of long-term planning.

## 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.<sup>(EC)</sup>

(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.

## BOLD GOAL

Grow the five-year tourism economy to \$5 billion

### PROGRESS AS OF JUNE 2019

**47%**  
(\$2.4 billion)



(EC4)

Grow our tourism economy, its diversity, competitiveness and economic impact.



## 5-YEAR TARGETS

### PROGRESS AS OF JUNE 2019

» Attract 80 state, regional, or national championships across all sports	50% (40 Championships)
» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs in high tech clusters	129 Entrepreneur Ventures (26%), 3,428 New Jobs* (30%), and 123 High-Wage Tech Jobs (31%)
» Connect 5,000 students & citizens to middle skilled job career opportunities	44% (2,215 Students and Citizens)
» Host 100,000 residents & visitors as part of the Amphitheater County Concert Series	13% (12,703 Residents and Visitors)

*\*Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2018.*

## STRATEGIC INITIATIVES

- ▶ (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)
- ▶ (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)
- ▶ Continue to pursue opportunities for workforce development, including:
  - » (EC2) 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 Junior Apprenticeship Program. (2016-4A)
  - » (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)
- ▶ (EC4) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (2016-5)
- ▶ (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)
- ▶ (EC4) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference. (2016-8)
- ▶ (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)
- ▶ (EC2) Evaluate expanding Leon Works as a regional event and to different segments of the community. (2017-1)
- ▶ (EC2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development. (2017-2)
- ▶ (EC2, EC3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local. (2017-3)
- ▶ (EC2, EC3) Explore ways to expand how local businesses can do business outside of the community. (2017-4)
- ▶ (EC4) Raise awareness of County trails through the Division of Tourism Strategic Plan. (2017-5)
- ▶ (EC4) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation. (2018-1)



## 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.<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

PROGRESS AS OF JUNE 2019

Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone

**39%**  
(196 Septic Tanks)







## 5-YEAR TARGETS

### PROGRESS AS OF JUNE 2019

- » Plant 15,000 trees including 1,000 in canopy roads 80% (12,218 Trees)

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- » Ensure 100% of new County building construction, renovation and repair utilize sustainable design On target

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- » 75% community recycling rate 62% Recycling Rate

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- » Construct 30 miles of sidewalks, greenways and trails 66% (19.24 Miles)

## STRATEGIC INITIATIVES

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




- ▶ (EN2, EN3, EN4) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan. (2017-6)
- ▶ (EN1, EN2, EN3) Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks. (2017-7)
- ▶ (EN1, EN2, EN3) Continue to work with the state to seek matching grants to convert septic to sewer systems. (2017-8)
- ▶ (EN4, EN3) Develop an action plan to further reduce the County Government's carbon footprint. (2018-2)
- ▶ (EN1, EN2) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings. (2018-3)
- ▶ (EN3, EN4) Pursue NACo's SolSmart designation. (2018-4)
- ▶ (EN1) Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water. (2018-5)
- ▶ (EN1) Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water (2018-6).





## 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.<sup>(Q)</sup>


  
(Q1) Maintain and enhance our parks and recreational offerings and green spaces.


  
(Q5) Support strong neighborhoods.

  
(Q2) Provide relevant library offerings which promote literacy, life-long learning and social equity.

  
(Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.

  
(Q3) Provide essential public safety infrastructure and services.

  
(Q7) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

  
(Q4) Support and promote access to basic health and welfare services to our community members most in need.

**BOLD GOAL**

Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families

**PROGRESS AS OF JUNE 2019**

**57%**  
(\$57 Million)\*  
*\* Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2018.*

## STRATEGIC INITIATIVES

- ▶ Continue to expand recreational amenities to include:
  - » (Q1, Q6) Implement a master plan for the Apalachee Regional Park. (2016-24A, rev. 2017)
  - » (Q1, Q6) Develop a program to establish a signature landscaping feature with a regular blooming season. (2016-24B)

## 5-YEAR TARGETS

### PROGRESS AS OF JUNE 2019

» Double the number of downloadable books at the library	96% (13,007 New Books)
» Construct 100 fire hydrants	45% (45 Fire Hydrants)
» Train 8,500 citizens in CPR/AEDs	50% (4,290 Citizens)
» Open 1,000 new acres of park land to the public	20% (204 New Acres)

- » (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)
- ▶ (Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2016-26)
- ▶ (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)
- ▶ (Q4, Q5) Implement 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, rev. 2017)
- ▶ Continue to serve our seniors through programs and partnerships, including:
  - » (Q4) 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)
  - » (Q4) Exploring opportunities to address fraud/scams targeted towards seniors. (2016-29B)
  - » (Q4, EC4) To continue to support Choose Tallahassee’s efforts to market our community as a retirement destination. (2016-29C)
- ▶ (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)
- ▶ (Q7) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (2016-31)
- ▶ (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)
- ▶ (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)
- ▶ (Q2) Explore opportunities to increase to high speed internet access through a “mobile hot spot” library lending program. (2016-35)
- ▶ (Q5, Q6) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements. (2017-9)
- ▶ (Q1, Q5, Q6) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School. (2017-10)
- ▶ (Q7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans. (2018-7)
- ▶ (Q5, Q6) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension). (2018-8)
- ▶ (Q4) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community. (2018-9)
- ▶ (Q3) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding. (2018-10)
- ▶ (Q4) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote. (2018-11)
- ▶ (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)





## 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.<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 AS OF JUNE 2019

**50%**

(262 Citizen Ideas)



## STRATEGIC INITIATIVES

- ▶ (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 and Club of Honest Citizens. (2016-36)
- ▶ (G1) Continue to Support Commissioner Desloge during his term as NACo President. (2016-37)
- ▶ (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)
- ▶ (G4) Continue County sponsorship of employees' participation in the Certified Public Manager training. (2016-41)
- ▶ (G1) Seek opportunities for partnerships through NACo and FAC's enterprise programs. (2016-42)
- ▶ (G5) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (2016-43)
- ▶ (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)
- ▶ (G1, G2) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county. (2017-11)
- ▶ (G1, G3) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects. (2017-12)
- ▶ (G1) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President. (2017-13)



- ▶ (G2, G5) Implement the recommendations of the Hurricane Irma After Action Report. (2017-14)
- ▶ (G2, G5) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam. (2018-13)
- ▶ (G2, G5) Implement the recommendations of the Hurricane Michael After-Action Report. (2018-14)
- ▶ (G1) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019. (2018-15)
- ▶ (G3, G1) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities. (2018-16)
- ▶ (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)

## 5-YEAR TARGETS

### PROGRESS AS OF JUNE 2019

- » Reduce by at least 30% the average time it takes to approve a single family building permit 20% Reduction  
(2 days faster)
- » Achieve 90% employee participation in the County's "My Rewards" Well Being Program 90% Participation  
(502 Employees Participating)
- » Reduce by 60% the outstanding debt of the County 34% Reduction
- » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace 70% of Employees Trained





**HERBERT W. A. THIELE**

**County Attorney**

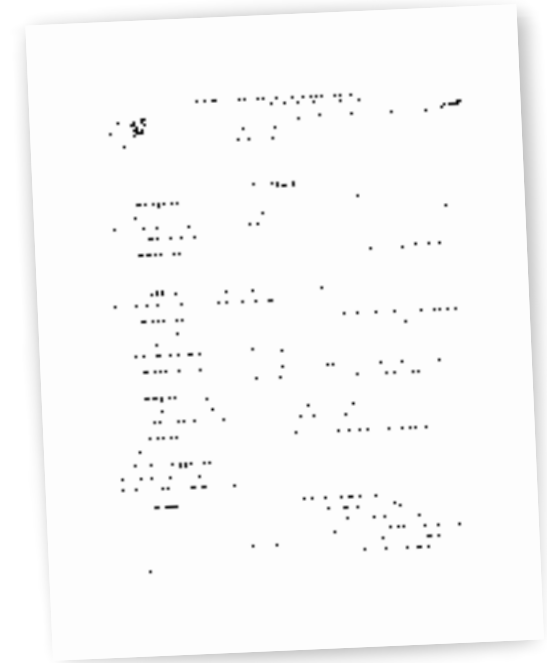
(850) 606-2500 | ThieleH@LeonCountyFL.gov

Herb Thiele was selected by the Board in 1990 to create the County's first in-house legal department and has served Leon County approaching thirty years. Under Thiele's leadership, the office continues to remain small but extremely efficient, with only 5 lawyers handling the legal affairs of Leon County, Florida.

In addition to being active in several state and national organizations that serve local government lawyers and advance the interests of local government law, Thiele has made presentations and published articles on many local government law topics, including the Sunshine Law, Open Records Law and Honest Services Act and Ethics. He serves on the Board of Directors for the Florida Association of Counties Foundation and is a past President of the Florida Association of County Attorneys and the International Municipal Lawyers Association.

Thiele leads a team of skilled professionals who provide high-quality, timely and cost-effective legal representation to the Board and other officials of Leon County.

- ▶ **Tired Creek – Ochlockonee River – Lake Iamonia** - in 2010, the Army Corps of Engineers issued a dredge-fill permit, authorizing construction of the dam on Tired Creek in Georgia. Tired Creek discharges to the Ochlockonee River, and Leon County relies on the Ochlockonee River to refill Lake Iamonia at times of high flow in the river. It is critical to the health of Lake Iamonia that peak flow volumes be maintained in the Ochlockonee, as recharge occurs at irregular intervals. Leon County raised concerns with the Corps about the dredge-fill permit conditions in order to protect Lake Iamonia's recharge, and the permit conditions were subsequently revised. In addition, the County Attorney's Office and County Administration met with Grady County representatives to attempt resolution of disputes over the permit conditions. As a result, both County Commissions approved a Memorandum of Understanding, establishing a general framework for cooperation between the two counties.
- ▶ **TMDL for Lake Talquin** – The County Attorney's Office has been actively pursuing keeping the County's lakes clean. For the last several years, we have worked with the Florida Department of Environmental Protection and the U.S. Environmental Protection Agency on reducing nutrient levels coming into Lake Talquin from Georgia. The BASF Corporation has challenged a proposed Rule submitted by the Florida DEP, wherein DEP set forth its intent to adopt nutrient TMDLs and load allocations for Lake Talquin. BASF filed a Petition for Administrative Determination of Invalidity of Proposed Rule with the Division of Administrative Hearings in June 2017. The County supports DEP in this proposed rule and was granted Intervenor status by DOAH in July 2017. In November 2017, the Administrative Law Judge overturned the adopted TMDL Rule. DEP is in the process of modeling, and once that is complete, it will promulgate a new rule. The County continues to be supportive of DEP.
- ▶ **Landfill Closure** – On April 28, 2015, the Board approved proceeding with complete regulatory closure of the landfill and beginning the corresponding long-term master planning of park amenities for the site. Landfill closure is a highly regulated process overseen by Florida DEP and has multiple elements, including modifications to stormwater facilities, hauling and spreading soil to shape four garbage cells totaling 84 acres with soil, adding synthetic liners covering the four cells, adding top soil, and establishing vegetative growth for stabilization. The landfill closure design contract was awarded to Locklear & Associates, Inc., to oversee the regulatory closure of the landfill. The contract expires on May 31, 2020. The Board



*MOU with Grady County*

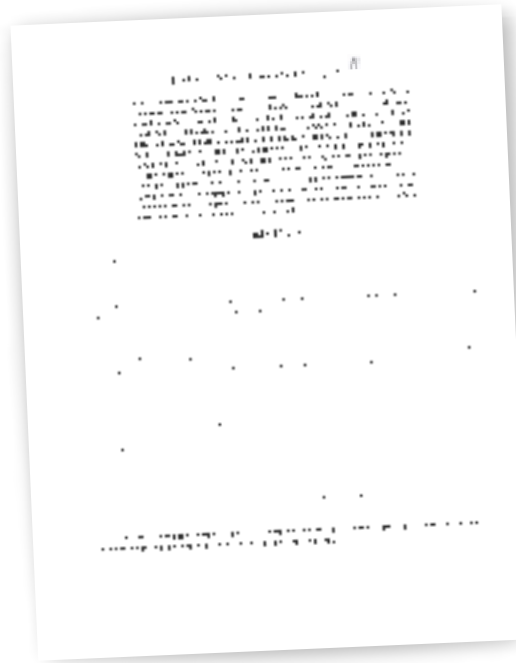
landfill closure construction contract was awarded to COMANCO Environmental Corporation. COMANCO's contract requires that it follow Locklear's design in closing the landfill. In February 2019, the County notified Locklear that there were three issues of importance that needed to be resolved: (1) proceeding with the excavation and design plans; (2) additional costs incurred due to errors contained in the original design plan; and (3) an overall collaborative approach to completing the project. In April 2019, Locklear disputed that its design plan was inaccurate due to any error on its part. The County, Locklear, and COMANCO agreed to attend a technical mediation July 25 – 26, 2019, to attempt a resolution of the issues. The matter will be brought to the Board for consideration in September 2019.

- ▶ **Firearm Preemption** – In 2011 the Florida Legislature passed House Bill 45 which amended Section 790.33, Florida Statutes, to set forth the Legislature's preemption of the "whole field of regulation of firearms and ammunition," to the exclusion of all existing and future local ordinances. The statute also imposes stiff penalties should an elected or appointed local government official enact, or cause to be enforced,

# COUNTY ATTORNEY OFFICE HIGHLIGHTS

a local ordinance, administrative rule, or regulation that impinges upon the Legislature's exclusive occupation in the field of the regulation of firearms and ammunition. At its meeting of April 10, 2018, the Board approved the County Attorney's Office bringing back an agenda item to include information on current lawsuits brought by other local governments challenging the State's preemption of local gun laws, including possible options for Leon County. At its July 10, 2018, meeting, the Board directed the County Attorney's Office to intervene in the litigation challenging the State's preemption of local gun laws. Leon County joined, as an additional plaintiff, Broward County, et al., Plaintiffs, vs. The State of Florida, et al., Defendants; Case No. 2018-CA-882. Both sides filed Motions for Summary Judgment; oral arguments were heard June 7, 2019. Proposed orders were submitted to the Court, and on June 26, 2019, the Court ruled in favor of the Cities and Counties. The Defendants have appealed the ruling.

- ▶ **Leon County, Florida, vs. J-II Investments and Johnny Petrandis, II** – the Defendants or their agents caused a large scale clearing operation consistent with development activities to be conducted on an approximate 88 acre parcel of land off Woodville Highway. Vast portions of High Quality Successional Forest (HQSF) land was cleared and ostensible roadways were cut, resulting in major environmental degradation to more than 50 acres of the property. All these activities were conducted by the Defendants without any compliance with Leon County's land regulations and development code. This matter has been in litigation since 2003. Leon County is proceeding against the Defendants primarily under the Judgment and Lien that Judge Reynolds entered in June of 2016 which, in turn, followed upon an earlier judgement that Judge Davey had entered in 2008. The Defendants have appealed Court rulings four separate times and in each instance Leon County has prevailed. At the latest hearing in June 2019, Judge Carroll, ordered the parties to mediation, which resulted in an impasse. Subsequent to the mediation, the Defendants submitted a settlement proposal which is scheduled to be discussed with the Board at an Attorney-Client Privilege "Shade" Meeting in September 2019.
- ▶ **Meridian Road Crossdrain Project** – After filing of Petition in Eminent Domain to acquire Lakeshore Gardens HOA common area under the never-before-used class action rule, the trial court granted the HOA's Motion to Dismiss. Upon the Board authorizing an appeal, we were successful in our Petition for Writ of Certiorari to the 1st DCA and the trial court's previous Order of Dismissal was quashed. Since then,



*Ethics Ordinance*

we have worked with Public Works staff and the HOA attorneys to negotiate a proposed settlement pending the approval of at least 2/3 of the lot owners.

- ▶ **L.I.F.E. Rural Road Safety Stabilization Program** – we provided valuable input to Public Works staff in assisting them with drafting and implementing a first-of-its-kind program involving the repair and improvement to private dirt roads utilizing L.I.F.E funding through the Blueprint sales tax extension. By researching the similar use of public funds for funding affordable housing repair programs, we developed the policy as a paramount public purpose based on low-income criteria similar to the affordable housing financial assistance programs.
- ▶ **NEOGOV – Hiring Process and Veterans Preference** – the County Attorney's Office participated in the workgroup that conducted a review and revision of Leon County's Hiring Guide to match the County's new NEOGOV software, by providing legal advice and guidance to staff on the entire hiring process, including the Veterans Preference provisions.

- ▶ **Disposition of Surplus Property** – we worked with staff on the disposition of surplus property to either be sold and the funds provided to the Housing Finance Authority to develop affordable housing, or donated to local non-profits in the business of developing affordable housing, such as Big Bend Habitat for Humanity.
- ▶ **Medical Examiner Services Agreement** – we worked with Real Estate, OMB, Facilities, and Human Services staff to draft a new agreement to address the Medical Examiner moving in and occupying the County's new Medical Examiner Facility. The agreement required us to conduct extensive research to avoid Code of Ethics conflicts in light of the Medical Examiner, as a public official, conducting his operation through his private pathology practice. By working with the Medical Examiner and his staff, we successfully addressed the potential conflict in accordance with the Code of Ethics statute to allow the practice to continue. The new agreement clearly recognizes the way in which the Medical Examiner's operation is conducted and appropriately handles any conflict that may be challenged. In addition, the agreement addresses the Medical Examiner's occupancy of the new County facility and clearly sets out the responsibilities of each party. In addition, it addresses the limitations in the Medical Examiner's use of the County facility for private practice purposes by requiring a fee to be collected for such uses.
- ▶ **Recodification of the Leon County Code of Laws Ordinance** – The recodification of the Leon County Code of Laws was completed this year. The recodification process consisted of a comprehensive legal review of the Code of Laws by the County Attorney's Office and Municipal Code Corporation, to ensure that the Code is free of conflicts, inconsistencies and obsolete provisions, and in conformance with Florida law. The recodified Code was adopted by the Board on June 18, 2019, and is accessible electronically on Municode.com.
- ▶ **Code of Ethics Ordinance** – By the affirmative vote of the Leon County electorate at the November 6, 2018 General Election, the Home Rule Charter was amended to provide for enactment by the Board of an ordinance to establish a Code of Ethics. In accordance with this directive, the County Attorney's Office prepared for the Board's consideration a comprehensive Code of Ethics Ordinance, to prescribe standards of conduct for members of the Board, County employees, and members of Board-appointed boards and committees. The Board approved the Code of Ethics Ordinance on June 18, 2019.





