



BOARD OF COUNTY COMMISSIONERS RETREAT



MONDAY, JANUARY 24, 2022

9 a.m. - 3 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

North Florida Fairgrounds

LEON COUNTY, FLORIDA

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

FY 2021/22 Board of County Commissioners Strategic Planning Retreat

Monday, January 24, 2022, North Florida Fairgrounds

9:00 a.m. – 3:00 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

The media and the public can access the meeting in real time on Comcast channel 16, the Leon County Florida channel on Roku, the County's [Facebook](#) page, [YouTube](#) channel, [Twitter](#) and County [web site](#).

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1. Welcome

Chairman's Welcome

Chairman Bill Proctor welcomes the Board to the FY 2021-2022 Annual Board Retreat.

Purpose

The Retreat provides the Board with an annual opportunity to assess our progress and identify new opportunities in our continuous efforts to make Leon County a special place to live, work and play. This year's Retreat will specifically serve to both close out the current FY 2017 – FY 2021 Strategic Plan and establish the baseline for the FY 2022 – FY 2026 Strategic Plan.

Ground Rules for the Retreat

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

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

Opening Remarks from Commissioners

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

2. Retreat Overview

Statement of Issue:

This section provides an overview of the FY 2020-2021 Strategic Planning Retreat.

Staff Recommendation:

No Board action required.

Background:

In 2021, Leon County continued to make great progress and serve our citizens amidst seemingly endless challenges created by the global COVID-19 pandemic, a human tragedy of historic proportions. While delta variant cases surged, we led efforts to vaccinate and protect our most vulnerable and hardest-to-reach communities. While nationwide evictions and business closures soared, we provided tens of millions in direct assistance to households, businesses, and nonprofit partners. When well-paying jobs were needed most, we recruited Amazon to create the largest private sector job opportunity in our history. We answered these challenges head on all while producing results and delivering on our ambitious vision and bold goals for the organization and the community.

While Leon County has responded with organizational agility and innovation, the unprecedented economic impacts and the global recession unsurprisingly made it impossible to achieve some of the goals and initiatives we set for ourselves five (5) years ago as part of the FY 2017 – FY 2021 Strategic Plan. The necessary “Stay at Home” orders as well as limitations on travel and public gatherings significantly impacted the tourism economy and local unemployment rates. Likewise, while the County found innovative ways to connect with citizens remotely, the pandemic led to the cancellation of large events, concerts, and programs that directly support several of our initiatives. However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County’s strategic priorities. As a result, the County achieved the vast majority the goals we set out to accomplish and still made significant progress on the goals we did not reach.

Building on these successes in 2021 and the work of the last five (5) years, the primary goal of the Retreat will be to establish the foundation for the County’s next five-year Strategic Plan. The strategic planning process is critical in assessing our environment, evaluating our long-term progress, and engaging residents in shaping the future of Leon County. In turn, the final adopted plan will help to optimize our resource, measure and deliver results to the community, and communicate to staff at all levels how they fit into the mission of the organization.

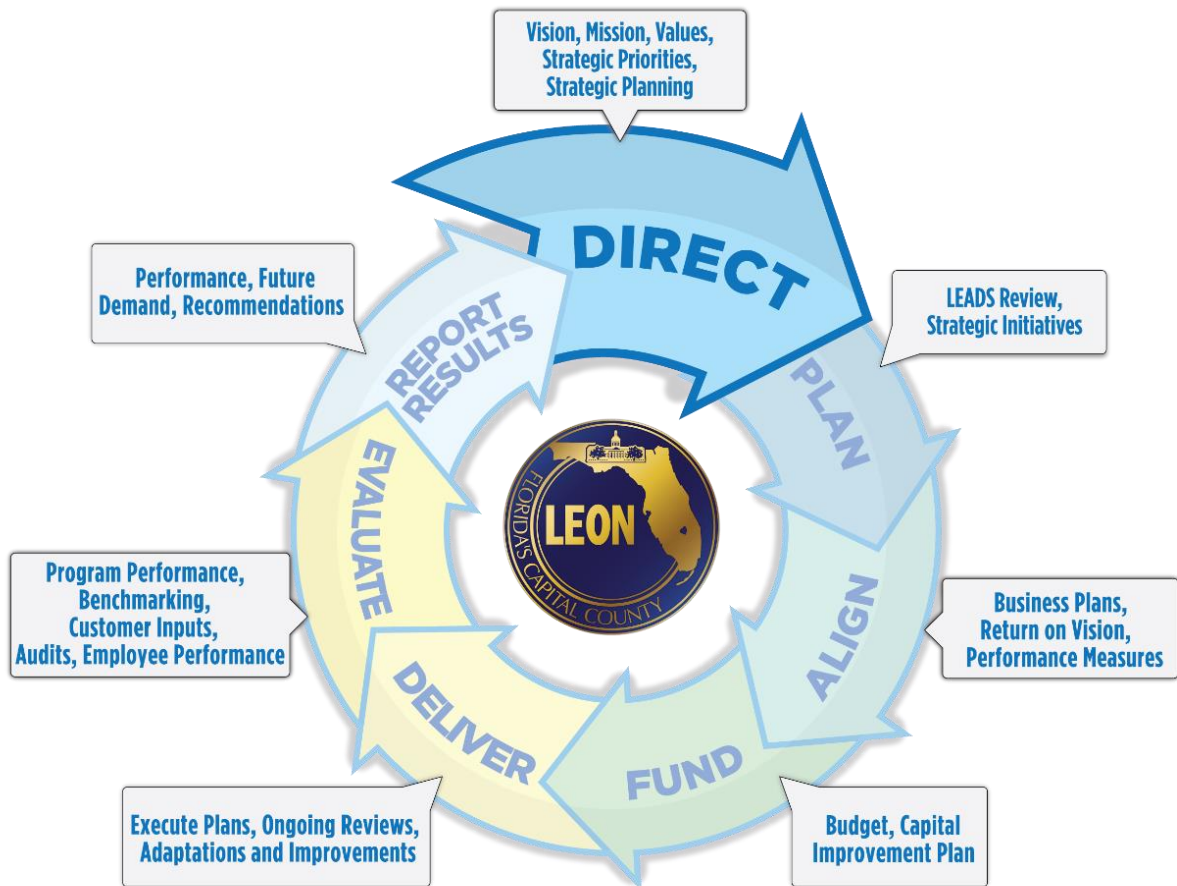
Our Value Proposition

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.

Section 2: Retreat Overview

The following graphic illustrates the complete cycle of how Leon County aligns our strategic processes and optimizes resources throughout the organization to address our community's most pressing issues and achieve the County's top priorities. As we continue to build upon the hard work that established the FY 2017-2021 Strategic Plan, we are again in the "Direct" phase of the cycle which begins with the Board Retreat.



For many years the Board has conducted an annual retreat, facilitated by the County Administrator, for the purpose of establishing the County's priorities for the year. Annual retreats have served as a tool to develop specific Board priorities that have driven staff and organizational resources. 2011 marked the adoption of a new strategic planning process focused on developing a shared vision of the future. The planning process led to the implementation and execution of the FY 2012 – FY 2016 Strategic Plan, which established an important foundation for the current FY 2017 – FY 2021 Strategic Plan.

The FY 2016-2017 Board Retreat was a "Renewal Year" meaning that it served to both close out the FY 2012 - FY 2016 Strategic Plan and established the baseline for the current FY 2017 – FY 2021 Strategic Plan. During the Retreat, the Board received a final summary of the last five-year plan, reviewed an environmental scan of the County as well as the results of a citizen survey, and conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis in preparation for developing a plan for the next five (5) years. As part of the planning process, the Board reestablished the Vision Statement and

Section 2: Retreat Overview

Strategic Priorities in addition to establishing new Strategic Initiatives. Staff also proposed adopting an organizational Mission Statement, a “Bold Goal” for each priority area, as well as a series of five-year “Targets.” The County’s five-year targets keep the organization focused on tangible results, and the Bold Goals ensure staff stretches to expand possibilities and exceed expectations.

The FY 2017-2018 Board Retreat theme was “Building Resilience to Serve and Strengthen Our Community” and focused on disaster and community resilience. Leslie Chapman-Henderson, Executive Director of the Federal Alliance for Safe Homes (FLASH), presented international and national trends in resilience, specifically related to FLASH’s #HurricaneStrong campaign as well as Florida building codes and other resilience efforts. At the conclusion of the Retreat, the Board adopted 14 new or amended Strategic Initiatives.

The FY 2018-2019 Retreat focused on the status and outlook of the County’s “social infrastructure” – the places, events, and resources that strengthen communities by fostering social interactions and building relationships. The County Administrator provided an update on the status and outlook of Leon County’s extensive efforts to build social infrastructure in the community. Following the presentation, the Board was joined by Dr. Eric Klinenberg, a Professor of Sociology at New York University, Director of the Institute for Public Knowledge. Dr. Klinenberg provided a presentation on social infrastructure, which is the focus of his new book *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*. Finally, the Board concluded the Retreat by adopting or amending 17 Strategic Initiatives.

The FY 2019-2020 Retreat included a discussion on re-envisioning the possibilities of the Leon County Public Library System. The structure of the Retreat mirrored the Aspen Institute’s recommended three-step process for realigning libraries’ programs, services, staff, and physical spaces with the community’s greatest needs and goals. During the final segment of the Retreat, the Board was provided with an update on Leon County’s progress towards the FY 2017 – FY 2021 bold goals and targets and adopted a total of 13 new or amended initiatives.

As approved by the Board, the FY 2020-2021 Retreat was abbreviated to in order to comply with the Centers for Disease Control and Prevention (CDC) guidelines recommending that indoor gatherings be limited in duration and attendance. Following brief introductory remarks, the Board received an impact report on the Leon CARES program. The remainder of the Retreat agenda was dedicated to performing the necessary annual update to the County’s Strategic Plan which included adopting 16 new or amended initiatives.

Analysis

As illustrated in the County's five-year planning cycle (Table #1), FY 2021-2022 is a "renewal" year and serves to both close out the current five-year plan and adopt the new FY 2022 – FY 2026 Strategic Plan. During the first segment of the Retreat, the Board will be presented with a detailed impact and progress report summarizing the current Strategic Plan's implementation and impacts.

Table #1: Five-Year Planning Cycle for the FY 2022-2026 Strategic Plan:

Plan Year	Action	Board Retreat	Plan Adoption by the Board
n/a	Renewal Year	January 2022	Adoption anticipated in February 2022
1	Update Year	January 2023	Revised in February 2023
2	Update Year	January 2024	Revised in February 2024
3	Update Year	January 2025	Revised in February 2025
4	Update Year	January 2026	Revised in February 2026
5	Renewal Year	January 2027	Adoption anticipated in February 2027

During the second portion of the Retreat, the Board will focus on the development of a Strategic Plan for the next five (5) years in Leon County. The Board will be presented with the results of a community survey, environmental scan, and SWOT analysis which are intended to assist the Board in completing the following tasks:

- Re-examining the Board's vision for Leon County's future;
- Updating and establishing the Strategic Priorities for FY 2022 – FY 2026;
- Reaffirming or amending the County's organizational mission to drive and support the Board's Strategic Priorities;
- Adopting new five-year Targets & Bold Goals; and
- Adopting an initial set of Strategic Initiatives for the new five-year plan.

Completing these tasks will help to form Leon County's new FY 2022 – FY 2026 Strategic Plan, but more importantly it will ensure that Commissioners have continued consensus and that staff has clear direction as to the Board's vision, priorities, and strategic initiatives for the next five (5) years.

3. Final Summary of the FY 2017 – FY 2021 Strategic Plan

Statement of Issue:

This section provides a final summary of the FY 2017 – FY 2021 Leon County Strategic Plan. Specifically, the section provides a progress report on the 20 Targets & Bold Goals and 104 Strategic Initiatives that comprise the County’s current five-year Strategic Plan.

Staff Recommendation:

No Board action necessary.

Background:

The December 12, 2016 Board Retreat served to both close out the FY 2012 – FY 2016 Strategic Plan and to engage in the comprehensive plan year evaluation and development of the next five-year planning cycle. During the Retreat, the Board reestablished the Vision Statement and Strategic Priorities, adopted an organizational Mission Statement, and established new Strategic Initiatives. The current FY 2017 – FY 2021 Strategic Plan was enhanced by the incorporation of specific five-year Targets and Bold Goals adopted for each priority area. The Board formally adopted the FY 2017 – FY 2021 Strategic Plan on January 24, 2017.

Analysis:

The following analysis is a final status report on the County’s current Strategic Initiatives, Targets, and Bold Goals. As noted throughout this section, the progress on several of these items has been impacted by the global COVID-19 pandemic, a human tragedy of historic proportions. While Leon County has responded with organizational agility and innovation, the unprecedented economic impacts and global recession unsurprisingly made it impossible to achieve some of our goals in the priority area of the economy. Most notably, the necessary “Stay at Home” orders as well as limitations on travel and public gatherings have significantly impacted the tourism economy and local unemployment rates. Likewise, while the County found innovative ways to connect with citizens remotely, the pandemic led to the cancellation of several large, annual events like the Leon Works Expo, Press the Chest, and the Honor Flight Reunion which directly support several of our strategic initiatives. However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County’s strategic priorities.

The following provides a final status of all the Strategic Initiatives, Targets, and Bold Goals categorized by Strategic Priority alignment (Economy, Environment, Quality of Life, or Governance). At the Retreat, staff will present a printed *Impact and Progress Report* summarizing the results of the FY 2017 – FY 2021 Strategic Plan, which will be shared with the community.

3A. Progress Toward Bold Goals and Five-Year Targets

At the 2016 Retreat, staff recommended, and the Board approved the adoption of specific Targets that Leon County expects to realize as an organization over the next five-year plan cycle. These Targets are aligned with each priority area and will communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

Additionally, the Board approved a Bold Goal, for each priority area. Bold Goals differ from Targets in that they are truly stretch goals which will be big and difficult to achieve but are worthy of staffs' best efforts because they are big and difficult to achieve. The adoption of bold goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold Goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

The following sections summarize Leon County's progress toward the Targets and Bold Goals in each of the four (4) priority areas. Each Strategic Priority section a narrative analysis of staff's efforts. For reference, baseline data used for the development of each of the Targets and Bold goals is also included as Attachment #1.

ECONOMY – Analysis of Bold Goal and Targets

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

90% Goal Attained - \$4.5 Billion

Prior to the COVID-19 pandemic, which significantly impacted both the local and statewide tourism economy, Leon County was on track to achieve this goal. Leon County contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. In FY 2017, FY 2018, FY 2019, and FY 2020 the research firm estimated the total economic impact of tourism in Leon County at \$895.8 million, \$920 million, \$1.04 billion, and \$766 million respectively. For FY 2021, the annual economic impact is over \$879 million, which brings the total tourism economy over the last five years to \$4.5 billion, 90% of the County's five-year Bold Goal.

The tourism economy during the first half of FY 2021 was down approximately 19% compared to FY 2020, which also experienced significant declines due to the COVID-19 pandemic. However, the second half of FY 2021 saw a 68% increase in the tourism economy from the previous year. Industry experts anticipate that the omicron variant may slow the recovery of the tourism economy. However, the travel and tourism industry in Florida has been extremely resilient to changing market conditions, including in Leon County. Additionally, to help restore visitation levels and support businesses in the destination, the Board approved the use of \$750,000 of American Recovery Plan Act (ARPA) revenue replacement funding to support the Division of Tourism's Marketing/Advertising budget.

ARPA funds have allowed the Division of Tourism to aggressively target drive-market travelers by showcasing Tallahassee-Leon County as a naturally scenic mid-sized community in Florida that is not saturated with large crowds and has an abundance of parks, greenways, inspirational art, safe events, outdoor dining options, a favorable business climate and outdoor recreation including more than 700 miles of trails for biking, hiking, paddling, and equestrian activities. To reach the targeted audience, the

Section 3: Final Summary of the FY 2017 – FY 2021 Strategic Plan

Division of Tourism has heavily utilized media/advertising, sports bids and events, concerts, creative asset development, and media to convey the undeniable beauty of the area and the unexpected nature of our community is better than ever.

Targets:

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

110% Target Attained - 88 championships

In FY 2017, 16 championship sporting events were held in Leon County followed by another 17 championships in FY 2018. During this time, Leon County was also selected to host several NCAA championship events at the Apalachee Regional Park (ARP) over five (5) years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross Country National Championship. The 2021 National Championship was the first time in the race's 78-year history that it was held in Florida. In FY 2019, an additional 22 events were held in Leon County including the prestigious Florida High School Athletics Association (FHSAA) State Cross Country Championship, which Leon County was awarded to host the event until 2024. In FY 2020, the County hosted 13 events including the FHSAA Football Championship (1A, 2A, and 3A) and the National Junior College Athletic Association's Cross-Country Region 8 Championship. In FY 2021, the County hosted 20 championship sporting events bringing the total to 88 championships, 110% of the County's five-year Target. These events include the FHSAA State Cross Country Championships, 1A – 8A FHSAA State Football Championships, Amateur Athletic Union (AAU) Cross Country National Championships AAU Track and Field Regional Championships, and the American Junior Golf Association All-Star Championships.

It should be noted that an additional nine (9) championship sporting events scheduled to occur in FY 2020 and FY 2021 were cancelled due to the COVID-19 pandemic. These events include the following:

- Florida Conference Regional Sectionals – Ultimate Frisbee – April 11, 2020
- NCAA Women's Basketball First and Second Round – April 13, 2020
- US National Pump Track Regional Qualifier – June 6, 2020
- AAU National Track & Field National Qualifier – June 25, 2020
- NCAA South Regionals – Cross Country– November 13, 2020
- YBOA Women's Basketball National Championships June 6 -12 2021
- YBOA Super Regionals April 26 -28, 2021
- Babe Ruth Regional Baseball Championships July 1 – 6, 2021
- NJCAA Region 8 Cross Country Championship – October 29, 2021

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, including 400 High-Wage Jobs in High Tech Clusters

82% Target Attained - 412 entrepreneurial ventures

43% Target Attained – 4,680 new jobs

106% Target Attained - 422 high-wage jobs in high tech clusters

Due to the COVID-19 pandemic, Leon County experienced unemployment rates as high as 8.5%, which significantly impacted the County's ability to meet the target for co-creating 11,000 new jobs. In FY 2017, at the start of the current five-year Strategic Plan, almost 147,000 jobs were located in Leon County. By the end of FY 2019, the number of jobs grew to almost 154,000. Following the pandemic in FY 2020, the local job market shrunk to approximately 144,500, a net loss of 2,439 jobs since FY 2017.

Section 3: Final Summary of the FY 2017 – FY 2021 Strategic Plan

However, preliminary estimates by the Department of Economic Opportunity (DEO) show a gain of 7,119 jobs in FY 2021, for a five-year cumulative gain 4,680 jobs.

An entrepreneurial venture is a new business formation that is in the early stages of getting capitalized and then developing, organizing and managing a business toward initial profitability. New entrepreneurial ventures are reported to OEV by partner organizations such as Domi Station, Innovation Park, and the Jim Moran College of Entrepreneurship. Through these partnerships, 412 entrepreneurial ventures have started in Leon County over the last five years.

The reported high-wage jobs in high tech clusters are the result of businesses participating in the Qualified Target Industry (QTI) program as well as other local initiatives. Since FY 2017, 123 high-wage, high-tech jobs have been created through the QTI program, which was sunsetted by the Florida Legislature in June 2020. Danfoss was a past participant of QTI creating 120 jobs for their 2017 research and development expansion which aligns with the applied science and manufacturing target industries. OEV also worked to with Millennium Integrated Electronics on site location needs which resulted in the creation of three (3) high-wage tech jobs, which aligns with the IT target industry. Additionally, on December 23, 2020, it was announced that Danfoss is expanding its production facility which will create 239 new manufacturing and research jobs over the next 10 years. The IA Board voted to provide \$1.4 million for the Targeted Business Program (TBP) to support the company's expansion. Finally, in 2021, Amazon announced that its new fulfillment center in Tallahassee would create more than 1,000 new jobs, of which 60 will fall into the category of high-wage, high-tech jobs.

The total job growth reported in Leon County since FY 2017 is a preliminary estimate based upon the Local Area Unemployment Statistics (LAUS) published by DEO. All preliminary estimates are subject to revision the following month and at the end of the year by DEO, and annual revisions can go back several years due to methodological or geographic changes.

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

107% Target Attained - 5,354 Students & Citizens

Since the start of FY 2017, 5,354 students and citizens have been connected to skilled job opportunities, 107% of the County's five-year Target. This progress was achieved through initiatives such as the EMS Student Internship Program as well as the Leon Works Expo and Junior Apprenticeship Program. Also in support of this Target, the County expanded the Leon Works Expo as a regional event.

Despite cancellation of Leon Works programs in 2020 due to the pandemic, the County was able to meet this target by hosting a virtual Leon Works Fall Preview in September 2021, which was attended by 2,676 middle and high school students. The next Expo is scheduled for April 22, 2022 at the Civic Center.

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

58% Target Attained: 57,887 Concert Attendees

Due to the COVID-19 pandemic, several concerts were either cancelled or rescheduled in 2020 and 2021. Prior to this, the County was experiencing significant annual increases in concert attendance. During 2017 and 2018, the County hosted six (6) concerts with a total of 11,203 attendees at the Capital City Amphitheater in Cascades Park: Lisa Loeb & Joan Osborne (Word of South), Shovels & Rope (Word of South), The Avett Brothers, Florida Jazz & Blues Festival, the Tedeschi Trucks Band, and the band Train. One (1) additional concert featuring Lynyrd Skynyrd was scheduled for FY 2018 but was cancelled due to a medical emergency involving Gary Rossington, one (1) of the original members of the band.

Section 3: Final Summary of the FY 2017 – FY 2021 Strategic Plan

In 2019, Leon County hosted nine (9) concerts with a total attendance of 17,014, a 220% increase from the previous years. One (1) additional concert, the Florida Jazz and Blues Festival, was cancelled by the organizers. The other concerts included the 2019 Word of South Festival featuring artist Shakey Graves and the sold-out concert of JJ Grey and Mofro. The remaining seven (7) concerts were part of the Free and Family Oriented Sundown Concert Series in partnership with the Tallahassee Downtown Improvement Authority (DIA).

In 2020, the County hosted four (4) concerts with a total of 10,544 attendees. The concerts in FY 2020 included Third Eye Blind, Boyz II Men, Dennis DeYoung, and Countdown Downtown! New Year's Eve at Cascades Park featuring Tallahassee Nights Live and Fried Turkeys. Due to the COVID-19 pandemic, a concert featuring the Newsboys UNITED and the DIA's Sundown Summer Concert Series was cancelled. Four (4) additional concerts were also rescheduled.

During 2021, the County hosted nine concerts with a total of 19,126 attendees, which brings the current total to 57,887 attendees, 58% of the County's five-year Target. The concerts held this year featured the following artists:

- JJ Greg & Mofro (2,189 attendees)
- Boz Scaggs (1,450 attendees)
- Tallahassee Symphony Orchestra Featuring the Music of Star Wars (2,102 attendees)
- Countdown Downtown! New Year's Eve at Cascades Park (6016 attendees)
- DIA Sundown Summer Concert Series
 - Revival with Special Guest Rachel Hillman (2,025 attendees)
 - J.B. Zydeco Zoon (1,879 attendees)
 - Lil Grizzly Boogie Band (426 attendees)
 - Jazz Night (1,389 attendees)
 - "Rock & Roll President" Film Screen with a performance by Bill Wharton, The Sauce Boss (1,650 attendees)

ENVIRONMENT – Analysis of Bold Goal and Targets

Bold Goal: Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone **122% Goal Attained - 610 Septic Tanks Complete or In Progress**

Since FY 2019, a total of 252 septic tanks were eliminated through the completion of the Woodside Heights, Belair and Annawood Septic to Sewer Projects. Also, as part of the launch of the Advanced Septic System Pilot Program, 37 septic tanks have been upgraded so far. An additional 321 septic tank upgrades and eliminations are planned or in progress, for a total of 610 which is 122% of the five-year Bold Goal.

To help achieve this goal, Leon County has aggressively pursued state grant funds in addition to leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension. These funds will help eliminate approximately 520 septic tanks in the Woodside Heights, Northeast Lake Munson, and Belair/Annawood neighborhoods:

- 181 septic tanks have been eliminated as part of the Woodside Heights Septic to Sewer Project
- 71 septic tanks have been eliminated through construction of the Annawood and Belair Phase I projects.
- 268 septic tanks will be eliminated through the Northeast Lake Munson and Belair Phase II projects which are currently in design and permitting.

In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement an Advanced Septic System Pilot Program for the Wilkinson Woods Subdivision and the Wakulla Springs Basin Management Action Plan Priority Focus Area which will assist homeowners that are replacing failing or repairing septic tanks with passive technology higher performing nitrate-reducing systems. This program will remove or replace an additional 90 septic tanks, of which 37 have been completed through 2021.

Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville Project is funded through sales tax and an FDEP grant. The completion of the construction portion of the Woodville project will eliminate an additional estimated 1,000 septic tanks, however, this is projected to occur outside of the current five-year strategic plan time horizon.

Targets:

Plant 15,000 Trees Including 1,000 in Canopy Roads

109% Target Attained - 16,126 Trees with 1,226 in Canopy Roads

Since FY 2017, Leon County has planted 16,126 trees, of which 1,226 were planted along canopy roads. This total is 109% of the five-year target. The County was able to exceed the goal through the success of programs like Adopt-A-Tree, annual Arbor Day plantings, and the Parks & Recreation Memorial Tree Program. Additional tree plantings during this time were part of planned construction projects, park improvements, as well as a 30-acre reforestation project at the J.R. Alford Greenway and plantings at the Apalachee Regional Park. To support the planting of over 1,000 trees in the canopy roads, the Board also allocated \$75,000 as part of the FY 2018 to implement an active tree planting program.

***Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design
100% Target Attained - Building Sustainability Policy Adopted December 2021***

To achieve this target, County staff worked to research and develop policies and procedures that ensure sustainable design is utilized in 100% of new construction, renovation, and repair. For instance, staff integrated sustainable design standards into the Facilities Design Guidelines which are used for new construction and large-scale renovations. For small renovations such as painting and carpet installation, material standards have been implemented, and internal design staff have received new training in sustainable design standards. Additionally, on December 14, 2021, the Board adopted a Building Sustainability Policy for the construction and renovation of Leon County-owned and operated buildings. The Policy supports and contributes to sustainability, codifies current County practices, and establishes green, energy efficient, sustainable, resilient, and healthy building standards and expectations for renovation and new construction projects in County owned and operated buildings.

75% Community Recycling Rate

84% Target Attained - 63% Recycling Rate in 2020

Annual county recycling rates for the previous year are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. For example, Leon County will receive recycling rates for 2021 during the summer of 2022. Recycling rates for past years are provided as follows.

For 2016, Leon County had a recycling rate of 55%, making it one (1) of only 20 counties in the state to achieve a rate of 50% or higher. In 2017, the County achieved a recycling rate of 66%, the ninth highest rate in the state. This increase was due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt. In 2018, the County achieved a recycling rate of 62%. Despite the slight decrease in the recycling rate from 2017, Leon County had the third highest traditional recycling rate in the state and the 10th highest overall recycling rate. In 2019, Leon County's recycling rate was 57%, a 5% decrease from the previous year. This rate decrease was due to a notable decrease in construction and demolition material recycling, specifically a decrease in one (1) local contractor's recycled asphalt material, which had a 4% impact on the County's rate.

In 2020, Leon County achieved a community recycling rate of 63%, the 8th highest rate in the state. This is no small accomplishment given that many counties with higher recycling rates incinerate their waste and thus receive additional waste-to-energy recycling credits. Currently, only five counties in Florida have recycling rates above 70% and most have waste-to-energy facilities. These counties receive a significant portion of their recycling credits from this alternative landfill diversion operation. For example, in 2020, Pinellas County had a traditional recycling rate of 51% (compared to Leon County's 60%), and yet achieved an 78% overall recycling rate when waste-to-energy credits were included. Leon County does not have a waste-to-energy facility yet has consistently achieved high recycling rates in the state in recent years.

While Leon County was unable to reach this Target in five years, efforts to increase community recycling by as much as possible will go on. For example, at the November 2020 meeting, staff presented the findings of Single-stream Recycling Study which concluded that negotiating a new agreement with Marpan was the most financially advantageous and best value option among all of the potential alternatives reviewed. As a result, the Board authorized the County Administrator to renegotiate the contract with Marpan. Other strategies being explored were outlined in the Annual Sustainability Program Status Report presented to the Board at the December 2021 meeting. These initiatives include diverting landfill waste through increased community composting, engaging the business community in

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waste reduction efforts, and expanding community education to include a Master Recyclers Training, Single Use Plastics Campaign, and single-stream recycling audits.

Construct 30 Miles of Sidewalks, Greenways and Trails

105% Target Attained - 31.6 Miles

In FY 2017, Leon County constructed 8.73 miles of sidewalks, greenways, and trails followed by an additional 9.7 miles in FY 2018, 1.86 miles during FY 2019, and 2.34 miles in FY 2020. Finally, in FY 2021, the County constructed 1.88 miles of sidewalks along Gearhart Road, Timberland Road, and in Apalachee Regional Park, in addition to the sidewalks constructed as part of newly constructed subdivisions. An additional 1.47 miles of trails were constructed at Coal Chute Pond, Apalachee Regional Park, Copperfield Circle, and as part of the Magnolia Drive Trail project. This brings the final total to 31.6 miles of sidewalks (14.3 mi), greenways (6.5 mi), and trails (10.8 mi), 105% of the County's five-year Target.

QUALITY OF LIFE – Analysis of Bold Goal and Targets

Bold Goal: Secure More Than \$100 Million in Veteran Affairs Benefits for Veterans & their Families

118% Goal Attained - \$118 Million in Veteran Affairs Benefits

The Department of Veterans Affairs (VA) for Leon County calculates and publishes the amount of Veterans Compensation & Pension and Medical Care Expenditures annually. For FY 2017, over \$38.6 million in Veteran Affairs benefits were secured for Leon County veterans and their families. This spike in funding is due in part to the opening of the Tallahassee Health Care Center, a new VA clinic opened in Leon County in October 2016. In FY 2018, \$18.2 million in Veteran Affairs benefits were secured followed by an additional \$20.2 million during both FY 2019 and FY 2020.

For FY 2021, staff estimates that approximately \$21 million in Veteran Affairs benefits were secured. This brings the current total to over **\$118 million, 118% of the County's five-year Target**. The estimate for FY 2021 is based on the projected number of Veterans Compensation & Pension and Medical Care Expenditure reported by the VA for Leon County and adjusted for the unique clients served by the County's Veterans Office.

Targets:

Construct 100 Fire Hydrants

102% Target Attained - 102 Hydrants

In FY 2017, 15 fire hydrants were constructed in the unincorporated area. To increase the number of hydrants constructed annually, during the June 2017 Budget Workshop, staff recommended and the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program. With the new program, a citizen or Homeowners Association (HOA) may make a request directly to the County for a fire hydrant. In FY 2018, 17 fire hydrants were constructed, including one (1) hydrant which was installed under the County's cost sharing program. An additional 16 hydrants were constructed in FY 2019 followed by 20 new hydrants in FY 2020.

During FY 2021, 34 new hydrants were constructed in the in the unincorporated area, which brings the total to 102 hydrants, 102% of the County's five-year Target. To meet this Target, Public Works worked working with Talquin Electric Cooperative to expedite installation of fire hydrants on the Prioritization List. Talquin agreed to use an outside contractor to perform installations, which helped expedite installations so the County could achieve this target by the end of the fiscal year.

Train 8,500 Citizens in CPR/AEDs

87% Target Attained - 7,396 Citizens Trained

While the County did not meet this Target, the progress is outstanding considering both the 2020 and 2021 Press the Chest events were cancelled due to the COVID-19 pandemic. Historically, this annual event had an average attendance of 500 people. To encourage learning CPR at home during the height of the pandemic, EMS developed a virtual training curriculum and worked with the Library to distribute American Heart Association CPR kits which include a CPR learning manikin, visual guides, and a DVD training video. The following is an overview of the trainings held over the last five (5) years.

Leon County EMS held over 40 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs. During FY 2018, EMS held an additional 38 trainings during for 1,768 citizens followed by 59 trainings for 2,111 citizens in FY 2019. Last year, the County has hosted 23 trainings for 718 citizens, and

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in FY 2021 there were 19 training events attended by 1,227 people, which brings the total to 7,396 citizens trained in CPR/AEDs, 87% of the County's five-year Target.

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

106% Target Attained - 1,063 Acres Complete or In Progress

Since 2017, 318.17 acres of park land have opened to the public. An additional 745.19 acres are currently in progress, for a total of 1,063 acres (106%) including County and Blueprint funded park projects . The new park lands include the following:

- Northeast Running Trail: The Northeast running trail was completed in January 2018, making 43 new park acres open to the public.
- St. Marks Headwaters Greenway: In late January 2018, the first phase of the St. Marks Headwaters Greenway trail was completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
- Broadmoor Pond: In June 2019, the County took ownership of Broadmoor Pond, a 27-acre passive park around a stormwater pond with a paved walking trail, informational kiosk, portable restroom, and benches.
- Orange Avenue - Meridian Street Park: In September 2019, a 5.75-acre vacant lot at the corner of Orange and Meridian was revitalized to serve as a temporary park until the construction of a StarMetro Superstop can be completed.
- Bradfordville Community Center Dog Park: In October 2019, Leon County opened the first off-leash dog park in the unincorporated area making 13.26 new park acres open to the public.
- J. Lee Vause Dog Park: In February 2020, Leon County opened a 1.5-acre dog park within the existing J. Lee Vause Park. Amenities include a drinking foundation with a dog water bowl attachment, a log tunnel, jumping hoops, and benches.
- Apalachee Regional Park: As part of the Apalachee Regional Park Master Plan, the County relocated the remote-control airfield from the lower cross country area to the adjacent parking cell. The new airfield is approximately 21 acres and was opened to the public in March 2020.
- Parwez "PA" Alam Park: In August 2021, the County dedicated Parwez "P.A." Alam Park within Okeeheepkee Prairie Preserve. The park includes a new ADA-compliant playground which is approximately .5 acres.
- Apalachee Regional Park: In September 2021, the County unveiled several improvements covering approximately 45 acres. These include a newly constructed multipurpose building with restrooms, multiuse stage, sidewalks, wildlife viewing areas, native species landscaping and a permanent finish line structure.

In addition, to the park spaces that were opened during that last five (5) years, several park projects are currently in progress including:

- Chaires Baseball Field: Construction of a full size (60/90) baseball field will span approximately 10 acres and will be completed in February 2022.
- St. Marks Headwaters Greenway: This project is current being prepared for bid following Board approval with construction scheduled to begin in FY 2022. Future phases of this project will open an additional 590 acres of the greenway to the public.
- Debbie Lightsey Nature Park: Construction of the 118-acre park began in FY 2021 and is scheduled for completion in FY 2023.

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- St. Marks Trailhead: Construction of the trailhead, which covers .97 acres, began in FY 2021 and is scheduled for completion in FY 2022.
- Skateable Art Park: A groundbreaking ceremony was held on October 26, 2021 for this .43- acre park which is scheduled for completion in the summer 2022.
- Coal Chute Pond Park: Construction of the 4.5-acre park began in FY 2021 and is scheduled for completion in early 2022.
- Pimlico Park & Man O War Park: The Killearn Acres Homeowners Association is the process of transferring ownership to the County of these two (2) neighborhood parks totaling 17.8 acres.
- Coe Landing: In 2019, the Board acquired a 3.49 acre parcel which provides access to the Lake Talquin State Forrest. Future improvements to the parcel are currently being planned.

Double the Number of Downloadable Books at the Library

164% Target Attained - 22,178 New Downloadable Books

In FY 2017, Library Services added 10,002 downloadable books to their collection. This substantial increase was the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, Audiobooks, EMagazines, and other electronic products. In FY 2018, an additional 1,769 books were added to the Library's collection followed by an additional 2,505 books in FY 2019 and another 2,205 books in FY 2020.

During FY 2021, the Library added 5,597 new downloadable books to meet the growing demand, which brings the Library's the total to 22,178 new downloadable books purchased since FY 2017, 164% of the County's five-year Target. As of the writing of this report, the net total of downloadable books currently available through Leon County Libraries is now over 39,500.

GOVERNANCE – Analysis of Bold Goal and Targets

Bold Goal: Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation **104% Goal Attained - 520 Implemented**

Since the start of FY 2017, the County has implemented 520 citizen ideas, improvements, solutions and opportunities for co-creation, 104% of the County's five-year Target. These ideas are actively solicited using both "high tech" and "high touch" methods. For example, included in this list are 112 recommendations voiced by citizens during LEADS Listening Sessions, 53 recommendations from citizens regarding the Welaunee Master Plan, and 16 recommendations from the post-hurricane Listening Sessions. Several ideas were proposed by individual citizens such as Library patrons, campground visitors, and community center users. Other improvements were submitted by community organizations or citizen committees like the Commission on the Status of Women & Girls, KCCI Community Catalysts, the Miccosukee Sense of Place Working Group, and the Blueprint Citizen Advisory Committee. A list of implemented citizen ideas, improvements, and solutions is included as Attachment #2.

Targets:

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit **100% Target Attained - 30% Reduction (3 Days Faster)**

Average permitting times are calculated and reported to the Board on an annual basis to determine the percent reduction in permit times. In FY 2017, average permit times were reduced from 11 to 10 days. In FY 2018 and 2019, permit times reduced again to an average of 9 days. The reductions were achieved through the launch of the Project Dox software for online plans review, expansion of automatic email notification services to applicants, contracting with private sector plans reviewers to expedite the permit approval process, as well as the recruitment of a new chief building official.

In both FY 2020 and 2021, the County achieved the five-year Target by maintaining an average permit time for of 8 days for single family building permits. In FY 2021, DSEM issued a total of 6,598 building permits that contained 619 new single-family homes, which is more than any previous year. Reductions in average permitting times were achieved through the flat fee modification approved by the Board in November 2019 as well as improvements to the electronic plan review software. Staff anticipates that single family building permits will remain at or close to the current level and will maintain or improve the 8-day permitting time through additional automation and software improvements.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program **100% Target Attained - 90% participation**

The My Rewards Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Participation in the program is reported annually as employees have until October 31st to complete the tasks/activities required for participation.

In FY 2017, 496 employees participated in the program. In FY 2018, 90% participation was achieved with 502 employees participating. In FY 2019, the County maintained this level of participation with, 507 employees participating. During FY 2020, 488 employees participated in the Program, which is 91% of eligible County employees. Finally, in FY 2021 the County maintained 90% participation with 441 employees participation in the program. To continue to achieve this level of participation, staff has

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adopted several new strategies including calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, providing Division Directors with a report of employees who had not yet taken advantage of the program, and attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.

Reduce By 60% the Outstanding Debt of the County

123% Target Attained - 73.7% Debt Reduction

The County's outstanding debt, including principal and interest, is calculated annually at the end of each fiscal year. Since FY 2017, the County has reduced its debt from \$48.6 million to \$13.5 million, a reduction of 73.7%. This target was achieved through the Board's annual budget process as well as taking advantage of refinancing opportunities related to interest rate market reductions. It should also be noted that the County significantly reduced the remaining debt by paying off the bonds issued to acquire the Leon County Government Office Annex Building.

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

100% Target Attained - 100% County Employees Trained

Currently, 100% of Leon County employees have been trained. Since FY 2017, Human Resources has held 107 training sessions on the topics of Customer Experience, Domestic Violence, Sexual Violence & Stalking in the Workplace, and Diversity in the Workplace. To ensure all employees received all three (3) trainings, Human Resources developed a quarterly schedule and website for County trainings and worked with department directors to schedule their employees' attendance. Human Resources will continue to provide these training to new County employees.

YEAR TO DATE AS OF JANUARY 1, 2022

GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the five-year tourism economy to \$5 billion	90% (\$4.5 Billion)*	» Attract 80 state, regional, or national championships across all sports	110% (88 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	82% (412 Entrepreneur Ventures); 43% (4,680 New Jobs); 106% (422 High-Wage Jobs)*
			» Connect 5,000 students and citizens to middle skilled job opportunities	107% (5,354 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	58% (57,887 Concert Attendees)*
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	122% 610 Septic Tanks Complete or In Progress	» Plant 15,000 trees including 1,000 in canopy roads	109% (16,126 Trees with 1,226 in Canopy Roads)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	100% (Building Sustainability Policy Adopted December 2021)
			» 75% community recycling rate	84% (63% Recycling Rate in 2020)
			» Construct 30 miles of sidewalks, greenways and trails	105% (31.6 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	118% (\$118 Million)	» Double the number of downloadable books at the library	164% (22,178 New Books)
			» Construct 100 fire hydrants	102% (102 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	87% (7,396 Citizens)*
			» Open 1,000 new acres of park land to the public	106% (1,063 new acres opened or in progress)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	104% (520 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	100% (30% Reduction: 3 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	100% (90% Participation)
			» Reduce by 60% the outstanding debt of the County	123% (73.7% Debt Reduction)
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% (100% of Employees Trained)

*Progress toward this target was negatively impacted by the COVID-19 Pandemic.

5B. Strategic Initiatives

Strategic Initiatives are action items that align with and advance the County's Strategic Priorities to serve and strengthen the community. Each year the Board renews the Strategic Plan by revising or adding Strategic Initiatives that represent new opportunities to advance the Strategic Priorities. Leon County's first five-year Strategic Plan grew to include 154 Strategic Initiatives, 148 (96%) of which were completed between FY 2012 and FY 2016. The remaining six (6) Initiatives that were still in progress were included as part of the next five-year plan.

At the December 2016 Board Retreat, the Board adopted 44 Strategic Initiatives as part of the FY 2017 – FY 2021 Plan. An additional 14 Strategic Initiatives were adopted at the December 2017 Board Retreat, followed by 17 at the December 2018 Board Retreat, and then another 13 at the January 2020 Annual Retreat. At the most recent Annual Retreat in January 2021, 16 new initiatives were adopted bringing the current total 104 Strategic Initiatives. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board's priorities.

The following sections summarize Leon County's progress toward the Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). As shown in Table 1, the County has completed most of the current Strategic Initiatives. A total of **100 (96%)** of the Strategic Initiatives have been completed, with the remaining **4 (4%)** in progress. The remaining Strategic Initiatives that are still in progress are recommended for inclusion in the next five-year plan.

Table #1 – Status of the Strategic Initiatives

	Complete	In Progress	Total
Status as of Preparation of FY 2020-2021 Retreat	100	4	104
Status by Main Strategic Priority Alignment			
Economy	22	0	22
Environment	21	2	23
Quality of Life	28	2	30
Governance	29	0	29

Please note that many of the Initiatives recorded as "Complete" do not "stop" - rather they are ongoing and will require ongoing resources and support. These items require no further Board direction and will be carried out as part of staff's work plan.

The following is a list of completed Strategic Initiatives (and the balance of those still "in-progress") with further detail included:

Economy - Completed

(2016-1) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements.

- *2018: At the February 13, 2018 meeting, proposed weatherization modifications were presented to the Board and subsequently approved. Modifications include the design and construction of the Amphitheater canopy extension, drainage improvements to the back of the stage, and the purchase of sound mitigation panels.*
- *2020: Construction on the Amphitheater begin in June 2020 and was completed in July 2020.*

(2016-2) 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.

- *2017: County staff served on FSU's selection committee for a master plan consultant.*
- *2018: During the IA Board Workshop on the Office of Economic Vitality's Programs, Actions and Implementation of the Economic Development Strategic/Work Plan, staff provided a status report on the Civic Center District Master Plan and funding strategies for a new FSU Convention Center. The IA voted to authorize staff to commence the bond financing process for the issuance of up to \$20 million toward the convention center as early as October 2020 (FY2021), subject to the IA Board's final approval of the scope, size, and operations plan for the hotel and convention center.*
- *2019: Blueprint and OEV staff collaborated with FSU on the scope of the market feasibility study for a new convention center.*
- *2020: During the March 12, 2020 meeting, the IA Board voted to accept the market feasibility study for the proposed Convention Center project and direct the staff to proceed with developing and executing a Memorandum of Understanding with FSU to formalize the development, operational, and maintenance responsibilities for the new convention center. Additionally, staff were directed to work with FSU to conduct a cost feasibility analysis and visioning session with community partners.*
- *2021: At the May 27, 2021 IA meeting, the IA Board was presented with a status report on negotiations with FSU for a joint convention center project. At that time, the IA Board directed staff to discontinue the MOU negotiations with FSU on the convention center project and at a later date analyze, assess, and identify new convention center project opportunities.*

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

- *2017: The revision of Sec. 125.0104, F.S. was adopted as part of the Board's 2017 Legislative Priorities. As the proposal was not amended into an existing bill during the legislative session, it was again included in the Board's 2018 Legislative Priorities.*
- *2018: The proposal was not amended into an existing bill for the second year in a row. The Board adopted the proposal as part of the 2019 State and Federal Legislative Priorities program.*
- *2019: The proposal was not amended into an existing bill for the third year in a row. The Board adopted the proposal as part of the 2020 State and Federal Legislative Priorities program.*

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- *2020: The proposal was not amended into an existing bill for the fourth year in a row. The Board adopted the proposal as part of the 2021 State and Federal Legislative Priorities program.*
- *2021: Leon County's legislative team worked closely with Capitol Alliance Group, our local legislative delegation, as well as Florida State University throughout the session to advocate for this policy request. Despite the County's effort, the proposal was not amended into an existing bill for the fifth year in a row. However, on September 28th, the Board adopted the proposal as a 2022 Legislative Priority.*

(2016-4) Continue to pursue opportunities for workforce development including:

(A) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Jr. Apprenticeship Program.

- *2017: The third annual Leon Works Expo was held on October 20, 2017 at the FSU Civic Center and, in December 2017, the second class of high school students successfully completed the Junior Apprenticeship Program.*
- *2018: Due to the impacts of Hurricane Michael, the fourth annual Leon Works Expo was rescheduled to March 8, 2019 at the FSU Civic Center. In December 2018, the fourth class of high school students successfully completed the Junior Apprenticeship Program. Additionally, the Program was recognized by the National Association of Counties (NACo) for exceptional county programs and services.*
- *2019: The Leon Works Expo was held on March 8th with 130 exhibitors and nearly 500 students from Leon, Gadsden and Wakulla County. In December 2019, the sixth class of high school students successfully completed the Junior Apprenticeship Program.*
- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo and Junior Apprenticeship Program were cancelled.*
- *2021: In coordination with Leon County Schools, it was determined that it was safe to resume the Junior Apprenticeship Program in fall semester. However, the Expo was transitioned to a virtual format. In partnership with Leon County Schools, CareerSource, and the Tallahassee Chamber, a virtual Leon Works Fall Preview was held in September and attended by 2,676 middle and high school students. The next Expo is scheduled for April 22, 2022 at the Civic Center.*

(B) 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.

- *2017: In FY 2017, the County partnered with CareerSource to fund Junior Apprenticeship positions for low-income students with barriers to employment. During this time, County staff in skilled career fields also began participating in Career Luncheons at Leon County School's Success Academy at Ghazvini Learning Center.*
- *2018: OEV established the Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities program. This grant provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives that strengthen our local workforce.*
- *2019: County staff met with a Kearney Center representative to identify ways to connect Library patrons experiencing homeless with available services including employment resources. As a result, the Library implemented the following changes:*

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- *Literacy Services staff are participating in Big Bend Continuum of Care meetings to ensure service providers are aware that the Library offers free adult literacy tutoring.*
- *The Big Bend Continuum of Care's Homeless Resource Guide is available at all County Libraries.*
- *A link to Big Bend 211 has been added to all Library computers.*
- *2020: Through the Tallahassee-Leon County COVID-19 Economic Recovery Stakeholder Group, the Office of Economic Vitality supported Tallahassee Community College and Lively Technical College in their efforts to match employees who have been laid off as a result of COVID-19 with in-demand skills and trades around which training programs can be developed.*
- *2021: As part of the Essential Libraries Initiative, the County is working with local partners, including Lively Technical College, to establish a heavy equipment simulator lab at the Main Library. Additionally, in December, the Board authorized the creation of an EMT to Paramedic Trainee Program within the EMS Division.*

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

- *2017: In April 2017, the NCAA announced that the ARP venue will host the 2018 and 2020 South Regional as well as the 2021 D1 Cross Country Championships.*
- *2018: In partnership with Florida State University, Leon County submitted a bid and was selected to host the 2019 NCAA South Regionals at ARP.*
- *2019: In August 2019, Tourism staff traveled to the NCAA annual conference to learn more about future bid process to host cross country championships for the 2022-2026 Championship bid cycle.*
- *2020: Tourism staff, in coordination with FSU Athletics, submitted several bids to the NCAA in February 2020. Bids were submitted for the 2022, 2023, and 2024 NCAA Cross Country South Regional Championships as well as the 2025 NCAA Cross Country National Championships.*
- *2021: Unfortunately, Leon County was not selected to host NCAA Cross Country National Championships for the 2022-2026 bid cycle. However, the County may still be selected to host regional cross country championships which the NCAA will announce in Spring of 2022.*

(2016-6) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency.

- *2017: On February 20, 2017, the Blueprint Intergovernmental Agency Board adopted the Economic Development Strategic Plan with an associated timeline and metrics for evaluation.*
- *2018: On September 20, 2018, the Office of Economic Vitality presented a two-year report on the Economic Development Strategic Plan.*
- *2019: An end-of-year report was presented at the IA Board meeting in September 2019 and included an update on the Economic Development Strategic Plan.*
- *2020: A Strategic Planning Workshop was held in March 2020 during which the updated Strategic Planning Goals and Objectives were presented and approved by IA Board.*
- *2021: At the September 27th IA Board meeting, VisionFirst Advisors provided an update on the Economic Development Strategic Plan which is anticipated for completion by spring 2022.*

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(2016-7, rev. 2020, 2021) Complete and implement the joint County/City disparity study and enhancements to the MWSBE program and conduct an update to the study in 2021.

- *2019: On June 27, 2019, the Blueprint Intergovernmental Agency Board was presented with the 2019 Disparity Study. The IA Board accepted the study and directed staff to work with industry stakeholders, City Procurement, and County Purchasing to develop uniform policies and procedures and review the 2019 Disparity Study recommendations. Staff were also directed to bring back apprenticeship and mentor/protégé programs for consideration by the IA Board.*
- *2020: At the January 30th IA Board meeting, the Office of Economic Vitality and the Disparity Study consultant, MGT of America, presented a Consolidated MWSBE Policy. On February 25th the County Commission approved the new joint policy and revised County Policy No. 96-1, "Purchasing Policy" to reflect this change. The MWSBE Division has developed online materials to help project managers and vendors become familiar with the new policy and associated forms.*
- *2021: At the September 27th IA Board meeting, staff provided an update on the implementation of recommendations from the 2019 Disparity Study. Additionally, Dr. Fred Seamon, Executive Vice President of MGT of America, presented an update on the Disparity Study Update which will include financial data from FY 2020 and FY 2021. The Disparity Study Update is anticipated for completion by summer 2022.*

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

- *2017: Leon County was one (1) of five (5) Florida communities selected to host the Americas Competitive Exchange Tour held from December 3-9, 2017.*
- *2018: The OEV Director, Cristina Paredes, was selected as an ACE Ambassador for the 10th ACE Tour in Northern California.*
- *2019: The Director of PLACE, Ben Pingree, was selected as an ACE Ambassador for the 11th ACE Tour in Puerto Rico.*

(2016-9) Evaluate sunseting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City.

- *At the May 8, 2018 meeting, the Board voted to approve amendments to the Interlocal Agreement with the City of Tallahassee and the Community Redevelopment Agency to restructure the County's participation in the Downtown District and Frenchtown/Southside District. In addition, the Board voted to accept the Finding of Necessity for the Expansion of the Frenchtown/Southside Community Redevelopment Area CRA District to include the South City, Orange Avenue and Springhill Road areas.*

(2016-10) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium.

- *2017: Through the Tourism Development Council, Leon County assisted FSU in funding the first Doak After Dark Concert in Doak Campbell Stadium. The Concert featured performances by Blake Shelton and Jake Owen. Additionally, in the fall of 2017, County staff held a conference call with FSU Athletics to present the benefits of hosting a preseason NFL game.*

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- 2018: Leon County continued to work with FSU to fund and promote two (2) Doak After Dark concerts. The first concert was held in April after the Spring Game and featured artists Vanilla Ice, Salt-N-Pepa and Rob Base. The second concert was held in October and featured Big Boi and T-Pain. In October 2018, Tourism staff met with the Senior Partnership Director for the Jacksonville Jaguars about future collaboration including a potential preseason game at FSU.
- 2019: Tourism staff worked with FSU to help fund and promote a Doak After Dark concert after the Spring Game in Doak Campbell Stadium. The concert was held on April 6, 2019 and featured artists MC Hammer, Tone Loc, and Color Me Badd.
- 2020: Due to the COVID-19 pandemic, both the 2020 Spring Game and Doak After Dark concert were cancelled. The Division of Tourism continued to work with FSU to schedule concerts and other events at Doak Campbell Stadium including the 2020 Class 1A - 8A Florida High School Athletic Association (FHSAA) Football State Championships held on December 16 – 19, 2020 which attracted nearly 40,000 visitors to Leon County.
- 2021: Due to the pandemic, FSU again cancelled its Doak After Dark concert series for 2021, but plan to resume holding concerts in 2022. Additionally, County staff continued to meet with FSU Athletics to discuss the possibility of hosting an NFL game; however, a final determination has yet to be made and FSU has not yet identified an NFL team to participate.

(2016-11) To address issues of economic segregation and diversity, evaluate establishing a microlending program for small, minority and women-owned businesses.

- 2018: OEV staff developed a Disaster Supplemental Application in collaboration with Apalachee Regional Planning Council to re-seed a Revolving Loan Fund with federal Economic Development Administration (EDA) dollars. The capital pool would be deployed to create and retain jobs at MWSBEs in Leon County and the region, with further emphasis on business resilience to hurricanes.
- 2019: OEV submitted the application for EDA funding following IA Board Approval in September 2019.
- 2020: In June 2020, EDA awarded funding for the Revolving Loan Fund. The fund - called "REVIVE!" in marketing efforts - is managed by a Loan Administrator housed under Apalachee Regional Planning Council. Performance Indicators for the fund include minority and women-owned businesses receiving loans, as well as job creation.

Also in FY 2020, following revised guidance from the US Treasury, the Board voted to allocate \$1 million from CARES Act Funding for a revolving loan program, known as the SmartSteps Program, to be administered by the FAMU Federal Credit Union. The Florida Division of Emergency Management began encouraging counties to also use this strategy, and the Florida Association of Counties shared and recommended it to counties throughout the state.

- 2021: The SmartSteps Program launched in February 2021. To extend the program and further support the needs of growing MWSBE business, the Board allocated \$1.1 million in ARPA funds. The City has also allocated \$0.9 million to the program for microloans to businesses in the Greater Bond, Griffin Heights, Frenchtown, and Providence neighborhoods.

(2016-12) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP).

- 2017: On October 24th, staff recommended, and the Board approved the Apalachee Regional Park Master Plan, which includes several enhancements to the cross country area. The total

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estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes. Enhancements to the cross country area include restrooms and operations facility with outdoor seating; events and awards stage; and improvements to the existing visitor parking for expanded overflow event parking and runner warm up area.

- *2018: As part of the ARP Master Plan, Tourism, Parks, and CMR staff worked to design a park logo and signage. Additionally, Tourism and Parks staff continued to meet with the cross country and community partners to discuss the design and enhancement of the cross country area.*
- *2019: The engineering design phase of the project was completed, and the construction phase was put out for bid.*
- *2020: On January 28, 2020 the Board approved the bid award to Mejia International Group Corporation for construction of Phase 1 ARP facility improvements. In May 2020, the design of Phase 2 improvements began.*
- *2021: In March 2021, Phase 1 of the improvements was completed including a multipurpose building/restroom facility, stage, finish line structure, sidewalk, landscaping, signage, and three (3) wildlife viewing platforms. Additionally, on April 13, 2021, the Board approved the bid award to Shaffield Building Specialties for construction of Phase 2 ARP facility improvements. In October 2021, several improvements were completed in November 2021 including the signature, entrance, boat launch, and observation platform. Additional Phase 2 improvements, including a dog park as well as biking and hiking trails, are currently in the planning stage.*

(2017-1) Evaluate expanding Leon Works as a regional event and to different segments of the community.

- *2019: By partnering with the Gadsden and Wakulla County school districts and chambers of commerce, the 2019 Leon Works Expo was expanded as a regional event with participation from a broader range of regional businesses and schools. Participation by schools in Leon County was also expanded with the attendance of students from both FAMUDRS and Florida High.*
- *2020: Due to the COVID-19 pandemic, the 2020 Leon Works Expo was cancelled. However, prior to its cancellation, schools in the following surrounding counties had committed to attend: Calhoun, Gadsden, Gulf, Jefferson, Liberty, Madison, Putnam, Taylor, and Wakulla.*
- *2021: In partnership with Leon County Schools, CareerSource, and the Tallahassee Chamber, a virtual Leon Works Fall Preview was held in September and attended by 2,676 middle and high school students from the region. The next Expo is scheduled for April 22, 2022 at the Civic Center.*

(2017-2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development.

- *2018: On December 5, 2017, the Blueprint Intergovernmental Agency approved a proposal for the Urban Vitality Job Creation Pilot Program which is aimed at creating jobs in economically distressed areas of Leon County. The Program specifically offered targeted assistance to Southside businesses to help generate more employment opportunities. Employers that were located or intended to relocate to the Southside community were eligible to participate. These employers were required to pay an average annual wage at or above 75% of Leon County's average annual wage.*
- *2019: To market the Pilot Program, staff completed a direct mail campaign to all the businesses in the area, however the incentive met with minimal applicants. During a performance review and update, three (3) key updates were enacted: geographic limitations were removed, making*

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the incentive available county-wide; industry limitations were removed, making the incentive available to all business types; and eligibility became open to businesses hiring recent completers of Bethel, CareerSource, TEMPO, and CESC training programs at ALICE or better wages (11.00/hr). Additionally, a new awareness and promotion effort was mounted that included social media, email, and physical materials sent to OEV's extensive list-host and obtaining thousands of views via Facebook. The program was also promoted by MWSBE and Business Development staff through business consultations and other radio and television appearances.

- *2020: Despite the 2019 updates to the program and increased promotional efforts, business interest in the program remained insufficient to warrant a second round of updates. With low barriers to entry, the program appeared not to carry a high enough financial incentive, and to raise the incentive would have made the social return on investment difficult to justify. Furthermore, a collaboration between the MIT Sloan School of Management and Leon County found that the funds could have greater impact if directed toward ecosystem training partners directly – that is, to assist in expanded trainings offered by entities such as ReFire Culinary and the DISC Village LIFT program. Thus, the Urban Vitality Jobs Pilot sunset at the end of FY 2020 and further workforce development support for ecosystem partners was utilized. For example, to address the impacts of COVID-19 on local businesses, OEV implemented the COVID-19 Economic Disaster Relief (CEDR) Grant for business, the Local Emergency Assistance for Nonprofits (LEAN) Grant for nonprofits, and the Leon CARES Small Business Assistance Program. Staff continues to review the findings of the MIT study recommendation and explore opportunities and partnerships to address this workforce need.*

(2017-3) 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.

- *2018: Shop Local 850 held their first "Shop Local Weekend" on December 8-10, 2017. In support of the campaign, Leon County promoted the event through print, radio, and social media. CMR also issued a news release and participated in a press conference for the campaign.*
- *2019: The organization Shop Local 850 has since become inactive; however, OEV continued to promote shopping local through an annual Small Business Saturday campaign. To support this campaign, staff produced three (3) videos highlighting the broad range of local businesses that call Tallahassee-Leon County home. The videos were released in conjunction with the week of Thanksgiving, leading up to Small Business Saturday on November 30th. Following authorization by the IA Board at the September 5, 2019 meeting, OEV also contracted with Buxton Company to deploy its data platform toward the understanding and benefit of local small businesses. The platform provides detailed consumer segment data within custom drive times that inform buying power, socio-economics, and psychographic profiles around a given business. It also can analyze customer profiles for visitors to a specific business over a given timeframe.*
- *2020: OEV implemented several new strategies to support shopping local during the COVID-19 pandemic. This included sponsoring the "For the Love of Tally" campaign led by local startup Swellcoin as well as establishing the "Open 4 Takeout" map. In addition, OEV continued its annual Small Business Saturday campaign for the second year in a row.*
- *2021: OEV launched the Love Your Local campaign during the 2020 holiday season as a year-long campaign to promote supporting local in Tallahassee-Leon County. The campaign is still on-going as the team has stood up a webpage, a social media campaign, and continues to distribute yard-signs and other marketing materials. Additionally, OEV held its 4th annual Small Business Saturday, incorporating the Love Your Local brand.*

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(2017-4) Explore ways to expand how local businesses can do business outside of the community.

- *2017: Leon County was one of five (5) Florida communities selected to host the Americas Competitive Exchange (ACE) Tour held from December 3-9, 2017. The purpose of the ACE tours is to build cooperation networks throughout the Americas and beyond to create better innovation and entrepreneurship ecosystems that promote sustainable and inclusive economic development and increased trade*
- *2018: Since FY 2018, OEV has partnered with the International Trade Administration to assist Tallahassee-Leon County companies that want to sell their products and services abroad. A federal expert on global trade now regularly provides free help and resources to local businesses seeking to become export ready for the global economy. Additionally, subsequent to the completion of the Targeted Industry Study, a marketing and communications plan was developed to build business interest in Tallahassee-Leon County as a great place to locate and/or grow a business. The plan includes marketing tactics on a local, regional, national, and international basis.*
- *2019: In 2019, OEV partnered with the MagLab to promote the “Magnetic Capital of the World” campaign to support project recruitment. The campaign launched in March and included billboard ads on I-10 and Capital Circle, as well as promotions through digital platforms, trade shows, and industry events.*
- *2020: In 2020, the Big Bend Manufacturers Association (BBMA) was created with the signing of a MOU between OEV and Florida Makes and the development of a 501c6 non-profit organization. Organizational by-laws and articles were written, and member recruitment began.*
- *2021: The BBMA Board has been created and includes business leaders from local manufacturing and finance organizations. The BBMA board is currently working to define their resource systems (website, social media, etc.) platforms, and plans for membership recruitment are being finalized.*

(2017-5) Raise awareness of County trails through the Division of Tourism Strategic Plan.

- *2018: In May 2018, Leon County launched Trailahassee.com 2.0 and initiated targeted outreach to prominent outdoor media outlets. Site traffic and engagement increased 33% as a result. The County also participated in an International Mountain Biking Association (IMBA) Trail Lab to learn from industry experts about how to build and promote a model community trail system.*
- *2019: In partnership with the Tallahassee Mountain Bike Association, Leon County was awarded the bid to host the Southern Off-Road Biking Association (SORBA) Summit in March of 2020. Additional efforts included, on a monthly basis, featuring trails throughout the community on Trailahassee.com, VisitTallahassee.com, and Tourism’s bi-weekly publication titled “What’s Happening in Tallahassee.”*
- *2020: Due to the COVID-19 pandemic, the 2020 SOBRA Summit was cancelled. This event would have brought over 150 top bikers from their designated associations across the southeast to see the County’s trails.*
- *2021: During the April 2021 Budget Workshop, the Board approved the use of \$750,000 of American Recovery Plan Act (ARPA) revenue replacement funding to support the Division of Tourism’s Marketing/Advertising budget. ARPA funds have allowed the Division of Tourism to aggressively target drive-market travelers by showcasing the more than 700 miles of trails for biking, hiking, paddling, and equestrian activities.*

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(2018-1) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation.

- *2018: The Tourism Sports Council formed an IMBA work group to pursue the designation. Leon County Parks and Recreation also began working to design and construct single track trails at Alford Greenway and Apalachee Regional Park, which will increase the community's inventory and assist with receiving the IMBA designation.*
- *2019: Tourism and Parks and Recreation completed and submitted the required IMBA Self-Assessment.*
- *2020: In March 2020, IMBA staff were scheduled to visit Leon County to conduct a final trail assessment before determining whether the designation would be awarded. However, due to the COVID-19 pandemic, IMBA site visits were postponed and conducted in November 2020.*
- *2021: IMBA staff provided the County with the results of the site visit, which determined the community was 13.5 points away from the 60 points needed to receive the IMBA Designation. County staff are currently evaluating IMBA's report and preparing an analysis with recommended improvements to receive the Designation.*

(2020-1) Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification.

- *2020: At the July 9, 2020 workshop, the IA Board directed Blueprint staff to fund an updated market study on the Fairgrounds in FY 2021 as well as integrate this project into Blueprint's five-year Capital Improvement Program (CIP). At the September 17, 2020 meeting, the IA Board approved the FY 2021 - 2025 CIP budget, which included full funding for the Fairgrounds project. At that same meeting, the IA Board authorized procurement activities for an updated market feasibility study for the Fairgrounds site to include an evaluation of relocating the Fairground activities. Consistent with this direction and as authorized by the IA Board, Blueprint utilized a continuing services agreement for planning consult services to contract with HDR Engineering, Inc. to perform the study.*
- *2021: At the December 9, 2021 IA Board meeting, HDR Engineering, Inc presented the Market Feasibility Assessment and Alternative Site Analysis. The IA Board voted to accept the report and allocate \$200,000 from the Blueprint Reserve Account for Master Plan services for the Fairgrounds Project.*

(2020-2) Work with the City of Tallahassee to develop a branding strategy for the community's trail system.

- *During the May 26, 2020 IA Board meeting, staff presented the results of the rebranding survey for the Capital City to the Sea regional trail network. The IA Board directed Blueprint to share the top 3 recommendations from the rebranding survey with the Capital Regional Transportation Planning Agency (CRTPA) for further consideration. As of the writing of this agenda item, the CRTPA has not yet agendaed the recommendations for consideration.*

(2021-1) Continue to pursue and position the County to accept and further advance local priorities to distribute additional CARES funding in support of individual assistance, small business assistance and vaccinations

- *Immediately following the enactment of the American Rescue Plan Act (ARPA), Leon County conducted an extensive evaluation of the specific statutory and administrative requirements for*

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these funds, local government best practices, and conducted extensive community outreach with local nonprofits, human service agencies, public health and healthcare partners, and the local business community to identify any community recovery needs that remain unmet following the extensive relief provided by Congress over the past year. Using this feedback, staff developed a proposed expenditure plan for the County's \$57.0 million allocation of Coronavirus State and Local Fiscal Recovery Funds under the American Rescue Plan Act (ARPA), which was presented and adopted by the Board during the April 2021 Budget Workshop. Also during this Workshop, the Board accepted \$7.01 million in additional federal funding from the U.S. Treasury for Emergency Rental Assistance (ERA 2) to pay rent and/or utilities (including internet services) for eligible applicants.

(2021-2) Evaluate potential enhancements to the Lake Talquin/Urban Fringe (LT/UF) zoning district to provide more opportunity for commercial uses that are functionally supportive and related to eco-tourism or natural resource-based activities along the southern shoreline of Lake Talquin.

- *2020: On December 8, 2020, the Board was presented with an evaluation and status report on the County's ability to host, promote, and support fishing tournaments on Lake Talquin. Based on input from local fishing clubs, the report found that there are two (2) significant barriers for consistently hosting large fishing tournaments on the Leon County side of the lake: (1) adequate parking and (2) private sector services to support fishing activities.*
- *2021: On November 9, 2021, the Board was presented with a status report on this Strategic Initiative. The report included a spatial analysis which identified several parcels with waterfront access that have potential for waterfront commercial uses like a marina. However, upon further inspection, these parcels all had site constraints that likely limit potential commercial development and did not support changes to the Comprehensive Plan or Land Development Code. As a result, the Board voted to accept the status report and take no further action at this time.*

Environment – Completed

(2016-13) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment.

- *To date, a total of \$62.3 million is committed by the State and County in support of Leon County's Tentative Water Quality and Springs Protection Infrastructure Improvement Plan. This includes \$3 million for the Woodville Sewer design and an additional \$34.4 million for construction. At the June 19, 2018 meeting, the Board authorized staff to contract for design and engineering services with Infrastructure Solution Services (ISS). Based on the engineer's current construction cost estimates, the County is able to address 1,000 septic tanks.*

As part of the seven-year Tentative Leon County Water Quality and Springs Protection Infrastructure Improvement Plan, FDEP has committed to providing approximately \$31.9 million in grants through FY 2024 for wastewater projects in Leon County. This includes \$4.6 million from the Springs Restoration Grant Program for the Northeast Lake Munson project and \$1.75 million for the Belair/Annawood Sewer System Project. In addition, the County was awarded a four-year Federal Section 319(h) Educational Grant totaling \$60,000 with a \$40,000 match

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requirement. As part of this grant, Leon County will educate citizens on proper operation and maintenance of septic tanks and impacts to groundwater if not properly maintained.

In addition, Leon County staff participated in the FDEP Onsite Sewage Treatment and Disposal Systems (OSTDS) Committee and as a result, in January 2019, FDEP adopted an updated BMAP for Wakulla Springs, which includes an OSTDS Implementation Plan.

(2016-14) Develop strategies to increase recycling and reuse rates.

- *2018: Leon County reached a recycling rate of 66%, an 11% increase over the previous year. This increase is due in part to staff's efforts to work with several local construction companies who recycle and use crushed concrete and asphalt.*
- *2019: To continue to increase the County's recycling rates, staff worked with Sustainable Tallahassee to develop educational materials for commercial properties in the unincorporated area which do not currently have a recycling account. Sustainability and DSEM staff began evaluating strategies to ensure that all new commercial development includes adequate space for a recycling dumpster on site. Additionally, a recycling bin and dumpster inventory was conducted to ensure proper recycling at all County facilities and parks.*
- *2020: Marpan Recycling, the single-stream recycling provider for both Leon County and the City of Tallahassee, indicated that the continued decline in the global recyclables market had rendered its single-stream recycling operation financially unsustainable. In response, on February 11, 2020, the Board authorized the County Administrator to execute an amendment to the contract with Marpan Recycling for single-stream recycling services. Additionally, the Board approved jointly hiring a consultant with the City to analyze options and long-term strategies. The consultant's final report and recommendations were presented to the Board on November 17, 2020. The study concluded that negotiating a new agreement with Marpan was the most financially advantageous and best value option among all of the potential alternatives reviewed. As a result, the Board voted to authorize the County Administrator to renegotiate a contract with Marpan Recycling for single-stream recycling services and to present a draft agreement to the Board for approval in early 2021*
- *2021: On March 9, 2021, the Board approved a new contract with Marpan Recycling in order to ensure the continuation of the County's single-stream recycling program. Additionally, as part of the Annual Sustainability Program Status Report, the Board was presented with proposed waste reduction and recycling initiatives. Several of these initiatives are in progress or have been implemented including a pilot composting drop-off site at the Solid Waste Facility and a backyard and counter-top compost bin sale which were launched in March 2021.*

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

- *2017: Public Works worked to identify projects that could be performed internally to eliminate over \$4.5 million in expenses associated with closure construction.*
- *2018: On October 10, 2017 and April 10, 2018, the Board awarded Phase I and Phase II of the Landfill Closure Capital Improvement Project respectively. Additionally, during FY 2018, Public Works completed hauling of 222,200 cubic yards of soil from F.A. Ash Borrow Pit to the Landfill Site.*
- *2019: As part of the preliminary phases of the closure process, staff and the project vendor identified hazardous site conditions and determined that design modifications were necessary to*

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ensure the landfill is closed in the most environmentally sensitive manner. At the request of the vendor, the Board amicably terminated the agreement for the Landfill Closure Construction Project, which allowed the vendor to pursue other work opportunities while the design modifications are ongoing.

- *2020: In September 2020, the County submitted the Florida Department of Environmental Protection (FDEP) permit with 90% design plans. The County subsequently received and responded to a request for additional information from FDEP in October 2020.*
- *2021: On December 14, 2021, the Board authorize staff to negotiate the consulting, engineering and related service fees with HDR Engineering, Inc. who will serve as the engineer of record for the Landfill Closure Project and, once a construction contractor is selected, will provide quality assurance, pay request evaluations, engineering support, and certification of construction for each stage of the closure process.*

(2016-16) Convene the Leon County Sustainable Communities summit on a bi-annual basis.

- *2017: The 2017 Summit, “Exploring Our Backyard,” included two (2) different events. On February 8, 2017, an industry workshop was held for approximately 50 businesses and stakeholder groups. The community conference was held on February 18, 2017 with over 220 participants.*
- *2019: The 2019 Summit was held on March 23, 2019 at the J.R. Alford Greenway. The event featured hands-on activities, workshops, tours, and an opportunity to provide input on the County's Sustainability Action Plan.*
- *2021: The 2021 Sustainable Community Summit: Sustainability in Action was held in April and featured eight (8) virtual events on topics including composting, beekeeping, integrating sustainability into your work, and more. The Summit also included limited in-person sessions on topics including composting and bird watching.*

(2016-17, rev. 2020) In partnership with the Canopy Roads Committee, update and implement the long-term management plan for the Canopy Roads including an active tree planting program.

- *2017: During the April 25, 2017 Budget Workshop, the Board approved including \$75,000 in the FY 2018 budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.*
- *2018: Public Works and the Canopy Road Citizen Committee worked collaboratively to establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones.*
- *2019: In March 2019, the Board and the City Commission approved the updated Canopy Roads Management Plan.*
- *2021: To date, Leon County Public Works has planted over 1,200 trees in support of the active tree planting program on Canopy Roads. During 2021, the Canopy Roads Committee also worked with the Planning Department to develop a proposed policy and criteria for adding County roads to the canopy road system, which was adopted by the Board on July 13, 2021.*

(2016-19) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program.

- *2017: On August 8, 2017, Leon County announced the launch of the residential PACE.*

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- *2018: In August 2018, Leon County launched the commercial PACE program with Greenworks Lending and the Florida Development Finance Corporation (FDfC). Training on the PACE program was incorporated into the 2018 Leon County Spring Home Expo held on April 28, 2018. Staff also worked with the Office of Economic Vitality to continue promoting the commercial and residential PACE program and exploring diverse strategies to reach new audiences.*
- *2019: To promote the PACE program, a press release and article in the Democrat were published announcing the expansion of the program to include commercial properties. Presentations were provided to the Tallahassee Builders Association and the Tallahassee Board of Realtors. Additionally, the County's vendor for the PACE program participated in the 2019 Sustainability Summit.*
- *2020: The County's first two (2) commercial PACE (C-PACE) projects began in FY 2020. Both projects are local hotels and have a total project value of \$2,349,808.*
- *2021: As of December 2021, \$1,850,270 in residential PAC) loans have been made for 148 homes, and \$3,558,938 in commercial PACE loans have been made for three (3) commercial buildings. The County continued the residential PACE Program by joining the Florida PACE Funding Agency, which will also provide expanded commercial PACE programming.*

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

- *2017: In coordination with Community & Media Relations, a standard kiosk design was developed and installed at the Jackson View Boat Landing and Miccosukee Greenway.*
- *2018: Kiosks were installed at both Lake Henrietta Park and St. Marks Greenway. Installations of trail markings/mappings were completed for Northeast Park Trail and a trail assessment for the J.R. Alford Greenway was completed in April 2018 to determine locations of trail markings, related signage, and mapping.*
- *2019: New trail markings and signage were included in J.R. Alford Greenway trail construction project, which was awarded in August 2019 and scheduled for completion in spring 2020. At Fred George Greenway, mapping of the routes was also completed in preparation for the installation of markers in spring 2021.*
- *2020: Installation of trail markers at J.R. Alford Greenway was completed in December 2020.*
- *2021: Seven (7) additional trail maps and educational kiosks were installed during 2021 including four (4) at the Miccosukee Greenway, one (1) at Gardner Landing, and two (2) at J.R. Alford Greenways. Educational signage regarding invasive exotic species was also installed at the Gil Waters Preserve, and installation of trail markers at Fred George Greenway is scheduled for completion by spring 2022.*

(2016-21) Explore new opportunities for solar on County facilities.

- *2017: The Office of Resource Stewardship's building (South Monroe) was identified as the initial location for a solar array installation. A budget of \$50,000 was set for the project.*
- *2018: In August 2018, installation of a 19kW solar array on the Office of Resource Stewardship was completed. Additionally, at the April Budget Workshop, the Board voted to approve using the \$190,000 from the BP Oil Spill settlement to pay for the installation of demonstration solar energy improvements on the following County buildings: Leon County Courthouse, the Transfer Station, the Northeast Branch Library and the restroom facility at the Apalachee Regional Park.*
- *2019: Installation of two solar arrays on the Northeast Branch Library and the Transfer Station were completed in October 2019. Solar panels were also integrated into the construction plans*

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for the new restroom facilities at Apalachee Regional Park. Additionally, as part of the April 2019 Budget Workshop, the Board approved \$50,000 in solar funding for FY 2020.

