

FY 2022/23 Board of County Commissioners Strategic Planning Retreat

Monday, January 23, 2023, Parkview at Cascades 9:00 a.m. – 2:00 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 <u>Facebook</u> page, <u>YouTube</u> channel, <u>Twitter</u> and County <u>website</u>.

Agenda and Table of Contents

Section I: Retreat Welcome & Strategic Plan Overview					
9:00 a.m.	Welcome Nick Maddox, Chairman				
	Ground Rules for the Retreat				
	Opening Remarks from Commissioners				
9:15 a.m.	Retreat Overview Vincent S. Long, County Administrator				
	Leon LEADS Strategic Planning Process				
Section II: Evaluating Our Progress & Executing Our Plan					
	First Year Strategic Plan Highlights Vincent S. Long, County Administrator				
9:30 a.m.	Strategic Priority – Economy (Presenting Departments: Office of Economic Vitality; Division of Tourism)	Pg.88			
	Strategic Priority – Environment (Presenting Departments: Public Works; Office of Resource Stewardship)				
	Strategic Priority – Quality of Life (Presenting Departments: Libraries; Emergency Medical Services)				
	trategic Priority – Governance Presenting Departments: Community & Media Relations; Human Resources)				
10:30 a.m.	Break				
Section III: Community Health Update					
10:45 a.m.	Community Health Update Shington Lamy, Human Services & Community Partnerships Community Health Partners (FDOH – Leon; Bond; Neighborhood Medical Center; Apalachee Center, We Care Network; FAMU Pharmacy; Healthy Start)	Pg. 141			
12:00 p.m.	Lunch				
Section IV: Strategic Plan Update for FY 2023					
1:00 p.m.	Amendment of Existing or Addition of New Strategic Initiatives	Pg. 271			
1:30 p.m.	Closing Comments & Adjournment County Administrator & Chairman				

Section I: Retreat Welcome & Strategic Plan Overview

Retreat Welcome

Chairman's Welcome

Chairman Nick Maddox welcomes the Board to the FY 2022-2023 Annual Board Retreat.

Purpose

The Retreat serves as the Board's annual review and update of the County's FY 2022-2026 Strategic Plan, which provides a road map to guide our continuous efforts to make Leon County a special place to live, work and play. To ensure the County remains on track to accomplish the established five-year targets, bold goals, and strategic initiatives, a progress update will be presented. Building on the FY2022-2026 Strategic Plan established at last year's board retreat, this year's Retreat will also provide an opportunity for the Board to adopt additional strategic initiatives that reflect new challenges and opportunities in our community.

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.

Strategic Plan Overview

Statement of Issue:

This section provides an overview of the FY 2022-2023 Strategic Planning Retreat.

Staff Recommendation:

No Board action required.

Background:

2022 was another year of great progress for Leon County Government toward realizing an ambitious vision for our community and setting the standard for performance, fiscal stewardship and best practices for local governments everywhere. Through our focus on executing our strategy, on the excellence of our people and on the everyday issues and aspirations of the citizens we serve, this year we grew in our operational effectiveness and expanded our impact on the community.

Eleven years ago, we put in place a strategic plan to optimize resources and align our efforts to achieve big results for our community even in a slowly recovering economy. This strategic approach, which has been consistently and systematically improved each year since, has guided our efforts at every level of the organization. And since that time, we've completed two five-year strategic plans and launched our newest five-year 2022-2026 plan - advancing our four Strategic Priorities and including the addition of new five-year targets and bold "stretch" goals for each Priority.

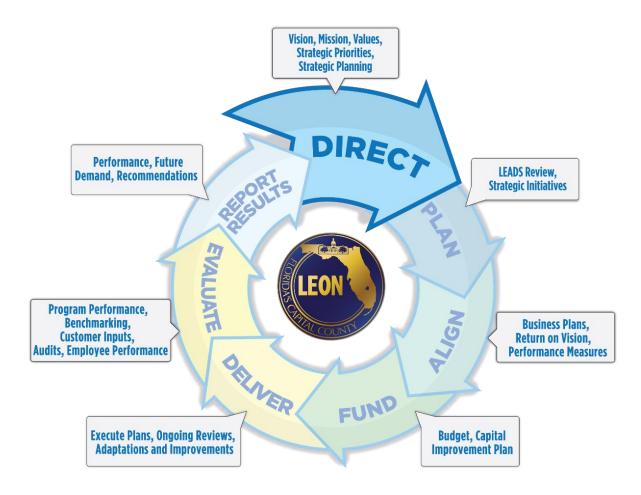
Over the past few years, the County has faced unprecedented challenges related to the County's COVID-19 response and recovery efforts as well as the economic impacts of the pandemic, inflation, and supply chain pressures. Through steady leadership and vision of the Board of County Commissioners, Leon County demonstrated continued organizational agility and adaptation to the operational, policy, and financial circumstances we faced. And, even or perhaps especially in these challenging times, the County has remained focused on the advancement of the County's strategic priorities. This was demonstrated at last year's Retreat with the close out of the FY 2017 -2021 Strategic Plan, for which we delivered an Impact and Progress Report detailing the last five year plan's implementation and impact. The work of the last five-year plan set the foundation for the FY 2022-2026 Strategic Plan to ensure our organization continues to expand possibilities and exceed expectations in the years ahead. The new five-year plan is included as Attachment #1 to this item, and the Impact and Progress Report for the last five-year plan is included as Attachment #2

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.

The following graphic illustrates the complete LEADS cycle which guides the County's continued alignment of our strategic processes and optimization of limited resources to address our community's most pressing issues and achieve the County's top priorities. As reflected in the graphic below, the LEADS cycle begins in the "Direct" phase with the Board's Annual Retreat which sets the foundation for the County's long-term planning to be executed in a strategic, definitive, aligned manner. As we continue to build upon the hard work that established the FY 2022-2026 Strategic Plan, this year's Annual Retreat will provide the Board an opportunity to review and update the plan.

Leon LEADS Cycle:



The County's five-year strategic planning cycle is outlined in Table #1.

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	Adopted February 2022
1	Update Year	January 2023	February 2023
2	Update Year	January 2024	February 2024
3	Update Year	January 2025	February 2025
4	Update Year	January 2026	February 2026
5	Renewal Year	January 2027	Adoption anticipated in February 2027

As reflected above, the January 24, 2022 Board Retreat served as a "Renewal Year" to both close out the FY 2017 – FY 2021 Strategic Plan and establish the baseline for the new FY2022 – FY2026 Strategic Plan. During the January 2022 Retreat, the Board was presented with the results of a community-wide survey, environmental scan, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. As part of the planning process, the Board reestablished the Vision Statement, Mission Statement, and Strategic Priorities in addition to establishing new Strategic Initiatives for each priority area (Economy, Environment, Quality of Life, and Governance). The new five-year Strategic Plan also includes specific five-year Targets and Bold Goals for each priority area. The Board formally adopted the FY2022 – FY2026 Strategic Plan on February 8, 2022. The new five-year plan, which includes a complete list of the adopted Strategic Initiatives organized by Strategic Priority area, is included as Attachment #1 to this item.

Analysis

The FY 2022-2023 Retreat marks the first "Update Year" in the County's five-year Strategic Plan. The Board has traditionally utilized update years to reaffirm the Mission, Vision, and Strategic Priorities that form the basis of the Strategic Plan; review progress made on Targets and Bold Goals; and adopt new Strategic Initiatives to reflect changing conditions as well as new challenges and opportunities. In addition, the Board has used this time to discuss current issues of importance to the County's long-term strategic priorities, as well as those issues on which we expect to focus our efforts and resources in the coming year. As such, this year's Retreat has been divided into three sections: (1) Executing Our Plan; (2) Community Health Update; (3) Strategic Initiatives Update, which are summarized in greater detail below.

Section II: Evaluating Our Progress & Executing Our Plan

Following introductory remarks, the annual retreat continues with a brief presentation on the County's first-year progress on the FY 2022-2026 Strategic Plan. This will serve as the end-year status report on the County's Strategic Initiatives, Targets, and Bold Goals. This section of the Retreat will continue with presentations from departments to showcase the progress being made throughout the organization

within each of the Strategic Priorities of Economy, Environment, Quality of Life, and Governance. Each department will provide a broad overview of the major responsibilities and operations of the work area and how they align with and advance the County's long-term strategic priorities, and highlight specific Strategic Initiatives that demonstrate the significant results being delivered by the organization through its implementation of the County's Strategic Plan.

Section III: Community Health Update

On October 25, 2022, the Board held a workshop on the 2023 State and Federal Legislative Priorities at which time it directed that an agenda item to consider the healthcare needs for women and children in the community be included as part of the 2023 Board Annual Retreat. The actions taken at the workshop were ratified at the November 22, 2022 Board meeting. Accordingly, the third section of the Retreat will begin with a staff presentation on the health care needs for women and children in the community. In addition, related to the health of women and children, this section will also provide an overview of the County's role and efforts to invest in critical health care services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality health care in the community. The County's health care partners, including the Florida Department of Health in Leon County (Health Department), Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center (Apalachee), Capital Medical Society – We Care (We Care), Florida A&M University Pharmacy (FAMU Pharmacy), and the Capital Area Healthy Start Coalition (Healthy Start) are scheduled to participate in the presentation of this item to the Board.

Section IV: Strategic Plan Update for FY 2023

During the final section of the day, the Board will have the opportunity to discuss amending or adding Strategic Initiatives to the current FY 2022-2026 Strategic Plan. At this point in the Retreat the Board will discuss establishing the preliminary list of Strategic Initiatives to be added for FY 2022-2023 of the Board's Strategic Plan. Acknowledging that the County's Strategic Plan is intended to be a flexible, living document that is responsive to changing needs, the preliminary list of Strategic Initiatives will be specific actions that can be accomplished in the coming 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.

Attachments:

- 1. FY 2022-2026 Strategic Plan
- 2. FY 2017-2021 Strategic Plan Impact and Progress Report
- 3. Environmental Scan

LEON COUNTY FY2022-2026

STRATEGIC PLAN



ADOPTED FEBRUARY 2022

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LEON COUNTY BOARD OF COUNTY COMMISSIONERS



(From left) District 2 Commissioner Jimbo Jackson, At-Large Commissioner Carolyn D. Cummings,
District 4 Commissioner Brian Welch, District 1 Commissioner Bill Proctor (Chairman),
At-Large Commissioner Nick Maddox (Vice Chairman), District 5 Commissioner Kristin Dozier,
District 3 Commissioner Rick Minor

VISION

A community that is safe, healthy and vibrant.

MISSION

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

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.

MESSAGE FROM THE COUNTY ADMINISTRATOR



VINCENT S. LONG, County Administrator

On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government, I'm proud to present the Fiscal Year (FY) 2022-2026 Leon County Strategic Plan. The County's current Strategic Plan builds upon the County's long-term term strategic framework that has produced results and ensured we remain agile and innovative in the face of unprecedented challenges like the COVID-19 pandemic, a human tragedy of historic proportions.

Each year, we update our Strategic Plan as we continue to evolve, engage, and execute our strategy. And every fifth year, we reflect on the County's impact and progress over the past strategic plan while affirming and updating the County's vision, priorities, and initiatives that continue to guide our daily efforts. In addition, we set our sights on new or even more aspirational bold goals and five-year targets, which keep County employees striving to make Leon County a special place to live, work, and play.

Our culture of performance has made Leon County known nationwide, and here at home, as a county government of innovative problem solvers working on behalf of and alongside our citizens in addressing the needs of the community and shaping our future.

In the pages ahead, you will see how we at Leon County plan and measure our success in the priority areas of Economy, Environment, Quality of Life, and Governance. Our Strategic Plan guides our efforts at every level of the organization and provides a foundation for setting the standard in public service. The plan also features five-year targets that keep us focused on tangible results and our bold goals that ensure we stretch ourselves to expand possibilities and exceed expectations.

And we cannot do all this alone. In the years ahead, we will continue to engage citizens as cocreators of this special community we share.

LEON COUNTY CORE PRACTICES

- Delivering the "Wow" factor in Customer Service.
- Connecting with Citizens.
- Demonstrating Highest Standards of Public Service.
- Accepting Accountability.

- Exhibiting Respect.
- ► Employing Team Approach.
- Exercising Responsible
 Stewardship of the Community's
 Resources.
- ► Living our "People Focused, Performance Driven" Culture.



FY2022-2026 STRATEGIC PLAN

VISION

A community that is safe, healthy and vibrant.

MISSION

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

CORE VALUES

Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance

STRATEGIC PRIORITIES

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)

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)

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)

Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

STRATEGIC INITIATIVES

BOLD GOALS AND TARGETS

Vision

A community that is safe, healthy and vibrant.

Leon County's vision statement is an aspirational description of what the organization would like to achieve and accomplish in the future. The vision statement also describes how Leon County, in an ideal state, should look in the future.

Mission

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

Leon County's mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission statement reflects the organization's vision, but is more concrete and action-oriented.

Core Values

Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance

Leon County's core values are the foundational, guiding principles on how the County team serves the public, exceeds expectations, and accomplishes big, game-changing projects and initiatives. These core values serve as the foundation for our core practices, which are the ways we live our values every day through public service.

Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The priorities consider the County's future in each area and are critical to the success of the community. As part of the strategic plan, these priorities inform every decision and every initiative made by Leon County.

Strategic Initiatives

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

Bold Goals and Targets

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

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

PRIORITY

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)



Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits. (EC1)



Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility. (EC2)



Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities. (EC3)



Grow our tourism economy, its diversity, competitiveness, and economic impact. (EC4)

BOLD GOAL

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





TARGETS

- Attract 100 state, regional, or national championships across all sports. (T1)
- From the job market by 10,000 new jobs and co-create 500 entrepreneur ventures. (T2)
- Connect 7,000 students to skilled job opportunities through Leon Works and other talent development initiatives. (T3)
- Increase the number of certified MWSBEs by 30% (T4)



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ENVIRONMENT

PRIORITY

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)



Protect the quality and supply of our water. (EN1)



Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)



Promote orderly growth and sustainable practices. (EN3)



Reduce our carbon footprint. (EN4)

BOLD GOAL

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





TARGETS

- Reduce Greenhouse Gas Emissions stemming from County operations by 25%. (T5)
- Double solar power generation at County facilities. (T6)
- Divert 3 million pounds of household hazardous waste from the landfill. (T7)
- Increase the number of fully electric vehicles in the County's fleet by 500%. (T8)







PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)



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



Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity. (Q2)



Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies. (Q3)



Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need. (Q4)

BOLD GOAL

Support
community
partners to place
100 residents
experiencing
chronic
homelessness
in permanent
supportive
housing. (BG3)



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. (Q5)



Assist local veterans and their dependents with securing entitled benefits and advocating their interests. (Q6)



Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters. (Q7)



TARGETS

- Secure more than \$150 million in federal, state, and local benefits for Leon County Veterans and their families. (T9)
- Support 900 community events, sporting competitions, festivals, performances, and cultural programing. (T10)
- Construct an additional 90 miles of sidewalks, greenways, trails, and bike lanes. (T11)
- ► Host 100,000 residents and visitors through County-supported performances at the Amphitheater. (T12)





PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)



Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (G1)



Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)



Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues. (G3)



Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (G4)



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. (G5)

BOLD GOAL

Implement 600 citizen ideas, improvements, solutions and opportunities for co-creation.