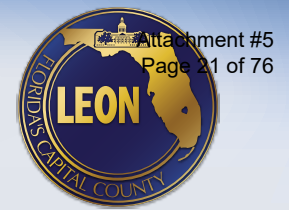
# PROVIDING SERVICE 24 HOURS A DAY, 7 DAYS A WEEK





# LIVING OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE

A CORE PRACTICE OF LEON COUNTY GOVERNMENT







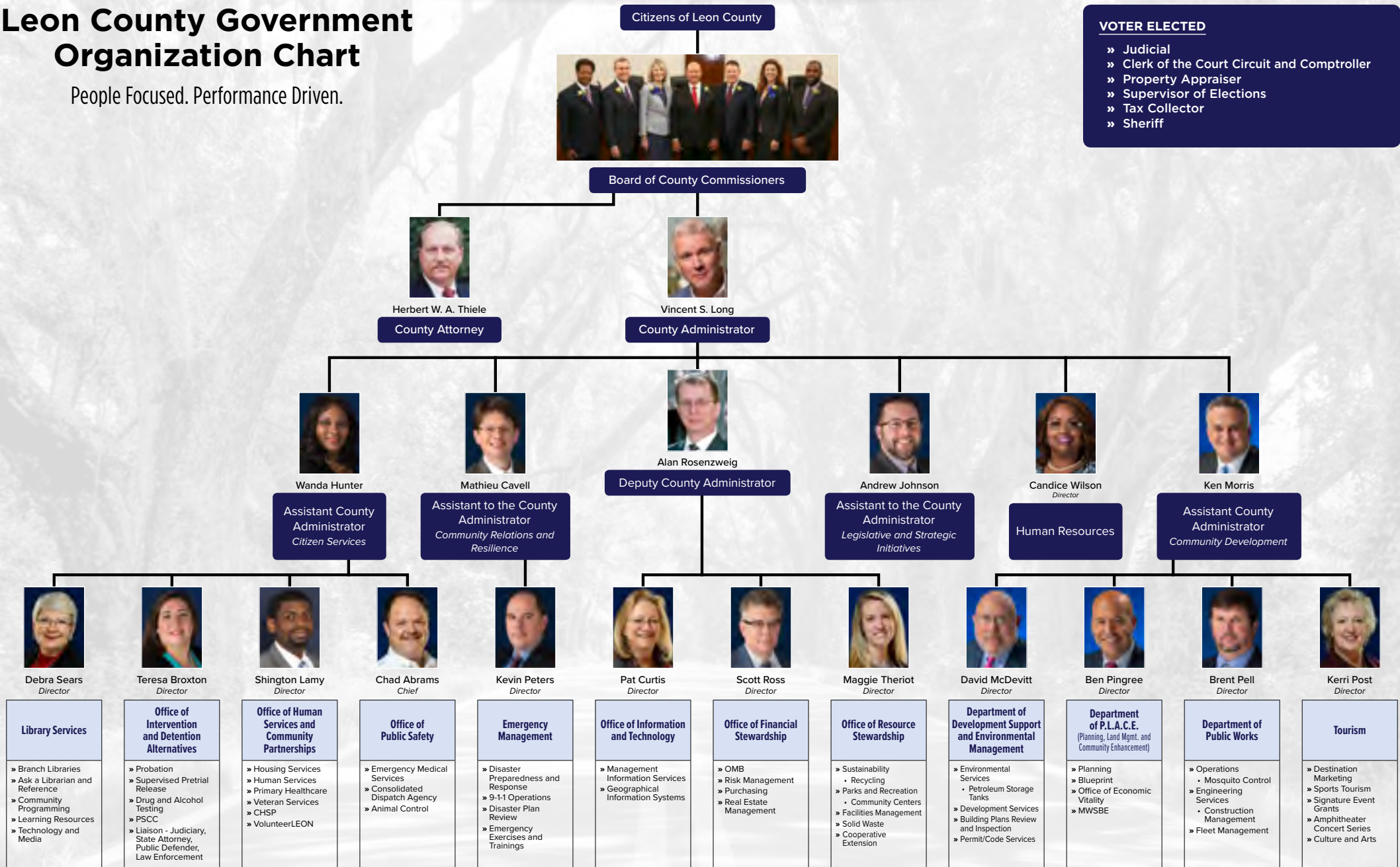
# DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

## Leon County Government Organization Chart

People Focused. Performance Driven.

**VOTER ELECTED**

- » Judicial
- » Clerk of the Court Circuit and Comptroller
- » Property Appraiser
- » Supervisor of Elections
- » Tax Collector
- » Sheriff





# BUILD YOUR BUCKET: LEARN WHAT GOES INTO BEING PREPARED

Build Your Bucket, a free, family-friendly disaster preparedness expo hosted by Leon County Government, the City of Tallahassee and the Capital Area Chapter of the American Red Cross, helps prepare citizens with the knowledge and supplies necessary to weather hurricane season. Dozens of community response groups are on hand every year with demonstrations, valuable information and interactive exhibits to help residents learn more about how to prepare, respond and recover in the event of a disaster. In June 2019, at the fifth annual event, more than 1,500 attendees visited exhibitors at their own pace to learn about local resources.







## PROVIDING TRANSPARENCY AND ENGAGING CITIZENS IN MEANINGFUL WAYS

Leon County continues to grow citizen involvement and engagement through its commitment to programs that help shape our community like the Library Lecture Series, Citizen Engagement Series and the Club of Honest Citizens.

This past year, the Leon County Library Lecture Series featured diverse speakers that engaged and inspired citizens of all ages through lectures on storytelling, history, placemaking and surviving disaster.



*Club of Honest Citizens: Eric Klinenberg*

As part of the Club of Honest Citizens program, this year's third annual Created Equal entitled "Ode to Understanding," inspired civil discourse through a musical performance of "Seven Last Words of the Unarmed" and Beethoven's 9th Symphony. This two-part musical event in partnership with Tallahassee Symphony Orchestra and the Village Square took place at Ruby Diamond Concert Hall and let nearly 1,200 citizens participate in an evening of learning and discussion about race and its impact on the community.

Also, the County helped facilitate the Big Event Tallahassee, one of the largest, one-day, student-run service projects in the nation. Organized by Florida State University, the event engaged more than 3,000 college students and members of the community in not only a day of service, but also an honest discussion about the role of local government and nonprofits in serving our community.

Continuing as part of the Club of Honest Citizens program, Leon County and The Village Square hosted nationally recognized sociologist, author and New York University (NYU) professor Dr. Eric Klinenberg in a discussion of how social infrastructure plays a vital role in the health and economic well-being of a community.

Leon County continued its nationally-recognized Citizen Engagement Series with "Prepare Now. When Disaster Strikes, It's Too Late to Plan," a session focused on building community preparedness and resilience to withstand man-made and natural disasters. Nonprofit partners, preparedness experts, public safety officials, community members and County staff came together at the Public Safety Complex to discuss various topics such as disaster preparedness, emergency communication and the importance of having an evacuation plan.

## LIBRARY LECTURE SERIES TOPICS THAT ENGAGE AND INSPIRE



*8 80 Cities: Creating a vibrant, healthy community*



*Digital Storytelling*



*The Summer Guests: A literary look at disaster prep*



*African American Ascension: The Rise of The Black Middle Class, 1865 to 1935*



Citizen Engagement Series:  
**PUBLIC SAFETY**

**Prepare Now. When  
Disaster Strikes, It's  
Too Late to Plan.**

May 29, 2019



May 6, 2019



**Ode To Understanding**



SEVEN LAST WORDS OF THE UNARMED  
BEETHOVEN'S 9TH SYMPHONY

March 31, 2019



**THE BIG  
EVENT**

TALLAHASSEE

*One Big Day. One Big Thanks. One Big Event.*

March 30, 2019

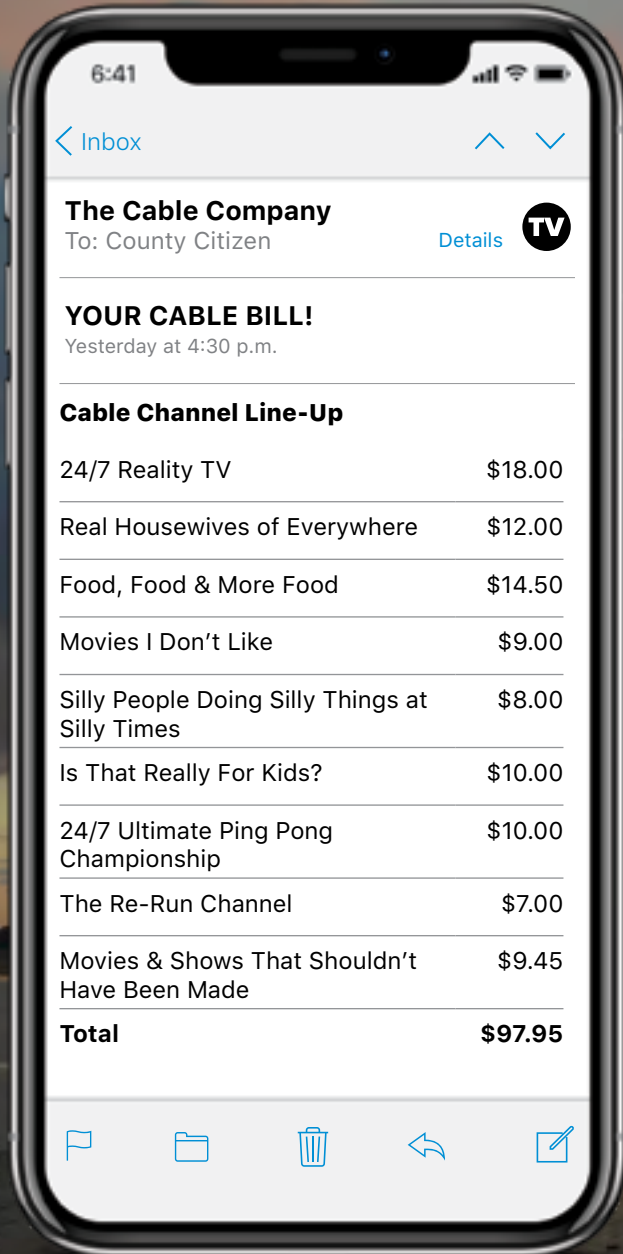






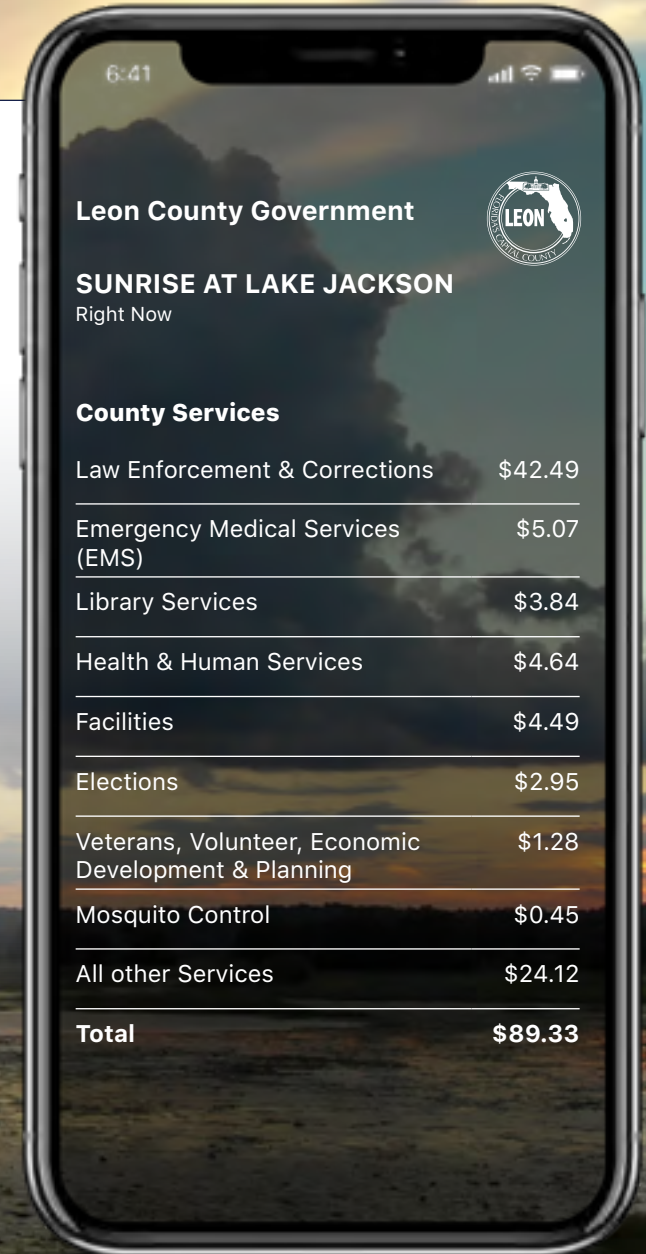
# TV CABLE LINE-UP VS. COUNTY SERVICES

COMPARING YOUR DOLLAR

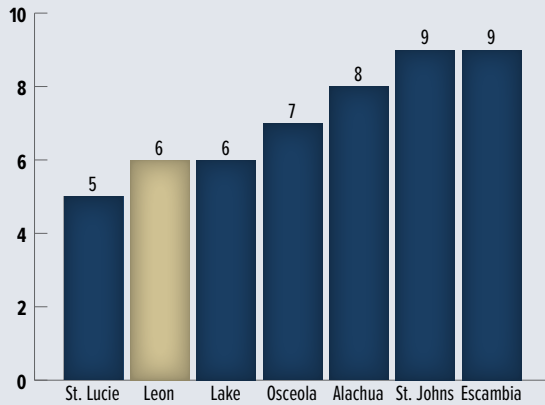


## COMPARING HIGH-QUALITY COUNTY SERVICES WITH A MONTHLY CABLE BILL

For less than a monthly cable bill you receive County services like emergency medical services, parks, road maintenance, libraries, stormwater, County Sheriff, disaster response and recovery, and so much more!

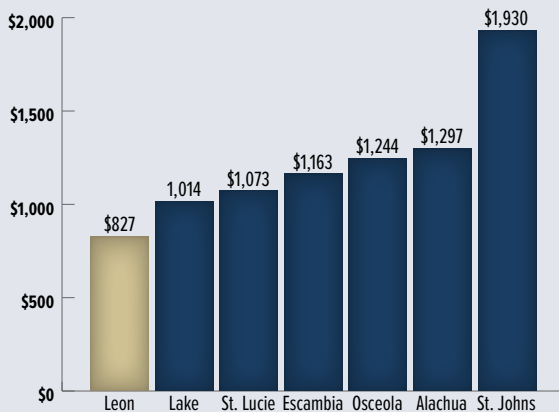


## County Employees per 1,000 Residents (FY 2018)



Leon County ranks second (tied with Lake County), with a ratio of 6 employees for every thousand County residents.

## Net Budget per Countywide Resident (FY 2019)



Leon County spends the least dollars per county resident of all like-sized counties. The next closest County's net budget per capita is 22% higher than Leon County's (Lake County). St. Johns County spends more than two times the amount per resident than Leon County does.

## EXERCISING RESPONSIBLE STEWARDSHIP OF THE COMMUNITY'S RESOURCES

- ▶ Leon County balanced FY 2020 budget (\$274.2 million) without raising the current millage rate of 8.3144 mills for the eighth year in a row.
- ▶ For FY 2020, Leon County implemented a multi-year fiscal plan, that includes tax and fee avoidances of \$4.6 million annually. Some highlights of the budget include:
  - » \$1.38 million for the Supervisor of Elections to pay the increased cost associated with the 2020 presidential preference primary.
  - » \$573,131 to pay for the increased cost in additional waste hauling and disposal costs and to pay for the elimination of the rural waste service center fees.
  - » \$135,869 to support the increased transfer to the capital improvement program.
- ▶ The Fiscal Year 2020 budget continues to maintain core services and the community's infrastructure, a few highlights include:
  - » No change in either the Countywide Millage Rate of 8.3144 mills or the 0.5 EMS MSTU with an increase in property values of 6.05% Countywide.
  - » Transferred an additional \$2.4 million in recurring general revenue to fund capital projects (\$5 million to \$7.4 million) with a goal to transfer at least \$10 million annually.
  - » Continued use of the general fund balance of \$1.56 million, which is a 70% reduction from the \$5 million used at the height of the recession.
  - » Supported the Leon County Sheriff's Office by funding the third year of a three-year staffing plan for enhanced law enforcement efforts in the community, which in Fiscal Year 2020 includes four new patrol deputies, three technical positions for the Real Time Crime Center and a Property & Evidence Supervisor.
  - » Dedicated \$680,580 to Livable Infrastructure for Everyone (L.I.F.E.) funding for Miccosukee Sense of Place, Rural Road Safety Stabilization, street lighting and boat landings.

## PROPERTY TAX DISTRIBUTION

(Based on average value single-family home in Leon County)

Services	FY 2020 Ad Valorem Tax Bill \$1,072	FY 2020 Monthly Cost	FY 2020 Percent of Ad Valorem Taxes
Sheriff - Law Enforcement	264.30	22.02	24.65%
Sheriff - Corrections	245.60	20.47	22.91%
Emergency Medical Services	60.81	5.07	5.67%
Health & Human Services	55.67	4.64	5.19%
Facilities Management	53.88	4.49	5.03%
Library Services	46.14	3.84	4.30%
Supervisor of Elections	35.36	2.95	3.30%
Capital Improvement	32.66	2.72	3.05%
Property Appraiser	32.35	2.70	3.02%
Tax Collector	32.47	2.71	3.03%
Management Information Services	31.51	2.63	2.94%
Other Criminal Justice (Probation, DJJ, Diversion)	27.57	2.30	2.57%
Other Non-Operating/Communications	25.70	2.14	2.40%
Administrative Services	21.31	1.78	1.99%
Community Redevelopment - Payment	17.48	1.46	1.63%
Veterans, Volunteer, Planning, Economic Dev.	15.33	1.28	1.43%
Board of County Commissioners	12.02	1.00	1.12%
Geographic Information Systems	11.60	0.97	1.08%
800 MHz Radio Communication System	9.50	0.79	0.89%
Clerk of Circuit Court	8.81	0.73	0.82%
Court Administration and Other Court Programs	7.61	0.63	0.71%
Financial Stewardship	7.19	0.60	0.67%
Mosquito Control	5.44	0.45	0.51%
Risk Allocations	4.89	0.41	0.46%
Sustainability/Cooperative Extension	4.81	0.40	0.45%
Budgeted Reserves	1.34	0.11	0.13%
Line Item Agency Funding	0.64	0.05	0.06%
<b>TOTAL</b>	<b>\$1,072.00</b>	<b>\$89.33</b>	<b>100.00%</b>

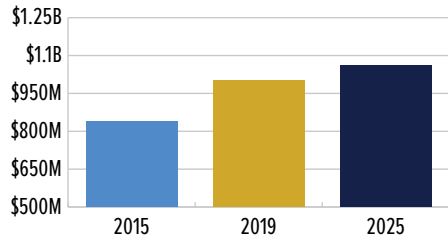


# PERFORMANCE DRIVEN PROGRESS

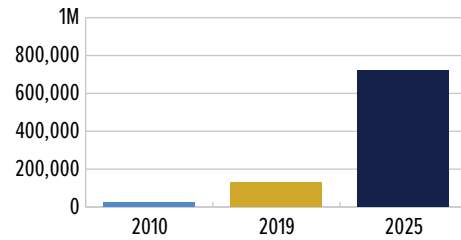
PROVIDING HIGH-QUALITY SERVICES WITH OPTIMIZED RESOURCES



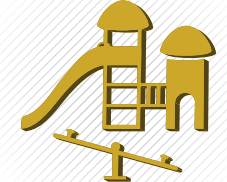
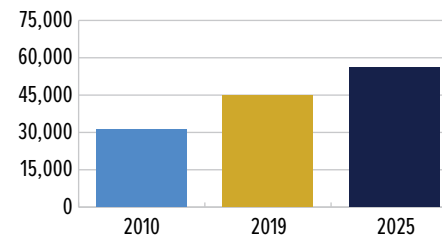
**Tourism**  
ECONOMIC IMPACT