- *2020: The County established a partnership with the FSU-FAMU College of Engineering to analyze new opportunities for innovative solar arrays at County facilities. As part of this partnership, which began in the fall 2020 semester, students will also design a solar array for installation at a County facility or park. Depending on the outcome of the engineering students' project, the funds in FY 2021 could be used to install their designed solar array.*
- *2021: On July 13, 2021, the Board authorized the County Administrator to execute an interconnection agreement with Talquin Electric Cooperative, Inc. for a solar array and to execute future interconnection agreements requested by the relevant utility company (City of Tallahassee Utilities or Talquin Electric Cooperative) as the County continues to install solar energy systems at County facilities. Currently, an array is being installed at Fleet Management and will be complete in early 2022. Additionally, In April 2021, FSU-FAMU College of Engineering students concluded their year-long project and proposed an innovative solar shade array that could be installed in a County park. Staff is further analyzing the potential of this project for implementation.*

(2016-22) Support the protection of Lake Talquin.

- *2020: On November 17, 2020, the County Attorney presented a memorandum to the Board providing an update on the County's efforts to address the impaired status of Lake Talquin. The memo also requested Board authorization for the Chair to send a letter to the U.S. Environmental Protection Agency supporting a direct water quality based effluent limitation (WQBEL) process on the BASF plant in Attapulgus, Decatur County, Georgia, which is largest single source contributor of Lake Talquin pollutants. The Board voted to provide authorization to the Chair and a letter was sent on November 20, 2020. In addition, the County solicited and received letters of support from both U.S. Representative Al Lawson and State Representative Ramon Alexander.*
- *2021: In March 2021, the County was notified that the EPA had declined to exercise its authority to initiate the WQBEL process. However, FDEP held a public technical workshop on March 31, 2021 to receive comments on the final model set for Lake Talquin and the contributing watershed. Once the model set is finalized, it will be used to derive the TMDL for Lake Talquin. The draft TMDL document was issued in August 2021 and comments were provided to the FDEP. Rulemaking to adopt the TMDL is expected in 2022.*

(2016-23) Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:

(A) Develop a septic tank replacement program.

- *2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.*
- *2020: During FY 2020, approximately 125 applications for the program were received and eight (8) septic tanks were installed using advanced treatment.*
- *2021: An additional 40 applications for the program were submitted to Public Works and 29 systems were installed in 2021.*

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(2017-6) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan.

- *2018: On May 22, 2018, as recommended by staff, the Board authorized the County to participate in the Capital Area Sustainability Compact (CASC). The Board also authorized staff to participate on the CASC Executive Committee and approved proceeding with a new Greenhouse Gas inventory of County operations to update the Sustainability Action Plan for County operations. On December 11, 2018, the Board was presented with an update on the proposed compact and authorized the County Administrator to sign the finalized compact document. Other members of the compact include the City of Tallahassee, Tallahassee Memorial Healthcare, Capital Regional Medical Center, Florida State University, Florida A&M University, Tallahassee Community College, and Leon County Schools.*
- *2019: As part of the April 2019 Budget Workshop, the Board received an update on the Compact including the progress being made by the CASC Executive Committee to establish general direction for CASC, as well as working groups focused on specific topic areas. The Compact Steering Committee, Energy Working Group, Waste Working Group, and Transportation Working Group continue to meet every six (6) weeks.*
- *2020: On November 17, 2020 the Board was presented with a status update on the Capital Area Sustainability Compact Administrator Role. At this time, the Board voted to ratify the recommendation of the Compact members to approve the Apalachee Regional Planning Council as the Compact Administrator and allocate \$4,970 for the role. Additionally, the Board directed \$3,830 to Sustainable Tallahassee in one-time support to assist the organization through the transition of the administrator role and a new strategic planning process.*
- *2021: In January 2021, the Compact Steering Committee began meeting to set targets and focus areas for the year. The Committee determined that the year's project would be to help member organizations who have not yet done so to conduct an organizational greenhouse gas inventory. Additionally, there are three (3) working groups focused on Energy, Transportation, and Waste. As part of the FY 2022 budget, the Board allocated \$8,800 to the Apalachee Regional Planning Council to continue acting as the Compact Administrator.*

(2017-7) Continue to work with the State as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks.

- *2017: On October 24, 2017, the Board accepted a grant of \$750,000 from FDEP's Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla BMAP.*
- *2018: On September 4, 2018, the Board accepted an additional FDEP matching grant of \$750,000 for the construction of advanced passive on-site sewage treatment and/or disposal systems in the Wakulla Basin Management Action Plan Primary Focus Area 1 in the southeast region of the county.*
- *2019: At the July 9, 2019 meeting, the Board adopted Policy No. 19-4, Springs Restoration Grants and Septic System Upgrades which outlines the selection of existing septic tanks in the Wakulla Springs Priority Focus Area for upgrade to advanced nitrogen reducing systems. During 2019, the County also began accepting applications from property owners.*
- *2020: In April 2020, the Board awarded the bid for Septic Services, Continuing Supply to Brian's Septic Service, and Apalachee Backhoe and Septic Tank LLC. These contracts will primarily be used to repair or replace on-site septic systems associated with the Advanced Septic System Pilot*

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Project. The first eight (8) installations of advanced wastewater treatment septic tanks were completed in calendar year 2020.

- *2021: A total of 165 applications for the program have been submitted to date. During calendar year 2021, an additional 29 systems were installed.*

(2017-8) Continue to work with the State to seek matching grants to convert septic to sewer systems.

- *2017: In FY 2017, Leon County was awarded a matching grant of \$1.5 million from the Springs Restoration Grant Program for the Woodville Sewer Design.*
- *2018: In FY 2018, Leon County was awarded three (3) additional matching grants from the Springs Restoration Grant Program: (1) \$17 million for the Woodville Sewer construction; (2) \$4.5 million for the Northeast Lake Munson and Belair/Annawood Sewer System Projects; and (3) an additional \$350,000 for the Woodside Heights Wastewater Retrofit Project.*
- *2020: In FY 2020, Leon County was awarded two (2) additional matching grants from the Springs Restoration Grant Program: (1) \$3.75 million for Phase 1A of the Woodville Sewer System Project and (2) \$1.85 million for the Northeast Lake Munson Sewer System Project.*
- *2021: To date, a total of \$63.6 million is committed by the State and County in support of septic projects. The County has committed \$2.0 million in existing sales tax funding and \$29.2 million from the Blueprint 2020 sales tax for a total of \$31.2 million. The State has committed \$32.4 million in grant funding.*

(2018-2, rev. 2020) Develop and enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint.

- *2019: During the April 2019 Budget Workshop, the Board approved the proposed Integrated Sustainability Action Plan (ISAP), a sustainability strategic plan that contains specific goals and strategies for a variety of topics, including energy, water, waste, and transportation. In preparation for the development of an updated Integrated Sustainability Action Plan) staff conducted a greenhouse gas inventory of county operations; reviewed action plans from numerous other municipalities; and engaged the community to seek their feedback on individual action items. This cumulative effort resulted in an Action Plan that contains 18 goals and 94 action items. Collectively these action items are intended to foster a more sustainable future in areas such as waste reduction, fleet operation and energy reduction as well as reduce the County's GHG emissions 30% by the year 2030.*
- *2020: As part of the Annual Sustainability Program Status Report presented to the Board each December, staff provided an update on ISAP initiatives in the areas of Resource Conservation, Policy and Program Administration, Civic Engagement and Community Partnerships. At this time, the County had completed 3 of the 18 goals and 36 of the 94 action items outlined in the ISAP.*
- *2021: Sustainability staff continued to work with County departments to implement the goals set forth in the ISAP and provided a progress update in December 2021 as part of the Annual Sustainability Program Status Report.*

(2018-3) 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.

- *2019: The Office of Resource Stewardship conducted a kiosk inventory to determine the quality of existing kiosks, identify additional kiosk locations, and prioritize installation of new kiosks.*

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CMR and Public Works worked in collaboration to develop content and design the kiosks, the first of which were installed at the Lake Jackson landings. Kiosks were then placed at 15 County boat landings.

- *2020: By the end of January 2020, an additional 17 kiosks were placed at County boat landings and other passive park facilities.*

(2018-4) Pursue NACo's SolSmart designation.

- *2019: County staff contacted a SolSmart representative in December 2018 to obtain feedback on the SolSmart application. It was determined an Ordinance addressing solar energy systems would satisfy a number of criteria needed for SolSmart designation.*
- *2020: In June, Leon County was awarded the SolSmart Gold Community Designation, the program's highest honor recognizing how local governments find innovative ways to make going solar faster, easier and more affordable. Leon County was only the third county in Florida to be recognized as a SolSmart Gold community.*

(2020-4) To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers.

- *As part of the June 2019 Budget Workshop, the Board voted to eliminate fees at the Rural Waste Service Centers and fund the centers entirely with general revenue beginning in FY 2020. This action was taken to incentivize households to use the County's waste disposal sites and reduce illegal dumping and roadside litter. To ensure the public was aware of this change, Community & Media Relations launched a public awareness campaign including a press release, social media posts, and updating the Rural Waste Service Centers' printed information rack card to highlight that services are now free of charge.*
To further encourage use of the County's Rural Waste Service Centers as a means to reduce littering and illegal dumping in the Apalachicola National Forest, additional strategies were implemented in January 2021. These strategies were all targeted to households bordering the Forest and included designing and mailing an informational postcard, social media posts using the Nextdoor app, and printed materials placed at branch libraries.

(2018-5) 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.

- *2019: In October, the Board was presented a comprehensive report on the County's holistic approach to protect watersheds through land use planning, regulatory measures, water quality monitoring, and capital improvements for needed infrastructure. The report also provided an overview of all the County's programs and initiatives related to water preservation and described the continuity of the policy-making process to identify environmentally sensitive areas, enforce regulatory requirements, test and measure water quality, and invest in infrastructure for the protection of local water bodies to ensure that these resources can be enjoyed by future generations.*
- *2020: In December 2020, the Board was presented with two (2) reports on water quality including the Review of Leon County Stormwater Management Facilities and the Annual Leon County Water Quality Monitoring Program Status Report. At this time, the Board directed staff to prepare two (2) agenda items for consideration. The first item will include a review of other*

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counties' maintenance schedules, testing, metrics for commercial and residential stormwater ponds, including their intergovernmental coordination with cities, and seek input from the Water Resources Committee to identify innovative strategies for stormwater management. The second requested item will explore options for a comprehensive watershed management plan that addresses both quality and quantity, in collaboration the City and counties in the region, to include an analysis of the ponds in historically minority neighborhoods.

- *2021: At the July 13, 2021 meeting, the Board accepted a status report on maintenance schedules, testing and metrics for commercial and residential stormwater ponds in other jurisdictions. On December 14, 2021, the Board was presented with a report evaluating the development of a comprehensive watershed management plan. The Board accepted the report and directed staff to prepare an agenda item to include input from the Water Resources Committee on report, whether additional data is needed to be collected prior to the State finalizing the stormwater rules in order to best position the County to pursue the Basin Plans, and opportunities to best position the County for future Resilient Florida grant funding. An agenda item including the requested information will be presented at the Board's January 25, 2022 meeting.*

(2018-6) 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.

- *Following the adoption of this Strategic Initiative at the 2018 Annual Board Retreat, staff began developing communication strategies to better inform citizens of the emergent issues impacting individual water bodies and ground water. At the October 15, 2019 meeting, the Board was presented with an update on these communication tools which included the installation of new educational kiosks at County boat landings, annual On-The-Water Clean Up events, and the Clean Water and You School. At this time, the County also launched LeonCountyWater.org, a one-stop water resources website with all the environmental, recreational, and instructional information related to water bodies in Leon County. The website identifies the various laws, regulations, and jurisdictions responsible for area water bodies, safe drinking water, stormwater, wastewater, and flood prevention. The "Leon County Water" website is designed with an emphasis on the user experience which encourages the exploration of the County's rivers, lakes and campsites, as well as providing convenient access to water quality reports across multiple agencies and interactive water maps that demonstrate how personal pollution carried by a single drop of water impacts water quality.*

(2020-3) Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community.

- *On January 28, 2020, the Board adopted an Ordinance Amending Section 10-1.101 of the Land Development Code, Entitled "Definitions" and Creating a New Section 10-6.820, Entitled "Solar Energy Systems." The amended Ordinance provides specific standards within the Leon County Land Development Code (LDC) for proposed solar energy systems. Following the first public hearing for the Ordinance, the Board directed staff to meet with solar industry stakeholders who expressed concerns over some of the proposed setback requirements. Staff met with interested parties and a consensus was reached by the group to recommend utilization of a tiered system for requiring setbacks for utility-scale systems and revisions to the accessory ground-mounted provisions to require additional standards and limitations.*

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(2021-3) Develop a policy and criteria for adding County roads to the canopy road system.

- *On July 13, 2021, the Board adopted “Designation Procedure for New Canopy Roads” Policy. To develop the policy, the Canopy Roads Citizen Committee (CRCC) worked with staff from Planning, Leon County Development Support and Environmental Management, Leon County Public Works, City Growth Management, City Community Beautification, and County and City Attorneys’ Offices. The Policy authorizes the Board to request that the CRCC evaluate a specific road or road segments and make recommendations to the Board regarding canopy designation. The proposed policy also provides a mechanism for citizens to initiate a request to the CRCC in addition to requiring a minimum of 90% support among affected landowners with frontage along a proposed canopy road.*

(2021-4) Develop a Sustainable Business Recognition Program.

- *Following the adoption of this Strategic Initiative at the 2021 Annual Board Retreat, staff reviewed other similar recognition programs around the country and drafted recognition criteria lists for review by partners, businesses, and the Office of Economic Vitality. After integrating the feedback provided by these partners, the Sustainable Business Recognition Program - also known as Sustanabiz – was launched on Earth Day, April 22, 2021. Two (2) businesses, Square Mug Café and Architects Lewis + Whitlock, have been recognized through the program. The Office of Sustainability is currently working to encourage additional businesses and organizations to participate in the program and have developed a website with resources to assist with meeting the program criteria.*

Environment – In Progress

(2016-18) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.

- *Phase 1 of the transportation fee alternative study was completed in 2019 and included stakeholder outreach as well as an analysis of the methodology. The County and City Commissions accepted the Phase 1 recommendations and authorized moving onto Phase 2. Components of Phase 2, including developing a developing a Mobility Infrastructure Plan upon which new fees would be based, were delayed until November 2020 due to the COVID-19 pandemic. The project was further delayed due to FDOT not having the transportation model finalized. Once the Mobility Infrastructure Plan is finalized and approved by both the County and the City in FY 2022, a draft ordinance may be developed for Board consideration to implement a new fee system.*

Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:

(2016-23B) Evaluate requiring advanced wastewater treatment (AWT) for new construction.

- *As authorized by the Board, the County contracted for engineering consultant services to develop the Comprehensive Treatment Facilities Plan. The draft plan will provide recommended alternative treatment methods for the unincorporated area. These recommendations will then form the basis for an ordinance regarding alternative treatment systems to be presented to the Board in December 2022.*

Quality of Life - Completed

(2016-24) Continue to expand recreational amenities to include:

(A) Develop and implement a master plan for the Apalachee Regional Park.

- *2018: At the October 24, 2017 Workshop, the Board approved Stage I of the Apalachee Regional Park Master Plan and directed staff to move forward with Stage I of the Plan as presented. The total estimated project costs are \$5.1 million and will be supported by a combination of general revenues and tourist development taxes.*
- *2019: In accordance with the ARP master plan, the FY 2019 adopted budget and carryforward included an additional \$991,627 in funding for the implementation of the plan. During this time, the engineering design phase of the project was also completed.*
- *2020: On January 28, 2020, the Board awarded the construction contract for Phase 1 of the Apalachee Regional Park Cross Country Facility improvements to Mejia International Group Corporation. Construction began in March 2020.*
- *2021: In March 2021, Phase 1 of the improvements was completed including a multipurpose building/restroom facility, stage, finish line structure, sidewalk, landscaping, signage, and three (3) wildlife viewing platforms. Additionally, on April 13, 2021, the Board approved the bid award to Shaffield Building Specialties for construction of Phase 2 ARP facility improvements. In October 2021, several improvements were completed including the signature, entrance, boat launch, and observation platform. Additional Phase 2 improvements, including a dog park as well as biking and hiking trails, are currently in the planning stage.*

(B) Develop a program to establish a signature landscaping feature with a regular blooming season.

- *2017: At the April 2017 Budget Workshop, the Board approved staff's proposed planting program of the native Southern Crab Apple at Pedrick Pond Park and \$35,000 was included in the FY 2018 capital budget.*
- *2018: Sample plantings of the Southern Crab Apple and two (2) hybrid varieties were completed off-site to evaluate growth patterns and assist staff in developing maintenance procedures.*
- *2019: Planting of 125 Southern Crab Apple trees was completed at Pedrick Pond Park.*
- *2020: As part of the 2020 Arbor Day tree planting, Southern Crab Apple trees were planted at Martha Wellman Park. Four (4) additional signature trees were planted at the entrance to the Canopy Oaks Park tennis courts as part of the court renovation project.*
- *2021: In January 2021, five Southern Crab Apple trees were planted as part of the new cross country construction projects at Apalachee Regional Park. For Arbor Day 2022, the County plans to plant an additional 200 trees to honor the fast-approaching Bicentennial.*

(C) Implement the Tallahassee-Leon County Greenways Master Plan.

- *2017: At the February 2017 Intergovernmental Agency Board meeting, the IA Board approved funding the planning and design of five (5) greenways projects included in the Greenways Master Plan. During the June 2017 Budget Workshop, the Board also approved funding to open additional greenway acreage at St Marks Park and Fred George Park.*
- *2018: The "Capital City to Coast" greenway and trail network was completed with the opening of the 0.4-mile segment of Capital Cascades trail in late August 2018. This project from Pinellas*

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Street to Gamble Street expands the local greenways network through central Tallahassee and completes the connection to the St. Marks Regional Trail. Additionally, Blueprint secured design services for Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.

- *2019: On February 28, 2019 the IA Board authorized Blueprint to proceed with procurement of planning and design services for the Lake Jackson and Lake Jackson South Greenways project. Once completed, this project will create a 3.3-mile connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The design is anticipated to be completed by the end of 2022 with construction beginning in 2024. In addition, the CRTPA approved a Bike-Ped Masterplan for Leon County which will be used to develop an implementation plan for funding and constructing additional Greenways projects.*
- *2020: An agenda item providing a status update on the implementation of the Tallahassee-Leon County Greenways Masterplan (GWMP) and criteria for prioritizing projects included in the GWMP was considered by the IA Board at their May 26, 2020 meeting. At this meeting, the IA Board approved the proposed prioritization criteria and directed Blueprint to develop a draft prioritized greenways project list for IA Board consideration at a future meeting.*
- *2021: During the May 27, 2021 workshop, the IA Board approved the Proposed FY 2022 Greenways Masterplan Work Plan. The FY 2022 allocation for this project is \$760,000, which will contribute towards design and construction of the greenways components of the Lake Jackson Greenways, and construction of portions of the Southwood Trail. Additionally, in 2021, construction began on the Capital Circle Southwest Greenway Project and the Debbie Lightsey Nature Park.*

(D) Evaluate additional trail expansion opportunities.

- *2017: In partnership with the Florida Greenways & Trails Foundation, Leon County convened a meeting of county administrators and staff from counties along the proposed Nature Coast Regional Connector Trail. On July 11th, the Board adopted a resolution supporting the development of the Nature Coast Regional Connector Trail from Tallahassee to Dunnellon including support for the allocation of state funds to assist in designing, building, and maintaining the trail system.*
- *2018: Supporting the SunTrail Network including the Nature Coast Regional Connector was included in the Board's 2018 State Legislative Priorities. The Nature Coast Regional Connector is currently included as a "priority" trail segment in the most recent FDEP trail plan. Leon County staff continues working with the Florida Greenways and Trails Foundation to support funding for the SunTrail Network and future opportunities to connect Leon County to the statewide trail network.*
- *2019: The County hosted public meetings to refine the scope and award bid for Phase II of the St. Marks Headwaters Greenway, which includes the design of a trail head on Buck Lake Rd with approximately 30 parking spaces; permanent restroom; construction of two (2) boardwalks and a pedestrian bridge; and approximately 4 miles of trails. Additionally, the design of approximately five (5) miles of single-track trail at the Alford Greenway was completed.*
- *2020: Construction of the single-track trail at the Alford Greenway was completed in August 2020. The design of a 1.1 mile trail segment connecting the Southwood Trail to the County's Tram Road project was initiated this year with construction scheduled for 2021. Construction of this trail is funded through a cost-sharing agreement with the City of Tallahassee. The County*

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also entered design and permitting phase of the St. Marks Headwaters Greenway project which includes four (4) miles of trail. Additionally, during FY 2020, the IA Board approved the proposed concepts for the Capital Circle Southwest Greenways, including Broadmoor Spur Trail, Golden Aster Trail, and Debbie Lightsey Nature Park.

- *2021: During the May 27, 2021 workshop, the IA Board approved the proposed FY 2022 Bike Route System Work Plan, which includes multiple proposed trail projects for implementation. Additionally, several projects that include trails are currently in the design phase including the St. Marks Headwaters Greenway project, the Capital Circle Southwest Greenways, and the Lake Jackson and Lake Jackson South greenway projects.*

(E) Work with partners to utilize rights-of-way and utility easements to further expand the trail system.

- Throughout the implementation of the Greenways Master Plan, Planning staff have supported Blueprint in achieving this Initiative by identifying partnership opportunities as part of new development or redevelopment within the community.

(F) Identify opportunities to create dog parks in the unincorporated area.

- *2017: On October 24, 2017, the Board approved Phase I of the Apalachee Regional Park Master Plan, which includes a large and small breed dog park.*
- *2018: As part of the FY 2019 Capital Improvement Program (CIP) budget, the Board approved \$30,000 to construct a new dog park at J. Lee Vause Park. The CIP included out year funding to complete an additional two (2) dog parks in the unincorporated area.*
- *2019: In November 2019, the County opened its first dog park in the open space adjacent to the Bradfordville Community Center. Improvements to the space were made through the realignment of existing funding. The CIP includes annual funding of \$30,000 to construct two (2) additional dog parks in the unincorporated area of the County.*
- *2020: In February 2020, Leon County opened the J. Lee Vause Dog Park. The new dog park is located inside the existing J. Lee Vause Park and provides 1.5 acres of space within the park's wooded area. Amenities include a drinking fountain with a dog water bowl attachment, a log tunnel, jumping hoops and benches.*
- *2021: Robinson Road Park was identified as the third site for a dog park with construction planned to begin in FY 2023. Planning also began for the fourth dog park at Apalachee Regional Park.*

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

- *2017: EMS continued to evaluate new emergency medical response strategies through ongoing efforts including participation in the Tallahassee Care Consortium and multidisciplinary quality meetings with local hospitals.*
- *2018: In addition to all ongoing efforts, EMS partnered with the FSU College of Medicine to study outcomes for cardiac arrest patients treated with an IV or an IO. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly and was published in the Prehospital Emergency Care Journal. Leon County was also awarded \$52,053 in Florida Department of Health EMS Matching Grants to improve and enhance pre-hospital emergency medical services. EMS used the funds to purchase of 20 video*

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laryngoscopes, which will provide visual aid to paramedics assisting patients who are experiencing difficulty breathing and will result in improved primary intubation success rates.

- *2019: In addition to all ongoing efforts, EMS began a comprehensive medical protocol update which was completed in December 2020.*
- *2020: In partnership with the FSU College of Medicine, EMS staff studied outcomes for cardiac arrest patients treated with a supraglottic airway device or an endotracheal tube. The research was accepted for presentation at the National Association of EMS Physicians Annual Meeting and Scientific Assembly. During FY 2020, EMS was also awarded two (2) program grants from the Florida Department of Health. The first project is to implement operations monitoring software that will assist in the management of the EMS system and provide additional quality assurance. The second project is to implement an intersection traffic light pre-emption system that allows ambulances to obtain green lights in their path of travel thereby improving response and transport times and decreasing the risk of an intersection accident.*
- *2021: Coinciding with release of American Heart Association recommendations, EMS completed an update of all medical protocols to reflect best practices.*

(2016-27) Work with the City of Tallahassee to develop a new CHSP process in light of the United Way's decision to conduct a separate funds distribution process.

- *On December 12, 2017, the Board approved a revised Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership (CHSP). The new MOU memorialized the County and City's continued support and commitment to the CHSP; defined the roles and responsibilities of the County and City Commissions, citizens serving on the Citizen Review Teams, and County and City staff; included policies adopted by the County and City Commissions for the CHSP (e.g. eligible organizations, the CHSP funding categories, two-year funding cycle, etc.); and, established a timeline for review of the CHSP funding categories by the County and City Commissions.*

(2016-28, rev. 2017) Implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multifamily affordable housing project and identification of additional transitional housing opportunities through community partnerships.

- *2017: On October 26th, the County and City held a Joint Workshop on the Affordable Housing Workgroup Final Report. The meeting included a presentation of the Workgroup's recommendations, staff's analysis, and opportunities for greater collaboration among County and City governments and affordable housing stakeholders. Both the County and City Commissions accepted the final report and approved 13 staff recommendation to support the recommendations of the Workgroup.*
- *2018: On June 19th, the Board was presented with a status report on the Workgroup's recommendations. In support of several of the Workgroup's recommendation, the Board voted to take the following actions:*
 - *Approve a budget amendment allocating one-time funding of \$5,000 for United Human Services Partnership to provide administrative support to the Tallahassee-Leon County Housing Leadership Council.*
 - *Authorize the County Administrator to issue a request for qualification in conjunction with the City of Tallahassee and the Housing Finance Authority of Leon County to identify an organization that may serve as a community land trust*

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- 2019: On July 9th, the Board the voted to authorize the County Administrator to negotiate an agreement with the Tallahassee Lender's Consortium to serve as the Community Land Trust for Leon County and bring back a proposed agreement to the Board for final consideration and approval.
- 2020: On March 10th, the Board approved the agreement with Tallahassee Lenders' Consortium to serve as the Community Land Trust. As part of the agreement, the Tallahassee Lenders' Consortium will be required to submit an annual report to the County by October 1 of each year.
- 2021: As part of the March 23, 2021 Workshop on Affordable Housing Initiatives in Leon County, the Board was presented with an update on the implementation of the Affordable Housing Work Group's recommendations including the establishment of a Community Land Trust, creation of a Housing Leadership Council, and partnership with Purpose Built Communities on the redevelopment of Orange Avenue Apartments. A joint County-City workshop on affordable Housing is also scheduled for February 22, 2022.

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

(A) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community.

- 2017: In support of this Strategic Initiative, the Department of Elder Affairs, Leon County and the City of Tallahassee jointly established the City of Tallahassee/Leon County Dementia Care and Cure Advisory Council. The Council was responsible for developing best practices, training programs and materials that other communities could use. As a result, Leon County launched a public education campaign to increase awareness of dementia and the available services and provided ongoing dementia sensitivity training for EMS staff.
- 2018: On October 29, 2018, the County received a correspondence from the Department of Elder Affairs (DOEA) indicating that Advisory Council had achieved its intended goals and transitioned to operationalized local Dementia Care and Cure Initiative (DCCI) task forces. Consequently, the Department of Elder Affairs recommended that the Advisory Council be dissolved. On November 20, 2018, the Board was presented a status report on this Strategic Initiative and approved the dissolution of the Advisory Committee.

(B) Exploring opportunities to address fraud/scams targeted towards seniors.

- 2017: Staff arranged for shredding services to be available twice a year at each community center and will continue to work with the Senior Outreach Program to co-promote the opportunity to shred sensitive documents free of charge.
- 2018: The Senior Outreach Program hosted several Lunch & Learns focusing on identify theft and other fraud/scams targeted towards seniors. These events were hosted with partner organizations such as the Florida Department of Business and Professional Regulation, Florida Public Service Commission, Florida Department of Financial Services, Florida Department of Elder Affairs, Bureau of Elder Rights, AARP, Consumer Protection Division, Office of Attorney General, and the Florida Department of Agriculture and Consumer Services.
- 2019: To provide timely presentations to Leon County seniors on current fraud attempts and scams, the County continues to partner with the Leon County Sheriff's Office, the Florida Attorney General's Office (Consumer Protection Division), the Florida Department of Business

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and Professional Regulation, the Florida Public Service Commission, the Florida Department of Agriculture and Consumer Services, as well as AARP.

- *2020: During the COVID-19 pandemic, the Senior Outreach Program's Lunch & Learn series was temporarily suspended. However, Community & Media Relations and Emergency Management compiled several online resources for detecting and reporting scams related to pandemic and other disasters.*
- *2021: In accordance with the Board's decision to transition to Phase 3 of the County's Re-Opening Plan, the County resumed in-person programming including the Senior Outreach Program's Lunch & Learn series, which frequently includes presentations and resources to avoid fraud and scams.*

(C) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination.

- *2017: Per the joint project services agreement with Choose Tallahassee, Tourism Development provided administrative support to the organization including marketing expertise and guidance to support their marketing efforts.*
- *2018: In December 2017, the Board approved a revised agreement with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by their organization. Under this agreement, Leon County provides Choose Tallahassee with \$10,000 annually to support various marketing initiatives and Tourism staff serves on their Executive Committee, but no longer provides administrative staff support.*
- *2019: Tourism staff continued to provide Choose Tallahassee with technical support to develop their annual marketing plan and attended the organization's Executive Team meetings. The County provided \$10,000 to support the organization's annual marketing plan.*
- *2020: Tourism staff continued to serve on Choose Tallahassee's marketing committee and as ex officio members of the Board of Directors providing marketing insight and technical support. The County provided \$10,000 to support the organization's annual marketing plan.*
- *2021: On January 26, 2021, the Board was presented with a status update on the joint project services agreement with Choose Tallahassee. At this time, the Board voted to authorize a three-year continuation of the agreement and allocate \$10,000 annually to support Choose Tallahassee's marketing plan. Additionally, the County is currently coordinating with the City to pursue designation as an AARP Age-Friendly Community.*

(2016-30) Identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives.

- *2017: Leon County took part in several ongoing initiatives, such as participation in NACo's biweekly Data Driven Justice conference call; collaboration with CareerSource Capital Region to offer monthly on-site Resume Writing Workshops and increase employability opportunities to pre and post sentenced offenders; training with NAMI (National Alliance on Mental Illness) for staff development regarding management of offenders with mental health illness; and collaboration with 2-1-1 Big Bend to provide staff training on suicide prevention based on literature that individuals in the criminal justice system have a higher rate of suicide.*

In partnership with the State Attorney's Office (SAO), Leon County facilitated modifications to the adult civil citation program by working with local law enforcement agencies and other agencies

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throughout the 2nd judicial circuit to support a uniform circuit-wide program. A memorandum of understanding establishing the program was signed by all parties in April 2017, and a Status Report on the Adult Civil Citation Program in Leon County was presented to the Board at the November 28, 2018 meeting.

- *2018: Efforts in support of this Strategic Initiative include Intervention and Detention Alternatives staff completing the Ohio Risk Assessment System training to develop enhanced case management plans for offenders participating in Mental Health and Veterans Treatment Courts. Leon County also partnered with the Florida Department of Corrections and the United States Probation Office to hold an Employment and Community Resource Fair on April 18, 2018. The goal of this event was to help connect offenders with local employers and other resources to develop a foundation for their success.*

Additionally, in April 2018, representatives from IDA, Leon County Sheriff's Office, 2nd Judicial Court Administration, and the local behavioral health service provider attended the Best Practices Implementation Academy sponsored by SAMHSA to learn about efforts throughout the nation to reduce the number of individuals with behavioral health issues in the criminal justice.

- *2019: The FY 2019 budget included the State Attorney's Office request of \$20,000 to implement a diversionary program aimed at addressing "minor offenses through making strong interventions without unintended lasting lateral collateral consequences." This funding was used to cover the costs in the form of a "scholarship" for indigent offenders to enter the program. IDA also coordinated with criminal justice stakeholders to assist Apalachee Center in their submission for and award of \$1.2 million in funding through the Criminal Justice Mental Health and Substance Abuse Reinvestment Grant. Additionally, County staff were accepted into FUSE (Frequent Users System Engagement), a pilot learning community, sponsored by the Corporation for Supportive Housing (CSH).*
- *2020: IDA staff participated in Refuge House's "We Know Prostitution Hurts" Community Conversation and Training, which helped to advance staff's understanding of the connection between prostitution, mental health, substance abuse, and other criminal offenses. In addition, the training identified resource and services necessary to stopping the cycle of prostitution. During FY 2020, the County was also selected to participate in MIT's Sloan School of Management's USA Action Learning Lab for the purpose of exploring opportunities to further enhance re-entry efforts. Additional details about the USA Action Learning Lab are provided under a separate Strategic Initiative (2017-2).*
- *2021: On July 13, 2021, the Board approved an agreement with the City to establish a Landlord Risk Mitigation fund which will increase accessibility to affordable housing for individuals returning to the community from incarceration. Access to affordable housing is proven to reduce recidivism and enhance public safety.*

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

- *2017: In partnership with Honor Flight Tallahassee, an Honor Flight Reunion Dinner recognizing National Pearl Harbor Remembrance Day was held on Thursday, December 7, 2017.*
- *2018: The second annual Honor Flight Reunion Dinner was held on December 7, 2018 at the Florida National Guard Armory.*
- *2019: The third annual Honor Flight Reunion Dinner was held on December 5, 2019 at the Florida National Guard Armory.*

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- *2020: In compliance with CDC guidelines and the County's COVID-19 Response and Re-opening Plan, the 2020 Honor Flight and the Reunion Dinner was cancelled.*
- *2021: While the annual Honor Flight was able to safely resume in September, organizers asked that the Reunion Dinner on Pearl Harbor Remembrance Day be cancelled due to the spread of COVID-19 variants.*

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

- *2017: On February 7, 2017, staff recommended, and the Board adopted the proposed Policy, "Street Lighting Eligibility Criteria and Implementation" and, as part of the FY 2018 budget process, \$125,000 was included annually in the five-year capital improvement plan to support the street lighting program.*
- *2018: In FY 2018, streetlight installations were completed at seven (7) intersections.*
- *2019: In FY 2019, streetlight installations were completed at nine (9) intersections and along one (1) road segment.*
- *2020: In FY 2020, streetlight installations were completed at nine (9) intersections.*
- *2021: In FY 2021, streetlight installations were completed at seven (7) intersections. A detailed overview of these projects was included in the Annual Street Lighting Program Status Report presented at the Board's December 14, 2021 meeting.*

(2016-33) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.

- *2017: In April 2017, Leon County conducted the first neighborhood sweep to provide education and voucher disbursements. Staff continues to work with community partners to schedule regular sweeps in the unincorporated areas.*
- *2018: During the June 2018 Budget Workshop, the Board approved a funding request from Be the Solution, Inc. (BTS) for \$16,626 to pay for an increased number of spay and neuter community vouchers. Additionally, in FY 2018, Leon County assisted community partners in developing a spay and neuter transport program which provides rides for pet owners who could not otherwise transport their animals to a clinic.*
- *2019: During the April 23, 2019 meeting, the Board was presented with a report on the Tallahassee Animal Services Shelter Operational Assessment conducted by the University of Florida Maddie's Shelter Medicine Program and Team Shelter USA.*
- *2020: Leon County Animal Control continued to work with community partners to assist with the distribution of low/no cost spay and neutering vouchers.*
- *2021: In collaboration with the City and the nonprofit It's Meow or Never, the County launched an educational campaign on what to do when stray animals are found in a neighborhood. Materials developed for the campaign include information regarding local spay and neuter programs. County staff also coordinated with the Animal Shelter Foundation as it opened a new low cost spay/neuter clinic this year.*

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

- *2017: The adopted FY 2017/2018 budget included \$1.7 million to support the primary healthcare program. In addition, at the April 2017 Budget Workshop, staff presented a status update on the*

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Healthcare Competitive Provider Reimbursement Pool including several recommendations to enhance the efficiencies and effectiveness of the Carenet Program; all of which were adopted by the Board.

- *2018: In accordance with the approved recommendations, healthcare providers were provided with revised contract agreements including definitions for the types of patient visits eligible for reimbursement and provisions in which repayment to the County would be required. County funds were utilized to draw down an additional \$440,903 in Low Income Pool funding from the federal government. The FY 2019 budget also included \$1.7 million to support the primary healthcare program.*
- *2019: County funds were utilized to draw down an additional \$696,341 in Low Income Pool funding from the federal government. The FY 2020 budget also included \$1.7 million to support the primary healthcare program.*
- *2020: County funds were utilized to draw down an additional \$1.3 million in Low Income Pool funding from the federal government. The FY 2021 budget also included \$1.7 million to support the primary healthcare program.*
- *2021: County funds were utilized to draw down an additional \$679,739 in Low Income Pool funding from the federal government. The FY 2022 budget also includes \$1.7 million to support the primary healthcare program.*

(2016-35) Explore opportunities to increase to high-speed internet access through a “mobile hot spot” library lending program.

- *2018: The FY 2018 budget included \$13,250 to support a “mobile hot spot” pilot project that was launched in June 2018. At any of the Library’s locations, one of the 24 mobile hot spot devices with a limit of 2.5 GB could be reserved and checked out for two (2) weeks. Continued funding of the program was included in the FY 2019 budget.*
- *2019: Continued funding of the program was included in the FY 2020 budget and allowed for the purchase of 11 additional devices to meet demand.*
- *2020: During the pandemic, the Library promoted its mobile hot spot program as an option for households in need of internet for working or going to school remotely. During FY 2020, mobile hot spots were checked out almost 400 times.*
- *2021: In December 2021, the County’s Library was awarded a Federal Communications Commission Emergency Connectivity Fund grant in the amount of \$78,998 for a one-time purchase of both equipment (Wi-Fi hotspots, tablets and laptops) and associated broadband and support services for patrons of the Leon County Library.*

(2017-9) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements.

- *2017: Leon County began coordinating with the Florida Department of Transportation (FDOT) to add streetlights at intersections included in the Street Lighting Project List. In addition, Leon County coordinated with FDOT to complete safety enhancements on several roads including Lafayette Street, Old Bainbridge Road and Knots Lane, and Old Bainbridge Road from S.R. 63 (U.S. 27) to the Gadsden County line.*
- *2018: Leon County coordinated with FDOT to implement safety enhancements on Smith Creek Road from South of the Fire Department to State Road 20 and on Woodville Highway from Old*

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Woodville Highway to the Wakulla County line. Additional enhancements began on Oak Ridge Road and Wakulla Springs Road and North Monroe from Harriet Drive to Clara Kee Boulevard.

- *2019: Leon County coordinated with FDOT to complete safety enhancements on Woodville Highway from Old Woodville Highway to the Wakulla County line, Oak Ridge Road and Wakulla Springs Road, and on North Monroe from Harriet Drive to Clara Kee Boulevard.*
- *2020: Staff continued to explore grant opportunities through FDOT's Safe Routes to School Program to complete the Safe Routes to School sidewalk list. In January 2020, Public Works began the required survey and data collection process in anticipation of the grant cycle opening from September – December. Additionally, on November 17, 2020, the Board approved a Resolution in support of an FDOT grant application to construct Safe Route to School Sidewalk projects on Woodville Highway, Canyon Creek Road, Shumard Road, Westway Road and Sherborne Road*
- *2021: On June 8, 2021, the Board approved a new State Highway Lighting, Maintenance, and Compensation Agreement with FDOT. The Agreement specifies the County's responsibilities to maintain the lighting and/or lighting systems on the State Highway System in the unincorporated area of Leon County and authorizes the County to receive annual reimbursement for maintenance costs. Additionally, design commenced in April 2021 for FDOT-funded safety enhancements on Old Bainbridge Road at Capital Circle Northwest. After the design is completed in early 2022, another agreement will be brought back to the Board to receive funding from FDOT for construction.*

(2017-10) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School.

- *2018: At the April 2018 Budget Workshop, the Board accepted the Miccosukee Rural Community Sense of Place Plan, including objectives such as consolidating and enhancing the County's Miccosukee Community Center with the amenities at the Concord School site and centralizing the available public services in the area by incorporating the community center function into the Concord School. In addition, the Board adopted a funding strategy to support renovation of the Old Concord School.*
- *2019: Staff continued to support and assist the Miccosukee Working Group in identifying the needs of its community and evaluating the future of the community center. In support of several other goals of the Miccosukee Sense of Place Plan, the Department of State and Florida State University engaged the Miccosukee Working Group to archive and conduct oral histories. Initial discussions about Future Land Use, Zoning, and the Residential Preservation Overlay were led by staff, as well as a public open house held on the Future Land Use Element Update of the Comprehensive Plan.*
- *2021: On February 16, 2021, the Board accepted the final status report on the Miccosukee Sense of Place Plan, which included several recommendations regarding the Old Concord School. Following the Board's acceptance of the status update, staff proceeded with identifying a project architect to develop multiple concept designs and oversee implementation of the renovation. Additionally, staff developed an engagement plan with the architect to ensure community input is considered throughout the project's design. The concept designs will ensure the building meets current building codes, is visually appealing, and can meet versatile programming uses. After incorporating community feedback, a final design, project timelines, and estimated cost will be developed. At minimum, the renovation will include building systems*

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such as air conditioning, plumbing and electrical along with a new visual appeal of flooring, paint, windows, and furniture.

(2018-7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans.

- *Since the December 2018 Board Retreat, staff from various departments including Human Services and Community Partnerships, Human Resources, Library Services, Office of Economic Vitality (OEV), and the Office of Intervention and Detention Alternatives have been collaborating with CareerSource Capital Region to enhance the County's partnership in support of the newly adopted Strategic Initiative. The County and CareerSource are continuing several on-going efforts in this area such as OEV's discussions of opportunities that exist for talent development for local veterans during business consultations; Career Coaching and Resume Review sessions available throughout the library branches to reach all areas of the community; partnership with Veterans Treatment Court in collaboration with the 2nd Judicial Circuit; and the multitude of services and referrals provided by the Veteran Services Division.*

The County's partnership with Career Source Capital Region has also been strengthened through the implementation of new programs or services designed to increase job and economic opportunities for local veterans. In April 2019, Human Resources began sending welcome letters to veterans applying for employment with the County to first, thank them for their service to their country and community and secondly, to provide information on programs and services available to them at the local, state, and federal levels. To effectively measure the impact of these initiatives, CSCR has developed a local code in the state's Employ Florida database that will identify individuals served, provided services, and participant outcomes for veterans referred from Leon County Government to CSCR for assistance.

As the County continues enhancing this partnership, staff have collaborated with CareerSource to highlight national events for veterans such as "National Hire A Veterans Day" as well as local events such as CSCR's "Veterans Connect Sessions" providing an environment for veterans to network, talk, and learn about benefits.

(2018-8) 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).

- *2019: During the June 2019 Budget Workshop, the Board approved a proposed L.I.F.E. Rural Road Safety Stabilization Program Policy and an associated Resolution establishing the Program as a paramount public purpose. The Policy established uniform procedures to ensure proper accountability and legal consistency in administering and managing the roadway improvements associated with this program. The application cycle was subsequently opened to the public in August 2019.*

Given the significant limited financial ability of some neighborhoods to properly maintain their roads, the Policy and the associated Resolution established the paramount public purpose to dedicate a portion of L.I.F.E. funding for the repair and improvement of private dirt roads in which property owners are deemed low-income without sufficient financial means to properly maintain their roads to a safe minimum standard.

- *2020: Public Works and CMR implemented several promotion and outreach strategies for the Rural Road Stabilization program including, news advisories, targeted Facebook and Nextdoor ads, printed door hangers, and rural County Library displays. Public Works staff continues to*

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provide information on the program with citizens who currently utilize the County's private road repair program. However, the COVID-19 pandemic halted a door-to-door outreach campaign which would have targeted neighborhoods that could potentially be eligible for the program. Despite these barriers, the County was able to complete three (3) projects during FY 2020.

- *2021: To date, the County has received 34 applications for the program, of which eight (8) projects have been completed and one (1) is currently awaiting scheduling:*
 - *Mamie Lane (.138 miles);*
 - *Daniel Lee Trail (.091 miles);*
 - *Johnherb Lane (.092 miles);*
 - *Willie Frances Trail (.135 miles); and*
 - *Backforest Lane (.30 miles);*
 - *Minnie Rose Lane (0.280 miles);*
 - *Kinfolks Loop (0.721 miles);*
 - *Silver Branch Drive (0.717 miles); and*
 - *Kin Crosse Lane (.176 miles. Awaiting scheduling)*

Of the remaining 25 applications, eight (8) did not meet the minimum program eligibility criteria and 17 are pending further evaluation. Public Works staff is currently working with these applicants to submit the required right-of-entry and income verification forms.

(2018-9) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community.

- *On January 28, 2020, the Board was presented with the CHSP Needs Assessment Report that was conducted by the Center for Health Equity (CHE), along with several options prepared by County staff to improve the CHSP process and to optimize our limited human services funding to address the greatest human services needs of the community. The item also included a peer review of the needs assessment conducted by Dr. Gary VanLandingham, Professor at the Askew School to provide an additional independent evaluation of the needs assessment's methodology and findings. According to the Peer Review, the needs assessment utilized a reasonable approach and methodology for collecting data. However, the peer review found insufficiencies with the methodology utilized for developing the funding allocations and ultimately recommended additional analysis should be conducted to determine the highest human service needs in the community and offered technical assistance that could be provided by the Askew School to perform the additional analysis. At that time the Board did not move forward with the recommendation of the Peer Review to engage the Askew School and instead approved the following options:*
 - *Create a new CHSP Promise Zone category funded by both the County and City by expanding the Promise Zone area to include additional high poverty census tracts (generally found in the 32304 area), and direct staff to provide options for the level of County funding for CHSP and the Promise Zone to be considered as part of the upcoming budget process.*
 - *Refine the outcome measures presented in the Needs Assessment with human service stakeholders to be implemented in the second year of the upcoming cycle.*

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It is important to note that with the exception of the Promise Zone category, the Board's action maintained the existing CHSP human service categories and current funding allocations assigned to each category.

Subsequently, on January 29, 2020, the City Commission was presented the CHSP Needs Assessment Report and provided similar options by City staff as presented in the agenda item. The City Commission approved the following options:

- Direct the City Manager that the current CHSP human service categories and funding formulas for those categories be maintained for the upcoming CHSP funding cycle.*
- Approve the proposed expansion of the Promise Zone boundaries to include additional low-income census tracts with the condition that the County provides additional funding to support Promise Zone funding category.*
- Direct the City Manager to coordinate with the County to review the proposal from the Askew School of Public Policy to develop additional analysis and recommendations regarding the Needs Assessment and provide the City Commission with any recommendations for further action.*

On February 11, 2020, the Board requested a status report on the options approved by the Board and the City Commission. On February 25, 2020 following several requests from UPHS, the Board directed staff to draft an agenda item for consideration of coordinating with the City to engage the FSU Askew School of Public Policy to conduct a peer review of the Needs Assessment, evaluate the programs funded by CHSP, and provide recommendations for uniform outcome measures to determine the effectiveness of the programs in addressing the highest human service needs in the community.

On December 14, 2021, the Board adopted the uniform performance measures developed by the FSU Askew School of Public Policy. These measures will go into effect during the upcoming two-year funding cycle (FY 2023 and FY 2024). Additionally, at this time, the Board authorized the County Administrator to develop a Memorandum of Understanding with the City of Tallahassee and the Children's Services Council of Leon County to partner on opportunities to collaborate and coordinate on the funding, program delivery, program evaluation, and outcome measures for children and family services, for consideration by the Board at a future meeting.

(2018-10) 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: At the February 27, 2018 meeting, the Board accepted a \$15,000 grant from the Big Bend Health Care Coalition for equipment and supplies which assist EMS in providing medical response in the event of a mass causality incident. At this time, Leon County EMS also incorporated Stop the Bleed training in community CPR trainings, where appropriate. Information about the Stop the Bleed campaign and training were incorporated into the County's social media messages.*
- 2019: Stop the Bleed Kits were placed at AED sites throughout County facilities and, in November 2019, the County's Leadership Team participated in Stop the Bleed training.*
- 2020: In partnership with the Big Bend Healthcare Coalition and Leon County Schools, additional Stop the Bleed kits have been deployed to all K-12 schools. EMS has implemented changes to*

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standard operating guidelines and continues to work with first response agencies in the development of a hostile event response strategy as well as joint training exercises.

- *2021: EMS staff continues to plan joint training and exercises with partner first response agencies which had been delayed due to COVID-19. Additionally, in May 2021, EMS was awarded a grant from the Big Bend Healthcare Coalition to purchase a trailer to transport a mass casualty shelter and specialty response equipment.*

(2018-11) 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.

- *2019: At the April 2019 Budget Workshop, the Board was provided with a status report on the Supervised Pretrial Release Program including an analysis on the impacts of eliminating pretrial release program fees. Additionally, IDA implemented the Pretrial Assessment Tool (PAT) of the Ohio Risk Assessment System (ORAS), coordinated with Department of Children and Families to provide Trauma Informed Care to Probation/Pretrial Officers, and participated in monthly Big Bend After Reentry Coalition (BBARC) meetings to stay informed on services and events available through community partners.*

To support the Supervisor of Elections' efforts to assist former offenders with voter registration, Supervisor Early was invited to present at the Board's February 12, 2019 meeting. During the presentation, Supervisor Early advised the Board that no additional guidance from the Legislature was needed for his office to proceed with voter registration; however, his office will continue to work with the Legislature and the State in providing data. IDA also collaborated with the Supervisor of Elections Office to distribute information regarding voter rights restoration in the IDA office and website.

- *2020: On July 14, 2020, the Board approved a grant match of in-kind contributions required for the establishment of Apalachee Center's Forensic Intervention and Re-Entry Services Team (FIRST) to increase mental health services to individuals involved in the criminal justice system. The County contributed approximately \$207,000 utilizing existing staff and office space to meet the required match of in-kind contributions and support the objectives of FIRST.*
- *2021: To support this Initiative, IDA continues to provide the Public Safety Coordinating Council (PSCC) with quarterly reports from programs receiving funding through the Board approved diversionary account. The updates ensure services and outcomes align with the County's goal to reduce recidivism and the inmate population.*

(2018-12) Implement a minimum grid bicycle route network.

- *In furtherance of implementing the minimum grid bicycle route network, the Tallahassee-Leon County Planning Department coordinated with Blueprint Infrastructure to develop a Facilities Gap Analysis that identified approximately 150 miles of potential facilities gaps in between existing and planned bicycle facilities, that can be further vetted through the public process and evaluated for feasibility, appropriate facility type, and potential alternatives. After further coordination between the two (2) departments, Blueprint presented a proposed FY 2022 work program for the Blueprint 2020 Build the Bike Route System (BRS) project to the IA Board at their May 27, 2021 Budget Workshop. This work program will provide funding to Greenways Master Plan projects with bicycle facility components, as well as guide implementation activities on 10.7 miles of previously approved and proposed BRS projects.*

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(2020-5) Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers.

- *In June 2021, Leon County launched text-to-911, a service that allows citizens to send a text message directly to 9-1-1 for assistance in the event they are unable to make a voice call. Over the last six (6) months, the County and the Consolidated Dispatch Agency worked with the text-to-911 vendor to complete the installation of technical infrastructure and provide training to staff. Currently, County Community & Media Relations and the Consolidated Dispatch Agency are working jointly on a public information campaign to educate residents about how and when to use text-to-911 services.*

(2020-7) Coordinate with community partners to implement training for parents and students on the safe use of online applications.

- *To support Leon County youth and adults in starting a conversation and practicing safe online behavior, the Library has developed a list of resources on the “Parent’s Page” of its website. These resources are grouped according to their intended age range (elementary or middle & high school) and include links to websites like NetSmartz, a project of the National Center for Missing & Exploited Children which aims to help children to become more aware of potential online risks and empowering them to making safer choices on- and offline. In addition, in December 2020, the Library and Community & Media Relations launched a public information and awareness campaign stressing online and digital safety in advance of the holidays when a large number of youth and teens receive new devices. To continue building upon these efforts, the Library is exploring possible partnerships with local law enforcement agencies that typically offer in-person training on this topic but have temporarily suspended these programs due to the pandemic.*

(2021-5) Coordinate with the City of Tallahassee in pursuing designation as an AARP Age-Friendly Community Network to enhance the community’s livability for residents of all ages.

- *On March 10, 2020, the Board was presented with an agenda item providing an overview of the AARP Network of Age-Friendly States and Communities, including a review of the application process, membership requirements, and options for joining the network. At this time, the Board directed staff to pursue the designation in coordination with the City of Tallahassee. Following the Board’s direction, staff began coordinating with relevant community partners to develop a draft workplan and successfully complete the application process this summer. Representatives from AARP presented Leon County with the AARP Age-Friendly Designation during the Board’s September 14, 2021 meeting.*

(2021-6) Relocate the proposed Northeast Park to the Welaunee area and support Blueprint accelerating the funding of the project in coordination with the Northeast Gateway project.

- *During the January 26, 2021 meeting, the Board authorized the County Administrator to initiate selling the parcel of property at Proctor Road and Thomasville Road and negotiate for the purchase of the parcel on Centerville Road adjacent to the Montford Middle and Roberts Elementary Schools for the purpose of developing a Northeast Park subject to the Blueprint IA Board’s approval to modify the location of the Northeast Park project description. On April 8, 2021, the IA Board held the second and final public hearing to approve the amendments to the Northeast Park project description. At the May 27, 2021 Budget Workshop, the IA then voted to*

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advance the full funding of the project through planned bond issuances at \$10 million within the FY 2022 – 2026 Capital Improvement Plan. Most recently, at the December 14, 2021 meeting, the Board authorized the sale of the property on Proctor Road and Thomasville Road. Proceeds from the sale will be used to purchase the land needed to relocate the Northeast Park off Centerville Road.

(2021-7) Evaluate and implement options to address chronic speeding and traffic issues in the Northeast and along Deer Lake Road.

- *On February 16, 2021, the Board adopted a new Traffic Calming Program Policy which revised the criteria to allow traffic calming on minor collector roads such as Deer Lake Road. Following the Board's decision, the new Policy and program requirements were submitted to the Killearn Lakes Homeowners Association (HOA). At this time, an HOA representative advised County staff that the HOA Board of Directors did not want to proceed with traffic calming on Deer Lake Road at this time. As of the writing of this report, the County has not received petitions from 75% or more of the property owners abutting Deer Lake Road, which is required by the Policy to participate in the Traffic Calming Program.*

However, the County has been able to move forward with some traffic safety enhancements that do not require a petition. For example, asphalt curbing was installed from Killearn Point Ct south to Deer Lake Elementary School to separate the sidewalk from the edge of pavement. In addition, a speed study was performed by staff and considers the installation of speed feedback signs at the bottom of the hill between Golden Eagles entrance and Kinhega Drive to make drivers more aware of their speed.

(2021-8) Implement targeted outreach and education to minority communities to encourage vaccinations.

- *On January 26, 2021, the Board approved the coordinated public health communications plan to build trust and confidence in the COVID-19 vaccine and authorized the County Administrator to execute any related public relations agreements. As detailed in the plan, the campaign is intended to target minority and disadvantaged communities. For campaign creation and dissemination, CARES funding was allocated in the amount of \$175,000.*

On March 9, 2021, the Board then voted to authorize the County Administrator, in working with community partners, to immediately utilize an additional \$500,000 to support targeted outreach and engagement in communities of color in order to build trust and confidence in the COVID-19 vaccine. Immediately following Board's decision, the County began convening coordinating calls with the Vaccination Community Education and Engagement Task Force, Bond Community Health Center, Neighborhood Medical Center, and Florida Department of Health in Leon County. As a result of these meetings, the group established the goal of reaching 10,000 households in in targeted neighborhoods that FDOH has identified in their vaccine hesitancy assessment.

Additionally, in the less than a week following the Board's direction, County staff executed an agreement with Dr. Elaine Bryant to administer the outreach program and employ 30 community health advocates in street teams. Leon County also amended the agreements with Bond and Neighborhood for COVID-19 testing to include vaccination clinics in targeted communities. As a result of these efforts, the County has reached over 23,500 households,

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vaccinated more than 4,500 people in underserved communities, and reached almost 5,000 attendees at expos, town halls, and other community meetings.

During the May 25, 2021 Budget Workshop, the Board approved the expenditure of \$331,000 in American Rescue Plan Act (ARPA) funds to continue supporting vaccine hesitancy engagement and promotion efforts in partnership with the Vaccination Community Education and Engagement Task Force. The City has also allocated \$269,000 for a total of \$600,000 to support this initiative until December 30, 2021.

(2021-9) Develop a plan to address poverty and inequities in 32304 in collaboration with the City and other community partners.

- *On November 9, 2021, the Board was presented with a comprehensive report on programs, services, initiatives, and events adopted and implemented by the County and other community partners to address poverty and inequities in communities and neighborhoods within the 32304 zip code. Additionally, the report presented plans that were developed by residents of the neighborhoods in 32304. At this time the Board approved several recommendations to better coordinate, align, and enhance existing County programs and services with these plans to continue to improve the neighborhoods in collaboration with community partners. Additionally, the Board directed staff to provide a status report on these efforts in three (3) months and annually thereafter.*

(2021-10) Create a Citizen's North Monroe Street Task Force with City of Tallahassee participation, staffed by the City/County Planning Department charged with identifying opportunities to reduce crime and improve conditions along the North Monroe Corridor between Fred George Road and Tharpe Street.

- *On April 13, 2021, the Board approved a Resolution to establish a 12-member Citizens' North Monroe Corridor Task Force with members appointed by both the County and the City. The Task Force held five (5) immersive sessions and three (3) follow-up meetings. The immersive sessions provided community data and analyses, presentations from field experts, and "deep dive" discussions for each topic. The follow-up meetings were held to identify and refine the findings and opportunities to develop actionable action items for the Board's consideration. On December 14, 2021, the Task Force's Final Report was presented to the Board resulting in the adoption of 16 recommendations in the categories of Making Corridor Improvements, Response to Crime & Human Trafficking, and Response to Homelessness.*

(2021-11) Working with community partners, develop possible options for those struggling with food insecurity by utilizing the results of Feeding Florida's recent study on food insecurity that provides granular information down to the neighborhood block group level.

- *On November 9, 2021, the Board was presented with an analysis of Feeding Florida's recent study to determine the number of Leon County residents missing meals. At this time, staff recommended, and the Board authorized staff to partner with America's Second Harvest of the Big Bend to conduct community meetings in collaboration with the City of Tallahassee in order to determine barriers that exacerbate food insecurity in the neighborhood block groups.*

Quality of Life – In Progress

(2016-25) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing.

- *In fall 2021, a RFP was released for consultant services to update the Land Use Element of the Comprehensive Plan. The RFP included a review of inclusionary housing.*

(2020-6) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program.

- *On December 10, 2019, the Board conducted the first and only public hearing to adopt an Ordinance authorizing the establishment of a sterile needle and syringe exchange program in Leon County. Following the public hearing, County staff and representatives from the Leon County Health Department convened all local healthcare partners that are eligible to operate a syringe exchange program under Section 381.0038, Florida Statutes. At this time, only Bond Community Health Center expressed an interest in serving as the County's program operator. However, both Bond and the Health Department asked that efforts to establish the program be delayed while their organizations focused on COVID-19 testing and vaccination.*

During the summer of 2021, staff from the County and the Health Department reconvened with Bond to discuss the statutory requirements for operating a syringe exchange program as well as the anticipated program costs. County staff also coordinated meetings with both Bond and Palm Beach County to discuss their new program to outreach, operations, and methods to meet the deliverables of the statutory requirements. Unfortunately, in August 2021, Bond informed the County that it did not have the resources to establish this type of program given that Florida Statue prohibits the use of state, county, or municipal funds to operate an exchange.

Following Bond's decision, the eligible healthcare partners were reconvened on September 30, 2021 to discuss the establishment of a syringe exchange program. They were also asked to notify County staff by October 22, 2021 if their organizations were interested exploring the opportunity to become the County's program operator. Only Big Bend Cares responded and notified staff that their board of directs planned to hold several meetings to discuss the topic. Their next meeting is scheduled for January 25, 2022 and will include a presentation from University of Miami on Miami-Dade County's program.

Governance – Completed

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

- *2017: Events during FY 2017: CES Let's Balance, CES Disaster Preparedness, Longest Table, three (3) Library Lecture Series, FSU's the Big Event, Created Equal and a number of Village Square events.*
- *2018: Events during FY 2018: Created Equal, The Big Event, Longest Table, four (4) Library Lecture Series, CES Disaster Preparedness, two (2) Village Square events, and the Let's Balance Budget Game as part of Leadership Tallahassee's program.*
- *2019: Events during FY 2019: Created Equal "Ode to Understanding," three (3) Library Lecture Series events, Eric Klinenberg: Palaces for the People event, Let's Balance Budget Game as part of Leadership Tallahassee's program, "How Do We Grow from Here" event with Village Square, CES Disaster Preparedness, and The Big Event.*
- *2020: Events during FY 2020: Created Equal "60th Anniversary of Tallahassee Lunch Counter Sit-ins," two (2) in-person Library Lecture Series events featuring local musician Royce Lovett and the other award-winning science fiction author Jeff VanderMeer, and one (1) virtual Library Lecture Series event "The Great Spaces Summit with Suzanne Nienaber" held in partnership with the Center for Active Design, the Knight Creative Communities Institute (KCCI) and the Knight Foundation.*
- *2021: Events during FY 2021: the Village Square Annual Town Hall, Created Equal: "Stretching Towards Freedom, A Conversation about Florida Emancipation Day," and one (1) virtual Library Lecture Series event "The Queens English: The LGBTQIA+ Dictionary of Lingo & Colloquial Phrases."*

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

- *Staff continued to assist Commissioner Desloge as needed until his term ended on July 24, 2017. Staff provided assistance with large events including NACo's 2017 Legislative Conference and 2017 Annual Conference in addition to hosting the 2016 NACo Fall Board meeting.*

(2016-38) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.

- *The 2017/2018 Leon County Citizen Charter Review Committee conducted six (6) meetings and three (3) public hearings between November 9, 2017 and February 8, 2018. The Committee's Final Report and recommendations were presented to the Board on February 27, 2018. The Board voted to place on the 2018 General Election ballot one charter amendment requiring the adoption of a Code of Ethics by Ordinance. On November 6, 2018, the charter amendment passed with support from approximately 77% of voters.*

(2016-39) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals.

- *2018: During the April 2018 Budget Workshop, the Board approved the proposal for migration to Microsoft Outlook. To determine the requirements for configuration planning, MIS met with*

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Technical Liaisons for all County Agencies and Departments. The migration was completed in December 2018.

- *2019: MIS continues to provide training and assistance to employees including Lunch and Learn events as well as extensive reference guides and information videos available through the County's Intranet site. In addition, MIS has begun to replace other paid software with available Outlook software products. For example, Survey Monkey has been replaced with Outlook Forms and Dropbox has been replaced with Outlook One Drive. The transition to the latter will provided a cost savings of approximately \$16,000 - \$30,000.*
- *2020: MIS launched and provided staff training for Microsoft Teams, a unified communication and collaboration platform that allows for video meetings, file storage, and application integration.*
- *2021: MIS is currently evaluating options to streamline the agenda review process with the Microsoft software OneDrive and Flow.*

(2016-40) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies.

- *2017: In January 2017, DSEM implemented the new Accela Citizen Access (ACA) permit tracking and enforcement software including the mobile application for Building Inspection staff and for public use. In addition, all inspectors were outfitted with smartphones and tablet devices to utilize the software in the field.*
- *2018: In FY 2018, code compliance was integrated into the ACA software.*
- *2019: DSEM and MIS worked to complete several additional enhancements to the permitting system intended to further improve customer service and reduce plan review times. These include:*
 - *Contracting with private sector plans reviewers to expedite the permit process.*
 - *Modifications to allow for online submission of commercial as well as residential permits*
 - *A flat fee methodology for residential building permits and an online building fee estimator (developed with stakeholders in FY 2018 and approved by the Board in early FY 2019).*
 - *A Permits Issued Report and a Days to Approval Report which allow tracking of permit turnaround times.*
 - *A "Waived Fee" payment type for Veterans Preference permits as well as permits related to Hurricane Michael and Baum Road Tornado damage.*
 - *Launch of ProjectDox, an online plan review software.*
 - *Automated scheduling of inspections when a permit application is submitted.*
 - *Automated email notifications to environmental inspectors when an electrical release is requested.*
 - *Automated email notifications for expiring permits.*
- *2020: DSEM and MIS continued to implement enhancements to the system including GIS mapping of Leon County permits over the last 10 years and automated generation and emailing of the Certificate of Completion and Certificate of Occupancy to the applicant.*
- *2021: Several enhancements to the permitting system are currently underway including the launch of Selectron and ePermits Hub. Selectron that will add interactive text messaging capabilities, and the ePermits Hub will streamline the permitting process and revolutionize how developers coordinate and communicate with DSEM by allowing remote applications, collaboration, tracking, and permitting.*

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

- *2017: Four (4) Leon County employees graduated from FSU's CPM Program in 2017.*
- *2018: Four (4) new employees began participating in the CPM program.*
- *2019: Three (3) Leon County employees graduated from FSU's CPM Program in 2019.*
- *2020: A new class of five (5) employees began the two-year program. These employees are slated for graduation in 2022 due to the COVID-19 pandemic.*

(2016-42) Seek opportunities for partnerships through NACo and FAC's enterprise programs.

- *Leon County continues to participate in several NACo and FAC enterprise programs including:*
 - *NACo's Live Healthy Program which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee;*
 - *NACo and FAC's joint Deferred Compensation Program with Nationwide Retirement Solutions;*
 - *NACo and FAC's Life Insurance Program with Boston Mutual;*
 - *NACo's U.S. Communities Government Purchasing Alliance; and*
 - *The Florida Municipal Insurance Trust Property and Workers Compensation Program, a partnership with FAC and the Florida League of Cities.*

Leon County Administration also continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.

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

- *2017: In May 2017, staff pursued working with the City to evaluate the overall consolidation of animal control and/or animal shelter operations. Several preliminary meetings were conducted to discuss this matter; however, City staff indicated that the City has other higher priorities it is focused on and is unable to commit the resources to discuss this issue further with the County. The County and City of Tallahassee also collaborated on two (2) new joint efforts: (1) the shared Animal Abuser Registry and (2) the Tallahassee-Leon County Affordable Housing Workgroup.*
- *2018: During FY 2018, through the consolidated Minority, Women and Small Business Enterprise (MWSBE) office, the County and City of Tallahassee implemented a joint disparity study. The County and City also proceeded with establishing a new CHSP agreement in light of the United Way's decision to conduct a separate funds distribution process. In addition, both the City and County collaborated on a Joint Alternative Mobility Funding Systems Study.*
- *2020: In FY 2020, as recommended by the joint disparity study, the Board approved a consolidated MWSBE policy with the City of Tallahassee. During this year, the County and City also jointly contracted with SCS Engineers to identify alternative long-term strategies for the future of the Single-Stream Recycling program in addition to implementing a cost sharing agreement to finance the purchase of a Bell 505 Ranger Helicopter for the Sheriff's Office Aviation Unit.*
- *2021: In FY 2021, the County implemented several efficiencies in coordination with the Sheriff. First, the County is currently partnering with the Sheriff to launch a pilot video visitation and family literacy program at the Main Library. Additionally, maintenance of the Detention Facility was consolidated under the County's Facilities Management Division. As outlined in the July 2020*

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Budget Workshop, the County historically provided funding to the Sheriff to perform maintenance at the Detention Facility. This funding included nine (9) positions and related operating costs such as utilities. To increase operational efficiencies with the Detention Facility maintenance, the existing Sheriff facility maintenance staff were transferred to Leon County Facilities Management.

During the first half of the year, the County also worked extensively with the City to identify any remaining community needs resulting from the COVID-19 public health emergency. As a result, the County and City worked to develop and jointly fund several programs on a countywide basis. The cost-sharing arrangement with the City allows both entities to leverage a significant portion of their American Rescue Plan Act (ARPA) funding to address food insecurity, small business needs, and homelessness support as part of a highly coordinated, communitywide plan.

(2016-44) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions.

- *2017: As part of the FY 2018 budget process, the Board established a living wage of \$12.00/hour.*
- *2018: Human Resources launched the new Leon Learns Training Portal which connects county employees to training opportunities being offered by Human Resources as well as local and national training institutions. Through this system staff may sign-up for training, see training offered by outside entities and request specific training. Human Resources is developing several professional development courses and launched two (2) new trainings this year: New Supervisor Training (0-3 years) and “Dealing with Difficult People.”*
- *2019: As a part of the FY 2020 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. Additionally, at the April 23, 2019 Budget Workshop, the Board directed staff to review establishing a \$13 per hour living wage for County employees as part of the FY 2021 budget process.*
- *2020: During the November 2020 General Election, Florida voters approved Amendment #2, which gradually raises the Florida minimum wage to 15.00/hour by 2026. Since Leon County’s living wage was still above the published minimum wage for Leon County and in light of the State’s planned minimum wage increase, the Board kept the County’s living wage at \$12/hour.*
- *2021: At the May 25, 2021 Budget Workshop, the Board was presented with an analysis and recommendations regarding staff pay adjustments. At this time, the Board voted to establish a minimum living wage of \$14/hour effective October 1, 2021 for all Leon County employees.*

(2017-11) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation’s first #HurricaneStrong county.

- *2018: During the National Hurricane Conference on March 28, 2018, FLASH declared Leon County as the Nation’s first #HurricaneStrong Community. During the year, Leon County Emergency Management continued to partner with FLASH on the County’s annual hurricane preparedness activities including hosting a new Business Ready Workshop.*
- *2019: The 2019 Hurricane Season Kickoff press conference was held on May 31, 2019 and included participation from FLASH. Additionally, Assistant to the County Administrator Mathieu Cavell was selected to serve on the FLASH National Outreach Advisory Council.*

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- *2020: Leon County staff coordinated with FLASH to present at both the National Hurricane Conference in April and the National Disaster Resilience Conference in November 2019.*
- *2021: Leon County continues to coordinate with FLASH on the County's annual hurricane preparedness activities.*

(2017-12) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects.

- *2017: On January 4, 2017, the County hosted the second Created Equal event with the Village Square at the Moon. Over 500 citizens were in attendance.*
- *2018: On January 9, 2018, Leon County hosted the third annual Created Equal event with the Village Square at The Moon. Over 630 people registered to attend the event. Per the Board's direction, on February 13, 2018, staff presented, and the Board approved, a proposal to collaborate with the Tallahassee Symphony Orchestra and The Village Square to host the 2019 Created Equal event and approved an additional \$10,000 be included in the FY 2019 budget. The FY 2019 budget included a total of \$20,000 for Leon County to be the title sponsor of the event.*
- *2019: On March 31, 2019, Leon County hosted "Ode to Understanding" in partnership with the Tallahassee Symphony Orchestra and the Village Square. The event was held at the Ruby Diamond Concert Hall and sold out with 1,200 attendees.*
- *2020: On February 13, 2020, Leon County hosted the fifth annual Crated Equal event, which focused on the 60th Anniversary of Tallahassee Lunch Counter Sit-in. More than 1,000 people registered for the event, which was held at the Moon.*
- *2021: On May 21, 2021, Leon County hosted the sixth annual Created Equal event titled "Stretching Towards Freedom, A Conversation about Florida Emancipation Day." The event was held virtually and featured speakers from across the state of Florida, including historians and community leaders in a conversation on the significance of Emancipation Day to Florida citizens.*

(2017-13) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President.

- *In support of Commissioner Maddox, staff provided assistance at the FAC conferences leading up to his swearing in at the 2019 Annual Conference on June 11-14, 2019 in Orlando. In addition, staff also worked with Commissioner Maddox's office to coordinate the presentation of the FAC Presidential Scholarship to the child of a Leon County Government employee. Staff continued to assist Commissioner Maddox as needed until his term ended in June 2020.*

(2017-14) Implement the recommendations of the Hurricane Irma After-Action Report.

- *During the May 22, 2018 Board meeting, a status update on the implementation of Hurricane Irma After-Action Report was presented. The status update announced that all 65 recommendations have been completed.*

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(2018-13) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam.

- *2018: Leon County Emergency Management performed a site visit with City of Tallahassee at the C.H. Corn Hydroelectric dam to discuss emergency notification of area residents during rain events, as well as any recorded emergency procedures for high water and water release.*
- *2019: In March 2019, the City of Tallahassee decommissioned the dam and returned day-to-day operation to the State of Florida. In preparation for this transition, Emergency Management staff met with the Florida Department of Environmental Protection and the Leon County Sheriff's Office to draft a plan and develop procedures. At the June 18, 2019 Board meeting, staff presented an emergency management plan that outlined actions specific to the height of water at the C.H. Corn Hydroelectric dam, including the pre-deployment of barricades, notification of nearby residents who could be affected by a controlled water release, and a public safety response plan.*
- *2020: A table top exercise to test the public safety response plan was conducted in March 2020.*

(2018-14) Implement the recommendations of the Hurricane Michael After-Action Report.

- *During the May 28, 2019 Board meeting, a status update on the implementation of Hurricane Michael After-Action Report was presented. The status update announced that all 68 recommendations have been completed. When including the Hurricane Hermine and Hurricane Irma After-Action Reports, the County has implemented a total of 213 recommendations.*

(2018-15) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019.

- *On June 18, 2019, the Board adopted the proposed Ethics Ordinance and directed staff to review several recommendations from the organization Common Cause Florida. A revised Ethics Ordinance was presented to and adopted by the Board on December 10, 2019.*

(2018-16) 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.

- *During the March 12, 2019 meeting, the Board was presented with and approved the County's action plan to implement this Initiative. The plan included the Club of Honest Citizens event in May 2019 "How Do We Grow from Here" as well as hosting sit-downs on social media with various County staff. As part of the plan, the County began connecting with Leon County neighborhoods through the NextDoor app and customer service feedback surveys were added to the County's Citizen Connect portal as well as DSEM's permitting system. To reach "cord cutters" a Roku channel was launched to stream Leon County television programming. The County also engaged a consulting firm to develop the community-wide survey in 2021 to assist with developing the next five-year Strategic Plan.*

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(2018-17) Evaluate incorporating social infrastructure into the comprehensive plan land use element update.

- *In fall 2021, a RFP was released for consultant services to update the Land Use Element of the Comprehensive Plan. The RFP included the development of draft policies that will support social infrastructure throughout Leon County in key locations.*

(2020-8) Complete an updated Building Permit fee study.

- *On Oct. 15, 2019, the Board approved a revised building permit fee methodology that implemented a flat fee for building permits versus the current fee calculated by itemizing every component from each discipline. At the same meeting, the Board also directed staff to conduct a building permit fee study as an accompaniment to the revised building fee methodology. The building permit fee study began in January 2020 but experienced several delays due to the COVID-19 pandemic. In late 2021, the study was finalized by MGT Consulting Group and its findings were shared with local industry representatives and citizen committees for input. The final findings and recommendations from the study will be presented to the Board as part of the upcoming Budget Workshops.*

(2020-9) Implement the Leon County Essential Libraries Initiative.

- *During the May 25, 2021 Budget Workshop, the Board approved a proposed plan to implement the Essential Libraries Initiative, a re-envisioning of the Leon County Public Library System to address the changing needs of residents and trends in library use. The plan includes several enhancements to the Library such as new programs and services as well as capital improvements. As part of the plan, the Board also approved the realignment of existing positions to hire a licensed social worker to serve as the Library's first Community Resources Specialist. Additionally, several policy revisions were adopted to support the Essential Libraries Initiative including an updated Library Code of Conduct and an Enabling Resolution to add three (3) new members to the Library Advisory Board: (1) the Director of Florida State University's Florida Center for Reading Research or a designee; (2) the Dean of FAMU's College of Education or a designee; and (3) the Developer of Instruction Technology (Lead Media Specialist) for Leon County Public School or a designee. The Library continues to implement the Essential Libraries Initiative, including the recent launch of Family Time & Tales, a free video visitation and family literacy program for the inmates at the Leon County Detention Facility and their families.*

(2020-10) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens.

- *A Bicentennial Committee has been formed and includes representatives from the County, City, Tallahassee Historical Society, and other community organizations and leaders. Per the County's program funding agreement with the Council on Culture and Arts (COCA), the organization will also be a major stakeholder in the community's 2024 Bicentennial by facilitating, implementing, coordinating, supporting and promoting Bicentennial activities among cultural organizations.*

During 2021, the Committee met three (3) times to discuss marketing options as well as a logo and website for the Bicentennial.

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(2020-11) Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts.

- *In 2020, Leon County was selected to participate in the MIT Sloan School of Management USA Lab. As part of the program, a team of four (4) MIT graduate students worked with Leon County staff to evaluate reentry programs for people transitioning from incarceration as well as identifying best practices and innovative models for the reentry process. The team planned initially on spending two (2) weeks working on-site; due to the COVID-19 pandemic, the students pivoted to virtual meetings. Leon County staff coordinated virtual meetings with more than 50 community stakeholders over a three-week period.*

The program concluded in May 2020 with County staff attending a final virtual discussion with the students, faculty, and other community hosts on the long-lasting impacts of Coronavirus on America both socially and economically. The student teams also presented their final reports detailing their findings and recommendations on best practices and improvements to local reentry efforts. Intervention & Detention Alternatives (IDA) staff presented the final report to stakeholder groups to assist in implementing strategies to improve local reentry efforts such as more actively working with employers to hire returning citizens. Additionally, as recommended in the report, IDA began coordinating with the Big Bend AFTER Reentry Coalition (BBARC) and the Leon County Detention Facility's Reentry and Inmate Programs for the planning and implementation of the Sheriff's Reentry Innovative Services & Empowerment (RISE) Center. The RISE Center will provide a centralized location for returning citizens to receive case management services and provide direct connections with community organizations for services such as housing, transportation, and employment assistance.