TARGETS

- Connect 50,000 volunteers with service opportunities communitywide. (T13)
- Reach 100,000 more citizens across all County platforms and programming. (T14)
- Offer 100% online permitting for licensed contractors, engineers, and architects. T15)
- Communicate more than 1.5 a million disaster preparedness messages to create resilient households, businesses, and nonprofits. (T16)







STRATEGIC INITIATIVES - ECONOMY





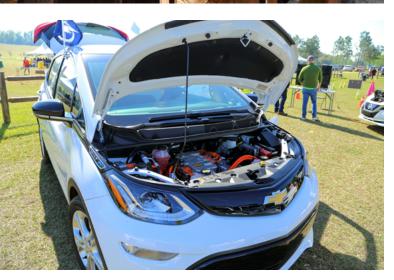


- " (EC1) Continue to implement catalytic public infrastructure projects through Blueprint and the County's five-year CIP that provide connectivity and leverage public and private investments. (2022-1)
- (EC2) Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency. (2022-2)
- (EC2) Implement the recommendations from the joint County/ City disparity study to be completed in FY 2022. (2022-3)
- (EC3) Continue to support the Magnetic Technologies Task Force in growing the cluster of research and businesses in the magnetic technologies industry. (2022-4)
- (EC4) Implement the Division of Tourism's Strategic Plan. (2022-5)
- (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. (2022-6)
- "> (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. (2022-7)
- (EC1) Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects. (2022-8)
- (EC2, EC3) Collaborate with regional workforce and talent partners to connect companies and education institutions with training programs to inform, support, and recruit entry-level technology talent. (2022-9)
- (EC1, EC4) Support the completion of the Fairgrounds Master Plan by Blueprint and, upon completion, effectuate the next steps for the redevelopment of the North Florida Fairgrounds. (2022-10)

STRATEGIC INITIATIVES - ENVIRONMENT







- (EN1) Continue to work with the state to seek matching grants to convert septic to sewer systems. (2022-11)
- (EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2022-12)
- (EN3) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan. (2022-13)
- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2022-14)
- (EN4) Enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint. (2022-15)
- (EN1) Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water. (2022-16)
- (EN1) Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards. (2022-17)
- (EN3) Partner with the Apalachee Regional Planning Council (ARPC) to address long term regional resiliency through a Florida Department of Environmental Protection (FDEP) grant. (2022-18)
- (EN2) Evaluate enhancing existing roadside litter debris removal through the creation of a County staffed program and further engage neighborhoods, businesses and civic organizations in expanding the County's adopt-a-road program. (2022-19)

STRATEGIC INITIATIVES - QUALITY OF LIFE







- (Q1) Implement the Tallahassee-Leon County Greenways Master Plan. (2022-20)
- (Q2) Implement the Leon County Essential Libraries Initiative. (2022-21)
- (Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2022-22)
- (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. (2022-23)
- (Q4) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2022-24)
- (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2022-25)
- (Q5) 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. (2022-26)
- (Q7) 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. (2022-27)
- (Q3) Support the Sheriff in the implementation of the Council on Men and Boys to address the issues brought forth in the Sheriff's Anatomy of a Homicide Project report. (2022-28)
- (Q3, Q4) Partner with the Children's Services Council of Leon County on opportunities to collaborate and coordinate on the funding, program delivery, program evaluation, and outcome measures for children and family services. (2022-29)
- (Q5) Implement the recommendations of the Citizen's North Monroe Street Task Force to reduce crime and improve conditions along the North Monroe Corridor. (2022-30)
- (Q4) Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to identify and address their specific barriers to food security (2022-31)
- (Q3) Partner with the Leon County Sheriff's Office in raising community awareness on issues such as child abuse and prevention programs, human trafficking, sexual abuse and exploitation and domestic violence. (2022-32)
- (Q2, Q5) Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304. (2022-33)
- (Q3) Support law enforcement and community partners' programs and initiatives to address the causes and impacts of drug related crimes in our community. (2022-34)

STRATEGIC INITIATIVES - GOVERNANCE







- (G1) Alongside The Village Square, the Knight Creative Communities Institute (KCCI), and other community partners, continue to engage citizens of diverse backgrounds with innovative programs like Created Equal, the Citizen Engagement Series, Build Your Bucket, and so much more. (2022-35)
- (G2) 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. (2022-36)
- (G3) Launch the internationally recognized Zencity communications platform to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability. (2022-37)
- (G4) 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. (2022-38)
- (G5) Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program. (2022-39)
- (G3) Further enhance the use of social media neighborhood apps to notify citizens of development projects occurring in their neighborhoods. (2022-40)
- (G5) Continue to support updates to the Comprehensive Plan that encourage annexation of southside properties within the Urban Services Area. (2022-41)
- (G5) Pursue Federal funding to provide broadband to underserved rural communities. (2022-42)
- (G5) Pursue working with Leon County Schools to acquire the Ft. Braden Community Center. (2022-43)

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	TARGETS
ECONOMY	Grow the five-year tourism economy to \$5 billion	» 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 30%.
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	» 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	Support community partners to place 100 residents experiencing chronic homelessness in permanent supportive housing	Secure more than \$150 million in federal, state, and local benefits for Leon County Veterans and their families.
		Support 900 community events, sporting competitions, festivals, performances, and cultural programing.
		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	Implement 600 citizen ideas, improvements, solutions and opportunities for co-creation	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.





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

To serve on a Citizen Committee, call (850) 606-5300 or visit

LeonCountyFL.gov/Committees

To provide feedback or make a service request, call (850) 606-5300 or visit

LeonCountyFL.gov/CitizensConnect



LEON COUNTY STRATEGIC PLAN: 2017-2021

IMPACT & PROGRESS REPORT



5 YEARS of BOLD PROJECTS, BIG RESULTS, and STRIVING TO BE THE BEST

LEON COUNTY BOARD OF COUNTY COMMISSIONERS



(From left) District 2 Commissioner Jimbo Jackson, At-Large Commissioner Carolyn D. Cummings,
District 4 Commissioner Brian Welch, District 1 Commissioner Bill Proctor (Chairman),
At-Large Commissioner Nick Maddox (Vice Chairman), District 5 Commissioner Kristin Dozier,
District 3 Commissioner Rick Minor





VINCENT S. LONG, County Administrator

MESSAGE FROM THE COUNTY ADMINISTRATOR

On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government, I'm proud to present the 5-Year Impact and Progress Report on the implementation of the FY 2017-2021 Leon County Strategic Plan. The report highlights how the County stayed focused on long-term plans to produce results and deliver on our ambitious vision and bold goals for the organization and our community. And we did so by engaging citizens like never before and remaining agile and innovative in the face of unprecedented challenges such as the COVID-19 pandemic, a human tragedy of historic proportions.

We answered these challenges head on while continuing to achieve significant successes in the areas of Economy, Environment, Quality of Life, and Governance. During the pandemic the County provided tens of millions of dollars in direct assistance to residents, businesses and nonprofits, led efforts to vaccinate our most vulnerable, and ensured healthcare capacity during surges. You can read all about the County's COVID-19 response and recovery efforts on pages 12-13. In addition, over the past five years we completed major infrastructure projects, launched bold policy initiatives, enhanced efficiencies, fostered innovation and employment opportunities, and improved service delivery to our citizens.

In the pages ahead, you will also read about our five-year targets that kept us focused on tangible results and our bold goals that ensured we stretched ourselves to expand possibilities and exceed expectations. While Leon County has responded with agility, the unprecedented economic impacts and the global recession unsurprisingly made it impossible to achieve some of these goals we set for ourselves five years ago. Necessary restrictions on travel and gatherings impacted the local tourism economy and local unemployment rates.

However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County's strategic priorities. These priority areas were supported by 104 specific strategic initiatives, and I'm proud to report that in a five-year period, 100 (96%) of our strategic initiatives were completed, with only four (4%) still in progress.

And to ensure this continued success in the face of unknown challenges ahead, we must continue to engage citizens as co-creators of this special community we share. We cannot do this alone. Please consider giving your time to volunteer, serve on a committee, or simply learn more about what the County has to offer at www.LeonCountyFL.gov/GetEngaged.

WHAT'S INSIDE

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ECONOMY

> TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



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- ✓ Landed Amazon to bring more than 1,000 full-time jobs and leading to \$100 million a year in local economic impact
- ☑ Completed \$130 million widening of Capital Circle Northwest to include six lanes of traffic, a multi-use trail, sidewalks, and stormwater improvements
- Created the nation's premiere cross country facility at Apalachee Regional Park and hosted the
 2022 NCAA championships
- Co-created two microloan lending programs, totaling \$4 million, to support local entrepreneurs
- ☑ Distributed \$19.2 million in critical assistance to 930 small businesses, with nearly half the funds going to MWSBEs

▶ 22 TOTAL INITIATIVES, 22 COMPLETE, 0 IN PROGRESS ▶ 100% ACCOMPLISHED

5-YEAR TARGETS

> 2017-2021 PROGRESS ACHIEVED



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

▶90% GOAL ATTAINED - \$4.5 Billion

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

▶107% TARGET ATTAINED - 5,354 Students & Citizens

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

>82% TARGET ATTAINED - 412 entr. ventures ▶43% TARGET ATTAINED - 4,680 new jobs ▶106% TARGET ATTAINED - 422 high-wage jobs in high tech clusters

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

▶58% TARGET ATTAINED - 57,887 Concert **Attendees**

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

▶110% TARGET ATTAINED - 88 championships

*Due to unprecedented COVID-19 impacts, progress towards some goals and targets slowed.





> STRIVING TO BE THE BEST





Tallahassee/Leon County one of the South's best cities and a Top College Town



Awarded Excellence in **Economic Development** for data analysis, sharing, and business support



Hosted NCAA National **Cross Country** Championships, first time ever held in Florida

ENVIRONMENT

> TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



- ☑ Developed the County's Integrated Sustainability Action Plan with 91 action items to promote sustainability
- ✓ Launched both a residential and commercial Property Assessed Clean Energy (PACE) program to finance energy effective projects at homes and businesses
- Adopted a countywide fertilizer ordinance to protect water quality and limit pollution
- Continued progress on the longterm project to close the landfill and protect our environment while increasing offerings at the Apalachee Regional Park
- ✓ Launched the nationally recognized Leon County Water website and installed public information kiosks at all County boat ramps to educate and inform



≥ 23 TOTAL INITIATIVES, 21 COMPLETE, 2 IN PROGRESS > 91% ACCOMPLISHED

OLD GOA

> 2017-2021 PROGRESS ACHIEVED

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

▶122% GOAL ATTAINED - 610 Septic Tanks Complete or In Progress

Plant 15,000 Trees Including 1,000 in Canopy Roads **5-YEAR TARGETS**

▶109% TARGET ATTAINED - 16,126 Trees with 1,226 in Canopy Roads

75% Community Recycling Rate

>84% TARGET ATTAINED - 63% Recycling Rate in 2020

Construct 30 Miles of Sidewalks, Greenways and Trails ▶105% TARGET ATTAINED - 31.6 Miles

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

▶100% TARGET ATTAINED - Building Sustainability Policy Adopted December 2021



> STRIVING TO BE THE BEST





National designation recognizing County's commitment to addressing solar energy barriers



Awarded Best Project honors for Meridian Road improvements to alleviate area flooding and stormwater



Recognized for the 15th consecutive year as a Tree City USA

QUALITY OF LIFE

> TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



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- ☑ Protected lives and livelihoods during the COVID-19 pandemic by distributing more than \$130 million in federal aid, 1.7 million pieces of PPE to frontline healthcare workers, increasing testing capacity, supporting vaccine rollouts, and sharing critical health updates
- ☑ Expanded Community Human Services Partnership (CHSP) funding in areas of high poverty (including 32304 zip code), providing access to basic healthcare, mental health support, and other essential services
- ☑ Opened or expanded 13 parks for all to enjoy, including dog parks, trails, and the County's first dedicated park for children of all abilities
- ☑ Established the County's first
 Community Land Trust to increase
 affordable housing inventory
- ✓ Improved traffic safety through the launch of new neighborhood street and rural road repair programs

> 30 TOTAL INITIATIVES, 28 COMPLETE, 2 IN PROGRESS > 93% ACCOMPLISHED

LEON

> 2017-2021 PROGRESS ACHIEVED

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

▶118% GOAL ATTAINED - \$118 Million in Veteran Affairs Benefits

Construct 100 Fire Hydrants

▶102% TARGET ATTAINED - 102 Hydrants

Train 8,500 Citizens in CPR/AEDs

▶87% TARGET ATTAINED - 7,396 Citizens Trained

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

▶106% TARGET ATTAINED - 1,063 Acres Complete or In Progress

Double the Number of Downloadable Books at the Library

▶164% TARGET ATTAINED - 22,178 New Downloadable Books





> STRIVING TO BE THE BEST





Leon County EMS named Service of the Year for outstanding service, safety, and community engagement





Recognized with Trailblazer Award for the preservation of African-American History and Culture all throughout project development



Received statewide recognition as top local government distributor of coronavirus housing relief funds

GOVERNANCE

> TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



- ☑ Coordinated communitywide efforts to respond to and recover from the COVID-19 pandemic with the longest and most extensive activation of the County's Emergency Operations Center, lasting two years and counting
- ✓ With a commitment to resiliency, implemented 145 specific recommendations following hurricanes Irma and Michael to be even better prepared for the next disaster



- Continued to host Created Equal, an innovative partnership with The Village Square to discuss racial inequity and other issues
- With a focus on sound fiscal stewardship, achieved an updated AA+ bond rating and avoided nearly \$40 million of costs through employee innovation and listening to citizen input
- ☑ Implemented a \$14/hour living wage for all County employees

▶ 29 TOTAL INITIATIVES, 29 COMPLETE, 0 IN PROGRESS ▶ 100% ACCOMPLISHED

LEON

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

▶104% GOAL ATTAINED - 520 Implemented

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)

Reduce By 60% the Outstanding Debt of the County

▶123% TARGET ATTAINED - 73.7% Debt Reduction

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

▶100% TARGET ATTAINED - 90% participation

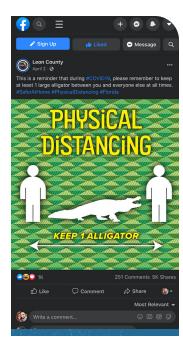
100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

▶100% TARGET ATTAINED - 100% County Employees Trained

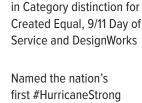




> STRIVING TO BE THE BEST









first #HurricaneStrong community, recognizing County's commitment to exceptional disaster response, resilience, and learning

Received 85 awards since 2013 for cost-effective, high-quality services and programs, with special Best



Recognized for nationally shared COVID-19 gator graphic, educating the public on social distancing

ASSISTING THOSE IMPACTED BY COVID-19

CARING FOR LIVES AND LIVELIHOODS



Through the Leon CARES program, Leon County Government successfully leveraged over \$138 million in federal funding in 2020-21 to address the community's greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS



8,000+ individuals and families assisted with past due rent, mortgage, and utilities | \$28.5 million awarded



930+ local businesses assisted with expenses or losses due to COVID-19; 6,600+ local jobs retained/ created | \$19.2 Million awarded



120 community human service agencies assisted to continue providing vital services | \$6.6 million awarded



180+ local nonprofit organizations assisted with expenses or losses due to COVID-19; 152 grants awarded | \$4.4 million awarded

SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



4.1M meals distributed or soon-to-be distributed to food insecure \$4.7 million



\$6.2M dedicated to improving four homeless shelters and addressing homelessness and housing instability due to COVID-19



400 children of essential workers received no-cost childcare \$980,000 allocated



\$295K allocated to support access to mental health resources and two new positions at 2-1-1 Big Bend, resulting in over 1,200 referrals to service providers







LEON CARES ▷ PROGRESS ACHIEVED: FY2017-2021

LEON CARES AND PANDEMIC RESPONSE

EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Leon County EMS responded to 17,000+ COVID-19 calls



\$6.7 million allocated to strengthen public health operations related to COVID-19, including the hiring of 93 additional public health personnel



Increased community-wide testing with 55+ additional mobile events serving 4,300 residents



The Board approved more than \$1 million to execute the largest public information campaign in County history to inform and educate the community on public health information and vaccines; all told, 31+ million times seen, read or heard











STRATEGIC INITIATIVES are action items that align with and advance the County's Strategic Priorities to serve and strengthen the community. The following table summarizes Leon County's progress toward the Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). As shown below, the County has completed almost all of the current Strategic Initiatives. A total of 100 (96%) of the Strategic Initiatives have been completed, with the remaining 4 (4%) in progress.