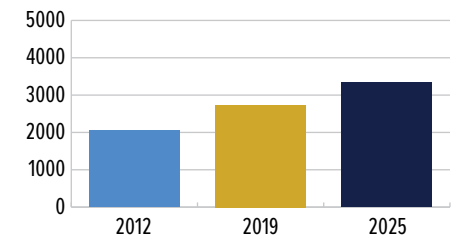
**Library Services**  
EBOOK/AUDIOBOOK DOWNLOADS



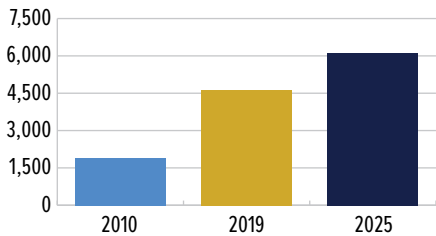
**Emergency Medical Services**  
CALLS FOR SERVICE



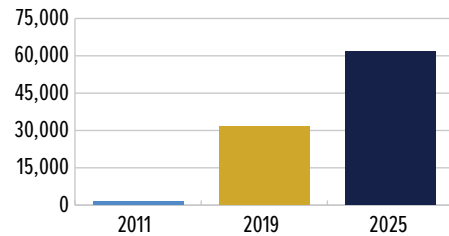
**Parks and Recreation**  
TOTAL ACRES OPEN TO THE PUBLIC



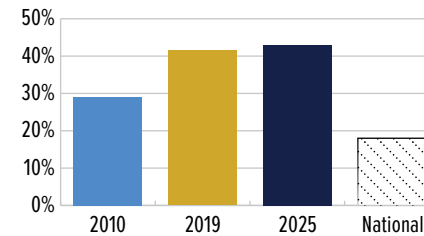
**Veteran Services**  
CLIENTS SERVED



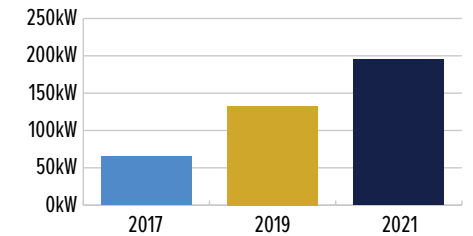
**Community and Media Relations**  
NEWS AND ALERTS SUBSCRIBERS



**Emergency Medical Services**  
CARDIAC SURVIVAL RATE



**Sustainability**  
SOLAR ENERGY



■ PAST    
 ■ PROGRESS    
 ■ PROJECTED



# STRETCHING YOUR TAX DOLLARS

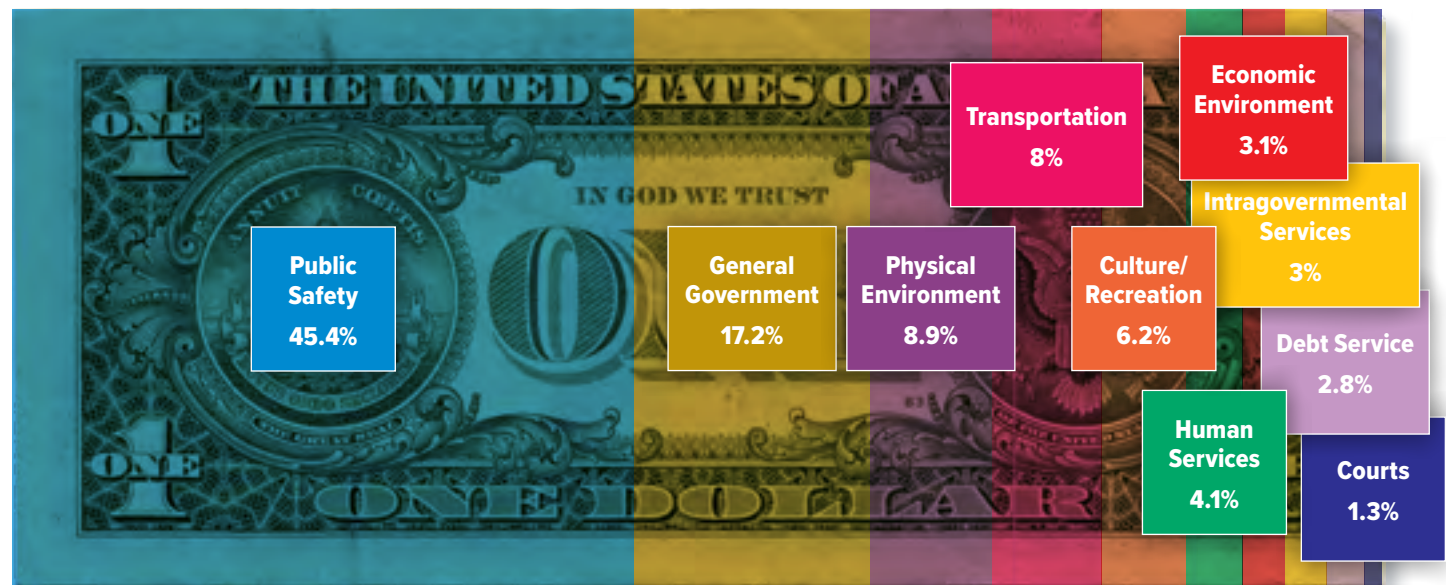
EXERCISING RESPONSIBLE STEWARDSHIP OF THE COMMUNITY'S RESOURCES

## WHERE THE \$274.2M COMES FROM...



FY 2019/2020 ADOPTED BUDGET:  
**\$274.2 MILLION**

## ...AND HOW THE \$274.2M IS UTILIZED



### DID YOU KNOW?

- Leon County citizens pay among the lowest in the state per person to operate their local county government.
- Leon County's Fiscal Year 2020 budget is still \$10 million less than in the Fiscal Year 2008 budget.



# EMERGENCY MEDICAL SERVICES (EMS)

OFFICE OF PUBLIC SAFETY

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement

To preserve life, improve health and promote safety through clinically superior and compassionate pre-hospital care and life safety education for citizens and visitors of Leon County.

## Strategic Initiatives

### QUALITY OF LIFE

- Continued to evaluate emergency medical response strategies to improve medical outcomes and survival rate (Initiative #2016-26).
  - Partnered with local hospitals and medical providers to improve heart attack outcomes and develop a system of care that exceeds national standards.
  - Provided low-cost Automated External Defibrillators (AEDs) to organizations and businesses throughout the County to improve survivability of sudden cardiac arrest.
  - Received a grant to purchase 20 video laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing.
  - Began conducting a comprehensive medical protocol update.
- Continued to provide dementia sensitivity training to staff and support the Florida Department of Elder Affairs in its public education initiative (Initiative #2016-29).

**Contact us**  
(850) 606-2100  
[www.LeonCountyFL.gov/LCEMS](http://www.LeonCountyFL.gov/LCEMS)

## PRESERVING LIFE. IMPROVING HEALTH. PROMOTING SAFETY.



Child Safety Seat Checkpoint



2019 Build Your Bucket

- ▶ Celebrated 15 years of dedicated service to the community and responded to over 43,000 calls for service in FY19, leading the industry in setting the standard for emergency care.
- ▶ Continued to improve the chances of survival following a cardiac arrest event by advocating for the integration of Automated External Defibrillators (AEDs) and conducting Cardio-Pulmonary Resuscitation (CPR) training through the Heart Ready initiative. Over 2,300 citizens have received training in CPR and AED use and 1,169 public access AEDs in the community are registered with EMS.
- ▶ Reduced EMS fees and initiated an income-based fee discount program and continued to completely waive EMS fees for uninsured or underinsured veterans.
- ▶ Achieved for the fourth time a full three year re-accreditation from the Commission on Accreditation of Ambulance Services, which sets the highest standards.

- ▶ Supported Honor Flight Tallahassee by transporting World War II, Korean and Vietnam veterans to Washington D.C. to visit and reflect at their memorials.
- ▶ Hosted 185 public education events during the year, including Press the Chest 2019, a community-wide CPR and AED training event that trained over 450 citizens, Stop the Bleed trainings, the annual EMS Safety Fair and more.
- ▶ Joined Safe Kids Big Bend, a national organization committed to working with families and communities to keep children safe from unintentional injuries.
- ▶ Conducted over 110 child safety seat inspections and installations at the Public Safety Complex as well as at health and safety fairs throughout the community through the Child Passenger Safety Seat program.
- ▶ Presented Leon Lifesaver at over 25 community events and continued to participate in safety initiatives:





2019 Press The Chest



Honor Flight Tallahassee

- » Participated in the Everyday Safety on the Move initiative, sponsored by Tallahassee Police Department, introducing first responders and their equipment to our public housing communities and neighboring community centers to promote safety, health and assurance.
- » Partnered with Leon County Schools and supported the Safe Routes to School program by providing a bike trailer, equipment and medics to promote bicycle use and transportation measures as well as safety education to the schools and the community.
- » Participated in Operation Spring Break, an anti-drunk driving and anti-distracted driving program for high school-aged teenagers in cooperation with community partners.
- Partnered with the Capital Area Healthy Start Coalition to teach 130 new mothers CPR and AED use to prevent, recognize and respond to cardiac, respiratory, choking and sleep-related emergencies.



10th EMS Annual Safety Fair

### DID YOU KNOW?

Providing immediate bystander assistance to someone bleeding or in need of CPR improves their chances of survival by 42 percent. EMS provides CPR/AED training and stop the bleed training to the community at various events throughout the year.



ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement

To enrich the community by inspiring a love of reading, providing a dynamic resource for intellectual, creative and recreational pursuits, and enabling residents to live a life of learning.

## Strategic Initiatives

### QUALITY OF LIFE

- Added 45% more devices to meet patron demand in the Mobile Hotspot Lending Program, allowing patrons to access high-speed internet service at home or on-the-go (Initiative #2016-35).

## INSPIRING A LOVE OF READING AND A LIFE OF LEARNING



Cosmic Con



Visiting Author Tim Dorsey

- ▶ Served over 1,500,000 customers through the Library System and managed nearly 1,400,000 checked out materials in FY 19, including print, DVD, audio, e-books, computers and more.
- ▶ Launched a revamped Booked for Lunch, a popular program linking readers and authors over brown bag lunches and created new traveling book club kits for the top 10 books determined by Leon County's votes in The Great American Read.
- ▶ Re-imagined The Family Literacy Center at the Dr. B.L. Perry Jr. Branch Library as The Learning Center and replaced traditional family literacy services with one-to-one job search assistance.
- ▶ Launched access to Kanopy for library card holders, a streaming video service offering a growing collection of more than 30,000 videos including classic and foreign films, documentaries and more.
- ▶ Implemented an auto-renewal service in which eligible library items are automatically renewed before their due dates to cater towards citizens' preference to keep checked out items for a longer period of time.

- ▶ Launched a new Library mobile app, providing users with fast and easy access to the library catalog and their personal accounts.
- ▶ Presented the fifth spring and fall Seed Library in cooperation with Leon County Cooperative Extension Services in which users checked out over 20,000 sample-sized packets of seeds with instructions for effective cultivation.
- ▶ Completed a successful fourth year of the Leon County Library Lecture Series, offering four varied and informative sessions:

### DID YOU KNOW?

Mobile printing is available at all libraries. Simply set up an account online and send files to be released and printed when you arrive at the library. And if the mobile printing account is linked to a library card, the first 10 pages of printing are free!

### Contact us

(850) 606-2665  
[www.LeonCountyFL.gov/Library](http://www.LeonCountyFL.gov/Library)





*Seed Library*



*2019 African American Read-In*



*Library Lecture Series: Mary Alice Monroe*

- » Gil Penalosa, “Lessons from Bogota and Beyond: Walking, Bicycling and Creating a Vibrant and Healthy City” (October 1, 2018 at Fifth and Thomas).
  - » Dr. Ned Stuckey-French, “Digital Storytelling: Retelling the Great American Read” (December 8, 2018 at Main Library).
  - » Dr. Nashid Madyun, “African-American Ascension: The Rise of The Black Middle Class 1865 to 1935” (May 13, 2019, at The Meek-Eaton Black Archives).
  - » Mary Alice Monroe, “Summer Guests: A Literary Navigation Through Human Nature and Hurricane Preparedness” (June 13, 2019 at the Main Library).
- ▶ Served as a community comfort station following Hurricane Michael serving over 6,200 patrons offering assistance, snacks and water to those seeking help, solutions and reassurance.
  - ▶ Hosted Federal Emergency Management Agency and Small Business Administration staffs for 150 service days to support local and regional residents with applications for disaster assistance after Hurricane Michael.

## LEON COUNTY LIBRARY LOCATIONS

### **LeRoy Collins Leon County Main Library**

200 West Park Avenue  
(850) 606-2665

### **Dr. B. L. Perry, Jr. Branch Library**

2817 South Adams Street  
(850) 606-2950

### **Eastside Branch Library**

1583 Pedrick Road  
(850) 606-2750

### **Jane G. Sauls Fort Braden Branch Library**

16327 Blountstown Highway  
(850) 606-2850

### **Lake Jackson Branch Library**

3840-300 North Monroe Street  
(850) 606-2850

### **Northeast Branch Library**

5513 Thomasville Road  
(850) 606-2800

### **Woodville Branch Library**

8000 Old Woodville Road  
(850) 606-2925



# EMERGENCY MANAGEMENT

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement

To protect our community by coordinating and integrating all activities necessary to build, sustain and improve resilience so as to mitigate against, prepare for, respond to and recover from man-made natural disasters.

## Strategic Initiatives

### GOVERNANCE

- Partnered with the Federal Alliance for Safe Homes (FLASH) to become the nation's first #HurricaneStrong community initiative (Initiative #2017-11).
- Implemented all 133 recommendations for improvement in emergency management identified in the Hurricane Irma and Hurricane Michael After-Action Reports (Initiative #2017-14 and #2018-14).
- Developed an emergency management plan for controlled release of water at the Lake Talquin Dam (formerly C. H. Corn hydroelectric dam) (Initiative #2018-13).

**Contact us**  
(850) 606-3700  
[www.LeonCountyFL.gov/EM](http://www.LeonCountyFL.gov/EM)

## DISASTER PREPAREDNESS, RESPONSE & RECOVERY

- ▶ Emergency Management directs the Emergency Operations Center (EOC) to plan for and coordinate disaster response activities.
  - » Activated the EOC to coordinate the response to Hurricane Michael for 194 continuous hours of activation and two severe weather events.
  - » Hosted separate training courses for 400 local and regional emergency responders to build and enhance their emergency response skills.
  - » Deployed staff to Liberty County to assist their county's response to Hurricane Michael and deployed staff to the Florida Department of Law Enforcement's Inauguration Command Post to assist with managing security operations for the 2019 Gubernatorial Inauguration.
- ▶ Over the last year, to ensure Leon County is prepared and resilient for any disaster, Emergency Management:
  - » Reviewed emergency plans for 48 healthcare facilities and conducted public education and outreach programs for community groups.
  - » Hosted the 2019 Hurricane Season Kickoff and press conference, presented the 2019 Disaster Survival Guide and spoke at the National Hurricane Conference on Leon County emergency management initiatives.
  - » Participated in the Citizens Engagement Series: Prepare Now. When Disaster Strikes, It's Too Late to Plan and educated over 80 citizens on emergency management and disaster preparedness.
  - » Hosted the fifth Annual Build Your Bucket Event with the City to enhance community disaster preparedness and provided over 800 residents with a free starter disaster supply kit bucket.
  - » Developed the Controlled Water Release Plan for Lake Talquin Dam and an annex to the Leon County Comprehensive Emergency Management Plan.



Citizen Engagement Series: Disaster Preparedness

### DID YOU KNOW?

Following Hurricane Michael, the County collected 1,000,000 cubic yards of debris- five times as much as hurricane Hermine. Stacked on a football field, the amount of debris collected would be nearly 60 stories, which is taller than the Florida Capital building.

- ▶ The Leon County Enhanced 9-1-1 System received 163,770 emergency calls during this past year. Of these calls, over 140,100 were from wireless devices, over 16,100 were from landline devices, and over 7,300 were from VoIP devices.
  - » Processed over 1250 Master Address Street Guide updates.
  - » Responded to over 900 requests for 911 records.





Hurricane Michael Emergency Operations Center Activation



2019 Build Your Bucket

## A PREPARED COMMUNITY IS A RESILIENT COMMUNITY

For three years straight, Leon County has been tested by powerful hurricanes, and each year, the County team and its many community partners have risen to meet the challenge. Most recently, Leon County was hit by Hurricane Michael, the third most powerful storm to make landfall in the continental U.S. and the strongest storm to ever impact the Big Bend Region, prompting the largest and longest emergency management activation in Leon County's history. Since previous Hurricanes Hermine (2016) and Irma (2017), Leon County implemented many improvements that made an already strong response to disaster even stronger for Michael.

Leon County will continue to extract every lesson from emergencies to be better prepared for the next one. From the more than 100,000 sand bags distributed to 1,600 shelterees to the hundreds of thousands of bottle water and MREs, Leon County was ready to respond and recover.

### **BY THE NUMBERS**

- ▶ Distributed more than 500,000 bottles of water.
- ▶ Distributed more than 250,000 MREs.
- ▶ Answered 3,400 calls on the Citizens Information Line.
- ▶ Cleared trees from more than 1,000 County roads.
- ▶ Deployed 22 damage assessment teams.
- ▶ Activated the Emergency Operations Center for 194 hours.
- ▶ Opened six risk shelters that protected 1,600 citizens and 200 pets.
- ▶ Provided power and snacks to more than 6,000 citizens at the County Main Library comfort station.
- ▶ More than 530 Leon County employees responded to Hurricane Michael both day and night.





# ANIMAL CONTROL

OFFICE OF PUBLIC SAFETY

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement

To improve animal and human well-being through education, prevention and enforcement programs and humane animal care and control services for the citizens and animals of Leon County.

## Strategic Initiatives

### QUALITY OF LIFE

- Continued to improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies (Initiative #2016-33).
- Continued to assist the Capital Area Animal Network to provide for an open forum for animal welfare groups in the capital region.
- Provided funding to support the distribution of over 300 spay and neuter vouchers to pet owners.

## PROTECTING LEON COUNTY'S ANIMALS & CITIZENS



*Pet Shelter Training*

### DID YOU KNOW?

Leon County Animal Control Officers are all equipped with microchip scanners and scan every animal picked up, allowing officers to return animals to their homes instead of taking them to the Animal Service Center.

- ▶ In order to continuously provide for the safety and well-being of both citizens and domestic animals, Animal Control staff has:
  - » Maintained the online Animal Abuser Registry to address animal abuse and raise public awareness of animal neglect, logging nearly 2,000 page views since its launch.
  - » Educated residents about responsible pet care, animal safety, bite prevention and related matters by participating in 6 outreach events like public safety fairs and community pet adoption events.
  - » Educated pet owners on Leon County's Animal Ordinance and provided loaner dog houses to pet owners.
  - » Ensured more than 30 lost pets were returned home.
  - » Provided more than 100 leashes to help people and pets get active through quality time outdoors.
- ▶ Animal Control staff is committed to serving the community and decreasing the number of animal bites. During the year, staff:
  - » Fielded over 7,100 phone calls resulting in over 4,000 service requests and over 4,500 Animal Control Officer activities.
  - » Responded to over 428 service requests for inhumane care, resulting in the issuance of citations and referrals to the Leon County Sheriff's Department for pursuit of criminal charges.
  - » Investigated over 243 dangerous or aggressive animal complaints.