(2020-12) In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event.

- *In January 2020, Community & Media Relations launched a social media campaign to celebrate the centennial anniversary of women's suffrage. Beginning in March, during Women's History Month, posting frequency was increased. Additionally, the County coordinated with the League of Women Voters and the Supervisor of Elections to support their ongoing voting awareness campaign. Staff also began working with Village Square to plan a community event celebrating the anniversary; however, the event was cancelled due to the COVID-19 pandemic.*

(2020-13) Support the Complete Count Committee in educating the community and promoting the 2020 Census.

- *As part of the June 2019 Budget Workshop, the Board adopted a resolution establishing a 27-member Complete Count Committee (CCC) to increase awareness and participation in the 2020 Census. The Committee consisted of 12 citizens appointed by each of the County and City Commissioners as well as 10 representatives from historically hard to enumerate communities. To lead the 2020 CCC in fulfilling their charge, five (5) staff from the County, City, as well as the joint offices of Planning and Economic Vitality were also identified to serve on the Committee. Staff convened the Committee four (4) times beginning with a first meeting in October 2019 to discuss outreach strategies. Staff continued to support Committee members with their efforts as the deadline to complete the Census was extended to October due to the COVID-19 pandemic. As*

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a result of the Committee's work, Leon County achieved a census self-response rate of 63.5%. The U.S. Census Bureau anticipates publishing the National Summary File of Redistricting Data in September 2021.

(2021-12) Conduct the redistricting process as mandated by the Florida Constitution to ensure Leon County's Commission districts reflect the results of the 2020 Census.

- *On April 13, 2021, the Board was presented a status report on the Commission redistricting process and schedule. On November 9, 2021, the Board reviewed the proposed updates to the County Commission Redistricting Map and directed staff to commence with a public outreach campaign to solicit feedback. As in past redistricting years, the public outreach campaign included sending mailouts all 566 residents who live within the area impacted by the proposed changes. The mailout included a link and QR code to direct residents to the County website at LeonCountyFL.gov/Redistricting where they could view the redistricting maps and submit feedback. Printed maps were also displayed at each of the County's Library facilities. To further ensure that the public was aware of the proposed changes and able to provide feedback, all of the County's available print, radio, television, digital, and social media resources were also utilized. On December 14, 2021, the Board held the first and only public hearing to adopt an Ordinance adjusting the boundary lines boundary lines of Districts 1 and 2.*

(2021-13) Become a member of the Government Alliance on Race and Equity (GARE) organization and integrate initiatives and resources of GARE in human service programs such as CHSP where possible.

- *On November 17, 2020, the Board approved the County's membership with GARE and authorized the use of 2,000 in contingency funds for membership fees. At this time, the Board also directed staff to bring back a status report in six (6) months evaluating the GARE toolkit in the CHSP process and exploring the possibility to expand the use of the GARE toolkit to other County Departments. On June 8, 2021, the Board accepted a status update on integrating GARE strategies. The status update recommended several changes that will be made to the CHSP process including:*
 - *Mandatory diversity, equity, and inclusion training for Citizen Review Teams (CRTs) and agencies;*
 - *Requiring agencies to provide narrative descriptions of how racial equity is being advanced within its organization, programs, and services;*
 - *Recruiting citizens with professional or personal experience in the development, adoption, and/or implementation of policies that promote racial equity, including equity officers and workplace trainers, to serve on CRTs; and*
 - *Providing agencies with comments and recommendation related to diversity, equity, and inclusion in the CHSP award letters.*

*As staff continues to explore and incorporate the Toolkit into the CHSP process, where opportunities are found that might serve other departments or Countywide, HSCP will share resources and invite other departments to participate in training opportunities. For example, while exploring the GARE website, staff shared an issue brief with the Library that GARE produced, *Advancing Racial Equity in Public Libraries*, that identifies best practices undertaken by public libraries to advance equity in its policies and procedures. More information in the use of these practices will be provided in future updates regarding the Essential Libraries Initiative.*

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(2021-14) In working with community partners, bring greater community awareness of Florida Emancipation Day (May 20th).

- *As in years past, County staff attended regular meetings with Knott House and other area cultural and historical organizations to bring greater community awareness to Florida Emancipation Day. Planning meetings were chaired by the Knott House and included representatives from the John G. Riley Center/Museum, 2nd Infantry Regiment United States Colored Troops Living History Association, City of Tallahassee, Leon County Libraries, Leon County Community and Media Relations, Leon County Property Appraiser's Office, Goodwood Museum, Florida Department of State, The Grove Museum, State Archives of Florida, and the State Library of Florida.*

Leon County promoted the calendar of events for Florida Emancipation Day hosted by these organizations. The County also held its own Emancipation Day events including a virtual Created Equal event in coordination The Village Square and the Florida Humanities Council. Additionally, the Library launched Poets for Freedom, a program where citizens submitted videos or recordings of original poems on the topic of freedom. Book & media displays were also installed at all libraries, and staff curated a list of downloadable e-books, e-audio and online films on the topic of emancipation.

(2021-15) Provide the Children Services Council a loan to support its initial operations.

- During its May 19, 2021 meeting, the Children's Services Council of Leon County (CSC) authorized its Chairman to request a loan from the County to support its initial operations, and work with County staff to determine the terms of an interlocal agreement. On June 8, 2021, the Board was presented with an agenda item outlining the proposed terms developed in coordination with the CSC Chairman. At this time, the Board voted to authorize the County Administrator to execute an interlocal agreement, to provide the CSC with a loan of up to \$400,000 for operating expenses.

The CSC borrowed a total of \$150,000 which was repaid in full to the County in December 2021.

(2021-16) Develop a public engagement coordination and planning process with the City and Big Bend Continuum of Care for the siting of all future homeless shelters and support facilities.

- *On May 11, 2021, the Board was presented with a status report on the siting on homeless shelters. At this time, the Board also authorized staff to proceed with the development of an Ordinance to amend the Leon County Land Development Code pertaining to residential facilities. On November 11, 2021, the Board conducted a public hearing to adopt an Ordinance to include coordination of the establishment of a transitional residential facility with the Big Bend Continuum of Care, and to exempt temporary cold night shelters from the Land Development Code*

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Attachments:

1. Baseline Data for FY 2017 – FY 2021 Targets & Bold Goals
2. Implemented Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

Baseline Data for FY 2017 – FY 2021 Bold Goals and Targets

ECONOMY

Grow the Five-Year Tourism Economy to \$5 Billion

In FY2012 - FY2016, the economic impact of tourism in Leon County totaled \$3.8 billion. The 32% increase by FY2021 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

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

In FY2012 - FY2016, a total of 64 state, regional and national championships were hosted in Leon County. The 25% increase by FY2021 was projected based on trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, Including 400 High-Wage Jobs in High Tech Clusters.

The Target for co-creation of entrepreneur ventures, new jobs overall, and new jobs in the high-tech industry, was developed through analysis of like-sized communities conducted as part of the Tallahassee – Leon County Economic Development Strategic Plan as well as staff analysis of 2017-2021 employment growth projections from EMSI (labor force analytics modeling software).

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

In FY 2016, over 500 students and citizens were connected to middle skilled job career opportunities. From FY 2017 to FY 2021, the County will work to connect 1,000 students and citizens annually for a total of 5,000 in five years.

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

In FY 2014 – FY 2016, the Amphitheater hosted 18 concerts with a combined total attendance of over 30,000 residents and visitors. By the end of FY2021, the County projected that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

ENVIRONMENT

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

In FY 2012 – FY 2016, there were no upgraded or eliminated septic tanks in the Primary Springs Protection Zone (PSPZ). Through planned sewer connection projects, state grants, future sales tax funding, and possible Ordinance revisions requiring passive advanced wastewater treatment systems for new construction, the County is targeting the upgrade or elimination of 500 septic tanks in the PSPZ by FY 2021.

Plant 15,000 Trees Including 1,000 in Canopy Roads

From FY 2012 – FY 2016, an annual average of approximately 1,800 trees were planted. In FY 2017 – FY 2021, over 10,000 trees are slated for planting as part of planned reforestation efforts, Arbor Day plantings and other park landscaping. An additional 5,000 trees will be planted through the Adopt-A-Tree program, other landscaping initiatives, and partnerships with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

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

By 2021, the County will implement new policies and procedures for utilizing sustainable design in all new construction, renovation, and repair.

75% Community Recycling Rate

In FY 2016, the County reported that 54% of solid waste had been diverted from the landfills for other uses. To increase diversion rates, additional programs related to increased commercial recycling, cardboard diversion, composting and elimination of mixed loads at the transfer station will be evaluated and implemented.

Construct 30 Miles of Sidewalks, Greenways and Trails

In FY 2012 – FY 2016, the County constructed 14.1 miles of sidewalk and 7.7 miles of greenways and trails for a total of 21.8 miles. By 2021, the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

QUALITY OF LIFE

Secure More Than \$100 Million in Veteran Affairs Benefits for Leon County Veterans and their Families

In FY2012 – FY2016, Veteran Services helped Leon County veteran's secure \$82 million in benefits. By 2021, the target will be accomplished through the leveraging of partnerships with local Veteran's Administration Clinic, local veteran's agencies/groups, and new targeted marketing and outreach.

Construct 100 Fire Hydrants

Following the Board adopted the policy "Criteria for the Placement of Fire Hydrants on Current Water Systems" in FY 2014 to the end of FY 2016, 21 new hydrants were installed in the unincorporated areas of the County. Beginning in FY 2017, through dedicated Fire Assessment Fee funding and future LIFE allocations, the County will work with local utility companies to increase the number of hydrant placements to approximately 20 per year.

Train 8,500 Citizens in CPR/AEDs

In FY2012 –FY2016, Leon County EMS trained 7,500 citizens in cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) use. The 2021 target is based on recent trend data indicating a continued increase in utilization of training opportunities, identification of additional targeted outreach for specific users (i.e. pregnant, new parents and senior citizens) and the ability to further increase attendees at training events through enhanced public outreach.

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

Including both passive park and facility acreage, 216 new acres of County park land were opened to the public in FY 2012 – FY 2016. As part of the next five-year capital improvement program, additional acreage is anticipated to open to the public as part of the St. Marks Greenway, the Northeast Park and the Apalachee Regional Park.

Double the Number of Downloadable Books at the Library

At the end of FY 2016, Leon County Libraries offered 13,500 downloadable books. By 2021, through partnerships with other libraries and agencies, such as the Panhandle Library Access Network (PLAN) the number of downloadable books available at the Libraries will be doubled and will include more diverse content such as audiobooks, graphic novels, and magazines.

GOVERNANCE

Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

In FY 2012 – FY 2016, Leon County documented the implementation of over 175 citizen ideas through internal listening sessions. In FY 2017, the County developed a cross-departmental reporting system to record and track the implementation of citizen ideas and recommended improvements from all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization.

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

In FY 2016, the average time to approve a single family building permit was 11 business days. To reach this Target, the average time will be reduced to eight (8) days.

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

In FY 2016, employee participation in the County's "My Rewards" Well Being Program was at 82.4%. To achieve the target, focused outreach explaining both the health and financial benefits of the program will be further communicated to individual employees not currently participating in the program.

Reduce By 60% the Outstanding Debt of the County

At the end of FY 2016, the County's outstanding debt, including principal and interest, totaled \$48,633,089. By 2021, without the issuance of any new debt, the County will reduce its outstanding debt by at least 60%; additional refinancing will provide the opportunity to exceed this target.

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

At the close of FY 2016, 90% of all current Leon County employees had received at least two of the required trainings. By 2021, all employees will be trained or retrained in all three subject areas.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2017	Leon Works Expo Workgroup	In order to teach students how to dress for an interview, the workgroup recommended including a work attire fashion show as part of the 2016 Leon Works Expo.	Administration	County staff worked with Leon County Schools to recruit volunteers to participate in a fashion show at the start of the Expo. Volunteers demonstrated appropriate vs. inappropriate interview outfits.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions revealed that several citizens were unaware of the 2-1-1 Big Bend and the services it provides.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.
FY 2017	Hurricane Hermine Community Listening Sessions	During Hurricane Hermine and the community listening sessions, the need to update the special needs registry questionnaire and enhance outreach to prospective registrants was identified.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.
FY 2017	Citizen Information Line Callers	During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line were requesting information about the locations at which utility personnel were working. The City and Talquin made this information available on September 6th.	Administration	As part of the Hurricane Hermine After Action Report, the Board approved staff's recommendation to work with City of Tallahassee Utilities and Talquin Electric during a major weather event to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.
FY 2017	Hurricane Hermine Community Listening Sessions	During the community listening sessions, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to include additional traffic safety information in pre- and post-disaster emergency communication efforts.
FY 2017	Hurricane Hermine Community Listening Sessions	Representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.
FY 2017	Hurricane Hermine Community Listening Sessions	During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.	Administration	The Board accepted a recommendation from the Hurricane Hermine After Action Report to identify all Leon County Libraries as potential comfort stations and deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.
FY 2017	Leon Works Expo Workgroup Member	A member of the Leon Works Workgroup was attending the 2016 Expo and noticed that students were often losing their group or had to stop to ask where their group was. She recommended that at next year's Expo the students in each group be given a different colored lanyard with a schedule on the back of their name tag.	Administration	Staff researched local vendors and prices and purchased the lanyards for the 2017 Leon Works.
FY 2017	Local Food Vendor	Food vendor requested Public Safety Complex map for where to deliver event catering.	Administration	An aerial view map for the Public Safety Complex was created to assist any current and future food vendors for event deliveries. The map has been sent and given to several food vendors thus far to ensure proper location delivery.
FY 2017	Leon Works Expo Workgroup	After receiving feedback from vendors following the 2016 Leon Works Expo, the workgroup and County staff decided to use the Donald L. Tucker Civic Center as the expo site. The larger space will provide better flow, more visibility, and a central location for attendees.	Administration	An agenda item was brought to the Board on June 20, 2017 with the recommendation.

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FY 2017	Leon Works Expo Workgroup	<p>One hurdle for youth employment is state-issued identification. In lower income families, a driver's license is not often prioritized because the household has no vehicle and/or the high school does not have the income to purchase a car.</p> <p>As part of the Leon Works Expo, Leon County Schools recommended having the Department of Motor Vehicles onsite to discuss other state-issued identification so as to secure and retain employment.</p> <p>At this time, students simply use their student ID, which is not recognized as official identification.</p>	Administration	Leon County Administration and the Leon Works Workgroup will reach out to the Department of Motor Vehicles or another registration agency to host an exhibit table so as to educate students on the importance of identification.
FY 2017	Leon Works Expo Workgroup	The Workgroup expressed an interest in having greater representation of the military branches at the 2017 Leon Works Expo.	Administration	Staff reached out to military recruiters to invite them to participate. The U.S. Army, Florida Army National Guard, and FAMU ROTC participated in the 2017 Leon Works Expo as exhibitors.
FY 2017	Leon Works Expo Workgroup	The workgroup expressed an interest in having middle-skilled agricultural jobs represented at the Expo and recommended inviting the IFAS Extension Office to exhibit.	Administration	Staff reached out the IFAS Extension Office to exhibit during the 2017 Leon Works Expo and provide information about agricultural opportunities such as 4H.
FY 2017	Paul Watts	Paul Watts, a local small business owner, met with staff from Administration, Public Works, and the County Attorney's Office to provide recommendations and revisions to the County's draft cell tower ordinance. One of his recommendations was to provide a tiered payment amount of the performance bond to prevent the County's ordinance from becoming cost-prohibitive to local businesses.	Administration	<p>The County Attorney's Office implemented the recommendation for the tiered payment amount of the performance bond into the draft ordinance to be reviewed and considered by the Board of County Commissioners.</p> <p>This recommendation is among several submitted by stakeholders in the Cell Tower Workgroup that have been considered and incorporated into the County's draft ordinance.</p>
FY 2017	Taskforce to combat animal cruelty	The City created a Task Force comprised of representatives from City and County Animal Control, the State Attorney's Office, Tallahassee Police Department, Leon County Sheriff's Office, Leon County Health Department, City Attorney's Office, City Parks and Recreation Department and other relevant agencies to assist in designing the registry. The Task Force identified several focus areas they believed would serve to curtail animal abuse within the City and the County including an animal abuse registry.	Animal Control	On July 11, 2017, the Board directed staff to draft an ordinance for the creation and use of a County-wide Animal Abuser Registry jointly with the City.
FY 2017	Judi Davidson	Judi Davidson asked the question; "Who do you call when someone in need of emergency care has a dog in their home that will require temporary care when the owner is hospitalized?"	Animal Control	After discussing possible solutions within the Department of Public Safety a "Help my Pet!" note pad was created by Animal Control. The note pad allows for owner's to list contact information for the person who has agreed to look after their pet. The note pad also has Animal Control contact information for those times when the pet caretaker cannot be reached.
FY 2017	Angie Wyche	Angie Wyche stated at a BOCC meeting that she would be meeting with all commissioners to discuss changing the Animal Ordinance to require no unattended tethering.	Animal Control	Commissioner Lindley, backed by all other commissioners requested an agenda item to be brought before the Board in regards to stricter tethering ordinances. At the July BOCC meeting Commissioners moved to approve drafting an amendment to the current animal ordinance to require attended tethering. The final Ordinance was approved on November 14, 2017.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions were hosted following Hurricane Hermine and provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.	Community & Media Relations	The Leon County Comprehensive Emergency Plan was updated to provide for community listening sessions to be held following major emergency events, and to encourage the City's joint participation in these sessions.

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FY 2017	Hurricane Hermine Community Listening Sessions	Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the owner free of charge.	Community & Media Relations	The Board accepted the recommendations provided in the Hurricane Hermine After Action Report which included a recommendation to work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.
FY 2017	Hurricane Hermine Community Listening Sessions	During the Hurricane Hermine Community Listening Sessions, it was noted that closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.	Community & Media Relations	Following the community listening sessions, the Board accepted the recommendation for Leon County to work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with local radio partners to increase awareness of the availability of emergency public information.
FY 2017	Hurricane Hermine Community Listening Sessions	The community listening sessions identified additional opportunities for the County to enhance its radio presence during emergencies.	Community & Media Relations	The Board accepted a recommendation from the Hurricane Hermine After Action Report to work with WFSU to evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.
FY 2017	Dan Keefe	When inquiring about mental health referral services seen in the July 2017 edition of the Leon County LINK, Mr. Keefe suggested that Leon County specifically target recovering alcoholics as a group who could benefit from mental health referral services.	Community & Media Relations	Leon County Community & Media Relations worked with Mr. Keefe to provide the Clubhouse Association for Sober Alcoholics (CASA) with mental health referral information digitally and through 150 rack card handouts delivered by mail.
FY 2017	Cari Roth	Citizen sent email stating that she consistently receives alerts late.	Community & Media Relations	The citizen had subscribed to daily digest instead of send immediately. Therefore, alerts were always received the next day. All subscribers will now receive alerts immediately.
FY 2017	Nancy Nix O'Farrell	Ms. O'Farrell replied to a Facebook posting about Mental Health Referral Services suggesting that Leon County use contact information for the local chapter of the National Alliance on Mental Illness (NAMI).	Community & Media Relations	Over five weeks, Leon County will feature each of the service organizations listed. Staff will include information for the NAMI Tallahassee chapter when highlighting the organization as a whole.
FY 2017	Citizen (Unnamed)	Citizens often arrive at the Solid Waste Facility unaware of what can and cannot be accepted at Apalachee Parkway and are frustrated when they arrive with material that cannot be accepted or that needs to be taken elsewhere.	Community & Media Relations	Developed a FAQ for the Solid Waste web page explaining for City of Tallahassee residents and unincorporated Leon County residents what can be accepted at Leon County Solid Waste Facilities and what should be taken to other locations, such as Marpan Recycling.
FY 2017	DSEM Customers	Staff encountered a number of development proposals where the requirement for a certain type of parking surface came into question. The Leon County Land Development Code (LDC) did not clearly provide criteria for required parking surfaces for parcels inside the USA versus those parcels located outside the Urban Service Area (USA).	DSEM	Only July 11, 2017, the Board adopted an Ordinance amending Chapter 10 of the Leon County Code of Laws to clarify the parking and loading surface standards for proposed developments within the Urban Service Area (USA).

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FY 2017	DSEM Citizen's User Group	As is standard procedure for all proposed changes to the Land Development Code, prior to requesting Public Hearings, staff presented a proposed Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regards to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition.	DSEM	All of the recommended revisions from the User Group were incorporated into a proposed Ordinance. At the Board's January 24, 2017 meeting, the Board voted to conduct the first and only Public Hearing and adopt the Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies.
FY 2017	Former DSEM Citizen's User Group member Pam Hall	Ms. Hall suggested that the definition of "community services" in the Land Development Code needed to be revised to provide further clarification reflecting a community service as a "significant public service to the general public" rather than just a "service to the general public," in order to ensure the appropriate siting of bona-fide community services.	DSEM	Ryan Culpepper, Development Services Director, revised the proposed scrivener's error ordinance to incorporate Ms. Hall's recommendation to further clarify community services.
FY 2017	Former DSEM Citizen's User Group member Cliff Lamb	Mr. Lamb asked why the proposed Medical Marijuana Dispensaries Ordinance required a 30-day time limit on Permitted Use Verifications (PUV) issued for medical marijuana dispensing centers when the timeframe for other determinations is 90 days.	DSEM	Ryan Culpepper, Development Services Director, and Shawna Martin, Principal Planner, coordinated with Jessica Icerman, Assistant County Attorney, to revise the proposed ordinance to reflect a 90-day time limit on PUVs issued for medical marijuana dispensing centers.
FY 2017	Candace Lolley of The Blueprint Shop	As the Project Dox permit uploading agent for many contractors/consultants, Ms. Candace Lolley suggested that staff add several documents with naming conventions to the DSEM "Request an Online Building Permit" web page to facilitate the electronic permitting process.	DSEM	Cathy Dunklin, Permit Processing Supervisor, provided the naming conventions of the requested documents and Pam Scott, Customer Experience Liaison, uploaded them to the applicable web page.
FY 2017	LEADS Listening Session participants and members of the Tallahassee Builders Association	Both 2016 LEADS Listening Session participants and members of the Tallahassee Builders Association recommended renovations to the DSEM suite at the Renaissance Center in order to enhance customers' experience.	DSEM	<p>In 2017, renovations to the DSEM Office and Welcome Center were completed to offer a refreshing physical space that conveys the County's commitment to customer service, efficiency, clarity, and providing technical resources throughout the development process. On April 4, 2017, the Board also approved several upgrades to the facility including the following:</p> <p>* Signage to better welcome customers, reinforce the emphasis on customer service, and encourage feedback to thereby enhance the customer experience.</p> <p>* A television monitor to display service information, tutorials, testimonials and infographics relevant to the development industry including market trend data compiled by DSEM and the Office of Economic Vitality. For example, many customers are unaware that DSEM's webpage includes average timelines based on the permit type, an uncommon practice among local government permitting agencies.</p>

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FY 2017	Leon County Schools High Schools	Policy No. 05-2, "Leon County Ride-Share Program" previously limited Emergency Medical Services (EMS) ride-share participation to those individuals who are no less than 18 years of age. To increase eligibility for Junior Apprenticeship positions with Leon County EMS, several LCS high schools participating in the Leon program recommended revising the Policy to include those 17 years of age with parental consent.	EMS	On February 9, 2017, the Board adopted a revised Leon County Ride-Share Program Policy that amended participant criteria to include those 17 years of age with parental consent and accordingly provided for all necessary revisions to the forms required for participation in the Program
FY 2017	Investment Oversight Committee (IOC)	<p>The IOC met on September 28, 2016, February 23, 2017, and June 7, 2017 to thoroughly examine the current Investment Policy. The IOC approved recommending to the Board the proposed revisions to the Policy that are consistent with the investment objectives. The following is a summary of the substantive changes to the policy:</p> <ul style="list-style-type: none"> • To facilitate compliance with Section 218.415 Florida Statutes, we deleted all or portions of several Policy sections which are no longer applicable or are covered in other Policy sections or Exhibit A. • Changes to limits on Policy Exhibit A: the limit for investing in the State Treasury Special Purpose Investment Account (SPIA) was increased from 50% to 100% of the combined portfolio. This is a pool managed by the State Treasury where the majority of funds are trust funds. Leon County is one of 18 local government participants in the SPIA and the state has closed the pool to new members. • Reduced the limit on Exhibit A for Local Government Surplus Funds Trust Fund (Florida Prime) because these returns are lower than many other options. • Added citations of statutes to Section I Scope, Section VI Authority, and the new Section XI Audits. • Several sections were renumbered or were retitled and renumbered. 	Financial Stewardship	On July 11, 2017, the Board voted to adopt the proposed revised Leon County Investment Policy.
FY 2017	Job Applicant	An applicant asked if the County would consider extending the job advertisement closing time past 5 p.m. on Fridays to allow time on Friday evenings to apply for jobs after work.	Human Resources	HR has extended the application deadline closing time to 11:59 p.m. on Fridays which will allow applicants time apply for jobs after work.
FY 2017	National Pearl Harbor Remembrance Day Partnership with Honor Flight Tallahassee	Honor Flight Tallahassee has expressed interest to partner with the County to enhance the programming and coordination of the Reunion in order to raise community awareness of the importance of National Pearl Harbor Remembrance Day and recognize the Honor Flight participants.	Human Services & Community Partnerships	<p>On June 20, 2017, the Board Accepted staff's proposal to partner with Honor Flight Tallahassee on the Honor Flight Annual Reunion to recognize National Pearl Harbor Remembrance Day including the approval of \$5,000 as part of the FY 2018 Budget and provide budget guidance to include this line item in the Veteran's Services budget in future years.</p> <p>The County's role would include assisting with planning and coordination of the Reunion event and a media campaign that encourages the community to recognize and remember Pearl Harbor Day. As part of the Reunion, the Board Chairman would provide remarks expressing appreciation for our local veterans and present a resolution recognizing December 7th as National Pearl Harbor Remembrance Day. Additionally, the County would participate in the dinner with the Honor Flight veterans. The County contribution to this effort would be approximately \$5,000.</p>

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FY 2017	Tallahassee-Leon County Affordable Housing Workgroup	On May 8, 2017 the Workgroup voted unanimously to recommend that the County and City Commissions invite Purpose Built Communities to assist New Columbia Residential in the master planning process.	Human Services & Community Partnerships	On May 23, 2017, the Board voted to invite Purpose Built Communities to assess the feasibility of applying its model to the Orange Avenue Apartments project and authorize staff, in partnership with the City, to assist.
FY 2017	Funeral Service Providers	Several local funeral service providers indicated to staff that the current compensation schedule for the disposition of unclaimed and indigent bodies is not adequate to support their services.	Human Services & Community Partnerships	Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees were in line with the costs associated with these services. On April 25, 2017, staff presented the Board a comparative analysis and recommended increases to the fee schedule. The Board then voted to adopt the proposed Fee Schedule and the associated Resolution
FY 2017	Local Contractor	Create a listserv to notify local contractors of housing rehabilitation and home replacement projects. The Purchasing Office regularly post RFPs for housing rehabilitation and home replacement projects on procurement websites and the newspaper, however smaller local contractors do not have the means to access the procurement website and sometime miss the newspaper ads. It was suggested that the Housing Office maintain a listserv of local contractors to notify them when the Purchasing Office posts RFPs for housing projects.	Human Services & Community Partnerships	The Housing Division reached out to small and large contractors to generate listserv that is now maintained by the office. Each time a RFP is posted by the Purchasing Office, the Housing Division sends link of the RFP post to the contractors on the listserv. The listserv is updated quarterly.
FY 2017	2017 Volunteer Management Class	Each year, Volunteer Services offers a 3 day Volunteer Management Certificate Program that takes place in January for non profit and government volunteer coordinators. Part of the value of the training is the networking and learning best practices from each other. There was a desire for the class to meet again to hear from one another on the changes that they made as result of the training and share challenges they may have encountered.	Human Services & Community Partnerships	In March, Volunteer Services hosted a lunch and learn for the 2017 Volunteer Management Class. Feedback was very positive and this idea will become part of the program going forward.
FY 2017	Hurricane Hermine Community Listening Sessions	Many citizens relied on mobile devices for emergency communications during Hurricane Hermine. The community listening sessions identified opportunities to strengthen the County's ability to communicate with the public via mobile devices.	Information & Technology	The Board accepted a recommendation from the Hurricane Hermine After Action Report to evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.
FY 2017	Citizen (Unnamed)	During a support call, a job applicant requested an enhancement to Human Resource's Online Jobs System: The ability to apply for jobs online from any internet browser. Note: HR Online Jobs is a legacy application (10+ years old) and there were no plans to update this system because it was going to be replaced with a new application.	Information & Technology	As an interim solution, the technology for the current online job application was updated to work with multiple web browsers. The application now works with Internet Explorer, Google Chrome and Firefox browsers.
FY 2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested an online permitting system enhancement: the ability to access Leon County permit info from a parcel on the Property Appraiser website	Information & Technology	Configured the permitting system to receive and process requests from the Property Appraiser's application and worked with Property Appraiser's office to configure their web application to point to our system.
FY 2017	Citizen (Unnamed)	During one of DSEM's Contracting Community meeting, a citizen requested a Joint City/County Permit Portal - Ability to access City and/or County permit data from a single platform	Information & Technology	Created a web portal that consumes and displays data from the City and County permitting systems.
FY 2017	Citizen (Unnamed)	While DSEM staff was providing an on-site service, a citizen requested a permitting process enhancement: the ability for Contractor Licensing info and updates to be automatically pushed to/from the City and County permitting systems.	Information & Technology	Developed a shared database that reads and updates the City and County permitting systems.
FY 2017	Citizen Connect Mobile App User	A citizen requested for emergency information to be translated into multiple languages for refugees.	Information & Technology	The idea was implemented by adding a plug-in called Google Translate to the footer of the emergency information website. By adding the plug-in to the footer, this allowed emergency information within the Citizens Connect Mobile app to also be available for translation into multiple languages.

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FY 2017	Darla McCray	Drug and Alcohol Testing Division (DATD) staff were originally responsible for notifying randomly selected individuals with ETG court-ordered tests of the daily requirement for testing. This process required one DATD staff member to complete the list of phone calls and increased wait times during this period. The recommendation was to have other IDA staff members complete this process thus freeing DATD staff to continue the testing process.	Intervention and Detention Alternatives	The IDA team improved the process by cross-training administrative support staff to contact individuals calendared for ETG testing daily. This new process allowed DATD staff to focus on substance abuse testing without interruption and for individuals to be notified earlier in the day of testing requirements.
FY 2017	Court-Ordered Service Providers	During a LEON Leads session with court-ordered service providers, it was suggested that IDA research the potential for job assistance and training programs to IDA clients.	Intervention and Detention Alternatives	In April 2017, IDA staff met with Capital Career Source to discuss employability training specifically designed for individuals with a criminal background as this presents unique challenges to gaining employment. As a result, IDA hosts monthly workshops for interested clients facilitated by Capital Career Source. This partnership provides clients with an introduction to this community resource.
FY 2017	Approved Community Agencies	During last year's application and Request for Qualifications application process for court ordered service providers, our community partners requested that IDA staff schedule group meetings with them more frequently than once per year. It was the consensus that this would allow both the agencies and IDA to be informed of any changes to process and/ or needs with each other.	Intervention and Detention Alternatives	Preceding the Request for Qualifications application periods for court-ordered service providers, regular meetings will be held in the months of March and September to discuss process changes and/or issues of concern. In addition, IDA has provided direct point of contact for assistance needed outside of the established calendar meetings.
FY 2017	IDA Clients	On multiple occasions, IDA clients have inquired of our department's ability to accept credit/debit card payments for court-ordered services and administrative fees. At present, the department only accepts cash and money orders. This process often adds an impediment to completing the payment process.	Intervention and Detention Alternatives	IDA is currently working with Management Information Services (MIS) and the Clerk of Court, Finance Division to implement the capability of accepting credit/debit card payments for court-ordered services. This will provide individuals with multiple and convenient payment options. The anticipated start date for this new service is October 2017.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	356 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Library user requested that the Library add a foreign film DVD, "Oddball", to the collection.	Library Services	Requests for books and other items are received daily, but this was an unusual situation. "Oddball" was originally produced in 2015 in Australia. It was released in PAL format, which is incompatible with DVD players in the U.S. The suggestion was not forgotten. In late March 2017, Library staff learned that the award-winning DVD had been released in the U.S. "Oddball" was added to the collections and a hold was placed in the library management system so the request originator could be first to borrow the movie.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	283 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	134 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A library patron learned about the Traveling Book Club and was interested in seeing if her book club would like to use it. She contacted the library and asked about adding the book Small Great Things by Jodi Picoult, to the Traveling Book Club list, since that was the next book the group wanted to read. The Library Budget & Collection Development Manager decided that this was an good choice for the Traveling Book Club, since the author is very popular and we anticipate more checkouts of this Traveling Book Club title. The Library rented 10 copies of this book through the lease program and created a new Traveling Book Club kit. The library patron happily checked it out for her book club on 2/11/17.	Library Services	The Library regularly purchases titles in response to patron requests. In creating a Traveling Book Club title, the book club leader was able to reach 9 other library users in time for the book club meeting and discussion; and the group is selecting other titles from the Traveling Book Club list for future meetings.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	169 items, both print and media, purchased as a result of patron requests.

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FY 2017	Library Patrons	A library user at the Eastside Branch asked the Branch Manager if the Library could have a stand-up station for laptop users, so that he could work standing up. The Branch Manager purchased an extension cord, cable ties and adapter to place on a stand-up height table near the computer area.	Library Services	A space for stand-up laptop users was created very quickly using furnishings already in place and the inexpensive solution of providing power for users to plug in.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	151 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A user of library downloadable media services emailed regarding some difficulty he had in using the webpage for the downloadable media, including confusion about where to find the link, and had a question about records and vendor FAQs.	Library Services	<p>The Information Professional responsible for content on the Library webpage made adjustments on the library website based on the patron comments, responded to his query about records and forwarded one comment to the vendor. Here is her response to the library user:</p> <p>On the Downloadable Media page the title of each service is hyperlinked to go directly to the service. Based on your input, I have expanded that to include the entire blue box around the words. Currently, we are not provided with MARC records for ArtistWorks videos but we will work on creating a record for the ArtistWorks service itself that will be searchable in the catalog. We will also forward your input on the FAQ and User Guide pages to ArtistWorks. We appreciate your feedback and please do not hesitate to contact me with any concerns/questions/suggestions you may have!</p>
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	168 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	248 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	A library patron expressed concern with the tone of an the email notice that the library sends when a patron card needs to be renewed. Cards are renewed every two years to ensure that patron contact information is correct.	Library Services	Library staff reviewed the notice and rewrote it in a friendly and more informative tone that emphasizes the continued use of the user's library card. The library patron was sent an email regarding the changed wording with thanks for the comments and the opportunity to improve.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	270 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	When we rearranged materials in the public circulation area at the main library to facilitate self-service for reserved items, new media was shifted from an open area to a space that was closer to the regular media shelves. Patrons wanted the new materials displayed separately and in an open area, as before.	Library Services	An extra table was added to the circulation area for the new media display.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	231 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	207 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Library users at the Eastside Branch were concerned about the Spanish Bayonet plants so close to the sidewalks and entrance of the branch, since the leaves of the plant are long and have sharp, hard points on them.	Library Services	The branch manager contacted Facilities, and the plants were removed by mid-September. Thanks to Facilities for the positive response.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	243 items, both print and media, purchased as a result of patron requests.
FY 2017	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	33 items, both print and media, purchased as a result of patron requests.

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FY 2017	Library Patrons	Although the library catalog is searchable by Accelerated Reader (AR) levels, parents and children at every library asked for an area where they could quickly pick up AR books arranged by level. (Library practice is to arrange fiction by authors' names and non-fiction by Dewey decimal numbers.)	Library Services	In May 2017, a special cart with multiple sections per shelf was purchased for each library location. Each section was labeled for a range of AR levels. Library users can quickly browse the preselected items in the AR level(s) of interest at every location they visit. Library staff restock the sections as items check out.
FY 2017	Library Patrons	A library patron who uses the Kurzweil reader, equipment for the visually impaired, at the Main Library prefers to use the Dr. B.L. Perry, Jr. Branch. She asked if the library would supply a Kurzweil reader at the branch.	Library Services	The library studied the use of reading equipment for the visually impaired at the Main Library and decided to move the Kurzweil reader to the Dr. B.L. Perry, Jr. Branch. We waited until the new carpet installation was complete and then moved the equipment and table to the branch library. Facilities and MIS cooperated in moving the equipment and table. We then notified the library patron.
FY 2017	Literacy Tutor at the Main Library	A Literacy Tutor suggested that the Literacy Program have a program about the solar eclipse for the program's ESOL students. We contacted the Tallahassee Astronomical Society, and in response, Bill Skelley, VP of the society will be a guest presenter for ESOL students on Tuesday, August 15th, from 1:30 - 2:30.	Library Services	The Tallahassee Astronomical Society and the library have an ongoing relationship for education the public about astronomy and star-gazing. Bill Skelley responded positively to a request to come and speak with ESOL students about the solar eclipse. This will introduce English vocabulary, interesting information and a community leader to the ESOL students.
FY 2017	Library Patrons	A Library user was moving to a new affordable housing facility for seniors and suggested the residential community be added to the scheduled stops for Outreach Services.	Library Services	Library staff visited the facility, met with staff and spoke with some residents. It was determined that the facility met the Library's established criteria for outreach service and is compatible with the Library's book hauler. Arrangements are in place to begin serving Kenwood Place residents on August 15, 2017.
FY 2017	Library Patrons	For years, each library location had coin-op photocopiers for public use. The equipment, placed and maintained by local office supply vendors, was capable of simple black and white copying only. The libraries received numerous requests on a regular basis for color photocopying as well as the ability to scan and e-mail documents.	Library Services	A local vendor was able to meet the Library's specifications. After a successful trial at the Main Library, coin-operated copier/scanner equipment for public use was installed at the 6 branch libraries in March 2017.
FY 2017	Smokey Hollow Citizen's Committee	In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community by members of the Citizen's Committee. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The idea was to restore and return the barbershop to the Smokey Hollow Commemoration.	PLACE (Blueprint)	Blueprint was able to secure the building and moved forward with the restoration of the Smokey Hollow Barbershop. Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and rehabilitate the building to its original aesthetic. In February 2017, the Intergovernmental Agency Board approved funding for the site improvements at the Smokey Hollow Commemoration and work is expected to begin summer 2017. Blueprint is anticipating bringing an update to the IA Board which includes a proposed Grand Opening date at their September 2017 meeting. At this point, the building will be returned to the site of the former Smokey Hollow Community.
FY 2017	Big Bend Cares	Big Bend Cares is building a new \$11 million medical facility intended to function as a one-stop medical home for patients in the area. In 2016, Blueprint and Big Bend Cares saw an opportunity to align the construction of their new facility and planned Blueprint improvements. The construction of the Magnolia Drive multiuse trail is a vital improvement in Southeast Tallahassee to improve safety, accessibility, and provide new bicycle and pedestrian facilities. A partnership was formed and the design and construction for the Magnolia Multiuse Trail from South Monroe to South Adams has been incorporated into construction project for the new Big Bend Cares facility.	PLACE (Blueprint)	Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility. Big Bend Cares will construct the 10-foot multiuse trail on the south side of the roadway as well as additional improvements including streetscaping on the north side. This partnership will reduce traffic impacts for area residents and businesses by only closing the street one time for construction and improve the operation of the new medical facility. The Magnolia Drive Multiuse Trail project was approved by the Blueprint Intergovernmental Agency Board at their April 2015 meeting.

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FY 2017	MWSBE Programs Evaluation Committee	The MWSBE Programs Evaluation Committee recommended that the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.	PLACE (OEV)	On February 20, 2017, the IA approved the negotiation of contract award to MGT American for a joint City-County disparity study.
FY 2017	MWSBE Programs Evaluation Committee	As part of their Final Report to the Board, the MWSBE Programs Evaluation Committee recommended that consolidation of the functions of the City and County Minority, Women, and Small Business offices for streamlined services.	PLACE (OEV)	Recognizing the importance of eliminating barriers to opportunity, the Minority, Women, and Small Business Development division within OEV consolidated its operation into a single unit. The consolidation included one - not two - applications to achieve certification, and a consolidated software system to track certified businesses, which not only streamlined the user experience, but also created programmatic efficiency within the division.
FY 2017	Various MWSBEs	Create more valuable opportunities for certified Minority, Women, and Small Business enterprises.	PLACE (OEV)	The Minority, Women, and Small Business Enterprise division within OEV has partnered with the FAMU SBDC, the Big Bend Minority Chamber of Commerce, and CareerSource to provide educational opportunities designed specifically for certified MWSBEs.
FY 2017	Various MWSBEs	Provide greater flexibility to the way businesses achieve their Minority, Women, and Small Business Enterprise goals	PLACE (OEV)	During the competitive bidding process, OEV became aware of a dilemma qualified vendors were facing: meeting the minimum Minority, Women, and Small Business Enterprise (MWSBE) participation goal. The MWSBE Division within OEV provided greater flexibility to this process by allowing subcontracted MWSBEs to count toward the participation goal, which allowed qualified vendors to prepare a stronger bid, and allowed MWSBEs greater access to procurement opportunities offered by the City and County.
FY 2017	Domi Station and the Jim Moran School of Entrepreneurship	Align Entrepreneurship Month with Startup Week model, which takes place during Global Entrepreneurship Week, to leverage a global network to highlight local entrepreneur activities.	PLACE (OEV)	Domi Station and the Jim Moran School of Entrepreneurship have teamed up to lead the Startup Week effort, which takes place November 13-17, 2017. They are collaborating with approximately 20 co-creators in the entrepreneurial ecosystem to provide quality events that fall within focused tracks to provide meaningful and educational experiences for those at all stages in the business formation stage.
FY 2017	Economic Vitality Leadership Council	Leverage the opportunities presented to Tallahassee-Leon County by the presence of the National High Magnetic Field Laboratory	PLACE (OEV)	The Economic Vitality Leadership Council, which serves as an advisory council to the Tallahassee-Leon County Office of Economic Vitality, has created the Magnetic Technologies Task Force and elected a chair to oversee its actions. The Task Force will work with FSU and OEV to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries as well as refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to the lab.
FY 2017	Friends of Lake Jackson	Several members of the Friends of Lake Jackson attended the Board's May 9, 2017 to express concerns and suggested holding an information about the Fords Arm South Water Quality Improvement Project.	Public Works	Only June 8, 2017, staff partnered with Friends of Lake Jackson to host an informational meeting regarding the Fords Arm South Water Quality Improvement Project. At the Board's June 20, 2017 meeting, the President of the Friends of Lake Jackson commended County staff for efforts to educate members about the development agreements and answer questions. He also expressed that he looks forward to continuing to work with the County on a management plan.
FY 2017	Citizen (Unnamed)	A citizen called the Office of Sustainability to ask specific recycling questions that covered materials beyond the existing recycling graphic. The citizen mentioned that if there were a list that outlined more detailed materials and indicated which could and couldn't be recycled, it would be very helpful.	Public Works	The Office of Sustainability, with the help of Community Media Relations, created a "What Can Be Recycled" comprehensive list and posted it to www.GrowingGreen.org.

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FY 2017	Joint Project Agreement with The Space at Feather Oaks for the Installation of a Trail Crossing to the Miccosukee Greenway	At the end of 2013, Leon County Parks and Recreation Division received a request from The Space at Feather Oaks for a trail crossing on Miccosukee Road for a safe access to the Miccosukee Greenway on the north side of Miccosukee Road. Engineering Services staff completed an Engineering Evaluation and Feasibility Analysis for the access point in front of The Space at Feather Oaks in January 2014, and Parks staff presented the request and analysis to the Friends of the Miccosukee Greenway for review and discussion. Following an endorsement by the Friends of the Miccosukee Greenway, a cost estimate was then developed for the proposed trail crossing in February 2014. In February 2014, Public Works staff met with Mr. Scott Carruthers, owner of The Space at Feather Oaks, and reviewed the scope of the project as well as the cost estimate. In this meeting, Mr. Carruthers agreed to participate in cost sharing for a portion of the construction and to be responsible for engineering design and permitting. Mr. Carruthers' engineering consultant received assistance from County Engineering Services staff to develop a design in 2014, but did not finalize the design or initiate the permitting process.	Resource Stewardship	<p>In October 2016, Mr. Carruthers contacted Leon County Parks and Recreation Division and expressed interest in continuing the work on the trail crossing. In order to expedite the process, Public Works staff assumed the engineering design responsibility and resumed the work on survey, design, and permitting. The project was reviewed by the Canopy Roads Citizen Advisory Committee in January 2017, with an environmental permit issued in April 2017. This trail crossing request was reviewed and evaluated in accordance with County Policy No. 10-1, Access Policy for Parks and Recreation Facilities, and with the support of the adjacent neighborhood community, Arvah Branch Homeowners Association, and the Friends of the Miccosukee Greenway.</p> <p>On June 20, 2017, the Board approved the Joint Project Agreement with The Space at Feather Oaks for the installation of a trail crossing on Miccosukee Road, and approved the Resolution and associated Budget Amendment appropriating \$16,412 in contribution funds for the installation of a trail crossing on Miccosukee Road to the Miccosukee Greenway.</p>
FY 2017	Annual Program to Provide Amnesty Days at Leon County Rural Waste Service Centers	At Village's Square "Speed Date Your Local Officials", a citizen proposed the creation of an amnesty program to help reduce trash in the National and State forests.	Resource Stewardship	<p>Staff researched the possibility of creating an amnesty program and recommended hosting two Amnesty Days in FY2018 while assessing the benefit amnesty has on illegal dumping occurrences.</p> <p>On June 20, 2017, the Board approved staff to host Amnesty Days for Leon County Rural Waste Service Centers.</p>
FY 2017	Child attending Family Time at the Jane G. Sauls Ft. Braden Branch Library	A small child who was attending the Family Time had been directed to the "children's restroom" but she returned to the branch manager and said that she couldn't reach the toilet; it should be smaller. The branch manager helped her in the restroom and later measured the toilet, which was 18" high (taller than most toilets and meant for accessible restrooms).	Resource Stewardship	The library contacted Facilities about the problem, and on 1/24/17, a new low toilet was installed in the children's restroom by Facilities. The installation of a low toilet in the children's restroom means that young children are now able to use the restroom by themselves.
FY 2017	Goose Creek Homeowners Association - William Lieblick	GCHOA was experiencing vehicular traffic traversing the natural gas easement/HOA property to drive onto the Goose Creek Greenway (an extension of Alford Greenway). Parks staff met on site with HOA representatives to discuss solutions. It was decided the best approach would be to begin with signage.	Resource Stewardship	Interagency coordination and external authorizations were required to place the signs in the FGT easement as well as on private (HOA) property. Signs indicating "no vehicles beyond this point" were produced by the sign shop and installed on 3/15/17.
FY 2017	Sustainable Communities Summit Planning Committee	As part of the biennial Sustainable Communities Summit, Leon County hosted a Hospitality Industry Workshop to engage hospitality professionals and businesses in ways to drive sustainable tourism forward. In the planning meetings prior to the workshop, the committee discussed creating a Green Business Guide to give hospitality businesses an all-in-one resource for finding easy ways to "go green."	Resource Stewardship	With the help of Community Media Relations, the Office of Sustainability created the Green Business Guide, and the resource was given to each workshop attendee, and is available on www.GrowingGreen.org.
FY 2017	Citizen (Unnamed)	Two citizens called asking the County to create a shredding program to allow citizens to discard sensitive documents.	Resource Stewardship	Parks & Rec together with Sustainability implemented two shredding events within the Senior Outreach Program to occur at all six sites.
FY 2017	Southern Trail Riders Association	Suggested adding signs at the Greenways indicating appropriate yielding etiquette for equestrians, hikers and bikers.	Resource Stewardship	The standard etiquette signs were produced by the County's sign shop. Greenway staff then installed them at Alford and Miccosukee Greenways.
FY 2017	Forrest Watson	Citizen who is member of the Canopy Roads Committee and a Master Gardener (MG) proposed the development of a task group within the MG program to help educate property owners on canopy road of proper tree canopy maintenance.	Resource Stewardship	The MG program will seek interest within MG membership to form a task group. If enough interest exists, Forester will provide training to MG volunteers. MG Coordinator will develop protocols for MGs to follow, and MGs will pursue property owners and HOA's to assist.

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FY 2017	Citizen (Unnamed)	Citizen requested a bench to be positioned at the newly installed Chaires playground.	Resource Stewardship	Staff was able to accommodate the request within the week.
FY 2017	Illegal Dumping Stakeholder group	After meeting with staff from FWC, the Forest Service, the Sherriff's Office, the Solid Waste Department, the Sustainability Office, and an active Leon County citizen, the group concluded that the best first step to reduce illegal dumping was to create a GIS map in which all the illegal dumping could be mapped and analyzed.	Resource Stewardship	Resource Stewardship and the GIS team took the lead on this project, with Sustainability staff coordinating cross-departmental communication and GIS creating the map, mobile platform, and the website. The map allows certain people to report incidents of illegal dumping, including adding photos and descriptions of the incident. The reports can then be analyzed to see the areas with most frequent incidents, and types of materials most often being dumped. This map creation is the first step in reducing illegal dumping incidents, and is the collaborative effort of multiple state agencies and departments.
FY 2017	Sustainable Communities Summit Attendees	Following the Sustainable Communities Summit: Exploring Our Backyard in February of 2017, Sustainability staff sent out a survey to Summit attendees to receive feedback on the event. Over 60 people responded, and multiple citizens expressed that they enjoyed the opportunity to explore some of Leon County's natural spaces in the post-Summit adventures, and would love future opportunities to do something similar again.	Resource Stewardship	In alignment with Leon County's initiatives to reduce litter and beautify the County's natural areas, staff in the Office of Sustainability, Public Works, and Parks and Recreation, along with community partners, hosted a litter clean-up of Lake Jackson on September 30, 2017. In an effort to provide citizens with further opportunities to recreate and enjoy the outdoors as well as give back to their community, the County provided free canoes and kayaks for citizens to use if they volunteer to help collect litter.
FY 2017	Kelly Otte and Southern Trail Riders	Ms. Otte was concerned about safety for equestrians crossing Miccosukee Rd. along the Greenway route. She suggested what was needed was some kind of solar powered flashing light system that a rider can turn on by pushing a button (at rider friendly height). The lights should be down the road a little bit in both directions and be bright and flashing telling drivers the crosswalk(s) are being used. It would increase safety for the hundreds of people who bike, walk, run and ride across the roads.	Resource Stewardship	Parks worked with the Division of Engineering, the Southern Trail Riders representative, Friends of Miccosukee Greenway and the City of Tallahassee to determine which Rapid Flashing Beacon might be the best in trail crossing locations. Of particular concern was not installing something that might spook horses when activated (blinking lights or chirping). A design was selected with input from STRA and completed in September 2017.
FY 2017	Stan Derzypolski	Indicated that the Jackson View Landing signage only reflected a picnic table and no boat launch.	Resource Stewardship	Parks & Rec staff worked with Public Works (Division of Engineering and Division of Operations) to install new signage. In addition to adding a boat launch icon for Jackson View Landing, signage along Hwy 27 for all landings (Crowder and Faulk) were re-evaluated and made consistent.
FY 2017	Keith Loewen and Stan Derzypolski	Mr. Loewen and Mr. Derzypolski expressed their desire for shade to be incorporated at Jackson View Landing.	Resource Stewardship	A variety of alternatives for shade were explored. The most cost efficient and easiest to implement was adding a elevated sail to the area for some cover. The first sail was installed in August. Staff is currently evaluating whether an additional sail is needed.
FY 2017	Jason Ritchie (and others)	Baseball coaches and users of Fred George Park suggested an additional segment of sidewalk extending behind the baseball field and connecting to the piece that runs parallel to Capital Circle.	Resource Stewardship	Division of Engineering already had plans to add a portion of sidewalk near the multi-purpose field to connect to the piece that parallels Fred George Rd. Since mobilization was already going to occur, Parks used that opportunity to implement the citizens' idea. Construction of both additional segments began in late July and should be completed by mid-August.
FY 2017	Tallahassee Rocks (grassroots initiative)	Tallahassee Rocks! is a community-building group meant to inspire creativity in all ages and energize people to explore the beautiful area we live in. They invite citizens to paint and "hide" rocks around the community to encourage folks and families to explore our local parks and public areas.	Resource Stewardship	Another way to bring "arts to parks", Parks & Rec. staff incorporated a rock painting station into the festivities of Greenway Day that was held on 3/29/17. The activity was a huge success with over 100 people painting rocks at the event.

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FY 2017	The Chance Family	The Chance Family contacted the Eastside Library staff to ask if the County would allow the installation of a stone bench at the library in the memory of their son, Peter. The family would provide the bench, which is a large limestone stone that the family had polished and prepared.	Resource Stewardship	After the inquiry by the Chance family was made, library staff put the family in contact with Facilities Management to complete the installation of the bench and platform. Facilities Management made the decision to go above and beyond the original request for a standard platform, and made a custom platform that was in the exact shape of the stone bench.
FY 2017	Citizen (Unnamed)	Use of the name "Swap Shop" for the reuse center at the household hazardous waste facility has caused confusion, resulting in citizens that think they have to put items in to take them out. This results sometimes in inappropriate items in the shop.	Resource Stewardship	Contacted CMR for assistance in rebranding the reuse center to tie in with the current "ReNew Paint" branding for our rebledend paint.
FY 2017	Citizen (Unnamed)	A citizen requested that dog waste stations be added at Fred George Park for people to use to clean up after their pets.	Resource Stewardship	Parks staff completed installation of the fixtures in August 2017.
FY 2017	Tourist Development Council (TDC)	At the June 22, 2017 TDC meeting, Knight Creative Communities Institute (KCCI) made a presentation requesting \$35,000 in support for a #iHeartTally campaign which includes a large permanent public art installation along the western end of the pedestrian bridge at Cascades Park and a smaller mobile structure for use at a variety of local events. Following the presentation by KCCI, the TDC unanimously supported this #iHeartTally campaign and the reallocation of \$35,000 from the marketing budget which had previously been designated to incentivize JetBlue air service.	Tourism Development	On July 11, 2017, the Board accept the status report on marketing initiatives from the Division of Tourism Development. The County will own the smaller structure and will contribute to the larger permanent installation which will be owned and maintained by the City of Tallahassee given its location at the foot of the Cascades Park pedestrian bridge. Upon completion of the 'iHeartTally' mobile structure, the Division of Tourism Development will be responsible for storing, coordinating transportation to/from various events and/or businesses and managing the booking calendar for where the structure will be displayed.
FY 2017	Tourist Development Council	Create a grant distinction for emerging "Signature" events that would support these events in their efforts to grow.	Tourism Development	Based on the request, staff proposed options to the TDC at its March 2, 2017 meeting. At this meeting TDC members discussed scenarios to accomplish the request to support events on the verge of becoming Signature Events. The TDC created an "Emerging Signature Event" distinction for events that meet the definition of a Signature Event, however the event estimates only generating between 1,250 – 1,499 room nights, and historically generates close to that amount. The Board then approved this program at its April 4, 2017 meeting.
FY 2017	Citizen (Unnamed)	The citizen contacted Leigh Davis, Parks and Rec, in regard to his frustration with numerous owner's allowing their dogs to remain off leash in our Greenways where we have leash law signs posted.	Animal Control Parks & Recreation	Animal Control and Parks and Rec worked together to identify those areas at the Greenways in need of more signage. Parks and Rec distributed Animal Control Officers maps of the Greenways and trained Animal Control Officers on ATV usage to allow the Animal Control Officers to get deeper into the Greenway trails where the incidents were occurring in order to educate offenders. Greenway Day was also implemented and Animal Control was present to educate and hand out leashes to pet owners.
FY 2018	Murell Dawson	Murell Dawson, a Research Associate for Meek-Eaton Black Archives at the Florida Agricultural and Mechanical University requested Leon County's support to install a historical marker at the Fairgrounds to honor the 1963 Civil Rights Protest Jail Overflow Site.	Administration	County staff worked with Ms. Dawson, the Fairgrounds, and the Department of State to coordinate the application, explore cost-share opportunities, and plan for installation of the marker. On November 14, 20-17, the Board approved the installation of the historical marker as well as the resolution and associated budget amendment request for costs associated with installation.
FY 2018	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges	Chief Judge Jonathan Sjostrom and the 2nd Judicial Circuit Judges requested that the Board rename the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. On November 14, 2017, the Board directed staff to prepare an agenda item regarding the renaming of the building.	Administration	On December 12, 2017, the Board approved the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis. The Board also approved a Budget Amendment realigning \$9,000 from the general fund contingency account for related signage.

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FY 2018	Junior Apprenticeship Applicants	Previously students were limited to applying for one position at a time; however, several students requested the ability to apply for multiple positions at once.	Administration	Staff evaluated the application process and determined that students could be allowed to apply for up to two positions at a time. The application forms were updated and distributed to school for the Fall 2018 semester.
FY 2018	2016 LEADS Listening Session	Evaluate the consolidation of City and County Animal Control services.	Animal Control	County staff approached the City regarding the consolidation of both government's Animal Control into one organization and the City declined moving forward.
FY 2018	2016 LEADS Listening Session	Provide staff with additional training to enhance customer service related to Animal Control.	Animal Control	Additional customer service training has been incorporated into the employee training program.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding Animal Control services.	Animal Control	Animal Control has participated in additional community education programs and conducted neighborhood sweeps and community education programs. These efforts have been incorporated into the Division's work plan to be on-going efforts.
FY 2018	2016 LEADS Listening Session	Install informational videos about Leon County services in high-traffic areas.	Community & Media Relations	Videos are shown in the lobby of Leon County Tourism. DSEM and the Libraries also have the capability to show videos.
FY 2018	2016 LEADS Listening Session	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.	Community & Media Relations	CMR has developed a stronger relationship with Chris Petley, Leon County Schools Communications Manager. Worked together to promote events such as Leon Works. Sustainability has also worked with Leon County Schools to incorporate sustainability into lesson plans
FY 2018	2016 LEADS Listening Session	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.	Community & Media Relations	CMR has increased the number of videos produced and shared on social media sites, including Facebook, Instagram and YouTube. Channel 16 has been updated to display the same videos shared on social media
FY 2018	Hurricane Irma Listening Sessions	During the Hurricane Irma Listening Sessions, citizens requested public information for all electric utilities operating in Leon County as well as utility restoration efforts updates to the small number of Duke Energy customers in eastern Leon County.	Community & Media Relations	Irma After Action Report was accepted by the BOCC on December 12, 2017 and included the recommendation to Include links to Duke Energy information regarding power restoration on the EIP during future disasters.
FY 2018	Hurricane Irma Listening Session	Citizens expressed appreciation that the County improved communications and provided greater availability of emergency public information. Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident. They recommended that County continue to provide this level of communication.	Community & Media Relations	The Board accepted the Hurricane Irma After Action Report on December 12, 2017, which included several recommendations related to Leon County's communication strategies during a disaster.
FY 2018	Shop Local 850	Joe Berg, Director of Shop Local 850, requested that the County participate in the organization's Shop Local Holiday Weekend in December.	Community & Media Relations	Community & Media Relations Staff worked with Shop Local 850 to promote their Shop Local Holiday Weekend held December 8th-10th.
FY 2018	Matthew Latch	Matthew Latch suggested improving the County's website promotion for the Leon County Tax Deeds and Leon County Foreclosure Sale sites. Maintained by the Leon County Clerk of Courts, Matthew wanted more up-front resources on the County's website directing visitors to these processes. Staff added links under Business Resources, therefore improving exposure.	Community & Media Relations	Community and Media Relations provided direction to the Office of Information Technology to add the following two links: Leon County Tax Deeds https://cvweb.clerk.leon.fl.us/public/clerk_services/finance/tax_deeds/tax_deeds.asp Leon County Official Foreclosure Sale https://www.leon.realforeclose.com/index.cfm
FY 2018	2016 LEADS Listening Session	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.	DSEM	Staff worked to ensure that more than one person receives electronic record requests in the event the Records Manager is out of the office. The majority of public records requests are received from the County Attorney's Office, and they have been advised to include Pam Scott, David McDevitt and Katrina Huffmaster on all records request emails to ensure they are received in a timely manner.

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FY 2018	2016 LEADS Listening Session	Evaluate the current pre-submittal application process to potentially provide more information to applicants.	DSEM	After evaluating the pre-submittal application process, it was determined that more robust staff reports will be required for review at the pre-submittal meeting with the applicant.
FY 2018	2016 LEADS Listening Session	Develop informational materials to help promote existing Low Impact Development (LID) incentives.	DSEM	Development Services Staff Reports have been updated to include reference and information about LID where appropriate, along with coordinating LID efforts with Environmental Services.
FY 2018	2016 LEADS Listening Session	Consider renaming the "Concept Plan" approval process to provide more clarity to citizens.	DSEM	Staff determined that more effort to educate the development community on the differences/benefits of the two-track options was necessary. PUVs and pre-submittal staff reports now include information about the two-track process.
FY 2018	2016 LEADS Listening Session	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.	DSEM	Dependent upon site conditions and on a case-by-case basis, more detailed conditional approvals are being provided.
FY 2018	2016 LEADS Listening Session	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.	DSEM	The EMP checklist was reviewed and fine-tuned to provide a detailed "road map" for correctly and comprehensively complete the permit application. This tool also serves as a guide for consultants in preparing their responses to Requests for Proposals. A simplified permit and associated checklist was also formulated for projects associated with exempt site plan reviews.
FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.	DSEM	The DSEM Chief Development Resources Officer attends the monthly Tallahassee Builder's Association meetings, where he can provide any necessary updates, and the DSEM website is regularly updated with any pertinent information.
FY 2018	2016 LEADS Listening Session	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.	DSEM	A Service Advisor (SA) checklist was updated and is being utilized every day by each Division's assigned SA to ensure all requirements are addressed prior to application submittal.
FY 2018	2016 LEADS Listening Session	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.	DSEM	Staff periodically review the topics discussed during the fiscal year to identify areas that may need to be re-addressed.
FY 2018	2016 LEADS Listening Session	Provide continuous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.	DSEM	Topics and updates are provided monthly under staff briefing and announcements.
FY 2018	2016 LEADS Listening Session	Provide intake staff with additional training to enhance customer service related to code enforcement.	DSEM	As part of the DSEM "Upgrade, intake staff is now under the newly created Customer Engagement Services Division, and cross training between the intake staff and Support Services Division staff has been implemented to help facilitate enhanced customer service.
FY 2018	Hurricane Irma Listening Session	County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees which was noted by citizens during the Hurricane Irma Listening Session. Citizens requested this continued coordination to ensure the quality of response in future disasters.	Emergency Management	The Board accepted the Hurricane Irma After Action Report on December 12, 2017; which included a recommendation to continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
FY 2018	Hurricane Irma Listening Session	Some County residents expressed frustration with the process for restoring power to their homes because they have a Talquin meter box that receives power through the City's utility lines and vice-versa.	Emergency Management	The City anticipates full acquisition of these Talquin utility lines and meters into the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
FY 2018	Hurricane Irma Listening Sessions	Update the Leon County disaster plans to include strategies to protect the homeless population in the community during future emergencies	Emergency Management	Include acknowledgement of resources and capabilities of the Kearney Center and Hope Community within the Comprehensive Emergency Management Plan.
FY 2018	2016 LEADS Listening Session	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.	EMS	Staff has updated the forms that are submitted by the medical facilities when requesting that EMS conduct a transport. Additionally, staff has been meeting regularly with medical facility staff to ensure open dialogue and continuous process improvement.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.	EMS	This information was incorporated into appropriate community education programs and will continue to be included in future opportunities.

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FY 2018	2016 LEADS Listening Session	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.	EMS	EMS has been mentoring high school students under the County's student intern and summer youth programs. In addition, EMS has regularly had college interns gain experience by assisting the division with research, special projects, and community education programs.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.	EMS	EMS has increased the number of paramedics that are certified critical care paramedics and instituted an on-call schedule to ensure availability of personnel. EMS is continuing to research establishing a dedicated unit to utilize to provide critical care services.
FY 2018	2016 LEADS Listening Session	Evaluate the establishment of a 2-year CHSP funding cycle.	Human Services & Community	The two-year CHSP funding cycle was adopted by the BOCC in December 2017
FY 2018	2016 LEADS Listening Session	Develop a comprehensive informational guide for veterans to find and connect with services available locally.	Human Services & Community Partnerships	A brochure was developed that lists the programs and benefits available to veterans and their dependents. The brochures are available at the Veterans' Office, local veteran service organizations, and selected local businesses
FY 2018	2016 LEADS Listening Session	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.	Human Services & Community Partnerships	Veteran Services Division coordinates with Human Services Division and the Tallahassee National VA Cemetery regularly to ensure that deceased veterans declared indigent are buried in the National Cemetery
FY 2018	2016 LEADS Listening Session	Evaluate offering more "mini" workshops for individuals interested in volunteer management.	Human Services & Community Partnerships	Conducted workshops at UPHS Annual Conference on Emergency Management and Volunteer Management; Conducted UPHS Lunch and Learn Workshop on Continuity of Operations Planning, Presented workshop on Get Connected at Department of Elder Affairs, Special Event Management for FAMU Community Ambassador Program, Florida Commission on Human Relations, Tallahassee Senior Center Leadership Class, conducted Volunteer Reception Center training in Jacksonville, EOC Civic Engagement Series & Summer Youth Training Program
FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.	Human Services & Community Partnerships	Staff continue to participate in community outreach events to promote the health and human programs and services provided by CHSP and healthcare partners
FY 2018	2016 LEADS Listening Session	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.	Human Services & Community Partnerships	Get Connected now tracks volunteer data that highlights number of users, interest areas & number of opportunities on site
FY 2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was automated quarterly reporting. Previously, CHSP agencies completed quarterly reports in a narrative format and scanned the reports into the portal as a PDF document.	Human Services & Community Partnerships	Beginning in FY 18 agencies began submitting an on-line quarterly report. Quarterly reporting of demographic and performance data is created and saved in the CHSP Portal. Data to be collected includes the number of clients served in each funding category by race, gender, age, disability (if applicable) and zip code. Collecting and analyzing this data in a consistent and uniform format serves as the first step in developing measures for improving program effectiveness, identifying community impact and assisting the CRT's in future funding recommendations.
FY 2018	Community Human Services Partnership (CHSP) Agencies	Subsequent to the United Way of the Big Bend (UWBB) announcing its intent to disengage from the CHSP process effective FY 19, the Board direct staff to work with the City of Tallahassee and CHSP agencies to revise the CHSP process. One recommendation from agencies was a multi-year funding cycle to provide the opportunity for long term planning and program assessment.	Human Services & Community Partnerships	Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the MOU.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2018	2016 LEADS Listening Session	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.	Intervention and Detention Alternatives	Staff in conjunction with MIS modified the automated test schedule to balance the number of offenders called within a day. The process maintains the random selection of offenders to test as required by the court.
FY 2018	2016 LEADS Listening Session	Expand network with criminal justice and community service agencies to provide more information on job training and employment opportunities.	Intervention and Detention Alternatives	Staff is coordinating with the State Attorney's office to host orientation sessions for newly hired Assistant State Attorneys. In upcoming months, staff will explore options to expand orientations to the Public Defender's Office and Court Administration.
FY 2018	2016 LEADS Listening Session	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.	Intervention and Detention Alternatives	The requirements for vehicle immobilization are outlined in Florida statute. Probation staff assists offenders with pro-se motions to advise the court of obstacles related to compliance with this condition.
FY 2018	Clerk of the Circuit Court and Comptroller for Leon County	The Clerk of Court's staff requested that the Probation Division generate the court orders when a defendant is sentenced to county probation to align the processes with sentences to circuit probation.	Intervention and Detention Alternatives	IDA and MIS staff worked to develop and implement an automated process to meet the Clerk's request with minimal impact to staff's existing workload.
FY 2018	Kent Spriggs, Chair of Sheriff McNeil's Pretrial Committee	The Intervention and Detention Alternatives Director received a request from the Chair of the Sheriff's Pretrial Committee to provide a presentation of the services available to the courts through the Supervised Pretrial Release Division for defendants pending trial in Leon County.	Intervention and Detention Alternatives	Ms. Broxton attended the meeting to educate the committee on programs and services of the Supervised Pretrial Release Division for monitoring of pre-sentenced defendants in the community while enhancing public safety.
FY 2018	Court-Ordered Services Providers Meeting	During a bi-annual meeting with the court-ordered services, representatives from North Florida Safety Council commented on the additional work load necessary of their staff to obtain arrest reports required to complete initial assessments for defendants court-ordered to attend DUI School.	Intervention and Detention Alternatives	Staff developed a process to streamline requests from court-ordered service providers for documents through the creation of a general e-mail account for electronic submissions. This account is accessible and monitored by the administrative support staff to provide timely responses to all requests throughout the business day.
FY 2018	2016 LEADS Listening Session	Enhance public outreach efforts regarding library services that are available in-person and online.	Library Services	Through Facebook and web design groups, the Library practices continual evaluation of social media strategies. Digital signage to be developed in FY17-18 will contribute to effective outreach.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the Library community room reservation system.	Library Services	Online reservations in place for all library meeting rooms; reservations held to 90 days to allow more groups to use; however, the number of reservations allowed in 90 days increased from 3 to 4.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance in-person assistance at Library facilities.	Library Services	We have had staff training and reminders to greet and assist users throughout the buildings; we continue to evaluate and test the use of mobile devices to offer reference and/or circulation assistance.
FY 2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	238 items, both print and media, purchased as a result of patron requests.
FY 2018	Library Patrons	Purchase requests made in person, via email, or online through ILLiad, the Library's InterLibrary Loan internet accessible database.	Library Services	117 items, both print and media, were purchased in response to patron requests.
FY 2018	Library Patrons	Purchase requests made via our ILLiad system, email or in person.	Library Services	123 items, a combination of print and media, were purchased during the month of December in response to Library patron requests.
FY 2018	Library users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	202 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
FY 2018	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email	Library Services	148 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	134 items, a combination of print and media, were purchased during the month of March in response to Library patron requests.

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FY 2018	Library user, Main Library	A Library user at the Main Library, who had booked a program room for a meeting, requested a wireless presenter (wireless clicker) to use with the PowerPoint presentation he planned to give.	Library Services	Library staff decided to purchase wireless presenters with laser pointers for each program room projector. Program rooms at the Main Library, Dr.. BL Perry, Jr. Branch and Northeast Branch now have the devices available for those using the meeting rooms, and there is one at the Lake Jackson Branch.
FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	112 items, a combination of print and media, were purchased during the month of April in response to Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	213 items, a combination of print, media and digital, were purchased during the month of May in response to the Library patron requests.
FY 2018	Library Users	Purchase requests received via our ILLiad system, in person, over the telephone and by email.	Library Services	136 items, a combination of print and media, were purchased during the month of June in response to Library patron requests.
FY 2018	Library user, Lake Jackson Branch	A library user commented that there were not enough kick stools at the Lake Jackson Branch, saying that he liked to use them to sit on while he browses through materials.	Library Services	Staff determined that there were only two kick stools in the library. Four more were delivered to the Lake Jackson Branch on Friday, July 6 and two additional kick stools have been ordered.
FY 2018	Library user, Northeast Branchy	Library user suggested that a large print version of the library card registration form would be helpful for those with low vision.	Library Services	After consulting Large Print guidelines, library administration developed a Large Print version of the library card application and distributed copies to all branches and the Main Library for use by those with low vision.
FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	146 items, a combination of print, media and digital, were purchased during the month of July in response to Library patron requests.
FY 2018	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	238 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
FY 2018	Lake Jackson Branch Library patron	A library patron at the Lake Jackson Branch suggested that the lowest shelves of the DVD display unit were too low for "older adults."	Library Services	Library staff evaluated the display units and reconfigured the shelving so that the lower shelf is easier for "older adults" to use, and were careful to make sure that the highest shelf is still easily accessible. Work completed in February 2018
FY 2018	Library patron at the Northeast Branch	Library patron suggested that a dry-erase board would be useful in the Northeast Branch conference room.	Library Services	The Library purchased and hung a dry-erase board in the conference room for anyone using the conference room to use. The conference room is for public use according to the Library Meeting Room policy and may be reserved through the online meeting room reservation system.
FY 2018	Library patron at the Woodville Branch Library	A library patron commented that the "new DVD" display table at the Woodville Branch looks "just like a garage sale."	Library Services	The branch manager has consolidated the display of new materials for adults into a larger, more attractive display.
FY 2018	Magnolia Drive Area Residents	After the first phase of the Magnolia Drive Multi-use Trail was constructed in 2017, Blueprint and Leon County received feedback from citizens with suggestions on how to improve the design of the trail. The majority of comments focused on creating amore comfortable trail by adding a planted buffer space separating people on the trail from the vehicle traffic on Magnolia Drive.	PLACE (Blueprint)	In response to community suggestions, Blueprint developed design alternatives for the trail that included buffer options. Design options were presented at a community meeting on November 13, 2017, and community members expressed consensus around a design modification to reduce the trail to 8 feet and add a 4 foot buffer between the back of curb and the trail. Community member feedback and the recommendation for a design modification, consistent with the preferred alternative expressed by the community at the November 13, 2017 meeting, was shared with the IA Board at their December 1, 2017 meeting. The IA Board voted to approve the design change, and the redesign of the Magnolia Drive Trail is currently underway.

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FY 2018	Magnolia Drive Area Residents	At a November 13, 2017 community meeting to discuss design changes for the Magnolia Drive Multi-use Trail project, community members suggested using the opportunity presented by the significant construction activity associated with the trail to underground utilities along the corridor. This idea was in response to the significant power outages experienced in the neighborhoods surrounding the Magnolia Drive corridor during the 2016 and 2017 hurricane events.	PLACE (Blueprint)	Blueprint staff worked with County staff to determine opportunities to underground utilities in coordination with the construction, including potential cost saving, benefits to residents, and benefits to the City utility. An analysis of the opportunity was presented to the IA Board at their December 1, 2017 meeting, and staff were directed to further refine the analysis and cost estimates and provide an update at the next IA Board meeting. At the March 1, 2018 meeting, Blueprint staff presented their analysis and the IA Board authorized Blueprint staff to proceed with undergrounding utilities throughout the Magnolia Drive corridor, in coordination with the trail project. Design is currently underway and construction on the next phase of the Magnolia Drive Trail, which will include undergrounding utilities, is expected to begin later this year.
FY 2018	Capital Cascades Trail Patrons and Railroad Square Business Owners	Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in the area around the playground and water play areas near Railroad Square along Capital Cascades Trail. Staff reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away. Based on community suggestions and discussion with Railroad Square business owners, who bore the burden of providing restroom facilities to the public, Blueprint developed construction and funding options for providing a public restroom at this location.	PLACE (Blueprint)	Blueprint presented the proposal to construct a public restroom near the playground at the September 19, 2018 Intergovernmental Agency Board meeting. The IA Board approved the concept and funding to construct a restroom along Capital Cascades Trail Segment 3. It is anticipated that the restroom will move into design in early 2019 with construction to follow.
FY 2018	Knight Creative Communities Institute	This summer, the Knight Creative Communities Institute (KCCI) expressed a desire to work with the Blueprint Intergovernmental Agency as part of their 2019 class project (Red Hills Rhythm), which may include an artistic installation(s) or other placemaking projects along Segment 3 of the Capital Cascades Trail (Adams Street to Gamble Street). Blueprint has targeted this section of the Cascades Trail for the incorporation of artistic and historical components as part of the 'History and Culture Trail,' and will work with the Council on Culture and Arts (COCA) to solicit artists. The 2017 TLH installation has positively resonated with the community, and this collaboration is intended to have the same beneficial community outcomes.	PLACE (Blueprint)	This idea for collaborating with KCCI was presented to the Intergovernmental Agency Board at their September 19, 2018 meeting as part of an update on the Cascades Trail Segment 3 project. Blueprint will continue to work with KCCI and the future class through the remainder of 2018 and throughout 2019 to define the parameters for this placemaking project.
FY 2018	Tameka Francis	Ms. Francis attended the Orange Avenue Community Meeting on October 2, 2018 focused on the upcoming Blueprint 2020 Orange Avenue/Meridian Road Placemaking project, specifically the public space components of this Blueprint project (conversion of the stormwater pond in to a park and community areas). At the meeting, Ms. Francis mentioned that she had some ideas for additional community engagement opportunities. In a follow-up discussion later that week with Blueprint staff, Ms. Francis noted many obstacles for attending evening public meetings for Southside residents. Primarily, the buses stop running the regular schedule at 7 PM, meaning the last stop on many routes is between 6 - 7 PM. This means transit dependent residents could not attend the meeting. Also, many Southside residents work in the evening, have childcare issues, or have other issues preventing them from attending meetings. In order to engage a broad range of Southside residents, Ms. Francis suggested Blueprint take the outreach to where the people are already gathering.	PLACE (Blueprint)	Through late October and early November 2018, Blueprint will focus remaining community engagement activities on bringing outreach activities to the people in Southside Tallahassee. Project information and feedback tables will be set up at the Piggly Wiggly, the nearby grocery store, to engage residents in a quick and easy manner with the project and get their ideas for the public space projects. Public engagement regarding the development of temporary uses on the future Starmetro Superstop location will also occur on-site. Blueprint will also coordinate with other community centers, such as the B.L. Perry Library and the Jack McClean Community Center, to co-locate outreach activities with planned community events.