	Complete	In Progress	Total	% Complete
ECONOMY	22	0	22	100
ENVIRONMENT	21	2	23	91
QUALITY OF LIFE	28	2	30	93
GOVERNANCE	29	0	29	100
Total	100	4	104	96%

YEAR TO DATE AS OF JANUARY 1, 2022

GOALS AND **TARGETS**

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
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)*
۲	Unguada au		» Plant 15,000 trees including 1,000 in canopy roads	109% (16,126 Trees with 1,226 in Canopy Roads)
NME	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	122% 610 Septic Tanks Complete or In Progress	» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	100% (Building Sustainability Policy Adopted December 2021)
VIRO			» 75% community recycling rate	84% (63% Recycling Rate in 2020)
Ē			» Construct 30 miles of sidewalks, greenways and trails	105% (31.6 Miles)
	Secure more		» Double the number of downloadable books at the library	164% (22,178 New Books)
than \$100 million in Veteran Affairs benefits for Leon County veterans	million in	118%	» Construct 100 fire hydrants	102% (102 Fire Hydrants)
	(\$118 Million)	» Train 8,500 citizens in CPR/AEDs	87% (7,396 Citizens)*	
	& their families		» Open 1,000 new acres of park land to the public	106% (1,063 new acres opened or in progress)
Ë	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)
NAN			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	100% (90% Participation)
VER			» Reduce by 60% the outstanding debt of the County	123% (73.7% Debt Reduction)
00			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% (100% of Employees Trained)

*Due to unprecedented COVID-19 impacts, progress towards some goals and targets slowed.



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

To serve on a Citizen Committee, call (850) 606-5300 or visit

LeonCountyFL.gov/Committees

To provide feedback or make a service request, call (850) 606-5300 or visit

LeonCountyFL.gov/CitizensConnect



Leon County Courthouse, Suite 502 ● 301 S. Monroe St. | Tallahassee, FL 32301 ● **(850) 606-5300 | CMR@LeonCountyFL.gov**

Environmental Scan: Emerging Internal and External Trends

As presented during the FY 2021/22 Strategic Planning Retreat

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:

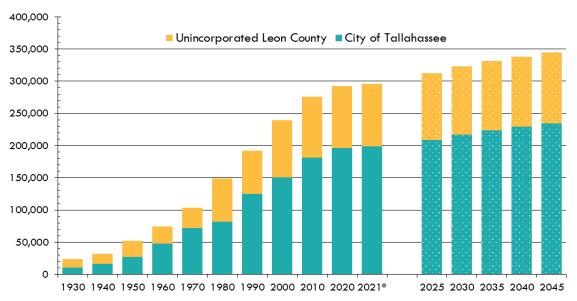
- Slowing population growth
- "Baby Boomers" aged 65-79 are still our fastest growing age group
- Leon County population exceeds national and state educational attainment rates
- Leon County continues to be a racially and ethnically diverse community

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

Dependency

Ratio*

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%

^{*}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

49.3

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.

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.

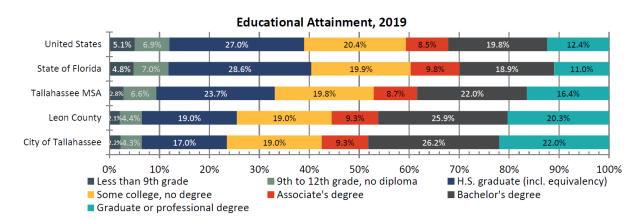


Table #3 – Comparison of Educational Attainment Rates

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.

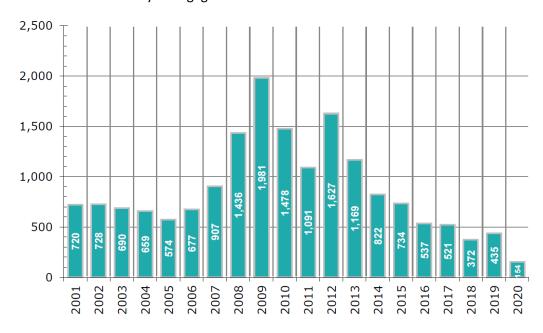
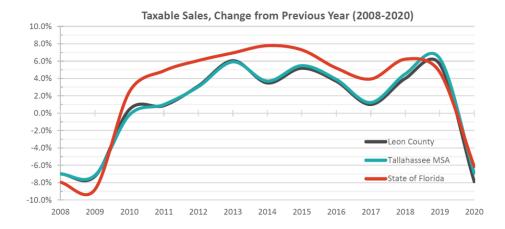


Table #4 - Leon County Mortgage Foreclosure Cases

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.

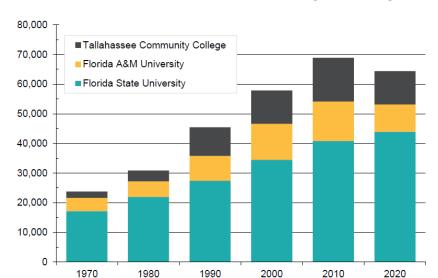


Table #6 - Fall Enrollment at Area Institutions of Higher Learning

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 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
 - o 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.

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 COVD, 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's 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.

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."
- 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 inperson 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 cocreators. 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 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 alterative 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 catherization 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 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.

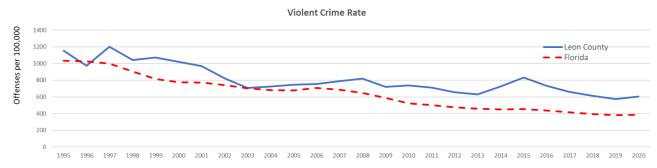
According to crime statistics from the Florida Department of Law Enforcement, as reported by the Tallahassee Leon County Office of Economic Vitality, between 2016 and 2019, Leon County's property and violent crime rates steadily declined. In 2019, Leon County's property and violent crime rates decreased 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.

Property Crime Rate Leon County 8000 Offenses per 100,000 Florida 7000 6000 3000 2000 1000 2004 2005 2006 2007 2010 2011 2012

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, 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 KIRK 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, 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 Rightof-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 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.
- 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 homeless 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 nonprofit 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 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 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.

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 hehuman 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 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
- 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 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 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 IA 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 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 join 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 ad 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.

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 is 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 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."

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 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.

Section II: Evaluating Our Progress & Executing Our Plan

Section II: Evaluating Our Progress & Executing Our Plan

First Year Progress on the FY 2022-2026 Strategic Plan

Statement of Issue:

This section provides an overview and update on the FY 2022-2026 Leon County Strategic Plan, which was adopted at the 2022 annual Retreat. Specifically, the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance. The Board receives biannual status reports on the Strategic Plan at both the Budget Workshop and Annual Board Retreat. This section provides a detailed update on the County's Strategic Initiatives, Targets, and Bold Goals since the start of FY 2022. At this time during the Board Retreat, the County Administrator will provide a brief update on the County's first-year progress on the FY 2022-2026 Strategic Plan, which will be followed by presentations from several departments highlighting the progress being made on specific initiatives throughout the organization within each of the Strategic Priorities. Recognizing that there are two new Commissioners serving on the Board following the November 2022 General Election, this section of the Retreat will provide a timely and valuable review of the FY 2022-2026 Strategic Plan, as established at last year's Board Retreat, and the significant results delivered by the organization through its implementation of the plan.

For reference, baseline data used for the development of each of the targets and bold goals is also included as Attachment #1.

Staff Recommendation:

No Board action necessary.

Background:

This section provides a brief overview of the County's Vision Statement, Mission Statement, and Strategic Priorities which reflects the significant and extensive effort of the Board in establishing the baseline for the new FY2022 – FY2026 Strategic Plan at the 2022 Retreat. This section continues with an update on the County's Strategic Initiatives which are specific projects, policies or programs that align with and advance the County's Strategic Priorities to serve and strengthen the community. The section also provides an update on the County's Five-Year Targets and Bold Goals. The County's Targets 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 over the next five-year plan cycle. The County's 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. Bold Goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Analysis:

The County's vision and mission statements are included below for ease of reference, as are the County's Strategic Priorities of Economy, Environment, Quality of Life, and Governance. It should be noted that the County's vision and mission statements, as previously established by the Board, are intended to guide and

maintain the organization's focus on long-term Strategic Priorities throughout the implementation of the County's five-year plan. For these reasons, this item does not recommend revisions to the vision and mission statement.

Vision Statement

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Leon County's Vision Statement describes what the future of Leon County should be, in an ideal state, as well as what people will perceive of Leon County in the future. Leon County's vision statement reads as follows:

"A community that is safe, healthy and vibrant."

Mission Statement

Mission statements are similar to vision statements, but they are more concrete and action-oriented. Furthermore, 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, while also serving as a foundational guide in the establishment of organizational priorities. Leon County's mission statement is as follows:

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

Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities. The four Strategic Priorities set forth in Leon County's FY 2022-2026 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

The Priorities consider the County's future in each area and are critical to the success of the community. As part of the Strategic Plan, these Priorities inform every decision and every initiative made by Leon County. As reflected below, 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).

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, 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.

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 offerings through 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 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 cocreation, 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.

The following sections provide detailed updates on the County's Strategic Initiatives, Targets, and Bold Goals year to date as of January 1, 2023.

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Part A: First Year Progress - Strategic Initiatives

With the formal adoption of the FY2022 –FY2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives. By conclusion, the County's FY 2017-2021 Strategic Plan included 104 Strategic Initiatives, 100 (96%) of which were completed between FY 2017 and FY 2021. The remaining four Initiatives still in progress were included as part of the current five-year plan. As of January 1, 2023, the County has demonstrated continued progress in implementation of the new five-year strategic plan with several Strategic Initiatives already completed across each priority area (Economy, Environment, Quality of Life, or Governance). As shown below in Table #1, a total of 22 (49%) of the Strategic Initiatives have been completed in the first year of the County's new five-year Strategic Plan, with the remaining 21 (51%) in progress. With significant progress made over the past year, the County remains on track in implementing the FY 2022-2026 Strategic Plan as explained in greater detail below.

Table #1 – Status of the Strategic Initiatives

	Complete	In Progress	Total
Status as of January 1, 2023	22 (49%)	21 (51%)	43
Status ha Main Stantania Dainita Alimana	•		
Status by Main Strategic Priority Alignment			
Economy	4	5	9
Environment	3	7	10
Quality of Life	8	7	15
Governance	7	2	9

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

ECONOMY - Completed

- (2022-1) 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.
 - The Blueprint Intergovernmental Agency (IA) Board provided over \$90 million in its FY 2022 budget to support 18 public infrastructure projects, six of which are being implemented by leveraging public and private investments with the City of Tallahassee, the Florida Department of Transportation, and Florida State University. Public infrastructure projects initiated in FY 2022 and currently underway will provide over 23 miles of roadway improvements; over 114 miles of bicycle and pedestrian facility

- improvements; over 338 acres of new or improved public space; 8 new public parks; and nearly 600 tree plantings.
- O In September 2022, the Blueprint IA Board approved its FY 2023 budget providing over \$38 million to support 19 public infrastructure projects. As detailed in the IA Board's FY 2023 Budget Workshop material, over \$580 million will be invested across 33 key community projects over the next five years such as the Orange-Meridian Placemaking project, the Capital Cascades Trail Segment 4 project, and the Fairgrounds Beautification and Improvements project.
- (2022-4) Continue to support the Magnetic Technologies Task Force in growing the cluster of research and businesses in the magnetic technologies industry.
 - Established by the Office of Economic Vitality (OEV) in 2017, the Magnetic Task Force seeks to cultivate a magnetic technologies cluster around existing local technology assets by identifying gaps in cluster growth, strategies for cluster development, and promotion of existing magnetic technology assets. OEV meets with the Magnetic Task Force every six weeks to identify opportunities to further support the growth and commercialization of the magnetics sector through alignment with the magnetics industry and societal needs.
 - As part of this effort, OEV utilizes the Magnetic Taskforce's research-based guidance in identifying new economic development ventures and partnerships to generate growth in local magnetic technology assets. Research and strategies currently being led by the Magnetic Taskforce include identifying opportunities to support a financially-viable, domestic source to replace rare earth material in the development of permanent magnets, the recycling of permanent magnets, and the growth of the electric vehicle (EV) charging technology.
 - To support the Magnetic Task Force's efforts in attracting potential business development opportunities, OEV is currently working with the National High Magnetic Field Laboratory ("MagLab") in developing a promotional video to highlight the magnetics industry and research resources available to businesses in the magnetic technologies industry.
 - As a result of these ongoing efforts, the Magnetic Taskforce has successfully secured research project contracts for the MagLab with clients within the magnetics industry. Notably, the Magnetic Taskforce recently completed an agreement between the MagLab and Philips, one of the largest global MRI manufacturers, for assistance in the research and development of a new magnet design which will support Philips in marketing and deploying its products in less developed regions and countries.
- (2022-6) 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.

- In September 2021, the Board authorized the County to submit a formal bid to host the 2026 World Athletics Cross Country Championships at Apalachee Regional Park (ARP). In July 2022, the County was awarded the bid to host the 2026 World Athletics Cross Country at ARP, which is projected to be attended by 10,000 spectators from around the world, bringing in an estimated economic impact of over \$4.3 million.
- The County also secured Apalachee Regional Park as the site for an additional ten major state, regional and national cross-country competitions through FY 2026, with an additional six competitions anticipated to be secured during the current fiscal year. These competitions include the 2023 ACC Championships, 2024 NCAA Regional Championships, and 2025 NAIA National Championships.
- (2022-9) Collaborate with regional workforce and talent partners to connect companies and education institutions with training programs to inform, support, and recruit entry-level technology talent.
 - On April 12, 2022, the Board approved a resolution supporting the issuance of a \$4 million loan from Florida State University Research Foundation to the Leon County Research and Development Authority for the construction of the North Florida Innovation Labs, a 40,000-square-foot research-centric business incubator.
 - The Office of Economic Vitality (OEV) has been engaged with Amazon Web Services (AWS) regarding initiatives to increase and promote cloud computing platform skills training and certifications opportunities available locally. In February 2022, OEV hosted a roundtable discussion with AWS to engage over 40 attendees from the IT industry and regional workforce and talent partners in learning about the training and certifications for indemand technical and cloud platform skills offered through Amazon. In addition, AWS is pursuing partnerships with local higher education institutions for domain-specific coursework.
 - O In October 2022, OEV conducted a trip to Tuscaloosa, Alabama with the Tallahassee Chamber of Commerce, CareerSource Capital Region, the Leon County School District, and Lively Vocational Technical College to visit the Shelton County Community College's "World of Work" program. Similar to the Leon Works Initiative, the "World of Work" program seeks to connect local students with technical careers. The trip also provided an opportunity for OEV and partners to engage with other communities on solutions to growing "talent pipelines" and promoting skilled career and technical education opportunities in the local workforce.