### Contact us

(850) 606-5400  
[www.LeonCountyFL.gov/Animal](http://www.LeonCountyFL.gov/Animal)



## Mission Statement

To guide the City and County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace and leveraging existing resources to maximize the infusion of financial capital to the local economy.

## Strategic Initiatives

### ECONOMY

- Continued to implement the Economic Development Strategic Plan (Initiative #2016-6).
- Coordinated the Urban Vitality Job Creation Pilot Program that allows qualified businesses to receive a refund based on the number and average annual wage of jobs created (Initiative #2017-2).
- Partnered with the International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad (Initiative #2017-4).
- Selected to be Americas Competitiveness Exchange (ACE) Ambassadors and participate in a tour of Puerto Rico's centers of innovation and entrepreneurship (Initiative #2018-8)

### Contact us

(850) 219-1060  
www.OEVForBusiness.org

## EMBRACING ECONOMIC VITALITY IN #FLCAPITAL4BIZ!



Training Our Talent program with Alicia Rainwater

### ACHIEVING REGIONAL LEADERSHIP THROUGH COMMUNITY ENGAGEMENT

- Implemented an Opportunity Zones Workshop, in partnership with Madison Street Strategies, with more than 100 individuals from multiple sectors in attendance.
- Hosted the Power Forward Workshop Entrepreneurial Exchange, in partnership with First Commerce Credit Union, as follow up to the February Power Forward speaker series with Shark Tank's Kevin O'Leary.
- Filmed four webinars on building business capacity and conducted monthly certification workshops for Minority and Women Owned Business Enterprises (MWBE) focused on bonding, securing business capital, risk management and financial preparedness.
- Hosted Economic Development Week, with more than 200 entrepreneurs and businesses in attendance learning about entrepreneurial success in Florida's Capital Community from more than 10 entrepreneurial partners.
- Hosted the second Training Our Talent program where attendees engaged with nationally acclaimed multi-generational expert, Alicia Rainwater, from the Center for Generational Kinetics.
- Connected more than 450 high school students from Leon, Gadsden and Wakulla counties with 140 vendors at the 2019 Leon Works Expo.

### USING DATA TO DRIVE INFORMED DECISION-MAKING

- Continued to actively track more than 80 economic indicators for the Tallahassee-Leon County area, with 20% consisting of monthly or quarterly data, and the remainder annual data.
- Produced the Quarterly Economic Dashboard presenting data on 13 economic indicators including Employment, TLH Passengers, Median Home Values and Commercial Vacancy Rates for the Tallahassee Metropolitan Statistical Area (MSA).
- Launched the Data Driver series, to give a monthly picture of macroeconomic, large employer, and startup activity.
- Participated in the C2ER Cost of Living Index, which ranked the Tallahassee metro area at 3.4% below the national average for cost of living out of 270 urban areas.
- Completed a 2019 Disparity Study of the City of Tallahassee, Leon County Government and Blueprint Intergovernmental Agency and continue to finalize consolidation of the MWBE Policy and Procedures for better collaboration.

### DID YOU KNOW?

The Office of Economic Vitality uses CoStar, the industry's largest commercial real estate database, to provide site selection assistance to individuals looking to expand or relocate their business. Resources are available at [OEVforBusiness.org](http://OEVforBusiness.org)





# TOURISM

## ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

## PEOPLE FOCUSED. PERFORMANCE DRIVEN.

### Mission Statement

To enhance the region's economic growth and quality of life by collaboratively inspiring the vitality of Leon County/Tallahassee's visitor economy.

### Strategic Initiatives

#### ECONOMY

- Continued to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (Initiative #2016-5).
- Supported a Doak After Dark concert in Doak Campbell Stadium following the 2019 Spring Game (Initiative #2016-10).
- Enhanced competitiveness in attracting national and regional running championships through strategic investments at Apalachee Regional Park (Initiative #2016-12).
- Supported seniors through programs and partnerships with Choose Tallahassee (Initiative #2016-29).
- Raised awareness of County trails through Tourism's Strategic Plan, including pursuing the International Mountain Biking Association (IMBA) Designation (Initiative #2017-5).

**Contact us**  
(850) 606-2300  
[www.LeonCountyFL.gov/Tourism](http://www.LeonCountyFL.gov/Tourism)

## PROMOTING AND MARKETING FLORIDA'S CAPITAL REGION

- In 2019, Leon County Tourism created \$1 billion\* in economic impact, nearly 2.49\* million visitors from 44 states and 27 countries and 15,675\* jobs.

- Staff continued to create and build awareness for Leon County as a tourism destination through initiating marketing programs and cooperative promotional ventures with numerous industry stakeholders.



*Southern Shakespeare Festival*

- Increased revenue for hotels throughout the County and achieved a record 74% hotel occupancy through June 2019, up 11% from 2018.
- Continued to promote tourism efforts through Tourist Development Tax collections, which are on pace to exceed \$7.1\* million annually.
- Worked with national journalists to achieve 166 story placements in print and online media featuring the area, its businesses and amenities generating more than 495 million media impressions.
- Increased web traffic to VisitTallahassee.com by 2% year-over-year and expect to exceed 630,000 visits with more than 1.2 million-page views in FY 2019.
- Increased social media followers on Facebook, Twitter and Instagram and achieved a combined audience of more than 93,000 people and 360,000 social media engagements.
- The Division of Tourism secured 14 major cross-country meets for FY2020-2025 at Apalachee Regional Park including:
  - 2019-2024 Florida State University Invitational Cross-Country Championship.
  - 2019 NCAA South Region Championships.



- 2019-2024 Florida High School Athletic Association Cross Country Championships.
- 2019 USA Junior Olympics South Regional Track & Field (USATF) Championship.
- Secured the 1A-3A Florida High School Athletic Association Football Championships for the next five years at Gene Cox Stadium.
- Boosted spring promotional efforts and family summer vacations through advertising and promotional activities in Tampa Bay and Atlanta.



Florida High School Athletic Association  
Cross Country at Apalachee Regional Park

- » Ran 600 commercials during a 60-day radio advertising campaign.
- » Held 15 meetings with travel editors and feature writers.
- » Targeted online banner advertising, achieving over 6.6 million impressions.
- » Interacted with consumers through special exhibits at the Florida Brewers Guild Florida Craft Beer Festival in Tampa and the Atlanta Dogwood Festival.



Red Hills International Horse Trials

- ▶ Continued to expand web traffic on the Trailhassee.com website, achieving a 36% year-over-year traffic increase. Over 25,000 users have visited the website during the first 9 months of FY 18-19 to find trails that match their location, activity and skill level.
- ▶ Launched the “Seasoned Local” campaign, a seasonal bucket list adventure encouraging locals residents to explore Tallahassee/Leon County’s thriving entertainment districts, events, restaurants and attractions.
- ▶ Harnessed the department’s GroupMe app to increase communication among area hotels, restaurants and attractions and secure needed supplies from industry partners for evacuation shelters during Hurricane Michael.
- ▶ Awarded more than \$607,000 in grant funding to 108 local, special, signature and sporting events that brought overnight visitors and direct spending to local businesses throughout the Capital County.
- ▶ Supported nine Signature Events that collectively generated \$20,070,300 in economic impact for the County including: Market Days, Springtime Tallahassee, Red Hills International Horse Trials,



Concert at Capital City Amphitheater

### DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE



Tallahassee was voted the 9th Best City in the South by the readers of Southern Living Magazine.

Doak After Dark Concert, LeMoyné Chain of Parks Art Festival, Word of South, the Florida State Invitational Soccer Tournament, Warner Soccer ASG President’s Day Invitational Tournament and the Southern Shakespeare Festival.

*\*Projected estimate by Downs & St. Germain Research. Final results anticipated in December 2019*





# PLANNING

DEPARTMENT OF P.L.A.C.E.

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To provide accurate information, creative and effective planning recommendations and expertise in the areas of long-range land use, environmental and transportation planning for the orderly growth of Leon County and the Tallahassee community.

## Strategic Initiatives

### QUALITY OF LIFE

- Updated the Canopy Roads Management Plan in partnership with the Canopy Roads Citizens Committee (Initiative #2016-7).
- Initiated Phase II of the Alternative Mobility Funding Systems Study (Initiative #2016-18).
- Continued updates to the Land Use Element of the Comprehensive Plan (Initiative #2016-25).
- Continued implementing the Miccosukee Rural Community Sense of Place Plan, including renovation of the Old Concord School (Initiative #2017-10).

Contact us  
(850) 891-6400

## PLANNING TODAY FOR TOMORROW'S COMMUNITY



Exhibiting at the Leon County Sustainable Community Summit



Miccosukee Sense of Place Community Meeting

- ▶ Continued a multi-year project to update the Land Use Element of the Comprehensive Plan to conduct additional supporting research and refine the objectives into policy language.
- ▶ Created a new Community Engagement page on the Department website to make it easier for citizens to participate in the land planning process.
- ▶ Continued working with local residents and stakeholders in the Greater Frenchtown Community to implement the adopted Placemaking Action Plan, a guide for community beautification and future development that preserves the historic neighborhood character.
- ▶ Hosted a series of open houses, digital workshops, and deep dive workshops to gain input from the community about Land Use and Mobility elements.

### DID YOU KNOW?

Planning's Transportation Coordinator is dedicated to coordinating and planning for the continued connectivity of bikes and trails throughout the community.

## Goal Statement

To implement the Blueprint program in a timely and cost-effective manner, utilizing sound but innovative business practices while keeping the citizenry informed and involved.

## Strategic Initiatives

### ECONOMY

- Began constructing solutions for weatherization and sound mitigation for the Capital City Amphitheater stage (Initiative #2016-1).

### QUALITY OF LIFE

- Continued to implement the Tallahassee-Leon County Greenways Master Plan (Initiative #2016-24C).

### Contact us

(850) 219-1060  
www.BlueprintIA.org

## PRESERVE, PROTECT & ENHANCE THE COMMUNITY'S QUALITY OF LIFE

- ▶ Blueprint IA, is a joint Leon County/City of Tallahassee Intergovernmental Agency committed to preserving, protecting and enhancing the community's quality of life through holistic and coordinated planning, transportation, water quality, environmental and green space projects.
  - » Completed temporary improvements on the Orange/Meridian Placemaking project, a new community space at the northwest corner of Orange Avenue and Meridian Street, bringing new lighting, parking, sidewalks along Polk Street, drinking water, a little free library, a public restroom, bus stop enhancements and ADA parking spaces with accessible connection to Orange Avenue.
  - » Engaged the public and collected feedback for the design of Coal Chute Pond along the Capital Cascades Trail with entrance to Railroad Square and partnered with Knight Creative Communities to add musical instruments to the new informal performance space.
  - » Hosted the Public Spaces to Great Places Summit on Oct. 1-5 to build awareness and connect local stakeholders through a series of free discussions, public events and workshops focused on how Tallahassee-Leon County can create great public spaces for all ages in our community.
  - » Approved the amended Airport Gateway Project, leveraging major infrastructure investments in the southwest area of the community to include a seven-mile network of interconnected roadways and new multimodal facilities that increase safety and seamlessly connect the International Airport to a vibrant Downtown, Gaines Street, Florida A&M University, Florida State University, Innovation Park and the greater southwest area of our community.
  - » Began the Northeast Gateway: Welaunee Boulevard Project Development and Environment Study to evaluate the proposed Welaunee Boulevard extension—a four lane divided roadway extending from Fleischmann Road crossing I-10 and continuing as a two-lane roadway terminating at Centerville Road at Shamrock Street.

### DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Blueprint received awards from the Florida Landmarks Council and the National Association for the Preservation of African-American History and Culture for preserving the Smokey Hollow Barbershop and relocating it to the Smokey Hollow Commemoration at Cascades Park.



Capital Cascades Bridge

### DID YOU KNOW?

The Capital Cascades Bridge, completed in fall 2016, provides a pivotal connection for the Capital Cascades Trail. In 2018, more than 158,000 crossings were recorded by people walking or biking over the bridge resulting in a daily average of more than 700 crossings.



## Mission Statement

To provide safe, efficient and sustainable roadways and transportation amenities, stormwater facilities and vehicle fleet throughout Leon County that enhances its livability, environment and economic vitality.

## Strategic Initiatives

### ENVIRONMENT

- Implemented the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site (Initiative #2016-15).

### QUALITY OF LIFE

- Developed a formal policy to implement the Rural Road Safety Stabilization Program, which will be funded through L.I.F.E. (2% of sales tax extension) (Initiative #2018-8).

## PLANNING, BUILDING & MAINTAINING QUALITY INFRASTRUCTURE



American Public Works Association Road-E-O



Public Works staff clear a roadway following Hurricane Michael

- ▶ Managed the removal and disposal of more than 1,000,000 cubic yards of debris on both public and private roadways following the aftermath of Hurricane Michael in October 2018. Staff also ensured that proper documentation was maintained and provided for all FEMA reimbursable costs.
- ▶ Developed the Livable Infrastructure for Everyone (L.I.F.E.) Rural Road Safety Stabilization Program to assist financially-restricted property owners in restoring unsafe private dirt roads at no charge.
- ▶ Leveraged \$1.5 million in grants for the following projects:
  - » Wastewater Treatment Feasibility Analysis for the Upper Wakulla River Basin Management Action Plan Focus Area (\$500,000).
  - » Waste Tire Amnesty Event (\$25,000).
  - » Hurricane Relief Crisis Mosquito Control grant for the purchase of a backup generator for the Public Works/Mosquito Control Truck Shed Complex (\$60,000).
- » Phase II design of bicycle lanes on a portion of Smith Creek Road (\$134,205).
- » Design of safety improvements on Old Bainbridge Road from I-10 to Capital Circle NW (\$74,974).
- » Construction of safety improvements on Old Bainbridge Road from North Monroe Street to the Gadsden County line (\$521,400).
- » Construction of safety improvements on Old Bainbridge Road at Knots Lane (\$130,647).
- ▶ Completed the following projects to enhance County building facilities: construction of the Medical Examiner Office building, roof replacement for the Sheriff's Office Administration Building, design of roof replacement for the Leon County Detention Facility Pods/Central Core and design of the Volunteer Fire Station on County Road 12.

### Contact us

(850) 606-1500

[www.LeonCountyFL.gov/PubWorks](http://www.LeonCountyFL.gov/PubWorks)



### Goal Statement

To provide the public with professional services for the construction and maintenance of cost-effective infrastructure to enhance our community's quality of life.

### Strategic Initiatives

#### ENVIRONMENT

- Continued to implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment (Initiative #2016-13).
- Continued to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks (Initiative #2017-7).
- Worked with the State to seek matching grants for septic-to-sewer projects. To date, a total of \$59.22 million has been committed by the State and County (Initiative #2017-8).
- Added educational kiosks at Leon County boat landings to increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species and general water quality (Initiative #2018-3).

**Contact us**  
(850) 606-1500  
[www.LeonCountyFL.gov/Engineering](http://www.LeonCountyFL.gov/Engineering)

## PROFESSIONAL SERVICES AND QUALITY INFRASTRUCTURE

- ▶ Leon County is committed to constantly evaluating roadways to provide a safe and efficient transportation system. This past year, Leon County:
  - » Completed the design of Old Bainbridge Road safety improvements from Monroe Street to the Gadsden County line and Old Bainbridge at Knots Lane and secured a federal grant for the design of additional improvements on Old Bainbridge from I-10 to Capital Circle NW.
  - » Resurfaced 13 miles of roads throughout Leon County.
  - » Completed the crosswalk on Dempsey Mayo Road at East Emerald Chase.
  - » Completed the stormwater drainage outfall for a sidewalk project on Gearhart Road at Railroad Crossing.
  - » Completed sidewalk construction along Beech Ridge Trail, Chadwick Way from Bull Headley Road to Deer Lake, Deer Lake from Chadwick to Journeys End, Pheasant Run from Chadwick to the existing sidewalk on Pheasant Run and Old Bainbridge Road west of 7th Ave to Volusia Street.
- ▶ Engineering Services completed the following projects using the most cost-effective options to reduce flooding and improve the community's surface and ground water quality:
  - » Woodside Heights Septic to Sewer project.
  - » Drainage improvements on Miccosukee Road at Georgia Street and Miccosukee Road west of Miles Johnson Road.
  - » Chadwick Way cross drain replacement.
  - » Design of Tram Road/St. Marks River cross drain replacement.
  - » Design of Centerville Trace stormwater pond repair.



Woodside Heights Septic to Sewer project

- » Design and permitting of Meridian Road cross drain at John Hancock Road.
- ▶ To enhance traffic and pedestrian safety, Engineering Services completed street lighting projects at the following intersections:
  - » North Monroe Street (US 27) at Perkins Road/Faulk Drive; Crawfordville Road at Gaile Avenue; Lake Bradford Road at Jackson Bluff Road; Geddie Road at Highway 90; Aeon Church Road at West Tennessee Street; Pedrick Road at Mahan Drive; Vineland Drive at Mahan Drive; Buck Lake Road from Mahan Drive to Fallschase Parkway; Capital Circle at Springhill Road; Capital Circle at Crawfordville Road; Capital Circle at Woodville Highway; Geddie Road at Highway 20 and Bannerman Road at Tekesta Drive and Thomasville Road at Bannerman Road/Bradfordville Road.

### DID YOU KNOW?

Public Works leveraged \$861,000 in federal grants for road safety and accessibility improvements in FY 2019.



## Goal Statement

To provide the best quality maintenance and repair at the most economical cost to taxpayers of Leon County.

## Aligning Resources with Strategic Priorities

### ENVIRONMENT

- Protected the quality and supply of our water (EN1).
- Reduced our carbon footprint (EN4).

### GOVERNANCE

- Exercised 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 (G5).

## VEHICLE REPAIR AND PREVENTATIVE MAINTENANCE

- ▶ Fleet Management continues to work towards improving management of resources and increasing efficiency through vehicle cost saving opportunities.
  - » Invested in 45 hybrid vehicles, purchased 4,260 gallons of Echo Power Echo Friendly Recycled Motor Oil and recycled 3,000 (77%) gallons of used motor oil.
  - » Performed 1,072 preventative maintenance services in-house.
  - » Collected \$79,020 in surplus vehicle and equipment at auction.
  - » Purchased three replacement ambulances equipped with “No Idle” technology to reduce emissions and fuel costs.
- ▶ Transferred two surplus ambulances to Lively Technical Center’s Diesel Truck Maintenance and Compressed Natural Gas Maintenance programs to increase training opportunities for students and support apprenticeship opportunities.



*Preventative maintenance service*

### DID YOU KNOW?

In FY 2019, Leon County Fleet Management provided 340 hours of hands-on training for students from Lively Technical Center and SAIL High School.



*Fleet Management’s Junior Apprentice*

**Contact us**  
(850) 606-2000  
[www.LeonCountyFL.gov/Fleet](http://www.LeonCountyFL.gov/Fleet)



### ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

### PEOPLE FOCUSED. PERFORMANCE DRIVEN.

#### Goal Statement

To provide for the safety and convenience of the public by constructing, maintaining, beautifying and protecting our infrastructure, to include transportation maintenance, stormwater maintenance, right-of-way maintenance and mosquito control services.