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FY 2018	2016 LEADS Listening Session	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.	PLACE (Planning)	Improved consistency in the permitting process has been achieved through increased interdepartmental communication between DesignWorks and Development Services and Environmental Management (DSEM) staff. Interdepartmental review has been largely enhanced by the inclusion of DesignWorks staff attendance at DSEM development pre-application and application meetings from the start of the permitting process. As a result, DSEM staff and applicants have become more knowledgeable on pertinent site plan analysis considerations, and this continues to yield benefits to citizens by streamlining the development application process.
FY 2018	2016 LEADS Listening Session	Create new opportunities within DesignWorks for customer feedback and information sharing.	PLACE (Planning)	Customer service has been improved with the addition of a Special Projects and Outreach division of the Planning Department in early 2018. This division works to share information with, and obtain feedback from, citizens, neighborhood associations, and other stakeholders in the community. In addition, DesignWorks has initiated the creating of a geo-spatial "hot spot" map, depicting the intensity of interest in development and redevelopment of parcels throughout the County that DesignWorks has provided public and private site assistance services on.
FY 2018	2016 LEADS Listening Session	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.	PLACE (Planning)	DesignWorks has been successful at providing on-site services such as public and private project consultations and presentations with citizen stakeholders following the purchase of new equipment, such as a tablet computer and projector. DesignWorks has also coupled this effort with the need to create new opportunities for feedback and information sharing (recommendation 2) by conducting post-application site visits and construction walk-throughs, which allow staff to communicate with members of the design consultant community and evaluate the effectiveness of services provided.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.	Public Works	Project Managers have been coordinating with utility providers at various design stages for any potential conflicts. New & active County CIP lists and schedules are provided to COT Water & Sewer Department once a year upon request. The updated status and lists can assist in budget development for potential service upgrades and utility relocations.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.	Public Works	The Leon County website for Public Works Operations Division has been updated and reflects the program services provided to citizens. In addition, program services are listed on the door hangers mentioned in item 8 below.
FY 2018	2016 LEADS Listening Session	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.	Public Works	While routine maintenance activities will continue to be performed without notifications, Leon County BOCC adopted new Policy No. 17-1 "Public Notification of Road Closing and Road Closure Request Procedure." This process will be utilized in conjunction with the process that was developed to notify homeowners of project delays through the use of door hangers.
FY 2018	Lively Technical Center	Lively staff contacted the Director of Fleet Management to discuss and request the transfer of out-of-service County vehicles to be used for training in the recently established Diesel Truck Maintenance Program.	Public Works	On October 23, 2018, the Board authorized staff to transfer a surplus Leon County Emergency Medical Services Ambulance to Lively Technical Center.
FY 2018	Robert Deyle	Establish planning horizon for the Comprehensive Wastewater Treatment Facilities Plan	Public Works	20-year planning horizon established in RFP

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FY 2018	Wakulla Springs Alliance & Friends of Lake Jackson	Wakulla Springs Alliance, Friends of Lake Jackson, and other citizens requested that the County bid out the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan to achieve wider participation in the planning process	Public Works	RFP for bidding was presented to the Board on December 12 (continued until January 23).
FY 2018	Wakulla Springs Alliance	Various citizens and the Wakulla Springs Alliance each proposed the suggestion to have the Comprehensive Wastewater Treatment Facilities Plan include an evaluation of onsite wastewater treatment and disposal methods beyond the "passive system" initially described in the Plan Scope of Services.	Public Works	Reference to "passive systems" were removed from the draft RFP presented to the Board for discussion at the December 12, 2017 meeting. Advanced treatment onsite wastewater treatment and disposal systems will be evaluated, but will not be limited to passive treatment.
FY 2018	Opal Howell	Ms. Howell contacted Parks and Recreation about two pine trees on County property (Flagg St. lot), immediately adjacent to her property that she had storm concerns over. The County actually had a construction project occurring on the property, so Ms. Howell thought it might be a good time to evaluate those two trees to see if they could be removed.	Public Works	County staff evaluated the trees and the plans of the construction project. It was ultimately determined that the trees could be removed. The removal was scheduled for June 29.
FY 2018	2016 LEADS Listening Session	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.	Resource Stewardship	The County provided an open workspace environment for employees and a more efficient intake area for citizens.
FY 2018	2016 LEADS Listening Session	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.	Resource Stewardship	Facilities Management added additional gravel parallel parking along the fence line at IDA, this added approximately 10 spaces.
FY 2018	2016 LEADS Listening Session	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.	Resource Stewardship	This process improvement was implemented immediately after the 2016 listening sessions; as a result of this improvement the Parks & Recreation Division has received fewer complaints.
FY 2018	2016 LEADS Listening Session	Enhance public education and outreach efforts to expand recycling education to more varied audiences.	Resource Stewardship	Office of Sustainability developed a joint recycling graphic with the City of Tallahassee in order to streamline recycling education in the community. The office also created a Spanish-language version of the graphic in order to reach more citizens. Outreach efforts were also expanded with the creation of the Recycling Video and an increase in social media activity.
FY 2018	The Garden Club	Garden Club members requested a lily flower bed at the NE Branch Library be reinvigorated.	Resource Stewardship	Working with staff and garden members, the bed was revitalized by the members and now maintained by Leon staff.
FY 2018	Citizen (Unnamed)	Citizen suggested American flags be placed at a key community gathering room	Resource Stewardship	Staff conducted an inventory of all public meeting spaces and purchased necessary flags and stands to ensure a flag is available for the pledge of allegiance.
FY 2018	Sustainable Tallahassee	Representatives from Sustainable Tallahassee suggested the County collaborate with other community partners on the development of a community-wide Climate Action Plan.	Resource Stewardship	At the December 12 Board Meeting, the Board authorized staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
FY 2018	Domi Station	Domi requested the opportunity to host a bike share hub at the Amtrak building for public use.	Resource Stewardship	Staff identified a solution, created an agreement with Zagster to piggy back off of the City agreement. Hub installed at the Amtrak, Main Library and Renaissance building.
FY 2018	Citizen (Unnamed)	Citizen observed that not all community meeting spaces have American flags posted.	Resource Stewardship	Staff surveyed all community meeting spaces (community centers, branch Libraries, etc.). In some cases flags existed but had been relocated elsewhere in the building, other sites flags were purchased and installed.
FY 2018	Camper at Coe Landing	Installation of a flag pole at Coe Landing campground	Resource Stewardship	A camper who was also retired military suggested that a flag pole be installed at Coe Landing. Rick Lucero, the campground park attendant, initiated the response to the citizen and coordinated with his Supervisor and co-workers (Frank Hagood and Carlton Haney) to implement. Installation was completed at the beginning of May.

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FY 2018	Carolos Monserrate	Mr. Monserrate identified a wheel-chair accessibility issue at Pedrick Pond Park and requested that staff place a picnic table at the back of the Eastside Library parking area to enhance park opportunities for less able-bodied persons.	Resource Stewardship	Parks staff is working with Facilities and Library staff to effectuate the new amenity. The new picnic pad and ADA parking space should be constructed by June 2018.
FY 2018	Sherry Carpenter	At Sunset Landing on Lake Jackson, there has historically been a large amount of cigarette butts littered on the ground. Sherry Carpenter asked if the County would consider installing cigarette butt disposal containers for citizens to dispose their cigarette butts in, and adding some educational material on why this is important for the health of the environment.	Resource Stewardship	Staff installed two cigarette butt disposal containers at Sunset Landing adjacent to each pavilion on site. Parks staff has noted that they have been frequently used ever since.
FY 2018	Anonymous	There are a very limited number of free-for-use electric vehicle charging stations in Leon County, and this lack of infrastructure can make it hard for people to make the switch from gas vehicles to electric vehicles. The citizen mentioned that these charging stations could be installed by the County at County facilities.	Resource Stewardship	Staff installed three electric vehicle charging stations at two public libraries (Main Library and Eastside Branch Library) and one at the Courthouse for employee parking.
FY 2018	Citizen	Citizen shared their frustration with retrieving information from the Solid Waste Website in regards to free mulch.	Resource Stewardship	Staff removed old PDF information and updated the Solid Waste webpage with the "ReNew" branding graphic, and highlighted important information in regards to free mulch, such as hours of operation.
FY 2018	Kip Dozier	Mr. Dozier called regarding the dilapidated fence by the community garden. He suggested the fence be repaired or torn down.	Resource Stewardship	It was determined that removal of the fence would be appropriate. The project occurred in a couple of steps. First the fence line had to be sprayed to kill back the weeds by Operations; the fence line was removed by Parks staff; Operations teams removed debris and limbs; Facilities staff coordinated the final mowing to complete the project.
FY 2018	2016 LEADS Listening Session	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.	Tourism Development	Tourism played a key role in the Amtrak promotion for passenger rail service and monitors federal and regional actions for restoring gulf coast passenger service. Tourism also launched a Washington DC-area promotion highlighting the direct service to Tallahassee by American Airlines. Tourism Director Kerri Post also serves on the Airport Advisory Board.
FY 2018	2016 LEADS Listening Session	Explore opportunities to enhance the Visit Tallahassee industry newsletter.	Tourism Development	Tourism introduced a new template that improved the appearance of the newsletter and focused on more timely and relevant content in shorter stories. The open rate and click rate to external links both continue increasing.
FY 2018	2016 LEADS Listening Session	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.	Tourism Development	We maintain a year-round marketing agreement with both universities' athletic departments, distribute information at orientation sessions, provide information and other tourism-related collateral to university groups as part of our group service efforts, provide special events grants for concerts, homecoming, alumni functions and educational conferences.
FY 2019	2018 LEADS Listening Session	Explore opportunities to work in partnership with community organizations to address the feral cat population.	Animal Control	Staff continues to work with local community partners to help provide citizens with alternatives to bringing cats to the Animal Service Center and educate citizens about eliminating the resources that attract cats and their undesirable behaviors. Continued discussion within Tallahassee Animal Services Shelter Operational Assessment brought before the Board at the April 23, 2019 meeting.
FY 2019	2018 LEADS Listening Session	Explore ways to promote the various features of the Citizens Connect App, such as submitting a service request and looking up contact information for County Departments.	Community & Media Relations	As the team prepares for Hurricane Season, we will develop more promotions instructing citizens on how to use the app.
FY 2019	2018 LEADS Listening Session	Create a Leon County branding guide to be made available on the County website.	Community & Media Relations	A guide for Leon County's logos is now available at www.leoncountyfl.gov/logo.

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FY 2019	2018 LEADS Listening Session	Evaluate sending weekly outlooks to media of what events the County has coming up. Include title, location, and a 2-3 sentences description.	Community & Media Relations	Media suggested that a weekly email would be beneficial to know of the upcoming County events. Weekly emails have not been sent but we staff now send emails to remind media of upcoming events.
FY 2019	2018 LEADS Listening Session	Develop handout that describes how to properly deploy and dispose of sand bags.	Community & Media Relations	CMR created a flyer and Public Works distributed at Build Your Bucket 2018.
FY 2019	Paloma Rambana, Sydney Forslund and Meg Norvell, former summer youth interns	Create a volunteer page program for high school students in Leon County	Community & Media Relations	On December 10, 2019, the Paloma Rambana, Sydney Forslund and Meg Norvell, former summer youth interns, provided a presentation to propose a program for high school students to serve as volunteer pages during Leon County Commission meetings. On January 28, 2020, the Board approved the proposed new Leon County Page Program Policy.
FY 2019	Perry Odom	Citizen suggested that we incorporate pictures into our email news releases.	Community & Media Relations	CMR has begun incorporating pictures from events in our email correspondence/new releases.
FY 2019	2018 LEADS Listening Session	Revise staff reports provided at pre-submittal, application review meetings (ARM) and Development Review Committee (DRC) meetings to more clearly identify and summarize outstanding deficiencies/conditions	DSEM	Following the Listening Session, staff reports were revised to clearly identify and summarize deficiencies/conditions on the first and second pages of the report. Findings have been limited to those compliance issues that remain applicable to the project and are still outstanding. This item has been fully implemented by revising the staff reports to clearly identify remaining deficiencies and conditions of approval on the first two pages of staff reports.
FY 2019	2018 LEADS Listening Session	Address water quality degradation due to silviculture (tree harvesting) activities.	DSEM	There was discussion regarding water quality degradation due to silviculture (tree harvesting) activities on a parcel south of Bannerman Road near the Bull Headley intersection. Staff reviewed the issued; however, the Legislature has exempted silviculture from local permitting regulations. The permitting for silviculture related activity is performed by the State's Northwest Florida Water Management District. Staff directs concerned citizens to the District when complaints are received.
FY 2019	2018 LEADS Listening Session	Provide a list of recommendations to property owners following their appearance before the Code Enforcement Board (CEB), which outlines the specific recommendations approved and ordered by the Board.	DSEM	Following the Listening Session, staff determined that the Staff Recommendation Sheet from the Staff Report could be provided to each property owner immediately following their appearance before the CEB. The Sheet lists the final recommendations approved by the Code Enforcement Board at the time. The "official" Board's Order is mailed to the property owner once it is signed by the Board Chairperson.
FY 2019	2018 LEADS Listening Session	Expand cross-training to DSEM staff to enhance customer service related to inquiries regarding addressing and street name related matters.	DSEM	Additional staff have been cross-trained to provide back-up assistance with addressing and street name related inquiries, in conjunction with updating the Addressing Unit Desk Manual to enhance customer service.
FY 2019	2018 LEADS Listening Session	Coordinate with MIS to provide the ability to send data intensive files related to addressing and street name via email.	DSEM	DSEM staff now uses Microsoft OneDrive for transferring data intensive files.
FY 2019	2018 LEADS Listening Session	Continue integration of Project Dox and Accela and offer training sessions for users.	DSEM	A Project Dox training was held for building contractors on April 12, 2018, to provide an overview of how to submit applications electronically and answer users' questions. This type training will be provided on an ongoing basis.

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FY 2019	2018 LEADS Listening Session	Review the length of time for issuance of a Permitted Use Verification Certificate (PUVC), as well as the amount of detail included, to determine if either could be reduced.	DSEM	Additional information has been provided in the PUV providing a more robust and comprehensive PUV certificate. Although Accela reporting functions have not been fully implemented to date, staff has continued to implement a 10 day turnaround goal, thus ensuring a timely review of PUV applications.
FY 2019	2018 LEADS Listening Session	Ensure that all applicable departments/divisions are represented at presubmittal meetings to provide more project specific comments.	DSEM	More project specific information is being provided in the staff reports. Although it is often difficult to ensure attendance from all outside agencies, staff has been diligent in ensuring that the reports from these agencies have been provided and contact information is available.
FY 2019	2018 LEADS Listening Session	Evaluate opportunities to expedite the nuisance abatement process to specifically address burned, dilapidated and unsafe structures due to the potential threat to public safety.	DSEM	Staff will continue to identify burned, dilapidated or unsafe structure cases that pose a potential life/safety issue and utilize the Nuisance Abatement Ordinance to fast-track the cases through the abatement process.
FY 2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM encourage applicants to complete master building plans for single family development to decrease overall review and approval timeframes.	DSEM	Master plans are currently being utilized by the swimming pool contractors and accessory building distributors. Having a master plan on file eliminates the need for review of the plans/projects and assists with expediting the building permit issuance. The master plan concept could also be beneficial for the contractors who tend to construct homes with the same floor plans, thus eliminating the need to review each plan, and thereby reducing the time to obtain the single family home building permit.
FY 2019	2018 LEADS Listening Session	Listening Session attendees recommended that DSEM work with the County Attorney's Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.	DSEM	Environmental staff continue to work with Development Services and applicants to resolve improper subdivisions and lots created by Judicial Orders. Staff provided the Clerk of Courts with a flyer noting requirements that must be satisfied with DSEM prior to recording land transactions. The Clerk has uploaded the flyer to their website. Staff also provided a letter to the Chief Judge to encourage a better understanding of the site and development plan process for their consideration during probate matters.
FY 2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff to share observations about the County's Building Division and recommended that staff communicate with sub-contractors directly.	DSEM	The Building Division instituted a new protocol. To avoid any miscommunication in the future, the Building Division will ensure the General Contractors will be copied on any communication with sub-contractors.
FY 2019	Advisory Committee on Quality Growth Member	The Committee Member met with staff and recommended that the Committee's agenda's allow time to seek input on process improvements.	DSEM	The Committee's agenda was revised with a renewed emphasis on seeking input (i.e. process improvements, cost saving ideas, policy recommendations, etc.) from the committee members.
FY 2019	2018 LEADS Listening Session	Enhance EMS services by providing mental health and ethics training to staff members who respond to EMS calls.	EMS	Additional training related acute mental health issues has been conducted for field staff. Additional training focusing on crisis intervention is being planned at this time. Ethics training has been further incorporated into new member and on-going training.
FY 2019	2018 LEADS Listening Session	Explore opportunities to improve the recruitment and retention of EMS members.	EMS	As a whole, the EMS industry continues to struggle with recruiting and retaining paramedic candidates. As a part of the FY20 budget process, the County evaluated the EMS Pay Plan and made adjustments to align the plan with the market. EMS staff continues to work with TCC and NFCC to assist with student recruitment and training efforts. EMS participates in numerous high school career fairs and at Leon Works. Staff is also focusing efforts on retaining members through scheduling enhancements and by conducting "retention interviews" to learn why long-term members choose to stay.

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FY 2019	2018 LEADS Listening Session	Review current posting policies and procedures to ensure that ambulance posting is being done in an effective and efficient manner.	EMS	Staff completed a posting analysis and have adjusted post locations to maximize response capabilities. The Office of Resource Stewardship is providing additional locations where ambulances can be shut-off and plugged in and the crew can go inside of a facility. The County is currently purchasing two ambulances with an auxiliary battery system that will allow the ambulance's motor to be shut off while maintaining HVAC and charging systems on the ambulance.
FY 2019	2018 LEADS Listening Session	Continue to explore the implementation of a Community Paramedic program.	EMS	Staff regularly participates in the Tallahassee Continuum of Care Consortium and regularly meets with stakeholders to work towards identifying solutions for patients with on-going healthcare needs. The County was also instrumental in the creation of a pilot program through the Center for Medicare and Medicaid which will be used as a proof of concept on the federal level to make payment reform to provide services that align with community paramedic concept.
FY 2019	2018 LEADS Listening Session	Coordinate with DSEM to enhance public awareness of family and non-family heir property issues.	Human Services & Community	A session on heir property was incorporated into the 2019 Home Expo, hosted by DSEM
FY 2019	2018 LEADS Listening Session	Evaluate utilizing continuing service agreements to attract and increase the number of contractors that participate in the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing began utilizing continuing service agreements for rehabilitation and replacement projects in October 2018
FY 2019	2018 LEADS Listening Session	Explore opportunities to better educate contractors about the County's Housing Rehabilitation Program.	Human Services & Community Partnerships	Housing staff made presentations at several Tallahassee Builders Association meeting in fall 2018 and spring 2019 on the programs and services of the division
FY 2019	2018 LEADS Listening Session	Establish a client's satisfaction survey to be completed by Housing Rehabilitation clients	Human Services & Community	A client satisfaction survey is included as part of each housing rehabilitation and replacement project
FY 2019	2018 LEADS Listening Session	For Housing Replacement projects, bid the entire work to be performed including septic tank and well replacement to ensure greater efficiency in the completion of the projects.	Human Services & Community Partnerships	Housing now bids the entire work for housing replacement projects
FY 2019	2018 LEADS Listening Session	Promote available support services for human service providers through UPHS and other community organizations	Human Services & Community Partnerships	CHSP agencies expressed a need for assistance with graphics, advertising, grant writing, etc. Staff reached out to UPHS to connect CHSP agencies with resources that build capacity and accomplish the goals of the agencies.
FY 2019	2018 LEADS Listening Session	Evaluate the utilization of Veteran Services counselors and collaborate with other organizations that support veterans to ensure maximum use of existing counseling resources.	Human Services & Community Partnerships	Attendees noted a need to increase the ability to service more veterans daily. Staff now attends the VSO monthly commanders meetings. There we share information, promote community engagement with the VA and give feedback and advise regarding Veterans issues.
FY 2019	2018 LEADS Listening Session	Coordinate with the VA to develop and make available a list of necessary documents for surviving family members.	Human Services & Community Partnerships	We now have Federal Benefits Guide for Veterans, Dependents and Survivors. Also our webpage has been updated with more community resources.
FY 2019	2018 LEADS Listening Session	Explore ways to expedite process for providing veterans with an annual bus pass.	Human Services & Community Partnerships	Attendees noted the length of time it takes for a veteran to receive an annual bus pass. If the process cannot be expedited, attendees recommended that daily or weekly bus passes be provided to hold the veteran over until the annual bus pass is ready for pick up. StarMetro now provides Veteran Services with single ride bus passes to give to Veterans until their permanent pass is ready for pick-up.
FY 2019	2018 LEADS Listening Session	Increase nonprofit, faith-based, and neighborhood participation in the Community Organizations Active in Disaster (COAD) group.	Human Services & Community Partnerships	25 additional faith based organizations that have various resources and services have joined COAD that assist citizens with clean up, chain saw cutting of trees, and installing tarps. Working with United Partners on Human Services, CONA and various networks regarding preparedness and how to get assistance following a disaster.

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FY 2019	2018 LEADS Listening Session	Continue to improve efficiencies of the CHSP online portal.	Human Services & Community Partnerships	In coordination with the City, five listening sessions were held in Spring 2019 with CHSP agencies and Citizen Review Team volunteers to discuss ways to improve the CHSP funding evaluation process.
FY 2019	ACE Transition Program Teachers	Teachers from the ACE Transition Program reached out to staff to see if their students could be placed in intern positions with the County.	Human Services & Community Partnerships	The first group of students with the ACE Transition Program began interning with the County on January 13. Students will intern at the Main Library, HSCP, Facilities Management (Courthouse), and Parks and Recreation (J. Lee Vause Park) during the school year for 1-2 hours per week.
FY 2019	2018 LEADS Listening Session	Evaluate implementing flex scheduling to eliminate the use of Probation/Pretrial staff to perform after-hours alcohol testing.	Intervention and Detention Alternatives	In April 2019, IDA staff restructured alcohol testing location and hours for clients. Through cross-training and flexing staff time, clients can report to the main office from 7AM to 7PM Monday through Friday for court-ordered alcohol tests. This change enhanced customer service through the expansion of testing hours and more convenient parking. Additionally, it eliminated this task from the Probation/Pretrial Officer on duty at the detention facility and providing more time for interviewing and releasing responsibilities.
FY 2019	2018 LEADS Listening Session	Explore automated process for distributing referral documentation directly to court-ordered service providers.	Intervention and Detention Alternatives	IDA staff implemented a direct e-mail account for court-ordered service providers to request forms or documentation necessary to complete enrollment processes for IDA clients. The e-mail account is monitored by IDA administrative staff and responses are provided within one business day.
FY 2019	2018 LEADS Listening Session	Tours of the Library including behind-the-scenes	Library Services	On-demand tours offered to new cardholders applying in person. "Behind-the-scenes" work area tours scheduled in tandem with other library programs.
FY 2019	2018 LEADS Listening Session	Coordinate with CMR to develop an information packet for new, returning and renewing cardholders	Library Services	Staff at all locations provide personal overview of library welcome brochure and current programs with new cardholders. As part of the new online registration process, the Library has also worked with CMR to develop a Welcome Letter with additional information about programs and services.
FY 2019	2018 LEADS Listening Session	Add Tech Help feature to Library website	Library Services	Tech help features posted on library web site, self check machines and digital picture frames, and featured in library's electronic newsletter. Will employ digital signage as well when available.
FY 2019	2018 LEADS Listening Session	Evaluate opportunities to connect Library patrons to human service providers.	Library Services	Shortcut to 2-1-1 Big Bend added to public computers. Updated homeless resource directory handouts available in all libraries.
FY 2019	2018 LEADS Listening Session	Develop Library "Superusers" as ambassadors for the library system	Library Services	Working with VolunteerLEON, the Library has developed a plan for enhancing the volunteer program to engage more people in work with the libraries, including superusers.
FY 2019	2018 LEADS Listening Session	Evaluate offering online library card registrations.	Library Services	Library Staff launched online card registration in December 2019.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	75 items, a combination of print, media and digital were purchased during the month of December in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	184 items, a combination of print and media, were purchased during the month of January in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	157 items, a combination of print and media, were purchased during the month of February in response to Library patron requests.

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FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	508 items, a combination of print, media and digital were purchased during the months of March, April, May and June in response to Library patron requests and informal suggestions.
FY 2019	Library Users	Purchase requests received through our ILLiad system, in person, over the telephone and via email.	Library Services	153 items, a combination of print and media, were purchased during the month of July in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	181 items were purchased in response to requests made by Library Patrons during the month of August.
FY 2019	Library Patrons	Library patron purchase requests submitted via our ILLiad system.	Library Services	77 items, a combination of print and media, were purchased during the month of November in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	171 items, a combination of print and media, were purchased during the month of XX in response to Library patron requests.
FY 2019	Library Patrons	Purchase requests received via our ILLiad system, in person, over the telephone and via email.	Library Services	165 items, a combination of print, media and digital were purchased during the month of August in response to Library patron requests.
FY 2019	Ray Akbar	At the Public Spaces to Great Places event focused on the future park space on Orange Avenue, Mr. Akbar approached Blueprint staff with the idea for the construction of a stage as part of that project. The stage would provide the opportunity for impromptu performances, more formal acts, and also serve as a play feature for kids.	PLACE (Blueprint)	The Blueprint team met with Mr. Akbar several times to discuss integrating a stage into the temporary community pace at Orange and Meridian. Mr. Akbar met staff on-site to discuss the location and size of the stage. Ultimately, the stage was constructed as part of the new community space at Orange and Meridian.
FY 2019	Jeannette Johnson	Ms. Johnson suggested installing lights at Broadmoor Pond Park.	PLACE (Blueprint)	Broadmoor Pond Park will soon be transitioned to County ownership. In preparation for that, Blueprint implemented the lighting request. Parks and Recreation has been working on the park signage.
FY 2019	2018 LEADS Listening Session	Explore ways to enhance communication efforts to ensure the community is aware of major activities that OEV is involved in and what results are being achieved.	PLACE (OEV)	OEV regularly distributes monthly newsletters that highlight upcoming opportunities, as well as economic data and project announcements. The subscriber list is more than 1,300+ recipients. Additionally, OEV regularly posts to social media sites LinkedIn, Facebook and Twitter.
FY 2019	2018 LEADS Listening Session	Identify ways to enhance and streamline processes for the purpose of reducing the time needed to participate in the MWSBE Program.	PLACE (OEV)	OEV is currently in the process of finishing migration of the City into B2GNow software. Certification will also be addressed as part of the disparity study which is to be completed in June 2019.
FY 2019	2018 LEADS Listening Session	Identify ways to notify local businesses about procurement opportunities at other areas agencies, such as developing a resource page on the OEVforBusiness.org website.	PLACE (OEV)	As part of the website designed, OEV will develop an MWSBE microsite. In addition, OEV regularly communicates (via email through B2Gnow) with MWSBE on procurement opportunities. OEV also host industry academies in advance of large bid such as the Tourism marketing RFP.
FY 2019	2018 LEADS Listening Session	Explore ways to increase public engagement and information sharing, such as developing a public outreach plan.	PLACE (Planning)	Planning created an Outreach webpage with a calendar of events, links to common questions and resources, and helpful videos. Pop up outreach events are also held as possible in conjunction with other events, such as festivals and farmers markets.
FY 2019	2018 LEADS Listening Session	Enhance the Planning Department's website to make frequently used documents and forms more readily available to customers.	PLACE (Planning)	See above. The Comprehensive Plan was also reformatted to make it easier to read online and an index was added.

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FY 2019	2018 LEADS Listening Session	Provide opportunities for utility services providers to give input during the survey data collection process to better coordinate the timing of construction projects.	Public Works	<p>Although the active Capital Improvement Projects status summary is available to the utility services providers upon request, the representative from Talquin Electric requests a notice from the County after a project kicks-off and before the design survey starts so the utility service providers can provide input during the survey data collection process.</p> <p>Staff and design consultants have been reaching out to the utility service providers when a Capital Improvement Project commences. This will be an ongoing practice.</p>
FY 2019	2018 LEADS Listening Session	Coordinate with the Sustainability Office and DSEM to ensure proper implementation of the Water Quality Education Program focusing on the impacts of urban fertilizer and septic tanks.	Public Works	CMR has completed the "branding" for the Water Resource Program. Staff from Public Works, the Office of Sustainability, DSEM, and CMR will now proceed with the development of the water quality education program, including a brochure for promotion. The grant for the Water Quality Education program will end in 2021.
FY 2019	2018 LEADS Listening Session	Work with Northwest Florida Water Management District, City of Tallahassee, and Leon County Office of Information Technology to restore the function and access of the Capital Area Flood Warning Network, a collection of stream and rainfall gages used to monitor conditions throughout the unincorporated area.	Public Works	The Northwest Florida Water Management District has arranged to place real-time Network data on a Cloud-based server for use by the local governments. Further coordination is being pursued with the Leon County OIT to create a visualization program which meets the needs of emergency management. OIT is working with the Northwest Florida Water Management District to access the cloud-based data being made available at this time. It is anticipated to have the access in summer 2020.
FY 2019	2018 LEADS Listening Session	Evaluate expanding utilization of community service workers and inmate labor to coordinate litter pick up the week before mowing route	Public Works	In addition to roadside litter pick up, inmate crews are now being utilized to cut ditches that machines can not access and remove beaver dams that create flooding problems. Staff will continue to expand utilization of community service workers where feasible.
FY 2019	Delaitre Hollinger	Delaitre Hollinger requested a sign to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway.	Public Works	Delaitre Hollinger spoke during citizens to be heard at the Jan 22 2019 meeting. Commissioner Maddox made a motion to designate Leon County's portion of Orange Ave as C.K.Steele Memorial Highway. An unveiling ceremony was held on January 31, 2019 and included Mr. Hollinger, the Steele family, and Commissioners.
FY 2019	2018 LEADS Listening Session	Work to increase engagement with HOAs for improved outreach regarding waste disposal.	Resource Stewardship	With creation of the HOA web page by CMR, solid waste content was included.
FY 2019	2018 LEADS Listening Session	Provide updated and comprehensive outreach documents regarding waste services and programs, such as a rack card like HHW currently uses.	Resource Stewardship	Rack cards, outreach, marketing items created by CMR.
FY 2019	2018 LEADS Listening Session	Help coordinate and organize tours of Marpan and Transfer Station for custodial managers and operations managers of large organizations and buildings in the County in an effort to increase recycling efficiency.	Resource Stewardship	Through the Capital Area Sustainability Compact waste work group, staff has spoken with representatives from various organizations that have expressed interest in touring the facilities. Staff plans to conduct tours for Compact work group members in late 2019 and early 2020.
FY 2019	Citizen attendees of Water School	A few attendees of the water school mentioned a greater need for education around single use plastics, perhaps a PSA, in order to reach more people and reduce the amount of plastics that end up in our waterways.	Resource Stewardship	A single use plastics campaign is beginning in January and will involve Sustainability compact members.
FY 2019	Citizen attendees of Water School	Citizen attendees at the Water School event mentioned a need for more clean-ups of our water ways.	Resource Stewardship	The sustainability office is currently working on using grant dollars to purchase and provide equipment to citizens who want to conduct their own clean up efforts.

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FY 2019	Miccosukee Sense of Place Working Group	Members of the working group indicated they felt "left out" of knowing activities going on in the County, particularly the seniors. The proposed solution was to distribute hard-copies of the County Link at the Senior Days/Lunch "N Learn.	Resource Stewardship	Parks and Recreation worked with CMR to have additional hard copies printed of the monthly County Link. Those will be provided to the Leon County Senior Outreach Program for distribution at Lunch "n Learns.
FY 2019	Brad Trotman	Mr. Trotman, as well as other volunteers, expressed concerns over having their social security numbers on the paper-copy of background check forms. Direct, electronic submittal of personal information to First Choice seemed to be the best solution.	Resource Stewardship	Parks and Recreation, along with Risk Management, worked with the background check vendor (First Choice) to set up Little League and Pop Warner so that prospective volunteers could enter their information directly into a secure/encrypted system for processing the necessary background checks. The transition to the electronic submittal was tested in August 2018 for Fall Ball and full implemented in January 2019 for the spring baseball season. A paper option still exists for those that do not have email or computer access.
FY 2019	Citizen through Comm. Minor	A citizen expressed concerns to Comm. Minor regarding how dark it was around the Fred George Park Museum when HOA meetings or the like concluded in the evenings.	Resource Stewardship	Parks and Recreation explored lighting options with Talquin Electric and County Facilities staff. It was determined that the best and most economical solution was to install LED light packs on the exterior of the building. The retrofit was completed on Feb. 14, 2019.
FY 2019	George Kaplan	The citizen requested sanitary disposal units be installed in the ladies restrooms at the Edenfield Rd trailhead on Miccosukee Greenway.	Resource Stewardship	Greenway staff easily obtained the sanitary disposal units and installed them within the week. Staff will evaluate other facility restrooms for the same need and install if lacking.
FY 2019	Kyle Chapman	Suggested additional signage at St. Marks Greenway Baum Road trailhead advising users on keeping dogs on a leash.	Resource Stewardship	Parks and Recreation worked with the Division of Operations' sign shop to fabricate signs like those being used at other Greenway locations. Those signs were then installed by April 19, 2019.
FY 2019	Christine	This citizen expressed concerns over safety at Fred George Park at the entrances. She indicated walkers and runners were not paying attention to cars entering the Park.	Resource Stewardship	Staff investigated the concerns and determined solutions were warranted. Utilizing the system successfully used along Mahan Dr, staff installed miniature stop signs in June for sidewalk-users at the park entrances to enhance safety.
FY 2019	Brian Wiebler	After two successful clean-ups on Lake Jackson, Brian suggested Leon County move the event to another water body in need of cleaning - Lake Iamonia.	Resource Stewardship	This year's event, to be hosted on November 2nd, 2019, will be hosted at Lake Iamonia.
FY 2019	Sustainability Stakeholders	As Leon County worked on developing a new Integrated Sustainability Action Plan, citizens came together for a feedback session to share their priorities for what the County should include in the plan.	Resource Stewardship	The Office of Sustainability was able to incorporate 96% of the citizens' ideas into the Integrated Sustainability Action Plan.
FY 2019	Sustainability Stakeholder	A citizen suggested to staff that the County should consider strategies to reduce the use of expanded polystyrene (Styrofoam) in County operations.	Resource Stewardship	In August 2019, the BOCC passed a policy banning expanded polystyrene in County operations and at County events.
FY 2019	Woodville baseball parents/Woodville Little League Leadership	Parents raised concerns about foul balls coming over the fences and into the bleacher area at the Woodville Little League baseball fields.	Resource Stewardship	Funding was identified in remaining Parks Maintenance FY19 CIP funds. Netting was installed over the bleachers. Project was completed in September 2019.
FY 2019	Citizen attending Dog Park grand opening	Citizen pointed out that small dogs could actually "escape" the fenced area by going between the rungs of the black decorative fence.	Resource Stewardship	Parks and Recreation worked with the vendor to identify the most cost effective solution. Two alternatives were considered: 1. placing windscreen along the fencing or 2. installing a "chicken-wire" type product along the lower portion of the fencing. Ultimately, the chicken-wire solution was selected and installed within two weeks of the suggestion.
FY 2019	Dorian Mitchell	Wanted to see lights installed for Chaires basketball court.	Resource Stewardship	Parks and Recreation worked with OMB to identify funding for FY19 as part of the overall basketball court renovation project. Completion of the court renovation, along with the lighting installation, occurred in December 2019.

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FY 2019	2018 LEADS Listening Session	The group asked for Parks to send updates to users on activities and projects. Most were also unaware of the Annual Report.	Resource Stewardship	In working with CMR, it was decided that staff will send an email to presidents of such groups notifying them that the Leon County Annual Report has been posted. Since Hurricane Michael hit around the time of the release of the Annual Report, the email was delayed. The first email was sent to Presidents and other users on 1/4/2019.
FY 2019	Woodville Little League Parents	Conduct a Little League coaches' training that helps coaches understand some basics of field maintenance and the rules and regulations of Little League. When we continued to work on the program of the training with the District 20 representative, EMS first aid and CPR training was added as an element, too.	Resource Stewardship	On Feb. 16, 2019, the training was conducted. The District 20 Administrator of Little League put together the agenda for the morning and Parks & Rec. staff, along with EMS staff participated. The training was held at Daniel B. Chaires Park. This was the first spring baseball season opportunity from the time of the suggestion.
FY 2019	Matthew Woody	Mr. Woody expressed safety concerns at Miccosukee Community Center due to lack of exterior lighting.	Resource Stewardship	At the request of Parks and Recreation, Facilities staff investigated the concerns. It was determined that, in fact, additional lighting could be installed on the building that would better illuminate the parking area. The solution was implemented.
FY 2019	2018 LEADS Listening Session	Evaluate further emergency management communication with visitors.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
FY 2019	2018 LEADS Listening Session	Pursue improvement of Emergency Management communication with industry partners.	Tourism Development	Link to Emergency Information Portal posted on VisitTallahassee.com website as resource during emergency and pushed out to Industry via GroupMe app.
FY 2019	2018 LEADS Listening Session	Evaluate further options for a Tourism "training program".	Tourism Development	Provided social media training in December and at Industry Meetings; IDSS training offered in four (4) Hotel Industry Meetings; promoted to partners customer service training offered by Visit Florida.
FY 2019	2018 LEADS Listening Session	Pursue networking opportunities for tourism industry partners.	Tourism Development	Industry meetings have been held in December on Social Media Best Practices, February on 2020 Marketing Plan Input, and May highlighting National Tourism Week, all with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
FY 2019	2018 LEADS Listening Session	Host quarterly meetings with Tourism partners in addition to the annual Marketing Rollout to better coordinate marketing efforts throughout the year.	Tourism Development	Industry meetings have been held in December, February, and May with the goal of engaging, connecting, and networking with partners and another is planned for July on Hurricane Preparedness.
FY 2020	John Gilmore Riley Center & Museum for African American History & Culture	At the request of Riley Center leadership and local historians, Leon County officially recognized Florida's Emancipation Day (May 20) as a County holiday.	Administration	Initially the Board requested an agenda item to consider including Juneteenth (June 19) as a paid holiday for Leon County Government Employees. However, after receiving feedback from the Riley Center leadership and local historians, the Board voted to recognize Florida's Emancipation Day (May 20) as a County holiday.
FY 2020	League of Women Voters	Adoption of a Resolution of support for Medicaid expansion in Florida	Administration	At the request of the League of Women Voters of Florida and the League of Women Voters of Tallahassee, the Board adopted a Resolution of support for Medicaid expansion in Florida.

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FY 2020	Our Kids First	Establishing a Children's Services Council Planning Committee	Administration	On July 10, 2018, the Board voted to support Our Kids First in establishing an independent Children's Services Council Planning Committee. In addition, \$75,000 was appropriated from the General Fund contingency account for the Committee to secure staffing services with a consultant and the County acting as the fiscal agent for the Agreement. Per the Agreement, the consultant facilitated the Committee's meetings between September 2018 and December 2019. During its final meeting on December 13, 2019, the Committee voted to approve a final report with recommendations for the operation of a CSC in Leon County. On December 23, 2019, the Committee's final report was transmitted to the Board.
FY 2020	Tallahassee-Leon County Commission on the Status of Women and Girls	Join the Florida Hate Crime Coalition	Administration	On February 25, 2020, at the request of the Commission on the Status of Women & Girls, the Board approved joining the Florida Hate Crime Coalition and adopted an associated Resolution.
FY 2020	Angelique Daniel	A citizen suggested having community outreach events with LCSO and Animal Control on Hwy 20.	Animal Control	We started this community initiative in December of 2019 and cancelled our remaining events in March of 2020 pending the resolution of COVID-19.
FY 2020	Concerned Citizen	Animal Control received an email at the end of 2017 regarding keeping horses on residential properties.	Animal Control	We worked closely with DSEM to implement complimentary changes to our ordinances. They were adopted by the Board on 4/28/2020.
FY 2020	Gene Loy	When the mask mandate was announced, there were several citizens that wanted more educational information on how to properly wear a face mask. Specifically to wear cloth face coverings over the mouth and nose, and not wearing cloth face coverings under their chin.	Community & Media Relations	Community and Media Relations posted several social media updates educating the public on the correct way to wear a masks. A Video PSA was also created and shared via television and social media to educate the public on the correct way to wear a cloth face covering.
FY 2020	DSEM Advisory Committee for Quality Growth	Adoption an Ordinance to amend the Lake Protection Node (LPN) zoning district which is intended to provide greater flexibility of development options within the nodes in order to more effectively encourage new development and redevelopment while still meeting the intent and goals of the Lake Protection (LP) Future Land Use (FLU) Category.	DSEM	On May 12, 2020, as recommended DSEM Advisory Committee for Quality Growth, the Board adopted an Ordinance amending Section 10-6.660 of the Land Development Code, entitled "Lake Protection Node Zoning District."
FY 2020	Leon County Advisory Committee for Quality Growth and Tallahassee Builders Association	Proposed Ordinance amending Chapter 5 of the Leon County Code of Laws entitled "Building and Construction Regulations" to correct inconsistencies and update regulations to be consistent with current Florida Statutes, the Florida Building Code, and proposed revisions to Leon County's Floodplain Management Ordinance.	DSEM	On October 13, 2020, as recommended by the Leon County Advisory Committee for Quality Growth and Tallahassee Builders Association, the Board adopted an Ordinance amending Chapter 5 of the Leon County Code of Laws entitled "Building and Construction Regulations."
FY 2020	2018 LEADS Listening Session	Establish a public education campaign that focuses on the appropriate use of an ambulance.	EMS	Throughout the COVID-19 pandemic, EMS and Community & Media Relations have worked to educate the public about the recommended guidelines for when to call 9-1-1 for ambulance services and other safety measures to prevent the spread of the virus between patients and paramedics/EMTs.. Additional social media posts have been developed to provide information to citizens on conditions such as heart attack and stroke. These posts are intended to help the public recognize the symptoms and know when to call 9-1-1 for an ambulance.

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FY 2020	2018 LEADS Listening Session	Enhance health and human services program promotional efforts.	Human Services & Community Partnerships	Healthcare, Human Services and other HSCP division programs such as the Live Healthy Discount Card, were promoted on local television news outlets and at Community Health Fair for Neighborhood Associations and service clubs. Healthcare and Human Service programs were published on the HSCP department web pages to provide quick access to program information for residents. Staff also collaborated with Primary Healthcare and Human Services partners to actively post on and utilize the CHSP portal web news feed to communicate with agencies and volunteers about program details and changes.
FY 2020	2018 LEADS Listening Session	Identify additional funding opportunities to support affordable housing and address the gap in funding created by the Legislature's annual sweeping of the Housing Trust Fund.	Human Services & Community Partnerships	Staff continues to evaluate potential funding sources in partnership with the City, Housing Finance Authority and Housing Leadership Council of Tallahassee-Leon County. Staff is also preparing to apply for a CDBG grant and is considering pursuing the 'Housing 'Rehabilitation' category. Additionally, Division of Housing Services staff partnered with the Florida Housing Coalition to survey local governments regarding local housing trust funds. The survey found that 21 of the 53 local governments contacted have established local housing trust funds or are exploring a trust fund as an option. Staff anticipates an agenda item on the possibility of a local housing trust fund will be brought for Board consideration early in 2021.
FY 2020	2018 LEADS Listening Session	Identify opportunities to encourage partnerships and collaboration among CHSP agencies to prevent duplication of services and facilitate sharing of resources and data.	Human Services & Community Partnerships	HSCP works with City staff to evaluate the collaborative efforts of organizations that receive CHSP funding and encourage partnerships with small grassroot organizations that are embedded in the community.
FY 2020	2018 LEADS Listening Session	Evaluate ways to improve the process for communicating expected deliverables and distributing information to CHSP agencies.	Human Services & Community Partnerships	A quarterly meeting of Healthcare Stakeholders was established to inform, coordinate, and maximize resources and services to efficiently provide healthcare to the Leon County indigent program. Informational meetings and Human Services work groups were formed to provide an avenue to include agencies in the improvements made to the Community Human Services Partnerships (CHSP) program.
FY 2020	Various Community Partners	Enhancements to the Leon CARES Expenditure Plan	Human Services & Community Partnerships	On September 29th, the Board approved several enhancements to the Leon CARES Expenditure Plan that were based upon feedback from several community partners.
FY 2020	Leon County Affordable Housing Advisory Committee	Updates to the 2021-2023 State Housing Initiatives Partnership Local Housing Assistance Plan	Human Services & Community Partnerships	On March 10, 2020, the Board approved the inclusion of Leon County Affordable Housing Advisory Committee's recommendations in the State Housing Initiatives Partnership Local Housing Assistance Plan
FY 2020	Leon County Affordable Housing Advisory Committee	Establishment of a Community Land Trust for Leon County	Human Services & Community Partnerships	<p>At the October 26, 2017 Joint Affordable Housing Workshop, the County and City Commissions accepted the Affordable Housing Workgroup's final report and approved 13 recommendations aimed at promoting the development and preservation of affordable housing in the community. One of the recommendations directed staff to explore the feasibility of establishing a community land trust.</p> <p>On March 10, 2020, the Board approved an agreement with Tallahassee Lenders' Consortium to serve as the Community Land Trust for Leon County.</p>

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FY 2020	Local Homeless COVID-19 Task Force	Emergency Sheltering Plan for the Homeless Population in Leon County	Human Services & Community Partnerships	<p>On March 18, 2020, Leon County Emergency Management convened a Local Homeless COVID-19 Task Force to address planning and coordination needs related to implementing the U.S. Centers for Disease Control and Prevention (CDC) Interim Guidance for Homeless Shelters with respect to COVID-19. The Task Force also worked to develop an emergency homeless sheltering plan.</p> <p>On April 14, 2020, the Board authorized \$300,000 in funding from the Catastrophe Reserve Fund to support the emergency sheltering plan for the homeless population in Leon County.</p>
FY 2020	United Partners for Human Services (UPHS) and local human service agencies	Allow Community Human Service Partnership (CHSP) agencies the ability to utilize current year County grant funding to address unanticipated COVID-19 related operational needs.	Human Services & Community Partnerships	Following feedback from United Partners for Human Services (UPHS) and local human service agencies, County staff recommended and the Board approved allowing CHSP agencies to utilize currently budgeted grant funds to support unanticipated COVID-19 related expenses and carryforward unspent FY 2020 funds to FY 2021.
FY 2020	Various landlords	In the first phase of Leon CARES, landlords needed to email or fax a completed Proof of Past Due Rent Form for tenants. The W-9 form contains confidential information and therefore landlords would like it to be sent directly to Leon County for the Leon CARES Individual Assistance program.	Human Services & Community Partnerships	HSCP created a page for landlords and mortgage holders to securely upload the W-9 form. In the first phase of the CARES program, the form was needed from landlords and mortgage holders in order to process past-due rent and mortgage payments through the Leon CARES Individual Assistance program.
FY 2020	Gordon Lightfoot	Mr. Lightfoot asked Veterans Services to update the website to include more resources in an organized way so that Veterans wouldn't have to go to multiple places to find information.	Human Services & Community Partnerships	The website was updated and the front page includes a summary of services to increase ease of access.
FY 2020	Concerned Citizen	Citizen requested a better way to interact with commissioners during virtual meetings	Information & Technology	MIS responded by allowing live comments to be provided by citizens via Zoom.
FY 2020	Judiciary	The Circuit Administrative Judge requested a communication medium as a tool to introduce or refresh the judiciary on services available through the Office of Intervention and Detention Alternative services as well as a quick fact sheet to be posted on Court Administrations intranet.	Intervention and Detention Alternatives	IDA staff developed a detailed PowerPoint presentation and Word document to briefly but comprehensively described IDA's role in the Leon County criminal justice ecosystem and detail the services available through each of the divisions of IDA.
FY 2020	Leon County Clerk of Court	The Leon County Clerk of Court coordinated with the Office of Intervention and Detention Alternatives to complete the transition to electronic filing, or E-filing, of all court documents.	Intervention and Detention Alternatives	IDA had transitioned to E-filing of all court documents except those with specific signatory requirements due to restrictions of the E-filing system. Through collaboration with the Clerk of Court and 2nd Judicial Court Administration, a process was developed to electronically file the remaining documents assisting the Clerk's office with advancing their initiative for paperless filing of all court documents.
FY 2020	2018 LEADS Listening Session	Recognize long-term Library Card holders	Library Services	Recognition of longtime cardholders held at 25th anniversary of LeRoy Collins Leon County Main Library. May be repeated at future anniversary celebrations.
FY 2020	2018 LEADS Listening Session	Develop instructional materials for online tutorial(s) on how to use the Library website and catalog	Library Services	Working with CMR and OIT, the Library has developed several short video tutorials which have been published through the County's social media platforms and are available on the Library's website.
FY 2020	Leon County School media specialists	Make free library cards available to all students attending schools, colleges and universities in Leon County, regardless of residence	Library Services	On October 15, 2019 the Board effectuated these changes by adopting the proposed revised Policy "Eligibility for Library Cards"
FY 2020	Library Patrons	Purchase requests submitted by Library Patrons.	Library Services	36 items were ordered in response to purchase requests for Library Materials.
FY 2020	Library patron	Patron commented that "Businessweek magazine is not in RB digital so discontinuing that would be bad."	Library Services	The Library's digital magazine app, Flipster, has access to this title.

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FY 2020	Library patron	Patron on Facebook asked "Any chance of curbside book pickup?"	Library Services	Implemented curbside pickup beginning in May (Made 17,358 curbside deliveries to date).
FY 2020	Library patrons	Several patrons asked for an extension for at-home access to AncestryLibrary.	Library Services	Asked vendor to extend at-home access; extended through end of year.
FY 2020	Library patrons	Multiple patrons found it hard to find Zoom links to story times; suggested they be listed more prominently on website to staff.	Library Services	Created banner on library website homepage and virtual catalog homepage for virtual events and pinned the story times links to the top of the Library's Facebook page.
FY 2020	Library patron	Patron asked, "I suggest that, in this time of quarantine, ALL PAST FEES BE WAIVED so that everyone can use the online library all Overdrive, which you are currently unable to utilize if there are FEES on your account."	Library Services	Made all digital services available to everyone who has a library card, regardless of blocks, fines, or fees while closed for the pandemic.
FY 2020	Library patron	Patron asked "Are you guys able to get us more credits for Kanopy during the quarantine?"	Library Services	Reached out to vendor and increased Kanopy credits from 4 to 8 per month.
FY 2020	Library patron	Patron suggested a featured kids section for e-books.	Library Services	Worked with Overdrive to create Kids and Teens e-Reading Rooms.
FY 2020	Library patrons	While the Library was temporarily closed to the public due to the COVID-19 pandemic, several patrons requested tax forms as they had no way to print them at home.	Library Services	The library took several boxes of tax forms to three post office locations and let patrons know via phone and email.
FY 2020	Library patron	Patron suggested the library do a program for autistic children.	Library Services	Library staff received autism training and presented several virtual programs, such as Sensory Storytime and Handling Holidays and Travel While on the Spectrum.
FY 2020	Library patron	Patron requested that we raise the hold limit due to the increased number of books needed for homeschooling.	Library Services	The library raised the hold limit from 25 to 35.
FY 2020	Library Patron	A citizen requested a virtual Q&A follow-up with Library Lecture Series speaker Jeff VanderMeer when the Library was closed due to COVID-19.	Library Services	The Library coordinated with Jeff VanderMeer to conduct a live Zoom Q&A event for citizens in the early days of the shutdown.
FY 2020	Library Patron	A citizen requested that genealogy live events be recorded and posted on the Library's YouTube in a cumulative playlist as an opportunity to revisit the material and learn more.	Library Services	The Library created a genealogy playlist on their YouTube channel for people to revisit at their convenience.
FY 2020	Library Patron	When the library closed to the public, several citizens requested specific instructions on how to use online library services.	Library Services	Library staff created digital how-to guides and single-page handouts to include on the homepage and send via email. The library enhanced the how-to guides by creating short tutorial videos to send via email.
FY 2020	Blueprint Citizen Advisory Committee	At the recent Blueprint CAC Retreat, members of the CAC suggested the creation of a Blueprint Cheat Sheet, which summarizes key programmatic components utilizing visually appealing infographics. The intention of this fact sheet is to distill program information, including origin information and sales tax revenue breakdowns, into an easy to understand format. Though initially created for CAC members, this fact sheet was so helpful that CAC members suggested it be shared with the public via the new Blueprint website, and as appropriate the infographics incorporated into Blueprint public outreach materials and presentations.	PLACE (Blueprint)	The Blueprint Fact Sheet was shared with the CAC at their February 28, 2020 meeting. Based on CAC suggestions at that meeting, Blueprint is currently in the process of incorporating this data and information into future outreach materials. In addition, Blueprint is in the process of updating the Infrastructure Program website and this Fact Sheet will be shared with the public via that platform as soon as the website is launched in mid-2020.
FY 2020	Residents of neighborhoods located near Cascades Park	In response to concerns from the residents of neighborhoods located near Cascades Park concerning noise levels from the Capital Cascades Amphitheater, Blueprint hired the consultant Acoustics By Design (ABD) to complete a Community Noise Study, and several follow-up studies that produced a number of recommendations. In addition to the ABD recommendations already incorporated by Blueprint, one recommendation was to replace the amphitheater house sound speaker system and to hang the speakers as low as possible.	PLACE (Blueprint)	Blueprint purchased the new house sound speaker system, and on July 8, 2020 Blueprint completed improvements to the Capital Cascades Amphitheater which installed an eyelid at the top of the amphitheater canopy, protecting the stage against the elements, and allowing the new house sound speakers to be installed as low as possible. This, combined with previous noise mitigation measures to date, highlight the importance of citizen input into the continued success of the Capital Cascades Amphitheater.

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FY 2020	Dr. JR Harding, Blueprint CAC member	The Debbie Lightsey Nature Park Concept Design, approved by the IA Board at its September 17, 2020 meeting, incorporates many citizen ideas. These ideas include rake and ride trails, a play area, and many features that provide access for our ADA community beyond the minimum ADA requirements. The DLNP project team met exclusively with Blueprint Advisory Committee member JR Harding on July 2, 2020. Mr. Harding provided many suggestions, including, ADA compliant multi-use trails, elevated boardwalks that provide sufficient passing space, lowered railings to improve visibility, exceeding minimum ADA parking stall requirements, tactile and audio components for informational kiosks and wayfinding, and signage delineating trail lengths and grades.	PLACE (Blueprint)	Many of these ADA supportive features are reflected in the concept plan approved by the IA Board at the September 17, 2020 IA Board meeting.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses in accessing personal protective equipment (PPE)	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that access to PPE was a significant concern. In response, OEV launched a site connecting businesses and people with local vendors and manufacturers of personal protective equipment (PPE). The companies listed on OEV's webpage source, manufacture, or distribute PPE including face masks, hand sanitizer, sneeze guards, clear partitions, gloves and other items.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses with accessing information regarding safety protocols and best practices and impacts to business supply chains	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that a prevalent concern for reopening is access to safety protocols, best practices and impacts to business supply chains. In response, OEV is working with Florida Makes to communicate industry best practices for local businesses. In addition, OEV continues to share CDC and other public guidance on appropriate protocols.
FY 2020	OEV Business Impact Survey Respondents	Assist local businesses with accessing information regarding childcare resources	PLACE (OEV)	Respondents to OEV's Business Impact Survey indicated that a prevalent concern for reopening is access to information about childcare resources. In response, OEV shared with the local business community the status report on childcare in the community provided to the Board on May 12th.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for the development of inclusionary and affordable housing within the Welaunee Arch.	PLACE (Planning)	Addressed in Policies 13.2.8 and 13.2.9 The Master Plan has always included a policy regarding the City's Inclusionary Housing Policy. This is currently Policy 13.2.8. Additionally, a policy on housing affordability (Policy 13.2.9) was added to the Master Plan to address the general affordability of housing through a variety of housing types allowed in the Arch. This policy also provides for opportunities (above and beyond the requirements of the inclusionary housing policy) for PUDs to include incentives for housing for low-income and very-low income families, seniors, and/or people with disabilities.
FY 2020	Community Input from the Welaunee Master Plan Charrettes	A common topic of discussion between all charrettes included clarification of planning around the I-10 overpass and associated interchange. The crossing of I-10 is currently proposed to overpass the interstate, with development of an interchange possible further down the line pending coordination with state and federal agencies. The overpass is part of Blueprint Intergovernmental Agency's Northeast Gateway project. The project PD&E is currently underway with a final alignment undetermined at this time.	PLACE (Planning)	Addressed in Policies 13.2.19 and 13.2.20 This is consistent with Policy 13.2.19 regarding the Northeast Gateway and Welaunee Boulevard and Policy 13.2.20 regarding the I-10 Flyover or Interchange.

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	During the charrette process, it was identified that roadway alignments shown on the Concept Map are purely conceptual, with alignments to be determined by developers closer to the time of development in accordance with City requirements and accepted standards.	PLACE (Planning)	<p>Addressed in Policy 13.2.17</p> <p>This is consistent with Policy 13.2.17 which states, "Major thoroughfares shall be generally located as depicted on Welaunee Arch Transportation Map, Figure 13-7, with the final location and design to be based upon site-specific environmental, engineering, and related considerations."</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Pre-development agreements have limited future development to three (3) roadway access points along Miccosukee Road for the Arch between the I-10 overpass and Crump Road, including a connection at Miles Johnson Road. Community input suggests that careful planning should be performed to reduce the impact that development may have on Miccosukee Road as to prevent widening and alteration to the current roadway cross-section.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.25</p> <p>This is consistent with Policy 13.2.25 regarding Canopy Roads. The Master Plan was also updated to include additional buffers for Canopy Road Protection Zones though open space requirements in Policy 13.2.4(5). Roadway cross-sections are constrained by engineering standards and requirements beyond the purview of the Comprehensive Plan. The amount of impervious area is also a tradeoff with other design features, such as bike lanes.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Within the Arch, charrette attendees urged future development to consider narrower roadway cross-sections as to reduce impervious area and reduce vehicular speeds.	PLACE (Planning)	<p>Addressed in Policy 13.2.17</p> <p>Roadway cross-sections are constrained by the Capital Improvements Element, the Utilities Element, engineering standards and other requirements beyond the purview of the Comprehensive Plan. The amount of impervious area is also a tradeoff with other design features, such as bike lanes. The Master Plan was updated to include Policy 13.2.17 which specifies that thoroughfares connection through the Arch to areas beyond the arch shall be arterials designed as boulevards for high vehicular capacity and moderate speeds. Thoroughfares connecting mixed use areas within the Arch shall be collectors designed as avenues with high vehicular capacity and low to moderate speeds.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	A common interest of charrette attendees was development provisions to ensure a highly connected roadway network, including a transportation master plan. Many would like to see provisions for transportation master plan to be in place pre-development, similar to the requirements for a stormwater master plan.	PLACE (Planning)	<p>Addressed in Policies 13.2.17, 13.2.18, 13.2.19, 13.2.20, 13.2.21, 13.2.22, 13.2.24, 13.2.25, 13.2.26, and 13.2.27</p> <p>The Master Plan was updated to include a Transportation Map. The Master Plan was also updated to include more detail about the transportation system, including Policies 13.2.17 through 13.2.27. These policies address roadways, bicycle facilities, pedestrian facilities, canopy roads, transit, internal capture of transportation trips, Welaunee Boulevards, the planned interchange with I-10, right of way reservation, parking, and electric, connected and automated vehicles.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed the value that transit systems could benefit future development in the Arch. Local circulators could reduce the need for local vehicular trips, while longer range transit options could reduce future impacts on Tallahassee's transportation system by reducing total vehicle trips.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.18 and 13.2.26</p> <p>The Master Plan was updated to more explicitly require coordination with Star Metro for future transit service. This requirement is included in Policies 13.2.4(1), 13.2.18, and 13.2.26.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Many charrette attendees urged for the consideration of electric vehicle charging stations to be provided in future developments in the Arch.	PLACE (Planning)	<p>Addressed in Policy 13.2.27</p> <p>The Master Plan was updated to include Policy 13.2.27 to require coordination with City staff during PUDs to address charging infrastructure for electric vehicles and connected and automated vehicles during the PUD stage. This policy also provides for incentives for development that is electric vehicle capable or electric vehicle ready.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees identified that existing land just south of Roberts Elementary and Montford Middle School may be suitable for recreation facilities such as ball fields with lower environmental impacts given the land is currently clear of tree cover.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan has been updated to identify a potential regional park in this location (Policy 13.2.4 (3)(e)). Because the implementation of a park would require additional actions by the Commissions and the landowner or a future developer, the Policy identifies this as “potential.”</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees advocated for the widest possible swath of land for the perimeter greenway trail system, and expressed that stormwater facilities should be incentivized to be built as attractive passive recreation facilities (e.g. Lake Ella), rather than “holes in the ground.”	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.7</p> <p>The width of the perimeter greenway system is defined in the Northeast Gateway project managed by Blueprint.</p> <p>The Master Plan was updated to require stormwater master plans that emphasize regional stormwater facilities. The design of the facilities will ultimately be determined through these plans. The design of the facilities will also be based on the need to protect conservation and preservation areas. Stormwater facilities are required to be located outside of the mixed-use centers. If this not feasible, facilities must be designed to integrate with pedestrian friendly environments per Policy 13.2.7 (3). Stormwater facilities in clustered residential development are intended to be designed as community amenities per Policy 13.2.4 (4)(a).</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees encouraged a continuation of coordination with Leon County School Board to ensure impacts of future development on school system are planned for.	PLACE (Planning)	<p>Addressed in Policies 13.2.5, 13.2.11, and 13.2.34</p> <p>Coordination with the Leon County School Board is addressed in the Public School Facilities Element of the Comprehensive Plan and is integrated into the development process. Florida Statute outlines the parameters for School Concurrency system. Additionally, the Master Plan was updated to address coordination with schools in several places. Policy 13.2.5 includes schools in the phasing of the Arch. Policy 13.2.11 addresses school locations and coordination with the School Board during the PUD process. Policy 13.2.34 addresses school siting and concurrency.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	The attendees also recommended developing a process to prevent “tipping-point” facility needs that could become a part of the PUD process.	PLACE (Planning)	<p>Addressed in Policies 13.2.5 and 13.2.11</p> <p>Determining facility needs is most appropriately coordinated at the PUD stage since that is the stage in which entitlements are determined. The Master Plan has been updated to address public facilities in several ways. Policy 13.2.5 includes consideration of public facilities in the phasing of the Arch. Policy 13.2.11 requires PUDs to include locations of essential services upon request by and through coordination with the City of Tallahassee and/or Leon County School Board.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Fire stations were urged to be considered as a fore-thought prior to development of the Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.5, 13.2.11, and 13.2.25</p> <p>The master plan was updated to provide more detail on fire service. Policy 13.2.5 includes consideration of public facilities, including fire service, in the phasing of the Arch. Policy 13.2.11 and Policy 13.2.25 requires PUD concept plans to include sites dedicated for fire and/or emergency services when requested by the City.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	The attendees generally agreed that urban sprawl should be prevented in developing the Welaunee Arch. Prevention of sprawl was discussed in a multitude of aspects including planning, transportation, and development, among others.	PLACE (Planning)	<p>Addressed in Policy 13.2.2</p> <p>The Master Plan was updated to include edits to Policy 13.2.2: Discourage Urban Sprawl to include more detail about how the intent would be accomplished, including having integrated, mixed use centers, diverse housing types, and the internal capture of transportation trips.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for phasing of development within the Welaunee Arch.	PLACE (Planning)	<p>Addressed in Policy 13.2.5</p> <p>The Master Plan was updated to refine the phasing to address both development thresholds as well as the availability of infrastructure and public services per Policy 13.2.5. The phasing plan includes an additional phase as well.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for the development of inclusionary and affordable housing within the Arch. Provisions for inclusionary and affordable housing were widely supported by attendees of the virtual charrettes.	PLACE (Planning)	<p>Addressed in Policies 13.2.8 and 13.2.9</p> <p>The Master Plan has always included a policy regarding the City's Inclusionary Housing Policy. This is currently Policy 13.2.8. Additionally, a policy on housing affordability (Policy 13.2.9) was added to the Master Plan to address the general affordability of housing through a variety of housing types allowed in the Arch. This policy also provides for opportunities (above and beyond the requirements of the inclusionary housing policy) for PUDs to include incentives for housing for low-income and very-low income families, seniors, and/or people with disabilities.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	There is community support for requiring a diverse range of housing types.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.9</p> <p>The Master Plan was updated with Policy 13.2.9 which provides for a range of housing types and prohibits any zone in the Arch from only allowing single-family detached homes. The range and diversity of housing types is also addressed in the various zones. The conservation design district shall not contain greater than 80% of any one housing type per Policy 13.2.4(4)(a).</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Cluster subdivisions were supported by attendees as a tool to provide housing development while also preserving natural features.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to replace the Residential Reserve areas with the Conservation Design District. This update removes ranchettes as a development pattern and replaces it with a village center, a mixed-use neighborhood zone, and cluster development intended to preserve natural features and set aside continuous and contiguous open space.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Green building envelope requirements were requested to be considered for future development in the Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.30 and 13.2.31</p> <p>Building code and green building standards are continually evolving. There are also tradeoffs between developing at green standards and the affordability of housing. To account for this, green building requirements are not included in the Master Plan. However, the Master Plan sets parameters for more detailed PUDS that would occur closer to the time of development and sets standards and incentives for green development. The Master Plan was updated to include Policy 13.2.31 which allows PUD concept plans to provide incentives for LEED standards and building-mounted solar. Policy 13.2.30 states that PUD concept plans will comply with applicable clean energy and renewable energy ordinances. These ordinances may address green building.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed support for the requirement for an Arch-wide stormwater master plan, as is required in the current amendment language.	PLACE (Planning)	<p>Addressed in Policy 13.2.32</p> <p>The Master Plan was updated to include more details and parameters for the Stormwater Facilities Master Plan. Attendees of the charrette mentioned that the Stormwater Facilities Master Plan worked well for the Welaunee Toe. The existing Comprehensive Plan language for the Stormwater Facilities Master Plan for the toe was used as the basis for the Arch. This is included in Policy 13.2.32. Attendees also wanted more detailed phasing for the Arch, so the Stormwater Facilities Master Plan requirements were also updated to reflect these changes as well.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed that stormwater facilities should be incentivized to be built as attractive passive recreation facilities (e.g. Lake Ella), rather than "holes in the ground."	PLACE (Planning)	<p>Addressed in Policy 13.2.4 and 13.2.7</p> <p>The Master Plan was updated to require stormwater master plans that emphasize regional stormwater facilities. The design of the facilities will ultimately be determined through these plans. The design of the facilities will also be based on the need to protect conservation and preservation areas. Stormwater facilities are required to be located outside of the mixed-use centers. If this not feasible, facilities must be designed to integrate with pedestrian friendly environments per Policy 13.2.7(3). Stormwater facilities in clustered residential development are intended to be designed as community amenities per Policy 13.2.4 (4)(a).</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Springs protection was identified by some attendees as an important factor to consider in pre-development stormwater planning.	PLACE (Planning)	<p>Addressed in Policy 13.2.33</p> <p>The Master Plan was updated to address Florida Springs and Aquifer Protection. This is included in Policy 13.2.33.</p>