ECONOMY - In Progress

• (2022-2) Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency.

- (2022-2) Implement the recommendations from the joint County/City disparity study to be completed in FY 2022.
- (2022-5) Implement the Division of Tourism's Strategic Plan.
- (2022-7) 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.
- (2022-8) Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects.

ENVIRONMENT - Completed

- (2022-11) Continue to work with the state to seek matching grants to convert septic to sewer systems.
 - On April 12, 2022, the Board adopted revisions to Policy No. 19-4 "Springs Restoration Grants and Septic System Upgrades" for the County to qualify for future grant opportunities for septic tanks upgrades within the Wakulla Springs Priority Focus Area.
 - On September 13, 2022, the Board accepted a \$1.1 million Florida Department of Environmental Protection Springs Restoration Grant. While this grant will not support septic to sewer conversations, this funding however, will support a voluntary incentive program to upgrade existing septic tanks with nitrogen-reducing enhancements in the Wakulla Springs Priority Focus Area.
 - Furthermore, recognizing that the County's ongoing efforts involve both septic system conversions as well as septic system upgrades, staff is recommending an amendment to this Strategic Initative to include both types of projects under "Section III: Strategic Initiatives — Overview and Amend or Add" of the Board's Retreat Material.
- (2022-18) Partner with the Apalachee Regional Planning Council (ARPC) to address long term regional resiliency through a Florida Department of Environmental Protection (FDEP) grant.
 - On November 9, 2021, the Board authorized the County to partner with the Apalachee Regional Planning Council (ARPC) in applying for a Resilient Florida Grant through the Florida Department of Environmental Protection (FDEP) to support a Apalachee Regional Vulnerability Assessment. On January 25, 2022, the Board approved a grant agreement with the FDEP to accept the Resilient Florida Grant (a state reimbursement grant). Subsequently, the ARPC completed the Apalachee Regional Vulnerability Assessment and the County received full reimbursement from FDEP in September 2022.

- (2022-19) Evaluate enhancing existing roadside litter debris removal through the creation of a
 County staffed program and further engage neighborhoods, businesses and civic organizations
 in expanding the County's adopt-a-road program.
 - The County's FY 2023 budget provides \$314,528 for the establishment of the Public Works Litter Crew, a four-person full-time crew to enhance roadside litter debris removal across all 519 miles of County maintained right-of-way. The County's Public Works Department is also working with the Community & Media Relations Office in identifying and implementing outreach strategies to engage the community, including program promotion via the County's various social media outlets as well as deployment of signage.

ENVIRONMENT - In Progress

- (2022-10) Support the completion of the Fairgrounds Master Plan by Blueprint and, upon completion, effectuate the next steps for the redevelopment of the North Florida Fairgrounds.
- (2022-12) Evaluate requiring advanced wastewater treatment (AWT) for new construction.
- (2022-13) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan.
- (2022-14) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.
- (2022-15) Enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint.
- (2022-16) 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.
- (2022-17) Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards.

QUALITY OF LIFE - Completed

- (2022-21) Implement the Leon County Essential Libraries Initiative.
 - The County has completed several initiatives across each of the four focus area outlined in the Essential Libraries Initiative implementation plan. Among the completed initiatives include the launch of the Library of Things program, as approved by the Board on January 25, 2022, to allow library cardholders to "check out" nontraditional items from the library. The Library has also partnered with human service agencies and other local entities to provide a more robust and diverse programming schedule. In addition, the Library is

currently finalizing the design of capital improvements at the Main Library including the creation of coworking spaces, new conference and meeting rooms, security enhancements, among others. As part of the plan, the Library has also hired the Library's first Community Resources Specialist to provide citizens with one-on-one assistance and referrals to community services and resources, and coordinate partnership and program opportunities with local human services agencies.

- (2022-23) Identify and evaluate pretrial alternatives to incarceration for low level and nonviolent offenders and support reentry through regional partnerships and state and national efforts.
 - Leon County Intervention and Detention Alternatives (IDA) has partnered with the Leon County Sheriff's Office (LCSO) in providing job placement assistance through the Sheriff's All-In Business Pledge, 1000 Jobs for Youth, and Pathways initiatives. IDA has also partnered with the City in expanding the Landlord Risk Mitigation Program increase accessibility to affordable housing for individuals returning to the community from incarceration.
 - On December 14, 2021, the Board allocated funds to support the hiring of two Homelessness Outreach Street Team (HOST) deputies by LCSO to connect individuals at risk to becoming homeless with available housing and social services. As part of this effort, IDA is working with the HOST deputies to support returning citizens in complying with court-ordered conditions.
 - Leon County Intervention and Detention Alternatives (IDA) continues to leverage webinars and other resources provided by the National Association of Counties on innovative alternatives to incarceration. IDA has implemented several internal strategies to improve supervision outcomes and reduce recidivism of past offenders, including expansion of training opportunities for County Probation/Pretrial Officers on communication and supervision techniques as well as redevelopment of IDA's assessment and referral processes to best support reentry of past offenders.
- (2022-24) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.
 - The adopted FY 2022 budget included \$1.7 million to support the primary healthcare program. On November 9, 2021, the Board approved agreements with Bond Community Health Center, Inc., Neighborhood Medical Center, Inc., Apalachee Center, Inc., Capital Medical Society Foundation Inc. (We Care), and the Florida A&M University to provide health care services for uninsured and underinsured Leon County residents. The Department of Human Services and Community Partnerships continues to meet weekly with these providers to ensure access to affordable health care services through the community healthcare partnerships.

- O In addition, as part of the FY 2022 budget process, the County allocated \$800,000 under the County's American Rescue Plan Act (ARPA) expenditure plan to support the community's primary healthcare providers. Specifically, the County allocated \$500,000 to Neighborhood Medical Center, Inc. and \$300,000 to Bond Community Health Center, Inc. to support capital improvements of the medical facilities utilized to provide healthcare services for low-income residents.
- The County's FY 2023 budget included \$1.7 million to support the primary healthcare program. On December 13, 2022, the Board approved agreements with Bond Community Health Center, Inc., Neighborhood Medical Center, Inc., Apalachee Center, Inc., Capital Medical Society Foundation Inc. (We Care), and the Florida A&M University to provide health care services for uninsured and underinsured Leon County residents.
- In addition, as requested during the Board's workshop on the 2023 State and Federal Legislative Priorities, an update on the healthcare needs for women and children in the community has been included as part of the 2023 Board Annual Retreat material. The update on the health care needs for women and children in the community, as well as the County's role and efforts to invest in critical health care services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality health care in the community, is included under Section 3 of the Retreat Packet.
- (2022-25) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program.
 - On December 13, 2022, the Board approved an agreement with Big Bend Cares, Inc. to serve as the operator of the syringe exchange program in Leon County. In summer 2023, Big Bend Cares will begin operating the syringe exchange program through its Mobile Health Unit reaching at-risk communities in Leon County. Big Bend Cares will present an annual report on the syringe exchange program to the Board in fall 2023.
- (2022-27) 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.
 - The County has continued to support the coordination of local COVID-19 response and recovery through the quick and effective distribution of federal funding in accordance with the County's ARPA expenditure plan. The County has continued to leverage these funds to lead vaccine hesitancy engagement, increase COVID-19 testing and vaccination access, provide homelessness/housing support and small business support, among other efforts.
- (2022-28) Support the Sheriff in the implementation of the Council on Men and Boys to address the issues brought forth in the Sheriff's Anatomy of a Homicide Project report.

- On February 8, 2022, staff presented an agenda item seeking Board direction on the structure of the Council on the Status of Men and Boys (CSMB). On March 8, 2022, the Board approved the allocation of \$70,000 to support the CSMB, and authorized the Leon County Sheriff to utilize \$70,000 from the Law Enforcement Trust Fund to support the CSMB. On April 12, 2022, the Board accepted the final draft charter for the CSMB.
- (2022-31) Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to identify and address their specific barriers to food security.
 - In 2022, the County hosted nine neighborhood dinners, in partnership with Second Harvest of the Big Bend (Second Harvest) and the Children's Services Council of Leon County, with approximately 300 citizens to discuss food insecurity and how to address the issue in our community
 - During the Board's June 21, 2022 Budget Workshop, the Board received a comprehensive report with recommended solutions to reducing food insecurity in coordination with local partners. The adopted FY 2023 budget includes \$156,159 for the implementation of recommended solutions including targeted outreach among neighborhood leaders and stakeholders to raise awareness of the resources available in the community to address food insecurity; purchase of a truck by Second Harvest to support the expansion of the Mobile Pop-up Pantry Program; and establishment of the Neighborhood Engagement and Community Partnership Manager position within the Office of Human Services and Community Partnerships. In addition, on September 13, 2022, the Board approved a Resolution to establish the Trusted People Neighborhood Engagement Steering Committee as a focus group comprised of leaders and stakeholders of the neighborhoods with the highest food insecurity rates, to connect human services providers and resources with residents of the neighborhoods for greater awareness and access.
- (2022-33) Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304.
 - On November 9, 2021, the Board allocated \$10,000 for mental health outreach and training events within Neighborhood First Program neighborhoods. In May 2022, the County hosted the "Be Kind To Your Mind Mental Health and Wellness Event" in partnership with the City of Tallahassee and Mental Health Council of the Big Bend in the targeted areas.
 - The application for the County's FY 2023 and FY 2024 Community Human Services Partnership (CHSP) funding cycle has been revised to reflect the prioritization of programs that align with the Neighborhood First Plans under the CHSP Promise Zone funding category.

- County staff participates in the monthly meetings conducted by the City with the Neighborhood First Program Actions Teams, and continues to coordinate with the City on library initiatives that align with the Neighborhood First Plan, such as the Library of Things program.
- o In January 2022, the County's Library of Things was launched which provides a collection of items such as tools, gardening equipment, games, mobile hotspots, electronics, etc., that are loaned to Library card holders at no charge. The Library of Things addresses many of the concerns associated with poverty as these resources address some critical needs and promote equity by providing low-income residents access to things that might not otherwise be available to them. Specifically, this program provides low-income residents equitable access to resources that enhance digital literacy, home improvement and maintenance, healthy and sustainable food sources, and resources that develop and build skills to improve employment opportunities and economic mobility.

QUALITY OF LIFE - In Progress

- (2022-20) Implement the Tallahassee-Leon County Greenways Master Plan.
- (2022-22) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.
- (2022-26) 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.
- (2022-29) Partner with the Children's Services Council of Leon County on opportunities to collaborate and coordinate on the funding, program delivery, program evaluation, and outcome measures for children and family services.
- (2022-30) Implement the recommendations of the Citizen's North Monroe Street Task Force to reduce crime and improve conditions along the North Monroe Corridor.
- (2022-32) Partner with the Leon County Sheriff's Office in raising community awareness on issues such as child abuse and prevention programs, human trafficking, sexual abuse and exploitation and domestic violence.
- (2022-34) Support law enforcement and community partners' programs and initiatives to address the causes and impacts of drug related crimes in our community.

GOVERNANCE - Completed

 (2022-35) Alongside The Village Square, the Knight Creative Communities Institute (KCCI), and other community partners, continue to engage citizens of diverse backgrounds with innovative programs like Created Equal, the Citizen Engagement Series, Build Your Bucket, and so much more.

- o In FY 2022, the County worked with community partners to offer a number of events and programs including the Village Square Annual Town Hall, "Created Equal: A Conversation on Race in Our Elections; the Disaster Resilience Citizen Engagement Series; Library Lecture Series events, such as the "Creating Beloved Communities", "Holocaust Remembrance Day", "Networking, Apprenticing, and Mentoring in the Workforce", and "Conversations About Death and Dying During Six Part Series".
- As approved by the Board on March 8, 2022, the County partnered with KCCI to implement the Fully Booked, Tallahassee placemaking project for the creation of literaryinspired exhibits along the trail at Leon County's Pedrick Pond Park, the Leon County Fort Braden Branch Library, and the Leon County J. Lewis Hall Sr. Woodville Park and Recreation Complex.
- (2022-36) 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.
 - On January 20, 2022, the County hosted a day-long "Innovation Day" for the Florida Association of Counties (FAC) featuring several site visits and presentations by County representatives and external partners on innovative projects, programs, and best practices in Leon County.
 - In FY 2022, staff attended the 2022 FAC Legislative Day, the 2022 National Association of Counties Legislative Conference, the 2022 FAC Annual Conference, 2022 FAC Policy Conference, and 2022 FAC Legislative Conference.
 - The County received nine 9 national Achievement Awards for exceptional County programs and services from the National Association of Counties (NACo), bringing the County's total to 95 NACo awards since 2013. Among programs and services awarded this year include the County's SmartSteps Microloan Program and Essential Libraries Initiative.
- (2022-37) Launch the internationally recognized Zencity communications platform to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability.
 - In January 2022, the County successfully launched and integrated Zencity's community engagement tools into its social media monitoring suite and utilizes the platform's real-time data to inform strategy and decisions related to community engagement. Since that time, the County has leveraged the Zencity platform for limited operational purposes; however, due to its limited functionality, the County has not been able to utilize the

platform as intended, specifically to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability. Furthermore, the platform does not offer additional functionality beyond the existing platforms and resources being utilized by the County. Accordingly, funding to renew the County's contract with Zencity was not included in the County's FY 2023 budget, and the County's Community & Media Relations Office continues to explore new opportunities to further enhance its ongoing commitment to engage the community in a proactive and transparent matter.

- (2022-38) 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.
 - Leon County employees are invited to participate in the Certified Public Manager (CPM)
 program biannually. The County supported the enrollment of two employees in the
 current program class, and will support the enrollment of three additional employees in
 the upcoming 2023 CPM program class.
- (2022-39) Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program.
 - O Human Resources continues to promote the County's Innovator & Inspirator (I²) Program to employees throughout the year. In FY 2022, the County awarded a total of seventeen I² awards and realized nearly \$1 million in new cost savings and avoidances through the I² Program. Since launching in FY 2015, the County's I² Program has saved the County nearly \$9 million to date.
- (2022-40) Further enhance the use of social media neighborhood apps to notify citizens of development projects occurring in their neighborhoods.
 - Development Support and Environmental Management, in coordination with the Community and Media Relations Office, now provides notifications of upcoming development project meetings through the NextDoor application.
- (2022-43) Pursue working with Leon County Schools to acquire the Ft. Braden Community Center.
 - On September 13, 2022, the Board approved the Conveyance Agreement with the Leon County School Board for the County's Acquisition of the Fort Braden Community Center property.

GOVERNANCE - In Progress

- (2022-41) Continue to support updates to the Comprehensive Plan that encourage annexation of southside properties within the Urban Services Area.
- (2022-42) Pursue Federal funding to provide broadband to underserved rural communities.

Part B: First Year Progress - Targets and Bold Goals

With the adoption of the FY 2022-FY 2016 Strategic Plan, the Board established 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 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 Strategic Plan includes 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 section summarize the County's progress towards reaching each priority areas bold goals and five year-targets. Each strategic priority section begins with a graphical update that shows the progress made within the first year of the new five-year Strategic Plan, followed by summary of the data included in Table #2.

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ECONOMY

> PRIORITY

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)



Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits. (EC1)



Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility. (EC2)



Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities. (EC3)



Grow our tourism economy, its diversity, competitiveness, and economic impact. (EC4)

BOLD GOAL

Grow the five-year tourism economy to \$5 billion. (BG1)

23%

\$1.15 billion





5-YEAR TARGETS

>	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 30%

PROGRESS TO DATE

16% (16 Championships)

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208 new entrepreneurial ventures co-created

54%

(Connected 3,700 students)

18%

(Certified 35 new MWSBEs)



.......