#### Strategic Initiatives

##### ENVIRONMENT

- Worked with the Canopy Roads Committee to update the long-term management plan for Canopy Roads and develop an active tree planting program (Initiative #2016-7).

##### QUALITY OF LIFE

- Continued coordination with Florida Department of Transportation for safety improvements on State and County roadways (Initiative #2017-9).
- Continued to increase safety in the unincorporated area through the County's Street Lighting program. (Initiative #2016-31).

**Contact us**  
(850) 606-1400  
[www.LeonCountyFL.gov/Operations](http://www.LeonCountyFL.gov/Operations)

## TRANSPORTATION INFRASTRUCTURE

### TRANSPORTATION MAINTENANCE

- ▶ Cleared more than 1,000 downed trees blocking roadways immediately after Hurricane Michael and assisted with debris collection to quickly return the community to normal.
- ▶ Received more than 10,000 requests for services via e-mail, telephone, personal contacts and the Citizens Connect mobile app.
- ▶ Refurbished 76 miles of pavement striping to improve driver visibility on roadways.
- ▶ Performed 8.74 miles of road resurfacing with Open Grade Hot Mix, a more environmentally friendly asphalt providing for a certain degree of stormwater treatment within the asphalt mat.
- ▶ Installed and repaired approximately 7,655 street signs throughout Leon County.
- ▶ Washed & cleaned approximately 8,211 sign panels.
- ▶ Repaired 78.48 miles of road shoulders.
- ▶ Painted more than 61,685 square feet of pavement traffic symbols, including school zone crossings, pedestrian crosswalks, bicycle lanes and more.

### RIGHT-OF-WAY

- ▶ Performed maintenance on more than 903 acres of landscaped areas throughout Leon County.
- ▶ Executed a new agreement with the Florida Department of Corrections for use of inmate crews to assist with roadside maintenance and other related services, saving the County approximately \$120,000 a year in personnel costs.
- ▶ Coordinated the Annual Arbor Day Celebration with the City of Tallahassee where 100 citizens participated in the planting of 150 diverse trees and shrubs.



*Transportation improvements*

- ▶ Offered Adopt-A-Tree program to Leon County residents outside of City limits and planted 305 trees.

### STORMWATER MAINTENANCE

- ▶ Repaired more than 31.52 miles of roadside ditches to improve water quality and reduce the potential of stormwater impacts on adjacent properties.
- ▶ Inspected 275 stormwater ponds for National Pollutant Discharge Elimination System MS4 permit.
- ▶ Renewed 100 County and City stormwater operating permits for stormwater facilities.

### MOSQUITO CONTROL

- ▶ Secured a Florida Department of Environmental Protection grant to host two Tire Amnesty Days to give citizens the opportunity to drop off tires for free, collecting over 1,200 tires.
- ▶ Secured a Center for Disease Control and Prevention Hurricane Relief Crisis Mosquito Control grant for the purchase of a backup generator for the Public Works/Mosquito Control Truck Shed Complex to ensure continued service during a disaster event.





# SUSTAINABILITY

OFFICE OF RESOURCE STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission and Goal Statements

**Office of Resource Stewardship:** To provide leadership and coordination of services through the Office of Sustainability, the Division of Solid Waste and the Cooperative Extension office in order to identify opportunities for synergy and added efficiencies between each work-group to effectively promote stewardship of the community's natural, societal and economic resources.

**Sustainability:** To enhance our community's environmental, economic and social resilience by promoting adoption of sustainability practices within County government and the community at large.

## Strategic Initiatives

### ENVIRONMENT

- Expanded use of solar energy on County buildings, with new solar arrays installed at the Transfer Station and Northeast Branch Library (Initiative #2016-21).
- Developed new strategies to increase community recycling rates (Initiative #2016-14).
- Convened the Leon County Sustainable Communities Summit on a bi-annual basis (Initiative #2016-16).
- Continued to support the County's Property Assessed Clean Energy (PACE) program (Initiative #2016-19).
- Fostered the creation of the Capital Area Sustainability Compact in an effort to work with local organizations and businesses to drive sustainability forward in the community (Initiative #2017-6).
- Developed an action plan to further reduce the County Government's carbon footprint (Initiative #2018-2).

### Contact us

(850) 606-5000  
[www.LeonCountyFL.gov/Sustainability](http://www.LeonCountyFL.gov/Sustainability)

## GROWING GREEN TOGETHER



2019 Sustainable Community Summit

- ▶ Hosted the 2019 Sustainable Community Summit at the J.R. Alford Greenway featuring 28 community organizations and more than 150 attendees to celebrate the 10-year anniversary for the Office of Sustainability.
- ▶ Approved the Integrated Sustainability Action Plan (ISAP), setting a goal to reduce greenhouse gas emissions from County operations by 30% by 2030 and featuring 18 goals and 91 action items including waste reduction, energy and green buildings, transportation and more.
- » Hosted two community input meetings and created two online surveys garnering feedback on Leon County's ISAP.
- » Installed and approved funding for additional of solar energy on County buildings.
- ▶ Improved 72 homes, increasing energy efficiency, energy conservation and weatherization totaling more than \$850,000 through the Property Assessed Clean Energy (PACE) program and expanded the program to include commercial properties.
- ▶ Provided grant funding and advice to 41 community gardens to date through the Community Garden Program.
- ▶ Hosted the second Lake Jackson Clean-Up, a fun day of kayaking where more than 70 participants picked up 500 pounds of trash out of



the lake and learned how to help maintain a healthy, local ecosystem.

- ▶ Installed seven creatively designed cigarette butt disposal containers at boat landings in an effort to help reduce litter.
- ▶ Hosted an education event called the Unusual Suspects of Recycling at Cascades Park to teach citizens how to properly recycle common items.
- ▶ Collaborated with Native Nurseries to host the second Native Plants Buy-One-Get-One-Free event to provide incentive opportunities for citizens to plant native plants and support healthy local ecosystems.
- ▶ Promoted the Office of Resource Stewardship sustainability programs on social media, surpassing 2,450 likes.
- ▶ Instructed citizens on sustainability and conservation topics at the Leon County Spring Home Expo and the Tallahassee Science Festival.
- ▶ Collaborated with the Leon County Well-Being team and local bike advocacy organizations to host a Leon County Breakfast & Bikes event on National Bike-to-Work Day to educate employees on bike safety road rules.
- ▶ Completed a multi-year effort to conduct workplace sustainability workshops for all Leon County departments and new employees at New Employee Orientation.



Lake Jackson On-The-Water Cleanup

- ▶ Co-hosted the WFSU City Nature Challenge and participated with 170 other cities around the world, achieving first place with 411 observers and 11,269 observations. Tallahassee ranked first in the mid-size city category.
- ▶ Supported the Green Team, an interdepartmental sustainability committee that works to identify and implement sustainable best practices in County work areas.



Sustainability Compact



National Bike-To-Work Day

### DID YOU KNOW?

Leon County's Property Assessed Clean Energy (PACE) program is a financing tool that enables homeowners to increase their energy efficiency and lower their utility bills over time through their property tax bill. More information at [www.LeonCountyFL.gov/PACE](http://www.LeonCountyFL.gov/PACE)



# PARKS AND RECREATION

## OFFICE OF RESOURCE STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

### Goal Statement

To provide for the safety, comfort, and convenience of the public by creating and maintaining infrastructure and programs supporting recreation, parks and open space.

### Strategic Initiatives

#### QUALITY OF LIFE

- Continued implementing the Apalachee Regional Park master plan, which includes infrastructure improvements to the cross-country course, new hiking and biking trails, observation platforms overlooking Lake Lafayette, a dog park, playground and disc golf courses (Initiative #2016-12 and #2016-24A).
- Established a signature landscaping feature with a regular blooming season at Pedrick Pond Park (Initiative #2016-24B).
- Continued to evaluate additional trail expansion opportunities (Initiative #2016-24D).
- Identified and funded opportunities to create dog parks in the unincorporated area (Initiative #2016-24F).
- Hosted events through the Senior Outreach Program focused on helping seniors identify and avoid fraud/scams (Initiative #2016-29B).

#### ENVIRONMENT

- Planned for the installment of trail markings/mapping at Fred George Greenway to educate users and assist with wayfinding (Initiative #2016-20).

#### Contact us

(850) 606-1470  
[www.LeonCountyFL.gov/Parks](http://www.LeonCountyFL.gov/Parks)

## MAINTAINING LEON COUNTY'S PRISTINE PARKS & GREENWAYS



Apalachee Regional Park

- ▶ Acquired additional property near Coe Landing Campground and initiated plans to expand boat landing parking, camping amenities and trail connectivity to the Lake Talquin State Forest.
- ▶ Completed the reconstruction of the Woodville basketball courts and began reconstruction of the Chaires basketball courts.
- ▶ Recognized former Leon County residents through Memorial Tree Planting projects at Pedrick Pond Park and J. R. Alford Greenway and planted 125 crabapple trees at Pedrick Pond Park.
- ▶ Migrated volunteer background checks for Leon County Sports Providers to an electronic-based solution providing greater security for sensitive information and faster turn-around.
- ▶ Engaged stakeholders and sought community input through events and meetings including the Coe Landing Homeowners Association meeting, Westminster Oaks Men's Breakfast, a guest segment on Tallahassee Talks with Brien Sorne and the Chaires Community meeting.

### DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Parks Director Leigh Davis was appointed to serve as the Chairperson of the Florida Recreation and Parks Association's Environmental Pillar Committee, responsible for implementing elements of the Association's strategic plan.

- ▶ Completed trail marking and trailhead stabilization projects at Northeast Park trails to provide better parking and access to the two miles of trails located on Proctor Road.
- ▶ Assisted in community recovery activities after Hurricane Michael by staffing distribution points for commodities and reopening parks quickly to provide safe outdoor spaces for families to take a break from recovery efforts and stresses.





*J. Lewis Hall Sr., Woodville Park and Recreation Complex*



*Anita L. Davis Preserve at Lake Henrietta Park*



*J.R. Alford Greenway*

### DID YOU KNOW?

The Chaires Eagles, part of Leon County's Pop Warner Football Program, earned the Division III Super Bowl Championship and defeated teams from as far away as Spokane, Washington, and Raleigh, North Carolina.



### COMMUNITY CENTERS

**Dorothy Cooper Spence Community Center**

4768 Chaires Cross Road

**Bradfordville Community Center**

6808 Beech Ridge Trail

**Fort Braden Community Center**

16387 Blountstown Highway

**Lake Jackson Community Center**

3840 N. Monroe Street, Suite 301

**Miccosukee Community Center**

13887 Moccasin Gap Road

**Woodville Community Center**

8000 Old Woodville Road



*Lake Jackson*

- ▶ Hosted the renaming and dedication ceremony of the Anita L. Davis Preserve at Lake Henrietta Park.
- ▶ Participated in the community-wide Big Event clean-up day by leading a team of 30 volunteers to assist in mulching the nature trail at Jackson View Park.



**Goal Statement**

To serve the people of Leon County as a responsible steward of all building infrastructure that is necessary to support County operations in a timely, professional and cost-effective manner.

**Strategic Initiatives**

**ENVIRONMENT**

- Installed new solar arrays at the Northeast Branch Library and the Transfer Station (Initiative #2016-21).
- Worked with the Office of Sustainability to develop an action plan to further reduce Leon County Government’s carbon footprint (Initiative #2018-2).

**PROFESSIONAL CONSTRUCTION & MAINTENANCE FOR COUNTY BUILDINGS**

- ▶ Installed six new energy-conserving air handler systems in the Courthouse and Main Library and replaced 16 fan terminal units at the Main Library and Human Services and Community Partnerships office.
- ▶ Completed upgrade of all rural waste sites and installed a new pre-fabricated attendant shed for staff at the Household Hazardous Waste center.
- ▶ Installed a new stand-alone generator for Public Work’s truck shed, providing for additional 24-hour storm response capability.
- ▶ Installed new glass sliding doors at the public entrance located on Calhoun Street to weatherize and enhance the building’s efficiency.
- ▶ Renovated county restrooms at the Cooperative Extension Office and the Courthouse with sustainable alternatives including water-efficient toilet and urinal fixtures, automatic sensors on faucets, energy efficient LED lighting and partitions made from recycled materials.
- ▶ Completed an extensive roof replacement on the 4th and 5th floors of the Courthouse to improve the reliability and integrity of the courthouse roofing system.
- ▶ Completed construction of the first ever multi-station lactation room in the Leon County Courthouse that provides for privacy and a variety of amenities for new, working mothers.



*Energy-Conscious Air Handler System*



*Hurricane Michael distribution point*

- ▶ Enhanced security measures in various County buildings including updated x-ray screening machines, additional security cameras, security gates and a new security system at the Public Safety Complex.
- ▶ Staffed County and State points of distribution for commodities during the Hurricane Michael Recovery and reopened the Main Library expeditiously to provide residents a safe space after the storm.
- ▶ Installed a modern wayfinding digital directory system throughout the Government Annex building that provides up-to-date information and enhances tenant visibility.
- ▶ Completed upgrade of the prisoner transport (#4) elevator at the Courthouse ahead of schedule and under budget.

**Contact us**  
(850) 606-5000  
[www.LeonCountyFL.gov/Facilities](http://www.LeonCountyFL.gov/Facilities)



## Goal Statement

To provide an integrated solid waste management system dedicated to excellent customer service and responsible fiscal and environmental stewardship.

## Strategic Initiatives

### ENVIRONMENT

- Developed new strategies to increase the community recycling rate (Initiative #2016-14).

## CUSTOMER SERVICE, ENVIRONMENTAL STEWARDSHIP & INNOVATION

- ▶ Leon County's Hazardous Waste Center continued to be a one-stop location for hazardous waste and electronics disposal promoting the reuse and recycling of these products.
  - » Processed 437 tons of potentially hazardous material from 17,375 residents, of which 235 tons were removed from the solid waste stream through recycling or reuse.
  - » Returned 62 tons of household products to the community through the Reuse Center and provided 4,470 gallons of re-blended latex paint to citizens free of charge through the ReNew Paint program.
  - » Implemented the Smarter Sorting System at the Hazardous Waste Center to scan products by bar code and streamline sorting for proper disposal or reuse streams.



Smarter Sorting System

- ▶ Leon County continues to stride towards exceeding state benchmarks for recycling:
  - » Increased recycling rate to 66% and recycled more than 348 tons of electronic scrap.
  - » Partnered with the Sharing Tree to reuse and recycle art supplies and other materials that would otherwise be destined for a landfill.
  - » Processed 11,333 tons of yard debris from Leon County residents and generated mulch for community use.
  - » Processed 338 tons of waste tires from Leon County residents for repurposing into alternative fuel.
  - » Hosted remote collection events, which included 3,851 participants delivering 55 tons of hazardous waste and 56 tons of e-scrap for safe disposal.

### DID YOU KNOW?

For the last two years, the Hazardous Waste Center has received a Leader in Sustainability award from Call2Recycle, the rechargeable battery industry supported recycler, for outstanding battery recycling efforts. Since 2017 over 83,000 pounds of batteries have been recycled.

### Contact us

(850) 606-1800  
[www.LeonCountyFL.gov/SolidWaste](http://www.LeonCountyFL.gov/SolidWaste)



# LEGISLATIVE AND STRATEGIC INITIATIVES

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To serve as a bridge from strategic planning to action implementation by ensuring alignment of organizational activities, initiatives and culture with the overarching strategic vision and plan set forth by the Board of County Commissioners.

## Strategic Initiatives

### ECONOMY

- Advocated for the County's 2019 Legislative Priorities, including protection of the state workforce and modification of the eligibility to levy the local option High Impact Tourist Development Tax (Initiative #2016-3).

### ENVIRONMENT

- Initiated development of a County ordinance and Comprehensive Plan amendment to provide development standards and a permitting process for solar energy systems (Initiative #2018-4).

### GOVERNANCE

- Supported County Commissioners in their leadership roles with the National Association of Counties and the Florida Association of Counties to advance conversations about policy issues impacting county governments and exchange best practices with fellow commissioners and staff nationwide (Initiative #2016-37 and #2017-13).
- Pursuant to the approved ballot initiative amending the County Charter, adopted an Ethics Ordinance and updated the Leon County Ethics Guide for distribution to staff (Initiative #2018-15).

### Contact us

(850) 606-5300  
[www.LeonCountyFL.gov/SpecialProjects](http://www.LeonCountyFL.gov/SpecialProjects)

## ADVOCATING FOR LEON COUNTY'S LEGISLATIVE INTERESTS



Strategic Plan Presentation

- ▶ Continued to partner with stakeholders throughout the community to identify policy issues of shared significance through legislative dialogue meetings.
- ▶ Partnered with organizations such as the Florida Association of Counties, Leon County's state and federal legislative delegations, the City of Tallahassee, institutions of higher education and others to identify shared issues and seek opportunities to leverage financial, technical and human capital to draw attention to community priorities at the federal, state and local levels.
- ▶ Planned, developed and implemented the County's 2019 state and federal legislative priorities to seek funding for local projects



FAC Tour at Fleet Management

## DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Staff led a multi-departmental effort to win 12 National Association of Counties (NACo) Achievement Awards and a Florida Association of Counties (FAC) Best Practices Award in 2019 recognizing the cost-effective, high quality services that Leon County provides to citizens.



## DID YOU KNOW?

Leon County Government has received 68 NACo Achievement Awards over the past seven years in categories ranging from employee engagement and economic development to citizen services, including two programs designated "Best in Category" nationwide.

- ▶ and advance legislation that protects the County's local home rule authority.
- ▶ Produced a pre-session update, end of session report and weekly briefings (Capitol Update) to keep the Board of County Commissioners and senior staff apprised of legislative developments that would impact the community during the 2019 Legislative Session.





**LEON WORKS EXPO & JUNIOR APPRENTICESHIPS**

- ▶ Hosted the 2019 Leon Works Expo and continued to connect the community, employers, academic institutions and students with the 68,000 skilled job openings projected in the Big Bend Region by 2025 through apprenticeship programs and educational opportunities.
- ▶ Connected over 450 high school students from Leon, Gadsden and Wakulla counties with 130 vendors at the 2019 Leon Works Expo on March 8.
- ▶ Continued to employ 20 local high school students in skilled areas throughout County departments through the Junior Apprenticeship Program. Since the program launched, four classes of students have successfully completed apprenticeships in auto maintenance, computer-aided design, web development & IT, graphic design and paralegal service and received an hourly wage and elective credit toward their high school diploma.



2019 Leon Works Expo

Leon Works Junior Apprenticeship



# DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT (DSEM)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission & Goal Statements

**DSEM:** To support the development of a sustainable community and its built environment, while protecting and preserving our natural resources to maintain the quality of life for all citizens and building positive relationships through exceptional customer service.

**Development Services:** Guide and support the development of sustainable communities through the adopted policies of the Comprehensive Plan and development standards of the Land Development Code, while ensuring and promoting the quality of life for all citizens of Leon County.

**Building Plans Review and Inspection:** Ensure that built environments are safe, accessible and energy efficient through compliance with all applicable construction codes, plans review, inspections, the use of automated technologies and continuing staff development.