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FY 2020	Community Input from the Welaunee Master Plan Charrettes	Canopy protection was identified as a priority in each of the eleven charrettes hosted. Citizens voiced their preference for preservation of existing trees to the planting of new trees to meet the goal of canopy preservation.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	It was noted that the plan should recognize the ecological value of preserving some lands in the highlands within the Welaunee Arch so that portions of these areas are included in conservation areas to support native wildlife and habitats.	PLACE (Planning)	<p>Addressed in Policy 13.2.36</p> <p>The Master Plan was updated to include a primary open space system with connected, continuous open space. This is outlined in Policy 13.2.36. Additionally, the cluster residential zone includes requirements that the reserve areas be contiguous.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees frequently expressed that wildlife corridors should be extensively planned with widest swath of preserved land feasible.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.36</p> <p>The Master Plan was updated to include wildlife corridors. These corridors are shown in the Preliminary Environmental Features map and referenced in Policy 13.2.4(4)(c) and Policy 13.2.36.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	During the charrettes, staff heard concerns regarding nighttime light pollution and the preservation of "dark-skies" in the region.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to include Dark Sky Principles for the cluster residential zone and residential reserve zone in the Conservation Design district per Policies 13.2.4(4)(a) and 13.2.4(4)(d).</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees expressed support to achieve the renewable energy goals of the City of Tallahassee 2050 pledge. A recommendation to limit natural gas transmission infrastructure to the Arch was provided to encourage cleaner forms of renewable energy in this area when it does develop.	PLACE (Planning)	<p>Addressed in Policies 13.2.29 and 13.2.30</p> <p>The Master Plan was updated to support the renewable energy pledge. Policy 13.2.30 encourages PUDs concept plans to incorporate strategies consistent with the City of Tallahassee's Clean Energy Resolution and requires them to comply with clean energy and renewable energy ordinances. Policy 13.2.29 was updated to remove references to natural gas.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	<p>1.Requests for modifications to the Welaunee Arch Concept Map were expressed as follows:</p> <ul style="list-style-type: none"> •Add scale for context. •Include neighborhood center at intersection of roads in east portion of the Arch. •Indicate conservation easement adjacent to schools. •Include natural features and environmentally sensitive layers. 	PLACE (Planning)	<p>Addressed in the Master Plan Maps.</p> <p>The Master Plan was updated to include a Land Use Map, a transportation map, and a Preliminary Environmental Features Map instead of the one map originally included.</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Charrette attendees noted that defining characteristics of the Tallahassee area include tree canopy cover and topography, and that these should be protected.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, 13.2.25, and 13.2.36</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p> <p>The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site-specific plans in accordance with the Comprehensive Plan and Chapter 5 – Environmental Management, Tallahassee Land Development Code."</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees would like to see development built in harmony with topography, rather than large cuts made to slopes.	PLACE (Planning)	The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site-specific plans in accordance with the Comprehensive Plan and Chapter 5 – Environmental Management, Tallahassee Land Development Code."
FY 2020	Community Input from the Welaunee Master Plan Charrettes	Attendees expressed their support for phasing of development within the Welaunee Arch.	PLACE (Planning)	<p>Addressed in Policy 13.2.36</p> <p>The Master Plan was updated to refine the phasing to address both development thresholds as well as the availability of infrastructure and public services per Policy 13.2.5. The phasing plan includes an additional phase as well.</p>
FY 2020	Community Input from the Welaunee Master Plan Charrettes	During the charrettes, staff heard concerns regarding nighttime light pollution and the preservation of "dark-skies" in the region.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan was updated to include Dark Sky Principles for the cluster residential zone and residential reserve zone in the Conservation Design district per Policies 13.2.4(4)(a) and 13.2.4(4)(d).</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Greenways and parks for passive use, aka the Emerald Necklace, shall include a large conservation area to separate suburban development of the Arch from Rural lands, an area of buffers for existing development of lower density at the boundaries of the Arch (Buckhead), additional protection for the Canopy Roads, both Centerville and Miccosukee to preserve the natural canopy of these roads, and a system of linear parks to connect all of the above with the existing Miccosukee Greenway and other nearby parks outside of the Arch. These shall all be passive parks with public access to trails, bike, horse and pedestrian facilities.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.15, 13.2.23, 13.2.25, 13.2.32, 13.2.36, 13.2.37, and 13.2.42</p> <p>Welaunee Greenway The Master Plan has been updated to address land uses and various types of open space. Policy 13.2.42 specifies that "The Welaunee Greenway shall consist at a minimum of an 8.4-mile-long shared-use trail corridor along the northeast, north, and west perimeter of the Arch, and shall be developed consistent with adopted local government plans." The Greenway design will be consistent with the Northeast Gateway Project managed by Blueprint which is based on the Leon County Greenways Master Plan.</p> <p>Buffer Existing Development Policy 13.2.4 (1) provides additional language about a buffer and transition of densities and intensities in the Arch in relation to Buckhead. This policy states, "It is the intent of this district to provide higher intensity uses east of and adjacent to the interchange while transitioning to less intense uses west of the interchange."</p> <p>Policy 13.2.4 (1) (a) includes language developed in coordination with Buckhead representatives. This policy states, "The activity center zone shall be located no closer than 1,000 feet from the Buckhead subdivision."</p> <p>Policy 13.2.4 (1) (d) includes language developed in coordination with Buckhead representatives. This policy states, "an open space zone shall be located along the border with the established Buckhead Neighborhood serving as a buffer between the existing Buckhead Neighborhood and new development in the Arch. This zone shall be no less than 250 feet wide and will include the Welaunee Greenway and existing utility easements."</p> <p>Policy 13.2.15 includes language developed in coordination with Buckhead representatives. This states, "To facilitate compatibility with the existing</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Other areas of conservation and preservation land such as wetlands, floodplains and imperiled species habitat shall also be protected. Public use shall be limited in order to protect habitat and imperiled species populations within them.	PLACE (Planning)	<p>Addressed in Policies 13.2.27 and 13.2.36</p> <p>The Master Plan was updated to reflect the necessity of management plans and, where applicable, wildlife habitat management plans. Policy 13.2.36 specifies that the open space systems shall each have a management plan approved by the City in order to protect the values for which they were designated. The management plans may be adopted in phases so long as they are consistent with one another. The policy also specifies Wildlife management areas may be included in the primary open space systems protective measures addressed in the management plans, including a wildlife habitat management plan, in accordance with Chapter 5 – Environmental Management, Tallahassee Land Development Code. Policy 13.2.27 states, “Conservation and Preservation lands shall be subject to a management plan to be reviewed and approved concurrent with the PUD Concept Plan that includes the applicable Conservation and Preservation lands. Such management plan shall include measures to protect the values for which such lands were designated, including wildlife habitat and corridors, and may include conservation easements and other measures consistent with the Environmental Management Ordinance. Conservation and Preservation lands may be utilized for public access, including trails, subject to the Environmental Management Ordinance.”</p>
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: An active park of sufficient size to accommodate ball fields and other outdoor recreational facilities shall be located within the Arch immediately south of Roberts and Montford schools with easy access to the linear park system, roads and parking.	PLACE (Planning)	<p>Addressed in Policy 13.2.4</p> <p>The Master Plan has been updated to identify a potential regional park in this location (Policy 13.2.4 (3)(e)). Because the implementation of a park would require additional actions by the Commissions and the landowner or a future developer, the Policy identifies this as “potential.” This policy also specifies that “, it shall be designed to include connectivity with the trail system around any high-quality native forests as described in the open space zone for this District.”</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: Multi-use paths shall be built for the main roads including but not limited to Welaunee Boulevard and Shamrock Extension throughout the Arch. Other roadways including minor collectors shall have at a minimum sidewalks and bike lanes or separated bike paths. Sidewalks shall be separated from the road for safety and to encourage use.	PLACE (Planning)	<p>Addressed in Policies 13.2.18, 13.2.22 and 13.2.23</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p> <p>Policy 13.2.18 states, "Residential zones shall be connected to mixed use zones by a network of sidewalks, shared use paths, and bicycle facilities designed to provide safe, comfortable transportation options."</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	KIR: We propose an “Emerald Necklace” around and within the Welaunee Arch, composed of a large Park in the northeast, expanded greenways around the periphery of the Arch expanding the canopy road protection and buffer for existing development on the borders of Welaunee and will include water bodies and portions of their wetlands and floodplains in the designated Open Space. An active park with ball fields and other appropriate facilities located near the schools is also proposed. These preservation, conservation and recreational areas will be connected by an “Emerald Necklace” systems of trails including the existing Welaunee Greenway Trail, an 8.4 mile trail along the periphery of the Arch, with the capacity to connect to existing and (hopefully) new greenways in the Toe, Heel and surrounding lands.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.36</p> <p>The Master Plan was updated to include a system of open spaces. This is outlined in Policy 13.2.36.</p> <p>Additionally, conservation and preservation lands are subject to management plans. As defined in the Conservation Element of the Comprehensive Plan, Preservation Areas include: a) Wetlands and waterbodies and water courses; b) Severe grades over 20% (only required outside of the Urban Service Area); c) Native forests; d) Undisturbed/undeveloped 100 year floodplain; e) Areas of environmental significance; and f) Habitats of endangered, threatened and species of special concern.</p> <p>Conservation Areas include: a) Altered floodplains and floodways, b) Altered watercourses and improved elements of the primary drainage system; c) Altered wetlands; d) Closed basins; e) Significant grade areas 10%–20% (only required outside the Urban Service Area); f) High quality successional forests; g) Areas exhibiting active karst features; h) Designated canopy road corridors.</p> <p>Keep It Rural requested a large park in the northeast. The Master Plan was updated to include the protection of a large area on the eastern portion of the Arch instead. This location was selected instead because it is a core canopy area that is part of a fragmentation class of Core Canopy (>500 acres) per the Urban Forest Master Plan. This site also connected to open space systems that allow for Wildlife Corridors as shown on the Preliminary Environmental Features Map and in Policies 13.2.4(4)(c), 13.2.4(5), and 13.2.36. The location proposed by Keep It Rural is instead proposed as the Residential Reserve District. This district “is intended to be residential in nature, arranged as cluster subdivisions in order to maximize the efficiency of infrastructure and to preserve environmental features and open spaces.” Additionally, “The Residential Reserve zone shall include open space buffers to Roberts Road. Edits to the master plan provide mechanisms by which the Residential Reserve District in the Welaunee Arch can be established as a Welaunee Habitat Park.</p>
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	Provide an alternative development program to function similar to a transfer of development rights to set aside an area for a habitat park.	PLACE (Planning)	
FY 2020	Keep It Rural: Welaunee Arch Comprehensive Parks and Greenways Plan	Add buffers along Roberts and Crump Roads to screen development from more rural areas.	PLACE (Planning)	Edits include a 250' buffer along Roberts and Crump Roads. This buffer would include the Welaunee Greenway.
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Representatives from the Alliance of Tallahassee Neighborhoods (ATN) requested additional language regarding open space in the Town Center and Village Center and providing for walkable, mixed-use centers. To this end, the proposed edits to the policies would define block lengths and block perimeters and include urban forest canopy areas as part of the community open space that would be planned as focal points.	PLACE (Planning)	The master plan was updated to define block lengths and block perimeters in the mixed use centers to support walkability.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Protect natural resources, conserve wildlife populations, including but not limited to imperiled species, and provide recreational areas.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.36</p> <p>In addition to the Goals, Objectives, and Policies of the Conservation Element of the Comprehensive Plan, the Master Plan was updated to include additional information about protecting natural resources, conserving wildlife populations, and providing recreational areas. Many of these updates are included in Policy 13.2.36, which establishes the Primary Open Space System. This system addresses conservation and preservation lands, buffers for residential areas and canopy roads, environmentally sensitive areas, including wildlife corridors, aesthetic open space, active and passive recreation areas, and community gathering spaces.</p> <p>Additionally, conservation and preservation lands are subject to management plans. As defined in the Conservation Element of the Comprehensive Plan, Preservation Areas include: a) Wetlands and waterbodies and water courses; b) Severe grades over 20% (only required outside of the Urban Service Area); c) Native forests; d) Undisturbed/undeveloped 100 year floodplain; e) Areas of environmental significance; and f) Habitats of endangered, threatened and species of special concern.</p> <p>Conservation Areas include: a) Altered floodplains and floodways, b) Altered watercourses and improved elements of the primary drainage system; c) Altered wetlands; d) Closed basins; e) Significant grade areas 10%–20% (only required outside the Urban Service Area); f) High quality successional forests; g) Areas exhibiting active karst features; and h) Designated canopy road corridors</p> <p>The Master Plan was updated to include wildlife corridors. These corridors are shown in the Preliminary Environmental Features map and referenced in Policy 13.2.4(4)(c) and Policy 13.2.36.</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Provide mobility choices for residents and employees of all ages and abilities. Upon build out, the Welaunee Arch shall achieve at least a 20% internal capture rate for automobile trips.	PLACE (Planning)	<p>Addressed in Policies 13.2.12, 13.2.17, 13.2.18, 13.2.22, 13.2.23, 13.2.26, and 13.2.36</p> <p>Policy 13.2.17 was updated to include a greater emphasis on energy efficiency through transportation. Policy 13.2.8 was added to provide more specific information about how the goal of 20% internal capture could be attained. This policy along with Policy 13.2.26 requires coordination with Star Metro to support transit service that connects the Arch internally and to other areas of the community.</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p> <p>Policy 13.2.18 states, "Residential zones shall be connected to mixed use zones by a network of sidewalks, shared use paths, and bicycle facilities designed to provide safe, comfortable transportation options."</p>
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Provide housing for diverse socio-economic groups within the Welaunee Arch.	PLACE (Planning)	<p>Addressed in Policies 13.2.4 and 13.2.9</p> <p>The Master Plan was updated with Policy 13.2.9 which provides for a range of housing types and prohibits any zone in the Arch from allowing single-family detached homes exclusively. The range and diversity of housing types is also addressed in the various zones. The conservation design district shall not contain greater than 80% of any one housing type, per Policy 13.2.4(a).</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Input from the Alliance of Tallahassee Neighborhoods (ATN) and Keep It Rural	Respect the character of Tallahassee by retaining mature, healthy forest and topography.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, 13.2.25 and 13.2.25</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, and significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p> <p>The Master Plan was updated to include Policy 13.2.36 which specifies that "Areas with severe and significant slopes that are not located in the open space systems shall be protected in site-specific plans in accordance with the Comprehensive Plan and Chapter 5 – Environmental Management, Tallahassee Land Development Code."</p>
FY 2020	Tally 100	All development complies with requirements resulting from the city's clean energy plan. Each building has a certified HERS rating and meet the FGBC or LEED standards that reflect the homes efficiency is in the top 25% of Tallahassee homes completed the previous year.	PLACE (Planning)	<p>Addressed in Policies 13.2.30 and 13.2.31</p> <p>The Master Plan was updated to address the clean energy. Because development is not anticipated for several years while infrastructure is planned and constructed and because a formal clean energy plan has not yet been adopted, the proposed Clean Energy policy is flexible to encourage strategies based on the Clean Energy Resolution and require PUDs to comply with future Clean Energy Plans and/or Ordinances that may be adopted by the City that are in effect at the time of development. This is included in Policy 13.2.30.</p> <p>Policy 13.2.31 includes the provision for PUDs to incorporate incentives for developments that incorporate Leadership in Energy and Environmental Design (LEED) standards and/or provide building-mounted solar systems.</p>
FY 2020	Tally 100	Homes are solar PV ready, with roofs and electrical conduit and wiring designed for the later addition of solar PV and battery storage.	PLACE (Planning)	<p>Addressed in Policies 13.2.24 and 13.2.31</p> <p>The level of detail for individual homes is outside of the purview of Comprehensive Plans; however, the Master Plan was updated to include various incentives for building-mounted solar. These are found in Policy 13.2.24 for parking structures and Policy 13.2.31 for other buildings.</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Tally 100	Homes are EV ready, with conduit and wiring designed for the later addition of EV charging stations.	PLACE (Planning)	<p>Addressed in Policies 13.2.27</p> <p>The level of detail for individual homes is outside of the purview of Comprehensive Plans; however the Master Plan was updated to require PUD development to coordinate with the Planning Department and City Public Infrastructure departments to ensure the plan accommodates necessary infrastructure to support charging infrastructure for electric vehicles and infrastructure to support Connected and Automated Vehicles (CAV). Additionally, the Master Plan allows PUDs to include incentives for development that is electric vehicle capable or electric vehicle ready by providing for the future installation and use of Electric Vehicle Supply Equipment (EVSE) in accordance with the National Electrical Code. Incentives will be greater for electric vehicle-ready than for electric vehicle-capable developments. These points are included in Policy 13.2.27.</p>
FY 2020	Tally 100	Design roads and orient building lots to facilitate south facing roofs for solar collection.	PLACE (Planning)	<p>Addressed in Policies 13.2.24 and 13.2.31</p> <p>The design of roads is constrained by engineering standards and requirements beyond the purview of the Comprehensive Plan; however, the Master Plan was updated to include various incentives for building-mounted solar. These are found in Policy 13.2.24 for parking structures and Policy 13.2.31 for other buildings.</p>
FY 2020	Tally 100	Put solar PV over parking lots.	PLACE (Planning)	<p>Addressed in Policies 13.2.30</p> <p>The Master Plan was updated to include edits to the parking policy to allow for incentives for building-mounted solar systems on parking structures. The proposed policy leverages incentives over requirements because the need for parking, the design details for parking structures, connected and automated vehicle technology, and the clean energy technologies available at the time of development could change between the adoption of the Master Plan and actual development in the Arch. However, if these standards are incorporated into future clean energy plans or ordinances adopted by the City, development in the Arch would be subject to this as a requirement as established in Policy 13.2.30.</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Tally 100	Maintain 55% tree canopy coverage as called for in the Urban Forest Master Plan.	PLACE (Planning)	<p>Addressed in Policies 13.2.4, 13.2.12, and 13.2.25</p> <p>The City's tree ordinance will apply to development in the Arch. Additionally, the Master Plan was updated to include a Preliminary Environmental Features Map that identified potential locations of High Quality Successional Forests and Native Forests that would be verified through a Natural Features Inventory (NFI) at the time a PUD concept plan is developed. The Master Plan was also updated to include Policy 13.2.4(4)(c) to protect Core Canopy and Core Forest that is part of the fragmentation Class of Core Canopy >500 acres consistent with the recommendations of the Urban Canopy Master Plan. This policy also provides for an area with a minimum width of 75 feet along the length of the Canopy Protection Zone for Miccosukee Road to be designated open space and used as a wildlife corridor. The reserve area for cluster development in the Conservation Design District also prioritizes preservation and conservation features, undeveloped uplands, oak-hickory forest, significant trees.</p> <p>In addition to policies related to existing tree canopy, the Master Plan was updated to require shade trees as street trees in mixed use and neighborhood zones and incentives for providing shade trees as street trees outside of these zones, per Policy 13.2.12. Incentives are also allowed in PUDs for designing and planting new roadways with shade trees that would allow for future canopy road designations (Policy 13.2.25).</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Tally 100	All streets and equivalent roadways within the developed area will include bike paths and pedestrian sidewalks that are separated from the motor vehicle roadway.	PLACE (Planning)	<p>Addressed in Policies 13.2.12, 13.2.18, 13.2.22 and 13.2.23</p> <p>The Master Plan was updated to include more detail regarding bicycle, pedestrian, and shared-use facilities. Policy 13.2.22 states, "Sidewalks shall be provided on both sides of streets in mixed-use zones. Sidewalks shall be provided on at least one side of streets in zones that allow only residential development."</p> <p>Policy 13.2.23 states, "A PUD Concept Plan shall include a network of bicycle facilities, including on-street and off-street facilities, which are strongly encouraged to be coordinated with the open space areas of the Arch. The intent is to provide safe and convenient movement for bicycles reasonably free from hazard and providing a reasonable and direct route between destinations. Bicycle facilities shall be designed where practical to connect to similar facilities in other PUD Concept Plans. Where feasible, a shared-use path of adequate width to accommodate bicycle and pedestrian traffic may substitute for sidewalks and bike lanes. Protected bicycle lanes may be incorporated where feasible. Where bicycle, pedestrian, and/or shared use path facilities intersect the Welaunee Greenway, opportunities shall be provided to access the Greenway."</p> <p>Policy 13.2.18 states, "Residential zones shall be connected to mixed use zones by a network of sidewalks, shared use paths, and bicycle facilities designed to provide safe, comfortable transportation options."</p> <p>Policy 13.2.12 states, "Landscaping in mixed-use and neighborhood zones shall include shade trees planted as street trees." This policy also allows for incentives to landscape with street trees outside of mixed-use and neighborhood zones.</p>
FY 2020	Tally 100	No extension of city gas lines.	PLACE (Planning)	<p>Addressed in Policies 13.2.29 and 13.2.30</p> <p>The Master Plan was updated to support the renewable energy pledge. Policy 13.2.30 encourages PUDs concept plans to incorporate strategies consistent with the City of Tallahassee's Clean Energy Resolution and requires them to comply with clean energy and renewable energy ordinances. Policy 13.2.29 was updated to remove references to natural gas.</p>
FY 2020	Killearn Homes Association	Address how transportation impacts are evaluated for development in the Welaunee Arch.	PLACE (Planning)	The master plan was updated remove the option to waive concurrency review until final development orders. This proposed policy would work in coordination with other policies, such as the Phasing policy, to ensure advanced planning ahead of development. Proposed edits also provide for the applicability of a Mobility Fee or alternative mobility funding system if adopted. Edits also include a system by which transportation needs identified by the I-10 Interchange PD&E Study and Regional Mobility Plans (Long Range Transportation Plans) would be incorporated into applicable Mobility Element policies and figures.
FY 2020	Dale Jackson	Mr. Jackson expressed concerns over fishing in stormwater ponds and suggested Catch and Release signs.	Public Works	An agenda item went before the Board July 14 to approve signing all stormwater ponds with Catch and Release signs. The item and the language for the sign was approved, and new signs have been installed.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2020	Donna Willis	Three months into moving into her home on Buck Haven Trail Mrs. Willis noticed there were no speed limit signs or slow children at play signs anywhere on Buck Haven Trail. Due to the number of families with children that played outside and ride their bikes in the area, she felt it was imperative that these signs be installed for the safety of those in her neighborhood.	Public Works	After an inspection Public Works staff installed 25 MPH speed limit signs on Buck Haven Trail.
FY 2020	Stonegate HOA	Residents in the Stonegate neighborhood noticed that the hard right turn lane from Centerville southbound onto Stonegate was dangerous especially if a vehicle on Stonegate was waiting to enter Centerville. The residents suggested Public Works investigate if there needed to be additional signage warning drivers of the sharp right turn.	Public Works	Staff conducted an investigation for the intersection of Stonegate Drive and Centerville Road. Staff evaluated existing signage, roadway conditions, crash history and physical constraints. As a result, staff recommended installing two Double Side Road Signs east and west of the intersection to provide unfamiliar driver advanced warning of the side roads. The installation of these signs should reduce the turning speed of approaching vehicles.
FY 2020	Emergency Care Help Organization (ECHO)	ECHO requested Leon County donate a 2006 Ford F250 for its Furniture Bank program to transport donated furniture to the homes of low-income residents and disabled veterans. It's current pickup truck was inoperable.	Public Works	At the April 14, 2020 meeting the Board authorized the transfer of the vehicle to ECHO to continue its Furniture Bank program.
FY 2020	B.T. McClellan	Citizen requested a sidewalk be added on Gum Road from Aeon Church Road to Capital Circle SW.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the June 20, 2017 Budget Workshop, ratified at the July 11, 2017 meeting.
FY 2020	Don Poindexter	Citizen requested a sidewalk be added on Highland Drive from Buck Lake Road to Mahan Drive.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the June 19, 2018 Budget Workshop, ratified at the July 10, 2018 meeting.
FY 2020	Ms. Marks & Area Residents	Citizens requested the County make improvements at the Heathrow and Deer Lake to make the intersection more visible.	Public Works	Staff evaluated the intersection for potential safety improvements and recommended installing street signs in the median at Heathrow and Deer Lake.
FY 2020	Residents on Tuscavilla Road	Residents of 2354 and 2352 Tuscavilla Road requested staff explore improving drainage between their homes.	Public Works	After inspection, staff acquired drainage easements and designed a pipe system to address drainage. The project is moving forward, currently in permitting.
FY 2020	Killearn Lakes HOA	The HOA requested permission to replace a sign within the right of way.	Public Works	County staff worked with the County Attorney on a License Agreement to allow the HOA to utilize County right of way to replace the damaged sign.
FY 2020	Killearn Lakes HOA	The HOA requested staff evaluate ways to improve drainage in the area of Lake Monkey Business Park.	Public Works	Staff worked with the HOA improvement committee and developed ways to improve drainage, in addition to repaving the road into the Lake Monkey Business Park.
FY 2020	Killearn Lakes HOA	The HOA requested cross walks along side streets off of Deer Lake be refreshed to improve visibility.	Public Works	Staff performed an inspection of the area and recommending the improvements to make the cross walks more visible.
FY 2020	Citizens on Horseshoe Trail (Mr. Verbois, Mr. Theobald, and Mr. Schroeder)	Citizens on Horseshoe Trail requested staff inspect their area for drainage improvements.	Public Works	Staff inspected the area and recommended improvements to improve the drainage in this area.
FY 2020	Citizen on Minnow Creek	Citizens at 8714 Minnow Creek requested staff inspect their area for potential drainage improvements.	Public Works	Staff inspected the area and recommended projects to improve the drainage.
FY 2020	Citizen on Ox Bow Road	Citizen at 7059 Ox Bow Road requested staff inspect their area for drainage improvements.	Public Works	Staff inspected the area and recommended projects to improve the drainage in this area.
FY 2020	Jeremy Matyjaszek	Citizen requested staff inspect Walden Road for traffic calming.	Public Works	After inspection, staff recommended traffic calming on Walden Road and assisted the citizen through the process to collect the required number of signatures.

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FY 2020	David Ferry	Citizen requested staff inspect Charlais Street for traffic calming.	Public Works	After inspection, staff recommended traffic calming on Charlais Street and assisted the citizen through the process to collect the required number of signatures. Project currently in design.
FY 2020	Citizens on Tram Road	Citizens on Tram Road and the new Charter School requested staff evaluate options to reduce speeding on Tram Road.	Public Works	After conducting a traffic study, staff recommended reducing the speed limit on Tram Road.
FY 2020	Concerned Citizens	Citizens expressed the need for a traffic signal at the intersection of Talpeco Road and North Monroe Street.	Public Works	Public Works staff worked with FDOT to get the traffic signal installed in FY 2020.
FY 2020	Valerie Janard	Ms. Janard contacted Commissioner Minor's office with concerns about a broken culvert and standing water on Crowder Road.	Public Works	Staff inspected the area and recommended improvements. As a result, the culvert was repaired, the ditch was cleaned to allow for better water flow, the roadside shoulder adjacent to the center median was repaired to prevent water from standing, and sod was placed on all disturbed areas. In addition to the original work orders, the driveway aprons at Shangri La Lane were widened to prevent future damage from larger vehicles entering and exiting this neighborhood.
FY 2020	Capital Area Sustainability Compact members	Approve the Apalachee Regional Planning Council as the Capital Area Sustainability Compact Administrator	Resource Stewardship	On November 17th, the Board ratified the recommendation of the Capital Area Sustainability Compact members to approve the Apalachee Regional Planning Council as the Compact Administrator and allocate \$4,970 for the role.
FY 2020	Big Bend Sierra Club, Audubon Society and Buck Lake Alliance	Habitat Conservation Plan for the Upper Lake Lafayette	Resource Stewardship	Community groups such as Big Bend Sierra Club, Audubon Society and Buck Lake Alliance were engaged to review the Habitat Conservation Plan and provide feedback. That feedback was shared with FWC for consideration, and several modifications were made to incorporate the input. The final Plan was approved by the Board on 10/13/20.
FY 2020	Patty O	Question on Nextdoor: can something be done about the mud around the entrance to the Bradfordville dog park?? Maybe a cement slab or moving the source of the water closer to the pond so it can flow away from the entrance path?	Resource Stewardship	Parks and Recreation staff added mulch to the area and will continue to monitor it.
FY 2020	Citizens utilizing new Bradfordville Dog Park	Pet owners requested a segregated small dog park area for the Bradfordville Dog Park	Resource Stewardship	Parks and Recreation worked with the fencing contractor to install additional fencing allowing for a separate small dog area. To save cost, the already constructed airlock/entrance was utilized and separate access was added from that point. New water lines also had to be run to insure both the small dog side and the large dog side had access to a water source. Facilities assisted with that portion of the project.
FY 2020	Phipps family	Concerns were raised regarding lack of signage along Orchard Pond Trail to ensure users were aware of the public vs private property boundaries.	Resource Stewardship	Parks and Recreation worked with Operations (Sign Shop) to develop new signage to be installed at the trailheads and along the trail. The new signs were installed by January 13, 2020.
FY 2020	Citizen	It was brought to our attention the parking lights at the NE Branch Library are being blocked by tree limbs. Although trimming the trees may seem like the best solution, it would entail scalping the trees back, making them not very aesthetically pleasing to view.	Resource Stewardship	Facilities Management will be retrofitting the light fixtures to LED and updating the lamp poles with an extended arm, which will illuminate the light further out into the parking lot.
FY 2020	Sara McCabe and Sue Noyes	Two citizens suggested that signage be added to specific park locations alerting users to the possibility of snakes and alligators. Upon further evaluation, it was determined that such signs would be valuable at all Parks locations built around stormwater ponds. As such, it was rolled out accordingly.	Resource Stewardship	Alligator and snake alert signs were installed at each Park facility around a stormwater pond and one was also installed at St. Marks Headwaters Greenway. Facilities receiving those signs were (Bradfordville Dog Park, Pedrick Pond Park, Martha Wellman Park, Broadmoor Pond Park, and Anita Davis Preserve)
FY 2020	Dale Jackson	Mr. Jackson noticed that geese continue to be a problem at Pedrick Pond Park and said "given that the Canada geese are becoming freeloaders that leave nasty goose droppings all over this place where many people like to walk as well as fish" we wish the property could be posted for "Do Not Feed Geese".	Resource Stewardship	Signs were designed by Community and Media Relations and installed at Pedrick Pond Park on July 15, 2020.

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FY 2020	"Evening visitors" to Blount Landing	With the installation of the new kiosk (part of the Board's strategic initiatives), evening visitors expressed concerns that lighting was needed to be able to see the information.	Resource Stewardship	Facilities installed a solar-powered light on the Blount Landing kiosk and added lighting to a new by power pole.
FY 2020	Equestrian Community	Equestrian community suggested installing a gate at Alford Greenway restricting access to equestrian trailers only into the equestrian parking.	Resource Stewardship	A maintenance gate was installed to the parking area. Currently, the gate is "false locked" and the equestrian community is aware on how to access the parking.
FY 2020	Vicky Verano	Memorial Bench at Miccosukee Greenway	Resource Stewardship	A memorial bench was installed at Miccosukee Greenway the week of November 16 in honor of Judith Verano.
FY 2020	Barbara Brandt	Memorial Bench installation	Resource Stewardship	A memorial bench was installed the week of November 16, 2020 at Pedrick Pond Park in honor of Thomas B. Brandt.
FY 2020	David Mills	Memorial bench at Alford Greenway	Resource Stewardship	A memorial bench at Alford Greenway was installed in July of 2020 in honor of Zachary Mills.
FY 2020	Young Actors Theatre	Tree planting in honor of Lea Reeves.	Resource Stewardship	A tree was planted in honor of Hazel Walker at Pedrick Pond Park in February 2020.
FY 2020	Various park users	Several regular walkers at our passive park facilities requested mile markers around the ponds. All 5 stormwater pond parks (Okeeheepkee Prairie, Pedrick Pond, Anita Davis Preserve, Martha Wellman and Broadmoor Pond Parks) now have mile marker signage.	Resource Stewardship	As of November 6, 2020, all 5 stormwater pond parks (Okeeheepkee Prairie, Pedrick Pond, Anita Davis Preserve, Martha Wellman and Broadmoor Pond Parks) now have mile marker signage.
FY 2020	Steve Urse	Expanding composting opportunities in the community	Resource Stewardship	Board approved to be rolled out in 01/2021 a pilot composting drop off site at the solid waste facility a backyard composter giveaway
FY 2020	Leighanne Boone	Citizen suggested the County should start electrifying out fleet	Resource Stewardship	County purchased first electric vehicle a chevy bolt for county operations in July 2020
FY 2020	Hannah Crow	Citizen mentioned a need for cleaning and revitalization of the Fort Braden community garden.	Resource Stewardship	In August, Hannah Crow and other fort Braden community members worked with Leon County Sustainability to clean up the community garden, took plots, and have begun gardening.
FY 2020	Concerned Citizen	Citizen requested that Leon County model more sustainable internal and external events	Resource Stewardship	Leon County sustainability developed a green event guide for internal and external use
FY 2020	Laurelin Haas	FSU Sustainable Campus suggested Leon county sustainability identify more ways to engage with students	Resource Stewardship	Leon County Sustainability worked with FSU Sustainable Campus to expand the Sustainability Fellows, taking on 5 student fellows since implementation. In addition to, Leon County sustainability worked with 5 additional students through a partnership with FSU-FAMU College of Engineering and the FSU Geography Department.
FY 2020	Citizen	Community members requested that Leon County Tourism sell more local products in the Visitor Information Center Gift Shop.	Tourism Development	The tourism team partnered with additional local vendors to sell more locally produced items including Eds Red Hot Sauce and Forgotten Coast Items.
FY 2020	Citizen (Unnamed)	Revisions to the County's lobbying regulations	County Attorney	Following feedback from several citizens, the Board directed the County Attorney to explore several revisions to the County's lobbyist regulations including removal of the notary requirement on the lobbyist registration application form and working with the Clerk of Court to explore an online payment process. On 11/17/20, the Board adopted an Ordinance amending Chapter 2, Article XII of the Leon County Code of Laws relating to lobbying regulations which facilitated these changes.
FY 2020	Local business owners	Business owners requested instead of 100 masks per one location and 200 masks per two locations to instead work specifically with OEV to determine masks needed for each business on a case by case basis	OEV	OEV removed the 100 to 200 limit and worked with businesses on a case by case basis to accommodate mask needs.
FY 2020	A group of citizens	Individuals emailed OEV to ask if there was a place where they could find local mask makers to purchase masks from and support local businesses.	OEV	OEV worked with Shop Tally and CMR to develop a comprehensive list on the COVID website of local mask makers to purchase from.
FY 2020	Alton Miller	Citizen requested for a place where he could fill out a small business and individual grant in person with assistance.	OEV	OEV set up a computer and print station at the office and allocated a staff person to be available to assist individuals in need of application help.

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FY 2021	Rick Oppenheim	Please include Waste Pro trash pickup schedule in Holiday Closure news releases.	Community & Media Relations	Implemented short, hot links in all the County's news releases
FY 2021	Sierra Bush Rester	During the September 29 BOCC meeting, Sierra suggested a notice be sent via social media when agenda items were released.	Community & Media Relations	CMR now posts social media updates when agenda items are released along with the standard email notifications.
FY 2021	Melissa	A citizen tweeted at Leon County the following: "Perhaps focus the that science shows that masks do little to protect the wearer... but that they considerably reduce spread when worn by an infected person by limiting how far the infection can travel."	Community & Media Relations	CMR incorporated messaging that focuses on the protection to the user and the wearer using graphics and gifs.
FY 2021	Krishnan Viswanathan	A citizen tweeted: "Given what I have seen around town, maybe @CityofTLH & @LeonCounty should consider amplifying this PSA locally." This tweet referenced a tweet that repeatedly said "Your mask goes over your nose."	Community & Media Relations	CMR implemented messaging specifically informing the public on the importance and efficacy of mask wearing that covers both the nose and mouth on social media.
FY 2021	Kim Danek	Kim Danek requested we share information about storing information about disaster preparedness - including information about what to store in the cloud in case a citizen needed to file a damage claim after a major storm.	Community & Media Relations	Community and Media Relations used Billy the Bucket, Leon County's Hurricane Preparedness Mascot, to curate content including information citizens could use to upload photos, insurance numbers, and other non-private information to the cloud that could be useful after a storm. This educational content was seen by over 1,200 citizens.
FY 2021	Neil Fleckenstein	Consider updates to the standards for community services in the Rural zoning district to provide greater flexibility for community service uses on larger parcels. Neil Fleckenstein provided the idea for the Rural community service facilities amendment during a meeting he requested with staff to discuss a project proposal for Tall Timbers Research Facility.	DSEM	This recommendation was included in a proposed ordinance approved by the Board at the July 13, 2021 meeting.
FY 2021	Jeff Blair	Continue virtual meetings for non-voting groups such as, but not limited to, the ACQG meetings, Application Review Committee meetings (ARM), and for pre-submittal meetings. The suggestion was provided by Jeff Blair during an Advisory Committee on Quality Growth meeting.	DSEM	Suggestion was implemented after the Governor discontinued the virtual meeting quorum exception in November, 2020.
FY 2021	Friends of Lake Jackson	Implementation of Stormwater Management Facilities functional testing. This idea was introduced by The Friends of Lake Jackson during a review of revisions to the Lake Protection Node Zoning District.	DSEM	It was determined it would be beneficial to apply the standard through the County's Floodplain Ordinance, which is currently under revision. The proposed Floodplain Ordinance revision, including the SWMF functional testing standard, was adopted at the Jan. 26, 2021 BCC public hearing.
FY 2021	Leon CARES Individual Assistance Applicants	Applicants often had a difficult time reaching the Leon CARES support line and could not always leave a message. Asked how to get in touch with people who could provide status updates on applications and explain what was missing.	Human Services & Community Partnerships	CMR worked with HSCP and OIT to create a CARES specific email address, CARES_Support@leoncountyfl.gov, to post on the CARES website and provide via social media to increase response time and provide a direct line of communication with HSCP staff.
FY 2021	Working Well	Working Well suggested incorporating the GIS History in Your Hands tour of Leon County into a scavenger hunt and making it available to the public via their virtual Corporate Cup.	Information & Technology	GIS created the virtual scavenger hunt based off their History in Your Hands tour. This healthy activity for families across Leon County was released at the end of October 2020. This tour was also added to the Virtual Leon County Benefits & Well-Being Fair for County employees to participate in partnership with Human Resources.
FY 2021	Patty Herrold, Judicial Assistant	After developing and implementing a process for electronically filing court documents, Ms. Herrold, Judicial Assistant identified the need to streamline the receipt of multiple documents from multiple users each day. She suggested a general e-mail account for the single purpose of filing court documents to aide the judicial assistants in easily identifying high priority e-mails and coordinating responses requiring immediate follow up.	Intervention and Detention Alternatives	IDA staff requested MIS create a multi-user e-mail account with access for all administrative support staff tasked with filing and tracking court documents. Once the account was created, IDA notified the judicial assistant staff its establishment, purpose, and improved effectiveness to the electronic filing process.
FY 2021	MIT USA Lab Student Team	As a part of their review of local reentry programs, the student team recommended the Big Bend AFTER Reentry Coalition (BBARC), a local reentry advocacy group, expand their efforts by engaging and educating local employers on the benefits of hiring returning citizens.	Intervention and Detention Alternatives	In January 2021, staff from IDA and OEV are scheduled to be the keynote speakers at BBARC's monthly meeting to share the findings of the MIT USA Lab report. The presentation will emphasize the role their organization could have in the community in bridging returning citizens with local employers.

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FY 2021	Library Patrons	Purchase requests made by Library Patrons via ILLiad system, email or in person.	Library Services	148 items, a combination of print and media, were purchased during the month of October in response to Library patron requests.
FY 2021	Malia Bruker	Email from a citizen, "I received an email about the Active Design lecture event and it mentioned the Market District. Will this be the only area of Tallahassee that's discussed?"	Library Services	We reached out to the speaker to ask for other areas in the community we could highlight and they reached out to Goodwood who they have previously partnered with on a project and people from Goodwood co-presented during the Library Lecture Series.
FY 2021	Dr. J.R. Harding, BP CAC Member	Dr. J.R. Harding, noting the IA Board approved addition of a restroom along FAMU Way/Capital Cascades Trail, recommended designing the facility that could be used by adults with disabilities who require assistance when using a public restroom.	PLACE (Blueprint)	To make the restroom easily accessible to adults with disabilities, the facility was designed as a family restroom and includes an ADA compliant changing station that accommodates adults.
FY 2021	Local Chambers of Commerce	Local Chambers of Commerce BBMC and CCC reached out to OEV and the County requesting that further microloan opportunities for minority and women owned businesses be explored.	PLACE (OEV)	With County staff and FAMU Federal Credit Union, a \$1 million microloan program for minority and women-owned businesses was created. Loans will begin being made in 2021.
FY 2021	TCC Center for Innovation	TCC led a collaboration between OEV and Synapse Florida, an entrepreneur network based in Tampa, to feature Tallahassee-Leon County more prominently within the Synapse Events	PLACE (OEV)	OEV, TCC, and Synapse co-presented an event at the 2020 Global Entrepreneurship Week online event. This event spot lighted Tallahassee-Leon County as an Entrepreneur-friendly community.
FY 2021	Arbor Day/Adopt a Tree Program Participants	Citizens provided feedback on Public Works' tree planting process for the Adopt a Tree Program. In the past, Public Works staff would plant trees for citizens after they designated the location to be planted. Citizens expressed an interest in planting their own trees as this would be a joyful family experience.	Public Works	This suggestion was implemented for the 2021 Adopt a Tree Program. An option for citizens to have their trees delivered to their home to plant at their own convenience was implemented. This option also served well due to the impacts of the pandemic. Public Works staff will still plant for those that need assistance.
FY 2021	Mike Roberts	Citizen Mike Roberts contacted Commissioner Minor's Office with concerns about safety on Lakeshore Drive. Mr. Roberts suggested a realignment of Lakeshore Drive would smooth out a transition from curve to straight in the roadway segment near his home.	Public Works	Staff completed a investigation on the compound curves located near Mr. Roberts' home. While the investigation did not warrant the specific improvements suggested by Mr. Roberts, the following improvements were recommended for implementation to increase traffic safety in the area: (1) replace the existing curve sign with a newer sign and add an advisory speed limit a the transition between the two curves, and (2) add direction chevrons to alert the motoring public of the curve.
FY 2021	Citizen in Roberts/Bradfordville Area	Constituents in the area expressed concerns with how fast people approached the light at Roberts and Bradfordville and recommended rumble strips be installed.	Public Works	Staff completed a traffic study for the intersection of Bradfordville / Roberts / Centerville Roads. The study concluded the 85th percentile speeds exceed the posted speed limit by more than 10 mph at the intersection, except for traffic on Bradfordville Road. Based on the results of the study, staff installed flashers on top of the SIGNAL AHEAD SIGN at all four legs approaching the intersection. In addition, staff installed new Reduced Speed Ahead and 35 mph SPEED LIMIT SIGN for Eastbound traffic on Centerville Road to provide additional driver awareness to the speed limit in the intersection.
FY 2021	Lisa Goode	Mrs. Goode expressed concerns about speeding on Proctor Road at the curve at Bixler Trail and suggested improvements (such as speed humps) to address.	Public Works	Due to the classification of Proctor Road as a minor collector Road it does not qualify for speed humps. Staff suggested the placement of modified rumble strips in the curve approaches along this segment of Proctor Road. The modified rumble strips would reduce nuisance noise created by standard rumble strips but still provide additional awareness to drivers.

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FY 2021	Marshall Cassidy	Mr. Cassidy suggested all traffic be slowed to 35 MPH on Ox Bottom Road.	Public Works	Staff conducted a speed study along with the evaluation of reducing the speed limit on Ox Bottom road from the roundabout to Thomasville Road. Due to the continued increase in traffic volume in the area, the risk of crashes, the high density of connecting roads and driveways, and for continuity purposes with the western section of Ox Bottom Road, staff recommended reducing the speed limit for the eastern section of Ox Bottom Road from 45 to 35 mph.
FY 2021	Ron Hartung	Mr. Hartung suggested safety improvements at the Orange Avenue and Jim Lee Road roundabout for pedestrians trying to cross the street, specifically when dark.	Public Works	Public Works staff worked with the City of Tallahassee to conduct a traffic study at the intersection. County staff recommended rapid flashing beacons be installed to address the safety concerns, and the City agreed to install. Pedestrians can now activate the flashers as they proceed across the intersection.
FY 2021	Sagebrook Mill HOA	Sagebrook Mill residents expressed concerns about 'island' traffic calming structures installed by the developer: they prevent some residents from backing out properly from their driveways; they pose an accident hazard to new people in the neighborhood (especially at night), and they generally do little to slow down traffic. Residents suggested the County explore improvements to address these concerns.	Public Works	County staff added reflectors around the traffic islands to create awareness and increase safety.
FY 2021	Marilyn Barns	Citizen requested a sidewalk be added on Buck Lake Road from Walden Road to Alameda Drive.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 10, 2019 meeting.
FY 2021	Lorraine Renneker	Citizen requested a sidewalk be added on Whirlaway Trail from Pimlico Drive to the eastern end of Whirlaway Trail.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 10, 2019 meeting.
FY 2021	Mike McGehee	Citizen requested a sidewalk be added on Thornton Road from Mahan Drive to Miccosukee Road.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 2 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 10, 2019 meeting.
FY 2021	Marilyn Barns	Citizen requested a sidewalk be added on Alameda Drive from Buck Lake Road to Walden Road.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 10, 2019 meeting.
FY 2021	David Grimes	Citizen requested a sidewalk be added on Miccosukee Road from Meridian Street to Georgia Street.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 4 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 10, 2019 meeting.

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FY 2021	Kathryn Stoddard, Terri Eggers	Citizens requested a sidewalk be added on Edenfield Road from Mahan Drive to Miccosukee Road.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 1 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Ms. Murray	Citizen requested a sidewalk be added on Shelfer Road from Crossway Road to Capital Circle SW.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 1 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Kim Stitner	Citizen requested a sidewalk be added on Lakeshore Drive from the City limits to Mays Road.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Kim Stitner	Citizen requested a sidewalk be added on Lakeshore Drive from Litchfield Road to Meridian Road.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Tameka Lindo	Citizen requested a sidewalk be added on Faulk Drive from Monroe Street to Sanders Drive.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Tameka Lindo	Citizen requested a sidewalk be added on Longview Drive from Monroe Street to Faulk Drive.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Nicole Olmstead	Citizen requested a sidewalk be added on Mission Road from 3299 Connector Drive to Elder Lane.	Public Works	Staff evaluated adding a sidewalk at this location based on the criteria in the County Sidewalk Policy. Based on this evaluation, this segment met the requirements for the Community Sidewalk Enhancement - Tier 3 Category. The Board approved this segment to be included in the approved Sidewalk list at the December 8, 2020 meeting.
FY 2021	Kathleen Rainey	Citizen requested staff look at the stormwater drainage in her area (Miccosukee and Edenfield) to determine if we can do something to help with the stormwater flowing across her property and possibly stabilize the condition of the roadway easement adjacent to her home.	Public Works	County staff inspected the area for possible solutions to the stormwater runoff and made necessary repairs to divert water away from the property.
FY 2021	Concerned Citizen	Citizen contacted staff requesting new signals/warning beacons on Centerville Road approaching Centerville Trace Subdivision Entrance.	Public Works	Staff performed an inspection to determine if the improvements were warranted. Based on the results, the new signs and warning beacons were installed.
FY 2021	Concerned Citizen	Citizen contacted staff to request the front entryway of Centerville Trace at Harpers Ferry Drive be re-dressed.	Public Works	Staff performed an inspection to determine if the improvements were warranted. Based on the results, staff performed the improvements.
FY 2021	Concerned Citizen	Citizen requested signs/warning beacons at County Highway 12 at the Bradfordville VFD.	Public Works	Staff performed an inspection to determine if the improvements were warranted. Based on the results, the new signs and warning beacons were recommended. Installation is scheduled in FY 21.

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FY 2021	Concerned Citizens	Citizens in the area of Williams Landing Campground suggested staff look into improvements to prevent sand washing at the Campground.	Public Works	After inspecting the area, staff added additional asphalt to extend the driveways on both exits from the campgrounds 75ft each, completed shoulder work and put down new grass.
FY 2021	Concerned Citizen	Citizen suggested Leon County Sustainability encourage businesses to be more sustainability-minded.	Resource Stewardship	Leon County Sustainability worked with OEV to develop a Green Business Recognition program and plans to roll it out in 2021.
FY 2021	Citizens	Community members requested Tourism develop an Online Gift Shop for local products as a result of COVID-19 and closing the Visitors Information Center.	Tourism Development	Tourism is currently in the final stages of developing the online giftshop for local products. The online giftshop is planned to be released in 2021.
FY 2021	Industry Partners	At the beginning of the pandemic, Tourism Development began weekly Zoom calls with industry partners. When we suggested to move meetings to bi-weekly or monthly calls, industry partners requested the continuation of weekly calls.	Tourism Development	Per recommendation of Industry Partners, weekly industry partner Zoom meetings have continued throughout the pandemic.
FY 2021	Ricardo Schneider	Add a description of the 13 centers of excellence on OEV website	OEV	Added descriptions to the OEV website.
FY 2021	Local business owners	Business owners requested curbside pickup for mask distribution in addition to in person pick up	OEV	Worked with local chambers of commerce to provide curbside system for business owners picking up face masks.
FY 2021	Steve Evans	Citizen Committee member requested that OEV place organization affiliations and titles for each committee member on the new OEV website.	OEV	OEV made changes to the new website to allow organization affiliations and titles for each committee member to be listed.
FY 2021	Ed Murray	Local real estate agent requested that OEV expand GIS WedTech site selection tool include regional commercial properties.	OEV	OEV worked with GIS to make changes to the webtool on the OEV website to reflect regional properties (Gadsden, Wakulla, etc.)
FY 2021	Minority Chamber Leaders	Minority Chamber Leaders asked to use Blueprint funding to develop microgrants/ a loan program to address economic disparity issues.	OEV	OEV partnered with Apalachee Regional Planning Council to develop and implement REVIVE microloan program.
FY 2021	A1dogs@att.net (citizen)	Requested to send reminders to businesses encouraging them to follow public health guidelines during the COVID-19 pandemic.	OEV/CMR	OEV regularly communicated with business contacts and Chambers to remind them of local public health guidelines. CMR posted guidelines and reminders on the EIP/COVID-19 portal and social media.
FY 2021	TCC Foundation (Heater Mitchell)	Requested EMS team present session for TCC Public Safety conference	EMS	EMS presented (virtual) session on Excited Delirium on 12/2/20
FY 2021	CRMC/HCA (Amanda Ardery - Senior Care Ambassador)	Requested an Informational Session for SNF/ALF on how to transfer patients	EMS	Virtual session presented on 12/10/20
FY 2021	Crossroad Academy Charter School	Requested EMS participate in Zoom Career Fair	EMS	EMS participated in Virtual Career Fair on 11/6/20
FY 2021	Nims Middle School	Requested Zoom CPR training to Middle school students	EMS	EMS hosted Zoom CPR training on 10/16/20
FY 2021	Tallahassee Memorial	Request to partner with TMH & AHA on short CPR video	EMS	Video filmed in October, posted to Social Media 11/9/20
FY 2021	Tallahassee Community College	Request to collaborate with TCC to update Clinical site Agreement	EMS	Update to agreement/process to incorporate COVID-19 related updates (being finalized Dec 2020)
FY 2021	Doug Barrow	Mr. Barrow requested staff inspect the area of Stoner Road (just west of Stoner Road Park) for possible locations to install "No Litter" signs (with fine information for violations) due to concerns with the area being full of trash.	Public Works	After review, staff installed no dumping signs along Stoner Road. The signs referenced Florida Statute 403.413, "Florida Litter Law" and displayed a message stating fines up to \$500.
FY 2021	Concerned Citizens in Summerbrooke Area	Commissioner Welch's office received phone calls from concerned citizens regarding the turn lane into Summerbrooke from Bannerman Rd, noting its deterioration. There were growing requests to reconstruct the turn lane with reinforcement underneath, as the claim is that the temporary fixes were wearing quickly.	Public Works	Staff inspected the area for possible safety improvements. After inspection, staff authorized the rebuilding of the turn lane on Bannerman Road at Preservation Drive
FY 2021	Caroline Couch	Request to plant 200 flowering trees jointly with Leon/COT in recognition of the bicentennial 200 year anniversary.	Resource Stewardship	The County plans to plant an estimated 100 trees at Broadmoor Pond Park as part of the 2022 Arbor Day.
FY 2021	Unknown Citizen	Requested an additional bench at the J Lee Vause dog park.	Resource	An additional bench was purchased and installed.
FY 2021	Unknown Citizen	Install additional seating at the Bradfordville Dog Park.	Resource Stewardship	Two additional benches were purchased and installed, adding additional seating options.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2021	Ron Saff	Review water safety (lead) in publicly accessible drinking fountains.	Resource Stewardship	Staff participated in a local water safety group discussion with City, FSU, Leon County Schools and Dr. Ron Saff. In advance of our regularly scheduled sampling, water fountains in parks and buildings were tested and safety validated.
FY 2021	Erica Thaler	Install a second "Small Dog Park Entrance" sign on the maintenance gate between the small dog park and large dog park to help discourage large dog park owners from using the small dog park.	Resource Stewardship	A new sign was installed.
FY 2021	UPHS, COCA, INIE	In April 2021, UPHS, COCA, and INIE conducted a survey of local nonprofit organizations, which found that 72% of the organizations experienced an increase in demand for their services since the onset of COVID-19. The organizations represented sectors such as education, healthcare, legal services, and workforce development. Subsequently, UPHS, COCA, and INIE worked with the County to develop proposed criteria for a proposed Nonprofit Services Grant Program utilizing \$3.3. million in American Rescue Plan Act (ARPA)	Human Services & Community Partnerships	As recommended by UPHS, COCA, and INIE, the Nonprofit Services Grant Program will provide up to \$20,000 in one-time assistance to support local nonprofit agencies that are providing or will provide human services/programming to Leon County residents impacted by COVID-19. Also in line with the recommendation from these organizations, applicants must be a 501(c)(3) organization registered with the State of Florida to be eligible, and priority for funding consideration through this program would be given to organizations that did not receive previous assistance through the Local Economic Assistance for Nonprofits (LEAN) Program, the Leon CARES Human Services Grant Program, or the Leon CARES Nonprofit Assistance Grant Program.
FY 2021	Neighborhood Medical Center & Bond Community Health Center	As part of the American Rescue Plan Act (ARPA) expenditure plan, the local Federally Qualified Health Centers (FQHCs) identified capital improvements to their facilities that were needed to meet CDC guidelines for reducing the spread of COVID-19, support COVID-19 testing and vaccination efforts, and continue to provide general healthcare services for low-income residents.	Human Services & Community Partnerships	During the May 25, 2021 Budget Workshop, the Board approved \$500,000 in ARPA funding for Neighborhood Medical Center and \$300,000 in ARPA funds for Bond Community Health Center.
FY 2021	North Florida Innovation Labs and Domi Station	As part of the American Rescue Plan Act (ARPA) expenditure plan, local business incubators identified an increased need and demand for entrepreneur training and incubator resources as individuals previously employed in sectors disrupted by COVID-19 have begun to explore new employment ventures and existing businesses and enterprises have sought to better adapt to the changing economic landscape over the past year.	PLACE (OEV)	During the May 25, 2021 Budget Workshop, the Board allocated \$300,000, shared proportionately with the City, to address local entrepreneurs' and startup companies' demonstrated need for assistance while also further promoting resilience among the local business community as a whole. Specifically, this funding would be distributed over the next two years to the local entrepreneur support entities, North Florida Innovation Labs and Domi Station, for enhanced training series, employment connection opportunities, and resources to support talent retention, revenue growth, and innovation among the local entrepreneurial community. With the dedication of these funds, the local entrepreneur support entities seek to train up to 75 new entrepreneurs, support the hiring of up to 20 new employees by local startup companies, and assist local startups in achieving \$1 million in revenue growth in the next two years.
FY 2021	FAMU Federal Credit Union (FAMU FCU)	As part of the American Rescue Plan Act (ARPA) expenditure plan, FAMU Federal Credit Union (FAMU FCU) recommended extending the SmartSteps Micro-Loan Program to further support the needs of growing MWSBE businesses.	PLACE (OEV)	During the May 25, 2021 Budget Workshop, the Board allocated \$2 million, shared proportionately with the City, to extend the SmartSteps Program.
FY 2021	Anonymous Citizen	Requested a search feature for the County's online calendar to search for meeting dates for a specific committee.	Administration	Requested MIS provide a search feature for the online County calendar, so that citizens may search for meeting dates of specific committees/boards. Search feature was implemented by MIS on June 18, 2021.
FY 2021	KCCI Community Catalyst Class	Requested a bicycle skills and education park be included at the Blueprint Market District Park	PLACE (Blueprint)	Technical trail features were included in the final concept for the Market District Park adopted by the IA Board at the May 27, 2021 IA Board Meeting. These features will allow riders to build skills alongside the walking path through the park.

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2021	Dellwood Drive Residents	Additional sidewalk facilities as part of the Lake Jackson Greenway	PLACE (Blueprint)	Sidewalk facilities on Dellwood Drive were requested to be included in the Lake Jackson Greenway project, which is planned to run along Dellwood Drive. Additional sidewalk facilities, as requested, have been added to project design, ensuring greater safety and increased pedestrian connectivity.
FY 2021	KCCI Community Catalyst Class	To celebrate Placemaking Week, KCCI suggested a community mural at the Main Library	Resource Stewardship	Volunteers painted a mural along the retaining wall outside of the Main Library parking lot
FY 2021	Commission on the Status of Women & Girls	As part of their annual report, the CSWG made several recommendations to the Board.	Administration	As noted in staff's analysis in the agenda item, several of the recommendations will be further explored or pursued. https://www2.leoncountyfl.gov/coadmin/agenda/view.asp?item_no=%2719%27&meeting_date=10/12/2021&meeting_id=1403
FY 2021	Friends of the Library Survey Respondents	The Friends of the Library worked with the County to survey Library patrons about what they would like to see as part of a Library of Things Program	Library Services	The Library used the survey to develop a list of items for purchase. This list will be presented at the Board's January 25th meeting
FY 2021	Tourism Development Council	The TDC made several recommendations to the Board for FY 2022 – FY 2024 Legacy Event Grant Funding	Tourism Development	At the November 9th meeting, the Board voted to approve the three-year (FY 2022 – FY 2024) Legacy Event Grant funding agreements for the following Legacy Events: Market Days Red Hills International Horse Trials Springtime Tallahassee Festival LeMoyne Chain of Parks Art Festival
FY 2021	NORML Tallahassee	Melissa Villar, representing NORML Tallahassee, spoke about the need to include discussion about expungements and ending pre-employment and random screening to the upcoming Board Workshop on Alternatives to Incarceration for the Possession of Small Amounts of Marijuana in March 2022.	Intervention and Detention Alternatives	County Administration Long confirmed that an analysis on the issues of expungement, and pre-employment and random drug screening will be included in the Board's Workshop on Alternatives to Incarceration for the Possession of Small Amounts of Marijuana in March 2022
FY 2021	Miccosukee community residents	a series of three feedback sessions were hosted in Miccosukee in June 2021 for resident to provide input on the Community Development Block Grant (CDBG) Coronavirus grant program pre-application. If awarded, these funds will be utilized for renovations to the Concord School in the Miccosukee community to prevent the spread of COVID-19 when in use.	Resource Stewardship	Citizen feedback was incorporated into the application, which was approved by the Board at the October 12th meeting. https://www2.leoncountyfl.gov/coadmin/agenda/view2.asp?id=14460&phrase=FEEDBACK

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2021	Big Bend Continuum of Care	On Monday, February 22, the County met virtually with the BBCoC to discuss updates to the CEMP's temporary cold night sheltering plan section. Focused on developing and implementing strategies to help end homelessness, BBCoC is a membership planning and oversight body for the Big Bend region. As a result, BBCoC assumes a lead coordinating role in temporary cold night shelter activations and the BBCoC also provided valuable feedback on updating the CEMP on behalf of the participating agencies. An additional debrief meeting with all agencies will be conducted at the end of cold season and may lead to further updates.	Emergency Management	<p>Following the most recent meeting with BBCoC, the following amendments have been made to the temporary cold night sheltering process:</p> <p>Conduct a kick-off meeting prior to cold season to review temperature thresholds and activation triggers with FDOH-Leon. The threshold of 35 degrees for three continuous hours was established in 2010 and should be reassessed before beginning a cold season. The meeting will involve input from the temporary cold night sheltering committee as well as public health experts.</p> <p>Establish a temporary cold night sheltering committee to provide strategic recommendations throughout the year. The committee will be composed of key agencies and the community's major homelessness service providers, including BBCoC, County Emergency Management, Kearney Center, CCYS, Refuge House, Big Bend Homeless Coalition/Hope Community, City of Tallahassee, and FDOH-Leon. The committee will suggest process amendments based on national trends and best practices.</p> <p>Conduct after-action meetings with participating agencies following cold seasons. Historically, County Emergency Management conducts an after-action meeting at the end of each season, but the process was not codified in the CEMP. Therefore, to ensure the CEMP remains up-to-date, following every cold season the County and BBCoC will convene all agencies who assist in temporary cold night shelter activations and seek feedback on the process. Feedback will be included in the CEMP.</p> <p>Involve health officials specializing in environmental health from FDOH-Leon in the site review process. Since the coronavirus, it is now more important than ever for temporary cold night shelters to be reviewed for environmental health considerations such as physical distancing and adequate hygiene facilities. Going forward, any inspection of a site will involve both a Tallahassee Fire Department representative and a public health expert from FDOH-Leon. Sites shall comply with all fire code guidelines and public health standards.</p>
FY 2021	Adventure Cycling Association	The Adventure Cycling Association (ACA) is a national nonprofit that advocates for traveling by bicycle. The ACA reached out to Leon County and the City of Tallahassee for feedback and support of a route change for USBR-90. After discussion and coordination between the Tallahassee-Leon County Planning Department (TLCPD), Leon County Public Works, the Capital Region Transportation Planning Agency (CRTPA), and ACA, an acceptable proposed route change was agreed upon and the ACA requested a letter of support.	PLACE (Planning)	<p>On February 16th the Board approved a letter of support to the Florida Department of Transportation to change the existing route of US Bicycle Route 90 as requested by the Adventure Cycling Association.</p> <p>https://www2.leoncountyfl.gov/coadmin/agenda/view2.asp?id=14170&phrase=FEEDBACK</p>
FY 2021	Local Businesses	Staff received input from various community groups and businesses to help guide the development of a sustainable business recognition program.	Resource Stewardship	<p>Utilizing citizen input, Leon County launched the Sustainabiz Program on Earth Day 2021.</p> <p>https://www2.leoncountyfl.gov/coadmin/agenda/view2.asp?id=14109&phrase=FEEDBACK</p>

Fiscal Year	Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Description of Implementation
FY 2021	Second Harvest, Tallahassee Memorial Healthcare, UF/IFAS Extension, South City Foundation, iGrow, and Whole Child Leon	the Library and Sustainability teams met with multiple community members and organizations that work in the food insecurity space to develop creative collaborative food programming.	Library Services	<p><u>As a result, the Library has planned several new programs including healthy cooking classes, no/low waste cooking, cooking on a budget, and cooking for those with limited access to food sources (cook ahead, freezing, canning, etc.). To support these programs, the Library also plans to utilize existing program funds to create a mobile culinary unit that can be transported to all locations and used as an outreach tool throughout the County. Additionally, the Library is working with Second Harvest to establish community pantry and food access points at Library locations.</u></p> <p><u>https://www2.leoncountyfl.gov/coadmin/agenda/view.asp?item_no=%274%27&meeting_date=5/25/2021&meeting_id=1393</u></p>
FY 2021	Terry Ryan	Mr. Ryan reached out to the County about the need for a map of properties with septic tanks	Information & Technology	GIS staff reached out to Mr. Ryan to discuss data needs and developed a publicly available map of that identifies which properties in Leon County have a septic tank.
FY 2021	UPHS & CHSP Members	While developing uniform performance measures for the CHSP process, the County and the FSU Askew School of Public Administration and Policy solicited input from both UPHS and CHSP agencies.	Human Services & Community Partnerships	Several goals, outcomes and performance metrics were developed with these agencies' feedback. Both UPHS and the CHSP agencies were fully supportive of the recommendations that were adopted by the Board on December 14, 2021. As such, the proposal is not disruptive to either the agencies or the current grantmaking process and is designed to support the ongoing efforts to enhance and improve the CHSP performance measurement system.

4. Community Survey Results

Statement of Issue:

This section presents the results of a community-wide survey used to assess resident satisfaction and perceptions as well as gather input for the development of the FY 2022 – FY 2026 Strategic Plan.

Staff Recommendation:

No Board action required.

Background:

In developing the previous FY 2017 – FY 2021 Strategic Plan, the County surveyed approximately 600 citizens from Board-appointed advisory committees, LEADS Listening Sessions, and other citizen engagement events. Staff presented the survey results at the December 2016 Board Retreat and the input proved instrumental in developing the County's Vision Statement and informing the Strategic Priority areas of Economy, Environment, Quality of Life, and Governance.

Building upon the success of the 2016 survey, staff recommended, and the Board approved engaging a consulting firm to develop a more extensive, community-wide survey that would be conducted during the final year of the County's five-year strategic planning cycle. The community-wide survey gathers data from a representative sample of all Leon County residents representing all local neighborhoods. Survey data provides information and analysis on the community's values and priorities. By engaging a consulting firm with experience in conducting comprehensive community surveys, the County ensured a larger and more diverse representation of countywide citizen input for the development of the FY 2022 – FY 2026 Strategic Plan.

Analysis

To present the results of the community survey, the Board will be joined by Dr. Karen Cyphers, Partner & Vice President of Research for Sachs Media. The following is an executive summary of the community survey conducted by Sachs Media including an overview of the methodology, key findings, as well as an analysis of resident responses. A more detailed summary of the survey is also included as Attachment #1. As noted throughout the Retreat materials, recommendations regarding the FY 2022 – FY 2026 Strategic Plan were developed using the results of the community survey, environmental scan, SWOT analysis, as well as Commissioner input.

A. Methodology

A survey of Leon County residents was conducted November 10-27, 2021, to gauge resident satisfaction, perceptions, and suggestions across a variety of issues, and to determine sentiment relating to Leon County's broad Strategic Priorities.

A total of 4,090 residents began the survey, with 3,145 completing the final substantive question. Respondents were recruited through two separate methods: (1) random sampling of the Leon County voter file, and (2) recruitment through community partners. Results on each question were compared between each of these cohorts in order to identify any significant differences between samples. No meaningful differences were found, permitting an analysis of the results as a single sample. Results are representative of Leon County residents in terms of age, race and ethnicity, gender, ZIP code, political affiliation, employment status, education level, and homeownership status. Complete demographic

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breakdowns of respondents are provided within the report. The average margin of error is +/- 1.7% at the 95% confidence level.

B. Key Takeaways

In reviewing the survey results, the Sachs team identified the following key takeaways:

- **Approval of Leon County Government services is exceptionally high**
Overall satisfaction with Leon County is exceptionally high, with 94% rating the quality of services provided by Leon County Government as positive and 81% saying they are likely to recommend Leon County as a place to live, work, and raise a family. Satisfaction levels are also high relating to general government engagement, transparency, and the use of taxpayer dollars.
- **Overall satisfaction with Leon County is high**
Satisfaction levels and preferences do vary somewhat among resident demographic groups on specific issues, which will be detailed below. Overall, it is notable that satisfaction appears greater among certain populations, including older residents; those who have lived in Leon County for longer periods of time; Black and Hispanic residents; those who live in certain ZIP codes, such as 32317 and 32308; homeowners; and those who live outside Tallahassee city limits.
- **Residents' preferences are well aligned with the Strategic Plan**
Leon County's FY 2017 – FY 2021 Strategic Plan laid out four broad Strategic Priorities: Economy, Environment, Quality of Life, and Governance. For each of these priority areas, strategic initiatives, goals, and targets were identified and initiated. The results of this survey suggest that the preferences of Leon County residents are well aligned with the goals and priorities set in the Strategic Plan, and that residents are largely satisfied with progress made in each of these areas.
- **Few residents submitted "poor" ratings, but those who did frequently noted the same issues**
While most areas received only a very low portion of "poor" ratings, a number of factors repeated across issue areas to provide the foundation for what dissatisfaction was expressed. These include sentiments about crime rates, homelessness, housing costs, recreational offerings beyond outdoor attractions, traffic, and the perception of government corruption. It is important to note that many of the negative perceptions about Leon County were due to issues experienced within the City limits or dissatisfaction with other local government entities.

C. Topline Findings

The following analysis provides a more detailed summary of responses to both the multiple choice and open ended the survey questions. Additionally, this section provides the data and statistics that support the key takeaways of the survey.

- **Overall satisfaction with Leon County is high:**
 - 94% rate the overall quality of services provided by Leon County Government as positive (excellent, good, or fair) with just 6% rating the overall quality of services as "poor."
 - 81% are likely to recommend Leon County as a place to live, work, and raise a family. Just 14% say they are "not too likely" to do so, while 5% say they're "not likely at all."

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- 70% say they approve of the job Leon County Government is doing, far more than the 22% somewhat disapproving and 9% strongly disapproving.
- **When it comes to the quality of specific services, the following portions of residents rate Leon County's performance as positive:**
 - 88% - Delivering high-quality essential services
 - 85% - Keeping residents informed and engaged
 - 78% - Transparency and accessibility
 - 77% - Listening and responding to citizens
 - 75% - Responsible use of taxpayer dollars
- **Residents have a range of perceptions regarding specific County services. Listed from most to least positive views, these include:**
 - 97% - Offering County library services that promote lifelong learning and engagement
 - 95% - Providing critical Emergency Medical Services like ambulance service and community-wide CPR training
 - 95% - Providing and maintaining parks, trails, boat landings, and community centers
 - 94% - Coordinating Emergency Management's response efforts to COVID-19, hurricanes, and other disasters
 - 91% - Engaging with the community through events and volunteer opportunities
 - 88% - Protecting natural resources by promoting sustainable practices and recycling
 - 87% - Promoting and supporting public health efforts throughout the COVID-19 pandemic
 - 87% - Responding to calls about dangerous dogs and other Animal Control issues
 - 85% - Assisting veterans and their families with benefits claims
 - 85% - Developing our local tourism economy through concerts, special events, and arts and culture offerings
 - 85% - Promoting local economic development
 - 84% - Providing permitting and building code services
 - 81% - Building and maintaining roads and sidewalks countywide
 - 74% - Providing housing and human services to keep people safe and healthy
- **Beyond government services, residents view the quality of life in Leon County across a wide spectrum. Listed from most to least positive views, these include:**
 - 93% - Place of lifelong learning
 - 89% - Place to live and raise a family
 - 89% - Place for recreation
 - 88% - Place accepting of people with diverse backgrounds
 - 86% - Place to work
 - 86% - Place where people are healthy, safe, and connected to their community
 - 84% - Place to retire
 - 84% - Place to start a business
 - 80% - Safe community
 - 80% - Community that is moving in the right direction
 - 67% - Place with affordable housing options
 - 66% - Tourism destination with diverse offerings

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- **Leon County residents rate nearly all areas of government services to be very or somewhat important – more than 9 in 10 say this for all aspects of living. Therefore, this analysis looks primarily at areas that residents say are “very important” to them, in order to glean a better sense of relative priorities. Listed from most to fewest responses of “very important,” these include:**
 - 85% - Water quality
 - 81% - Crime and public safety
 - 72% - Public health
 - 65% - Traffic safety and congestion
 - 65% - Sustainability and stewardship of natural resources
 - 65% - Affordable housing and homelessness
 - 64% - Basic health and welfare services
 - 64% - Solid waste (garbage collection) and recycling
 - 55% - Quality growth and development
 - 54% - Economic development and job creation

- **Finally, 97% of residents interact with some source of information relating to Leon County Government, and most do so through multiple channels. These include:**
 - 53% - Word of mouth (friends, family, neighbors)
 - 51% - Leon County website (www.LeonCountyFL.gov)
 - 50% - Social media (Twitter, Facebook, Nextdoor, etc.)
 - 45% - Television news broadcasts
 - 42% - County bulletins, emails, and newsletters
 - 35% - Other online news sources
 - 34% - Radio
 - 31% - Daily newspapers
 - 14% - Cable access programming
 - 13% - Community meetings
 - 6% - Phone calls to Leon County Government
 - 3% - None of these

As noted previously, the survey found that a majority of residents have a positive perception of the County and the services provided by Leon County Government. Only a very small portion of survey respondents had a negative perception. However, to better understand the perception of this group, those who gave Leon County a “poor” rating were asked to share why. Their responses had a large degree of commonality across issue areas, but often were not related to Leon County Government. Frequently, respondents said their negative perceptions of Leon County were due to issues experienced within the City limits or dissatisfaction with other local government entities.

- **Perceptions of Leon County overall**

The 20% of residents who gave Leon County a “poor” rating as a “community moving in the right direction” were asked to share why they gave this rating. The top responses reflect both political perceptions and policy disagreements, as seen in issues including regulations that are perceived as too liberal or progressive, trends relating to development and growth, and crime rates and violence. Other responses relate to the perception of corruption, high costs of living, homelessness, traffic, a lack of community activities or culture, and inequity. Patterns in these responses reflect significant overlap among responses from those who express dissatisfaction

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with Leon County as a place to live and raise a family, as a place to retire, as a safe community, and as place where people are healthy, safe, and connected to their community.

- **Perceptions of Leon County as a tourism destination**

The 34% of respondents who gave Leon County a “poor” rating as a “tourism destination with diverse offerings” and the 11% of respondents who gave it that rating as a “place for recreation” cited factors such as “not much to do”, “few options aside from parks”, crime, and the feeling that the community is too focused on college-area activities and sports. Many expressed dissatisfaction with limited museums, art, or culture, while others cited airport limitations and rail access.

- **Perceptions of Leon County as a place to start a business**

The 18% of respondents who gave Leon County a “poor” rating as a “place to start a business” and the 14% who rated it “poor” as a “place to work” cited difficulties for mom-and-pop businesses relative to chains, inadequate or low wages, too much red tape or regulation, and a local market that is limited by population size and local wealth. Crime, corruption, a “good ol’ boy network,” high taxes, and dissatisfaction with vaccine and mask mandates were also mentioned.

- **Perceptions of safety in Leon County**

When it comes to perceptions of safety, the 20% who gave Leon County a “poor” rating report dissatisfaction with crime rates, particularly violent crimes, as well as burglary rates and spotty police presence. Beyond crime, dissatisfied residents also cited road conditions, traffic fatalities, homelessness or loiterers, and drugs. Many residents point out that the feeling of safety depends on where in the county one lives, while others said a lack of compliance with masks and social distancing leads people to feel unsafe.

- **Perceptions of affordable housing options in Leon County**

One in three respondents (33%) gave Leon County a “poor” rating as a “place with affordable housing options.” Those who gave this rating cited multiple reasons, including high rent relative to the local economy, local wages not keeping up with the housing market, a short supply or inventory of housing options, high taxes, and the feeling that too many areas are unsafe to live. Other cited the feeling that recent high-end development doesn’t match what residents need, while others reported feeling that there is a high extent of housing discrimination or segregation.

- **Perceptions of Citizen Engagement**

While the majority of Leon County residents expressed positive feelings about local governance and engagement, those who felt otherwise cited a variety of fairly common perceptions. The 15% of respondents who gave Leon County a “poor” rating in terms of “keeping residents informed and engaged” cited factors such as a general lack of feeling informed about choices or decisions facing the community, subpar news reporting or news too focused on crime, a sense of uncertainty about where to find information, and the perception that decisions are very political and/or are not shared until after deals are done.

- **Perceptions of responsiveness to citizens**

Perceptions About 1 in 4 respondents (23%) gave Leon County a “poor” rating in terms of “listening to and responding to citizens.” When asked why they gave this rating, many expressed concern with recent local decisions – some of them actually City of Tallahassee concerns –

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including the location of the new police headquarters, selection of the new police chief, the Amazon property, Welaunee expansion, and stadium funding. In each of these cases, some respondents saw local governments as unresponsive to community input. Other responses relate to dissatisfaction with mask and vaccine mandates, the perception of a lack of attention to road and traffic issues, difficulty reaching employees by phone or the perception that government workers are overworked or understaffed, and concerns with racism, discrimination, and corruption. These responses are similar to those among individuals who gave Leon County a “poor” rating for “transparency and accessibility,” where examples of corruption were the most common reason given.

- **Perceptions of Leon County Government services**

The most varied responses relate to the “delivery of high-quality essential services,” which received a “poor” rating from just 12% of respondents. Reasons covered a wide range of concerns, including crime, housing, poverty and homelessness, roads, traffic, speeding, waste pickup, public transportation, health care access, electrical services, mental health services, and cost of living.

In addition to the multiple-choice questions summarized previously, all respondents were provided the opportunity to answer the following three (3) open-ended questions about life in Leon County. The following is a summary of the most common responses provided by residents. Again, it is important to note that many of the suggestions provided by residents focus on issues and services overseen by other local governmental entities.

- **Are there any other important local issues that you do not see listed in the survey?**

When asked for any other important local issues they would want Leon County to focus on, the largest portions of responses related to crime reduction (14%), school improvements (13%), and issues with roads and traffic (12%). These are followed by a desire to see sustainable development including preservation of trees and the feel of the community (7%), housing access (7%), lower taxes and spending (5%), public transportation (4%), and economic inequality (3%). Respondents also indicated a desire for less political division among people, as well as more performance arts, culture, and recreation, and improved waste pickup.

- **As a community, how do we continue to be a place that attracts and retains talent?**

Residents also offered a variety of suggestions on how the community can continue to be a place that attracts and retains talent. These include improved local wages (15%), reduced crime (14%), greater access to housing (12%), more diversity of job offerings (10%), improved education and schools (8%), sustainable development (6%), and increased arts and entertainment (5%).

- **In your opinion, what local features, services, and programs are most important to maintaining the livability of our community for older adults? Are there ways our community can better support the health, well-being, and quality of life of older adults?**

Finally, when it comes to offering a more livable community for seniors, top suggestions included greater access to senior services (27%). The other most common responses include increased access to transportation (12%), better sidewalks (8%), reduced crime (8%), and improved access to medical care (7%). This question was added to the survey to support Leon County and the City of Tallahassee in jointly pursuing the designation of an AARP Age-Friendly Community Network and ensure the area continues to be an ideal location for those over age 65, the fastest growing age group in the County.

Section 4. Community Survey Results

Attachments:

1. Detailed Analysis of Community Survey Results

EXECUTIVE SUMMARY

METHODOLOGY

- A survey of Leon County residents was conducted November 10-27, 2021. The goal of the survey was to gauge resident satisfaction, perceptions, and suggestions across a variety of issues, and to determine sentiment relating to Leon County's broad strategic priorities
- A total of 4,090 residents began the survey with 3,145 completing the final substantive question. Respondents were recruited through two separate methods: (1) random sampling of the Leon County voter file, and (2) recruitment through community partners. Results on each question were compared between both of these cohorts in order to identify any significant differences between samples. No meaningful differences were found, permitting an analysis of the full sample together. Results are representative of Leon County residents in terms of age, race and ethnicity, gender, zip code, political affiliation, employment status, education level, and home ownership status. Complete demographic breakdowns of respondents are provided within the report. The average margin of error is +/- 1.7% at the 95% confidence level.

TAKEAWAYS

- Leon County's FY2017-2021 Strategic Plan laid out four broad strategic priorities: economy, environment, quality of life, and governance. For each of these priority areas, strategic initiatives, goals, and targets, were identified and initiated. This survey suggests that the preferences of Leon County residents are well-aligned with the goals and priorities set in the Strategic Plan, and that residents are largely satisfied with progress made in each of these areas.
- Satisfaction levels and preferences do vary somewhat between resident demographic groups on specific issues, which will be described in depth below. Overall, it is notable that satisfaction appears greater among certain populations, such as older residents, those who have lived in Leon County for longer periods of time, Black and Hispanic residents, those who live in certain zip codes, such as 32317 and 32308, homeowners, and those who live outside Tallahassee city limits.
- Overall satisfaction with Leon County is high, with 94% rating the quality of services provided by Leon County Government as positive, and 81% saying they're likely to recommend Leon County as a place to live, work, and raise a family. Satisfaction levels are also high relating to general government engagement, transparency, and the use of taxpayer dollars.
- While "poor" ratings of Leon County are low on most factors, a number of reasons for dissatisfaction repeat across issue areas. These include sentiments about crime rates, homelessness, housing costs, recreational offerings beyond outdoor attractions, traffic, and the perception of government corruption.

TOPLINE FINDINGS

- Overall satisfaction with Leon County is high:
 - 94% rate the overall quality of services provided by Leon County Government as positive (excellent, good, or fair) with just 6% rating the overall quality of services as "poor."
 - 81% are likely to recommend Leon County as a place to live, work, and raise a family. Just 14% say they're "not too likely" and 5% say they're "not likely at all."
 - 70% say they approve of the job Leon County Government is doing, with 22% somewhat disapproving, and 9% strongly disapproving.
- When it comes to the quality of specific services, the following portions of residents rate Leon County's performance as positive:
 - 88% - Delivering high-quality essential services
 - 85% - Keeping residents informed and engaged

- 78% - Transparency and accessibility
- 77% - Listening and responding to citizens
- 75% - Responsible use of taxpayer dollars
- Residents have a range of perceptions regarding specific County services. In the order of most positive views to least, these include:
 - 97% - Offering County library services that promote lifelong learning and engagement
 - 95% - Providing critical Emergency Medical Services like ambulance service and community-wide CPR training
 - 95% - Providing and maintaining parks, trails, boat landings and community centers
 - 94% - Coordinating Emergency Management's response efforts to COVID-19, hurricanes, and other disasters
 - 91% - Engaging with the community through events and volunteer opportunities
 - 88% - Protecting natural resources by promoting sustainable practices and recycling
 - 87% - Promoting and supporting public health efforts throughout the COVID-19 pandemic
 - 87% - Responding to dangerous dog calls and other Animal Control issues
 - 85% - Assisting veterans and their families with benefits claims
 - 85% - Developing our local tourism economy through concerts, special events, and arts and culture offerings
 - 85% - Promoting local economic development
 - 84% - Providing permitting and building code services
 - 81% - Building and maintaining roads and sidewalks countywide
 - 74% - Providing housing and human services to keep people safe and healthy
- Beyond government services, the quality of life in Leon County is viewed by residents on a wide spectrum. In the order of most positive views to least, these include:
 - 93% - Place of lifelong learning
 - 89% - Place to live and raise a family
 - 89% - Place for recreation
 - 88% - Place accepting of people with diverse backgrounds
 - 86% - Place to work
 - 86% - Place where people are healthy, safe and connected to their community
 - 84% - Place to retire
 - 84% - Place to start a business
 - 80% - Safe community
 - 80% - Community that is moving in the right direction
 - 67% - Place with affordable housing options
 - 66% - Tourism destination with diverse offerings

- Leon County residents rate nearly all areas of government services to be very or somewhat important – greater than 9 in 10 say so for all aspects of living. Therefore, this analysis looks primarily at areas that residents say are “very important” to them, in order to glean a better sense of relative priorities. In order for the area with the greatest portion of “very” important responses to least, these include:
 - 85% - Water Quality
 - 81% - Crime and Public Safety
 - 72% - Public Health
 - 65% - Traffic Safety and Congestion
 - 65% - Sustainability and Stewardship of Natural Resources
 - 65% - Affordable Housing and Homelessness
 - 64% - Basic Health and Welfare Services
 - 64% - Solid Waste (garbage collection) and Recycling
 - 55% - Quality Growth and Development
 - 54% - Economic Development and Job Creation
- Finally, 97% of residents interact with some source of information relating to Leon County Government, and most do so through various channels. These include:
 - 53% - Word of mouth (friends, family, neighbors)
 - 51% - Leon County website (www.LeonCountyFL.gov)
 - 50% - Social media (Twitter, Facebook, Nextdoor, etc.)
 - 45% - Television news broadcasts
 - 42% - County bulletins, emails and newsletters
 - 35% - Other online news sources
 - 34% - Radio
 - 31% - Daily newspapers
 - 14% - Cable access programming
 - 13% - Community meetings
 - 6% - Phone calls to Leon County
 - 3% - None of these

- For most factors, those who gave Leon County a “poor” rating were asked to share why they gave this response. As noted, across issue areas, responses to these questions had a large degree of commonality.
 - The 20% of residents who rated Leon County as “poor” as a “community moving in the right direction” were asked to share why they gave this rating. The top responses related to politics, specifically, regulations that are perceived as too liberal or progressive, trends relating to development and growth, and crime rates and violence. Other responses relate to the perception of corruption, high costs of living, homelessness, traffic, a lack of community activities or culture, and inequity. Patterns in these responses have significant overlaps with responses by those who express dissatisfaction with Leon County as a place to live and raise a family, as a place to retire, as a safe community, and as place where people are healthy, safe, and connected to their community.
 - The 34% of respondents who rated Leon County as “poor” as a “tourism destination with diverse offerings” and the 11% of respondents who rated Leon County as “poor” as a “place for recreation” cited factors such as “not much to do”, “few options aside from parks”, crime, and the feeling that the community is too focused on college-area activities and sports. Many expressed dissatisfaction with limited museums, art, or culture, while others cited airport limitations, and rail access.
 - The 18% of respondents who rated Leon County as “poor” as a “place to start a business” and the 14% who rated Leon County as “poor” as a “place to work” cited the community as difficult for mom and pops businesses relative to chains, inadequate or low wages, a lot of red tape or regulation, and a local market that is limited by population size and local wealth. Crime, corruption, a “good ol boy network”, high taxes, and dissatisfaction with vaccine and mask mandates are also mentioned.
 - When it comes to perceptions of safety, the 20% who rate Leon County as “poor” report dissatisfaction with crime statistics, particularly violent crimes, as well as burglary, rates, and spotty police presence. Beyond crime, dissatisfied residents also cite bad road conditions, traffic fatalities, homelessness or loiterers, and drugs. Many residents point out that the feeling of safety depends on where in the county one lives, while others feel that a lack of compliance with masks and social distancing makes people feel unsafe.
 - One in three (33%) of respondents rated Leon County as “poor” when it comes to being a “place with affordable housing options.” Those who gave this rating cited multiple reasons, including high rent relative to the local economy, local wages not keeping up with the housing market, a short supply or inventory of housing options, high taxes, and the feeling that too many areas are unsafe to live. Other cite the feeling that recent high-end development doesn’t match what residents need, and others report the feeling that there’s a lot of housing discrimination or segregation.
 - While the majority of Leon County residents express positive feelings about local governance and engagement, those that do not cite a variety of fairly common perceptions. The 15% of respondents who rated Leon County as “poor” in terms of “keeping residents informed and engaged” cited factors such as a general lack of feeling informed about choices or decisions facing the community, subpar news reporting or news too focused on crime, a sense of uncertainty about where to find information, and the perception that decisions are very political and/or aren’t shared until after deals are done.
 - About 1 in 4 (23%) of respondents rated Leon County as “poor” in terms of “listening to and responding to citizens.” When asked why this rating was given, many expressed concern with recent local decisions including the location of the police station, the police chief, the Amazon property, Welaunee expansion, and stadium funding. In each of these cases, some respondents felt that local governments were unresponsive to community input. Other responses relate to dissatisfaction with mask and vaccine mandates, the perception of a lack of attention to road and traffic issues, difficulty reaching employees by phone or the perception that government workers are overworked or understaffed, and concerns with racism, discrimination, and corruption. These responses are similar to those who rated Leon County as “poor” for “transparency and accessibility” – where examples of corruption were the most common reason given.
 - The most varied responses relate to the “delivery of high quality essential services” which was rated as “poor” by just 12%. Reasons given for this response include a wide range of concerns such as crime, housing, poverty and homelessness, roads, traffic, speeding, waste pickup, public transportation, health care access, electrical services, mental health services, and costs of living.