ECONOMY - Analysis of Bold Goal and Targets

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

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. Since the start of FY 2022, the County's Division of Tourism has led various efforts to increase the visibility and visitation to the community, such as targeted marketing, proactive event bidding activities, leveraging partnerships, and administering grant programs for local events, to support the growth of the local tourism economy. Resulting from these ongoing efforts, Downs & St. Germain estimates the economic impact of tourism in Leon County at \$1.15 billion for FY 2022. With 23% of the County's five-year Bold Goal achieved, the County is currently on track to achieve this goal by FY 2026.

Target #1: Attract 100 State, Regional, or National Championships Across All Sports

Since the start of FY 2022, sixteen (16) championship sporting events were held in Leon County, or 16% of the County's five-year Target. The Division of Tourism's continued success with sporting event bidding, leveraging community assets related to sports tourism, and strengthening partnerships with local universities, clubs and community organizations drives the County's progress in securing and hosting youth and adult sport competitions. Events hosted over the past fiscal year include the Red Hills Horse Trials, the Youth Basketball of America Tournament (Youth Boys), the Florida Highschool Athletic Association Beach Volleyball Championships, and the Florida Racecar ("RC") Championship. In addition, in November 2021, the County hosted the National Collegiate Athletic Association (NCAA) Division 1 Cross Country Championship at Apalachee Regional Park. This was the first time the championship was hosted in Florida in the race's 78-year history.

Target #2: Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures

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 the Office of Economic Vitality (OEV) by partner organizations such as Domi Station, Innovation Park, and the Jim Moran College of Entrepreneurship. In addition, the total new jobs reported under this Target is based upon the Local Area Unemployment Statistics (LAUS) published by the Department of Economic Opportunity (DEO) which is published on an annual basis. To foster business and entrepreneurial growth, and associated job creation, OEV offers various business development resources and programs, leads proactive business recruitment outreach, and leverages university partnerships and assets to strengthen the local business ecosystem. In FY 2022, local employment grew by 7,100 jobs with the addition of 208 new entrepreneurial ventures being co-created locally. The growth in the local job market over the past year demonstrates great progress made toward the County's five-year bold goal of co-creating 10,000 jobs and 500 entrepreneur ventures. It should be noted, however, the recent local employment growth is reflective of the rebounding economy following a period of high unemployment during the COVID-19 pandemic. Recognizing this, and as economic growth begins to slow, it is anticipated that this rate of job growth will correspondingly slow as well.

Target #3: Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives

Since the start of FY 2022, over 3,700 students have been connected to skilled job opportunities, 54% of the County's five-year Target. This progress was achieved largely in part to the County's addition of the Leon Works Fall Preview hosted virtually in the Fall of 2021 following the cancellation of the expo due to the COVID-19 pandemic in the previous fiscal year. The Leon Works Fall Preview, an extension of the Leon Works Expo typically held in the spring, was a one-time event which accounted for 73% of the student connections achieved so far this fiscal year. The 2022 Leon Works Expo was also hosted in-person in the Spring of 2022 at the FSU Civic Center. Through both events, the County continued its commitment to expanding the Leon Works Expo regionally with student attendance from Leon, Gadsden, Wakulla, Madison, and Liberty counties. Additional initiatives contributing to this progress include the Junior Apprenticeship Program and the launch of the new EMT to Paramedic Trainee Program within the EMS Division. The County is anticipated to reach the remainder of this five-year Target through the continuation of the Leon Works Expo, Junior Apprenticeship Program, and the EMT to Paramedic Trainee Program in the upcoming years.

Target #4: Increase the Number of Certified MWSBES by 30%

At the time of the January 2022 Board Retreat, there were 580 certified minority, women, and small business enterprises (MWSBE) in Leon County. OEV's MWSBE Division continues to grow this number through outreach, partnerships, and targeted programming and events to engage and assist MWSBEs in becoming certified or recertified. Since the start of FY 2022, OEV has increased the number of certified MWSBEs by 35 for a total of 615, 18% of the County's five-year Target. Accordingly, the County's progress is currently on track to achieve this goal by FY 2026.

ENVIRONMENT

PRIORITY

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)



Protect the quality and supply of our water. (EN1)



Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)



Promote orderly growth and sustainable practices. (EN3)



Reduce our carbon footprint. (EN4)

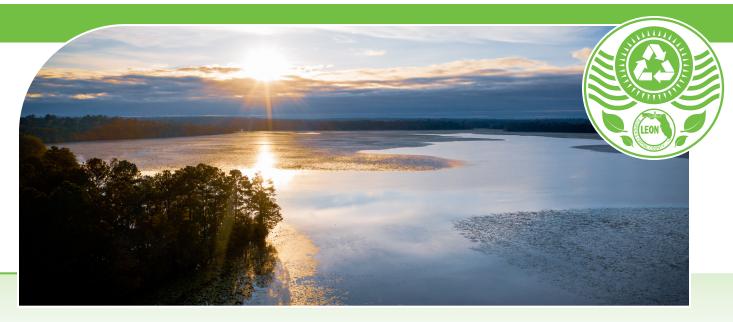
BOLD GOAL

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone (BG2)

39%

195 septic upgrades and/or conversions completed or in progress to date





5-YEAR TARGETS

	PROGRESS TO DATE
Reduce Greenhouse Gas Emissions stemming from County operations by 25%	8% (Reduced GHG emissions by 2%)
Double Solar Power Generation at County Facilities	37% (Increased generation by 50 kWs)
Divert 3 Million Pounds of Household Hazardous Waste from Landfill	27% (Diverted 795,000 pounds of waste)
▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%	275% (Anticipated increase through FY 2023)





ENVIRONMENT - Analysis of Bold Goal and Targets

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

Leon County has demonstrated success in leveraging Blueprint water quality funds as well as aggressively pursuing grant funds to support septic to sewer conversion projects in recent years. During the FY 2022-2026 Strategic Plan, an additional 500 septic tanks upgrades currently underway or planned as part of Phase 1A and 1B of the Woodville Septic to Sewer Project and continuation of the Advanced Septic System Pilot Program. To date, the County has 195 septic upgrades and/or conversions completed or in progress, 39% of the County's five-year Target. This includes the Woodville Phase 1A Septic to Sewer Project which will support septic to sewer conversion for 170 properties, with an additional 25 conversions supported through the Advanced Septic System Pilot Program.

Target #1: 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 achieve this, the County will need to reduce GHG by 25% over the next five years. Since the start of FY 2022, the County reduced its GHG emissions by 2%, which is 8% of the five-year Target. A significant investment of \$17 million dollars was recently made in the County's building infrastructure to achieve energy savings, through an Energy Savings Contract (ESCO). An ESCO provides a financing mechanism to make a large investment in aging building infrastructure which results in corresponding energy savings. These savings are used to repay the infrastructure financing. The County's ESCO project consisted of 22 selected energy conservation measures such as lighting upgrades, water conservation, and weatherization of County facilities. The project was successfully completed in September 2022, therefore GHG savings are anticipated to be notable in 2023.

Target #2: Double Solar Power Generation at County Facilities

Prior to the start of FY 2022, the County had solar arrays installed at five County facilities, providing a total solar power generation capacity of 135.7 kWs (Kilowatts). Under the new five-year plan, the County is seeking to double the amount of solar power generated at County facilities. Since the start of FY 2022, the County has increased its increase solar power generation by 50 kWs, 37% of the five-year target through the installation of solar panels at the County's Public Works Fleet Division.

Target #3: Divert 3 Million Pounds of Household Hazardous Waste from Landfill

In FY 2022, the County enhance services for its Household Hazardous Waste (HHW) program with the creation of a new centrally located drop off site at the Public Works complex off Blair Stone and Miccosukee Road. In addition, at the new centrally located drop off site, the County now offers drop off seven-days a week at Public Works, a vast service enhancement from the prior once a month offering. As a result of these enhancements, the County has experienced a steady increase hazardous waste material collected with nearly 795,000 pounds of waste diverted since the start of FY 2022. While the County has achieved 27% of its five-year target to date, the County anticipates collection growth to be more modest in future years while staying on track to divert three million pounds of waste through FY 2026.

Target #4: 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%, for a total of 25 vehicles by FY 2026. Due to shortages and shipping delays resulting from the long-term economic impacts of COVID, the arrival of electric vehicles ordered by the County have been significantly delayed. Notwithstanding this, staff anticipates achieving a 275% increase of the County's fleet of electric vehicles through FY 2023, upon delivery of eleven (11) Ford F-150 Lightnings recently purchased by the County, and continuing its progress in achieving an increase of 500% through the remainder of the five-year plan.

QUALITY OF LIFE

PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)



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



Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity. (Q2)



Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies. (Q3)



Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need. (Q4)

BOLD GOAL

Support Community
Partners to Place
100 Residents
Experiencing Chronic
Homelessness
in Permanent
Supportive Housing

23%

(BG3)

23 placements



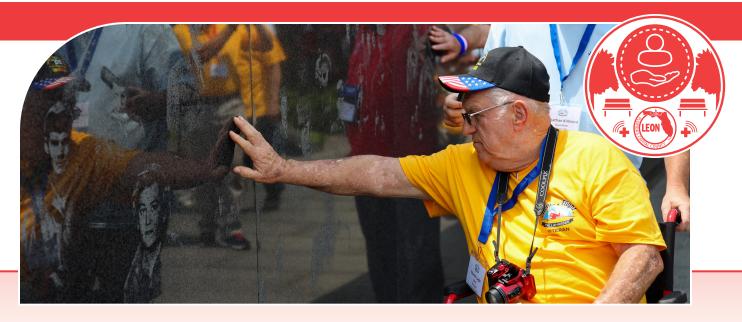
Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages. (Q5)



Assist local veterans and their dependents with securing entitled benefits and advocating their interests. (Q6)



Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters. (Q7)



5-YEAR TARGETS

Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families

- Support 900 of Community Events, Sporting Competitions, Festivals, Performances, and Cultural Programing That Will Attract Visitors and Residents
- Construct 90 Miles of Sidewalks, Greenways, Trails, and Bike Lanes
- ► Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

PROGRESS TO DATE

17% (Secured \$25 million)

15% (Supported 135 community events)

10% (Constructed nearly 10 miles)

25% (Supported 11 performances)





QUALITY OF LIFE - Analysis of Bold Goal and Targets

Bold Goal: Support Community Partners to Place 100 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing

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 to expand the availability of permanent supportive housing through the Big Bend Continuum of Care (BBCoC) and County-City Community Human Services Partnership (CHSP). Through the BBCoC, local homeless services agencies have been awarded direct funding to support the placement of clients in permanent supportive housing beginning in June 2022. To date, there has been a total of 23 permanent supportive housing placements made, which is 23% of the County's Bold Goal. Accordingly, the County's progress is currently on track to achieve this goal by FY 2026.

Target #1: Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families

For FY 2022, the Division of Veteran Services estimates nearly \$25 million in Veteran Affairs benefits were secured during FY 2022 for Leon County veterans and their families. This estimate is based on the projected number of Veterans Compensation & Pension and Medical Care Expenditure reported by the Department of Veterans Affairs (VA) for Leon County and adjusted for the unique clients served by the County's Veterans Office. The final actual numbers will be provided by the VA in Spring 2023. Notwithstanding this, the County continues to leverage partnerships with local veteran's agencies/groups and conduct targeted marketing and outreach to veterans to achieve this five-year target.

Target #2: Support 900 of Community Events, Sporting Competitions, Festivals, Performances, and Cultural Programing that Will Attract Visitors and Residents

In FY 2022, the County supported 135 community events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds, 15% of this Five-Year Target. The Division of Tourism administers competitive grant programs to support local or community, civic, and sporting events that draw visitors to the destination. In addition, the County dedicates a share of its TDT funds to the Council on Culture and Arts (COCA) to administer grants programs to support local cultural arts programs and activities. Through these efforts, the County will continue its support of additional events and programming to achieve this Target through the remainder of the five-year plan.

Target #3: Construct 90 Miles of Sidewalks, Greenways, Trails, and Bike Lanes

In FY 2022, the County enhanced the community's local recreational offerings with the construction of nearly 10 miles of sidewalks, greenways, trails, and bike lanes. The County has achieved nearly 10% of its Five-Year Target through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects. Project locations include Magnolia Drive, the Ft. Braden History Trail, Pedrick Pond Playground Sidewalk, and Apalachee Regional Park Hiking/Biking Trails.

Target #4: Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

Since the start of FY 2022, there here have been 11 County-supported performances at the Capital City Amphitheater in Cascades Park, including: Boz Scaggs; Jamey Johnson (Word of South); Brett Young; Earth Wind & Fire and more. In total, these performances had over 25,000 residents and visitors in attendance, 25% of the County's Target. The County continues its progress in securing County-supported performances at the Amphitheater by targeting diverse artists/acts, increasing advance bookings of acts, and leveraging partnerships with local organizations producing concert series such as the Sundown Concert Series Partnership with the Downtown Improvement Authority, Tallahassee Symphony Orchestra, and Florida State University Opening Nights. In addition, the recent completion of amphitheater support space at the North American Properties development at Cascades Park will also help attract more national acts as part of the County's Concert Series.

GOVERNANCE

PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)



Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (G1)



Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)



Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues. (G3)



Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (G4)



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. (G5)

BOLD GOAL

Implement 600
Citizen Ideas,
Improvements,
Solutions and
Opportunities for
Co-Creation (BG4)

23%

138 citizen ideas





5-YEAR TARGETS

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 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits

PROGRESS TO DATE

15% (Connected 7,400 volunteers)

18% (Reached 18,000 more citizens)

100%*
(on track to complete this target by FY 2023)

41% (Communicated 613,000 messages)





GOVERNANCE - Analysis of Bold Goal and Targets

Bold Goal: Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

Since the start of FY 2022, staff has implemented 138 citizen ideas, improvements, solutions and opportunities for co-creation, 23% of the County's Bold Goal. Included in this list are 83 actionable recommendations provided during the recent 2022 LEADS Listening Sessions, during which the County engaged nearly 300 key stakeholders across 26 listening sessions. Going forward, implemented recommendations will be captured through ongoing tracking of this Bold Goal which is presented to the Board as part of the mid-year and end-year Strategic Plan updates. Additionally, the County will continue its progress through all methods of citizen engagement (i.e. Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization to reach the goal of 600 citizen ideas implemented by FY 2026. A complete list of implemented citizen ideas is included as Attachment #2.

Target #1: Connect 50,000 Volunteers with Service Opportunities Communitywide

Since the start of FY 2022, the County has made over 7,400 volunteer connections, 15% of the five-year target. The County is continuing its progress by connecting citizens with internal volunteer opportunities with the County libraries, internships, and special events, and other opportunities with community service partners to reach the five-year Target of 50,000 volunteer connections.

Target #2: Reach 100,000 More Citizens Across All County Platforms and Programming

Since the start of FY 2022, the County has increased the number of citizens engaged through County platforms subscriptions and programming attendance by 18,000 citizens, 18% of the County's five-year Target. So far, the County has reached over 7,000 more citizens at programs at the libraries, with Citizen Engagement Series, Created Equal, and more, as well as over 11,250 social media, bulletin and email subscribers, bringing the County's total number of subscribers to over 146,000.