**Environmental Services:** Provide high quality technical and scientific permitting and review services to the public and to disseminate environmental information to the public and government agencies in support of environmental protection efforts.

**Permit and Code Services:** Administer, centralize, coordinate and facilitate licensing code compliance, citizen review boards, growth and environmental management services to residents, property owners and land development professionals served by DSEM in order to achieve compliance with adopted ordinances and policies.

**Contact us**  
(850) 606-1300  
[www.LeonPermits.org](http://www.LeonPermits.org)

## PERMITTING, INSPECTION, DEVELOPMENT AND SUPPORT

### DEVELOPMENT SERVICES DIVISION

- ▶ Continued to provide exceptional customer service to the community and ensured that all approved development met or exceeded the minimum development standards.
- ▶ Reviewed and approved 48 site and development plan applications, 81 minor subdivision applications, 686 land use compliance applications, and issued 64 concurrency certificates and 152 permitted use verifications.
- ▶ Worked with the St. Joe Company and City of Tallahassee Growth Management to amend the Southwood Development of Regional Impact Development Order to update the transportation conversion tables, expand the FSU School, add a day care facility, designate a facility for adults with cognitive and developmental disabilities and re-designate a 10-acre parcel from industrial use to education/industrial use.
- ▶ Worked extensively with concerned residents on development project applications including:
  - » A residential subdivision off Bannerman Road consisting of 80 single-family residential units on a site within multiple zoning districts.
  - » A proposed subdivision consisting of 96 single-family dwelling units on Pedrick Road.

- » A 67-unit residential development consisting of 49 single-family units and 18 duplexes on Mahan Drive.
- » A 10,000+/- square foot restaurant and two office/retail buildings in the Fallschase Village Center.

### BUILDING PLANS REVIEW AND INSPECTION DIVISION

- ▶ Ensured building safety within unincorporated Leon County through performing 30,495 building, electrical, plumbing and mechanical inspections, completing the associated plan reviews and issuing approximately 6,803 building permits.
- ▶ Continued working with MIS to fully implement Accela, the County's new software for building permitting and inspection, to enhance the efficiency of building plans review, permitting and inspection, and increase citizens' access to the process.
- ▶ Received Florida State Building Administrators and Inspections Board approval for the department's Building Plan Review and Inspector Internship Program to allow new and current staff to work under a division mentor and gain required experience to qualify for additional certifications while performing their regular daily duties.

## DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

The County received the Florida Association of Counties' 2019 Best Practices Award in recognition of DSEM's implementation of significant process improvements, expanded services, new technologies and implemented enhancements to streamline development processes and better assist customers in the development community.





## Strategic Initiatives

### ENVIRONMENT

- Continued working with Planning to complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees (Initiative #2016-18).
- Continued working with Public Works to develop a septic tank replacement program (Initiative #2016-23A).
- Evaluated requiring advanced wastewater treatment (AWT) for new construction (Initiative #2016-23B).
- Pursued the National Association of Counties' (NACo) Sol Smart designation (Initiative #2018-4).

### GOVERNANCE

- Continued roll out of a modernized permitting system for mobile and online technologies (Initiative #2016-40).



Building inspection

### ENVIRONMENTAL SERVICES DIVISION

- ▶ Protected the community's natural features by reviewing 48 natural features inventory applications and helped ensure environmental protection by reviewing 123 site plan applications.
- ▶ Reviewed 91 environmental management permit applications, 20 new stormwater management facilities operating permit applications and processed 240 operating permit renewals to ensure proper operation of stormwater facilities.
- ▶ Worked with the Development Services Division to review 133 permitted use verifications for environmental compliance issues.
- ▶ Reviewed 210 driveway applications and 870 single family permit applications for environmental protection.
- ▶ Performed more than 7,500 environmental inspections in support of approved permits.
- ▶ Performed 462 petroleum tank inspections in Leon, Gadsden, Wakulla and Jefferson counties during the Florida Department of Environmental Protection (FDEP) 2018/2019 fiscal year through the Leon County Petroleum Storage Tank Regulation Program.

### CODE COMPLIANCE SERVICES DIVISION

- ▶ Attended five (5) local gun shows during this fiscal year to ensure compliance with the Criminal History Records Check and Waiting Period for Purchase of Firearms, aka the "Gun Show Loophole" Ordinance approved by the Board on April 10, 2018.
- ▶ Assisted more than 7,629 walk-in customers, 26,360 phone call inquiries, 185 online Citizens Connect Service Requests and 925 contractor licensing customers.
- ▶ Responded to 3,129 code compliance calls from citizens resulting in 946 site inspections and presentation of 112 cases before the Code Enforcement Board for disposition.
- ▶ Monitored 97 properties under the Abandoned Property Registration (APR) Ordinance to protect neighborhoods from becoming blighted through distressed and abandoned properties with mortgages in default.
- ▶ Responded to 164 Compliance Certification Letter requests to provide for the recovery of associated costs of research and processing of open code violations and property liens.

### DID YOU KNOW?

The County waived 420 building permits, totaling \$145,170.79 in fees for storm-related repairs after Hurricane Michael.



# HUMAN SERVICES/PRIMARY HEALTHCARE/CHSP

OFFICE OF HUMAN SERVICES AND COMMUNITY PARTNERSHIPS (HSCP)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission and Goal Statements

**HSCP:** To build a stronger, healthier community by providing a safety net of resources, services and solutions for citizens in need in partnership with our community.

**Human Services:** To serve as a safety net to enhance the quality of life for residents by providing resources, access to social services and short-term financial assistance.

**Primary Healthcare:** To improve the health of citizens by providing quality and cost-effective health services through collaborative community partnerships.

## Strategic Initiatives

### QUALITY OF LIFE

#### Human Services

- Allocated a combined \$3.4 million in partnership with the City of Tallahassee to the Community Human Service Partnership (CHSP) program to continue providing funding to more than 50 non-profit human services agencies (Initiative #2016-27).
- Initiated a comprehensive human service needs assessment in order to align CHSP funding with the highest needs in the community (Initiative #2018-9).

#### Primary Health Care

- Provided funding to community healthcare partners (collectively CareNet) as part of a Countywide effort to offer critical health services to uninsured and low-income residents, helping to realize a return of \$4.81 for every \$1 of County tax revenue contributed to CareNet. (Initiative #2016-34).

#### Contact us

(850) 606-1900  
www.LeonCountyFL.gov/HSCP

## PRESERVING & IMPROVING THE HEALTH AND WELFARE OF CITIZENS

- ▶ Provided a \$258,362 local match for the behavioral health Low Income Pool funding that allowed Apalachee Center to leverage an additional \$660,000 to support healthcare services for citizens.
- ▶ Provided \$59,000 in annual funding for medical examination costs for children alleged to have been abused, abandoned or neglected.
- ▶ Allocated \$40,000 in annual funding for the Direct Emergency Assistance Program through a partnership with the Capital Area Community Action Agency to provide financial assistance to Leon County residents for basic expenses including shelter and utility costs.
- ▶ Allocated \$64,400 to fund the State's Indigent Burial Program and transportation costs and collaborated with the Consolidated Dispatch Agency, law enforcement and local transport providers to improve the process for transporting bodies before interment.
- ▶ Continued funding the Apalachee Center's establishment of a Central Receiving Facility, providing care for 1,695 individuals who involuntarily need access to emergency mental and/or behavioral health or substance abuse treatment in Leon County.
- ▶ Contributed \$1,323,768 to help fund more than



## DID YOU KNOW?

Leon County's free Prescription Discount Card, made possible through the County's partnership with the National Association of Counties (NACo) also offers a Primary Healthcare Program and Dental Services Program for a small membership fee. Call **1-877-573-2395** for more information and to enroll.

- 7,500 visits for primary care, dental care and mental health services for uninsured and low-income residents at Neighborhood Medical Center, Bond Community Health Center and Apalachee Center.
- ▶ Provided \$168,826 to the Capital Medical Society Foundation's We Care Network to coordinate donated specialty medical care and dental care for uninsured and low-income residents valued at more than \$4.38 million.
- ▶ Leveraged local and national partnerships to help uninsured residents with limited income receive more than 4,201 prescription medications valued at over \$5.07 million through the CareNet partnership with FAMU Pharmacy and Neighborhood Medical Center.
- ▶ Continued the County's partnership with the National Association of Counties (NACo) to fill more than 600 prescription medications not covered by insurance at cost savings totaling more than \$8,800.

### Goal Statement

To efficiently and responsibly administer programs and develop community partnerships that preserve and grow the inventory of safe and sanitary affordable housing in unincorporated Leon County.

### Strategic Initiatives

#### QUALITY OF LIFE

- Continued to implement the recommendations of the joint Tallahassee-Leon County Affordable Housing Workgroup to increase the inventory of affordable housing in the community through greater coordination and collaboration between local stakeholders (Initiative #2016-28).
  - Established a community land trust to create an inventory of permanent affordable housing in Leon County.
  - Established the Tallahassee-Leon County Housing Leadership Council.
  - Continued to support the redevelopment of the Orange Avenue Apartments and the efforts of Purpose-Built Communities.
  - Continued to build formal partnerships with local affordable housing organizations, such as Tallahassee Lenders Consortium, Ability 1st and Big Bend Habitat for Humanity.

## HOUSING ASSISTANCE, COUNSELING & SOLUTIONS



2019 Spring Home Expo

- ▶ Leon County continuously works to develop community partnerships that preserve and grow the inventory of safe and sanitary affordable housing in unincorporated Leon County and administers home rehabilitation, home replacement, down payment assistance and emergency housing repair (short-term and permanent) programs.
  - » Passed a resolution authorizing the Housing Finance Authority of Leon County to issue a multi-family housing revenue bond to support financing for affordable housing.
  - » Educated nearly 200 prospective homebuyers and homeowners at the 2019 Spring Home Expo on various subjects including what to expect during the home buying process, maintaining a septic system, gardening and more.
  - » Continued to administer the Down Payment Assistance Program, funded in conjunction with Escambia Housing Finance Authority and the Tallahassee Lenders Consortium, allowing over 55 first-time homebuyers to purchase a home in Leon County.
  - » Counseled over 35 citizens on housing services in partnership with the Tallahassee Lenders Consortium and assisted over

### DID YOU KNOW?

Up to \$10,000 of grant funding is available to individuals owning homes in the Wakulla Springs Priority Focus Area (southern parts of Leon County) interested in converting or replacing their conventional septic system to a system with nitrogen reducing enhancements.

50 citizens through the Emergency Short Term Housing Repair Program.

- » Rehabilitated and preserved more than 30 homes owned by low-income residents in Leon County.

#### Contact us

(850) 606-1900  
www.LeonCountyFL.gov/Housing





# VETERAN SERVICES

OFFICE OF HUMAN SERVICES AND COMMUNITY PARTNERSHIPS

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To assist Veterans and their dependents in accessing federal, state and local benefits earned for their honorable military service.

## Strategic Initiatives

### QUALITY OF LIFE

- Continued to support the National Pearl Harbor Day Partnership with Honor Flight Tallahassee and assisted with the planning and coordination of the Reunion event that had over 200 veterans and family members in attendance (Initiative #2016-28).
- Enhanced partnership with CareerSource to increase job and economic opportunities for local veterans, including participating in events such as National Hire A Veterans Day (Initiative #2018-7).

## VETERANS HELPING VETERANS



Operation Thank You

- Completed 3,235 benefit counseling contacts to veterans and their dependents.
- Provided over 200 StarMetro Bus passes that totaled 34,748 trips to low income and disabled veterans in partnership with the City of Tallahassee.
- Facilitated claim actions that resulted in Leon County veterans receiving more than \$18.4 million in benefits.
- Managed the Veterans Resource Center where nearly 100 veterans accessed resources to assist them with employment needs and continued partnering with Career Source Capital Regional to increase job and economic opportunities for local veterans.
- Sent 150 “welcome” letters to all separated veterans who designated Tallahassee as their home of record or as the place they will be relocating to after separation.
- Maintained strong relationships with community partners by attending United Vets monthly coordinating meetings.
- Partnered with the American Legion Sauls-Bridges Post 13 to host the 2018 Operation Thank You breakfast with over 500 citizens and veterans in attendance.
- Assisted 51 Veterans through the Veterans Emergency Assistance Program, which provides emergency financial assistance to help qualifying veterans meet critical, basic needs such as rent, mortgage and utilities.

## DID YOU KNOW?

The County’s Veteran Emergency Assistance Program is the only program in the State of Florida that provides emergency assistance for housing, utilities and transportation exclusively for veterans.

**Contact us**  
(850) 606-1940  
[www.LeonCountyFL.gov/Vets](http://www.LeonCountyFL.gov/Vets)





*Honor Flight Tallahassee*

- ▶ Continued to support the North Florida Homeless/At Risk Veteran Stand Down event in which staff processed claims and provided benefit classes to homeless/at risk veterans during the two-day event.
- ▶ Partnered with Honor Flight Tallahassee for its seventh trip to date, transporting 80 World War II, Korean War and Vietnam War Veterans and support personnel to Washington D.C. to visit memorials dedicated to honor their service and sacrifice.

- ▶ Continued to provide financial support for the Leon County Veteran's Day Parade in partnership with Vet Events Tallahassee, Inc.
- ▶ Honored veterans by placing Operation Thank You commemorative wreaths on Memorial Day at various memorials in the community including the WWII Memorials located on the front lawn of the County Courthouse, Vietnam Veteran Memorial, the Korean War Veteran Memorial at Cascades Park, VFW County-owned Cemetery, Oakland Cemetery and Big Bend Hospice Veteran Memorial.



*Memorial Day Ceremonies*



# VOLUNTEER SERVICES

OFFICE OF HUMAN SERVICES AND COMMUNITY PARTNERSHIPS

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To empower citizens to answer local needs through volunteerism and community engagement.

## Strategic Initiatives

### GOVERNANCE

- Assisted the Division of Emergency Management in implementing recommendations from the Hurricane Michael After-Action Report, including providing training opportunities throughout the year for personnel pre-designated to fill specialized roles during an emergency (Initiative #2018-14).

## RESPONSIVE VOLUNTEERISM & COMMUNITY ENGAGEMENT

- Continued to leverage the vast talents and resources of the community's residents for the benefit of a diverse group of organizations and individuals.
- Coordinated internship and volunteer opportunities for the more than 3,600 citizens that volunteered over 60,000 hours of service in County government programs and special events.
- Created a disaster response portal in partnership with the Capital Area Chapter of the American Red Cross, The Salvation Army and the Big Bend Disaster Animal Response Team, allowing County employees and community volunteers to choose from related disaster response roles and training opportunities to support Leon County's disaster response and recovery efforts.
- Coordinated the Community Organizations Active in Disaster (COAD), a collaboration of non-profits and government agencies that participate in all phases of disaster preparedness, response and recovery and assisted citizens with clean-up following Hurricane Michael and the Baum Community Tornado.
- Trained staff who worked and received over 1,621 hours receiving 2,993 calls operating the Citizen Information Line and assisted local disaster response organizations to support their operations.
- Organized the annual 9/11 Day of Service in remembrance of the tragic events of September 11, 2001 and assisted 15 homes in the Lakewood Estates Neighborhood with painting, lawn maintenance, soft wash and debris clean up to restore and enhance the community.



2019 Leon Works Expo



Volunteer Manager Certification class

### DID YOU KNOW?

Volunteer Services recruits organizations, businesses and faith-based communities to join Big Bend Community Organizations Active Disaster (COAD) to build better communication, collaboration and coordination during times of disaster and emergency.

- Partnered with CareerSource Capital Region to enhance the Summer Youth Training Program and continued to provide internship opportunities and valuable work experience, skills oriented training and career exposure to over 50 students ages 14-24 each summer season.

### Contact us

(850) 606-1970  
www.VolunteerLEON.org



# SERVING OUR COMMUNITY



# 9/11 DAY of SERVICE

August 22, 2018

“Kudos to the awesome Leon County personnel, community leaders and volunteers that came out to assist us with revitalizing Lakewood Estate. I am especially grateful to all of you for the work you done at my home to help me. I will all remember your dedication and service provided throughout Leon County, as I reflect on the many lives lost during 9/11.” —Betty Hudson







## ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

## PEOPLE FOCUSED. PERFORMANCE DRIVEN.

### Mission Statement

To provide professional, reliable and innovative programs and consultative services to attract, train and retain a high-performing and diverse workforce, within a healthy and supportive work-life balanced environment, while insuring compliance with federal, state and local employment regulations.

### Strategic Initiatives

#### GOVERNANCE

- Continued to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional and technician positions (Initiative #2016-4).
- Continued County sponsorship of employees' participation in the Certified Public Manager Training program (Initiative #2016-41).

## ATTRACTING, TRAINING AND RETAINING A QUALITY WORKFORCE



*Leon County Heart Walk Team*

- Succeeded in training 97% of employees in diversity over the past year and developed an in-house online training portal to allow employees to easily schedule and track training opportunities.
- Increased employee participation in the My Rewards program to a rate of 90%, resulting in reductions to health care costs to employees.
- Enhanced the Employee Years of Service Recognition Program and updated Human Resources Personnel Policies and Procedures.
- Secured an agreement between Leon County and BMG Money Inc. for the Loans at Work Program.
- Revised Leon County's pay plan to update compensation ranges and employee classifications.
- Completed implementation of NEOGOV onboarding to streamline the hiring process.
- Leon County continues to support the overall well-being of employees through its wellness program. Over the past year, the County:
  - Performed over 4,000 employee blood pressure checks during the year using blood pressure kiosks.
- Hosted community events in which over 250 employees participated, including Heart Walk, Corporate Cup Challenge and blood drives.
- Continued to offer 10 exercise classes each month to employees at no cost, and over 2,400 employees participated in Live Well Leon activities and events.
- Won a second national NACo award in four years for the HeartMath "Resilience Advantage" program, which teaches employees to self-regulate stress.
- Received the Florida Department of Health Community Champions Recognition.

**Contact us**  
(850) 606-2400  
[www.LeonCountyFL.gov/HR](http://www.LeonCountyFL.gov/HR)



## Mission Statement

To provide reliable and effective technology and telecommunications solutions and services to County agencies to enable them to fulfill their missions in serving the citizens of Leon County.

## Strategic Initiatives

### QUALITY OF LIFE

- Increased high speed internet access through the County's "mobile hot spot" library lending program (Initiative #2016-35).

### GOVERNANCE

- Implemented Office 365 for nearly 2,500 email users (Initiative #2016-39).
- Continued to assist DSEM in the roll out of an updated permitting system that is modernized to use mobile and online technologies (Initiative #2016-40).