- All respondents were provided the opportunity to answer three open-ended questions about life in Leon County.
 - When asked whether there are any other important local issues that residents would want Leon County to focus on, the greatest portions of responses related to crime reduction (14%), school improvements (13%), and issues with roads and traffic (12%). These are followed by the desire to see sustainable development, such as preservation of trees and the feel of the community (7%), housing access (7%), lower taxes and spending (5%), public transportation (4%), and economic inequality (3%). People also desire fewer political divisions between people, more performance arts, culture, and recreation, and improved waste pickup.
 - Residents also have a variety of suggestions about how the community can continue to be a place that attracts and retains talent. These include improved local wages, reduced crime, greater access to housing, improved diversity of job offerings, improved education and schools, sustainable development, and increased arts and entertainment.
 - Finally, when it comes to providing for a more livable community for seniors, top suggestions include increased access to senior services, increased access to transportation, better sidewalks, reduced crime, and improved access to medical care.

EXECUTIVE SUMMARY – DETAILED FINDINGS

- Overall satisfaction with Leon County is high:
 - 94% rate the overall quality of services provided by Leon County Government as positive, with just 6% rating the overall quality of services as “poor.”
 - 81% are likely to recommend Leon County as a place to live, work, and raise a family. Just 14% say they’re “not too likely” and 5% say they’re “not likely at all.”
 - 70% say they approve of the job Leon County Government is doing, with 22% somewhat disapproving, and 9% strongly disapproving.
- These responses differ somewhat between demographic groups, as shown below:

	OVERALL	Group	Significantly MORE favorable responses
Rates the overall quality of services provided by Leon County Government as positive	94%	Age	18-24 (97%), 65+ (96%)
Would recommend Leon County as a place to live, work, and raise a family	81%	Age Race/Ethnicity Years in Leon Home type ZIP Code	45+ (90%), 25-44 (79%) Hispanic (85%), white (83%), Black (76%) 10+ years (85%) Owned (88%) 32312 (91%), 32309 (90%), 32317 (88%)
Approves of the job Leon County Government is doing	70%	Age Gender Race/Ethnicity City limits ZIP Code	65+ (79%) Female (75%) Black (74%) Inside (72%) 32308 (77%), 32311 (75%)

- Regarding the quality of specific services, the following portions of residents rate Leon County’s performance as positive, with significant differences between groups noted:

	POSITIVE	Group	Significantly MORE favorable responses
Delivering high-quality essential services	88%	Age Home type ZIP Code	65+ (94%), 45-64 (91%) Owned (91%) 32312 (93%)
Keeping residents informed and engaged	85%	Age	65+ (90%)
Transparency and accessibility	78%	Age Gender ZIP Code	65+ (87%) Female (83%) 32308 (86%)
Listening and responding to citizens	77%	Age ZIP Code	65%+ (85%) 32308 (87%), 32311 (81%), 32312 (78%)
Responsible use of taxpayer dollars	75%	Age Gender ZIP Code	65+ (83%), 45-64 (79%) Female (79%) 32308 (82%)

- Residents have a range of perceptions regarding specific County services. In the order of most positive views to least, the following portions of residents rate Leon County's performance as positive, with significant differences between groups noted:

	POSITIVE	Group	Significantly MORE favorable responses
Offering County library services that promote lifelong learning and engagement	97%	Race/Ethnicity	Black (99%)
Providing critical Emergency Medical Services like ambulance service and community-wide CPR training	95%	Age Race/Ethnicity Years in Leon	65+ (99%), 45-64 (98%) White (97%), Black (96%) 10+ years (97%)
Providing and maintaining parks, trails, boat landings and community centers	95%	Age	65+ (98%)
Coordinating Emergency Management's response efforts to COVID-19, hurricanes, and other disasters	94%	Age ZIP Code	65+ (97%) 32303 (97%)
Engaging with the community through events and volunteer opportunities	91%	Age Race/Ethnicity ZIP Code	45-64 (95%) Black (94%), white (92%) 32312 (95%), 32301 (95%)
Protecting natural resources by promoting sustainable practices and recycling	88%	Age Race/Ethnicity City limits Home type ZIP Code	45-64 (93%), 65+ (91%), 25-44 (87%) Black (89%), white (88%) Outside (92%) Owned (91%) 32308 (93%), 32309 (92%)
Promoting and supporting public health efforts throughout the COVID-19 pandemic	87%	Age Gender Race/Ethnicity	65+ (94%), 45-64 (88%) Female (90%) Black (89%), white (86%)
Responding to dangerous dog calls and other Animal Control issues	87%	Age	45+ (91%)
Assisting veterans and their families with benefits claims	85%	Race/Ethnicity	Black (92%), white (94%)
Developing our local tourism economy through concerts, special events, and arts and culture offerings	85%	Age ZIP Code	65+ (91%) 32308 (90%), 32309 (90%)
Promoting local economic development	85%	Age Race/Ethnicity ZIP Code	45+ (89%) Black (87%), white (84%) 32308 (90%)
Providing permitting and building code services	84%	Race/Ethnicity ZIP Code	Black (91%) 32303 (87%)
Building and maintaining roads and sidewalks countywide	81%	Age ZIP Code	45+ (85%) 32311 (88%), 32304 (88%),
Providing housing and human services to keep people safe and healthy	74%	Age Years in Leon City limits Home type ZIP Code	45+ (82%) 10+ years (78%) Outside (81%) Owned (81%) 32317 (84%), 32308 (84%), 32305 (84%)

- Beyond government services, the quality of life in Leon County is viewed by residents on a wide spectrum. In the order of most positive views to least, the following portions of residents rate Leon County as positive, with significant differences between groups noted:

	POSITIVE	Group	Significantly MORE favorable responses
Place of lifelong learning	93%	Age ZIP Code	45+ (96%) 32311 (95%), 32309 (95%), 32312 (95%)
Place to live and raise a family	89%	Age Race/Ethnicity City limits Home type ZIP Code	45+ (95%) Hispanic (93%) Outside (93%) Owned (95%) 32309 (95%), 32317 (95%), 32312 (94%)
Place for recreation	89%	Age Race/Ethnicity ZIP Code	65+ (96%), 45-64 (91%) White (92%) 32308 (94%), 32311 (94%), 32317 (92%)
Place accepting of people with diverse backgrounds	88%	Age Race/Ethnicity Home type ZIP Code	45+ (92%) White (89%), Black (86%) Owned (92%) 32309 (95%), 32308 (94%), 32317 (93%)
Place to work	86%	Age Race/Ethnicity ZIP Code	65+ (96%), 45-54 (89%) White (89%) 32317 (92%), 32311 (92%), 323008 (92%)
Place where people are healthy, safe and connected to their community	86%	Age Home type ZIP Code	45+ (91%) Owned (90%) 32308 (93%), 32311 (91%), 32312 (91%)
Place to retire	84%	Age Home type ZIP Code	65+ (92%), 45-64 (88%) Owned (88%) 32309 (88%)
Place to start a business	84%	Age ZIP Code	18-24 (92%), 65+ (90%) 32304 (91%), 32311 (88%), 32310 (88%)
Safe community	80%	Age Race/Ethnicity ZIP Code	25+ (83%) Black (87%) 32312 (85%), 32311 (85%), 32308 (8%)
Community that is moving in the right direction	80%	Age Race/Ethnicity City limits ZIP Code	65+ (86%) Hispanic (87%) Inside (92%) 32308 (87%)
Place with affordable housing options	67%	Age Years in Leon Home type ZIP Code	18-24 (78%), 65+ (78%) < 10 years (72%) Owned (73%) 32308 (74%), 32317 (73%), 32309 (72%)
Tourism destination with diverse offerings	66%	Age Race/Ethnicity ZIP Code	65+ (80%), 45-64 (72%) White (69%) 32317 (75%)

- Leon County residents rate nearly all areas of government services to be very or somewhat important – greater than 9 in 10 say so for all aspects of living. Therefore, this analysis looks at areas that residents say are “very important” to them, to glean a better sense of relative priorities. These include:

	“VERY” Important	Group	Significantly GREATER response of “VERY” Important
Water Quality	85%	Age ZIP Code	65+ (91%) 32310 (92%), 32301 (90%), 32305 (90%)
Crime and Public Safety	81%	Age Gender City limits Home type ZIP Code	65+ (91%), 45-64 (83%) Female (85%) Outside (87%) Owned (84%) 32310 (95%), 32305 (92%), 32312 (89%)
Public Health	72%	Age Gender Race/Ethnicity ZIP Code	65+ (77%), 25-44 (75%) Female (76%) Black (80%) 32310 (87%), 32301 (77%)
Traffic Safety and Congestion	65%	Age Race/Ethnicity ZIP Code	65+ (83%) Other (73%), Black (71%) 32310 (85%)
Sustainability and Stewardship of Natural Resources	65%	Age Gender Race/Ethnicity	65+ (69%), 25-44 (69%) Female (69%) Other (76%)
Affordable Housing and Homelessness	65%	Age Gender Race/Ethnicity City limits ZIP Code	18-24 (80%), 25-44 (71%) Female (71%) Black (82%) Inside (68%) 32305 (93%), 32304 (82%), 32310 (76%)
Basic Health and Welfare Services	64%	Age Gender Race/Ethnicity City limits Home type ZIP Code	18-24 (79%), 25-44 (69%) Female (72%) Black (83%) Inside (69%) Rented (74%) 32305 (86%), 32301 (78%), 32304 (72%)
Solid Waste (garbage collection) and Recycling	64%	Age Gender Race/Ethnicity ZIP Code	65+ (74%) Female (68%) Other (75%), Black (71%) 32310 (84%), 32305 (83%)
Quality Growth and Development	55%	Race/Ethnicity ZIP Code	Black (66%), other (61%) 32305 (77%), 32310 (68%)
Economic Development and Job Creation	54%	Gender Race/Ethnicity Home type ZIP Code	Female (61%) Black (77%), Hispanic (61%), other (61%) Rented (62%) 32305 (80%), 32310 (70%)

- Finally, 97% of residents interact with some source of information relating to Leon County Government. From most common to least, these include:

	Channel Used	Group	Significantly GREATER use of channel
Word of mouth (friends, family, neighbors)	53%	Age ZIP Code	< 45 (59%) 32304 (62%)
Leon County website (www.LeonCountyFL.gov)	51%	Age ZIP Code	45-64 (57%) 32309 (58%)
Social media (Twitter, Facebook, Nextdoor, etc.)	50%	Age Gender Race/Ethnicity City limits ZIP Code	18-24 (73%), 25-55 (61%) Female (55%) Hispanic (64%) Inside (55%) 32304 (67%), 32301 (65%)
Television news broadcasts	45%	Age City limits Home type ZIP Code	65+ (66%), 45-64 (54%) Outside (54%) Owned (52%) 32311 (59%), 32309 (55%)
County bulletins, emails and newsletters	42%	ZIP Code	32301 (51%), 32308 (49%), 32317 (44%)
Other online news sources	35%	ZIP Code	32310 (44%), 32311 (39%)
Radio	34%	Age Race/Ethnicity	45-64 (37%) Black (37%), white (34%)
Daily newspapers	31%	Age Gender Race/Ethnicity Home type ZIP Code	65+ (48%) Male (35%) White (35%) Owned (38%) 32308 (40%), 32312 (40%)
Cable access programming	14%	Race/Ethnicity ZIP Code	Black (25%) 32310 (27%), 32301 (21%), 32309 (17%)
Community meetings	13%	Age Home type ZIP Code	25-64 (15%) Owned (15%) 32301 (21%), 32317 (16%)
Phone calls to Leon County	6%	Age	45+ (9%)
AT LEAST 1 CHANNEL	97%	Age Race/Ethnicity ZIP Code	45+ (99%) White (99%) 32312 (99%), 32311 (99%), 32309 (99%)

DATA TABLES - TOPLINE FINDINGS

How likely are you to recommend Leon County as a place to live, work, and raise a family?	
Very or Somewhat Likely	81%
Not too likely	14%
Not likely at all	5%

To what extent do you approve or disapprove of the job Leon County Government is doing?	
Strongly or Somewhat approve	70%
Somewhat disapprove	22%
Strongly disapprove	9%

Overall, how would you rate the quality of services provided by Leon County Government?	
Positive	94%
Poor	6%

Please rate the following categories of Leon County Government's performance:		
	Positive	Poor
Delivering high-quality essential services	88%	12%
Keeping residents informed and engaged	85%	15%
Transparency and accessibility	78%	22%
Listening and responding to citizens	77%	23%
Responsible use of taxpayer dollars	75%	25%

How would you rate Leon County as a...		
	Positive	Poor
Place of lifelong learning	93%	7%
Place to live and raise a family	89%	11%
Place for recreation	89%	11%
Place accepting of people with diverse backgrounds	88%	12%
Place to work	86%	14%
Place where people are healthy, safe and connected to their community	86%	14%
Place to retire	84%	16%
Place to start a business	84%	16%
Safe community	80%	20%
Community that is moving in the right direction	80%	20%
Place with affordable housing options	67%	33%
Tourism destination with diverse offerings	66%	34%

Please rate the quality of County services:		
	Positive	Poor
Offering County library services that promote lifelong learning and engagement	97%	3%
Providing critical Emergency Medical Services like ambulance service and community-wide CPR training	95%	5%
Providing and maintaining parks, trails, boat landings and community centers	95%	5%
Coordinating Emergency Management's response efforts to COVID-19, hurricanes, and other disasters	94%	6%
Engaging with the community through events and volunteer opportunities	91%	9%
Protecting natural resources by promoting sustainable practices and recycling	88%	12%
Promoting and supporting public health efforts throughout the COVID-19 pandemic	87%	13%
Responding to dangerous dog calls and other Animal Control issues	87%	13%
Assisting veterans and their families with benefits claims	85%	15%
Developing our local tourism economy through concerts, special events, and arts and culture offerings	85%	15%
Promoting local economic development	85%	15%
Providing permitting and building code services	84%	16%
Building and maintaining roads and sidewalks countywide	81%	19%
Providing housing and human services to keep people safe and healthy	74%	26%

In Leon County, how important are the following local issues to you and your family:					
	Somewhat important or Very important (NET)	Very important	Somewhat important	Not too important	Not important at all
Water Quality	98%	85%	13%	2%	0%
Crime and Public Safety	96%	81%	15%	3%	1%
Public Health	94%	72%	23%	5%	1%
Traffic Safety and Congestion	95%	65%	30%	4%	1%
Sustainability and Stewardship of Natural Resources	93%	65%	28%	5%	2%
Affordable Housing and Homelessness	92%	65%	27%	6%	2%
Basic Health and Welfare Services	92%	64%	27%	6%	2%
Solid Waste (garbage collection) and Recycling	94%	64%	30%	5%	1%
Quality Growth and Development	92%	55%	38%	6%	2%
Economic Development and Job Creation	91%	54%	36%	8%	1%

Which of the following do you use as a source of information about Leon County Government? Select all that apply	
Word of mouth (friends, family, neighbors)	53%
Leon County website (www.LeonCountyFL.gov)	51%
Social media (Twitter, Facebook, Nextdoor, etc.)	50%
Television news broadcasts	45%
County bulletins, emails and newsletters	42%
Other online news sources	35%
Radio	34%
Daily newspapers	31%
Cable access programming	14%
Community meetings	13%
Phone calls to Leon County	6%
None of these	3%

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FULL CROSSTABS

How likely are you to recommend Leon County as a place to live, work, and raise a family?													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Very or Somewhat Likely	81%	60%	79% ^B	89% ^{BC}	90% ^{BC}	82%	80%	83% ^K	76% ^K	85% ^K	65%	74%	85% ^L
Not too likely	14%	29% ^{CDE}	16% ^{DE}	8%	8%	14%	15%	14%	18%	13%	12%	19% ^M	11%
Not likely at all	5%	11% ^{DE}	5%	3%	2%	4%	5%	4%	6%	3%	23% ^{HIJ}	7% ^M	4%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (A)	Outside City (B)	Own (C)	Rent (D)	32301 (E)	32303 (F)	32304 (G)	32305 (H)	32308 (I)	32309 (J)	32310 (K)	32311 (L)	32312 (M)	32317 (N)	PO- BOX (O)
Very or Somewhat Likely	80%	84%	88% ^D	74%	72%	84% ^{EG}	66%	75%	86% ^{EG}	90% ^{EGHK}	76%	85% ^{EG}	91% ^{EFGHK}	88% ^{EGK}	87%
Not too likely	15%	13%	9%	20% ^C	20% ^{FIJMN}	11%	25% ^{FIJLMN}	22% ^{JMN}	10%	7%	19% ^{JM}	13%	8%	9%	6%
Not likely at all	6%	3%	3%	7% ^C	8% ^{JM}	4% ^M	9% ^M	4%	4% ^M	3%	6%	3%	1%	3%	7%

How would you rate Leon County as a...		
	Positive	Poor
Place of lifelong learning	93%	7%
Place to live and raise a family	89%	11%
Place for recreation	89%	11%
Place accepting of people with diverse backgrounds	88%	12%
Place to work	86%	14%
Place where people are healthy, safe and connected to their community	86%	14%
Place to retire	84%	16%
Place to start a business	84%	16%
Safe community	80%	20%
Community that is moving in the right direction	80%	20%
Place with affordable housing options	67%	33%
Tourism destination with diverse offerings	66%	34%

Community that is moving in the right direction													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	80%	84%	76%	81%	86% ^C	80%	81%	80% ^K	81% ^K	87% ^K	65%	82%	79%
Poor	20%	16%	24% ^E	19%	14%	20%	19%	20%	19%	13%	35% ^{HJ}	18%	21%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	82% ^O	76%	82%	79%	84%	76%	80%	72%	87% SUW	80%	76%	84%	81%	82%	91%
Poor	18%	24% ^N	18%	21%	16%	24% ^V	20%	28% ^V	13%	20% ^V	24%	16%	19%	18%	9%

AMONG THE 20% WHO SAID “POOR” Why “poor” on Community moving in right direction	PERCENT
Too liberal or progressive	17%
Development & growth	17%
Crime & violence	16%
Too authoritarian with mandates	11%
Corruption & "good ol boy" culture	7%
High cost of living & housing	6%
High taxes & high spending	4%
Politically divisive	3%
Homelessness & poverty	3%
Traffic & roads	3%
Not enough community activities or culture	2%
Inequity	2%
Leadership unresponsive	2%
Racism & discrimination	1%
Cutting too many trees	1%
Gentrification	1%
Too conservative	1%
Noise	0%
Not pedestrian friendly	0%
Poor recycling or sustainability	0%

Place to live and raise a family													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	89%	80%	85%	95% ^{BC}	94% ^{BC}	89%	89%	89% ^K	88% ^K	93% ^K	75%	84%	92% ^L
Poor	11%	20% ^{DE}	15% ^{DE}	5%	6%	11%	11%	11%	12%	7%	25% ^{HIJ}	16% ^M	8%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	88%	93% ^N	95% ^Q	82%	84%	92% ^T	76%	92%	92% ^T	95% ^{RTX}	86%	93% ^{RT}	94% ^{RT}	95% ^{RT}	85%
Poor	12% ^O	7%	5%	18% ^P	16% ^{WYZa}	8%	24% ^{SVWYZa}	8%	8%	5%	14% ^W	7%	6%	5%	15%

AMONG THE 11% WHO SAID “POOR” Why “poor” on "Place to live and raise a family"	PERCENT
Crime & violence	35%
School quality	14%
High cost of living & housing	10%
Not enough community activities or culture	8%
Too authoritarian with mandates	5%
Too liberal or progressive	5%
Access to high quality jobs	4%
High taxes & high spending	4%
Too much of a college-town focus	3%
Traffic & roads	3%
Homelessness & poverty	2%
Racism & discrimination	2%
Development & growth	1%
Rudeness	1%
Corruption & "good ol boy" culture	0%
Leadership unresponsive	0%

Place for recreation													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	89%	81%	87%	91% ^B	96% ^{BCD}	91%	87%	92% ^{IK}	85%	87%	82%	86%	91% ^L
Poor	11%	19% ^{DE}	13% ^E	9% ^E	4%	9%	13%	8%	15% ^H	13%	18% ^H	14% ^M	9%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	88%	91%	93% ^Q	85%	82%	92% ^{RT}	82%	89%	94% ^{RT}	89%	91%	94% ^{RT}	90%	92% ^R	86%
Poor	12%	9%	7%	15% ^P	18% SVYa	8%	18% SVY	11%	6%	11%	9%	6%	10%	8%	14%

AMONG THE 11% WHO SAID “POOR” Why “poor” on "Place for recreation”	PERCENT
Not much to do	50%
Few options aside from parks	20%
Need MORE parks, pools, etc	15%
Crime / danger issues	7%
Vaccine / mask mandates	4%
Too college focused	4%
Too much development / not pedestrian friendly	2%

Place to retire													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	84%	73%	81%	88% ^{BC}	92% ^{BC}	85%	84%	83% ^K	89% ^K	78% ^K	63%	79%	87% ^L
Poor	16%	27% ^{DE}	19% ^{DE}	12%	8%	15%	16%	17%	11%	22%	37% ^{HJ}	21% ^M	13%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	84%	83%	88% ^Q	81%	88%	85%	76%	82%	86%	88% ^T	82%	83%	86%	88%	78%
Poor	16%	17%	12%	19% ^P	12%	15%	24% ^W	18%	14%	12%	18%	17%	14%	12%	22%

AMONG THE 16% WHO SAID “POOR” Why “poor” on "Place to retire”	PERCENT
Lacking senior amenities & retirement communities	26%
Cost of living	23%
Affordable housing	13%
Crime	11%
Geared toward younger people	8%
Health care deficiencies	5%
Traffic & pedestrian issues	4%
Authoritarian culture	3%
Limited transit options	3%
Too much development	1%
Stressful / not peaceful place to live	1%
Corruption	1%

Place of lifelong learning													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	93%	90%	90%	95% ^C	97% ^C	93%	93%	94%	91%	96%	89%	92%	93%
Poor	7%	10%	10% ^{DE}	5%	3%	7%	7%	6%	9%	4%	11%	8%	7%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	93%	94%	95%	92%	86%	91%	93%	95%	94% ^R	95% ^R	90%	95% ^R	95% ^R	94% ^R	99%
Poor	7%	6%	5%	8%	14% VWYZa	9%	7%	5%	6%	5%	10%	5%	5%	6%	1%

Tourism destination with diverse offerings													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	66%	66%	55%	72% ^C	80% ^{BCD}	70% ^G	63%	69% ^K	65%	57%	55%	65%	66%
Poor	34%	34% ^E	45% ^{DE}	28% ^E	20%	30%	37% ^F	31%	35%	43%	45% ^H	35%	34%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	67%	65%	71%	64%	69%	61%	65%	55%	68%	68%	73%	64%	66%	75% ^{SU}	72%
Poor	33%	35%	29%	36%	31%	39% ^a	35%	45% ^a	32%	32%	27%	36%	34%	25%	28%

AMONG THE 34% WHO SAID “POOR” Why “poor” on "Tourism destination with diverse offerings”	PERCENT
Few offerings or attractions	49%
Sports dominate culture	16%
Limited museums, arts & culture	16%
Not many events	4%
Too far from beach	4%
Airport limitations	4%
Expensive	3%
No rail access	2%
Crime and safety issues	1%
Too much development	1%
Mask mandates	1%
Needs a water park	1%

Place to start a business													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	84%	92% ^C	79%	84%	90% ^{CD}	86%	83%	86% ^K	82% ^K	86% ^K	70%	86%	83%
Poor	16%	8%	21% ^{BE}	16% ^E	10%	14%	17%	14%	18%	14%	30% ^{HJ}	14%	17%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	84%	83%	86%	82%	82%	76%	91% ^S	80%	83%	84% ^S	88%	88% ^S	84% ^S	82%	89%
Poor	16%	17%	14%	18%	18%	24% TWYZ	9%	20%	17%	16%	12%	12%	16%	18%	11%

AMONG THE 16% WHO SAID “POOR” Why “poor” on "Place to start a business”	PERCENT
Harder for small businesses than chains	17%
Too much regulation, red tape	16%
Market limited by population size or local wealth	15%
Expensive, costly to do so	11%
High taxes	9%
Local government unfriendly toward private enterprise	7%
Perception of high business turnover and closures	7%
Hard to find and keep employees	4%
Corruption or good ol boy network	3%
Mandates aren't good for business	3%
Difficult permitting process	3%
Crime or safety issues	3%
Challenging for minority businesses	1%
Limited parking	1%
Traffic	1%

Place to work													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	86%	83%	80%	89% ^C	96% ^{BCD}	89% ^G	83%	89% ^{IK}	78%	85%	75%	84%	87%
Poor	14%	17% ^E	20% ^{DE}	11% ^E	4%	11%	17% ^F	11%	22% ^H	15%	25% ^H	16%	13%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	86%	85%	90% ^Q	80%	77%	87% ^{RU}	85% ^U	68%	92% ^{RU}	91% ^{RU}	87% ^U	92% ^{RU}	87% ^{RU}	92% ^{RU}	89%
Poor	14%	15%	10%	20% ^P	23% ^{SVWYZa}	13%	15%	32% ^{STVWXYZa}	8%	9%	13%	8%	13%	8%	11%

AMONG THE 14% WHO SAID “POOR” Why “poor” on "Place to work”	PERCENT
Inadequate, low wages	62%
Limited industries, lack of mid-level jobs	28%
Vaccine and mask mandates aren't good for business	6%
Lack of decent benefits in local private sector	2%
Wouldn't live here if didn't have "remote" job	2%
Traffic	1%

Safe community													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	80%	66%	83% ^B	84% ^B	83% ^B	79%	82%	77%	87% ^{HK}	80%	71%	78%	82%
Poor	20%	34% ^{CDE}	17%	16%	17%	21%	18%	23% ^I	13%	20%	29% ^I	22%	18%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	81%	79%	83%	79%	79%	82% ^T	70%	74%	85% ^T	83% ^T	75%	85% ^T	85% ^T	82%	95%
Poor	19%	21%	17%	21%	21%	18%	30% SVWYZ	26%	15%	17%	25%	15%	15%	18%	5%

AMONG THE 20% WHO SAID “POOR” Why “poor” on "Safe community”	PERCENT
Terrible crime statistics - general sense of danger	36%
Violent crime rampant, particularly shootings	36%
Theft, robbery, burglary rates	4%
Spotty police presence	4%
Bad road conditions, traffic fatalities	3%
Vagrants, loiterers, homelessness	3%
Gang violence	3%
Drugs rampant	2%
Lack of social services, mental health services	2%
Depends on where you live	2%
Poverty	1%
Lack of compliance with masks, social distancing	1%
Sex assaults	1%
Not enough support for officers, such as pay	1%
Corruption, good ol boy network, discriminatory policing	1%

Place accepting of people with diverse backgrounds													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	88%	82%	84%	91% ^C	94% ^{BC}	87%	88%	89% ^{JK}	86% ^{JK}	73%	72%	87%	88%
Poor	12%	18% ^E	16% ^{DE}	9%	6%	13%	12%	11%	14%	27% ^{HI}	28% ^{HI}	13%	12%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	86%	90%	92% ^Q	81%	77%	87% ^R	85%	82%	94% ^{RSUX}	95% ^{RSTUX}	79%	90% ^R	92% ^{RX}	93% ^{RX}	91%
Poor	14%	10%	8%	19% ^P	23% ^{SVWYZa}	13% ^{VW}	15% ^W	18% ^{VW}	6%	5%	21% ^{VWZa}	10%	8%	7%	9%

Place with affordable housing options													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	67%	78% ^C	57%	68% ^C	78% ^{CD}	70%	64%	69%	65%	60%	61%	72% ^M	64%
Poor	33%	22%	43% ^{BDE}	32% ^E	22%	30%	36%	31%	35%	40%	39%	28%	36% ^L

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	68%	64%	73% ^Q	60%	63%	68% ^U	67%	49%	74% ^U	72% ^U	61%	68% ^U	70% ^U	73% ^U	75%
Poor	32%	36%	27%	40% ^P	37%	32%	33%	51% SVWYZa	26%	28%	39%	32%	30%	27%	25%

AMONG THE 33% WHO SAID “POOR” Why “poor” on “Place with affordable housing options”	PERCENT
Lack of affordable housing / high rent	68%
Wages not keeping up with market	11%
No inventory / short supply	7%
Lots of areas unsafe	5%
Development of high-end options doesn’t match need	3%
Taxes too high	2%
Few options for seniors / people with disabilities	2%
Lots of segregation / housing discrimination	1%

Place where people are healthy, safe and connected to their community													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	86%	81%	80%	91% ^{BC}	91% ^{BC}	87%	85%	87% ^K	84% ^K	88% ^K	72%	84%	87%
Poor	14%	19% ^{DE}	20% ^{DE}	9%	9%	13%	15%	13%	16%	12%	28% ^{HIJ}	16%	13%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	86%	84%	90% ^Q	82%	86%	83%	79%	73%	93% ^{STUX}	90% ^{STUX}	77%	91% ^{STUX}	91% ^{STUX}	90% ^{UX}	97%
Poor	14%	16%	10%	18% ^P	14%	17% ^{VWYZ}	21% ^{VWYZ}	27% ^{VWYZa}	7%	10%	23% ^{VWYZa}	9%	9%	10%	3%

AMONG THE 14% WHO SAID “POOR” Why “poor” on “Place where people are healthy, safe, and connected to their community”	PERCENT
Crime / danger	47%
Too many government mandates	8%
Inadequate medical care	8%
Divisions between people	6%
Poverty / homelessness	6%
High cost of living / rent	6%
Little compliance with masks / social distancing / vaccines	3%
Traffic / bad road conditions	3%
Segregation / racism	3%
Inadequate government	3%
Too little policing	2%
Lack of mental health services	2%
Corruption	2%
Unhealthy population	1%
Too much development	1%

Please rate the following categories of Leon County Government's performance:		
	Positive	Poor
Delivering high-quality essential services	88%	12%
Keeping residents informed and engaged	85%	15%
Transparency and accessibility	78%	22%
Listening and responding to citizens	77%	23%
Responsible use of taxpayer dollars	75%	25%

Keeping residents informed and engaged													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	85%	86%	81%	86%	90% ^C	85%	86%	85% ^K	86% ^K	87% ^K	59%	83%	86%
Poor	15%	14%	19% ^E	14%	10%	15%	14%	15%	14%	13%	41% ^{HJ}	17%	14%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	85%	85%	87%	84%	81%	82%	86%	88%	87%	85%	86%	87%	85%	81%	91%
Poor	15%	15%	13%	16%	19%	18%	14%	12%	13%	15%	14%	13%	15%	19%	9%

AMONG THE 15% WHO SAID “POOR” Why “poor” on “Keeping residents informed and engaged”	PERCENT
General lack of feeling informed by County	36%
General lack of feeling engaged by County	14%
Subpar news reporting	12%
Mostly hears about crime	8%
Unsure where to find info	6%
Sense that decisions are very political	6%
Lack of trust in veracity of what is shared	5%
Info not shared timely - only after deals are done	4%
Sense that developers are catered to over others	3%
Discontent with mask / vaccine mandates	3%
Concerns about government corruption	3%
Lack of data shared with public	1%

Listening and responding to citizens													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	77%	71%	72%	79%	85% ^{BC}	74%	80% ^F	76% ^K	79% ^K	71%	56%	77%	77%
Poor	23%	29% ^E	28% ^E	21%	15%	26% ^G	20%	24%	21%	29%	44% ^{HI}	23%	23%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	77%	75%	79%	75%	64%	76%	79%	75%	87% RSWZa	74%	80%	81% ^R	78% ^R	75%	86%
Poor	23%	25%	21%	25%	36% VYZ	24% ^V	21%	25%	13%	26% ^V	20%	19%	22% ^V	25% ^V	14%

AMONG THE 23% WHO SAID “POOR” Poor on "listening and responding to citizens"	PERCENT
Unresponsive to input (Amazon, police chief, police station, Cascades, Welaunee, stadium)	27%
Concerns about crime, housing, poverty, homelessness	13%
Dissatisfaction with mask and vaccine mandates	11%
Caters more to developers than to citizens	11%
Lack of attention to road and traffic issues	7%
High taxes and spending	7%
Decisions are political	7%
Concerns with racism, discrimination	5%
Concerns with public corruption	3%
Dissatisfaction with TPD on various fronts	3%
Government employees are overworked or understaffed	2%
Hard to reach employees by phone	2%
Dissatisfaction with mask and vaccine mandates	2%

Delivering high-quality essential services													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	88%	82%	85%	91% ^C	94% ^{BC}	89%	87%	90% ^K	86% ^K	84%	71%	85%	90%
Poor	12%	18% ^E	15% ^{DE}	9%	6%	11%	13%	10%	14%	16%	29% ^{HI}	15%	10%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	88%	89%	91% ^Q	85%	89%	88%	79%	89%	91%	90%	87%	91%	93% ^T	88%	91%
Poor	12%	11%	9%	15% ^P	11%	12%	21% ^Z	11%	9%	10%	13%	9%	7%	12%	9%

AMONG THE 12% WHO SAID “POOR” Poor on "delivering high quality essential services”	PERCENT
Concerns about crime, housing, poverty, homelessness	29%
Concerns with roads, traffic, speeding	13%
Dissatisfied with waste pickup	12%
Dissatisfied with public transportation options	11%
Dissatisfied with health care options	11%
High taxes, high spending	7%
High cost of living	7%
Issues with electrical service	6%
Lack of mental health services	4%

Transparency and accessibility													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	78%	76%	75%	81%	87% ^{CD}	75%	83% ^F	79% ^K	80% ^K	74% ^K	51%	76%	80%
Poor	22%	24%	25% ^E	19% ^E	13%	25% ^G	17%	21%	20%	26%	49% ^{HJ}	24%	20%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	78%	79%	82%	76%	73%	74%	81%	82%	86% ^{RSa}	78%	82%	82%	79%	72%	82%
Poor	22%	21%	18%	24%	27% ^V	26% ^V	19%	18%	14%	22%	18%	18%	21%	28% ^V	18%

AMONG THE 22% WHO SAID “POOR” Poor on "transparency and accessibility”	PERCENT
Corruption, FBI, Maddox, Burnette	32%
General lack of transparency	20%
General lack of accessibility	19%
Government caters to developers	6%
Dissatisfaction with mask and vaccine mandates	5%
Concerns about crime, housing, poverty, homelessness	5%
Meeting times change without notice	5%
Unresponsive to input	4%
Lack of accountability to the people	2%
Feeling that big projects are kept secret and shoved thru	2%

Responsible use of taxpayer dollars													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	75%	68%	71%	79% ^C	83% ^{BC}	73%	79% ^F	75% ^K	80% ^K	69% ^K	52%	77%	75%
Poor	25%	32% ^E	29% ^{DE}	21%	17%	27% ^G	21%	25%	20%	31%	48% ^{HJ}	23%	25%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	75%	75%	78%	74%	72%	70%	76%	86%	82% SZa	76%	78%	79%	72%	69%	86%
Poor	25%	25%	22%	26%	28%	30% ^V	24%	14%	18%	24%	22%	21%	28% ^V	31% ^V	14%

AMONG THE 25% WHO SAID “POOR” Poor on "responsible use of taxpayer dollars”	PERCENT
High taxes, high spending	36%
Anger about funding for FSU stadium	21%
Corruption, FBI, Maddox, Burnette	9%
Perception that there's a lot of wasteful spending	9%
Not enough attention paid to repairing roads	8%
High taxes, high spending	7%
Not enough attention to social services, housing	6%
Too much spent on police	2%
Not enough spent on police	2%

To what extent do you approve or disapprove of the job Leon County Government is doing?													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
APPROVE (NET)	70%	74%	65%	69%	79% ^{CD}	65%	75% ^F	69% ^K	74% ^K	66% ^K	47%	74% ^M	67%
<i>'Strongly approve</i>	11%	7%	10%	13%	16% ^C	11%	12%	10%	13%	14%	12%	11%	11%
<i>'Somewhat approve</i>	58%	67%	55%	56%	62%	54%	63% ^F	58% ^K	61% ^K	53% ^K	35%	63%	56%
Somewhat disapprove	22%	18%	26% ^E	21%	16%	25% ^G	17%	22%	17%	26%	29% ^I	18%	24% ^L
Strongly disapprove	9%	8%	9%	11% ^E	5%	10%	8%	9%	9%	7%	24% ^{HIJ}	9%	9%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
APPROVE (NET)	72% ^O	65%	71%	69%	71%	64%	70%	66%	77% SWZa	65%	78%	75% SW	65%	67%	91%
<i>'Strongly approve</i>	12%	10%	12%	11%	6%	10%	16%	8%	15% ^R	12%	17%	12%	13%	8%	1%
<i>'Somewhat approve</i>	59%	55%	59%	59%	65% WZ	55%	54%	58%	62%	53%	62%	63% ^Z	52%	58%	89%
Somewhat disapprove	20%	25%	20%	22%	21%	24%	19%	25%	19%	23%	15%	18%	28% ^V	22%	9%
Strongly disapprove	9%	10%	8%	9%	8%	12% ^V	11%	9%	4%	12% ^V	7%	7%	8%	11% ^V	0%

Which of the following do you use as a source of information about Leon County Government? Select all that apply													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Cable access programming	14%	22%	13%	13%	15%	15%	14%	10%	25% ^{HJK}	4%	12%	13%	15%
Daily newspapers	31%	19%	26%	32%	48% ^{BCD}	35% ^G	27%	35% ^I	23%	24%	29%	24%	35% ^L
Leon County website (www.LeonCountyFL.gov)	51%	42%	52% ^E	57% ^E	44%	49%	53%	50%	53%	47%	56%	49%	52%
Community meetings	13%	4%	16% ^B	14% ^B	12%	14%	12%	12%	15%	8%	15%	10%	14%
Radio	34%	32%	35%	37% ^E	29%	36%	33%	34% ^J	37% ^J	20%	32%	30%	35%
Phone calls to Leon County	6%	5%	3%	8% ^C	10% ^C	6%	7%	7%	4%	5%	10% ^I	5%	7%
Other online news sources	35%	46%	35%	32%	33%	35%	35%	37%	31%	27%	43% ^{IJ}	34%	35%
Television news broadcasts	45%	27%	33%	54% ^{BC}	66% ^{BCD}	47%	43%	44%	48%	34%	38%	39%	49% ^L
County bulletins, emails and newsletters	42%	38%	45%	40%	42%	40%	43%	42%	39%	36%	43%	39%	43%
Social media (Twitter, Facebook, Nextdoor, etc.)	50%	73% ^{DE}	61% ^{DE}	44% ^E	26%	46%	55% ^F	49%	54%	64% ^{HK}	43%	58% ^M	46%
Word of mouth (friends, family, neighbors)	53%	61% ^E	57% ^E	50%	46%	51%	55%	56% ^J	49%	38%	56% ^J	52%	53%
None of these	3%	4%	5% ^{DE}	1%	1%	2%	3%	1%	4%	10% ^H	3%	2%	3%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (A)	Outside City (B)	Own (C)	Rent (D)	32301 (E)	32303 (F)	32304 (G)	32305 (H)	32308 (I)	32309 (J)	32310 (K)	32311 (L)	32312 (M)	32317 (N)	PO- BOX (O)
Cable access programming	16%	11%	15%	15%	21% ^{MN}	15% ^N	15%	8%	12%	17% ^{MN}	27% ^{HILMN}	12%	9%	7%	8%
Daily newspapers	31%	32%	38% ^D	24%	33%	34% ^G	19%	18%	40% ^{GH}	31% ^G	28%	30%	40% ^{GH}	32%	52%
Leon County website (www.LeonCountyFL.gov)	50%	52%	54%	49%	54%	48%	49%	57%	48%	58% ^{FIM}	55%	48%	48%	57%	36%
Community meetings	13%	12%	15% ^D	10%	21% ^G	15% ^G	5%	7%	13%	12%	16%	11%	13%	16% ^G	0%
Radio	33%	35%	36%	33%	35%	38%	34%	27%	30%	38%	42%	33%	30%	27%	18%

Phone calls to Leon County	5%	8% ^A	7%	4%	7%	6%	5%	7%	4%	7%	8%	9%	6%	7%	0%
Other online news sources	34%	35%	34%	36%	34%	38% ^H	32%	17%	38% ^H	35% ^H	44% ^H	39% ^H	36% ^H	32%	23%
Television news broadcasts	41%	54% ^A	52% ^D	36%	34%	48% ^{EG}	27%	49% ^G	44% ^G	55% ^{EGIM}	56% ^{EG}	59% ^{EFGIMN}	44% ^G	46% ^G	71%
County bulletins, emails and newsletters	44%	38%	45%	40%	51% ^{HJ}	45% ^H	43%	24%	49% ^{HJ}	39%	46%	38%	41%	44% ^H	7%
Social media (Twitter, Facebook, Nextdoor, etc.)	55% ^B	41%	44%	61% ^C	65% ^{FIJLMN}	49% ^N	67% ^{FIJLMN}	46%	44%	43%	53% ^N	47%	48% ^N	35%	21%
Word of mouth (friends, family, neighbors)	53%	51%	52%	55%	50%	53%	62% ^M	46%	51%	57% ^M	58%	52%	47%	52%	34%
None of these	3%	1%	1%	4% ^C	3%	5% ^{JM}	4%	1%	6% ^{JLM}	1%	2%	1%	1%	2%	0%

Overall, how would you rate the quality of services provided by Leon County Government?													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	94%	97%	92%	94%	96% ^C	95%	93%	94% ^K	95% ^K	95% ^K	78%	92%	95%
Poor	6%	3%	8% ^E	6%	4%	5%	7%	6%	5%	5%	22% ^{HJ}	8%	5%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	94%	94%	95%	93%	94%	91%	94%	94%	95%	94%	97%	95%	94%	94%	96%
Poor	6%	6%	5%	7%	6%	9%	6%	6%	5%	6%	3%	5%	6%	6%	4%

Please rate the quality of County services:		
	Positive	Poor
Offering County library services that promote lifelong learning and engagement	97%	3%
Providing critical Emergency Medical Services like ambulance service and community-wide CPR training	95%	5%
Providing and maintaining parks, trails, boat landings and community centers	95%	5%
Coordinating Emergency Management's response efforts to COVID-19, hurricanes, and other disasters	94%	6%
Engaging with the community through events and volunteer opportunities	91%	9%
Protecting natural resources by promoting sustainable practices and recycling	88%	12%
Promoting and supporting public health efforts throughout the COVID-19 pandemic	87%	13%
Responding to dangerous dog calls and other Animal Control issues	87%	13%
Assisting veterans and their families with benefits claims	85%	15%
Developing our local tourism economy through concerts, special events, and arts and culture offerings	85%	15%
Promoting local economic development	85%	15%
Providing permitting and building code services	84%	16%
Building and maintaining roads and sidewalks countywide	81%	19%
Providing housing and human services to keep people safe and healthy	74%	26%

Providing and maintaining parks, trails, boat landings and community centers													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	95%	96%	92%	96%	98% ^C	95%	95%	95% ^K	95% ^K	92%	83%	93%	96%
Poor	5%	4%	8% ^E	4%	2%	5%	5%	5%	5%	8%	17% ^{HI}	7%	4%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	95%	96%	96%	93%	98%	95%	93%	97%	98%	94%	92%	98%	93%	97%	93%
Poor	5%	4%	4%	7%	2%	5%	7%	3%	2%	6%	8%	2%	7%	3%	7%

Offering County library services that promote lifelong learning and engagement													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	97%	96%	95%	98%	98%	96%	98%	96%	99% ^K	98%	94%	96%	97%
Poor	3%	4%	5%	2%	2%	4%	2%	4%	1%	2%	6% ^I	4%	3%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	96%	97%	97%	97%	97%	96%	96%	96%	95%	96%	96%	99%	98%	98%	100%
Poor	4%	3%	3%	3%	3%	4%	4%	4%	5%	4%	4%	1%	2%	2%	0%

Providing critical Emergency Medical Services like ambulance service and community-wide CPR training													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	95%	92%	93%	98% ^C	99% ^C	95%	96%	97% ^{JK}	96% ^K	89%	81%	92%	97% ^L
Poor	5%	8%	7% ^{DE}	2%	1%	5%	4%	3%	4%	11% ^H	19% ^{HI}	8% ^M	3%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	95%	96%	98% ^Q	93%	95%	96%	92%	98%	96%	96%	98%	99%	95%	99%	84%
Poor	5%	4%	2%	7% ^P	5%	4%	8%	2%	4%	4%	2%	1%	5%	1%	16%

Coordinating Emergency Management’s response efforts to COVID-19, hurricanes, and other disasters													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	94%	89%	93%	95%	97% ^{BC}	94%	94%	95% ^K	95% ^K	92% ^K	79%	92%	95%
Poor	6%	11% ^E	7% ^E	5%	3%	6%	6%	5%	5%	8%	21% ^{HJ}	8%	5%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	94%	95%	95%	93%	94%	97% ^T	88%	97%	94%	94%	94%	96%	94%	95%	93%
Poor	6%	5%	5%	7%	6%	3%	12% ^S	3%	6%	6%	6%	4%	6%	5%	7%

Protecting natural resources by promoting sustainable practices and recycling													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	88%	72%	87% ^B	93% ^{BC}	91% ^B	88%	88%	88% ^{JK}	89% ^{JK}	74%	66%	84%	90% ^L
Poor	12%	28% ^{CDE}	13% ^D	7%	9%	12%	12%	12%	11%	26% ^{HI}	34% ^{HI}	16% ^M	10%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	86%	92% ^N	91% ^Q	83%	83%	87%	82%	85%	93% ^R	92% ^R	88%	89%	90%	91%	89%
Poor	14% ^O	8%	9%	17% ^P	17% ^{VW}	13%	18%	15%	7%	8%	12%	11%	10%	9%	11%

Providing permitting and building code services													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	84%	82%	87%	84%	81%	81%	87%	81%	91% ^{HK}	84%	71%	89%	82%
Poor	16%	18%	13%	16%	19%	19%	13%	19% ^I	9%	16%	29% ^I	11%	18%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	86%	81%	82%	87%	86%	87% ^W	85%	86%	83%	75%	82%	86%	85%	85%	93%
Poor	14%	19%	18%	13%	14%	13%	15%	14%	17%	25% ^S	18%	14%	15%	15%	7%

Building and maintaining roads and sidewalks countywide													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	81%	77%	76%	84% ^C	86% ^C	79%	81%	80% ^K	82% ^K	82% ^K	65%	78%	83%
Poor	19%	23%	24% ^{DE}	16%	14%	21%	19%	20%	18%	18%	35% ^{HIJ}	22%	17%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	79%	83%	83% ^Q	77%	77%	77%	73%	82%	88% ^{RST}	85%	77%	83%	83%	88% ST	87%
Poor	21%	17%	17%	23% ^P	23% ^V	23% ^{Va}	27% ^{Va}	18%	12%	15%	23%	17%	17%	12%	13%

Assisting veterans and their families with benefits claims													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	85%	95%	80%	86%	91%	87%	85%	84% ^K	92% ^K	78%	66%	87%	85%
Poor	15%	5%	20%	14%	9%	13%	15%	16%	8%	22%	34% ^{HI}	13%	15%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	87%	84%	86%	85%	87%	80%	88%	93%	90%	81%	89%	90%	77%	81%	91%
Poor	13%	16%	14%	15%	13%	20%	12%	7%	10%	19%	11%	10%	23%	19%	9%

Engaging with the community through events and volunteer opportunities													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	91%	88%	89%	95% ^C	92%	92%	92%	92% ^K	94% ^K	88%	75%	89%	93%
Poor	9%	12%	11% ^D	5%	8%	8%	8%	8%	6%	12%	25% ^{HI}	11%	7%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	91%	92%	93%	90%	95%	91%	86%	92%	94%	89%	88%	94%	95% ^W	94%	88%
Poor	9%	8%	7%	10%	5%	9%	14%	8%	6%	11% ^Z	12%	6%	5%	6%	12%

Providing housing and human services to keep people safe and healthy													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	74%	65%	67%	80% ^C	84% ^{BC}	74%	74%	74%	73%	66%	63%	68%	78% ^L
Poor	26%	35% ^E	33% ^{DE}	20%	16%	26%	26%	26%	27%	34%	37%	32% ^M	22%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	71%	81% ^N	81% ^Q	66%	56%	67%	69%	84% ^R	84% ^{RS}	77% ^R	80% ^R	76% ^R	80% ^{RS}	84% ^{RS}	95%
Poor	29% ^O	19%	19%	34% ^P	44% ^{UVWXYZa}	33% ^{VZa}	31%	16%	16%	23%	20%	24%	20%	16%	5%

Promoting and supporting public health efforts throughout the COVID-19 pandemic													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	87%	79%	84%	88%	94% ^{BCD}	83%	90% ^F	86% ^{JK}	89% ^{JK}	70%	76%	83%	89% ^L
Poor	13%	21% ^E	16% ^E	12% ^E	6%	17% ^G	10%	14%	11%	30% ^{HI}	24% ^{HI}	17% ^M	11%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	87%	86%	89%	84%	80%	89%	85%	91%	90%	83%	92%	86%	85%	87%	100%
Poor	13%	14%	11%	16%	20%	11%	15%	9%	10%	17%	8%	14%	15%	13%	0%

Promoting local economic development													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	85%	80%	80%	89% ^C	89% ^C	83%	87%	84% ^K	87% ^K	79%	68%	83%	86%
Poor	15%	20%	20% ^{DE}	11%	11%	17%	13%	16%	13%	21%	32% ^{HI}	17%	14%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	84%	87%	87%	82%	86%	82%	74%	85%	90% ^T	86%	88%	89%	87%	87%	95%
Poor	16%	13%	13%	18%	14%	18%	26% ^V	15%	10%	14%	12%	11%	13%	13%	5%

Responding to dangerous dog calls and other Animal Control issues													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	87%	90%	80%	90% ^C	91% ^C	88%	86%	85%	89% ^K	90%	77%	87%	86%
Poor	13%	10%	20% ^{DE}	10%	9%	12%	14%	15%	11%	10%	23% ^I	13%	14%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Positive	88%	84%	85%	88%	84%	81%	93%	87%	87%	86%	89%	83%	89%	86%	100%
Poor	12%	16%	15%	12%	16%	19%	7%	13%	13%	14%	11%	17%	11%	14%	0%

Developing our local tourism economy through concerts, special events, and arts and culture offerings													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Positive	85%	84%	80%	86%	91% ^{CD}	84%	86%	85% ^K	85% ^K	85% ^K	67%	81%	87% ^L
Poor	15%	16%	20% ^E	14% ^E	9%	16%	14%	15%	15%	15%	33% ^{HIJ}	19% ^M	13%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Positive	84%	86%	86%	83%	85%	81%	84%	87%	90% ^S	90% ^{SZ}	81%	86%	82%	90%	91%
Poor	16%	14%	14%	17%	15%	19% ^{VW}	16%	13%	10%	10%	19%	14%	18% ^W	10%	9%

In Leon County, how important are the following local issues to you and your family:					
	Somewhat important or Very important (NET)	Very important	Somewhat important	Not too important	Not important at all
Water Quality	98%	85%	13%	2%	0%
Crime and Public Safety	96%	81%	15%	3%	1%
Public Health	94%	72%	23%	5%	1%
Traffic Safety and Congestion	95%	65%	30%	4%	1%
Sustainability and Stewardship of Natural Resources	93%	65%	28%	5%	2%
Affordable Housing and Homelessness	92%	65%	27%	6%	2%
Basic Health and Welfare Services	92%	64%	27%	6%	2%
Solid Waste (garbage collection) and Recycling	94%	64%	30%	5%	1%
Quality Growth and Development	92%	55%	38%	6%	2%
Economic Development and Job Creation	91%	54%	36%	8%	1%

Crime and Public Safety													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	96%	95%	94%	97%	99% ^C	94%	98% ^F	94%	99% ^{HJK}	95%	96%	95%	97%
'Very important	81%	66%	79%	83% ^B	91% ^{BCD}	76%	85% ^F	79%	82%	84%	90% ^H	76%	83% ^L
'Somewhat important	15%	29% ^{CDE}	15% ^E	14% ^E	9%	18%	13%	16% ^K	17% ^K	11%	6%	19%	13%
Not too important	3%	3%	5% ^E	3%	1%	5% ^G	1%	4% ^I	1%	5% ^I	1%	4%	3%
Not important at all	1%	2%	1%	0%	0%	1%	1%	1%	0%	0%	3% ^I	2%	0%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	95%	98% ^N	98% ^Q	93%	95%	95%	92%	98%	96%	99% ^{Sa}	99%	97%	97%	93%	100%
'Very important	77%	87% ^N	84% ^Q	76%	73%	75%	73%	92% ^{RV}	75%	85% ^{RSV}	95% ^{RSTVa}	83%	89% ^{RSTV}	82%	65%
'Somewhat important	18% ^O	11%	14%	17%	23% ^{XZa}	20% ^{XZ}	20% ^Z	6%	21% ^{XZa}	13%	4%	14%	8%	11%	35%
Not too important	4% ^O	1%	2%	5% ^P	4%	5%	6%	0%	4%	1%	1%	3%	2%	6% ^{WZ}	0%
Not important at all	1%	1%	0%	1%	0%	1%	2%	2%	0%	0%	0%	0%	1%	1%	0%

Traffic Safety and Congestion													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	95%	95%	93%	96% ^C	96%	93%	96%	94%	96%	91%	96%	95%	95%
'Very important	65%	64%	63%	64%	73% ^{CD}	62%	68%	61%	71% ^H	69%	73% ^H	62%	67%
'Somewhat important	30%	31%	30%	33% ^E	23%	32%	28%	33%	24%	22%	23%	32%	28%
Not too important	4%	2%	6%	3%	4%	5%	3%	5%	3%	3%	3%	4%	4%
Not important at all	1%	3%	1%	1%	0%	2%	0%	1%	1%	6% ^H	1%	1%	1%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	94%	95%	96%	94%	94%	93%	99% ^U	82%	96% ^U	94%	100% ^U	94%	97% ^U	95%	100%
'Very important	63%	69%	65%	66%	63%	62%	63%	71%	63%	59%	85% ^{RSTVWZa}	69%	65%	67%	57%
'Somewhat important	31%	27%	31%	28%	31% ^U	30% ^U	36% ^{UX}	11%	33% ^{UX}	36% ^{UX}	15%	25%	32% ^{UX}	28%	43%
Not too important	4%	4%	4%	4%	6%	5%	1%	9%	3%	5%	0%	5%	2%	5%	0%
Not important at all	1%	1%	1%	2%	0%	2%	0%	8% ^{TZ}	1%	1%	0%	0%	0%	0%	0%

Basic Health and Welfare Services													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	92%	99% ^D	91%	88%	93%	88%	95% ^F	89%	98% ^{HJK}	89%	85%	93%	91%
'Very important	64%	79% ^D	69% ^D	53%	66% ^D	56%	72% ^F	56%	83% ^{HJK}	65%	66%	66%	64%
'Somewhat important	27%	19%	22%	35% ^{BCE}	27%	32% ^G	23%	33% ^{IK}	14%	25%	19%	27%	27%
Not too important	6%	0%	7%	9% ^{BE}	5%	9% ^G	4%	8% ^I	2%	10% ^I	10% ^I	5%	7%
Not important at all	2%	1%	2%	3%	3%	3% ^G	1%	3%	0%	1%	5% ^I	2%	2%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	93% ^O	88%	88%	95% ^P	97% SWYZa	89%	96% WZ	97%	92%	86%	96%	88%	85%	89%	100%
'Very important	69% ^O	55%	57%	74% ^P	78% VWZa	67% WZa	72% WZa	86% VWYZa	56%	48%	76% VWZa	66% WZa	51%	44%	50%
'Somewhat important	24%	33% ^N	32% ^Q	22%	20%	22%	24%	11%	36% RSUY	38% RSUXY	20%	22%	34% RSUY	46% RSTUXY	50%
Not too important	5%	9% ^N	9% ^Q	4%	2%	8%	3%	2%	4%	11% RTV	2%	10% ^R	11% RTV	9% ^R	0%
Not important at all	2%	3%	3%	1%	0%	3%	2%	0%	4%	3%	2%	2%	4%	1%	0%

Public Health													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	94%	95%	93%	93%	97% ^{CD}	91%	97% ^F	93% ^K	97% ^K	96% ^K	85%	94%	95%
'Very important	72%	67%	75% ^D	67%	77% ^D	66%	76% ^F	68%	80% ^{HK}	67%	66%	69%	73%
'Somewhat important	23%	28%	18%	26% ^C	21%	25%	21%	25%	17%	29%	20%	24%	21%
Not too important	5%	4%	5% ^E	6% ^E	2%	7% ^G	3%	6%	3%	2%	11% ^{HIJ}	5%	4%
Not important at all	1%	1%	1%	1%	0%	2%	0%	1%	0%	2%	4% ^I	1%	1%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	95%	93%	93%	95%	92%	92%	96%	98%	95%	92%	98%	93%	95%	93%	100%
'Very important	74%	68%	70%	74%	77% ^Z	73%	70%	82%	70%	68%	87% ^{VWZa}	74%	64%	64%	47%
'Somewhat important	21%	25%	24%	21%	14%	19%	26%	17%	25%	23%	12%	19%	31% ^{RSXY}	29% ^{RX}	53%
Not too important	4%	6%	5%	4%	8%	7%	2%	2%	5%	7%	2%	4%	5%	4%	0%
Not important at all	1%	1%	1%	1%	0%	1%	2%	0%	0%	1%	0%	3%	1%	3%	0%

Affordable Housing and Homelessness													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	92%	97% ^E	93% ^E	90%	88%	88%	94% ^F	89%	97% ^{HJK}	89%	84%	93%	91%
'Very important	65%	80% ^{DE}	71% ^{DE}	56%	57%	57%	71% ^F	57%	82% ^{HK}	69%	66%	68%	63%
'Somewhat important	27%	17%	22%	34% ^{BC}	31% ^C	31% ^G	23%	33% ^{IK}	16%	19%	18%	25%	28%
Not too important	6%	3%	5%	7%	9% ^C	8%	5%	8% ^I	2%	6%	12% ^I	6%	6%
Not important at all	2%	1%	2%	3%	3%	4% ^G	1%	3%	1%	6% ^I	4% ^I	1%	3%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Somewhat important or Very important (NET)	93% ^O	88%	88%	96% ^P	95% WZ	91% ^Z	95% WZ	98% ^{WZa}	94% WZ	85%	98% ^{WZa}	91%	83%	87%	100%
<i>'Very important</i>	68% ^O	57%	53%	79% ^P	74% VWYZa	66% VWZa	82% SVWYZa	83% VWYZa	52%	50%	76% VWYZa	57%	53%	48%	46%
<i>'Somewhat important</i>	25%	31%	35% ^Q	17%	21%	24%	13%	16%	42% ^{RSTUXZ}	35% ^{RSTU}	22%	33% ^T	30% ^T	39% ^{RSTU}	54%
Not too important	5%	8%	9% ^Q	3%	5%	7%	3%	2%	4%	11% ^{TV}	2%	7%	10%	10%	0%
Not important at all	1%	5% ^N	3%	1%	0%	3%	2%	0%	2%	4%	0%	2%	7% ^R	3%	0%

Economic Development and Job Creation													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	91%	93%	93% ^E	89%	86%	87%	93% ^F	88%	96% ^{HK}	95%	89%	92%	90%
<i>'Very important</i>	54%	56%	60% ^{DE}	51%	45%	47%	61% ^F	43%	77% ^{HJK}	61% ^H	61% ^H	55%	54%
<i>'Somewhat important</i>	36%	36%	32%	38%	41% ^C	40% ^G	33%	45% ^{IK}	20%	34%	28%	37%	36%
Not too important	8%	7%	7%	9%	11%	11% ^G	6%	11% ^I	4%	5%	10% ^I	7%	9%
Not important at all	1%	0%	0%	2%	3% ^C	2%	1%	2%	0%	0%	1%	0%	2%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	91%	89%	89%	93%	89%	89%	93%	98% ^a	94% ^a	88%	93%	87%	89%	85%	96%
<i>'Very important</i>	56%	50%	47%	62% ^P	58% ^a	51%	60% ^a	80% SVWYZa	48%	45%	70% SVWYZa	46%	54% ^a	38%	29%
<i>'Somewhat important</i>	35%	39%	41% ^Q	30%	31%	38% ^U	34%	18%	46% RUX	43% ^{UX}	24%	42% ^U	35%	47% RUX	67%
Not too important	8%	9%	9%	7%	10%	9%	6%	2%	5%	11%	5%	11%	10%	13%	4%
Not important at all	1%	1%	2% ^Q	0%	1%	2%	1%	0%	0%	1%	1%	2%	2%	2%	0%

Quality Growth and Development													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	92%	97%	92%	92%	89%	90%	94% ^F	90%	99% ^{HJK}	90%	86%	93%	92%
'Very important	55%	45%	59%	52%	57%	52%	57%	48%	66% ^H	57%	61% ^H	53%	55%
'Somewhat important	38%	51% ^{CE}	33%	40% ^E	32%	38%	37%	42% ^K	32%	33%	26%	40%	36%
Not too important	6%	3%	6%	6%	9%	8%	5%	8% ^I	1%	10% ^I	9% ^I	5%	7%
Not important at all	2%	0%	2%	2%	2%	2%	1%	2%	0%	0%	4% ^{IJ}	2%	1%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	92%	92%	91%	93%	93%	91%	89%	98%	95%	91%	93%	89%	95%	91%	96%
'Very important	54%	55%	53%	57%	61% ^W	52%	48%	77% ^{STVWa}	48%	45%	68% ^{VWa}	57%	57% ^W	46%	47%
'Somewhat important	38%	37%	38%	37%	32%	40%	40%	21%	47% ^{UXY}	46% ^{UXY}	25%	32%	37%	45% ^{UX}	49%
Not too important	6%	6%	7%	6%	6%	6%	10%	1%	5%	7%	6%	10%	4%	6%	4%
Not important at all	1%	2%	2%	1%	1%	3%	1%	1%	1%	2%	1%	1%	1%	2%	0%

Water Quality													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	98%	91%	99% ^B	98% ^B	100% ^B	99% ^G	97%	99% ^I	96%	100%	99%	96%	99% ^L
<i>'Very important</i>	85%	72%	87% ^B	84%	91% ^{BD}	83%	86%	84%	87%	82%	88%	82%	86%
<i>'Somewhat important</i>	13%	19%	12%	14% ^E	9%	16%	11%	15%	9%	18%	11%	14%	12%
Not too important	2%	9% ^{CDE}	0%	1%	0%	0%	3% ^F	1%	4% ^H	0%	1%	4% ^M	1%
Not important at all	0%	0%	1%	0%	0%	1%	0%	1%	0%	0%	0%	0%	1%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	97%	98%	99%	97%	99%	100% ^{TZ}	91%	99%	99%	99% ^T	99%	98%	97%	99%	100%
<i>'Very important</i>	84%	85%	86%	83%	90% ^T	86%	75%	90%	81%	82%	92%	89%	86%	88%	71%
<i>'Somewhat important</i>	13%	13%	13%	14%	9%	14%	16%	10%	18%	17%	7%	9%	11%	11%	29%
Not too important	2%	1%	1%	3% ^P	1%	0%	9% ^{SVWZ}	1%	1%	0%	1%	1%	1%	1%	0%
Not important at all	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%	1%	1%	0%	0%

Solid Waste (garbage collection) and Recycling													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	94%	84%	95% ^B	97% ^B	98% ^{BC}	96% ^G	93%	96%	92%	95%	98%	91%	97% ^L
'Very important	64%	54%	65%	62%	74% ^{BCD}	60%	68% ^F	61%	71% ^H	67%	75% ^H	60%	67%
'Somewhat important	30%	29%	30%	35% ^E	24%	36% ^G	25%	35% ^{IK}	21%	28%	23%	31%	30%
Not too important	5%	13% ^{DE}	5%	3%	2%	3%	6% ^F	4%	6%	5%	2%	8% ^M	3%
Not important at all	1%	4%	0%	1%	0%	1%	1%	1%	2%	0%	0%	2%	0%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO-BOX (b)
Somewhat important or Very important (NET)	93%	98% ^N	98% ^Q	90%	93%	96% ^T	82%	96%	97% ^T	98% ^T	99% ^T	98% ^T	97% ^T	96% ^T	100%
'Very important	63%	65%	66%	62%	67%	59%	60%	83% ^{STVWY} _a	57%	63%	84% ^{RSTVWYZ} _a	60%	66%	57%	48%
'Somewhat important	29%	32%	32%	28%	26%	38% ^{TUX}	22%	12%	40% ^{RTUX}	35% ^{UX}	15%	38% ^{TUX}	31% ^{UX}	38% ^{TUX}	52%
Not too important	6% ^O	2%	2%	8% ^P	7%	2%	16% ^{SVWXYZ} _a	2%	3%	2%	1%	2%	3%	4%	0%
Not important at all	1%	0%	0%	1%	0%	2%	3%	2%	0%	0%	0%	0%	0%	1%	0%

Sustainability and Stewardship of Natural Resources													
	ALL	AGE				GENDER		RACE / ETHNICITY				YEARS IN LEON	
	ALL (A)	18-24 (B)	25-44 (C)	45-64 (D)	65+ (E)	Male (F)	Female (G)	White (H)	Black (I)	Hispanic (J)	Other (K)	<10 YEARS (L)	10+ YEARS (M)
Somewhat important or Very important (NET)	93%	90%	92%	94%	96%	91%	95% ^F	92% ^J	95% ^J	84%	96% ^J	91%	94%
'Very important	65%	56%	69% ^D	61%	69% ^D	60%	69% ^F	63%	68%	52%	76% ^{HJ}	63%	66%
'Somewhat important	28%	34%	23%	32% ^C	27%	31%	26%	29%	27%	32%	19%	28%	28%
Not too important	5%	5%	6%	5%	3%	7% ^G	3%	6%	4%	11%	3%	6%	5%
Not important at all	2%	5%	2%	1%	1%	2%	2%	2%	1%	6%	1%	3% ^M	1%

	ZONE		HOME TYPE		ZIP CODE										
	Inside City (N)	Outside City (O)	Own (P)	Rent (Q)	32301 (R)	32303 (S)	32304 (T)	32305 (U)	32308 (V)	32309 (W)	32310 (X)	32311 (Y)	32312 (Z)	32317 (a)	PO- BOX (b)
Somewhat important or Very important (NET)	92%	94%	94%	92%	90%	91%	94%	96%	96%	94%	93%	94%	92%	93%	100%
'Very important	65%	64%	64%	65%	72%	67%	63%	75%	60%	59%	74%	62%	60%	65%	44%
'Somewhat important	27%	31%	30%	27%	19%	23%	31%	20%	36% ^{RS}	35% ^{RS}	19%	32%	32% ^R	28%	56%
Not too important	5%	5%	5%	6%	6%	6%	2%	4%	4%	6%	7%	6%	7%	5%	0%
Not important at all	2% ^O	0%	1%	3%	3%	3%	4%	0%	0%	1%	0%	1%	1%	2%	0%

Are there any other important local issues that you do not see listed above?	PERCENT
Reduce crime and make more safe	14%
Greater focus on school improvements	13%
Fixing roads and traffic issues	12%
Sustainable development - preserving trees and feel of community	7%
Improve access to housing	7%
Lower taxes and spending	5%
Improve public transportation	4%
Reduce economic inequality	4%
Reduce corruption	3%
Improve pay and wages locally	3%
Fixing or building sidewalks	3%
Eliminate mask and vaccine mandates	3%
Improve access to mental health services	3%
Equity, equality	3%
More policing	2%
Improve waste pickup	2%
Performing arts, culture, recreation	2%
Maintaining historic buildings and attractions	2%
Improving conditions for seniors	2%
Addressing food deserts and hunger	2%
Improving airport issues	2%
Reduce political divisions between people	1%
Less policing	1%
Make electrical service more reliable	1%
Increasing access to broadband, wifi	1%
Crack down on speeders	1%

As a community, how do we continue to be a place that attracts and retains talent?	PERCENT
Improve local wages	15%
Increase safety and reduce crime	14%
Increase access to housing	12%
Improve diversity of job offerings	10%
Improve education and schools	8%
Sustainable development	6%
Increase arts and entertainment / recreation options	5%
Keep parks beautiful	4%
Reduce taxes	2%
Lower costs of living	2%
Improve roads and traffic	2%
Improve local wages and benefits	2%
Improve public transportation	2%
Improve health care offerings	2%
Improve social services	2%
Attract high tech jobs	1%
Boost "downtown" life	1%
Improve airport	1%
Attract more companies like Amazon	1%
Improve roads and traffic	1%
Eliminate mask and vaccine mandates	1%
Preserve trees	1%
Reduce corruption	1%
Enforce mask and vaccine mandates	1%
Reduce inequity	1%

In your opinion, what local features, services, and programs are most important to maintaining The livability of our community for older adults? Are there ways our community can better Support the health, well-being, and quality of life of older adults?	PERCENT
Increase access to senior services	27%
Increase affordability of housing	15%
Increase transportation options	12%
More funding and activities for Senior Centers	8%
Improve sidewalks and safety for pedestrians	8%
Reduce crime and make community safer	8%
Improve access to medical care	7%
Keep parks beautiful	5%
Maintain libraries	3%
Increase access to food delivery	2%
Attract more arts and entertainment	2%
Lower taxes	1%
Improve accessibility of stores	1%
Improve access to mental health	1%
Training for police and other responders	1%

DEMOGRAPHICS

ZONE	
Base	3,999
Inside City	67%
Outside City	33%

COLLEGE OR HIGHER DEGREE	
Base	3,160
No	54%
Yes	46%

RACE / ETHNICITY	
Base	3,502
White	64%
Black	31%
Hispanic	7%
Other	3%

AGE	
Base	3,516
18-24	16%
25-44	35%
45-64	33%
65+	16%

HOME TYPE	
Base	3,160
Own	55%
Rent	45%

PARTY	
Base	1,513
DEM	54%
NPA	20%
REP	26%

GENDER	
Base	3,456
Male	49%
Female	52%

ZIP CODE	
Base	4,090
32301	10%
32303	17%
32304	14%
32305	7%
32308	8%
32309	11%
32310	6%
32311	7%
32312	12%
32317	5%
PO-BOX	3%

EMPLOYMENT STATUS	
Base	3,160
Employed	64%
Unemployed	4%
Student / Not looking	12%
Retired	21%

YEARS IN LEON	
Base	4,090
<10 YEARS	36%
10+ YEARS	64%

5. Environmental Scan

Statement of Issue:

This section presents the results of an environmental scan conducted by each County department. An environmental scan is an analysis of emerging internal and external trends that impact the organization.

Staff Recommendation:

No Board action required.

Background:

As a complement to the community survey presented later in these materials, staff has prepared an environmental scan. An environmental scan provides an analysis of emerging internal and external trends, issues and conditions that impact Leon County. This information is important to be considered during the strategic planning process as these factors change and evolve over time and impact priorities, performance and results. In addition to individual Commissioner's perceptions and priorities, the environmental scan and survey analysis provide a common set of factors for the entire Board to consider in refining Strategic Priorities and ultimately developing specific Strategic Initiatives for the next five-year Strategic Planning period.

As noted in Section 8 of the retreat materials, to optimize the Board's time at the retreat, staff will provide the Board with an initial set of updated directional statements for each of the Strategic Priorities. The proposed directional statement will be based on the environmental scan, as well as the community survey analysis and feedback from Commissioners.

The environmental scan reviews emerging trends in the following areas:

- A. Demographics
- B. Economic Analysis
- C. Financial Health of Leon County
- D. Community Engagement
- E. Emergency Medical Response
- F. Public Safety
- G. Tourism Development
- H. Development Activity
- I. Planning
- J. Human Services
- K. Energy and Sustainability
- L. Parks & Recreation
- M. Staffing
- N. Technology

Each section includes a list of emerging trends (internal and external) followed by a summary and analysis of each identified trend.

A. Demographics

External Trends:

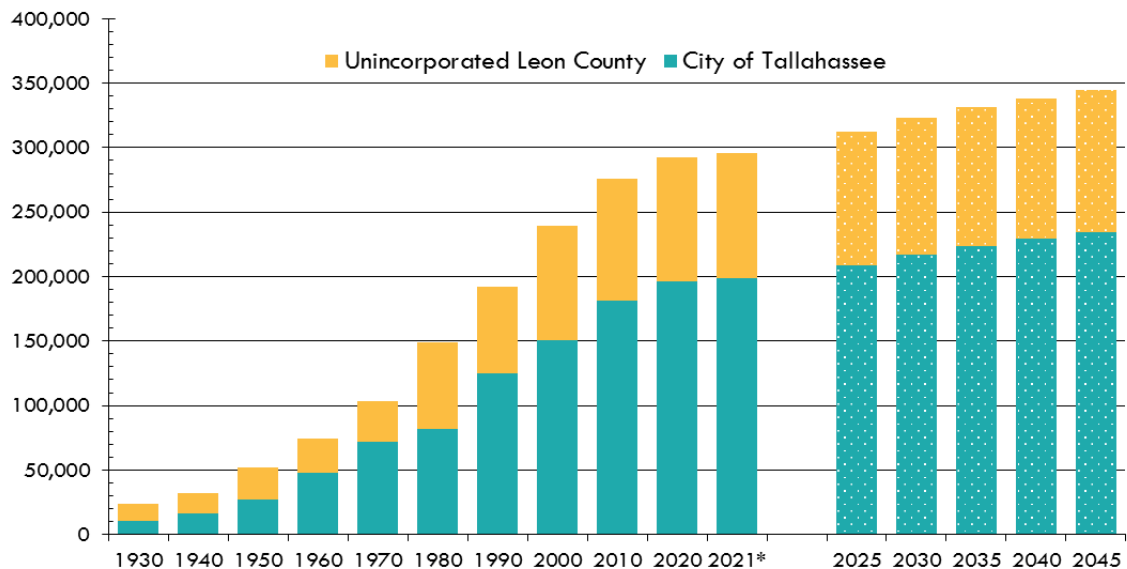
- Slowing population growth
- “Baby Boomers” aged 65-79 are still our fastest growing age group
- Leon County population exceeds national and state educational attainment rates
- Leon County continues to be a racially and ethnically diverse community

Slowing population growth

Leon County’s population increased from 275,487 residents in 2010 to 292,198 residents in 2020, according to the Census Bureau. This population change of 16,711 residents was an increase of 6.1% (compared with 14.5% for the State of Florida). Leon County’s population growth in the 2010s was the lowest decade total since the 1930s. The University of Florida’s Bureau of Economic and Business Research (BEBR) produces the official population estimates for the State of Florida. The projected 2030 Leon County population is 320,900, however, BEBR made this projection prior to release of the Census 2020 count of 292,198. BEBR will adjust its pending population projections based on the 2020 Census data.

Since the 2010 Census, an estimated 50.5% of Leon County’s population growth occurred due to net natural increase (total births less total deaths) and the remaining 49.5% due to net migration. An estimated 89% of the population growth in Leon County occurred within the City of Tallahassee, while 11% was in Unincorporated Leon County.

Table #1 – Leon County Population Growth



Sources: University of Florida, Bureau of Economic and Business Research (2025-2045 Leon County projections); Tallahassee-Leon County Office of Economic Vitality (City of Tallahassee and Unincorporated Leon County 2025-2045) projections assuming continued annexations and share of population growth captured by the City between 2000 and 2020 will continue throughout the projected time horizon).

Baby Boomers aged 65-79 are still the fastest growing age group

Although the 65-79 age group represents only 11% of the County's total population, it remains the fastest growing age group, growing at an annual rate of 5.5% during 2010-2020. This growth is in part due to Leon County's increasing reputation as a retirement destination. In 2020, Southern Living proclaimed Tallahassee as "the ultimate retirement spot."