Target #3: Offer 100% Online Permitting for Licensed Contractors, Engineers, and Architects

In recent 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. Since the start of FY 2022, the County's transition to a 100% online permitting process has been underway with the first of three transition components completed in June 2022. The remaining components are anticipated to be completed next spring, putting the County on track to complete this target by FY 2023.

Target #4: Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits

Throughout FY 2022, Leon County Emergency Management communicated disaster preparedness messages approximately 613,000 times. This number reflects the County's increased level of communication associated with the COVID-19 pandemic, such as promotion of the Leon CARES and COVID-19 Vaccine campaigns. In future fiscal years, Leon County Emergency Management will continue

its progress toward this five-year target through its annual disaster preparedness messaging efforts such as the County's Disaster Survival Guide, social media messages, earned media coverage, as well as community events and trainings.

The rest of this page is intentionally left blank (Table #2 is available on the following page)

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
			» Attract 100 State, Regional, or National Championships Across All Sports	16% (16 Championships)
OMY	Grow the Five- Year Tourism	23%	» Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures	208 new entrepreneurial ventures co-created
ECONOMY	Economy to \$5 Billion	(\$1.15 billion)	» Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives	54% (Connected 3,700 students)
			» Increase the Number of Certified MWSBES by 30%	18% (Certified 35 new MWSBEs)
LN:	Upgrade or	200/	» Reduce Greenhouse Gas Emissions stemming from County operations by 25%	8% (Reduced GHG emissions by 2%)
NME	Eliminate 500 Septic	39% 195 septic upgrades and/or	» Double Solar Power Generation at County Facilities	37% (Increased generation by 50 kWs)
ENVIRONMENT	Tanks in the Primary Springs Protection Zone	conversions completed or in progress to date	» Divert 3 Million Pounds of Household Hazardous Waste from Landfill	27% (Diverted 795,000 pounds of waste)
E	Protection Zone		» Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%	275% (Anticipated increase through FY 2023)
	Support Community		Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families	17% (Secured \$25 million)
LITY	Partners to Place 100 Residents Experiencing Chronic Homelessness in Permanent	23% (23 placements)	Support 900 of Community Events, Sporting Competitions, Festivals, Performances, and Cultural Programing That Will Attract Visitors and Residents	15% (Supported 135 community events)
QUALIT OF LIFE			Construct 90 Miles of Sidewalks, Greenways, Trails, and Bike Lanes	10% (Constructed nearly 10 miles)
	Supportive Housing		» Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater	25% (Supported 11 performances)
CE	Implement 600		Connect 50,000 Volunteers with Service Opportunities Communitywide	15% (Connected 7,400 volunteers)
GOVERNANCE	Citizen Ideas, Improvements,	23%	» Reach 100,000 More Citizens Across All County Platforms and Programming	18% (Reached 18,000 more citizens)
VER	Solutions and Opportunities for Co-Creation	(138 Citizen Ideas)	» Offer 100% Online Permitting for Licensed Contractors, Engineers, and Architects	100%* (on track to complete this target by FY 2023)
00	ioi co-creation		» Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	41% (Communicated 613,000 messages)

Attachments:

- 1. Baseline Data for Targets & Bold Goals
- 2. List of Implemented Citizen Ideas

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 FY 2026 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 30%

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 30% for a total of 754 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 2026, 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 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 programing 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 FY 2026, 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.

Implementation of Citizen Ideas

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	Friends of the Lake Hall School	Dr. Geraldine Seay of the Friends of the Lake Hall School requested a letter of support for an African-American Cultural and Historical Grant through the Florida Department of State to support the acquisition and restoration of the Lake Hall School House.	Administration	At the November 9, 2021 meeting, the Board authorized, and the County provided a letter of support to utilize for any applications for state and federal funding opportunities related to the schoolhouse.
FY 2022	Knight Creative Communities Institute 2022 Catalyst Class	KCCI's 2022 proposed project "Fully Booked, Tallahassee" seeks to enhance the sense of place at Pedrick Pond Park and the Eastside Branch Library by installing a literary-inspired permanent art exhibit and other features at the Park.	ORS (Parks)	On March 8, 2022, the Board accepted a status report on the KCCl 2022 Catalyst Class Project. Upon acceptance by the Board, KCCl began fundraising for the project, and have a "Call for Artists" to refine the sculpture concept with a focus on the look and feel.
FY 2022	Citizen Speakers at Board Meetings	A number of citizens attended County Commission meetings to provide comments on items on the Consent Agenda that were not pulled for discussion. As a result, these citizens were only able to provide comment during the portion of the agenda designated as the first "Citizens to be Heard on Non-Agendaed Items", which occurs after the Board has approved the Consent Agenda.	Administration	In response to these citizens, staff reviewed the Policy regarding Board meeting procedures and recommended revising the Policy to allow for citizens to be heard at the start of regular County Commission meetings before the Consent Agenda. The approved the Policy revision on March 8, 2022.
FY 2022	Leon County Tourist Development Council (TDC)	In coordination with Tourism staff, the TDC developed a proposed FY2022 – FY2026 Division of Tourism Strategic Plan for consideration by the Board of County Commissioners.	Tourism Development	On March 8, 2022, the Board approved he FY2022 – FY2026 Division of Tourism Strategic Plan as recommended by the Leon County Tourist Development Council.
FY 2022	Anonymous	Several citizens gave their input and assisted staff in figuring out helpful instructions, and the type of signage needed at the Public Works Household Hazardous Waste Drop-off site.	ORS (Solid Waste)	The signage is now visible and clear as to what and where citizens can drop off their Household Hazardous Waste items.
FY 2022	Simin Harven, Killearn Lakes	Citizen recommended that doggy bags be available at Pimlico Park.	ORS (Parks)	Staff doggie bags available at Pimlico Park.
FY 2022	The Ft. Braden Community Group	Citizen group requested an American Disability Association approved boat hoist at Williams Landing.	ORS (Parks)	Installed an American Disability Association approved boat lift at Williams Landing.
FY 2022	Anonymous	A large number of citizens requested more Compost Bin sales.	ORS (Sustainability)	Following the compost bin sale event last May, the Sustainability office was inundated with requests for more similar events. As a result, the compost bin sale has become a permanent program.
FY 2022	Tallahassee Pickleball Association	Citizen group suggested alternative striping of tennis courts for pickleball at Chaires Community Park.		With the increased interest in pickleball, and the success of the courts at Canopy Roads Park, the County completed the addition of four lined pickleball courts within two of the tennis courts at Chaires Community Park in Fall 2022.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022		Citizen group made the suggestion to reconfigure the J. R. Alford Greenway parking area to allow for horse trailer parking.	ORS (Parks)	The County's Park Division completed this project in Fall 2022.
FY 2022		Citizen group made the suggestion and donated the money to install trail markers for all seven miles of the Miccosukee Greenway	ORS (Parks)	The County's Park Division completed this project in Fall 2022.
FY 2022	Tallahassee Mountain Bike Association	Citizen group suggested shifting the bike park from St. Marks to J. R. Alford Greenway.	ORS (Parks)	The County's Park Division has conducted weekend work sessions with the Tallahassee Mountain Bike Association to complete this project, which is currently underway to be finished by the end of January 2023.
FY 2022		Citizen group suggested closing off the spur trail that intersected the New Hope Cemetery to preserve the grounds.	ORS (Parks)	Staff closed off the spur trail that intersected the cemetery and placed signage informing the public they are entering the cemetery grounds.
FY 2022		A citizen suggested that the magnetic lock on the gate at J. Lee Vause Dog Park be replaced because it kept breaking and the gate would be found open.	ORS (Parks)	Staff replaced the lock with something more reliable.
FY 2023	Hettie Spooner	Citizen/realtor asked if staff could provide a presentation to her group on how land use zoning and subdivision works.	DSEM	Staff will provide a zoning and land use presentation this summer to the group addressing multiple aspects of land use and subdivision regulations. Due to time constraints, this was moved to Spring 2023.
FY 2023	Alessandria Palmer	Provide a regular refresher for permitting software such as Project Dox and DigEPlan for public end users.	DSEM	The County will identify opportunities to provide regular software refresher meetings with public end-users for permit software utilized by DSEM. Due to ongoing testing and refinements, implementation will occur in Spring 2023.
FY 2022	Providence Neighborhood	Levy Avenue Streetscaping Improvements	PLACE (Blueprint)	In April 2021, we had a neighborhood walkthrough with Providence leadership. At that meeting, they expressed a desire for additional parking along Levy. In addition, they expressed a desire to preserve a median on Levy for refuge. As concepts were developed to return Levy to a neighborhood street, these ideas were incorporated into the concept presented to the neighborhood representatives at a meeting we had with them April 11, 2022. The concept was well received by the residents.
FY 2022	Economic Vitality Leadership Council	OEV's Economic Vitality Leadership Council (EVLC) provided direct feedback and recommendations to the OEV Five-Year Economic Development Strategic Plan.	PLACE (OEV)	The EVLC provided recommendations for a new mission and vision statement to guide OEV over the next five years, and provided recommendations to the updated economic development strategic plan to emphasize a focus on business stewardship, navigation, and customer service; support for minority and women owned small businesses as a core strategy; and collaboration among the public and private sector partners to grow jobs, create new businesses, and drive capital investment locally.

FY	Citizen or Citizen Committee	ldea/Improvement/Solution	Department	Description of Implementation
FY 2022	Cara Fleischer, Leon Soil and Water Conservation District 2 Supervisor	During the April 12, 2022 meeting, Cara Fleischer provided spoke about the "Mulch it Don't Burn it" campaign.	Community Relations & Resilience (CMR)	Following the meeting, Community and Media Relations directly engaged the citizen to discuss opportunities for the County to support these efforts. As a result of this collaboration, the County is working with the Leon County Soil and Water Conservation District further enhance burning and debris education outreach.
FY 2022	Rob Winchester, Centerville Conservation Homeowners Association	In February 2022, Rob Winchester reached out to the County regarding the execution of a Traffic Control Agreement for the Centerville Conservation neighborhood.	Administration	The County coordinated with the Centerville Conservation Homeowners Association and Leon County Sheriff's Office to execute the agreement which was approved by the Board on April 12th.
FY 2022	Mark R. Schlakman, Florida State University Center for the Advancement of Human Rights	Mark R. Schlakman engaged the County regarding the Board's adoption of a resolution in support of the Universal Declaration of Human Rights	Administration	On March 8, 2022, the Board approved a motion for an agenda item for consideration of a resolution in support of the Universal Declaration of Human Rights. Subsequently, the Resolution was adopted at the April 12, 2022 meeting.
FY 2022	Brien Sorne	When our office receives the Leon County new release via email, it contains hot links in the body of the text. These will be things like "click on this link". Our Associate Producer prints the release for on-air reading. Without the state URL next to the word "link" the reader doesn't know what that may be. We suggest you include the URL, like this: "click on this link (www.TheURL.whatever)""	Community Relations & Resilience (CMR)	Editing news releases to include long URL.
FY 2022	Rick Oppenheim	Please include Waste Pro trash pickup schedule in Holiday Closure news releases.	Community Relations & Resilience (CMR)	Included link to schedule.
FY 2022	Debra Saenz	Please look at all the community meetings you support, such as the Early Learning Coalition of the Big Bend and the Big Bend Health Council. I do not see where there are families included in these meetings. It is vital that a family voice is present at the "table". There are many items discussed that affect our youngest and most vulnerable citizens at these gatherings. It is imperative that families be included to ensure that the needs of these children are being met. Service providers promote ideas that they believe are vitally important to kids and I admire them for their service. However, sometimes what families deem necessary is not even discussed. In order to have healthier children and stronger communities please consider opening your arms to families. Remember success for our area is dependent on partnering with families and building lasting relationships that will change our world. Thank you for your time.	Community Relations & Resilience (CMR)	Continued to broaden and promote committee recruitment and meeting notices.
FY 2022	Citizen request	Ordinance Creating a Process for Designating County Roads for Golf Cart Operation	Public Works (Engineering)	The County has received requests to allow golf cart operation on County-maintained roads and on sidewalks adjacent to County roads but does not have a policy or ordinance in place providing guidance to evaluate or approve said requests. On January 25, 2022, the Board authorized staff to proceed with drafting an ordinance creating a process for the application and review of requests for the operation by golf carts on County roads.

FY	Citizen or Citizen Committee	ldea/Improvement/Solution	Department	Description of Implementation
FY 2022	Joint Affordable Housing Advisory Committee	Inclusionary Housing Ordinances that are identical and mandatory within the Urban Services Area	Human Services & Community Partnerships	During the joint Affordable Housing Workshop on February 22, 2022, the Board directed County and City staff to partner with the Florida Housing Coalition to draft updated Inclusionary Housing Ordinances for the County and City that are identical and mandatory within the Urban Services Area to be considered by the County Commission and City Commission, respectively - As recommended by the County and City Affordable Housing Advisory Committee
FY 2022	North Monroe Corridor Task Force	County's updated Sign Code adds the North Monroe corridor, from North of I-10 and extending to the County jurisdictional line, as a gateway prohibiting new billboards to reduce blighted conditions and revitalize North Monroe Street.	DSEM	Changes that have been made to the draft Sign Code as a result of these stakeholder meetings include removal of the consideration of a landscaping requirement, finding agreement on EMC regulation and language relating to signage illumination. These revisions to the Sign Code related to Gateway Roads, and specifically the unincorporated segment of the North Monroe Corridor, will be a welcomed enhancement among area residents and neighborhoods seeking to reduce blighted conditions and revitalize North Monroe Street.
FY 2022	Joint Affordable Housing Advisory Committee	Revisions to the 2021 – 2023 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan as recommended by the Affordable Housing Advisory Committee	Human Services & Community Partnerships	On December 14, 2021, the Board approved revisions to the plan as recommended by the AHAC on the Home Rehabilitation (Home Rehab) and Home Replacement (Replacement) eligibility criteria; elimination of the Home Rehab and Replacement Waitlist; and increases to maximum award amounts for construction related activities including residential rental development. On November 4, 2021, the FHFC provided preliminary approval of the proposed revisions to the LHAP.
FY 2022	DSEM's Advisory Committee for Quality Growth	On February 21, 2022 DSEM presented the proposed Electric Vehicle Ready Ordinance to the ACQG, which suggested revisions to better differentiate the readiness requirements between the residential developments that are proposing garages versus surface parking lots.	DSEM	The Ordinance was revised to reflect the input from the ACQG, which was subsequently approved by the Board on May 10, 2022.
FY 2022	Group of local Professional Engineers	When meeting with a group of local Professional Engineers, they expressed concern regarding the removal of the Continuous Hydrologic Simulation (CHS) option from The Environmental Management Act (EMA) of the Leon County Land Development Code.	DSEM	As a result of this meeting, an alternative approach to verifying the adequacy of stormwater management facilities was identified. On February 8. 2022, the Board conducted a public hearing to consider adopting an amendment to the County's "Closed Basins and Standards" Ordinance to provide for the removal of the CHS to be accompanied by the inclusion/implementation of an option that establishes analysis parameters based on the two critical "rainy" years of 1964 and 1994.
FY 2022	DSEM's Advisory Committee for Quality Growth	In reviewing the proposed "Transitional Residential Facilities" amendment to the Land Development Code "Transitional Residential Facilities", the ACQG suggested a revision to require the applicant conduct the three (3) required public meetings with nearby homeowner's associations, no more than three (3) months prior to submitting an application with the County.	DSEM	Staff reviewed the suggestion and agrees that the change is appropriate as it ensures that the local neighborhoods have had recent conversations with the applicant prior to formal submittal of an application. The proposed Ordinance, as adopted by the Board on November 9, 2021, reflects this language.