## Contact us

(850) 606-5500  
www.LeonCountyFL.gov/MIS

## MAINTAINING EFFICIENT & COST-EFFECTIVE INFORMATION TECHNOLOGY

- ▶ The Office of Information Technology provides essential public safety infrastructure and services to ensure the safety of the entire community and works to exercise responsible stewardship of the County's resources.
- ▶ Supported Emergency Management and the Emergency Operations Center through maintenance of its incident tracking system (WebEOC) and adding Geographic Information Systems (GIS) mapping integration.
  - » Implemented private/secure VPN connections into Emergency Medical Services ambulances.
  - » Modernized the County's intranet site to include new features and functions and incorporated the new Leon Learns portal to manage employee training opportunities.
  - » Upgraded the Finance/Purchasing/HR system with updated features to allow for business process improvements.
  - » Continued deployment of field devices and solutions for field employees to access work orders, emails and documents remotely.
  - » Continued to provide server and data center resources using shared infrastructure to avoid costs and maintained more than 650 servers and 1,000 terabytes to provide for the ongoing needs of the customers.
  - » Supported nearly 2,500 users with 2,279 desktops, 449 laptops, 193 tablets, 273 printers, 520 smart phone devices, 4,100 desk phones and extensions and 586 network devices at 80 sites.
  - » Enhanced systems security from spam, viruses and malware through encryption of the internal network and institution of layers of protection, tools for monitoring patches and vulnerabilities with servers and desktops, endpoint threat monitoring and employee security training.



Tech team staff prepare for a Leon County Commission meeting

- » Continued the management of the Tallahassee/Leon County GIS program with more than 600 data layers, 84 web applications and 60 business units in Leon County and the City of Tallahassee.
- » Developed and launched a new Citizens Committee Tracking online application with enhanced features for citizens and internal staff.
- » Developed a new website for citizens to access information on County Projects including active/recently completed construction and historical projects as well as septic-to-sewer projects in the Primary Springs Protection Zone.
- » Continued provision of televised/online Board meetings, workshops and public hearings with Comcast and CenturyLink with closed captioning.



# COMMUNITY AND MEDIA RELATIONS

## STRATEGIC INITIATIVES

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

### Mission Statement

To proactively facilitate the accurate, effective, timely and consistent flow of public information to internal and external parties of interest, provide community outreach and serve as the County's liaison with its media partners.

### Strategic Initiatives

#### GOVERNANCE

- Engaged citizens and community partners on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens (Initiative #2016-36).
- Hosted the annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects (Initiative #2017-12).
- Developed an Action Plan to increase the quantity and quality of citizen input opportunities (Initiative #2018-16).

#### Contact us

(850) 606-5300  
[www.LeonCountyFL.gov/CMR](http://www.LeonCountyFL.gov/CMR)

## EDUCATION, INFORMATION & COMMUNITY OUTREACH

- ▶ Community and Media Relations (CMR) continued to enhance the community's access to Leon County Government and promote transparency and accountability.
  - » Implemented #WOWWednesday, a social media initiative, to highlight County staff achievements both on and beyond the job.
  - » Developed the "Focused on People" social media program to engage County work area experts on important and timely topics, initiatives and services.
  - » Continued to work with County staff to accurately respond to public records requests in a timely manner.
  - » Worked with media partners in print, television, radio and online to provide accurate and timely information to the public.
- ▶ Updated the 2019 Leon County Disaster Survival Guide and distributed 80,000 copies throughout the community to help citizens prepare for hurricane season and other disasters.
- ▶ Staffed the Emergency Operations Center during hurricane Michael for 194 hours, sending thirteen news releases and advisories and providing a hurricane Michael daily brief for six days, beginning on October 8.
- ▶ Continued to provide the public with free real time news updates on the County's digital media subscription service GovDelivery, and increased the number of email subscribers by 8,849 (bringing the total to 120,800 subscribers).
- ▶ Prepared and issued approximately 300 news advisories, releases and public notices detailing County activities and facilitated nearly 50 press conferences, community meetings and events.



2019 Build Your Bucket

- ▶ Continued to provide the public accurate and timely information through the County's award-winning Emergency Information Portal (EIP) website and Citizens Connect Mobile App. The Portal and app provide links to resources for preparation, response and recovery, such as the status of available shelters, sandbag locations and road closures. Visit [www.LeonCountyFL.gov/EIP](http://www.LeonCountyFL.gov/EIP) to access the Leon County Emergency Information Portal or download the Leon County Citizens Connect Mobile App on the App Store or Google Play.
- ▶ Provided 100 Facebook updates, 118 tweets and additional posts on Instagram and LinkedIn before, during and after hurricane Michael and updated the EIP with critical emergency information. The EIP had more than 42,000 visits, averaging 5,000 visits per day.
- ▶ Maintained and grew Leon County's Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube accounts, totaling more than 27,400 followers on all platforms.

# PROBATION, SUPERVISED PRETRIAL RELEASE AND DRUG/ALCOHOL TESTING

OFFICE OF INTERVENTION AND DETENTION ALTERNATIVES

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement

To provide information to the Courts which support judicial custody release decisions, and provide alternatives to incarceration to persons accused of crimes and offenders, improve their ability to live lawfully and productively in the community, enhance the overall administration of justice and support community safety and well-being.

## Strategic Initiatives

### QUALITY OF LIFE

- Continued to identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders including partnering with the State Attorney's Office to support the Adult Civil Citation Program in Leon County (Initiative #2016-30).
- Partnered with Career Source Capital Region to refer Veterans Treatment Court participants to Disabled Veterans Outreach Programs for intensive focused case management services (Initiative #2018-7).
- Continued to explore opportunities to further enhance re-entry efforts including coordinating with the Department of Children and Families to provide Trauma Informed Care training to all probation and pretrial officers (Initiative #2018-11).

### Contact us

(850) 606-5600  
www.LeonCountyFL.gov/Probation

## COURT SERVICES, CASE MANAGEMENT & COMMUNITY SERVICE



*OIDA staff set up a comfort station following Hurricane Michael*

- Collaborated with the 2nd Judicial Court Administration to implement the Ohio Risk Assessment Pretrial Assessment Tool which helps determine eligibility for pretrial release and conditions necessary to enhance public safety.
- Participated in the Cooperation for Supportive Housing's first-ever Frequent Users Systems Engagement Learning Community to learn more about programs and resources available to assist homeless citizens with behavioral health issues.
- Extended the hours for court-ordered alcohol tests from 7 a.m. to 7 p.m. Monday-Friday and relocated these services to the main office for better accessibility to clients.
- Maintained an average monthly caseload of 1,328 County probationers and Supervised Pretrial Release defendants and recovered more than \$40,000 from probationers for crime victims through court-ordered restitution.
- Performed more than 7,600 criminal history reviews and demographic assessments on new arrestees to assist the court in making release decisions.

- Administered more than 24,100 court-ordered drug and alcohol tests and collected more than \$182,400 for testing services.
- Continued to implement initiatives to manage the jail population and reduce recidivism through cooperation with the Leon County Public Safety Coordinating Council, comprised of the State Attorney, Public Defender, Courts, Leon County Sheriff and Tallahassee Police.
- Funded the Bethel Ready 4 Work Tallahassee Re-Entry Program to help provide comprehensive services to released offenders including employability training, transitional housing, job placement assistance and more.
- Participated in court hearings held during the seventh annual Homeless Veterans Stand Down event and provided pretrial and probation services for homeless veterans.
- Collaborated with a multi-disciplinary team of local criminal justice and behavioral health stakeholders to develop a Sequential Intercept Model (SIM) to identify critical areas where improved access to behavioral services are needed for citizens.

### DID YOU KNOW?

Probation/Pretrial Release Officers attend more than 2,055 hours of court proceedings and meetings to work with court personnel and community partners to develop supervision/care plans for offenders every year.



ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Mission Statement and Goal Statement

**Office of Financial Stewardship:** To provide sound financial management, ethical procurement services and asset control to the Board of County Commissioners, County Administrator and Board departments, offices and divisions, while minimizing long-term costs associated with accidental losses, in order to support effective decision making and ensure responsible stewardship of County resources.

**Office of Management & Budget:** To continuously enhance the quality of County services by optimizing the use of County financial resources through the effective provision of planning, policy analysis, budget development, budget implementation and program evaluation services to benefit citizens, elected officials and staff.

## Strategic Initiatives

### GOVERNANCE

- Continued to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate (Initiative #2016-43).
- Continued to ensure Leon County provides employees with a living wage as defined by the Massachusetts Institute of Technology (MIT) (Initiative #2016-44).

**Contact us**  
(850) 606-5100  
www.LeonCountyFL.gov/OFS

## RESPONSIBLE PLANNING AND MGMT. OF THE COMMUNITY'S FINANCIAL RESOURCES

- According to the international rating agency Fitch, "The County's financial profile is characterized by prudent, forward-looking budgeting, high reserve levels and strong liquidity..." Even in a slowly recovering economy, Fitch continued to provide Leon County with a General Obligation Bond rating of "AA+" and a stable outlook.
  - Provided two semi-annual reports to the Board of County Commissioners documenting and analyzing the financial position of the County.

- Achieved the second-lowest net budget (\$827) per resident among like-sized counties and one of the lowest net budgets per county resident in Florida, with only five other counties having lower net budgets. Additionally, Leon County has six employees per 1,000 residents and ranks seventh lowest in employees per capita among all 67 counties.



Let's Balance! Budget Game

- Realized over \$1.27 million in new cost savings and cost avoidances prior to the development of the FY 2019 adopted budget including Ambulance Refurbishment Project: \$135,000; Restructuring Public Information Advertising: \$54,000; Oracle Licensing Savings: \$282,150 and the Sheriff Training Facility: \$800,000.
- Reduced Emergency Medical Transport Fees by 24%, saving customers \$800,000 annually.
- Utilized \$10.0 million from the Capital Fund Balance to support the planned Capital Improvement Program.
- Provided an additional \$850,000 in capital funding (\$350,000 in tourism fund balance and \$500,000 from general revenue) for amenities and a pavilion at the Apalachee Regional Park cross country track to host the 2021 NCAA National Cross County Championship.

County Budget For Fiscal Year	2018/2019	2019/2020
Budget	\$263,600,197	\$274,202,473
County Wide Millage Rate	8.3144	8.3144
Emergency Medical Services	0.5000	0.5000
Total Millage Rate	8.8144	8.8144
Budgeted Property Taxes	\$131,272,920	\$139,218,926
Budgeted Emergency Medical Services MSTU	\$7,894,311	\$8,372,157

- Continued to educate citizens on County budgeting with the Let's Balance! budget simulation game, an innovative learning tool developed by the Budget Office used at events like Youth Leadership Tallahassee, Leadership Tallahassee and the Florida Association of Counties New Commissioner Training Program.



# PURCHASING AND RISK MANAGEMENT

## OFFICE OF FINANCIAL STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

### Goal Statements

**Purchasing:** To provide timely and professional procurement services to secure requested supplies, services and commodities at a specified level of quality and at the lowest possible cost through open and fair competition.

**Risk Management:** To establish, to the fullest extent possible, a safe work and service environment in which employees, as well as members of the general public, can enjoy safety and security in the course of their daily pursuits.

### Aligning Resources with Strategic Priorities

#### ENVIRONMENT

- Reduced our carbon footprint (EN4).

#### GOVERNANCE

- Retained and attracted a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices (G4).
- Exercised responsible stewardship of County resources, sound financial management and ensured that the provision of services and community enhancements were done in a fair and equitable manner (G5).

#### Contact us

(850) 606-1600 (Purchasing)  
(850) 606-5100 (Risk Management)  
[www.LeonCountyFL.gov/Purchasing](http://www.LeonCountyFL.gov/Purchasing)

## PROCURING AND MANAGING RESOURCES AND SERVICES, AND MANAGING RISK

- ▶ Continued to serve citizens more efficiently with an online procurement system called Procurement Connect, providing vendors instant access to services and processes such as bids, requests for proposal and invitations to negotiate and other solicitation documents.

- ▶ Provided sales and customer support to staff through ordering, stocking and issuance of operational consumable products valued at over \$80 million during the fiscal year through more than 2,200 requisitions.

- ▶ Maintained proper control over all records of tangible personal property through conducting an annual inventory consisting of assets valued over \$65 million with no missing items.

- ▶ Conducted both on-site and online surplus sales/auctions resulting in a return of almost \$150,000 and used online auction services and on-site surplus sales to dispose of obsolete equipment.

- ▶ Used competitive quoting and cooperative contracts to reduce inventory costs and had a turnover rate of 2.34, exceeding the national standard.

- ▶ Coordinated 7 safety sessions and conducted monthly site visits to ensure employees have a safe working environment.

- ▶ Reviewed over 335 criminal background checks on individuals wishing to volunteer.



Chainsaw Safety Training

- ▶ Initiated Fit Responder Training for EMS employees, a validated and evidence-based learning system for EMS employees to prevent injuries on the job and promote total safety and wellness.



Fit Responder Training



# LIVING OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE



County Administration  
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*Deputy County Administrator*  
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*Assistant County Administrator*  
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County Administration  
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County Administration  
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County Administration  
**Mathieu Cavell**  
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Emergency Medical Services  
**Chad Abrams**  
*Chief*  
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AbramsC@LeonCountyFL.gov



LeRoy Collins Leon County Public Library System  
**Debra Sears**  
*Director*  
(850) 606-2665  
SearsD@LeonCountyFL.gov



Office of Public Safety  
Animal Control  
**Cara Aldridge**  
*Director*  
(850) 606-3700  
AldridgeC@LeonCountyFL.gov



Emergency Management  
**Kevin Peters**  
*Director*  
(850) 606-3700  
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Tourism  
**Kerri Post**  
*Director*  
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**Ben Pingree**  
*Director*  
(850) 219-1060  
Ben.Pingree@BluePrint2000.org



Department of P.L.A.C.E.  
Office of Economic Vitality  
**Cristina Paredes**  
*Director*  
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Department of P.L.A.C.E.  
Planning  
**Cherie Bryant**  
*Planning Director*  
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Department of P.L.A.C.E.  
Blueprint Intergovernmental Agency  
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**Brent Pell**  
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Public Works  
Engineering Services  
**Charles Wu**  
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Public Works  
Fleet Management  
**Josh McSwain**  
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Public Works  
Operations  
**Andrew Riley**  
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Office of Resource Stewardship  
**Maggie Theriot**  
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TheriotM@LeonCountyFL.gov



ORS: Parks & Recreation  
**Leigh Davis**  
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# A CORE PRACTICE OF LEON COUNTY GOVERNMENT



Development Support & Environmental Management  
**David McDevitt**  
*Director*  
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McDevittD@LeonCountyFL.gov



DSEM  
**Barry Wilcox**  
*Chief Development Resources Officer*  
(850) 606-1332  
WilcoxB@LeonCountyFL.gov



DSEM: Development Services  
**Ryan Culpepper**  
*Division Director*  
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DSEM: Environmental Services  
**John Kraynak**  
*Division Director*  
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KraynakJ@LeonCountyFL.gov



DSEM: Permit & Compliance Services  
**Emma Smith**  
*Division Director*  
(850) 606-1300  
SmithE@LeonCountyFL.gov



DSEM: Building Plans Review and Inspection  
**Doug Maples**  
*Director*  
(850) 606-1300  
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Office of Human Services & Community Partnerships  
**Shington Lamy**  
*Director*  
(850) 606-1900  
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HSCP: Housing Services  
**Matthew Wyman**  
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HSCP: Veteran Services  
**Ben Bradwell**  
*Division Director*  
(850) 606-1940  
BradwellB@LeonCountyFL.gov



HSCP: Volunteer Services  
**Jeri Bush**  
*Division Director*  
(850) 606-1970  
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Human Resources  
**Candice M. Wilson**  
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(850) 606-2400  
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Office of Information Technology  
**Pat Curtis**  
*Director*  
(850) 606-5500  
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OIT: MIS  
**Michelle Taylor**  
*Information Telecommunications & Technology Manager*  
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OIT: MIS  
**Teasha Williams**  
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OIT: GIS  
**Scott Weisman**  
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Office of Intervention & Detention Alternatives  
**Teresa Broxton**  
*Director*  
(850) 606-5600  
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Office of Financial Stewardship  
**Scott Ross**  
*Director*  
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RossS@LeonCountyFL.gov



OFS: Office of Management and Budget  
**Tim Barden**  
*Manager*  
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BardenT@LeonCountyFL.gov



OFS: Purchasing  
**Shelly Kelley**  
*Division Director*  
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KelleyS@LeonCountyFL.gov



OFS: Risk Management  
**Karen Melton**  
*Risk Manager*  
(850) 606-5100  
MeltonK@LeonCountyFL.gov



# CITIZEN COMMITTEES

### ADVISORY COMMITTEE ON QUALITY GROWTH

Provides a continuous source of community input and technical resources from industry professionals and community stakeholders that offer proactive input and feedback for development review and approval service enhancements.

### AFFORDABLE HOUSING ADVISORY COMMITTEE

Reviews the established policies and procedures, ordinances, land development regulations and adopted comprehensive plan, and recommends specific actions or initiatives to encourage or facilitate affordable housing.

### ANIMAL SHELTER ADVISORY BOARD

Supports the Tallahassee-Leon Community Animal Services Center (animal shelter) by serving as community liaisons and assisting with developing policies, programs and long-range planning.

### ARCHITECTURAL REVIEW BOARD

Reviews and makes recommendations for placement of properties on the Local Register of Historic Places and reviews changes to the exterior of properties zoned with Historic Preservation Overlay.

### AUDIT ADVISORY COMMITTEE

Adopts an annual plan of work for the Auditor and oversees the work of the Auditor. Promotes, maintains and enhances the independence and objectivity of the internal audit function by ensuring broad audit coverage, adequate consideration of audit reports and appropriate action on recommendations.

### BIG BEND HEALTH COUNCIL

Determines the health needs and resources of the 14-county service district to develop a District Health Plan. Provides for local representation in planning and evaluating health needs of the County.

### BOARD OF ADJUSTMENT AND APPEALS

Responsible for hearing and deciding on appeals of interpretations made by the administrative officers as to the applicability of provisions in the Land Development Code (LDC) as well as for requests for a variation of development standards in the LDC.

### CANOPY ROADS CITIZENS COMMITTEE

Assists in coordinating efforts to protect and maintain canopy roads through the development of a long-range canopy road management plan, provides feedback and makes recommendations regarding the preservation of canopy roads to the City and County Commissions.

### CAREERSOURCE CAPITAL REGION BOARD

Develops the Region's strategic workforce development plan, identifies occupations in demand in the area,

solicits input and participation from local business community for the provision of services and provides policy guidance and program procedures to connect employers with qualified skilled job talent offering employment and career development opportunities.

### CODE ENFORCEMENT BOARD

Conducts hearings to enforce County laws on cases involving violations of environmental management, zoning, land use, building code and control of junk accumulation and imposes fines and penalties with the goal of obtaining code compliance.

### COMMUNITY DEVELOPMENT BLOCK GRANT CITIZENS ADVISORY TASK FORCE

Provides input on the development and implementation of the Small Cities Community Development Block Grant process, facilitates community needs discussion, provides recommendations as to the program area and activities that should be considered when drafting the grant application and provides input during the grant implementation.

### COMMUNITY HUMAN SERVICES PARTNERSHIPS CITIZEN REVIEW TEAMS

Implements the joint agency review process for joint funding recommendations, resulting in funding recommendations for human services agency grant applicants that provide services to Leon County residents.

### CONTRACTORS LICENSING AND EXAMINATION BOARD

Accepts and approves applications, administers examinations for contractor's licenses, issues contractor's licenses and conducts hearings and disciplines contractors for violations.

### COUNCIL ON CULTURE & ARTS

Stimulates greater awareness and appreciation of the importance of the arts by encouraging and facilitating greater, more efficient use of governmental and private resources for the development and support of the arts.