The local age dependency ratio calculated by BEBR indicates that Leon County has the sufficient labor force to support continued population growth among this age group. The age dependency ratio is way to measure the pressure on the labor force. Generally, a low dependency ratio indicates that there are sufficient people working who can support the dependent population that are of retirement age or are too young to work. Leon County's age dependency ratio increased from 40.9 in 2010 to 49.3 in 2020 meaning there are nearly 50 residents of Leon County who are not of working age for every 100 residents ages 18-64. Despite this moderate increase, Leon County's age ratio is still far below the statewide ratio of approximately 78.

The table below has Leon County population by age groups based on BEBR's 2020 population estimates. At the time this document was prepared, BEBR had not yet released age group population totals based on the 2020 Census data.

Table #2 – Leon County Population by Age Group

Age Group	2010 Population	2020 Population Estimate	Growth in Population 2010-2020	Percent Growth 2010-2020	Avg. Ann. Growth 2010- 2020
0 to 4	15,350	15,983	633	4.0%	0.4%
5 to 17	38,623	41,099	2,476	6.2%	0.6%
18 to 24	61,897	62,686	789	1.3%	0.1%
25 to 54	103,907	106,298	2,391	2.3%	0.2%
55 to 64	29,730	31,569	1,839	6.0%	0.6%
65 to 79	18,962	32,917	13,955	55.2%	5.5%
80+	7,018	8,932	1,914	24.1%	2.4%
Total	275,487	299,484	23,997	8.4%	0.8%
Age Dependency Ratio*	40.9	49.3			

*Ratio of population under age 18 and those age 65 and older, compared to population ages 18-64.

Source: University of Florida, Bureau of Economic & Business Research, "Florida Population Studies, Bulletin 190", June 2021

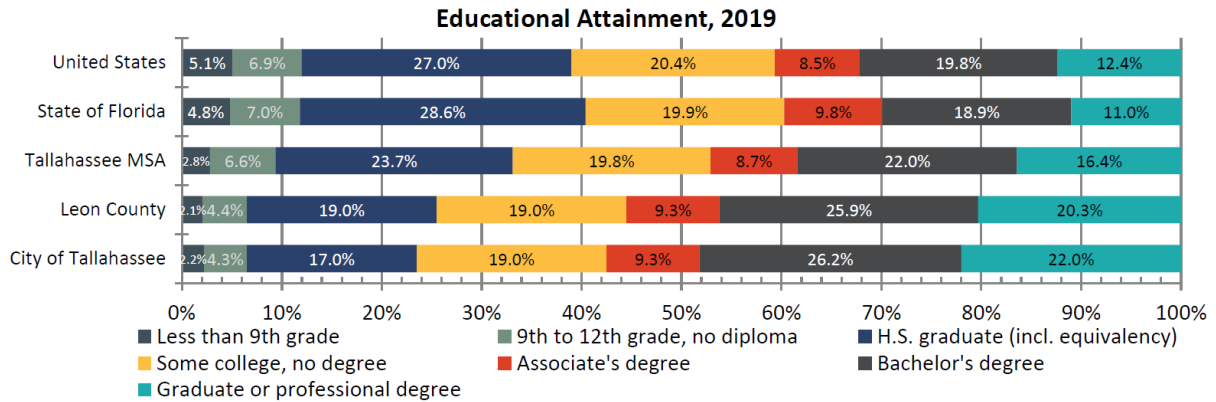
Leon County population exceeds national and state educational attainment rates

For the last 25 years the level of educational attainment of residents 25 years and over has steadily increased in Leon County and typically exceeds the national and state education attainment rates. As result, our community typically ranks in the top 20 "Most Educated Cities" by WalletHub. Higher educational attainment rates help position communities to attract new employers offering good paying jobs. Additionally, increasing educational attainments has helped communities to lower crime rates and improve the overall health and wellbeing of residents.

Section 5. Environmental Scan

As of 2019, 46% of Leon County residents 25 years and over had obtained a Bachelor's degree or higher. This is an increase from 42% in 2000. In comparison, 30% of State of Florida residents and 32% of US residents 25 years and over had obtained a Bachelor's degree or higher.

Table #3 – Comparison of Educational Attainment Rates



Source: U.S. Department of Commerce, Bureau of the Census, American Community Survey, 2015-2019, Table S1501

Leon County continues to be a racially and ethnically diverse community

According to the Census Bureau, the County's 2020 population is 54% White, 31% Black, 8% Hispanic or Latino, and 7% Other Races or Two or More Races. This data shows that Leon County has become more racially and ethnically diverse as a community over time. For example, from 2010 to 2020, the County's minority population grew from 40% to 46% of the total population. This growth is in large part due to increasing number of Leon County residents that identified as Hispanic or Latino, Other Races, and Two or More Races. It is anticipated that Leon County will continue to have a racially and ethnically diverse population. By 2030, BEBR projects that the population of Leon County will be 55% White, 34% Black, and 11% Other Races, with 7% of Hispanic origin.

B. Economic Analysis

External Trends:

- Gradual job growth
- Cost of living below the national average
- Projected middle-skilled job growth
- Unemployment recovering from labor market shock of 2020
- Increased new housing and improved home ownership stability
- Rebounding commerce
- Stable GDP growth
- Stable local college enrollment
- Assessment of State facilities

Internal Trends:

- Increased sales tax collections

Gradual job growth

In 2020, Business Insider ranked Tallahassee #13 in “the 19 best cities in the South to live in after the coronavirus pandemic” and SmartAsset ranked Tallahassee #7 for “best places for career opportunities in the COVID-19 recession.” These accolades are the result of the County’s efforts to grow and diversify the local job market.

From 2010 to 2020, the Tallahassee metro area gained 11,900 private-sector jobs, with education and health services accounting for 40% of the gain, and professional and business services for 36%. The government sector, which accounted for about 35% of all non-farm jobs, lost some 2,500 jobs during that time. Overall job growth has averaged 0.8% per year since 2010, with private sector job growth averaging 1.3% per year. During this same time, government sector job growth decreased by an average of -0.2% per year.

Cost of living below the national average

For 2020, the Tallahassee urban area had an overall Cost of Living Index (COLI) of 97.0%, or 3.0% below the average cost of living for all participating urban areas. Preliminary data shows that the cost of living in Leon County has remained below the average in other areas. As of Q3 2021, the Tallahassee urban area had an overall COLI of 94.7%, or 5.3% below the average cost of living for all participating urban areas.

The COLI is released by the Council for Community and Economic Research (C2ER) to measure regional differences in the cost of consumer goods and services (like grocery items, healthcare, and housing). The index uses more than 90,000 prices covering 60 different items’ prices collected three (3) times a year. C2ER has compiled the index from participating communities since 1968. The weighting structure of the index, as set by C2ER, reflects cost differentials for professional and executive households in the top 20% of income. Homeownership costs, for example, are more heavily weighted than they would be if the index reflected average costs for all urban consumers. The index does not measure inflation over time and index data from different quarters should not be compared. However, this research tool helps make accurate cost of living comparisons between Tallahassee-Leon County and other COLI-participating urban areas across the United States on an ongoing basis.

Projected middle-skilled job growth

Leon-Gadsden-Wakulla Counties will have nearly 20,000 jobs open in a variety of industries in the next eight (8) years. The Florida Department of Economic Opportunity (DEO) estimates most openings will be middle-skill positions—those available to adults with more than a high school diploma but less than a 4-year degree. Approximately 20% of these jobs will be in education and health services, 19% in leisure and hospitality, 19% in the business industry, and 9% in trade, transportation, and utilities. The median hourly wage for all industries is \$17.76. To help connect students and other residents with these opportunities, the County continues to invest in its Leon Works initiatives including the annual Expo and Jr. Apprenticeship program.

Unemployment recovering from labor market shock of 2020

The shock to the local labor market in 2020 was broad but affected some industries and occupations more than others. There was lingering dislocation in the supply of and demand for labor among some industries and occupations, where supply of labor was adequate for some industries and occupations and scarce for others, while demand for labor may have been ample for some industries and occupations and meager for others. As of September 2021, Leon County’s unemployment rate was 4.0%, down from 5.6% in September 2020. The average unemployment rate for Leon County area generally fell from 2011 to 2019. However, following the pandemic in 2020, the average unemployment rate for Leon County was 6.1%, up

from an average of 3.1% in 2019. For the State of Florida, the average unemployment rate in 2020 was 7.7%, up from 3.1% in 2019. Initial claims for unemployment compensation in Leon County declined from 2011 to 2019 but reached an all-time high of 30,248 in 2020, with 66% occurring between April and July.

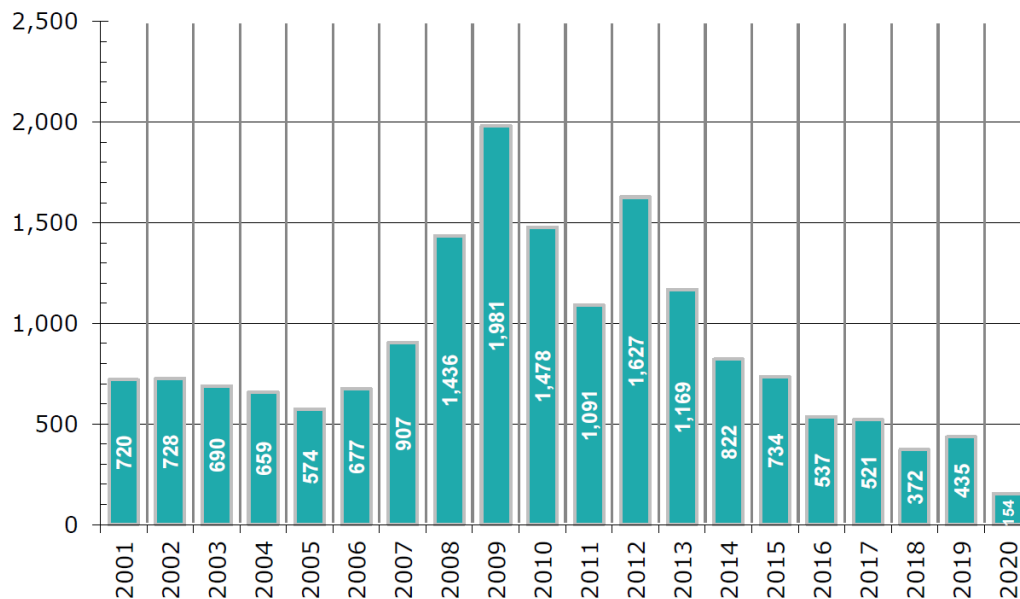
Increased new housing and improved home ownership stability

There were 681 permits issued in Leon County for new single-family (detached and attached) homes in 2020, the most since 2017 and nearly 10% higher than the 2015-2019 annual average of 620. Unincorporated Leon County accounted for 66% of permits; the City of Tallahassee, 34% of permits. The value of commercial permits issued for new construction in 2020 totaled \$86.7 million.

As shown in the following table, mortgage foreclosure cases decreased by 59% in 2020 when compared to 2019. However, the statewide suspension of mortgage foreclosures by executive order from April through September skewed the 2020 total. Despite the executive order no longer being in place, foreclosures have remained relatively low. The total number of mortgage foreclosures in January-September 2021 was down 80% when compared to the average during January-September 2015-2019.

Likewise, there has been a decline in the number of mortgage forbearances, which lets borrowers miss mortgage payments without immediate penalty for up to six (6) months. Since July 2020, the forbearance rates for the Tallahassee metro area have decreased 13 months in a row (from 6.5% to 2.9%), according to the Federal Reserve Bank of Atlanta.

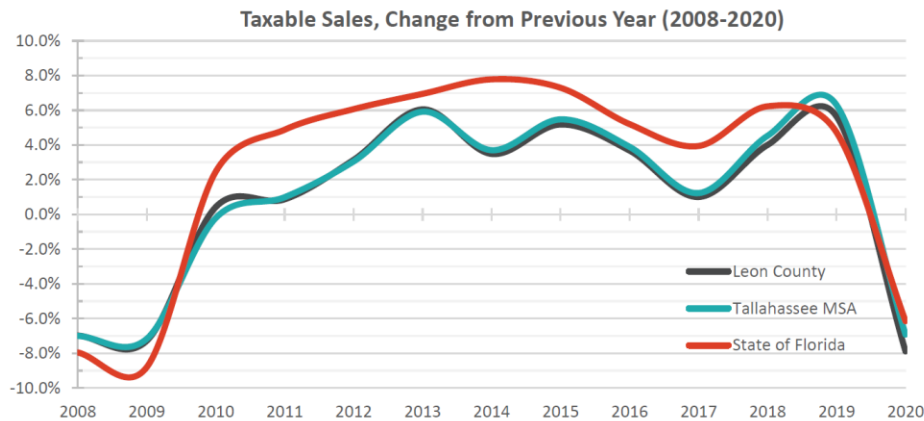
Table #4 – Leon County Mortgage Foreclosure Cases



Rebounding commerce

As shown in the following table, from 2010 until 2019, taxable sales had increased in Leon County on average by 3.3% per year. However, following the pandemic in 2020, taxable sales decreased by 7.9% when compared to the previous year. More recent data indicates that local commerce is rebounding. In 2021, taxable sales for January through August in Leon County were 20% higher than the January-August average during 2015-2019.

Table #5 – Comparison of Taxable Sales



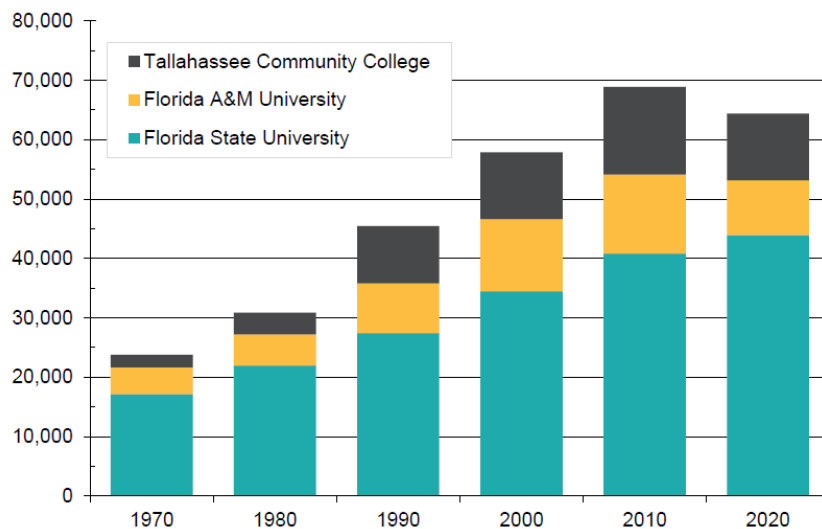
Stable GDP growth

In 2020, the Tallahassee Metropolitan Area's (MSA) Real Gross Domestic Product (GDP) was \$15.5 billion, down -2.6% from 2019, less than Florida's Real GDP decline of -2.8% in 2020 and less than the overall -3.4% decline for the US. In 2020, the Tallahassee MSA had the 13th largest Real GDP among Florida's 22 metro areas. According to the Bureau of Economic Analysis, the full economic effects of the COVID-19 pandemic cannot be quantified in the regional GDP estimates, because the impacts are generally embedded in source data and cannot be separately identified. Since 2011, GDP growth in Tallahassee has averaged 0.5% annually, ranging from a low of -2.6% (2012-2013) to a high of 3.4% (2016-2017). Historically, private industry has accounted for 66% of the MSA's GDP with 34% attributable to government. Strongest gains in recent years have been in the areas of health care, retail trade, finance and professional and business services.

Stable local college enrollment

After peaking at 70,000 students in 2011, enrollment at the three (3) largest schools of higher education (Florida State University (FSU), Florida Agriculture and Mechanical University (FAMU), and Tallahassee Community College (TCC)) has stabilized at 64,000-65,000 since 2013. While enrollment at TCC and FAMU has declined since 2015, FSU's enrollment has increased by 5% in the past five (5) years.

Table #6 – Fall Enrollment at Area Institutions of Higher Learning



Assessment of State facilities

The 2017 Leon County Property Portfolio Study prepared for the Florida Department of Management Services (DMS) by Savills Studley Occupier Services analyzed aging government facilities, infrastructure, and expiring building leases in Leon County, with recommendations to the Legislature regarding how to manage these properties. The DMS study was a special report and has not been revised or updated since 2017. Recommendations included: 1) transformation of 750,000 rentable square feet of the owned portfolio through major modernizations and renovations; 2) addressing ADA deficiencies in buildings of long-term strategic value to the State; 3) consolidation of State-owned facilities into a more compact, efficient footprint downtown, at the Capital Circle Office Complex (CCOC), and in other areas of Leon County; 4) creation of a new corridor downtown for private-sector or higher education development through the disposition of inefficient, aged, but valuable properties; and 5) reduction of private leased space by more than 350,000 SF. For implementation, in 2019 DMS requested funding to update the CCOC Master Plan, with agency programming money to reassemble uses in several CCOC buildings more efficiently.

Since the aforementioned 2017 Leon County Property Portfolio Study, there have been several notable State facility changes. Since 2013 the State of Florida has also relocated 11 agencies from the Northwood Shared Resource Center (Northwood Mall) which has recently been demolished for the construction of the new Tallahassee Police Department Headquarters campus. Impacted agencies were relocated to state-owned facilities at the Capital Circle Office Complex, incorporated into other existing state facilities, or signed agreements to occupy existing office facilities throughout Tallahassee including the Kroger Office Center, 2601 Blairstone Road (260,000 SF). Other recent changes include the leasing of spaces in the Centre of Tallahassee for the Florida Department of Children and Families (230,000 SF), the Florida Department of Health (100,000 SF), and the Florida Department of State (29,000 SF outparcel). Additionally, in 2019, the Florida Department of Transportation (62,301 SF), Florida Department of Fish & Wildlife Conservation Commission (FWC, 60,625 SF) and Florida Division of Retirement Services (37,994) moved into newly constructed office space adjacent to Tallahassee's VA Medical Center near the intersection of Blair Stone Road and East Orange Avenue.

Pursuant to §§ 216.052, 253.0325, and 253.87 Florida Statutes (F.S.), The Florida State Owned Lands and Records Information System (FL-SOLARIS) is implemented by the Department of Environmental Protection (DEP) in collaboration with DMS to record and maintain the inventory of real estate properties (including both land and facilities) that are "owned, leased, rented, or otherwise occupied" by any state government entity. As of March 2021, Leon County had 29.5 million square feet of State-owned facilities. Educational uses by the universities and Tallahassee Community College accounted for 63% of the total; office uses, 24%; and all other uses, 13%. By agency, Florida State University operated about 46% of State-owned facilities in Leon County; Department of Management Services, 27%; Florida A&M University, 13%; and all other State agencies, 14%.

C. Financial Health of Leon County

External Trends:

- Sales tax revenues have rebounded from the impacts of COVID-19
- Federal Government American Rescue Plan Act (ARPA) Revenue Loss Replacement funding allowing for the rebuilding of reserves
- Rating Agencies see the County's financial health as very good

Internal Trends:

- Reduction in the use of fund balance to support operating expenditures
- Future costs to provide services will continue to increase
- Continued decline in debt obligations

The financial health of the County Government is sound. The County's deliberate and reasoned financial management and budgetary practices before, during, and after the Great Recession, and subsequent fiscal actions taken during the onset of the COVID economy have placed the County in a positive position to provide long-term stability for the citizens the County serves.

The Impacts of COVID-19

On March 13, 2020, during FY 2020, the United States declared COVID-19 a National Emergency. The first quarter of 2020 saw the United States enter a recession as governments issued stay-at-home orders to control the spread of COVID. These actions caused a major decline in the economy, as workers in service industries were laid off and corporate and consumer spending slowed.

In Florida, where sales taxes are a major driver of government funding, the recession caused state, and local governments to immediately see reduced revenues that fund government services. Leon County experienced revenue declines in the millions related to gas taxes, sales taxes, and tourism taxes.

In developing the FY 2021 budget, given the uncertainty of when the pandemic would end, and economic activity would begin to rebound, a significant decline in general revenues were contemplated in developing the budget. While property tax collections were not impacted in FY 2021, the other revenue declines required operating budget reductions, continuation of the hiring freeze, elimination of non-essential travel and training, as well as the deferral and elimination of capital projects.

Throughout the COVID pandemic, the Federal Government has provided historical fiscal support to individuals and businesses affected by the pandemic. Funding received through the Coronavirus Aid, Relief, and Economic Security Act (CARES) (\$62.2 million) and the Emergency Rental Assistance Program (ERA) (\$19.7 million to date, additional \$11 million pending) allowed the County to provide for essential public health and safety expenditures related to COVID, direct assistance to individuals experiencing financial hardship, a broad range of human service needs, and critical economic relief to the local business community.

In March 2021, President Biden signed the American Rescue Plan Act (ARPA) into law, providing \$1.9 trillion in economic relief and recovery assistance in response to the COVID pandemic, of which Leon County received \$57.02 million. Specifically, ARPA was the first federal program that allowed local governments to use federal funding to replace revenues loss because of the pandemic. The total projected

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revenue loss for Leon County is \$20.6 million, which includes all County revenues (state shared sales taxes, gas taxes, tourist taxes, property taxes, etc.).

A portion of the revenue loss replacement funds (\$11.3 million) were used to augment the FY 2022 budget and fund capital projects and tourism expenditures during FY 2021:

- \$2.8 million through the operating budget to:
 - Eliminate the need to raise any fees or property taxes, maintaining the EMS MSTU, the stormwater non-ad valorem assessment and the fire fee at their current rates;
 - Assist in rebuilding reserves by reducing the use of fund balance; and
 - Lift the hiring freeze implemented last year
- \$3.6 million to ensure funding is available for the base maintenance capital program
- \$2.2 to address the significant impact to Tourism revenues through:
 - Enhanced marketing/promotion to support rebuilding the local tourism economy;
 - Funding for the Historic Train Station renovation to address significant industry-wide construction inflation cost increases; and
 - Funding to support on-going development of the Apalachee Regional Park
- \$2.7 million to address transportation and flood relief projects that were delayed or not funded because of the pandemic

The remaining \$9.3 million is programmed in the FY 2023 budget to provide continued support for operating expenses (\$2.8 million) and the capital improvement program (\$6.5 million). Over the next several budget cycles, as the economy continues to grow, the proposed expenditure plan will facilitate gradually reducing budgetary reliance on revenue loss mitigation funding, and correspondingly replacing this funding with projected increased revenue collections (through half cent sales tax revenues, property taxes, etc.).

Revenues are beginning to rebound from the impacts of COVID

Property Taxes

The County does not control property values but rather the tax rate that is applied to the values provided by the Property Appraiser. For example, during the “Great Recession”, with declining property values the County maintained the millage rate resulting in less property tax collections and correspondingly passing on property tax savings to the community. Conversely, as property values began to increase moderately, the County made a deliberate and planned decision to leave the millage rate at the current 8.3114, to allow the additional property tax revenue to begin to assist in covering the inflationary costs of providing County services without having to reduce program services and increasing the recurring revenue to the capital program.

The taxable value increase for FY 2022 is 4.05%, significantly less than last year’s growth rate of 6.8%, due in part to a decline in commercial property values related to the impacts of COVID. The pandemic has had a significant impact on commercial leases, restaurants, and hotels, which also contributed to the slowing of taxable values. With the economy recovering and new building construction occurring, out-year property tax projections reflect maintaining the existing millage rate at 8.3144 with property values increasing to provide the necessary revenue growth to fund increases in operating expenses.

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Other Revenues

Other major revenues such as Florida's half-cent, state shared revenue and local sales tax revenue in conjunction with the lifting of stay-at-home orders and increased consumer spending have rebounded from the precipitous decline in FY 2020 and have returned to pre-COVID collection levels.

However, gas taxes declined during the COVID-19 pandemic, and are still lagging pre-COVID collections. These taxes can only be used to fund the transportation maintenance and transportation capital paving programs. These taxes do not support the entire transportation program, which is subsidized by general revenue. The longer gas taxes lag in the recovery, the more general revenue will be needed to support this program.

Prior to COVID, gas taxes, which are consumption based (taxes are per gallon, not a percentage of cost), were only slightly increasing year-over-year due to better vehicle fuel efficiencies and an increase in the use of electric vehicles. Stay-at-home orders and their effect on commuting dramatically affected gas tax collections. Even with the phased economic reopening, gas taxes have not rebounded, indicating that telecommuting and changed driving habits are still impacting fuel consumption. This decline is projected to continue largely due to the possible future volatility in the market for crude oil, and the shift in consumers driving more fuel-efficient cars.

The tourism economy was decimated during COVID, which significantly impacted the Tourist Development Tax (TDT). TDT revenue declined by 33% in FY 2020 after the onset of COVID restrictions in April 2020, resulting in the Division of Tourism's Marketing/Advertising budget being drastically reduced by 48% in FY 2021. With the removal of stay-at-home orders and the availability of vaccines, TDT collection began to slowly increase in March 2021. As the impacts of COVID on travel began to subside, the County allocated \$750,000 in ARPA revenue replacement funding to enhance Tourism's marketing/advertising efforts to rebuild the local tourism economy. While TDT revenue collections have not yet made a full recovery to pre-pandemic levels, out-year projections assume a gradual return to normal.

A rebounding economy in commercial and housing construction fueled by a low interest rate environment enacted by the Federal Reserve to combat the impacts of the COVID pandemic on the economy has caused a corresponding increase in permitting revenue. The additional revenues allowed the County to hire an additional Building Inspector in FY 2022 to maintain inspection timelines as building activity has increased. Building fees are expected to continue increasing modestly over the next five (5) years.

The Development and Environmental Permitting functions are funded by both fees and general revenue. An increase in site development/permitting revenue has allowed for a decrease in the general revenue transfer to support these functions by approximately 24% in FY 2022. General fund revenue is expected to increase incrementally in the next (5) five years to meet increased service demand.

Rating Agencies see the County's Financial Health as strong

Despite COVID's substantial implications for the economy and local government revenue sources, the County's actions have provided the necessary means to continue maintaining the County as a financially viable organization. As recognized by Moody's Investor Service in its February 2021 annual release, the County's financial position was "very good" and maintained a Aa2 credit rating. Additionally, Moody did not see any material immediate credit risks to Leon County. These positive ratings have allowed the County to refinance outstanding bonds and acquire additional debt with extremely favorable low interest bank loans.

State Budget forecast continues to indicate nominal growth

Due to the economy largely returning to normal faster than expected, the annual forecast provided by the Office of Economic and Demographic Research (EDR) was adjusted upward in August 2021. Bearing any major shifts in the economy, as the world economy continues to adjust to the impacts of COVID, or other international crises, this upward trend will carry over to Florida local governments during FY 2022 and into FY 2023. Leon County will exceed pre-COVID collections sales tax related revenue this year.

Reduction in the use of Fund Balance to Support Operating Expenditures

Consistent with best governmental financial practices, Leon County Policy 07-2 “Reserves” establishes fund balance policy levels sufficient for cash flow and emergency purposes. As property tax revenues are received two (2) months after the start of the fiscal year, fund balances allow the County adequate cash flow to eliminate the need for short-term borrowing in October and November to cover payroll and required budget transfers to the Constitutional Officers.

The FY 2022 budget includes a reduction in the use of fund balance from \$1.84 million to \$800,000, the lowest level since FY 2010 or more than a decade. If the \$2.8 million in ARPA revenue replacement were not available to assist in balancing the budget, additional fund balance would have been necessary to support the budget, or expense reductions would have been required. Using the ARPA funds to supplement the budget allowed the County to maintain and build reserves for future needs such as one-time capital projects.

The County’s general revenue fund balances have historically grown at a rate of \$4 to \$5 million a year. This is due to State budget requirements that counties budget 95% of expected revenues, and the nominal under expenditure of County and Constitutional Officer’s budgets. Hence, \$4 to \$5 million has not been an unreasonable amount to budget given the constraints placed on County resources. However, when this level of fund balance is used to offset the operating budget (\$4 to \$5 million), fund balances do not grow year over year, and stay at the same level.

When fund balance use is reduced (like in FY 2022), fund balances can start to grow. When the fund balances are allowed to grow, they accumulate, and can be used as part of a “fund balance sweep” to fund one-time capital projects (i.e. Consolidated Dispatch Center and Branch Libraries). Alternatively, without general fund balance accumulation, the County would need to consider issuing debt to support future capital project needs.

Future Costs to Provide Services will Continue to Increase

The cost to “open the doors” every year to maintain current service levels provides the baseline annual financial impact for County government. These inflationary costs include items such as employee benefits (state mandated retirement, health care, performance pay increases), Medicaid payments, utilities, and material costs to maintain the County’s infrastructure. Normal growth in expenses includes Leon County Government and Constitutional Officers personnel cost (e.g. retirement, health insurance), contractual increases, mandatory state payments, and materials and supplies. To offset these increases, the County relies on average revenue growth in property, state shared and local sale taxes, fees, and gas taxes. This revenue growth allows Leon County government to avoid increasing taxes to cover expense growth necessary to maintain adequate service levels. While the economy continues to rebound from COVID, total County revenues are still below pre-pandemic levels or are growing at rates slower than normal.

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Operating

Even with these post-COVID gains, cost increases in the future will require staff to remain diligent in evaluating the budget for opportunities to work more efficiently within existing resources. With an improving economy, the costs of construction, services and operating cost impacts will continue to increase. For example, as the County continues to significantly increase park acres available to the public (Apalachee Regional Park, St. Mark's, Broadmoor Park, two (2) dog parks, etc.), additional positions will be required to maintain adequate service levels. Likewise, the FY 2022 budget included increased costs associated with contractual services and repairs and maintenance, the Consolidated Dispatch Agency, and the addition of ten new positions for the Sheriff. These costs will continue to increase annually over the next five (5) years.

Capital

The capital budget is focused on maintaining the County's core infrastructure, including road resurfacing, stormwater facilities, parks and greenways, technology infrastructure and upgrades to the detention facility. In addition, the capital budget includes new infrastructure projects such as the construction of new park facilities, major building improvements, road and sidewalk improvements and heavy and light duty vehicles. Ideally, to provide adequate funding to the capital program, annual recurring general revenue should be between \$9.0 to \$11.0 million; this amount continues to increase as construction inflation grows. Following the great recession, the County had taken deliberate budgetary actions, and over several years increased the general revenue support for capital to \$7.3 million by FY 2020. However, because of the COVID pandemic and the associated negative fiscal impacts, the general revenue support was reduced to \$5 million in FY 2021.

Given the continued financial impacts of the pandemic, the FY 2022 budget maintained the general revenue support at \$5.0 million. To ensure the County's aging infrastructure is adequately maintained and funded, the FY 2022 budget included \$3.6 million in ARPA funding and programmed another \$6.59 million in FY 2023. Without the ARPA funding, reductions in the capital program would have been necessary. Out-years reflect revenues returning to normal growth and the general revenue transfer increasing to \$12.97 million by FY 2026.

Emergency Medical Services

At the June 10, 2014 FY 2015 Budget Workshop, the Board approved a long-term financial plan for EMS to drawdown available dedicated EMS fund balance until such time that the fund balances approached a level consistent with County policy. With the approval to drawdown the fund balance, the Board understood that an increase in the EMS MSTU might be needed in FY 2020 or FY 2021. Instead, during the FY 2020 budget process, the Board adopted a multi-year fiscal plan that allocated \$4.1 million in debt services savings to avoid near term tax and fee increases for Fire and Emergency Medical Services. The EMS funding plan included a general fund transfer of \$2.0 million per year beginning in FY 2021. Subsequently, due to new Medicaid funding support provided through the Agency for Health Care Administration, the fund did not need the entire \$2.0 million transfer in FY 2021 or FY 2022, only requiring \$792,616 and \$1.1 million respectively. As the amount of Medicaid funding is uncertain, general revenue support may need to be increased during future budget cycles unless other changes are made to funding EMS, such as increasing the MSTU.

In recent years, Leon County EMS (along with providers nationwide), have experienced a paramedic shortage which has been further exacerbated by the COVID pandemic. The County has implemented several strategies to mitigate these effects including providing shift differential pay, shift incentive stipends and the creation of a County sponsored Emergency Medical Technician (EMT) to Paramedic

Trainee Program. Additionally, the EMS Division and Leon County Human Resources are in the process of conducting an extensive update of the EMS Pay Plan. Based upon this evaluation, additional funding needs that may be warranted to maintain the County's long-term competitiveness in recruiting and retaining key talent in the EMS Division will be presented to the Board as part of the FY 2023 budget process.

Debt obligations

A large part of the County's positive financial health and strong financial ratings can be attributed to the low debt level and high liquidity ratio. The County's debt level accounts for 1.7% of the total County budget. The liquidity level is slightly more than 3:1; meaning that the County has more cash than needed to cover these liabilities. The International County/City Managers Association recommends a minimum of a 1:1 ratio of liquidity.

The County established a FY 2017 – FY 2021 target of reducing debt by 60%. During this period, Leon County exceeded this target and reduced outstanding debt service by 69% from \$57.2 million to \$17.7 million. This reduction considers additional debt issued to purchase the Sheriff Helicopter. Subsequently, to take advantage of historically low interest rates and to avoid large variances to the capital budget, additional debt service was financed for Building Energy Savings improvements, the Supervisor of Elections Voting Operations Center and the replacement of the 800 MHz radios. Beginning in FY 2022, this increased the outstanding debt to \$39.2 million. Over the next five (5) years the debt service will be reduced by \$22.4 million or 57%. In FY 2016, debt service was 3.6% of the annual budget compared to 1.7% in the current FY 2022 budget.

D. Community Engagement

External Trends

- As millennials age, they are becoming more civically engaged.
- Social media misinformation and disinformation jeopardizes the civic landscape.
- Sustainable and long-lasting engagement with neighborhoods and community members will become even more important as the County engages citizens as co-creators.
- Increasing community volunteerism and engagement.

Internal Trends

- Information sources will further multiply and diversify.

As millennial age they are becoming more civically engaged

Leon County's millennial generation (people born between 1981 and 1996) have lived through, advanced careers in, and started families during a global pandemic and one of the most active and meaningful two (2) years of civic engagement the country has seen. To this end, millennials are seeking civic engagement in new and different ways compared to previous generations. According to a Points of Light research report:

- Almost 50% of millennials believe more in civic engagement now than before the pandemic, 69% are more likely to volunteer, and 85% think people should help their community and the world.
- With few exceptions, "spent time learning more about the issue" was the number-one action millennials took to support social issues followed by "used social media" and "changed purchasing."

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- Millennials believe companies should be actively involved in social issues, and two-thirds visit corporate websites at least somewhat often to learn about their efforts. Black American males, especially, think companies should meet with consumers about the effects of their products and services.
- Respondents said that the top issues the country must address post-pandemic are healthcare (29%), criminal and social justice (24%), education (21%), environment/climate (21%) and financial recovery efforts from COVID-19 (17%).

Previously, the County engaged millennials through organized campus activities such as The Longest Table events in coordination with Village Square and the FSU Big Event. While those events will continue, millennials are no longer on campus, so they need to be engaged in civic discourse and service using different methods. As outlined in a later section, the County will continue to invest in newer social media outlets such as Instagram, Snapchat and TikTok while complying with all Florida sunshine laws. Further, the County will leverage its outlets to encourage millennials to serve with and through VolunteerLEON. Because millennials see large social issues through a personal lens, VolunteerLEON will spend time engaging with millennials who serve now and use their stories to highlight the personal and intrinsic reward of service and engagement.

Lastly, the County will continue its efforts to engage the next generation of community leaders at Florida State University, Florida A&M University, and Tallahassee Community College.

Social media misinformation and disinformation jeopardizes the civic landscape

According to a Pew Research Center poll, social media use has remained level over the past five (5) years, with roughly seven-in-ten Americans saying they use any kind of social media site. The majority of Americans say they use YouTube and Facebook, while use of Instagram, Snapchat and TikTok is especially common among adults under 30. As millennials continue to advance in careers, start families, and look to their local governments for engagement, the County needs to further leverage more recent social media outlets while maintaining a strong presence on established accounts like Facebook.

Further, throughout the coronavirus pandemic, public health officials and communications experts have pointed to social media as a source of misinformation and disinformation on a range of topics, but specifically vaccinations. According to a recent de Beaumont poll, a correlation was drawn between social media use and vaccination status. Specifically, those survey respondents who said social media was their primary source of information would most likely be unvaccinated and they would further say that social media reinforces their reluctance to be vaccinated. Lastly, nearly 70% of those polled said they use social media to find COVID-19 information, no matter their vaccination status.

Social media misinformation has prompted Leon County to adopt a proactive communications model, one that seeks out concerned citizens as well as possible misinformation to solve the issue at hand. In 2022, the County is launching the Zencity listening platform, a social media listening tool that accesses publicly available posts and conversations to reach citizens who may not contact the County directly for assistance. The focus will allow County teams to monitor trends and respond to community needs in a personal, high-touch and high-tech manner.

Since 2013, Leon County has made significant strides in public outreach and engagement with accounts on Facebook, Twitter, Instagram, LinkedIn, and Pinterest. During this time, the County has added tens of thousands of followers and posted daily to reach millions of people locally and across the globe. However, the County must continue to reach people in new and engaging ways across various platforms and with

in-person events that are streamed and shared. The COVID-19 pandemic has revealed a need to better listen to and engage with misinformation on a variety of topics, but most certainly those concerning public health.

Sustainable and long-lasting engagement with neighborhoods and community members will become even more important as the County engages citizens as co-creators

The County achieves its best and longest lasting results when a project or initiative involves citizens as co-creators. The County continues to engage citizens in all aspects of co-creating our community, including:

- Veteran-led volunteer efforts in support of Operation Thank You;
- Engaging homeowners and area businesses who give their time during Leon County's 9/11 Day of Service;
- Placemaking efforts, such as the County's Annual Neighborhood Recognition Program; and
- Numerous citizen committees and advisory boards.

The County will continue to create opportunities for the community to engage with County representatives in support of placemaking and community building to enhance public life and service delivery.

Increasing community volunteerism and engagement

VolunteerLEON leads coordinated and effective community volunteerism efforts that promote a culture of collaborative decision making and equitable access to civic participation. Volunteerism allows County residents of any cultural or educational background to participate in a meaningful service role and make a difference.

While volunteerism is at a historic low, the remaining volunteer positions with healthcare facilities and critical meal delivery to seniors are now more critical than ever. However, as volunteer opportunities continue to reopen, VolunteerLEON will substantially increase volunteerism outreach, service positions, and training for volunteer managers.

As the community's first-stop shop for connecting interested volunteers to volunteer opportunities with local organizations and nonprofits, VolunteerLEON will leverage partnerships, address gender-related volunteering inequity, address barriers faced by marginalized groups in volunteering, and invest in volunteer data collection and measures. VolunteerLEON will:

- Promote and maintain the County's online volunteer portal to find opportunities and organizations in need;
- Grow the County's volunteer manager training by adding modules and seeking diverse candidates from community organizations;
- Leverage university, school, and other existing support networks to develop volunteer engagement opportunities and best practices; and
- Organize various ways to recognize and value volunteer work throughout the community.

Information sources will further multiply and diversify

To reach citizens across multiple and diverse platforms, the County continues to create unique opportunities to present information. In the last few years, the County began using platforms such as Nextdoor and Instagram to share information with citizens about events and services. We will also soon

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join newer social media outlets such as Snapchat and TikTok to reach the next generation of adult citizens, Gen Z (people born between 1997 and 2012). According to a recent Pew Research Poll, a majority of 18- to 29-year-olds say they use Instagram (71%) or Snapchat (65%), while roughly half say the same for TikTok. Utilizing these platforms will allow us to reach Gen Z as they finish college and begin to enter the workforce over the next five (5) years.

Additionally, the County is now making select meetings, programs and events available to citizens both in person and virtually to create opportunities for more equitable and accessible engagement with the community. Recordings of these programs are then made available on County Youtube and Facebook pages so citizens can watch at a time that is most convenient for them. While such efforts require technology and digital communications training and coordination, these projects put the subject matter experts in charge of certain powerful tools to reach their audiences.

E. Emergency Medical Response

External Trends:

- COVID-19 Pandemic
- National healthcare and paramedic labor shortage
- Expanding medical and technological advances available to paramedics
- Expeditious transport of patients with specific conditions to appropriate hospitals continues to reduce mortality and morbidity
- Integration of EMS into the healthcare system and public health services
- Telemedicine advancements may expand the scope and availability of services

Internal Trends:

- Increased requests for ambulance responses
- Leveraging partnerships with community stakeholders to improve services
- Life safety education programs

EMS continues to be a nationally recognized leader in setting the standard for pre-hospital emergency care and life safety education programs. The Division continues its tradition of being the longest continuously accredited government-operated ambulance service in Florida meeting the standards of the Commission on Accreditation of Ambulance Services. In 2018, EMS was recognized as the National EMS Provider of the Year by the National Association of Emergency Medical Technicians. The EMS Critical Care Transport team became the first ground team in the Country to have all members achieve certification through the International Board of Specialty Certification. Emergency Medical Technician Lee Kendall was named the 2021 Florida Department of Health EMT of the Year for his clinical excellence, participation in community education programs and service his service to community projects. Major Sally Davis was recognized as one (1) of the 25 Women You Need to Know in 2021. Also in 2021, Lt. Nichole Harris was recognized by the American Legion Department of Florida as the state-wide Paramedic of the Year. The Division continued to deliver exceptional clinical care to victims of cardiac arrest, heart attack, stroke, trauma, and serious infections by achieving clinical outcomes better than performance national standards. EMS is currently addressing the following emerging trends in order to continue to be a nationally recognized leader in setting the standard for pre-hospital emergency care.

COVID-19 Pandemic

The COVID-19 Pandemic has challenged the delivery of healthcare, including EMS, throughout the world. In addition to responding to record numbers of requests for EMS services, EMS has assisted in the response to the Pandemic by providing support with its Highly Infectious Disease Patient Transport Team, by assisting at COVID testing locations, by providing COVID immunizations to thousands of citizens, and through the creation of alternative response and treatment protocols to help reduce the number of patients at hospitals and make resources available for the sickest patients. Throughout the Pandemic, EMS has proven to be an adaptable, capable, and reliable healthcare asset that does more than respond to medical emergencies.

National healthcare and paramedic labor shortage

For the past few years there has been a well-documented national paramedic shortage. The Florida Department of Health state-wide EMS Advisory Council appointed an Ad Hoc Paramedic Storage Committee which found that during the 10-year period between 2007 and 2017 state-wide there was an 18% reduction in the number of licensed Paramedics while during that same timeframe there was over a 52% increase in the number of ambulance responses. The COVID-19 Pandemic has created unprecedented healthcare staffing challenges and has exacerbated the Paramedic shortage. Employment opportunities for Paramedics have expanded into primary healthcare, public health, and hospital roles further accelerating competition and labor market pressures. The County has taken numerous steps to mitigate the impact of the Paramedic shortage over the past several years including: developing a professional development plan, increasing pay, implementing alternative scheduling options, enhancing shift differentials, and focusing on creating an environment that facilitates long-term EMS careers including providing resources to facilitate the mental wellbeing of members. However, the challenge of recruiting and retaining licensed Paramedics has required the County to frequently utilize mandatory overtime and to modify ambulance schedules which impacts ambulance deployment and results in additional pressures on the workforce and EMS system. To continue to be successful, the County will need to explore ways to further enhance the working environment and implement strategies that continue to make the organization an employer of choice among Paramedics. In addition, strategies such as implementing an Emergency Medical Responder and/or Emergency Medical Technician (EMT) program in local high schools and sponsor EMTs to become Paramedics will need to be considered.

Expanding medical and technological advances available to paramedics

EMS has continued to provide clinical excellence by incorporating current industry trends and scientifically supported best practices into its service delivery. The number and complexity of medications and technologies available to paramedics continues to proliferate resulting in the need for a more educated and technically competent workforce that can incorporate evidence-based practices in the field. This has presented additional challenges related to quality improvement and ensuring effective EMS service delivery. The County has participated in, conducted, and contributed to several research studies investigating the effectiveness of EMS medical services. In addition, the County's EMS Medical Director regularly incorporates evidence-based medical practices into the medical protocols. Further enhancements of pre-hospital services to include expanded telemedicine, whole blood administration, and ultrasound, among other treatments, will be evaluated in near-future service delivery.

Expeditious transport of patients with specific conditions to appropriate hospitals continues to reduce mortality and morbidity

Evidence continues to support the emphasis on the importance of expeditious ambulance transport to the medical facility most capable of handling the patients' condition as opposed to advanced life support first response services and on scene patient management. While the immediate delivery of life-saving

care is vitally important in specific situations, there are a number of conditions where less field stabilization and immediate transport for definitive care is indicated. EMS continues to implement medical protocols that are designed to provide guidance on transporting patients to the medical facility most capable of caring for the patient and decreasing the time it takes to get the patient to the treatment center within the facility. For instance, EMS takes most heart attack patients directly to the hospital's cardiac catheterization lab and bypass the emergency department to get the patient to definitive care quicker. The development of systems of care in cooperation with local hospitals and the medical community have improved patient outcomes and continues to expand. To continually improve service delivery, EMS participates in the multi-disciplinary quality improvement programs related to stroke, heart attack, sepsis, and trauma with the local hospitals.

Integration of EMS into the healthcare system and public health services

Value based, patient outcome-centered, healthcare continues to expand following implementation of these tenants under The Affordable Care Act. The Center for Medicaid and Medicare Services has recently begun a pilot program known as ET3 to explore alternative care options provided by EMS services. Mobile Integrated Health Care and Community Paramedic programs continue to expand across the Country in support of traditional healthcare systems. This has created uncertainty in fee-for-service payments received for EMS services and the future of fully-funding EMS systems. The County continues to leverage partnerships with stakeholders in providing community service programs to patients with an identified need. EMS has always had a strong partnership with the Florida Department of Health in Leon County and aided with various immunization clinics for the past several years. The COVID-19 Pandemic presented additional opportunities for EMS to provide traditionally public health services including assisting with infection control programs at long-term care facilities, assisting with disease testing and monitoring, and administering immunizations to citizens.

Telemedicine advancements may expand the scope and availability of services

The use of telemedicine and telehealth components has expanded rapidly over the past few years as technology has further improved and the service abilities have been accepted by the public and the medical field. The COVID-19 Pandemic has helped to accelerate the use and acceptance of telemedicine as a legitimate way to seek healthcare. It is likely that the further expansion of telemedicine will impact EMS service delivery by both limiting the need for patients to seek EMS assistance because of expanded access to a medical provider through telemedicine and by EMS utilizing telemedicine services to deliver services to the community. Around the world, EMS systems continue to evaluate and test the use of telemedicine into daily practices. A challenge is finding enough physicians and medical providers to provide the telemedicine services directly to patients and as a part of the EMS system. EMS is well positioned to be a leader in the integration of telehealth services and currently has such services available during critical care transports and for other specialized medical direction activities.

Increased requests for ambulance responses

In FY21, the EMS Division experienced its busiest year with 49,052 requests for ambulance responses which represents over an 80% increase as compared to the first full year of service in 2004 when the Division responded to 27,240 requests. Across the Country EMS systems continue to experience a sharp rise in the number of requests for service as the population ages and as individuals rely on EMS as a means for accessing the healthcare system. The County has implemented solutions to address this issue in various levels and include everything from adding ambulance coverage, to modifying ambulance response protocols, and continuing to evaluate various aspects of alternative response models including Community Paramedic. In addition, the response to individuals in mental health crisis continues to evolve and impact EMS responses as the community works towards providing mental health resources earlier in

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the crisis. The County is continually evaluating best practices implemented in other communities which includes the use of an internationally accredited nurse triage system as a part of low acuity 9-1-1 calls for service; implementing basic life support ambulances for specific call types; and, other alternative response systems such as telemedicine.

Leveraging partnerships with community stakeholders to improve services

Partnering with community stakeholders to assist patients in need is a vital aspect of successfully providing EMS services to the community. EMS is engaged in improving patient care by participating in the Tallahassee Coalition for Coordinated Care and is engaged in improving the medical response capabilities of the community by participating in the Big Bend Healthcare Coalition and as a regional provider in the Florida Department of Health Infectious Disease Transport network. EMS has a social services referral partnership with Big Bend 2-1-1 where patients with an identified need are referred to 2-1-1 and offered assistance through a community partner. The Division continues to operate a Tactical Medical Program to provide medical support to the Sheriff's Office Special Weapons and Tactics unit; provides Critical Care Paramedic transport services to acutely ill patients; provides low-cost AEDs to organization and business throughout the County; partnered with local hospitals and medical providers to improve heart attack, stroke, and trauma outcomes and develop systems of care the exceed national standards.

Life safety education programs

The Division continues to engage citizens through various life safety education programs designed to decrease injuries and illnesses and improve survival rates. Thousands of citizens are trained in CPR, AED use and stop the bleed annually; hundreds of child safety seats are inspected and installed properly; and hundreds of public education events are conducted. The pandemic required the County to modify CPR training where CPR Home Edition was delivered through a partnership with the County Library system using technology. The Division regularly provides medical support for veterans participating in Honor Flight Tallahassee's one-day trip to Washington D.C. EMS has a history of working alongside organizations for the betterment of the care of citizens suffering from dementia through the development of training materials and the training of EMS members.

F. Public Safety

External Trends:

- A recent increase in property and violent crimes following a steady decline in previous years.
- National and local efforts for bail reform.
- Impacts of the COVID-19 Pandemic on the criminal justice system.

Internal Trends:

- Increased reliability on pre-sentence community supervision.
- Extended periods of pre-sentence supervision.

Recent increases in property and violent crimes following a steady decline in previous years.

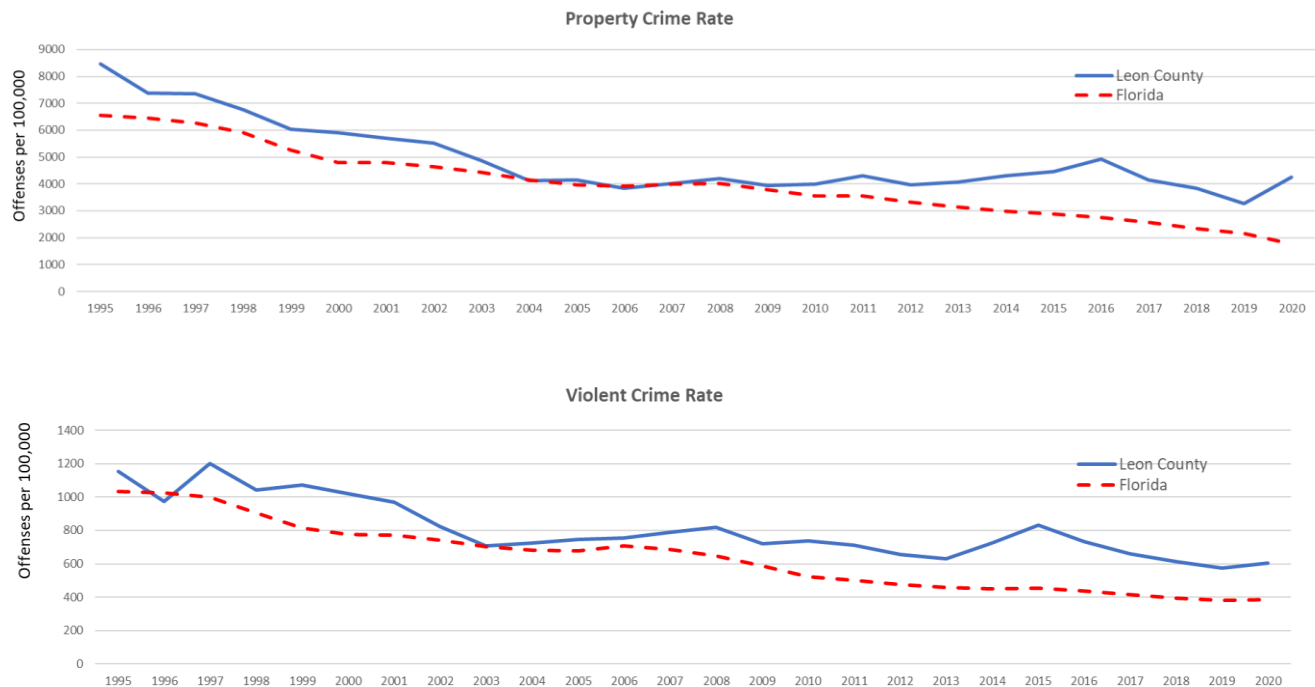
According to crime statistics from the Florida Department of Law Enforcement, as reported by the Tallahassee Leon County Office of Economic Vitality, between 2016 and 2019, Leon County's property and violent crime rates steadily declined. In 2019, Leon County's property and violent crime rates decreased

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33.5 percent and 21.9 percent respectively since 2016. This compares to the respective statewide decline of 20.9 percent and 12.9 percent.

In 2020, Leon County's property and violent crime rates increased from 2019 levels; a 30.1 percent increase in property crime rates and a 5.2 percent increase in violent crime rates. As of 2020, the statewide rates of property continued to decline while violent crimes increased marginally by .44 percent from 2019 rates. The trends since 1995 for both categories are shown below. Leon County's crime rates remain below the peak levels of 1995. Of note, in 2019, Leon County saw the lowest rates of property and violent crimes since before 1995.

Tables #7 & #8 – Comparison of Property Crime & Violent Crime Rates



Note: Offenses per 100,000. Property crimes include burglary, larceny, and motor vehicle theft. Violent crimes include murder, forcible sex offenses, robbery, and aggravated assault.

Source: Florida Department of Law Enforcement

National and local efforts for bail reform.

The reliance on alternatives to incarceration has increased substantially in recent years as national and grassroots advocacy groups champion for the non-monetary release of pretrial defendants in lieu of monetary bonds or pretrial detention. In October 2017, the American Civil Liberties Union (ACLU) filed lawsuits against several criminal justice entities in Florida, including the Leon County Sheriff, on behalf of indigent pretrial inmates contesting the unlawful detention of people based solely on their inability to afford the monetary bond set in their case. Although the case involving the Leon County Sheriff, *Knight v. Sheriff of Leon County*, was ultimately dismissed by the federal courts on March 29, 2019, the Chief Judge of the Second Judicial Circuit revised the Administrative Order (Uniform Bond Schedule and Pretrial Release Procedures) which govern the processes and procedures for pretrial release. The revised and new order went into effect on April 15, 2019. The orders intend to reduce the number of people detained in custody because they cannot afford the monetary bond imposed as a condition of their release. As anticipated, utilization of the Supervised Pretrial Release Division increased in the following months as

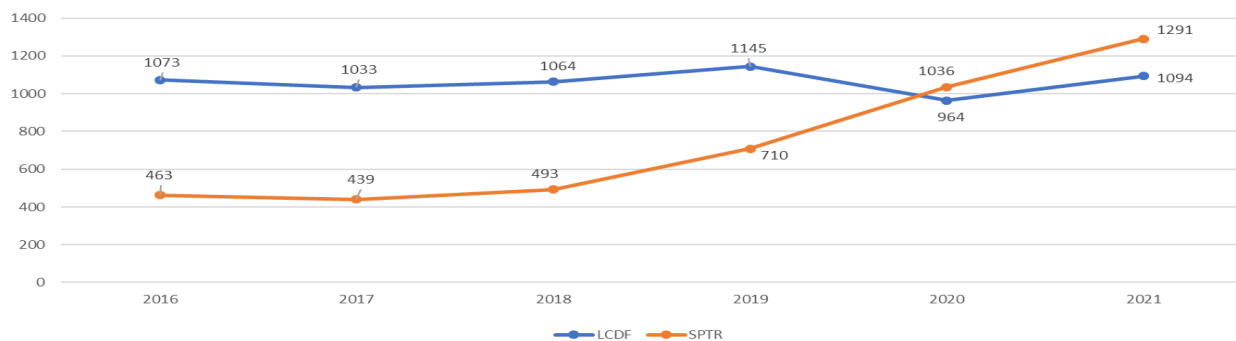
the courts relied less on monetary bonds for pretrial defendants. As of February 2020, the number of individuals assigned to the SPTR Division increased 26% from a monthly average of 626 to 786 individuals supervised in the community while their case(s) were pending in the courts.

Impacts of the COVID-19 Pandemic on the criminal justice system.

As the utilization of the SPTR Division continued to increase due to bond reform efforts, the COVID-19 Pandemic, created a secondary wave of reliance on pre-sentence community supervision as it became necessary to reduce the population of correctional institutions around the country for the health and safety of incarcerated individuals. In March 2020, through a collaborative effort of law enforcement, the State Attorney's Office, defense attorneys, and the judiciary the population of the detention facility experienced the lowest population in more than 20 years. Over a short period, the detention facility's population was reduced from 1,029 in March to 860 in May. A low not previously experienced since December 2000 when the average population was 843. However, the decline was short-term and due to the ongoing impacts of COVID-19 on the criminal justice process, as of December 2020 the detention facility's population again exceeded 1,000 individuals in custody and as of August 2021, the population had increased to 1,146. In addition to the population increase in the LCDF, the number of pretrial defendants supervised by the SPTR Division increased 37% to an average of 1,000 individuals on pre-sentence community supervision. The following table illustrates the population trends of the detention facility and the SPTR Division since 2016.

Due to the consistently high population in the LCDF, at the October 12, 2021 meeting, the Board requested a workshop for a more in-depth review and discussion on the causes of the detention facility's population including the impacts of monetary bond for indigent defendants, misdemeanor marijuana offenses, and reentry and alternatives to incarceration. Subsequently, the Board approved the workshop to be held on March 22, 2022.

Tables #9 – Leon County Detention Facility & Supervised Pretrial Release Division Population Trends



Extended periods of pre-sentence supervision.

In addition to increased assignments to SPTR, the supervision periods were prolonged due to the suspension of court hearings as a result of COVID-19. Based on the nature of court hearings which require in-person contact, many types of court proceedings were suspended to safeguard the constitutional rights of the defendant. While some court events were able to continue through technology for remote conferencing these operational changes significantly slowed the rate of case dispositions.

The operational changes to court proceedings had a two-pronged effect on OIDA. In addition to increased assignments to pretrial supervision, defendants remained under pre-sentence supervision for extended periods. In FY 2021, defendants were supervised an average of 22 days or 16% longer than in FY 2020. The

changes to court operations also affected the Probation Division as fewer cases were being disposed of, resulting in a 70% decrease in post-sentence assignments from March – September 2020 than the same period in 2019.

The Office of Intervention and Detention Alternatives (OIDA) has remained steadfast in providing supervision for pre and post-sentenced offenders while they live and work in the community. The department continually monitors and reallocates trained staff to ensure proactive community supervision and divert individuals from incarceration.

G. Tourism Development

External Trends:

- Recovery from the COVID-19 pandemic
- Changing expectations of travelers
- Growing economic impact of youth and adult sports competitions
- Continued new hotel development & increased demand for home-sharing lodging

Internal Trends:

- Increased tourism alignment with destination/community development agencies
- Increased focus on maximizing and leveraging limited promotional budget
- Growing demand for TDT funds to support community events and festivals

Recovery from the COVID-19 pandemic

Downs and St. Germain Research, Tourism's research firm of record, reports COVID-19 recovery for the Tourism Industry will be uneven and have long-term impacts. Tourism has been impacted particularly hard by the pandemic and the recovery time will be drawn out, especially if there is another spike and/or variant.

- Due to the pandemic, it is anticipated that many tourism entities (such as airlines, hotels, technology providers) will consolidate or develop alliances.
- While there is strong interest to return to face-to-face meetings and conferences, the return of business travel and conferences may be prolonged as managers will now need to go to greater lengths to justify the travel costs of face-to-face meetings if hybrid/virtual options exist.
- The labor shortage is severe in the Tourism/Hospitality Industry resulting in reduced level of service, operating hours and/or limited offerings as both COVID-19 and decreasing interest in young people to enter/re-enter the tourism industry will continue to impact the industry in the short- and long-term. This will accelerate public-private partnerships to address workforce development. FY2021 local employment data from Downs & St. Germain Research currently report 12,868 tourism/hospitality jobs, an 8% gain over FY2020 but still significantly below the pre-pandemic level of 16,150 jobs in the industry in 2019.
- While Florida overall recently experienced an uptick in tourism spending (varying significantly between coastal and inland destinations) it was largely due to pent-up demand and other destinations being closed to visitors due to the pandemic and is likely not sustainable moving forward.

Changing expectations of travelers

Skift travel research, a global travel industry intelligence firm, indicates 9 out of 10 travelers crave more authentic experiences and want more personalized information and interactions while in the destination, and are travelling to enrich their personal wellbeing. The Division continually cultivates key niche marketing initiatives to speak to both the strengths of the destination while targeting potential visitors with these niche interests. The new Leon County/Tallahassee destination mobile app and Cascades Visitor Information Center serve visitors in-market to enhance their experience. Further, authenticity has taken on a new meaning for travelers relating to diversity. Travelers expect to see themselves in destination marketing messages and images. Promoting diversity and inclusion of all potential visitor populations is good business and it is essential for the future growth of visitors to the destination.

Growing economic impact of youth and adult sports competitions

Sports tourism continues to increase and expand coming out of the pandemic based on many years building a solid reputation for bidding, securing, and hosting first-rate youth and adult competitions and championships by providing a level of service and genuine hospitality unmatched in the industry. The Division's success in attracting meets, matches, tournaments, etc. for youth and adult groups plays a critical role in the overall visitor mix. Including intercollegiate events at FSU, FAMU and TCC, most residents do not realize the impact these tournaments, meets and matches bring to the community. Over the last 15 months, there was \$37.2 million in direct spending from amateur sports events, which generated nearly 30,000 hotel room nights last year – a remarkable feat given live events were so severely impacted by the pandemic and all sports events (outdoor & indoor) did not resume play until March and May 2021 respectively. Additionally, the capital investments for enhancements at Apalachee Regional Park have increased proactive event bidding activities which will continue to support the County's growth in sports tourism.

Continued New Hotel Development & Increased Demand for Home-Sharing Lodging

New hotel development accelerated during the pandemic and shows no signs of slowing down. In the last three (3) years, the number and variety of Leon County's sleeping rooms inventory has grown substantially (5 new hotels with nearly 650 sleeping rooms, a +10% increase) showing hotel ownership group's confidence in the destination. Additionally according to Smith Travel Research (STR), the recognized leader in hospitality industry benchmarking, consumer demand for home-sharing accommodations increased substantially during the pandemic and they continue to grow in popularity. This positive growth and expansion of the destination's lodging portfolio for our community will enhance the visitor experience and continue to elevate the destination. Since 2017, the County has entered into Voluntary Collection Agreements with three (3) home sharing platforms: AirBNB, Inc., TripAdvisor LLC, and HomeAway.com LLC. Tourism staff have worked closely with the County's Tax Collectors Office on reports that identify more specifically tax collections for alternative lodging. Since March 2021, alternative lodging collections have been approximately \$440,000, nearly 10% of collections in FY2021 (\$5.3 million) and account for the third largest lodging type. Additionally, there are currently three (3) hotels under construction which will add an additional 230 or 4% in hotel rooms. Other known future hotel projects include the Hotel Valencia and Courts Hotel with 400 sleeping rooms and 11,000 square feet of meeting space that will be jointly owned and managed increasing the community's ability to host meetings and conventions. These additions continue to solidify the Division's opportunities for Florida's Capital region to host premier business, sports, and leisure travelers.

Increased Tourism Alignment with Destination/Community Development Agencies

Consistent with the strategic priority in the new FY22-26 Tourism Strategic Plan, the Division of Tourism continues to expand engagement and collaboration with economic/community development agencies,

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including OEV, Blueprint Intergovernmental Agency, Chambers of Commerce, Council on Culture & Arts (COCA), Tallahassee International Airport, Downtown Improvement Authority, etc. to increase alignment and support in destination development projects and programs such as the International Mountain Biking Association (IMBA) and the Summer Concert Series.

Increased Focus on Maximizing and Leveraging Limited Promotional Budget

Limited advertising funds to help advance Leon County as a national destination requires the Division focus on direct sales as the destination rebounds from the pandemic and prioritizing “owned media” (i.e., the VisitTallahassee.com website and destination app, our primary social channels – Facebook, Instagram, etc.) where content is king, for the County’s exposure and success in new or emerging markets/segments. The use of digital platforms is also critically important in travel and tourism, with heavy utilization (93%) in both the planning process and while in the destination. Focusing on garnering “earned media” (receiving destination coverage, articles, posts, etc. from media outlets and influencers) helps to leverage media exposure for the destination while highlighting local attractions/activities, hotels, events, etc. along with utilizing digital/social platforms with increased technology for enhanced targeting and messaging. And increasing co-operative advertising opportunities by leveraging the ad buy with industry partner investment allows the Division to expand our reach and target audiences more cost-effectively.

H. Development Activity

External Emerging Trends:

- Increased building permitting, development, and construction-related activities
- Declining distressed or abandoned properties
- Redevelopment opportunities for non-conforming uses utilizing Low Impact Development (LID) standards
- Projected increase in new accessory dwellings
- Decreased flood insurance premiums

Internal Emerging Trends:

- Reduced review and permitting times
- Staffing mitigation with technology enhancements and process improvements
- Increased citizen input on development regulations

Increased building permitting, development, and construction-related activities

Countywide, there were a total of 6,598 building permits issued in FY21 (29% increase from FY16). Of those 6,598 permits, 619 were new single-family dwellings, producing an increase of 137% from FY16 (261 new single-family dwelling permits issued). Only in FY05, when 740 single-family dwelling building permits were issued, were there more. Commercial building permits have remained at relatively consistent levels during the last 5-year period. Currently, construction activity for new single-family dwellings is at the level the County was experiencing prior to the housing crisis and subsequent economic downturn that began in 2006. However, it is anticipated building permitting and development-related activities in the County will remain consistent during the next 3 to 5 years.

Over the past 5 years, the department has also seen a considerable increase in speculative research, mainly in the number of Permitted Use Verification (PUV) applications submitted. Since 2016, the number of PUV’s submitted has increased over 60%. While PUVs have increased during this time, site and

development plan applications have been relatively steady with an average of 40 site and development plan applications per year. It is anticipated that this trend will continue at the current rate of growth.

Declining distressed or abandoned properties

As a result of foreclosure and eviction moratoriums implemented due to COVID-19, it is anticipated there will be an increase in the number of complaints received on properties owned by banks or mortgage companies, private lenders and landlords. The Department will continue to implement the Abandoned Property Registration (APR) Ordinance, which was approved by the Board on March 12, 2013. The ordinance establishes a process to limit and reduce the deterioration of property located within the unincorporated area of Leon County in mortgage foreclosure. It requires that any real property upon which a mortgagee has recorded a lis pendens or has filed a foreclosure action be registered with Leon County, the appointment of a local representative to secure and maintain the property, and a sign posted at the property with the contact information of the local representative. Since 2016, the number of Abandoned Property Registrations received and processed has decreased by 50%. This is due to the continual effort to protect the neighborhoods from becoming blighted through distressed abandoned properties with mortgages in default. It is anticipated that the properties impacted by this provision will continue to decrease accordingly as the economy improves.

Redevelopment opportunities for non-conforming uses utilizing LID standards

Low impact development (LID) techniques are utilized to aid in the stormwater treatment process and can help reduce the size of stormwater management facilities as well as create a more aesthetically pleasing landscaped site. LIDs are required in several zoning districts within the County and most recently was incorporated into the Lake Protection Node zoning district and solar energy systems ordinances. LID standards are outlined in Article IV, Environmental Management, and affords any development or redevelopment activity the opportunity to utilize these techniques to help address stormwater management. During the permitting process, staff identifies and discusses LID options, such as inverted landscape islands, pervious pavements, disconnection of directly connected impervious areas, etc., with engineering consultants in an effort to decentralize stormwater treatment, which improves surface water quality and groundwater recharge.

Projected increase in new accessory dwelling construction

As housing prices increase and supply decreases, Leon County continues to see increased interest in Accessory Dwelling Units (ADUs). ADUs, often taking the form of garage apartments or detached units within the backyard of a primary residence, offer a unique opportunity to address a range of housing needs. To meet this increased demand, DSEM staff continues to refine the review and approval process for ADUs and look for opportunities to remove barriers to construction.

Decreased flood insurance premiums

In an effort to reduce flood insurance premiums for unincorporated area residents, the Department initiated application into the voluntary Community Rating System (CRS) program of the National Flood Insurance Program (NFIP). Effective May 1, 2015, Leon County was designated as a CRS Class 6 community and has been able to maintain that rating within the past five (5) years. This rating has enabled residents within the Special Flood Hazard Areas (SFHA) (generally, those with a federal mandatory flood insurance purchase requirement) to receive a 20% discount on flood insurance premiums, and residents outside the SFHA, but in high-risk areas, receive a 10% discount on flood insurance premiums. This program has also enhanced the relationship of our Certified Floodplain Manager with FEMA on issues such as public assistance on Letter of Map Amendments (LOMAs) when property is inadvertently placed in a FEMA floodplain. Staff is currently working towards an enhanced CRS community classification, which is anticipated to further increase the discount on flood insurance premiums.

Reduced review and permitting times

Through the active engagement of users, the leveraging of technology, and a focus on continuous process improvement, review and permitting times continue to be reduced. Over the next several years, additional reductions in processing times are anticipated to occur. Specific upcoming efforts include:

- Re-engineering Accela, the Department's permit processing system, to standardize all permit type workflows and allow for online permit application submittals for all permit types.
- Implementing a new and simplified methodology of assessing building permit fees.
- Incorporating a new file management and plan review system called DigEplan that will be a direct plug-in to the Accela platform, allowing staff to work out of only one (1) program.

All site and development plan applications are now submitted into the Project Dox online application submittal platform which enhances public accessibility and transparency while further expediting review of development applications. Since 2016, staff has also recommended a number of updates to the Land Development Code, ultimately approved by the Board, to streamline application review procedures by reducing ambiguous, duplicative or unnecessary requirements. Staff continues to strongly encourage applicant's use of presubmittal meetings which can help identify concerns at the forefront and reduce subsequent application review delays.

Staffing mitigation with technology enhancements and process improvements

At the onset of the COVID-19 pandemic staff implemented a digital video-conferencing option for meetings with applicants, the public and other agencies in order to maintain CDC recommended social distancing requirements all while continuing to maintain the levels of services offered by the department. In addition, the division has fully implemented the digital application portal, Project Dox, for all applications. Fully implementing Project Dox enables staff to communicate with the applicant, the public and other staff more efficiently and effectively.

Increased citizen input on development regulations

In order to facilitate citizen input on new development regulations, the County implements the use of citizen committees such as the Advisory Committee on Quality Growth (ACQG). The ACQG reviews all proposed land development code amendments and provides input prior to submitting the amendments to the Board for consideration. In addition, staff maintains a strong relationship with outside citizen groups to incorporate their input in new development regulations and/or development activities. These local groups include:

- Buck Lake Alliance (BLA): staff has worked with the BLA on a number of projects, mainly within the Fallschase development site. However, staff has reached out to them on other issues within the general area to obtain their input.
- Keep it Rural Coalition (KIRC): staff has coordinated with KIRC on a number of revisions to the Rural zoning district standards over the past 5 years. KIRC has been mainly concerned with limiting development activity and maintaining the pastoral or agricultural nature of the Rural zoning district. The latest amendments provided more flexibility on development standards for community service uses based on parcel acreage.
- Friends of Lake Jackson: staff has worked with the group on a number of revisions to the Land Development Code, in particular with the Lake Protection Node zoning district. These changes were anticipated to encourage higher quality and more efficient design within the Lake Protection Node areas all while continuing to protect the water quality of the Lake Jackson drainage basin.

I. Planning

External Emerging Trends:

- Adequate Lot Availability to Support Projected Population Growth for 20 Years
- Increasing Interest in Residential Urban Infill
- Increasing Investments in an 18-Hour Downtown
- Growing Community Utilization of Biking and Walking for Transportation and Recreation

Internal Emerging Trends:

- DesignWorks Continues to Provide Urban Design as a Public Service
- Engaging with citizens on updating the Comprehensive Plan continues

Adequate Lot Availability to Support Projected Population Growth for 20 Years

Based on population trends, there is adequate land within the Urban Services Area (USA) to accommodate growth over the next 20 years. Recent updates to the Welaunee Arch Master Plan (Arch) reinforce the intention to provide for growth in a manner that avoids the negative aspects of sprawl. The development program for the Arch contributes to a nodal development pattern that is more easily developed as compact, mixed-use development that is transit and trail oriented. The English Property Planned Unit Development (PUD) is underway and is expected to supply a maximum of 7,820 residential units. The Bradfordville Hills PUD is also in development and is expected to supply a maximum of 54 single family detached units and a maximum of 1,459 office/residential units. Outside of major developments, a study completed at the end of 2020 found 6,687 vacant and potentially developable parcels inside the USA. Additionally, a consultant is in the process of being selected to update the Land Use Element of the Comprehensive Plan, which will include an evaluation of the USA and the Future Land Use Map to ensure adequate lot availability for future population growth.

Increasing interest in residential urban infill

When the Comprehensive Plan was adopted in 1990, it was based around the concept of protecting rural areas from premature development and supporting fiscally responsible growth within the Urban Service Area (USA). While density within the USA has increased since 1990, interest in neighborhoods close to downtown has grown in the past 5-10 years. In addition, new residential development continues to be highest in urban areas, with 91.7% of new residential development permits in 2020 being issues for properties within the USA.

As Downtown and the surrounding areas have seen new restaurants, bars, and personal service businesses open, the desire to live in walking distance to these increasingly vibrant areas has also increased. While this is a positive trend in implementing the high-level goals of the Comprehensive Plan, it also presents policy questions that can be evaluated during the update to the Land Use and Mobility Elements related to how to appropriately provide a mixture of housing types and price ranges while protecting the integrity of established neighborhoods.

Increasing investments in an 18-Hour downtown

Corollary to the Urban Service Area and infill goals of the Comprehensive Plan is supporting the creation of an 18-hour Downtown. Within the Central Core, the Cascades development is a mixed-use project that includes residential, office, and retail space, and provides for public parking. Other projects are revitalizing underutilized space for mixed-use, office, and hotel development. While outside the Central Core, Gaines Street is within the Downtown Boundary and continues to see investment in the form of mixed-use retail,

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residential and hotel space at Railroad Square. Interest now appears to be building for similar mixed-use redevelopments along Monroe Street in locations north and south of the Capitol. Investments in Cascades Park and FAMU Way, combined with the success of Gaines Street, have increased investment interests to this area.

Growing Community Utilization of Biking and Walking for Transportation and Recreation

Walking, biking, and use of other micromobility (such as electric bikes and scooters) experienced a boom during the ongoing pandemic of 2020-2021, accelerating an already growing trend of citizens choosing alternative forms of mobility for transportation and recreation. The 2020 adoption of the Capital Region Transportation Planning Agency (CRTPA) Bicycle and Pedestrian Master Plan into the Comprehensive Plan cements it as the guiding document for local bicycle and pedestrian projects. The Blueprint penny-sales tax option is working to provide better connectivity of multimodal facilities through the Build the Bike Route System project and Greenways Master Plan Implementation project, combining for over \$30 million of investment in the next 10 years. Additionally, the County's sidewalk program supplements projects such as the Magnolia Drive Multi-Use Path project, enhancing our residents' ability to safely navigate the community using alternative modes of transportation. The City/County Bicycle Working group, created in 2012, continues to meet regularly.

DesignWorks Continues to Provide Urban Design as a Public Service

Providing urban design as a public service, DesignWorks responds to 150-185+ private and public project assistance requests annually for a total direct cost savings of \$900,000+, in addition to indirect savings. The DesignWorks team assists individual property owners, local developers, and national businesses by offering preliminary design services and consultation at no cost to applicants. DesignWorks concept plans demonstrate how applicants can address plan review comments to meet the intent of code and capitalize on opportunities to provide benefits to community through urban design. Guided by visual graphics in-line with development standards and comprehensive plan goals, applicants' development plans proceed through the review process faster with fewer delays and revisions. DesignWorks services help private consultants do their best work, reduce the number of resubmittals, more easily hit their budgets, and save on lower carrying costs for property (mortgage, interest, and additional consultant service savings). DesignWorks also initiates public projects that result in new projects for the private sector in the form of RFQ/RFP requests such as the FAMU History and Culture Trail currently in design. Additionally, through private sector assistance, DesignWorks has identified and helped to improve code and policy changes that result in better development and design outcomes for the community, including the Lake Protection Node zoning updates and adoption of new Right-of-Way design standards for urban infill projects. The DesignWorks team continues to collaborate with and inspire similar services in other municipalities.

Engaging with citizens on updating the Comprehensive Plan continues

A key to ensuring the community is prepared for growth trends over the next 20 years is updating the policy framework within the Comprehensive Plan. The Mahan Gateway Node, Downtown Overlay District, and Lake Protection Node categories were implemented, or significantly improved, to foster an appropriate mix and location of land uses, promote revitalization and reinvestment in the Downtown, and to preserve the scenic and residential character at Lake Jackson.

The ongoing Land Use Element Update project is expanding on these efforts. A robust public outreach effort is being conducted to collect citizen input and generate guiding community values which will be used to refine goals, objectives, and policies. Because land use and mobility are so closely linked, those two (2) elements will be evaluated and updated concurrently. In April 2021, the Board provided direction

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to hire a consultant to rewrite the Land Use and Mobility Elements and perform additional citizen outreach. An RFP has been issued and is currently in the evaluation process.