FY	Citizen or Citizen Committee	ldea/Improvement/Solution	Department	Description of Implementation
FY 2022		The WRC provided recommendations on how to best position the County to update the basin management plans including opportunities that could be pursued prior to the State finalizing the stormwater rules.	Public Works (Engineering)	Various WRC recommendations implemented as part of basin management plan updates including: creation of a template for basin management plans that ensures consistent management practices are proposed for all basins; updating the existing basin management plans including an analysis of future development trends and resulting potential stormwater impacts; and identify basins exchanging flow with adjacent counties in the County's basin management plans.
FY 2022	North Monroe Corridor Task Force	The Task Force recommended that the County encourage FDOT's installation of landscaping along the corridor, specifically near the Centre of Tallahassee, on the west side of North Monroe Street near the I-10 interchange and along the sidewalks on the east side of North Monroe Street just north of I-10.	PLACE (Planning)	In coordination with the CRTPA, Blueprint submitted a request to FDOT for landscaping improvements for eight medians along the North Monroe Street corridor from John Knox Road to Lakeshore Drive. The County is also continuing to encourage and support efforts by FDOT to install landscaping along the North Monroe Street corridor.
FY 2022	Anonymous	Storage lockers at Rural Waste sites for household hazardous waste materials.	ORS (Solid Waste)	Citizen made a comment regarding unsecured household hazardous waste at a rural waste site. Edgar with household hazardous waste to put together a plan and purchased storage lockers to secure household hazardous waste at rural waste sites.
FY 2022	Ft. Braden Community Group	Ft. Braden Walking Trail and Workout Equipment	ORS (Parks)	Community idea to install a walking trail with work out equipment at Ft. Braden.
FY 2022	Local Skateboarders	Additional trash cans are needed near the Skateable Art Park	PLACE (Blueprint)	A group of skaters raised the issue of the need for more trash cans at the skateable art park. Blueprint staff was able to purchase a Solar Big Belly Trash Compactor, which holds 5 times as much trash storage, for less money than a set of FAMU Way-style trash receptacles
FY 2022	Citizen Idea	Donating skateboards to children of the Bond community, who live adjacent to the Capital Cascades Trail Skateable Art Park.	PLACE (Blueprint)	Greater Bond Neighborhood Residents reached out to Blueprint to inquire about donating skateboards and skates to children in the Bond community. This community desire was carried into Blueprint partnering to host the Boards for Bros Event, which provided skateboards, lessons, and had music and food. The event was attended by over 200 people
FY 2022	Bannerman Crossings	Pedestrian Crossing or Flashing Pedestrian Light at Bannerman Roundabout	PLACE (Blueprint)	Bannerman Crossing reached out to Commissioner Welch's office to investigate options for a pedestrian crosswalk west of the Bannerman Roundabout, or possibly a flashing pedestrian light. In Fall 2022, Rapid Flashing Beacons were installed at the Beech Ridge Roundabout on Bannerman Road, in partnership with the City of Tallahassee, who completed the installation work, and Leon County

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	Leon County Science Advisory Committee	Lake Munson Action Plan	Public Works (Engineering)	The County's Science Advisory Committee provided guidance and expertise to the County on responding to algal blooms in state-managed waterbodies. During the SAC September meeting, SAC suggested sampling the water flowing into Lake Munson for dissolved concentrations of contaminants. The County subsequently developed a single event sampling plan, involving water samples to be collected from four sites, including upstream of the Lake, in Lake Munson, and downstream of the Lake. The County's single event sampling plan is included as a short-term solution in the Lake Munson Action Plan approved by the Board on October 11, 2022.
FY 2022	Lake Munson Workgroup	The Workgroup requested a drawdown of Lake Munson to take place ASAP and if taking too long, to provide peroxide treatments to kill the cyanobacteria	Public Works (Engineering)	As indicated in the Lake Munson Action Plan approved by the Board on October 11, 2022, County staff have concurred that a drawdown will take place following hurricane season. Accordingly, the County began the immediate drawdown of the Lake on November 1st to mitigate the current algae and hydrilla challenges as well as form a "cap" over the sediments to prevent nutrients from leaving the sediment in the future.
FY 2022	Lake Munson Workgroup	Recommendation for the deployment of hydrogen peroxide to treat algal blooms in Lake Munson	Public Works (Engineering)	The Lake Munson Action Plan captures recommendations sought by the Workgroup for the long-term management of Lake Munson, including the deployment of hydrogen peroxide to treat algal blooms in the waterbody. As approved by the Board on October 11, 2022, the Lake Munson Action Plan outline long-term initiatives for management of the Lake, including an algal bloom management program. As part of this program, staff will continue to review the results peroxide treatment on algal blooms state-wide and will evaluate the use on future blooms on Lake Munson, as well as continuing to explore the best treatment method for Lake Munson.
FY 2022	Lake Munson Workgroup	Recommendation for point-source testing for polychlorinated biphenyls (PCBs) in Lake Munson	Public Works (Engineering)	The Lake Munson Action Plan captures recommendations sought by the Workgroup for the long-term management of Lake Munson, including point-source testing for polychlorinated biphenyls (PCBs) within the waterbody. As approved by the Board on October 11, 2022, the Lake Munson Action Plan outline long-term initiatives for management of the Lake, including an event sampling plan for point-source testing. Samples will be collected from four sites, including upstream of the Lake, in Lake Munson, and downstream of the Lake.
FY 2022	Lake Munson Workgroup	The Workgroup requested to be involved in the Action Plan and decisions affecting our health and property, along with scientists from our group on any committee formed by the county to consult on remedies, similar to how the 1994 Munson Management Plan was devised.	Public Works (Engineering)	The Action Plan captures recommendations sought by the Workgroup including ongoing engagement over the next two years to evaluate the Lake's response to the drawdown. For the continued improvement of Lake Munson and consideration of future in-Lake restoration projects, the County's Action Plan provides for the County to engage with the SAC, Water Resources Committee, State agency partners from various divisions within FWC, FDEP, and NWFWMD, the Wakulla Springs Alliance, the Friends of Wakulla Springs State Park, and other concerned citizen and/or citizen groups in advance of, and during the drawdown.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	Lake Munson Workgroup	The workgroup recommended regular updates on the progress at Lake Munson during the drawdown of the waterbody.	Public Works (Engineering)	The Action Plan captures recommendations sought by the Workgroup including regular status updates to the Board every six months. During the first Workgroup meeting, Mr. Terry Ryan proposed convening the Workgroup and County staff on a quarterly basis through the end of the drawdown. Staff concurred with the frequency of meetings but insisted that the SAC host the future meetings to evaluate the progress of the drawdown and enhanced water quality sampling. The Action Plan calls for the SAC to receive an update on the drawdown and monthly water quality data on a quarterly basis, to include the Workgroup for participate in the quarterly SAC updates to discuss the available sampling data and drawdown progress, and for staff to prepare six-month status reports to the Board on the progress at Lake Munson throughout the drawdown phase.
FY 2022	Lake Munson Workgroup	The Workgroup requested a 2 year plan to clean the lake and remove sediments, including short, intermediate, and long term objectives, as well as identifying funding sources, disposal sites, etc. That means starting work in 2 years.	Public Works (Engineering)	As approved by the Board on October 22, 2022, the Lake Munson Action Plan provides for more frequent water quality testing, an aerial topographic survey of Lake Munson to the measure elevations of compacted sediment to evaluate for future in-Lake mitigation strategies, a new vegetation management program for treating invasive plants, and implementing periodic drawdowns in consultation with FWC to reduce the need to mechanically remove organic-rich sediment. This holistic approach will allow the immediate strategies to quickly mitigate the rapid growth of hydrilla and eliminate the algal bloom while the long-term actions will supplement the State's in-lake activities and provide a higher level of service to County residents.
FY 2022	Mr. Max Epstein	FDEP Innovative Technologies Grant Application	Public Works (Engineering)	Mr. Max Epstein presented staff with a proposal that included dredging the bottom of Lake Munson by relocating and harvesting the organic matter. Public Works continued to work with Mr. Epstein to evaluate his proposal, troubleshoot operational challenges, and gather information from state and federal agencies as well as the private sector to evaluate new innovative technologies that could benefit Lake Munson. After working with Mr. Epstein for several weeks on his proposal, staff presented a new innovative technology for the County to seek funding for, to enhance Lake Munson through the FDEP Innovative Technologies Grant. The County submitted an Innovative Technologies Grant application to FDEP on August 15th. Awards are anticipated to be announced by spring 2023.
FY 2022	Florida State University Schools; Leon County Virtual Schools	Feedback received and interest from other non-Leon County Schools' District schools such as Florida State University Schools (also known as Florida High) as well as Leon County Virtual Schools to expand the Leon Works Junior Apprenticeship Program to all Leon County public, charter and private schools	Human Resources	On November 22, 2022 the Board adopted the revised Leon Works Junior Apprenticeship Program Policy to expand the County's Leon Works Junior Apprenticeship program to all Leon County public, charter and private schools that offer the curriculum necessary to participate.
FY 2022	Feedback from 10 neighborhoods with the highest food insecurity rates	Implementation of recommendations identified during the Breaking Bread Together Dinner Meetings, such as allocating funding for programming and events to raise awareness of available resources in the community for basic needs, enhanced quality of life, and economic prosperity.	Human Services & Community Partnerships	As a result of the feedback received during the meetings, the County has identified several programs, initiatives, and events to better engage the neighborhoods and connect citizens to resources. During the FY 2023 Budget Workshop, the Board approved funding to support the implementation of these programs and initiatives to better connect citizens with resources to address food insecurity.
FY 2022	DEI Trainings	HSCP will offer Diversity, Equity, and Inclusion (DEI) workshops and trainings for agency staff throughout the year,	Human Services & Community Partnerships	The Diversity, Equity, and Inclusion (DEI) workshops received significant positive feedback from the attendees, and frequent requests to expand the training beyond agency leadership to allow agency staff to also receive training

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	Office of Sustainability Insights and Inputs Committee	Electric Vehicle Ready Ordinance reflects feedback from stakeholders on the Insights and Inputs Committee regarding latest trends and best practices to support EV advancements.	ORS (Sustainability)	As approved by the Board on May 10, 2022,the County's EV readiness ordinance reflects feedback from stakeholder groups within the Office of Sustainability (Insights and Inputs Committee ensuring it meets current need and future demand.
FY 2022	Library of Things Inventory	While the decision to curate a Library of Things for Leon County residents stems from the Essential Libraries Initiative, considerations of the categories, as well as specific items selected, were based upon a review of the Frenchtown Neighborhood First Plan, input from the Library Advisory Board and Friends of the Library, as well as a general patron survey. The Library of Things will circulate items such as garden tools; outdoor games; tools for home repair; and other items requested by the citizens of Leon County.	Library Services	The Library of Things will continue to be expanded through citizen input and feedback to address even more community needs and interests.
FY 2022	CHSP Citizen Review Teams - Recommendations related to enhancing racial equity within their respective organizations		Human Services & Community Partnerships	Recommendations from the CRT are forwarded to each applicant agency in an award letter. The award letter includes a list of general comments, findings, and recommendations. Findings represent programmatic or administrative concerns documented by the CRT and may affect the level of funding an organization receives in current or future funding cycles. While agencies would not be penalized for lack of equity in policies and procedures, providing comments and recommendation related to DEI in the award letter could be an effective tool to increase awareness of where an agency may be in their journey and provide suggestions on how to enhance equity in agency programs and services.
FY 2022	UPHS's Diversity, Equity, and Inclusion Taskforce (DEI Taskforce)	Over the past several months the County has participated in the DEI Taskforce's monthly meetings to introduce the GARE strategies and materials and gather input on incorporating racial equity into the CHSP process. Over the past several months, the DEI Taskforce has created guiding principles focused on recognizing social and organizational bias and promoting racial equity as well as inclusion in human services. In addition, the Taskforce has identified and recommended ways to incorporate GARE strategies to enhance equity within CHSP, including training workshops, CHSP application updates, and CRT membership recruitment.	Human Services & Community Partnerships	The County remains dedicated to equity and will continue to work with community partners to enhance equity measures in the CHSP process and identify other opportunities to utilize the Toolkit.
FY 2022	Tourist Development Council	Input and recommendations from the Tourist Development Council (TDC) were utilized in developed the revisions to the County's Tourism Grants Policy potential revisions to the policy for the Board's consideration	Tourism Development	On July 12, 2022, the Board adopted the revised "County Tourism Event Grant Programs" Policy which reflects revisions related to the grants process and out-of-cycle funding requests through the Division of Tourism
FY 2022	Community Input on Tourism Strategic Plan	The FY2022 – FY2026 Tourism Strategic Plan reflects broad tourism industry, business leader and community input with more than 250 points of views registered via online survey (162), interviews with community and business leaders (40), and conducting five public meetings (50) representing diverse organizations and individuals from various interest groups across the spectrum of Tallahassee-Leon County.	Tourism Development	Recommendations on marketing incentives to increase tourism, strengths and weaknesses to be addressed in the plan; and opportunities. Plan was adopted by Board on March 8, 2022