### EARLY LEARNING COALITION OF THE BIG BEND REGION

Implements, coordinates and administers the provisions of the Statutory Voluntary Prekindergarten Program and the School Readiness Program in Gadsden, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla Counties and serves as the community child care coordinating agency.

### HOUSING FINANCE AUTHORITY OF LEON COUNTY

Encourages investment by private enterprise and stimulates construction and rehabilitation of housing through use of public financing and the provision of low-cost loans to purchase affordable housing.

### INVESTMENT OVERSIGHT COMMITTEE

Reviews, reports, and recommends changes in investment practices of Leon County, reviews the County's portfolio activity for compliance with the investment plan, reviews investment policies and makes recommendations to the Board for amendments.

### JOINT CITY/COUNTY BICYCLING WORKGROUP

Provides input to the Tallahassee-Leon County Planning Department staff regarding cycling-related projects, improvements, events, and ordinances that are considered to be of community interest.

### JOINT SCHOOL COORDINATING COMMITTEE

Fosters the coordination of comprehensive planning and school facilities planning programs by addressing relevant issues.

### LEON COUNTY EDUCATIONAL FACILITIES AUTHORITY

Assists institutions for higher education in the construction, financing and refinancing of projects as set forth in Florida Statutes.

### LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY

Serves as the governing board for Innovation Park and is comprised of prominent business and community leaders that work together to guide the growth and development of the Park.

### LIBRARY ADVISORY BOARD

Serves as a forum for community input concerning the County's library programs and activities.

### MICCOSUKEE CITIZENS WORKING GROUP

Facilitates citizen engagement while promoting the identity and history of the Miccosukee Rural Community and develops and implements objectives of the Miccosukee Rural Community Sense of Place Plan.

### PLANNING COMMISSION

Designated as the Local Planning Agency that reviews amendments to the Comprehensive Plan for area-wide planning within Leon County.

### SCIENCE ADVISORY COMMITTEE

Evaluates and reports on scientific evidence and makes recommendations concerning policies and programs that pertain to environmental issues in order to safeguard natural resources and public health and safety.

### TALLAHASSEE-LEON COUNTY COMMISSION ON THE STATUS OF WOMEN & GIRLS

Provides input and recommendations on approaches to address issues affecting the women and girls in Tallahassee-Leon County and promotes awareness on issues including: discrimination, employment, education,

social services, health, economic security, access to justice, freedom from violence and more.

### TALLAHASSEE-LEON COUNTY MINORITY, WOMEN & SMALL BUSINESS ENTERPRISE (MWSBE) CITIZENS ADVISORY COMMITTEE

Monitors the progress of the MWSBE Program in achieving program performance goals, provides input on MWSBE policy alternatives and suggests programmatic recommendations relative to seeking resolution of disputes regarding Certification and Good Faith Effort.

### TALLAHASSEE SPORTS COUNCIL

Provides a fact-finding source of community input and technical resources used in developing recommendations regarding sports tourism to be considered by the Tourist Development Council.

### TOURIST DEVELOPMENT COUNCIL

Makes recommendations for operation of special projects or for uses of the tourist development tax revenue and reviews expenditures of revenue from tourist development trust fund.

### VALUE ADJUSTMENT BOARD

Settles disputes between taxpayers and the Property Appraiser relating to denials of exemptions, classifications and market values.

### WATER RESOURCES COMMITTEE

Makes recommendations on policies, regulations and management activities to protect and enhance County water resources while considering the various impacts to these resources from accelerated runoff including flooding and surface and groundwater degradation.

## FOR MORE INFORMATION

Citizen participation is important in developing Leon County's programs/policies and in providing quality services to the community. For more detailed information or to join one of the committees, visit our website: [www.LeonCountyFL.gov/Committees](http://www.LeonCountyFL.gov/Committees) or call the Agenda Coordinator at (850) 606-5300.





# QUICK REFERENCE



Tear Here

**BOARD OF COUNTY COMMISSIONERS**  
**(850) 606-5300**  
**WWW.LEONCOUNTYFL.GOV/BCC**

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(850) 606-5361  
ProctorB@LeonCountyFL.gov

**Jimbo Jackson, District 2 Commissioner**  
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**Rick Minor, District 3 Commissioner**  
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MinorR@LeonCountyFL.gov

**Bryan Desloge, District 4 Commissioner**  
(850) 606-5364  
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**Kristin Dozier, District 5 Commissioner**  
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DozierK@LeonCountyFL.gov

**Nick Maddox, At-Large Commissioner**  
(850) 606-5367  
MaddoxN@LeonCountyFL.gov

**Mary Ann Lindley, At-Large Commissioner**  
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**COUNTY ADMINISTRATOR**  
(850) 606-5300  
www.LeonCountyFL.gov

**COUNTY ATTORNEY**  
(850) 606-2500  
www.LeonCountyFL.gov/LCAO

**ANIMAL CONTROL**  
(850) 606-5400  
www.LeonCountyFL.gov/Animal

**COMMUNITY & MEDIA RELATIONS**  
(850) 606-5300  
www.LeonCountyFL.gov/CMR

**COOPERATIVE EXTENSION SERVICE**  
(850) 606-5200  
Leon.IFAS.UFL.edu

**Agriculture**  
(850) 606-5200

**Family/Consumer Sciences**  
(850) 606-5203

**4-H**  
(850) 606-5204

**Horticulture/Forestry**  
(850) 606-5202

**DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT**  
(850) 606-1300  
www.LeonPermits.org

**Building Inspection**  
(850) 606-1300

**Inspection Hot Line (IVRS)**  
(850) 891-1800

**Code Enforcement**  
(850) 606-1300

**Concurrency Management**  
(850) 606-1300

**Environmental Permitting**  
(850) 606-1300

**EMERGENCY MANAGEMENT**  
(850) 606-3700  
www.LeonCountyFL.gov/EM

**EMERGENCY MEDICAL SERVICES**  
www.LeonCountyFL.gov/LCEMS

**Headquarters/Administration**  
(850) 606-2100

**Dispatch**  
(850) 606-5808

**FACILITIES MANAGEMENT**  
(850) 606-5000  
www.LeonCountyFL.gov/Facilities

**FLEET MANAGEMENT**  
(850) 606-2000  
www.LeonCountyFL.gov/Fleet

**HEALTH DEPARTMENT**  
(850) 606-8150  
www.LeonCountyFL.gov/LCHD

**HOUSING SERVICES**  
(850) 606-1900  
www.LeonCountyFL.gov/Housing

**HUMAN SERVICES & COMMUNITY PARTNERSHIPS**  
(850) 606-1900  
www.LeonCountyFL.gov/HSCP

**HUMAN RESOURCES**  
(850) 606-2400  
www.LeonCountyFL.gov/HR

**Job Line**  
(850) 606-2403

**LEGAL AID**  
(850) 222-3292

**LEROY COLLINS LEON COUNTY PUBLIC LIBRARY SYSTEM**  
(850) 606-2665  
www.LeonCountyFL.gov/Library

**Literacy Volunteers**  
(850) 606-2644

**MANAGEMENT INFORMATION SERVICES**  
(850) 606-5500  
www.LeonCountyFL.gov/MIS

**Geographic Information Services**  
(850) 606-5504

**MINORITY, WOMEN & SMALL BUSINESS ENTERPRISE**  
(850) 219-1060  
www.OEVforBusiness.com

**MOSQUITO CONTROL**  
(850) 606-1400  
www.LeonCountyFL.gov/Mosquito

**OFFICE OF FINANCIAL STEWARDSHIP**  
(850) 606-5100  
www.LeonCountyFL.gov/OFS

**PARKS & RECREATION**  
(850) 606-1470  
www.LeonCountyFL.gov/Parks

**PLANNING DEPARTMENT**  
(850) 891-6400  
www.talgov.com/Planning

**PROBATION**  
(850) 606-5600  
www.LeonCountyFL.gov/Probation

**PUBLIC WORKS**  
(850) 606-1500  
www.LeonCountyFL.gov/PubWorks

**OPERATIONS (24-hour response)**  
(850) 606-1400

**PURCHASING**  
(850) 606-1600  
www.LeonCountyFL.gov/Purchasing

**SOLID WASTE MANAGEMENT**  
(850) 606-1800  
www.LeonCountyFL.gov/SolidWaste

**Hazardous Waste**  
(850) 606-1803

**Recycling Information**  
(850) 606-1802

**Rural Waste Collection Center**  
(850) 606-1800

**Transfer Station**  
(850) 606-1840

**SUPERVISED PRETRIAL RELEASE**  
(850) 606-5700  
www.LeonCountyFL.gov/Probation

**SUSTAINABILITY**  
(850) 606-5000  
www.GrowingGreen.org

**TALLAHASSEE-LEON COUNTY OFFICE OF ECONOMIC VITALITY**  
(850) 219-1060  
www.OEVforBusiness.com

**TOURISM DEVELOPMENT**  
(850) 606-2300  
www.VisitTallahassee.com

**VETERAN SERVICES**  
(850) 606-1940  
www.LeonCountyFL.gov/Vets

**VOLUNTEER SERVICES**  
(850) 606-1970  
www.VolunteerLEON.org

## CONSTITUTIONAL OFFICES

**CLERK OF COURTS**  
(850) 606-4000  
www.Clerk.Leon.FL.us

**SUPERVISOR OF ELECTIONS**  
(850) 606-8683  
www.LeonVotes.org

**PROPERTY APPRAISER**  
(850) 606-6200  
www.LeonPA.org

**TAX COLLECTOR**  
(850) 606-4700  
www.LeonTaxCollector.net

**SHERIFF**  
(850) 606-3300  
www.LeonCountySO.com

## OTHER COUNTY/STATE AGENCIES

**PUBLIC DEFENDER**  
(850) 606-1000  
www.LeonCountyFL.gov/PD

**STATE ATTORNEY, 2ND JUDICIAL CIRCUIT**  
(850) 606-6000  
www.SAO2FL.org

**CIRCUIT COURT 2ND JUDICIAL**  
(850) 606-4401  
www.LeonCountyFL.gov/2ndCircuit



# QUICK REFERENCE

## PARKS

### Anita L. Davis Preserve at Lake Henrietta Park

3305 Springhill Rd.; Walking Trail (Paved, 1.2 Miles Long)

### Apalachee Regional Park

7550 Apalachee Pkwy.; 4 Multipurpose fields (lighted), Soccer, Football, Restrooms/Concession Building, nationally recognized cross country running facility, radio controlled air field

### Brent Dr. Park

812 Brent Dr.; Basketball Court, Hopscotch, Four-Square, Benches

### Canopy Oaks Community Park

3250 Point View Dr.; 2 Little League Fields (lighted), 2 Tennis Courts (lighted), Multipurpose Field (lighted), Concession/Restroom

### Daniel B. Chaires Community Park

4768 Chaires Cross Rd.; 4 Tennis Courts (lighted), 2 Basketball Courts, Restrooms/Concession Building, 2 Little League Baseball Fields (lighted), 1 T-Ball Field (not lighted), Playground

### Fort Braden Community Park

15100 Blountstown Hwy.; 2 Little League Baseball Fields (lighted), Multipurpose Field (lighted), Playground, Restrooms/Concession Building

### Fred George Greenway and Park

3043 Capital Circle NW.; Museum and Education Center, Regulation size Baseball Field (lighted), Multipurpose Field (lighted), Trails, Picnic Pavilions, Playground

### Gil Waters Preserve at Lake Munson

5800 Crawfordville Hwy.; Picnic Shelters, Grills Restrooms, Nature Trails, Boat Landing, Observation Platform

### J. Lee Vause Park

6024 Old Bainbridge Rd.; 6 Picnic Pavilions (available for rental), 26 Acres Open, Wooded Spaces, 1 Mile of Hard Surface Paths for Bikes and Pedestrians, Restrooms, Playground, Volleyball Net

### J. Lewis Hall Sr., Woodville Park and Recreation Complex

1492 J Lewis Hall Sr. Ln.; 4 Little League Baseball Fields (lighted), Junior League Field

(lighted), Softball Field (lighted), 2 Basketball Courts (lighted), Multipurpose Field (lighted), Youth & Tot Playground, Restrooms/Concession Building

### J.R. Alford Greenway

2500 Pedrick Rd.; Over 800 Acres of Trails and Open Space for Hikers, Mountain Bicyclists, Equestrians (Horse Trailer Parking)

### Jackson View Park

2585 Clara Kee Blvd.; Walking Trails, Picnic Area, Open Space, Observation Deck, Playground

### Kate Ireland Park

12271 Iamonia Landing Rd.; Picnic Shelter, Playground, Nature Trails, Restrooms

### Martha Wellman Park

5317 W. Tennessee St.; Walking Trail - Paved (8/10 Mile Long)

### Miccosukee Canopy Rd. Greenway

5600 Miccosukee Rd.; 14 Miles of Trails and 500 Acres of Open Space for Hikers, Mountain Bicyclists, Equestrians, Picnic Tables and Benches, Restrooms, Water Fountains

### Miccosukee Community Park

15011 Cromartie Rd.; Youth Playground, 2 Basketball Courts (lighted), 2 Picnic Shelters, 1 Little League Baseball Field (lighted), 1 Little League Softball Field (lighted), 1 T-Ball Field (not lighted), Concession/Restroom

### Northeast Park

9607 Proctor Rd.; Walking and Biking Trail (2 Miles Long)

### Okeehoopkee Prairie Park

1294 Fuller Rd.; Walking Trail, Picnic Shelter

### Orchard Pond Trail

5861 Orchard Pond Rd.; Walking Trail (Clay, 3.2 Miles Long)

### Pedrick Pond

5701 Mahan Dr.; Walking Trail - Crushed Shell (7/10 Mile Long)

### Robinson Rd. Park

1819 Robinson Rd.; 2 Picnic Tables, Open Green Space

### St. Marks Headwaters Greenway

640 Baum Rd.; 3 Picnic Shelters, Informational Kiosk, Bicycle Rack, Horse Trailer and Passenger Vehicle Parking, 3 Miles of Natural Surface Multi-use Trails, Open Space for Hikers, Mountain Bicyclists, and Equestrians

### Stoneler Rd. Park

5225 Stoneler Rd.; Little League Field (lighted), Picnic Shelter, Playground, Concession/Restroom

### Tower Rd. Park

5971 Tower Rd.; Multipurpose Field (lighted), Playground, Picnic Shelter, Concession/Restroom

## LIBRARIES

### LeRoy Collins Leon County Main Library

200 West Park Ave.  
(850) 606-2665

### Dr. B. L. Perry, Jr. Branch Library

2817 South Adams St.  
(850) 606-2950

### Eastside Branch Library

1583 Pedrick Rd.  
(850) 606-2750

### Jane G. Sauls Fort Braden Branch Library

16327 Blountstown Hwy.  
(850) 606-2900

### Lake Jackson Branch Library

Lake Jackson Town Center  
3840-300 North Monroe St.  
(850) 606-2850

### Northeast Branch Library

5513 Thomasville Rd.  
(850) 606-2800

### Woodville Branch Library

8000 Old Woodville Rd.  
(850) 606-2925

## BOAT LANDINGS

### Ben Stoutamire Landing

2552 Ben Stoutamire Rd.

### Blount Landing

24371 Lanier St.

### Bull Headley Landing

10156 Bull Headley Rd.

### Cedar Hill Landing

467 Cedar Hill Landing Rd.

### Coe Landing

1208 Coe Landing Rd.

### Crowder Landing

1053 Crowder Rd.

### Cypress Landing

16900 Ro Co Co Rd.

### Elk Horn Landing

3997 Elkhorn Rd.

### Faulk Dr. Landing

1895 Faulk Dr.

### Fuller Road Landing

1294 Fuller Rd.

### Gardner Landing

1022 Gardner Rd.

### Gil Waters Preserve Landing

5800 Crawfordville Hwy.

### Hall Landing

2997 Luther Hall Rd.

### Jackson View Landing

4967 N. Monroe St.

### Kate Ireland Landing

(a.k.a. Van Brunt Landing)  
12271 Iamonia Landing Rd.

### Lake Munson Landing

1025 Munson Landing Rd.

### Meginnis Arm Landing

3017 Meginnis Arm Rd.

### Miller Landing

2900 Miller Landing Rd.

### Reeves Landing

16254 Reeves Landing Rd.

### Rhoden Cove Landing

801 Rhoden Cove Rd.

### Sunset Landing

4800 Jackson Cove Rd.

### Tower Road Landing

6991 Tower Rd.

### Vause Landing

14876 Jack Vause Landing Rd.

### Wainwright Landing

4135 Wainwright Rd.

### Williams Landing

951 Williams Landing Rd.

## CAMPGROUNDS

Phone Numbers for Camping Information:  
(850) 350-9560

### Coe Landing Campground

1208 Coe Landing Rd.  
20 RV or Tent Sites with 30 Amp Hookups, Wifi, Showers, Dump Station

### Luther Hall Landing Campground

2997 Luther Hall Rd.  
10 Tent Camping Sites, Showers

### Williams Landing Campground

951 Williams Landing Rd.  
10 Tent or RV mixed use sites, Showers  
Reservations can be made at:  
[www.LeonCountyFL.gov/Reservations](http://www.LeonCountyFL.gov/Reservations)

## COMMUNITY CENTERS

General Information  
(850) 606-1470

### Dorothy Cooper Spence Community Center

4768 Chaires Cross Rd.

### Bradfordville Community Center

6808 Beech Ridge Trl.

### Fort Braden Community Center

16387 Blountstown Hwy.

### Lake Jackson Community Center

3840 N. Monroe St, Suite 301

### Miccosukee Community Center

13887 Moccasin Gap Rd.

### Woodville Community Center

8000 Old Woodville Rd.

## COMMUNITY RESOURCES

### Cooperative Extension

615 Paul Russell Rd.  
(850) 606-5200

### Development Support & Environmental Management

435 N. Macomb St., Renaissance Center, 2nd Floor  
(850) 606-1300

### Solid Waste Management Facility

7550 Apalachee Pkwy.  
(850) 606-1800

### Visitor Center

106 East Jefferson St.  
(850) 606-2300

### Volunteer Services

918 Railroad Ave.  
(850) 606-1970





# EMPLOYING TEAM APPROACH



Spring Home Expo



9/11 Day of Remembrance and Service

## EMPLOYING TEAM APPROACH

### *A Core Practice of Leon County Government*

Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.



Operation Thank You



Springtime Tallahassee Parade



Sustainable Community Summit



Tourism Toy Drive



Leon Works Expo





# BOARD OF COUNTY COMMISSIONERS



*Jimbo Jackson, Chairman | District 2 | Summit on Children*



*Bill Proctor | District 1 | Anita L. Davis Preserve at Lake Henrietta Park Dedication*



*Mary Ann Lindley | At-Large | Leon Works Expo*



*Rick Minor | District 3 | Citizen Engagement Series*



*Nick Maddox | At-Large | The Longest Table*



*Bryan Desloge, Vice Chairman | District 4 | Operation Thank You*



*Kristin Dozier | District 5 | Habitat for Humanity Home Dedication Ceremony*



## 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.





## 2019 Leon County Annual Report

Designed, developed and produced by Leon County Community and Media Relations

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This publication can be viewed online, in PDF or HTML format, at the Leon County website, [www.LeonCountyFL.gov/AnnualReport](http://www.LeonCountyFL.gov/AnnualReport)