I. Human Services

External:

- Increase in demand for human services due to the COVID-19 pandemic
- Increase need for mental health services
- Increase in VA Claim and Medical Benefits to Leon County veterans
- Increase in state funding for the State Housing Initiatives Partnerships (SHIP)
- Increase building costs and residential property values
- Addressing highest housing needs in Tallahassee-Leon County

Internal:

- Increase coordination with the City of Tallahassee (City), Children's Services Council of Leon County (CSC), Big Bend Continuum of Care (BBCoC), and other partners
- Continued focus on supporting our local Veterans
- Continued focus on affordable housing
- Staffing mitigation with technology enhancements and process improvements

Over the past five (5) years Leon County remained an active leader with programs and services that provide a safety net for citizens in need, in partnership with the community. The County's efforts were significantly increased to address the impact of the COVID-19 pandemic the past two (2) years in the areas of human services, healthcare, veteran services and housing services.

Increase in demand for human services due to the COVID-19 pandemic

Local human services partners continue to see significant demand for their services from Leon County residents impacted by the COVID-19 pandemic. In April 2021, United Partners for Human Services (UPHS), Council on Cultural Arts (COCA), and the Institute for Nonprofit Innovation and Excellence (INIE) conducted a survey of local nonprofit organizations, which found that 72% of the organizations experienced an increase in demand for their services since the onset of COVID-19. The organizations represented sectors such as education, healthcare, legal services, and workforce development. Throughout the COVID-19 pandemic, Leon County has partnered with human services agencies to address the evolving needs of the community and coordinate resources to respond to the COVID-19 pandemic. This has been effectuated through weekly conference calls of the Big Bend Community Organizations Active in Disasters (COAD) led by Leon County's Volunteer Services Division, the Emergency Human Services Coordination Workgroup, led by Emergency Management Division, and the Local Homeless Taskforce on COVID-19 led by the Office Human Services and Community Partnerships. The County also participates on conference calls and webinars hosted by the Big Bend Continuum of Care (BBCoC) and UPHS.

More importantly the County has increased its investment, coordination, and collaboration with local partners to address the impact of COVID-19 on County residents and the human services system, including:

- Convened the COVID-19 Local Homeless Task Force to coordinate emergency response and mitigation.

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- Partnered with the Salvation Army to open an emergency Community Relief Center for unsheltered individuals.
- Established and funded non-congregate sheltering for homeless individuals and families experiencing homelessness diagnosed with COVID-19 or awaiting testing.
- Created the Tallahassee-Leon County Homeless Dashboard through Geographic Information System (GIS) bringing situational awareness and performance data across dozens of agencies.
- Established Street Outreach Teams to fill service gaps and increase access to housing resources.
- Provided \$12 million in CARES Act funding to human services including food insecurity, homelessness, childcare assistances, and grants to non-profit and human services agencies.
- Provided \$11.4 million in housing and utilities through the Leon CARES Individual Assistance Program to prevent evictions and utility interruptions for more than 4,900 County residents.
- Established the Landlord Risk Mitigation Fund to increase access to affordable housing for vulnerable tenants.
- Provided approximately \$15 million in rent, utilities, and internet assistance through the Leon CARES Emergency Rental Assistance Program to Leon County residents impacted by COVID-19 (more than 3,100 households assisted).
- Providing \$6.6 million in Leon County American Rescue Plan Act (ARPA) funding for local human services partner support including food insecurity, homelessness, legal services, and grants to non-profit services.
- Established the Homeless Services Category under the Community Human Services Partnership which will provide more than \$3.8 million in County and City ARPA funding and General Revenue for street outreach, diversion, and prevention.

Over the next two (2) years agencies that are receiving ARPA funding to address human service needs exacerbated by the pandemic will provide quarterly reports on clients served including demographic data such as race, gender, and zip code. This information will be included in a future report to the Board in FY2023 on the implementation and expenditure of ARPA funding.

Increase need for mental health services

At the start of the pandemic in March 2020, 2-1-1 Big Bend reported a 33% increase in suicide calls. According to the American Association for the Advancement of Science, there is a causal relationship between poverty and mental health and as a result “improving a person's economic situation reduces their risks of anxiety and depression, and addressing these common mental illnesses reaps economic benefits by increasing employment and an individual's earnings.”

Over the past two (2) years, the County has increased its investment in mental health care. In July 2020, as part of Leon CARES funding, \$100,000 was budgeted to increase the capacity of 2-1-1 Big Bend to expand its mental health call staffing and contracted mental health counseling in response to an increased volume of suicide calls since the onset of the pandemic. County funding supported the hiring of two (2) additional positions by 2-1-1 Big Bend to triage mental health calls to appropriate free or low-cost mental health services in Leon County. In September 2020, the Mental Health Council of the Big Bend which is comprised of mental health professional organizations including Apalachee Center, Inc., Bond Community Health Center and Neighborhood Medical Center, recommended the establishment of a Behavioral Health Navigator to serve as liaison between high-impact communities and community groups to facilitate information about mental health services and referrals to mental health providers. Subsequently in December 2020, the Board allocated \$102,000 of funding to the Florida Department of Health in Leon County (FDOH) for the creation of a Behavioral Health Navigator Position to provide outreach to high-risk

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neighborhoods identified by FDOH in partnership with the Mental Health Council, to educate and raise awareness of mental health services and treatment in the community and throughout Leon County. In November 2021, the Board approved \$10,000 in annual funding to collaborate with the City and Mental Health Council to host mental health outreach events in neighborhoods that have historically experienced disinvestment, poverty, and inequity including Frenchtown, Griffin Heights, Bond, Providence, and South City.

The increase in funding for mental health services is in addition to the funding County's annual investment. In order to provide low-income residents access to mental health services and treatment, the County provides \$264,000 annually through the Primary Healthcare Program for mental health services provided by Apalachee, Bond, and NMC. The funding allows for 3,300 mental health visits amongst the three (3) providers. The County also invests \$638,156 in state-mandated Baker and Marchman Act Services provided through Apalachee Center for emergency services and temporary detention for mental health and substance abuse evaluation and treatment. Staff will continue to work with the City and Mental Health Council to identify opportunities to maximize and enhance current resources to address the growing need for mental health services in the community. Such opportunities would be presented to the Board for consideration at future meetings.

Increase in VA Claim and Medical Benefits to Leon County veterans

According to the U.S. Department of Veterans Affairs (VA), Leon County's Veteran Services Office assists approximately one-fifth of the local veteran population securing more than \$20 million in VA benefit claims and VA Medical Care funding in FY 2021 and more than \$118 million in the past five (5) years. Although, the veterans' population in Leon County is has decreased slightly over the past five (5) years, the VA Medical Care funding has increased due to the aging population of veterans in Leon County but also because of the general rise in costs of care. Additionally, in past several years Federal law have been established to provide disability compensation for Veterans for presumptive conditions related chemical exposure while stationed at Camp Lejeune in Jacksonville, NC, and Gulf War Veterans which have contributed to the increase of benefits payable to Leon County Veterans. Recently the VA expanded the presumptive conditions to include Veterans exposed to toxic fumes from burn pits in overseas conflicts including Iraq, Kuwait, Syria, and Afghanistan which may increase in benefits to Leon County Veterans. As a result, the Veteran Services Office continues to assist Veterans with filing claims in person in the office and expanded its services online at the beginning of the pandemic providing Veterans and their families greater access to secure VA as well as local benefits they earned and deserve.

Increase in state funding for the State Housing Initiatives Partnership (SHIP)

The SHIP Program is the primary funding source of the County's housing assistance programs. Over the past few years, SHIP funds have been extremely low (FY 2019 - \$167,323; FY 2020 - \$171,786; FY 2021 – \$ 0 Governor Veto) due to legislative sweeps of the State Housing Trust Fund (sweeps total nearly \$4 million when compared to full funding since FY 2017); however, Senate Bill 2512 which passed during the 2020 Legislative session, prevents funds distributed to the State Housing Trust Funds from being swept. As a result, the SHIP Program has allocated approximately \$673,000 for the current fiscal year and, due to amount of funds estimated by the State to be distributed to the State Housing Trust Funds this year, staff expects the County to be allocated over \$1 million for FY 2023.

Addressing highest housing needs in Tallahassee-Leon County

Affordable housing as defined by the State of Florida and the Federal government is housing that costs no more than 30% of a household's income. Households that expend more than 30% of their total income

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on housing expenses such as rent or mortgage, utilities, taxes, insurance, etc. are cost burdened and live in housing that is not affordable.

There are approximately 112,000 households in Leon County. Based on staff analysis of data on housing cost burden in Leon County published by the Shimberg Center for Housing Studies, most households in Leon County (71,111) have enough income to meet their housing needs and are not burdened by housing costs; however, nearly 27,000 Leon County households that earn less than 50% of area median income pay more than 30% of their household income on housing costs. As such, during the Board's March 23, 2021, Workshop on Affordable Housing Initiatives, rental units affordable to households that earn 50% or below the area median income were identified as the greatest housing need in Tallahassee-Leon County.

Increase in residential property values and building costs

The Tallahassee Real Estate market is representative of many real estate markets in the United States currently experiencing rapidly increasing home values. Increased construction costs coupled with low mortgage interest rates, an imbalance of buyer demand versus supply as well as other factors have led to substantial increases to home values. According to OEV, the Leon County median home price in June 2021 was \$303,900 which is up from \$250,000 in June of 2020 and 2019 respectively and represents an increase of 21.5%. Similarly, median home prices across the Tallahassee MSA have increased more than 25% to \$289,000 from \$229,900 in the same month in 2020 (\$235,000 in June 2019).

Since the start of the economic recovery from the COVID-19 pandemic, construction costs have increased exponentially, including the cost of lumber and petroleum-based products (plastics, PVC pipe, etc.) which has directly led to an increase in the production of affordable housing. Although the cost of lumber has subsided since peaking in Spring 2021, supply chain delays related to increased consumer demand and an under-supply of skilled labor is likely to continue to impact the construction of housing, especially affordable units. In December 2021, the Board took several actions in response to the increase property values and building costs including updating the County's State Housing Initiative Program Local Housing Assistance Plan (SHIP-LHAP) to increase the maximum awards for down payment assistance, home ownership development, home rehabilitation, and home replacement. SHIP which funded by the State is the primary source of funding for the County's Housing Program.

Increased focus on affordable housing

Despite limited SHIP funding for housing assistance over last five (5) years, the County continued to administer federal and state programs, including through local partners, to the benefit of the local community. Examples include administration of:

- A DEO-CDBG grant in the amount of \$750,000 for housing rehabilitation and housing replacement project expenditures;
- 2020 COVID-19 relief in the amount of \$62.2 million to support a broad range of community needs through the Leon CARES plan including \$11.5 million for the Leon CARES Individual Assistance program;
- The initial Emergency Rental Assistance ("ERA 1") program and the Emergency Rental Assistance ("ERA 2") programs totaling over \$17 million for emergency assistance payments on behalf of eligible households including rent and utilities related to financial hardship due to the pandemic;
 - On December 14, 2021, the Board ratified the County Administrator's request to U.S Treasury of \$11 million in additional ERA 1 funding and approved utilizing awarded funds to conduct recertifications for previously awarded applicants, relocation assistance and housing stability services for eligible Leon County residents through December 29, 2022.

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In 2021, the Board approved the issuance of \$18 million in Multifamily Housing Revenue Bonds to finance the first phase of the Tallahassee Housing Authority's Orange Avenue Apartments redevelopment project known as Magnolia Family. In 2019, the Community Redevelopment Agency (CRA) committed \$1,025,000 in County and City tax revenue to Magnolia Family. Magnolia Family is the first of three (3) phases to redevelop the Orange Avenue Apartments into a mixed-income multifamily housing development with 390 units which is 190 more units than the current complex structured as two- and three-story housing, most of which will be available to households earning less than 60% of area median income (AMI). The HFA continues to accept applications for bond funding and anticipate funding additional, affordable multifamily rental development in the near future including unfunded phases of the Tallahassee Housing Authority's Orange Avenue Apartments redevelopment project.

In 2020, the County, City and Tallahassee Lenders Consortium partnered to establish the Community Land Trust (CLT) of Tallahassee and Leon County to create an inventory of homes that remain affordable in perpetuity as well as provide greater access to homeownership and rental units affordable to low-income households. In Summer 2021, the CLT held a groundbreaking event for its first home on one (1) of the County donated parcels and expects to sell the home to an eligible, low-income family in early 2022. Additionally, construction of homes on three (3) additional parcels donated to the CLT is scheduled to begin in 2022. Staff expects to donate five (5) additional County owned parcels to the CLT within the next 12-18 months for the development of affordable housing. The CLT is a successful outcome of the Joint Affordable Housing Workgroup established by both the County and City Commissions in 2016.

As mentioned previously, in December 2021, the Board revised the County's SHIP-LHAP to increase the maximum award amounts for the home ownership development program to address the rising costs in raw materials such as lumber and oil. The Home Ownership Development program will provide SHIP funding to for-profit and not-for-profit organizations such as Big Bend Habitat for Humanity and the Community Land Trust for the first time in 2022 for the construction of homes in unincorporated Leon County, to reduce the sale prices to eligible first-time homebuyers. Additionally, over the next five (5) years, staff anticipates SHIP funds will be utilized for the Rental Development program, which provides financial support toward the development or rehabilitation of affordable rental units (single-family detached or multi-family development). Rental development has not been supported with County SHIP funds for more than a decade due to limited funding.

With the increased focus on affordable housing, increasing SHIP revenues and continued efforts at identifying opportunities to maintain and grow the inventory of affordable housing, residents will continue to see improved opportunities for affordable rental and homeownership opportunities.

Increase coordination with the City, BBCoC, CSC, and other partners

Over the past several years there has been an increase in the coordination with local partners to address human services in the community which is expected to grow over the next five (5) years. The Board recently expanded the County partnership with the City to address generational poverty and inequities in neighborhoods that have experienced decades of disinvestment. The City's Neighborhood First Program works with residents and community stakeholders in targeted neighborhoods to develop plans to improve the social and economic outlook of the neighborhoods. The Board directed staff to work with the City on the development and implementation of the Neighborhood First Program in order to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including Bond, Frenchtown, Griffin Heights, and South City. County staff is working with the City to further evaluate opportunities to align current County programs including housing, healthcare, and homeless prevention

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with the established neighborhood plans. The development and implementation of the plans will serve as an opportunity to promote programs, services, and initiatives of the County to neighborhoods and make any necessary enhancements to improve access and awareness to residents that could be captured in the plans.

The Community Human Services Partnership (CHSP) has been strengthened with the expansion of the Promise Zone in 2020 to include additional high poverty census tracts and County participation in the funding of the category. Additionally, the Homeless Services Category was established in CHSP by the Board in July 2021 and will include coordination and collaboration with the Big Bend Continuum of Care (BBCoC) which is recognized by the federal and state government for the regional planning and coordination of homeless services in Leon County. The Homeless Services Category will fund emergency shelters, permanent supportive housing, and diversion programs to reduce homelessness in Tallahassee-Leon County.

In November 2020, the voters of Leon County established the Children's Services Council of Leon County (CSC). Currently 67% of programs funded through CHSP provide services to children and families. On November 18, 2021, the CSC directed its staff to work with the County and City on the establishment of a memorandum of understanding to identify opportunities for collaboration to enhance data sharing and align program metrics. Subsequently, on December 14, 2021, the authorized the County Administrator to develop a Memorandum of Understanding with the City and CSC to partner on opportunities to collaborate and coordinate on the funding, program delivery, program evaluation, and outcome measures for children and family services. A proposed MOU will be agendaed for consideration by the Board at a future meeting.

Staffing Mitigation, technological and process improvements

Due to reduced SHIP funding, staffing levels in the Division of Housing Services was reduced from four (4) to three (3) full time equivalents in 2017. Since 2019, the County has contracted with Neighborly Software (Neighborly) to provide an online application portal, which also serves as a case management and data collection platform for the County's Housing Services Programs, Direct Emergency Assistance Program (DEAP), and Veteran Emergency Assistance Program (VEAP) as well as the County's ERA programs. These efforts have improved the quality and timeliness of service while reducing staff input as well as provided better support to achieving grant compliance; however, the return of SHIP funds in excess of FY 2015 and 2016 levels (nearly \$500,000 on average) and the expansion of housing services programs are likely to require evaluating additional staffing for the Division of Housing Services to maintain the level of customer service while effectively expending more than twice as much annual SHIP funding.

Continued focus on supporting our local Veterans

Every day, Leon County's Veterans Services Division assist veterans and their dependents with accessing federal, state, and local benefits earned for their honorable military services. Over the past five (5) years, Leon County enhanced or launched a series of programs, services, and initiatives designed to recognize and support local U.S. military Veterans. Some of the highlights include:

- Partnered with Honor Flight Tallahassee to recognize the National Pearl Harbor Remembrance Day with the sponsorship of the annual Honor Flight Reunion Dinner
- Enhanced Operation Thank You by partnering with the American Legion to occur annually on Veterans Day, in honor of the men and women that served in the U.S. military
- Enhanced outreach to Veterans that apply for County employment with direct mailers to inform them of the programs and services available through the County's Veteran Services Division

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- Established the Operation Thank You Wreath Initiative which places wreaths at all major Veteran monuments and cemeteries on Memorial Day
- Enhanced the Veterans Emergency Assistance Program (VEAP) to increase emergency financial assistance to qualifying Veterans for rent, mortgage, utilities, temporary shelter, and transportation.

K. Energy and Sustainability

External:

- Increasing waste with changing types of waste streams
- Changing needs in the transportation sector
- Continued increase in community engagement and leveraging of partners
- Continue to pursue state funding to address water quality issues
- Updated recommendations from United Nations Sustainable Development Goals
- Inclusion of diversity and equity into sustainable planning and efforts
- Increasing use of internet capable devices leading to “Internet of Things”

Internal:

- Continued shift to clean energy and energy efficiency
- Continued implementation of our PACE (Property Assessed Clean Energy) program
- Modernization of buildings
- Continued focus of equity and inclusion

The County has been steadfast in its commitment to fostering a healthy and sustainable community. This commitment has been highlighted through local partnerships, securing grant funding opportunities, and leading by example with a “net-zero” energy building, three (3) LEED certified buildings, and the support of 62 community gardens. Addressing the following emerging trends, is critical to continue to foster a healthy and sustainable community.

Increasing waste with changing types of waste streams

In 2020, Leon County achieved the 4th highest traditional recycling rate (which excludes waste-to-energy) in the state and the 8th highest rate overall, an increase from 2019 where Leon County ranked 9th and 14th respectively. This increase in ranking is due to a simultaneous increase of construction and demolition debris recycling in Leon County and a decrease of construction and demolition debris recycling in other counties. Our recycling rate is no small accomplishment given that many counties with higher recycling rates incinerate their waste and thus receive additional waste-to-energy recycling credits. Most of the counties in Florida that had recycling rates above 70% have waste-to-energy facilities. These counties receive a significant portion of their recycling credits from this alternative landfill diversion operation. For example, in 2020, Pinellas County had a traditional recycling rate of 51% (compared to Leon County’s 60%), and yet achieved an 78% overall recycling rate when waste-to-energy credits were included. Leon County does not have a waste-to-energy facility yet has consistently achieved high recycling rates in the state in recent years.

Leon County did not meet the statewide recycling goal of 75%, only three (3) counties did largely due to the aforementioned waste-to-energy credits. There is no penalty for not meeting the goal. Though the goal was set for 2020, there is no sunset date, therefore Leon County will strive to meet the 75% statewide recycling goal until new legislation provides direction. Staff will continue to research and implement

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strategies to reduce the community's overall waste, improve recycling participation and quality, and educate the community on best practices.

Additionally, types of waste streams are expanding, leading to increase stress on our environmental systems. As an example, nationally there has been an increase in medicinal waste, which is negatively impacting waterways.

Changing needs in the transportation sector

From 2016 to 2020, electric vehicle (EV) adoption rose around 17% in the U.S. For the year 2020, EV sales captured 2% of new light duty vehicle sales. It is estimated that 55% of vehicles on the road in 2045 will be EVs. Florida is ranked number 2 in the nation for new EV sales, but 30th for EV infrastructure. There is currently one (1) charging station for every 30 EVs on the road in Florida. To meet the rapidly growing demand of the market and advance the county's Integrated Sustainability Action Plan goal of decreasing county greenhouse gas emissions by 30% by 2030, there is a need to expand and build a resilient EV infrastructure system.

To address this need, the Infrastructure Investment and Jobs Act (H.R. 3684, "IIJA"), a five-year, \$1.2 trillion comprehensive infrastructure package recently signed into law, provides historical investment in the nation's infrastructure. Among other provisions, the IIJA provides \$7.5 billion in grant funding to support EV network expansions over the next five (5) years, including the deployment of EV refueling infrastructure and EV-related data collection to facilitate long-distance travel and access to convenient charging locations. Of the nearly \$17 billion in transportation funds estimated to be allocated to the state of Florida under the IIJA, \$198 million of these funds are expected to be available for electric vehicle network expansion statewide over the next five (5) years.

In addition, the Build Back Better Act (H.R.5376, "BBBA"), the proposed \$1.75 trillion budget reconciliation package currently being negotiated by Congress, seeks to provide additional investment to support EV network expansions. As currently drafted, the BBBA proposes to provide tax incentives of up to \$12,500 to incentivize the purchase of electric vehicles, including battery and plug-in hybrid electric vehicles. The proposed tax credits would be available to individuals for the purchase of new or previously owned electric vehicles, and companies for new vehicle purchases. While having passed the U.S. House in November 2021, the BBBA will be subject to change as negotiations continue between the two (2) chambers; the County's legislative team will continue to monitor development of the BBBA framework.

Continued increase in community engagement and leveraging of partners

Community education and outreach is a staple of the County's success in expanding knowledge and therefore guiding behavior change. A modern and interactive approach is taken which includes reaching County employees, area residents, and key stakeholder groups. Outreach focuses on the broader scope of sustainability, expanding beyond merely recycling education. Efforts include the development of classroom curriculum, website, social media platforms, new employee orientation, workplace workshops and perhaps most noteworthy they biennial Sustainable Communities Summit. The Office of Sustainability will be hosting the next Summit in early 2023.

The Office of Sustainability has fortified key stakeholder relationships through the establishment of the Capital Area Sustainability Compact (CASC) – which brings together Leon County Schools, Florida State University, Capital Regional Medical Center, Florida A&M University, the City of Tallahassee, Tallahassee Community College, Tallahassee Memorial Healthcare, and Leon County Government to tackle sustainability challenges and identify shared opportunities. Beyond the compact, the Office of

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Sustainability has also established an initiative to foster a network of sustainable businesses called SustainaBiz. Local businesses can apply to have their sustainability efforts recognized and receive ongoing support and guidance from the SustainaBiz community. Outside of these opportunities, the Office of Sustainability continues to engage citizens through regular monthly meetings, Leon County through a regular newsletter and Green Team meetings, and facilitating trainings and presentations by request.

Continue to pursue state funding to address water quality issues

Since 2017, Leon County received state funding for the design of the Woodville Community Septic to Sewer Project, and construction funds for Phase 1A which includes the master lift station and initial collection system. State funds are also in hand for the design and construction of the Northeast Lake Munson and Belair/Annawood Septic to Sewer Projects. The County will continue to work with the state on the construction funding for Woodville Phases 1B, 1C-1 and 1C-2 to complete the project as designated in the multi-year funding plan. The County will also work with the state on incentive funding for septic tank upgrades in the Wakulla Springs Basin Management Action Plan Priority Focus Area. It is expected that sewer connections will be made available for over 500 parcels in the next five (5) years with these projects.

Continued shift to clean energy and energy efficiency

Installations of renewable energy and energy efficient technologies have been increasing. This trend has been driven by environmental stewardship as well as cost savings. Clean energy and energy efficient technologies continue to improve resulting in increased returns in the form of energy savings. As costs decline and efficiencies increase, clean energy and these technologies become more and more appealing. In the past 15 years, the County has made considerable strides in implementing energy conservation measures (ECMs) such as efficient air conditioning units, lighting, and water fixtures. Many of these ECMs were the result of the County's 2005 Energy Savings Contract (ESCO). Further building on the past successes of the ESCO, the Board authorized the County Administrator to negotiate and execute a new ESCO contract at the July 14, 2020 Budget Workshop valued at \$17 million dollars. The project consists of 22 selected ECMs) such as lighting upgrades, water conservation, and weatherization. The project is nearing completion, with all ECMs beings completed in January 2022. Collectively, the projects have a simple payback for energy savings of ten years or less. Mechanical systems such as air handler units have been upgraded for the Courthouse, Main Library, and Public Works. The largest emphasis is placed on the Sheriff's Complex including the Detention Center as it operates 24/7 those mechanical systems experience the most demand and offer the greatest energy savings. Building electrification accounts for the largest portion of the County's greenhouse gas emissions, thus these ECMs are anticipated to contribute greatly to the County's goal of reducing greenhouse gases from government operations by 30% by 2030 from the 2015 baseline. In the past year, Leon County realized \$1.6 million in utility savings from energy conservation measures, bringing the cumulative total to \$12.6 million from these upgrades.

Continued Implementation of our PACE (Property Assessed Clean Energy) program

Leon County launched the Property Assessed Clean Energy (PACE) program in August 2017. The PACE program allows for the property assessed financing on energy improvements and weatherization upgrades for both residential and commercial properties in Leon County. Since the launch of the PACE Program, 148 homes have been improved with a total project value of \$1,850,270, and three (3) commercial PACE projects have been completed with a cumulative project amount of \$3,558,938. As anticipated, Leon County's program participation is consistent with other like sized Counties in Florida.

As reported to the Board in the December 2020 Sustainability Program Update, FDFC notified the County that its residential provider, Renovate America, had made an unanticipated business decision to halt its

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residential PACE Financing Program nationally and later filed for Chapter 11 Bankruptcy. The bankruptcy does not affect any of the residential PACE improvements already completed. Since that time, FDFC has evaluated adding an additional residential provider, however, FDFC has decided to only move forward with maintaining a commercial PACE program.

To maintain Leon County's successful residential PACE Program, the County evaluated joining one (1) of several different PACE special districts. Based on an analysis of the other PACE districts, the County joined the Florida PACE Funding Agency (FPFA) during the November 9, 2021 Commission meeting. Like most special districts, the FPFA also provides a commercial PACE program. In addition, the County remains with the Florida Development and Finance Corporation (FDFC) which continues to provide an alternative commercial PACE option.

L. Parks & Recreation

External:

- Increased Interest in outdoor recreation
- Growing demands for Senior Programming and Engagement
- Decline in Youth Sports Programming Participation

Internal:

- Increased amenity offerings within Parks

Increased interest in outdoor recreation

Utilizing parks and natural spaces helps fight against mental health issues like depression, anxiety, and stress. Mental health became collateral damage during the pandemic and, as a direct result, parks and recreation usership increased exponentially. The data confirms a dramatic increase in outdoor recreation due to COVID-19. According to the 2021 Outdoor Participation Trends Report conducted by the Outdoor Foundation; in 2020, 160.7 million Americans ages 6 and over participated in at least one (1) outdoor activity. Driven by COVID impacts, 7.1 million more participated than in 2019. The outdoor participation rate rose to 52.9% in 2020, up from 50.7% in 2019. This was the largest one-year jump on record. Nationwide, outdoor activities such as running, bicycling, day hiking, bird watching, and camping participation have risen noticeably since the onset of the COVID-19 pandemic. Leon County is no exception; there have been significant increases in the usage at County greenways, passive parks, boat landings, and campgrounds. This trend is expected to continue even as COVID-19 subsides. Additionally, with the increase in outdoor recreation, we have noticed a heightened increase in the County's Amenity Program (citizens can purchase benches, etc. to honor someone) and suggestions on new amenities offering to be incorporated into parks.

Growing demand for Senior Programming and Engagement

Those between the ages 65-79 are the fastest-growing age group in Leon County. This demographic is highly active and utilizes different resources than the previous generation. With COVID-19 forcing many changes within senior programming now is a great time to evaluate the AARP survey, conduct further research and host an open house session or create a focus group to hear and understand what seniors would like expanded within the current program. For example, the possibility of more fitness-type classes as this demographic is more active than prior generations.

Decline in Youth Sports Programming Participation

Youth sports league participation among American kids between the ages of 6 and 12 has dropped from 45 to 38 percent between 2008 and 2018, due mainly to the increasing costs, time commitments, and competitive nature of organized sports leagues. Additionally, County youth sports programming participation numbers were declining before the Pandemic but has seen a more significant decrease since the onset of COVID-19. Youth league sports are beginning to rebound; however, participation is still low compared to historical involvement. The growing concern is that local programmers that traditionally have engaged youth (parks and recreation departments, YMCAs, Boys and Girls Clubs, etc.) won't remain competitive with private organized team sports due to available resources.

While traditional league play has declined, the Pandemic has led to a growing interest in additional passive outdoor activities among youth. We will continue to explore ways to offer programming around this growing interest in addition to expanding the current sport offerings to cover the most popular (soccer) and fastest growing outdoor sport and continued investment in our trail system.

M. Staffing

External Trends:

- “The Great Resignation”
- Health insurance costs continuing to rise
- Impacts of legalized medical marijuana being monitored
- Impacts of Florida New Minimum Wage

Internal Trends:

- Changing employee demographics leading to an aging workforce
- Continue to have one of the lowest per capita employee ratios in the state

“The Great Resignation”

A record number of Americans are voluntarily leaving their jobs for new opportunities or leaving the workforce entirely. According to the most recent U.S. jobs report, 20 million people quit their jobs in the second half of 2021. There are multiple contributing factors to this phenomenon being dubbed by may as the “Great Resignation.” The most commonly cited reason is that federal stimulus programs and increased unemployment benefits allow workers who were laid off during the height of the pandemic to not return to the workforce as quickly. However, recent research from Goldman Sachs found that nearly two-thirds of those quitting their jobs in August 2021 were actually retiring. This can in part be attributed to increasing home values, stock prices, and 401(k) contributions which allowed many older employees to have the assets need to comfortably retire early. Another issue is parents, primarily mothers, leaving the workforce to care for children because they are attending school virtually and because daycares have reduced capacity or shutdown entirely. A recent Society for Human Resource Management (SHRM) report explained that the cascading impact of these departures has increased the workload for those who choose to stay with their employer. This is especially true for Millennial and Generation Z employees, who make up the majority of the current U.S. workforce. According to SHRM, 63% of these younger employers are now unsure if their pay is sufficient and half said they thought about leaving their job more often following a colleague's resignation.

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As a result of these changes in the labor force, some businesses have been unable to fill vacant positions quickly which has forced them to cut business hours, offer fewer services, or increase wages and benefits. SHRM recommends several strategies to both retain and attract employees, which Leon County Government has put in place. These include establishing a living wage, which Leon County did by raising its minimum wage to \$12/hour in 2018 and to \$14/hour in 2021. To ensure the organization continues to offer competitive salaries within our region, performance pay increases are provided as part of the employee evaluation process and Human Resources conducts an annual high-level market assessment. Another strategy recommended by SHRM is to invest in employees by providing training and career advancement opportunities. Leon County has achieved this through diverse training and professional development offerings including sponsoring employees in the State's Certified Public Manager and ongoing enhancements to the County's internal Management Training Program. To incentivize employees in furthering their education, the County also offers tuition reimbursement or educational attainment pay increases. Finally, SHRM recommends that organizations are able to compete for prospective employees by having an efficient hiring process. Currently, Human Resources is working to decrease the average time to fill vacancies through process improvement, automation, as well as innovative strategies such as the recent Hired on the Spot event, a one-day job fair where 43 applicants were hired to fill critical County positions.

Health insurance costs continuing to rise

Affordable health insurance continues to be a primary concern for both employers and employees. Although the pandemic is fueling uncertainty about overall expenses, employer health insurance costs are expected to continue to rise in 2022 and beyond. In 2021, Leon County's health insurance costs rose 4.6 % over the previous year. However, the uncertainty associated with the COVID-19 pandemic makes it even more difficult to project future healthcare cost. Employees nationwide have delayed or deferred preventive and elective medical procedures and increased their use of telemedicine. To address these trends, employers are finding innovative ways to balance healthcare affordability and employee wellbeing by diversifying health plan design options. Today's health plan design strategies must meet the needs of a diverse workforce that includes millennials and baby boomers with traditional and non-traditional families and varying health risks. Human Resources is currently exploring best practices in health care plan design to ensure Leon County continues to offer cost effective health care options that meet the needs of a diverse workforce.

Impacts of legalized medical marijuana being monitored

Florida became the 26th state and the first in the South to allow medical use of marijuana. In November 2016, Florida voters approved Amendment 2 which recognizes marijuana as a treatment for 10 specified conditions: cancer, epilepsy, glaucoma, HIV, AIDS, Crohn's disease, Parkinson's disease, multiple sclerosis, amyotrophic lateral sclerosis, and post-traumatic stress disorder. It also allows doctors to recommend marijuana for patients with "other debilitating medical conditions of the same kind or class as or comparable to those enumerated. In June 2017, Senate Bill 8A, the Medical Use of Marijuana Act, was passed during a special legislative session to implement rules for making medical marijuana available to Floridians. As a result, Florida only considers cannabis products purchased by a certified patient through a licensed dispensary as medical marijuana. The Florida Department of Health established the Office of Medical Marijuana Use to implement these rules and changed the name of the Compassionate Use Registry to the Medical Marijuana Use Registry.

Florida Medical Marijuana for Mental Health Disorders Initiative (Initiative #18-02) may appear on the ballot in Florida as an initiated constitutional amendment on November 8, 2022. The measure would amend Amendment 2 (2016), which legalized medical marijuana in Florida, to add nine (9) mental health

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disorders to the list of qualifying conditions to purchase and use medical marijuana. The additions to the qualifying conditions list would include bipolar disorder, opioid use disorder, panic disorder, anorexia nervosa, bulimia nervosa, insomnia disorder, alcohol use disorder, generalized anxiety disorder (GAD), and major depressive disorder (MDD).

There is a push to legalize recreational marijuana which could be on Florida's 2022 general election ballot. Regulate Florida is working to add the proposal to the ballot provided they can obtain the 223,000 signatures needed to obtain the Supreme Court review and another 890,000 valid signatures by January. There have been attempts over the years to legalize the recreational use of marijuana in addition to decriminalizing its use. To date, Florida has only legalized the use of medical marijuana.

In June 2021 the Board approved the revision of Policy No. 16-1, "Drug and Alcohol-Free Workplace Policy", to clarify that employee use of medical marijuana is strictly prohibited. Although the medical use of marijuana by a qualifying patient with a debilitating medical condition is now legal in Florida, Florida law does not require employers to accommodate the medical use of marijuana by its employees. Also, Leon County participates in the state's drug-free workplace program and thereby receives a discount on its workers' compensation insurance premium. The County also relies on federal grants and, as a recipient of federal grants, the County is required to maintain a drug-free workplace. Further, any employee subject to federal regulations may not use medical marijuana under any circumstance. Staff and the County Attorney's Office will continue to monitor the law's implementation relative to the Americans with Disabilities Act (ADA) and evaluate possible impacts related to Leon County employees.

Impact of Florida New Minimum Wage

The State of Florida requested raising Florida's minimum wage by placing it on the ballot during the November 2020 election as Amendment 2. The voters approved Amendment 2, which increased the minimum wage to \$10.00 per hour effective September 30, 2021. Each September 30th thereafter, the minimum wage shall increase by \$1.00 per hour until it reaches \$15.00 per hour on September 30, 2026. From that point forward, future minimum wage increases shall revert to being adjusted annually for inflation starting September 30, 2027. Since the Board approved paying a living wage of \$14 to its employees as part of the FY2021/2022 budget, the increase to the Florida minimum wage will not impact the County for several years as we are currently \$4 per hour more than the new State minimum wage. As part of the upcoming budget process, a broader policy discussion will occur for the Board to decide whether to continue utilizing a living wage as a salary benchmark for our lowest paid employee or remain consistent with the State of Florida minimum wage.

Continue to have one of the lowest per capita employee ratios in the state

As one of the County's key personnel efficiency metric, Leon County annually surveys Florida Counties to determine staffing ratios and evaluates any changing trends. Leon County continues to provide one of the lowest staffing ratios per thousand residents when compared with other counties in Florida. When examining like-sized counties, Leon has the second lowest staffing per thousand at 6 employees, with only St. Lucie having fewer, five (5). Among all of Florida's 67 counties, Leon ranks sixth lowest in staffing per thousand tied with Lake and Escambia. Other comparable counties including St. Johns have nine (9) employees per thousand residents and Alachua have 8. Leon County ranks in the top 10 for lowest per capita positions in the entire state.

Changing employee demographics leading to an aging workforce

The Baby Boomers have begun entering the retirement cycle. Approximately 302 Board employees will either retire or will be eligible for retirement within the next 5 to 10 years. This represents more than 41% of the Leon County Workforce. Of this number, over 30% (101 employees) are in the Public Works

Department. Another 26% (78 employees) are in Executive/Sr. Management positions throughout the organization. These retirements have the potential to result in significant reductions in the availability of critical skills and experience within the workforce. To address these issues, the Board approved Policy 16-4 Succession Management which is designed to identify positions critical to the success of our “People Focused, Performance Driven” culture and the core competencies needed to successfully perform in these positions; as well as prepare candidates to move into these key positions in the organization when they become vacant. Key organizational and personnel changes address issues and ideals critical to continued organizational effectiveness including: Succession Management, Talent Retention and Recruitment, and Diversity. This policy provides for continuity in leadership to avoid extended and costly vacancies in key positions.

N. Technology

External Trends:

- Cyber security threats are increasing for network and data security and stable Internet connectivity
- Remote worker & mobile worker capabilities are needed
- Leveraging cloud computing as an alternative to on-premise compute environments in cases where it makes sense to do so
- Integration of software solutions with the Microsoft suite continues to grow
- Transparency and Citizen Engagement are expected of government

Internal Trends:

- Shared infrastructure continues to be cost effective and the best solution for County and Constitutional Offices
- Mobile work applications continue to be in demand
- Leanness of staff and aging workforce are a vulnerability for continued and expanded services
- Continue to modernize and streamline activities through technology

Leon County has been a recognized Digital County since 2011 and most recently recognized in 2021 by NACO and the Center for Digital Government. A Digital County uses information and communications technologies to provide government services that enable transparency and citizen engagement through high functioning web sites, mobile applications, and social media and utilize technical advances in cloud computing, virtualization, shared network resources & data centers, and modernized infrastructure and security. Advanced decision support tools such as geographic information systems and electronic document and content management systems are other resources found within a Digital County. Additionally, a Digital County is aware of key emerging trends, from both external and internal perspectives and is aligned to address those trends.

Cyber security threats are increasing for network and data security and stable internet connectivity

Nationwide, most IT organizations continue to list cyber security as a top priority and concern. Almost every week, governments fall victim to ransomware attacks or cyber breaches that cause extreme disruptions of services. Forbes recently reported, “82% of employers felt that “cybersecurity is now extremely important or more important than before COVID-19,” and went on to say, “Expect to see significant new investments in cybersecurity IT systems and infrastructure.”

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The term “cyber security” paints with a wide brush and the County continues invest in cyber security efforts. In October 2021, the County hired its first Cyber Security Manager, a tremendous step toward the continued cyber security initiative. A recent security audit (performed by Trulight, completed September 2021) also assessed opportunities for added protection and monitoring.

Leveraging cloud computing as an alternative to on-premise compute environments in cases where it makes sense to do so

The term “cloud computing” can have multiple meanings, but in this context it refers applications that do not live directly on the Leon County network. Advantages of cloud computing include ease of upgrades and maintaining current software versions. Leon County has been an early adopter cloud computing solutions in areas where it is viable such as the permit tracking solution for DSEM, Patient Care and Billing System for EMS; HR’s recruiting, onboarding, and performance system; OMB’s budget development system; the Library’s work order system for cataloging, online patron access, media inventory; and a host of productivity tools for surveys, project management and event planning. Future uses of commercial cloud computing are being considered such as additional solutions to expand DSEM’s permitting and licensing offerings, upgraded telephone solutions, and new justice information system management tools, among others.

Integration of software solutions with the Microsoft suite continues to grow

As new functionalities with the Microsoft suite continues, Leon County will leverage tools as appropriate. One such tool is PowerBI. PowerBI is a powerful tool that can analyze large data sets, provide visual information to explain complex datasets, and automate many tasks in the Office 365 platform. It is being limitedly used today for analyzing general Library data and crime data, etc. but expanded possibilities, such as automating many internal processes are possible. This additional productivity tool to assist with day-to-day operations will allow staff to do more with less and allow the ability to build more automation. Additionally, included in the Microsoft suite of offerings are security tools that are also being considered to help enhance our security armor.

Shared infrastructure continues to be cost effective and the best solution for County and Constitutional Offices

The County has been a leader in sharing infrastructure which promotes costs savings and avoidance, minimizes duplication of effort, and increases collaboration for shared processes. A common network, email system, desktop applications, Internet, phone system and recently built data centers at the Public Safety Complex and the Jail for backup and/or test/development environments for the City, the County, and constitutional organizations are examples of that along with a shared Geographic Information System and Justice Information System.

Today, all constitutional offices are leveraging the County’s email platform and phone system. All but the Clerk are using the County’s Internet and network. However, discussions with the Clerk were productive and there was interest in bringing the Clerk over as well with potential savings identified.

Mobile work applications continue to be in demand

One thing that COVID created is change in the way many services are offered. Having the ability for remote work is now a requirement in order for County offices to provide continued services in any situation or emergency. During the pandemic, remote workers demonstrated that Leon County can and will continue to offer services to our citizens, regardless of where the staff members are physically located. The ability to access our desktops, files, and resources needed to do our jobs from any location was once a nice-to-have offering, but is now a necessity for Leon County to stay relevant in the future. We’ve made

Section 5. Environmental Scan

great strides in providing mobile desktops for we must continue to provide accessible but secure applications that can be accessed remotely as well.

This trend extends to citizens who have learned in this era that if they can have a doctor visit via their mobile phone at home; then they also expect the ability to access most services from home, including County services. Applying for and checking status of building permits, paying fines, requesting services, attending court remotely, have become the norm and citizens expect this level of service. OIT is always scouting for ways to expand services to our citizens with creative solutions that allow citizens to engage remotely.

Continue to modernize and streamline activities through technology

OIT will continue to work with County departments to modernize and streamline processes. Several accomplishments are the online development review and plans submissions process with Accela and coming soon: DigEplan; online employee benefits enrollment, electronic First Appearance for the Courts, work order management for Public Works and Facilities, and electronic timesheets, paperless workflows for Human Resources for e-recruiting and onboarding of employees, and e-learning. We've just started using electronic authorizations for a few specific approval processes and this need is expected to grow. Other County processes are also being reviewed and will be improved.

6. Strengths, Weaknesses, Opportunities and Threats Analysis

Statement of Issue:

This section presents the results of a strengths, weaknesses, opportunities and threats (SWOT) analysis to assist the Board in the development of the FY 2022 – FY 2026 Strategic Plan.

Staff Recommendation:

No Board action required.

Background:

A SWOT analysis is a process that identifies the strengths, weaknesses, opportunities and threats to an organization and, in this case, to a community. SWOT is a standard, structured strategic planning method used by leading organizations to evaluate these four (4) elements. Identification of SWOTs is important in informing later steps in the planning process – such as the development of priorities and initiatives.

Analysis

This SWOT analysis was compiled using the results of the citizen survey, the environmental scan conducted by County staff, in addition to the Board's own perceptions as captured in a SWOT exercise submitted in advance of the Retreat. From this analysis, the Board is able to better gauge the perceptions of the residents, County staff, and Commissioners regarding the strengths, weaknesses, opportunities, and threats effecting Leon County as an organization and as a community. The SWOT results are presented in the form of a word cloud, a visual representation of the key findings from each data source. The size of each word in the word clouds indicates its frequency of the words/phrases appearing in the findings.

While this analysis provides a broad array of information, the results are useful in developing a Strategic Plan that reflects the greatest concerns and aspirations for Leon County. Much of the SWOT analysis reaffirms the foundational components of the Strategic Plan, but also supports revisions to other segments, such as priorities and initiatives. There are several key themes identified in the SWOT analysis, response, which are reflected in the proposed revisions to the plan in the following sections of the Retreat. Examples of these themes include economic equity, affordable housing, crime prevention, and emergency response among others.

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Strengths

The following word cloud is a visual representation of the 30 Strengths identified from the community survey, environmental scan, and from Commissioner input. The size of each word indicates its frequency.



Strengths: (1) Parks, (2) Engagement, (3) Colleges & Universities, (4) COVID-19 Response & Recovery, (5) Art, (6) Culture, (7) Educated Workforce, (8) Entertainment (9) Restaurants, (10) Stable Economy, (11) Sustainability, (12) Entrepreneurship, (13) Family Friendly, (14) Great Neighborhoods, (15) Healthcare & Human Services, (16) Collaboration; (17) Diversity, (18) Good Schools, (19) Job Opportunities, (20) EMS, (21) Library, (22) Quality of Life, (23) Minimal Traffic, (24) Natural Beauty, (25) Sports; (26) Retirement Spot; (27) Low Cost of Living , (28) Clean, (29) Climate/Weather (30) Safe.

Weaknesses

The following word cloud is a visual representation of the 29 Weaknesses identified from the community survey, environmental scan, and from Commissioner input. The size of each word indicates its frequency.



Weaknesses: (1) Crime, (2) Poverty, (3) Divisiveness, (4) Private Sector Jobs, (5) Affordable Housing, (6) Affordable Healthcare, (7) Airport, (8) Gun Violence, (9) Broadband Access, (10) High Cost of Living, (11) Labor Gap, (12) Over Development, (13) Public Transportation, (14) Schools, (15) Segregation/Racism, (16) Sustainability, (17) Afterschool Activities, (18) Aging Workforce, (19) Collaboration, (20) College Town, (21) Corruption, (22) COVID, Mandates, (23) Cultural Offerings, (24) Economic Disparity, (25) Economic Growth, (26) Gentrification, (27) Pedestrian Safety, (28) Quality Jobs, (29) Roads/Traffic.

Opportunities

The following word cloud is a visual representation of the 30 Opportunities identified from the community survey, environmental scan, and from Commissioner input. The size of each word indicates its frequency.



(1) Amazon, (2) Colleges & Universities, (3) Tourism, (4) Airport, (5) Amtrak, (6) Downtown Development, (7) Private Sector Growth, (8) Public Spaces, (9) Technology, (10) Transportation Infrastructure, (11) Children's Services Council, (12) Citizen Engagement, (13) Collaboration, (14) Cultural Offerings, (15) Parks, (16) Recruitment of Talent, (17) Senior Services, (18) Volunteerism, (19) Water Quality, (20) Affordable Housing, (21) Amphitheater, (22) Danfoss Turbocor, (23) Early Intervention, (24) Infrastructure Funding, (25) Job Creation, (26) Mag Lab, (27) Parking Enhancements (28) Railroad Square, (29) School Improvements, (30) Workforce Development.

Threats

The following word cloud is a visual representation of the 29 Threats identified from the community survey, environmental scan, and from Commissioner input. The size of each word indicates its frequency.



Threats: (1) Crime, (2) Homelessness, (3) Divisiveness, (4) Severe Weather (5) "Great Resignation," (6) Challenges to Home Rule, (7) Climate Change, (8) COVID-19 Variants, (9) Misinformation, (10) Distrust of Government, (11) Affordable Housing, (12) Increased Costs, (13) Poverty, (14) NIMBY-ism, (15) Segregation/Racism, (16) State Government Downsizing, (17) Urban Sprawl, (18) Distrust of Police, (19) Airport Prices, (20) Bad Roads/Traffic, (22) Cyber Security, (23) Human Trafficking, (24) Lack of Diversified Economy, (25) Lack of Social Services, (26) Low Local Wages, (27) State Redistricting, (28) Threats to Elections, (29) Unfunded Mandates.

7. Vision & Mission Statements

Statement of Issue:

This section provides an analysis of Leon County's current vision and mission statements including an overview of the guiding principles for developing effective statements.

Staff Recommendation:

1. Approve the County's current vision and mission statements with no revisions.

Background:

A critical component of the County's Strategic Plan is the vision and mission statement. A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Mission statements are similar to vision statements, but they are more concrete, action-oriented, and explains why an organization exists.

The current vision statement was adopted by the Board at the December 2016 Retreat when the current FY 2017 – FY 2021 Strategic Plan was adopted. In considering the development of the vision statement, staff prepared a survey which included the following question, "What three words best describe your aspiration for Leon County?" The most common responses were safe (safe, secure, stop crime), thriving/vibrant (prosperous, thriving, vibrant), and healthy (healthy, quality of life, strong) all of which are reflected in the current vision statement. Likewise, the County's mission statement was adopted at this time to align with the new Vision Statement. Prior to 2017, only individual departments had mission statements. However, having one overarching organizational mission statement is beneficial as it serves to communicate Leon County Government's purpose and direction to employees, citizens, vendors and other stakeholders.

Analysis

The following is an analysis of the County's current vision and mission statements including an overview of the guiding principles for developing effective statements. Based on this analysis as well as the results of most recent community survey, environmental scan, SWOT analysis, and commissioner feedback, it is recommended that the Board reaffirm the current vision and mission statements with no revisions.

Vision Statement

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Leon County's Vision Statement describes what the future of Leon County should be, in an ideal state, as well as what people will perceive of Leon County in the future. Leon County's vision statement reads as follows:

A community that is safe, healthy and vibrant.

Some general guiding principles about mission statements are that they are:

- **Focused:** An effective vision station should help to maintain focus on long-term Strategic Priorities, orient energies and resources, and serve as a guide to action.

Section 7. Vision & Mission Statements

- **Inspirational:** Vision statements should challenge and inspire County divisions to achieve their missions.
- **Uniting:** Vision statements should unite people toward the pursuit of a common focus.

The County's current vision statement meets these criteria. Furthermore, based upon the results of the most recent community survey and commissioner feedback, the vision statement continues to reflect the values and priorities of Leon County residents. For these reasons, no revisions to the vision statement are recommended at this time.

Mission Statement

Mission statements are similar to vision statements, but they are more concrete and action-oriented. A mission statement is a standard element of an organization's strategic plan and explains its reason for existence. It describes the organization, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission also serves as a foundational guide in the establishment of organizational priorities. Leon County's mission statement is as follows:

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

Some general guiding principles about mission statements are that they are:

- **Memorable:** A mission statement can help guide the actions of employees and decision makers but not if it is impossible to remember. To make a mission statement memorable, be concise and use descriptive words that can inspire action.
- **Outcome-Oriented:** Mission statements explain the overarching outcomes the organization is working to achieve. They answer the questions what do we do, how do we do it, and whom do we do it for.
- **Inclusive:** Good mission statements are inclusive and relevant to all parts of the organization as well as the people working within them.
- **Clear:** A mission statement serves as a "North Star" keeping all staff clear on the direction of the organization and thus providing a guide for decision making. It should also provide a clear understanding to those outside the organization of what the organization does and why.
- **Promotes Strategic Change:** The right mission statement should help to shape the most effective strategies possible to accomplish the goal of the organization and promote a culture that welcomes changes when warranted to work toward accomplishing the mission.

The current mission statement also follows best practices and effectively supports the County's vision statement. Additionally, the mission statement reflects the values and priorities highlighted in the community survey, environmental scan, SWOT analysis, as well as Commissioner feedback. For these reasons, no revisions to the mission statement are recommended at this time.

Section 7. Vision & Mission Statements

Options:

1. Approve the current County's vision and mission statements with no revisions.
2. Amend the County's vision and mission statements.
3. Board direction.

Recommendation:

Option #1

8. Strategic Priorities

Statement of Issue:

This section recommends the Board affirm the County's four (4) Strategic Priorities (Economy, Environment, Quality of Life, and Governance) and seeks consideration of revisions to the proposed directional statements based upon the findings of the community survey analysis, environmental scan, SWOT analysis (strengths, weaknesses, opportunities, threats), as well as feedback from Commissioners.

Staff Recommendation:

1. Approve the County's Strategic Priorities and amended directional statements as presented.

Background:

Once an organization has adopted a vision and mission statement, the next key step in strategic planning is establishing its Strategic Priorities. Effective Strategic Priorities encompass vital issues or topics that need to be successfully addressed if an organization is to move forward to its stated vision and mission statements. They should also articulate long-term priorities in order to focus effort, resources and performance.

Leon County's strategic planning process establishes a long-term plan to achieve the vision and mission, through the attainment of Strategic Priorities. For Leon County, these priorities are high-level categories of focus in the organization's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The more detailed descriptions of each priority, presented later in this section, consider the County's future in each area and are critical to the success of the community. Just as the vision and mission guide an organization's Strategic Priorities, the adopted priorities inform Strategic Initiative and thus every decision made by Leon County Government.

Analysis

The existing Strategic Priorities (Economy, Environment, Quality of Life, and Governance) are high-level categories of focus, which consider the desired future condition and the major areas of County government's responsibilities, critical to the success of the community. Strategic Priorities support the organization's vision and mission and determine the entire direction of Leon County Government by informing every decision and every initiative.

Each Strategic Priority is identified with:

- A Title (which is a general area of focus),
- A General Statement (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- Directional Statements (to provide focus and additional specificity for each area).

Due to the encompassing nature of the four (4) priority areas, they continue to reflect the community's values, interests, and concerns. Therefore, the Board may wish to continue with these priorities for the next five-year period. Maintaining these priorities is supported by the community survey which found that the preferences of Leon County residents are well aligned with the current Strategic Priorities, and that residents are largely satisfied with progress made in each of these areas. Furthermore, even as County services continue to evolve to meet the community's needs, the Strategic Priorities continue to be

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representative of the major responsibilities of each department. This is demonstrated by the environmental scan as the identified internal and external trends all fall within the current priority areas.

Alternatively, in developing the new Strategic Plan, the Board may wish to make refinements to the general statements for each of the priority areas; however, none are being recommended at this time. Given the more specific language used in each priority's directional statements, it is anticipated that the Board may wish to update the directional statements for the new five-year strategic planning period. To optimize the Board's time at the Retreat, a revised set of directional statements have been developed for the Board to consider. The revisions are presented in strike-through and underline in the following sections. These changes were identified based upon the results of the community survey, environmental scan, SWOT analysis, as well as Commissioner input which highlighted several repeated areas of concern or opportunity that were not directly addressed in the directional statements previously.

It is anticipated that the Board's work effort at the Retreat will focus on identifying new Strategic Initiatives. The Strategic Initiative work will occur after the Strategic Priorities are addressed. If a Strategic Initiative is identified that does not readily align with a Strategic Priority's directional statement, then it is recommended that a new appropriate directional statement be established at that time.

Strategic Priority - Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits.
- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, ~~and job creation,~~ workforce development, economic equity and mobility.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Priority - Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength, and social offerings. (EN)

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

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Strategic Priority -Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant and essential library offerings thorough our libraries and community centers which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.
- (Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services and welfare services to our community members most in need.
- ~~(Q5) Support strong neighborhoods.~~
- (Q5) Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.
- (Q6) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.
- (Q7) Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters.

Strategic Priority - Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

- (G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- (G3) Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues.
~~Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community~~
- (G4) Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.
- (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

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Options:

1. Approve the County's Strategic Priorities and amended directional statements as presented.
2. Approve the County's Strategic Priorities and directional statements with no revisions.
3. Board direction.

Recommendation:

Option #1

9. Targets & Bold Goals

Statement of Issue:

This section presents for the Board's consideration four (4) recommended Targets and one (1) Bold Goal for each of the County's current Strategic Priority areas. If approved, the Targets and Bold Goals will be included in the County's new FY 2022 – FY 2026 Strategic Plan.

Staff Recommendation:

1. Approve the FY 2022 – FY 2026 Targets and Bold Goals as presented.

Background:

At the 2016 Retreat, staff recommended, and the Board approved the adoption of specific five-year Targets that Leon County expects to realize as an organization over the next five-year plan cycle. These Targets are aligned with each Strategic Priority area and communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives. Additionally, the Board approved a Bold Goal, for each priority area. Bold Goals differ from targets in that they are truly stretch goals which will be big and difficult to achieve but have the potential to produce significant results even if they are not achieved 100%.

A summary of the progress made on past five-year Targets and Bold Goals is included in Section 3 of the Retreat materials.

Analysis

The following analysis presents for the Board's consideration recommended Targets and Bold Goals for each of the four (4) Strategic Priorities. These Targets are important as they communicate to staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives, and they hold us accountable. They are also important as they not only communicate but create an invitation to our community about the progress we expect to achieve together on fundamental goals to enhance our livability.

In addition to the Targets, the adoption of Bold Goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold Goals, rather, require us to explore new partnerships, identify new opportunities, and inspire the new ideas of our employees. Bold Goals are also important because they convey to our community that which we believe is possible to achieve and creates a compelling invitation for people to play a part in achieving something big for their community.

The following recommended Targets and Bold Goals for the County's FY 2022 – FY 2026 Strategic Plan includes some previous five-year goals. These are either being recommended because they were not accomplished (in many cases due to the COVID-19 pandemic) or because they have been increased to demonstrate growth as well as the County's efforts to consistently raise the bar. Other new Targets and Bold Goals have been recommended as they better represent the progress the County will make over the next five (5) years and are supported by the results of the community survey, environmental scan, SWOT analysis, and Commissioner feedback. The baseline data used for the development of each of the Targets and Bold Goal is included as Attachment #1.

Economy

Priority Statement: 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.

Bold Goal: Grow the tourism economy to **\$5 billion**.

Despite the impacts of the COVID-19 pandemic, tourism has and will continue to be a major economic driver in Leon County. In 2021 alone, 1.7 million visitors travelled to Leon County creating \$800 million in economic impact and supporting 12,385 local jobs. In turn, this economic activity generated tourism development tax (TDT) revenue that allowed the County to continue to invest in grant funding to support over 70 local events, and to market and promote our community. As shown in the community survey results, residents are also interested in growing local tourism as well as the number of local arts, culture, and entertainment options.

While improving, the tourism industry has not yet fully recovered from the COVID-19 pandemic and experts anticipate that the omicron variant and any future variants of the virus may further slow the recovery. For this reason, growing the tourism economy to \$5 billion is proposed to remain a Bold Goal for the County over the next five (5) years. Achieving this goal will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature-based amenities and targeted marketing to increase visitors from the region/state.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Economy and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and commissioner feedback.

- Attract **100** state, regional, or national championships across all sports.
- Grow the job market by **10,000** new jobs and co-create **500** entrepreneur ventures.
- Connect **7,000** students to skilled job opportunities through Leon Works and other talent development initiatives.
- Increase the number of certified MWSBEs by **20%**.

Environment

Priority Statement: 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.

Bold Goal: Upgrade or eliminate **500** septic tanks in the Primary Springs Protection.

The results of the community survey found that "Water Quality" is a top priority for residents as 85% of respondents said it is "very important" to them and their family. This is more than any other local issue in the survey. For Leon County, improving and maintaining water quality requires the upgrade or elimination of poorly maintained septic tanks, one of the major causes of water pollution in the Primary Springs Protection Zone (PSPZ). The PSPZ covers a significant portion of southern Leon County where soils are more permeable and pollutants on or near the land surface are more likely to find their way into the Florida

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aquifer as well as nearby Wakulla Springs and the Upper Wakulla River. For these reasons, upgrading and eliminating 500 septic tanks in the PSPZ is proposed to remain a Bold Goal in the next Strategic Plan.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Environment and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and commissioner feedback.

- Reduce Greenhouse Gas Emissions stemming from County operations by **25%**.
- Double solar power generation at County facilities.
- Divert **3 million** pounds of household hazardous waste from the landfill.
- Increase the number of fully electric vehicles in the County's fleet by **500%**.

Quality of Life

Priority Statement: 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.

Bold Goal: Support community partners to place **100** residents experiencing chronic homelessness in permanent supportive housing.

Globally, the COVID-19 pandemic has exacerbated the social and economic factors that cause homelessness. However, at the local level, Leon County and the City of Tallahassee responded by making a historic \$6.2 million investment to both address and prevent homelessness. A critical use of these funds will be to provide permanent supportive housing to residents who are chronically homeless, meaning they have been homeless repeatedly or for a least a year. The 2021 Point in Time (PIT count) identified 197 residents who are experiencing chronic homelessness. It is proposed that the County's Bold Goal in the area of Quality of Life be to support our partners in placing more than half of these residents in housing where they receive rent and utility assistance as well as wrap-around services.

The focus of this goal is chronic homelessness as this is the most vulnerable population experiencing homelessness in our community. These individuals are most likely to have disabilities including mental health and substance abuse issues. Additionally, those experiencing chronic homelessness are more likely to be unsheltered living in encampments or residing in emergency shelters such as the Kearney Center for more than one year. Permanent supportive housing will provide this population with long-term housing and wrap around services to improve their quality of life such as case management, physical and mental health programming, and fiscal management. Investment in permanent supportive housing will also reduce the number of homeless individuals that reside in emergency shelters more than one year, and therefore provide greater capacity that will reduce the wait time at the shelters for individuals and families seeking immediate housing assistance.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Quality of Life and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and commissioner feedback.

- Secure more than **\$150 million** in federal, state, and local benefits for Leon County Veterans and their families.

Section 9. Targets & Bold Goals

- Support **900** community events, sporting competitions, festivals, performances, and cultural programming.
- Construct an additional **90** miles of sidewalks, greenways, trails, and bike lanes.
- Host **100,000** residents and visitors through County-supported performances at the Amphitheater.

Governance

Priority Statement: 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.

Bold Goal: Implement **600** citizen ideas, improvements, solutions & opportunities for co-creation.

While this goal is a continuation from the previous five-year Strategic Plan, it continues to be the best demonstration of Leon County's commitment to being a learning organization that is continuously improving by engaging those we serve. By capturing this information in real time and reporting it regularly as part of the strategic planning process, the County is able to show citizens that we are listening and responsive to their ideas, both big and small. As a result, this goal promotes trust in local government and further encourages staff to engage citizens to help solve problems, improve our services, and identify new opportunities. However, to ensure the County continues to raise the bar, this goal has grown from 500 to 600 total implemented citizen ideas. Achieving this goal will require the County to actively solicit ideas using both "high tech" and "high touch" methods including LEADS Listening sessions, surveys, and citizen committees just to name a few.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Governance and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and commissioner feedback.

- Connect **50,000** volunteers with service opportunities communitywide.
- Reach **100,000** more citizens across all County platforms and programming.
- Offer **100%** online permitting for licensed contractors, engineers, and architects.
- Communicate more than **1.5 a million** disaster preparedness messages to create resilient households, businesses, and nonprofits.

Options:

1. Approve the FY 2022 – FY 2026 Targets and Bold Goals as presented.
2. Amend the FY 2022 – FY 2026 Targets and Bold Goals.
3. Board direction.

Recommendation:

Option #1

Section 9. Targets & Bold Goals

Attachments:

1. Detailed Baseline Data for FY 2022 – FY 2026 Targets and Bold Goals.

Baseline Data for FY 2022 – FY 2026 Bold Goals and Targets

ECONOMY

Generate \$5 billion in economic impact

In FY 2017 - FY 2021, the economic impact of tourism in Leon County totaled \$4.5 billion. While improving, the tourism industry has not yet fully recovered from the COVID-19 pandemic and experts anticipate that the omicron variant and any future variants of the virus may further slow the recovery. The 10% increase by FY2026 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

Attract 100 state, regional, or national championships across all sports

In FY 2017 - FY 2021, a total of 88 state, regional and national championships were hosted in Leon County. An additional nine (9) sporting events were cancelled due to the COVID-19 pandemic. The 12% increase by FY 2026 was projected based on trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

Grow the job market by 10,000 new jobs and co-create 500 entrepreneur ventures.

Department of Economic Opportunity (DEO) estimated that 4,700 net new jobs were created in Leon County from FY 2017 – FY 2021. The County has anticipated nearly double this number of new jobs; however, the COVID-19 pandemic caused local unemployment to reach rates as high as 8.5%. Moreover, Leon County's labor force only increased by 0.5% per year during FY 2017 – FY 2021. Currently, DEO estimates that there are approximately 152,000 jobs in Leon County. A net gain of 10,000 new jobs would be a 6.6% increase.

Connect 7,000 students to skilled job opportunities through Leon Works and other talent development initiatives

Over the last five (5) years, 5,354 students were connected to skilled job opportunities through the Leon Works Expo and other talent development initiatives including the Jr. Apprenticeship Program and EMS Student Internship Program. From FY 2022 to FY 2026, the County plans to reach 30% more students through increased local and regional attendance at the annual Expo as well as the launch of new programs such as the EMT to Paramedic Trainee Program within the EMS Division.

Increase the number of certified MWSBEs by 20%

As of the preparation of the Retreat materials, there are almost 600 certified minority, women, and small business enterprises (MWSBE) in Leon County. Through increased outreach to new businesses and recertification of existing MWSBEs, the Office of Economic Vitality plans to grow this number by 20% for a total of 700 MWSBEs by the end of FY 2026.

ENVIRONMENT

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

Over the last five (5) years, 252 septic tanks were eliminated through the completion of the Woodside Heights, Belair and Annawood Septic to Sewer Projects. Also, as part of the launch of the Advanced Septic System Pilot Program, 26 septic tanks have been upgraded so far. An additional 332 septic tank upgrades and eliminations are planned or in progress for a total of 610 septic tanks during FY 2017 – FY 2021. During FY 2022 - FY 2021, an additional 500 septic tanks will be upgraded or eliminated as part of

Phase 1A and 1B of the Woodville Septic to Sewer Project and continuation of the Advanced Septic System Pilot Program.

Reduce Greenhouse Gas Emissions stemming from County operations by 25%

In 2019 the Board adopted Leon County's Integrated Sustainability Action Plan (ISAP) which sets out to reduce greenhouse gas (GHG) emissions by 30% by the end of FY 2030. To stay on track to accomplish this goal, the County will need to reduce GHG by 25% over the next five (5) years.

Double solar power generation at County facilities.

Currently, there are solar arrays installed at five (5) County facilities including the Eastside Branch Library, Sustainable Demonstration Center, Office of Resource Stewardship, Transfer Station, and Northeast Branch Library. Collectively, the County's solar arrays have produced a total of 848 MWhs (MegaWatt hours) of renewable energy, which is enough electricity to power 102 homes for one year, or the equivalent to taking 129 passenger vehicles off the road for a year. Doubling this amount of solar power generated at County facilities over the next five (5) years will allow the County to exceed the ISAP's goal to "increase renewable energy capacity on County facilities by 30% by 2030."

Divert 3 million pounds of household hazardous waste from the landfill

Annually Leon County's Household Hazardous Waste Division processes a million pounds of waste including chemicals, batteries, paint, and small electronics. Of these materials, the Division is able to recycle almost 600,000 pounds of waste annually. Over the next five (5) years, the Division will work to maintain this recycling rate and divert a total of 3 million pounds of waste from the landfill.

Increase the number of fully electric vehicles in the County's fleet by 500%

Leon County's ISAP establishes a goal to convert 30% of the light duty vehicles in the County's fleet to fully electric by FY 2030. To stay on track to accomplish this goal, the County will need to increase the number of fully electric vehicles in its fleet by 500%. As of the preparation of the Retreat materials, the County currently has four (4) fully electric vehicles and would increase this total to 25 vehicles over the next five (5) years.

QUALITY OF LIFE

Support community partners to place 100 residents experiencing chronic homelessness in permanent supportive housing

Currently, homeless services agencies in Leon County provide 428 units of permanent supportive housing to individuals and families that have exited homelessness. Permanent supportive housing provides rent and utility assistance as well as wrap-around services. However, as of the most recent (PIT count) there are 197 residents who are still experiencing chronic homelessness, meaning they have been homeless repeatedly or for at least a year. Many of these individuals reside at the Kearney Center. To work toward this Bold Goal, the County, in partnership with the City of Tallahassee, has made a historic \$6.2 million investment of American Rescue Plan Act (ARPA) funding which will help to leverage additional federal funds. Additionally, the Board will hold a workshop on affordable housing with the City Commission at which time policy options will be presented to increase the inventory of affordable housing for chronically homeless individuals that would include revisions to the current inclusionary housing policy and rental units dedicated for individuals and families exiting homelessness for developments seeking County funding and/or support for State bonds and tax credits. To track the progress toward this goal, the County will utilize the Big Bend Continuum of Care's Homeless Management Information System (HMIS) used for mandatory data collection by service agencies.

Secure more than \$150 million in federal, state, and local benefits for Leon County Veterans and their families

In FY 2017 – FY 2021, Veteran Services helped Leon County veteran's secure approximately \$118 million in benefits. To reach the target of \$150 million, an almost 30% increase, the County will continue to leverage partnerships with local veteran's agencies/groups and conduct targeted marketing and outreach to veterans.

Support 900 of community events, sporting competitions, festivals, performances, and cultural programming that will attract visitors and residents

In FY 2017 – 2021, the County supported 850 events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds. Over the next five years, the County plans to support 900 of these events, a 6% increase.

Construct 90 miles of sidewalks, greenways, trails, and bike lanes

Over the last five (5) years, the County constructed 14.3 miles of sidewalk, 6.5 miles of greenways, 10.8 miles trails, and 5.5 miles of bike lanes for a total of 37.1 miles. The target represents an 143% increase. By FY 2026 the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

Host 100,000 residents and visitors through County-supported performances at the Amphitheater

In FY 2017 – FY 2021, the Amphitheater hosted 28 concerts with a combined total attendance of over 57,887 residents and visitors in attendance. By the end of FY2021, it is projected that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

GOVERNANCE

Implement 600 citizen ideas, improvements, solutions & opportunities for co-creation

In FY 2017 – FY 2021, Leon County documented the implementation of over 520 citizen ideas through all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization. Over the next five years, the County hopes to implement 600 total citizen ideas, an 16% increase.

Connect 50,000 volunteers with service opportunities communitywide

A connection is considered any volunteer opportunity, episodic or ongoing, filled by a County-referred volunteer. In FY 2021, the County filled 3,000 opportunities internally with the County libraries, internships, and special events. Each volunteer is counted separately for each opportunity, so for example one citizen may volunteer at the library and at Operation Thank You, thereby counting as two separate records. Additionally, through its online Get Connected volunteer portal, the county referred about 5,000 volunteers for open opportunities with community partners. This totals 8,000 volunteer opportunities annually. To reach the five-year Target of 50,000 volunteers, the County will need to increase annual volunteer connections by 25%.

Reach 100,000 more citizens across all County platforms and programming

In FY 2021, the County reached 190,000 citizens through 60,000 social media subscribers, 75,000 bulletin/email subscribers and 55,000 citizens in programs at the libraries, with Citizen Engagement Series, Created Equal, and more. To reach the target, the County will increase subscribers and programming attendance by approximately 50%.

Offer 100% online permitting for licensed contractors, engineers, and architects

Over the last five (5) years, the County has reduced average permitting times in large part due to the launch of new permitting software which allows licensed contractors, engineers, and architects to complete most of the permitting process online. However, several steps of the process are still paper based including most applications and associated support materials. By FY 2026, the department of Development Support and Environmental Management (DSEM) plans to transition to a 100% online permitting process.

Communicate more than 1.5 million disaster preparedness messages to create resilient households, businesses and nonprofits

In FY 2021, Leon County Emergency Management communicated disaster preparedness messages approximately 315,000 times. These messages include distributing of the County's Disaster Survival Guide, social media messages, earned media coverage, as well as community events and trainings. The County plans to maintain this high level of communication annually for a total of 1.5 million disaster preparedness messages over the next five years.

10. Strategic Initiatives

Statement of Issue:

This section presents for the Board's consideration a list of potential Strategic Initiatives that align with the County's current Strategic Priority areas and their proposed directional statements. During this portion of the Retreat, the Board may wish to amend or add to the list of potential Strategic Initiatives.

Staff Recommendation:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2022-FY 2026 Strategic Plan)

Background:

The final building blocks of an organizational strategic plan are Strategic Initiatives. For Leon County, Strategic Initiatives are program- or area-specific projects that align with the County's Strategic Priorities. Strategic initiatives ensure that the optimized resources of the County are aligned to address the community's most pressing issues, achieve top priorities, and realize the vision of a community that is safe, healthy, and vibrant.

Historically, at the start of a new strategic planning cycle, the Board will adopt a moderate set of Initiatives that represent major programs and projects that will advance the County's Strategic Priorities over the next five (5) years. In subsequent years, the Board renews the Strategic Plan by revising or adding new Strategic Initiatives. As a result, the Plan grows to include a large number of Initiatives by the end of the five-year cycle. For example the current Strategic Plan started with 44 Initiatives adopted by the Board during the December 2016 Retreat. This total grew to 104 Strategic Initiatives by the end of 2021 as the Board revised or added between 13 to 17 Initiatives at each annual Retreat.

Analysis

At this point in the Retreat the Board will discuss establishing the preliminary list of Strategic Initiatives for the County's new FY 2022 – FY 2026 Strategic Plan. Initiatives are specific actions that can be accomplished over the next five (5) years to advance the County's Strategic Priorities and may reflect the County's response to new opportunities or changing conditions that have taken place or are anticipated. Initiatives are also intended to be at a level that warrants Board direction or places an emphasis on a specific issue the Board wishes to highlight. If a Strategic Initiative does not align with any Strategic Priority's directional statement, then it would be appropriate at this point to discuss adding a new directional statement.

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY 2022-FY 2026 plan, staff has identified several potential Strategic Initiatives (included on the following page) for the Board to consider. This potential list of Strategic Initiatives represents the next steps in advancing a number of existing efforts the Board has recently provided guidance on that rise to the level of being considered a Strategic Initiative. Some are recommended based on the results of the community survey, environmental scan, and SWOT analysis. Others included in the list are ongoing Initiatives from the existing FY 2017 – FY 2021 Strategic Plan. As part of the strategic planning process, some of the Initiatives have been updated and/or combined.

Section 10. Strategic Initiatives

Subsequent to the Board approval of new Strategic Initiatives, the County Administrator will assign to the appropriate department staff or identify any interdepartmental or external partnerships necessary to fulfill the specific initiative. Staff will develop the appropriate assignments and work plans to proceed with implementing the Board's direction. Staff will also prepare a formal updated Strategic Plan for the Board to consider in February 2022 which incorporates the direction received at the Retreat. Throughout the year, agenda items will continue to note when specific action is being requested of the Board in advancing a Strategic Initiative. Additionally, the Board will continue to receive biannual progress updates on Initiatives as part of the June Budget Workshop and Annual Retreat.

Potential Strategic Initiatives for Board Consideration

Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits.
- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Initiatives:

- Continue to implement catalytic public infrastructure projects through Blueprint and the County's five-year CIP that provide connectivity and leverage public and private investments. (EC1)
- Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency. (EC2)
- Implement the recommendations from the joint County/City disparity study to be completed in FY 2022. (EC2)
- Continue to support the Magnetic Technologies Task Force in growing the cluster of research and businesses in the magnetic technologies industry. (EC3)
- Implement the Division of Tourism's Strategic Plan. (EC4)
- Continue to build upon the reputation of Apalachee Regional Park as a destination venue for cross country athletes by securing state, regional and national competitions. (EC4)
- To further promote Leon County as a biking community, pursue the State's "Trail Town" designation and continue to coordinate with the City, Blueprint, State, and U.S. Forest Service to leverage capital improvements in pursuit of the International Mountain Biking Association (IMBA) designation. (EC4)
- Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects. (EC1)

Section 10. Strategic Initiatives

Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength, and social offerings. (EN)

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

Strategic Initiatives:

- Continue to work with the state to seek matching grants to convert septic to sewer systems. (EN1)
- Evaluate requiring advanced wastewater treatment (AWT) for new construction.* (EN2)
- Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan.* (EN3)
- Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.* (EN3)
- Enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint. (EN4)

Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant and essential offerings thorough our libraries and community centers which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.
- (Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.
- (Q5) Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.
- (Q6) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.
- (Q7) Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters.

Strategic Initiatives:

- Implement the Tallahassee-Leon County Greenways Master Plan. (Q1)
- Implement the Leon County Essential Libraries Initiative. (Q2)
- Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (Q3)
- Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders and support reentry through regional partnerships and state and national efforts. (Q3)
- Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (Q4)
- In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program.* (Q4)
- 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. (Q5)
- Continue coordination of local COVID-19 response and recovery including leveraging State and federal funds to support individual and business assistance as well as vaccination and testing efforts. (Q7)

Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

- (G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- (G3) Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues.
- (G4) Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.
- (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

Strategic Initiatives:

- Alongside The Village Square, the Knight Creative Communities Institute (KCCI), and other community partners, continue to engage citizens of diverse backgrounds with innovative

Section 10. Strategic Initiatives

programs like Created Equal, the Citizen Engagement Series, Build Your Bucket, and so much more. (G1)

- Continue to set the benchmark for local governments everywhere by earning national, state and local awards for County programs, hosting Florida Association of Counties events like Innovation Day, and sharing best practices with peers, all while remaining committed to learning and improving as an organization. (G2)
- Launch the internationally recognized Zencity communications platform to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability. (G3)
- Continue to invest in the professional development of County staff including participation in Certified Public Manager training and enhancements to the County's Management Training. (G4)
- Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program. (G5)

** This Initiative is currently being worked on; however, it was not completed during the FY 2017 – FY 2021 plan cycle and is being recommended for inclusion in the next five-year plan.*

Options:

1. Consider proposed new or amended Strategic Initiatives.

(New or amended Strategic Initiatives require a super majority vote to be included in the FY 2022-FY 2026 Strategic Plan)

Recommendation:

Option #1