FY	Citizen or Citizen Committee	ldea/Improvement/Solution	Department	Description of Implementation
FY 2022	2022 LEADS Listening Session Recommendation	Remain committed to addressing the digital literacy gap through the continuation of non-digital communications such as flyers, radio, and print ads and continue to identify and develop new communications channels to engage citizens regardless of their digital literacy level.	Community Relations & Resilience (CMR)	CMR continued to diversify outreach by investing more in radio, strategic street team distribution, and in-kind partner engagement.
FY 2022	2022 LEADS Listening Session Recommendation	Create media overview document for all Leon County new hires to explain media engagement policies and procedures.	Community Relations & Resilience (CMR)	CMR conducted media training at Leadership Team and asked all department and division directors to pass on presentation material (document) to employees.
FY 2022	2022 LEADS Listening Session Recommendation	Explore improvements to the existing media infrastructure in the BOCC Chambers	Community Relations & Resilience (CMR)	CMR discussed installation with OIT. At this time, media is not requesting the addition, so on hold.
FY 2022	2022 LEADS Listening Session Recommendation	Upgrade Leon County's website in coordination with external and internal stakeholders, specifically to improve appearance and searchability.	Community Relations & Resilience (Volunteer Services)	CMR has made significant progress on work plan, mockups, and work area engagement. But end of 2023, the County will have a relaunched and refreshed website.
FY 2022	2022 LEADS Listening Session Recommendation	Where possible, update all volunteer forms to allow for real-time submission without the need to download, fill out, and then return.	Community Relations & Resilience (Volunteer Services)	The County's Volunteer Services Division implemented the use of Smartsheet to update forms to electronic formats.
FY 2022	2022 LEADS Listening Session Recommendation	Increase awareness of the County's role as a connecting agency to voluntary opportunities by partnering with other agencies, having a presence at community events, and launching a multimodal outreach campaign.	Community Relations & Resilience (Volunteer Services)	The County's Volunteer Services Division is partnering with community agencies to post and highlight community events through VolunteerLEON web portal and Social Media.
FY 2022	2022 LEADS Listening Session Recommendation	Consider enhancements to VolunteerLEON's internal volunteer process	Community Relations & Resilience (Volunteer Services)	The County's Volunteer Services Division is currently updating Leon County's Volunteer Policies.
FY 2022	2022 LEADS Listening Session Recommendation	Increase the number of tabletop exercises throughout the year to improve agency coordination and information exchange.	Community Relations & Resilience (Emergency Management)	The County's EM Division included more tabletop exercises (10+) in upcoming programming.
FY 2022	2022 LEADS Listening Session Recommendation	Pursue opportunities to leverage the mass notification system "Everbridge" to enhance coordination among EM partners.	Community Relations & Resilience (Emergency Management)	The County's EM Division is currently exploring utilizing Everbridge to keep key response agencies informed of changing conditions between conference calls, and providing calendar notifications and automatic messaging to healthcare facilities regarding required updates and submittals of emergency management plans.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	2022 LEADS Listening Session Recommendation	Offer training for the new DigEPlan software for end users.	DSEM	The County will identify opportunities to provide regular software refresher meetings with public end-users for permit software utilized by DSEM. Due to ongoing testing and refinements, implementation will occur in Spring 2023.
FY 2022	2022 LEADS Listening Session Recommendation	Pursue opportunities to streamline the permitting process for Site Plan and Environmental Permit (EMP) applications.	DSEM	The County's Department of Development Support and Environmental Management eliminated the need to submit a separate driveway application by including a check box on the environmental permit application that will indicate a driveway will be constructed.
FY 2022	2022 LEADS Listening Session Recommendation	Create a DSEM Environmental Services Division organizational chart to be included on the division's webpage	DSEM	Staff is coordinating with CMR to incorporate the interactive org chart on the DSEM website.
FY 2022	2022 LEADS Listening Session Recommendation	Develop an electronic Personnel Action Form	Human Resources	Completed. An electronic Personnel Action Form has been created and is available through the County's Intranet.
FY 2022	2022 LEADS Listening Session Recommendation	Revise the Sell Back election period for which employees must have used no less than 40 hours of annual leave	Human Resources	Completed. On November 22, 2022, the Board approved revisions to the County's Human Resources Policy to implement this recommendation.
FY 2022	2022 LEADS Listening Session Recommendation	Automate the Pretrial and Probation Interview and Initial Packets.	Intervention and Detention Alternatives	The County's MIS Department is in the development stages of automating the documents and mapping data components to coordinate with the IDA Case Management Modules.
FY 2022	2022 LEADS Listening Session Recommendation	Develop and Implement Information Sessions of IDA Services for Criminal Justice Partners	Intervention and Detention Alternatives	In progress, to be completed. OIDA staff is coordinating with Court Administration, State Attorney's Office, and Public Defender's Office to identify opportunities (i.e. Lunch & Learn, staff meetings, continued education trainings) to inform stakeholders on IDA services and processes for pre and post sentence community supervision.
FY 2022	2022 LEADS Listening Session Recommendation	Expand resources to IDA Clients Residing Outside of 2nd Judicial Circuit	Intervention and Detention Alternatives	In progress, to be completed. OIDA is evaluating the feasibility of developing a resource guide through networking with other county government agencies and criminal justice associations to identify pre and post-sentence agencies and support services in communities throughout Florida to assist clients not residing in the 2nd Judicial Circuit with completing court ordered conditions of supervision
FY 2022	2022 LEADS Listening Session Recommendation	Develop Individualized Resource Pages for IDA Clients	Intervention and Detention Alternatives	OIDA implemented manual process utilizing the Human Services Self-Assessment completed by clients. Probation/Pretrial Officers provide information on available community resources for requested services. OIDA will coordinate with MIS in the future to implement an automated process.
FY 2022	2022 LEADS Listening Session Recommendation	Expansion of Drug Testing for Veterans Treatment Court Participants	Intervention and Detention Alternatives	Court administration contracted with a private entity for substance testing services for all problem solving participants throughout the 2nd Judicial Circuit.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	2022 LEADS Listening Session Recommendation	Create New Vendor Onboarding and Engagement Guide to provide information for new vendors regarding Facilities Management's policies, procedures, and expectations	ORS (Facilities)	The County's Facilities Division has created a new Vendor Guide which is ready for use. The County's Facilities Division will also provide a digital version as part of future updates to the Facilities webpage.
FY 2022	2022 LEADS Listening Session Recommendation	Explore opportunities to enhance communication with customers and coordination with other work areas in fulfilling projects, work orders, and/or maintenance	ORS (Facilities)	The County's Facilities Division has created weekly meeting with Construction Management to review on going projects. Now utilizing the "actions" portion of the workorder system to provide the workorder creator updates on project process.
FY 2022		Evaluate and Update Leon County Policy No. 06-1 (Use and Scheduling of Parks & Recreation Facilities) Section 7.9.	ORS (Parks)	The County's Parks Division is currently in the process of reviewing the policy and working on the needed changes. Once we have spoken to legal and risk management, we will look to bring this to the BOCC for approval this fiscal year.
FY 2022	2022 LEADS Listening Session Recommendation	Provide Enhanced Wayfinding Signage on Leon County Trails.	ORS (Parks)	The County's Parks Division has engaged with Tourism as they plan to create a Biking master plan which will include signage recommendations. We are waiting on the recommendations from the master plan, so we implement the needed signage.
FY 2022	2022 LEADS Listening Session Recommendation	Explore opportunities to increase programming across community centers and parks for people of all ages	ORS (Parks)	The County's Parks Division has started engaging user groups in the Ft. Braden Community to see how we can increase programming at the Center.
FY 2022	2022 LEADS Listening Session Recommendation	Provide more accessibility offerings (Across all Parks)	ORS (Parks)	The County's Parks Division installed an accessible swing at Man O War Park. In the coming months, we will be installing the first fully accessible playground at Ft. Braden Community Center. In addition, we will be replacing the Woodville playground and will be assessing opportunities to add accessible components to the playground.
FY 2022	2022 LEADS Listening Session Recommendation	Provide more technology assistance and information at community centers.	ORS (Parks)	The County's Parks Division has ordered new AV for each of the Centers and are waiting on installation. In addition, we will include step-by-step instructions for citizens and user groups that utilize the Centers.
FY 2022	· ·	Enhance contract requirements with curbside collection vendor to ensure better points of contact and communication with citizens.	ORS (Solid Waste)	The County's Solid Waste Division has this contract currently out to bid and it is expected that any new contract will include these points.
FY 2022	2022 LEADS Listening Session Recommendation	Examine opportunities to minimize impact of yard debris processing on Apalachee Regional Park (ARP) operations.	ORS (Solid Waste)	The County's Solid Waste Division is exploring options to relocate yard waste offsite.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	2022 LEADS Listening Session Recommendation	Update the Solid Waste Disposal Guide and Website.	ORS (Solid Waste)	The County's Solid Waste Division recently updated its Solid Waste Disposal Guide for 2023 and is available in a booklet, and digital form on the webpage. The County's Solid Waste Division is currently working with CMR to update the webpage in its entirety.
FY 2022	2022 LEADS Listening Session Recommendation	Invite Waste Pro to participate in events	ORS (Solid Waste)	The County's Solid Waste Division plans to engage with Waste Pro to participate in n events, like Cash for Trash.
FY 2022	2022 LEADS Listening Session Recommendation	Consider opportunities to expand sustainability engagement, education, and collaboration with local partners, industry stakeholders, and citizens	ORS (Sustainability)	The County's Sustainability Division is exploring utilization of CASC to implement collaborative messaging and policies; Applying for Recycling Education Grant from EPA
FY 2022	2022 LEADS Listening Session Recommendation	Evaluate opportunities to expand the County's Beautification Program/Initiative through environmental equity opportunities.	ORS (Sustainability)	The County's Sustainability Division is hosting collaborative Lake Munson Litter Cleanup in February with local organizers and Brent Park Drive Beautification project with Parks
FY 2022	2022 LEADS Listening Session Recommendation	Identify opportunities to offer a unified community EV charging environment.	ORS (Sustainability)	The County's Sustainability Division is hosting collaborative Lake Munson Litter Cleanup in February with local organizers and Brent Park Drive Beautification project with Parks
FY 2022	2022 LEADS Listening Session Recommendation	Create an Annual Assessment for DesignWorks	PLACE (Planning)	Planning staff has compiled all of the DesignWorks consultations provided in 2022 and reviewed the consultations potential participants for the DesignWorks listening session. Staff is currently identifying potential dates and times for the listening session based on the availability of the community partners. The listening session will be held in the first quarter of 2023.
FY 2022	2022 LEADS Listening Session Recommendation	Increase the Planning Department's social media	PLACE (Planning)	Planning staff met with CMR staff on July 20, 2022 to discuss opportunities for leveraging social media. Planning is also coordinating with the city's communication department to ensure consistent messaging on Planning related items. Social media is anticipated to be leveraged to reach stakeholders when the workshops and community engagement events for the Land Use Element Update are scheduled.
FY 2022	2022 LEADS Listening Session Recommendation	Engage CMR in opportunities to leverage social media to provide information regarding animal issues, services, and ordinance requirements to a larger population of the community.	Animal Control	The County's Animal Control Division is working with CMR to promote pet safety tips through the County's social media channels, as well as posts featuring employee pets and animal related/feel good cases.
FY 2022	2022 LEADS Listening Session Recommendation	Conduct additional training to EMS members that provide oversight to EMT and Paramedic students performing clinical rotations to provide members with tools to intentionally recruit students to work for the County upon graduation from the program.	EMS	EMS staff met with TCC staff to develop program. A more intentional recruitment aspect at the beginning of semester meetings with students has been implemented. Initial training for field staff has been completed. Additional strategies such as including an end of semester event are being considered.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022		Evaluate the use of technology to transmit electronic reports to hospital emergency departments in place of radio reports during patient transport.	EMS	The current EMS documentation system is due for an upgrade and this item is being considered as a part of the RFI for that system. This approach may reduce redundancy and improve efficiency.
FY 2022		Modify the process utilized by EMS to care for and document the disposition of the patient's personal belongings.	EMS	The current EMS documentation system which is used for the documentation of patient's personal belongings is due for an upgrade and this item is being considered as a part of the RFI for that system.
FY 2022		Improve the processing time for the Carryforward Purchase Orders for professional services	Public Works (Engineering)	Public Works has continued coordinating with Purchasing and Finance to improve the processing time for the Carryforward Purchase Orders for professional services. There has been no issue for the FY 2022-2023 carryforward regarding processing time.
FY 2022	J .	Have a routine meeting with Parks and Recreation staff outside the CM Tracker meetings.	Public Works (Engineering)	A meeting with DSEM, City Growth Management, and Public Works was held in May 2022. An improved review and coordination process was developed.
FY 2022		Coordination meetings with Engineering Services staff regarding driveway connection permits.	Public Works (Engineering)	In progress. This recommendation is for the development inside the City with new driveway connections to a County road. Engineering Services staff will schedule a meeting with City Growth Management, City Underground Utilities and Public Infrastructure, and County Development Support and Environmental Management to discuss the review process for the new driveway connection to County maintained road as part of the new development inside the City.
FY 2022		Engage Lively Tech on opportunities to recruit students and participate in apprenticeship program.	Public Works (Fleet)	County staff has engaged with Lively Tech and after consideration it was determinted that it would be cost prohibitive at this time to utilize apprentices.
FY 2022	2022 LEADS Listening Session Recommendation	Provide a "Services Provided Receipt" within equipment upon any maintenance or repairs.	Public Works (Fleet)	The creation of a "Services Provided Receipt" to provide a summary of maintenance or repair is currently in process.

FY	Citizen or Citizen Committee	Idea/Improvement/Solution	Department	Description of Implementation
FY 2022	2022 LEADS Listening Session Recommendation	Vehicle Repair Checklist	Public Works (Fleet)	A standard checklist for vehicle services including check oil, brakes, air filters, etc. has been completed.
FY 2022		Develop a uniform process for identifying hazardous trees that need to be removed to avoid mis-marking causing delays in removal.	Public Works (Operations)	This recommendation is in progress as Public Works continues wokring with tree removal vendors.
FY 2022	2022 LEADS Listening Session	For Public Works and Parks and Recreation to coordinate the cleaning of trash and debris from storm water ponds and the suggestion of an additional staff and equipment.	Public Works (Operations)	Complete. This crew was approved in the FY 2023 budget and the hiring process is nearing completion.
FY 2022	2022 LEADS Listening Session Recommendation	Partner with Parks to develop and share content regarding County Parks on VisitTallahassee.com to showcase the County's great facilities and better tell the story of our parks (both locally and with visitors). As part of this effort, provide a list of trails in Leon County that are accessible for people with disabilities to be promoted through both VisitTallahassee.com and the Leon County Parks & Recreation Page.	Tourism Development	The County's Division of Tourism has a meeting scheduled with the County's Parks and Recreation Division in late January to develop and share content as well as pull a list of accessible parks in the area to add to Visit
FY 2022		Develop a page/section on VT.com that showcases the destinations accessibility options including accessible museums, attractions and businesses.	Tourism Development	The County's Division of Tourism is working with media influencers specializing in accessible travel to develop content and images for the new accessibility section on VisitTallahassee.com. Additionally meeting with parks to pull a list of accessible parks in the area and surveying the local museums, attractions and businesses on their accessibility offerings to include in the section.
FY 2022	Recommendation	Identify and pursue opportunities to showcase the value of tourism and discuss the positive things happening in the community.	Development	The County's Division of Tourism developed a trifold information piece in December 2022 that is distributed at local events and meetings highlighting FY2021/2022 Tourism impact numbers, marketing, meetings and sports achievements, concerts and future move into the restored Amtrak building.

The remaining LEADS Listening Session Recommendations are currently being evaluated further and/or underway and will be captured in future reporting updates.

Section III: Community Health Update

Leon County Board of County Commissioners

Board Retreat Agenda Item #3

January 23, 2023

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Overview of Health Care in Leon County

Review and Approval:	Vincent S. Long, County Administrator	
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator	
Lead Staff/ Project Team:	Shington Lamy, Director, Office of Human Services and Community Partnerships Marcus West, Neighborhood Engagement and Community	
	Partnerships Manager	

Statement of Issue:

As requested by the Board, this section of the Board Retreat provides a comprehensive report on the County's role and efforts to invest in critical health care services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality health care. The item also presents an evaluation of the health care needs for women and children in the community, as requested by the Board; and culminates with proposed strategic initiatives to enhance the County's programs and partnerships to improve health outcomes in the community.

Fiscal Impact:

For FY 2023, Leon County is investing \$8.2 million in partnerships with local health care providers to support programs, services, and events to ensure that uninsured and underinsured low-income residents have access to quality health care in the community, as well as, in support of state mandated health care programs.

Staff Recommendation:

Option #1: Adopt the following FY 2022 - FY 2026 strategic initiative: Evaluate the

reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and

families.

Option #2: Adopt the following FY 2022 - FY 2026 strategic initiative: Enhance the

partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in

Leon County.

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Report and Discussion

Background:

As requested by the Board, this section of the Board Retreat provides a comprehensive report on the County's role and efforts to invest in critical health care services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality health care. The item also presents an evaluation of the health care needs for women and children in the community, as requested by the Board; and culminates with proposed strategic initiatives to enhance the County's programs and partnerships to improve health outcomes in the community. During the Board Retreat, the County's health care partners, including the Florida Department of Health in Leon County (Health Department), Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center (Apalachee), Capital Medical Society – We Care Network (We Care), Florida A&M University Pharmacy (FAMU Pharmacy), and the Capital Area Healthy Start Coalition (Healthy Start) are scheduled to participate in the presentation of this item to the Board.

As part of the adopted Strategic Plan, the Board has consistently identified health care as a strategic initiative, which is as follows:

• Continue County support of primary health care through participation in CareNet in order to increase access to affordable health care for those in need. (2022-24)

This particular Strategic Initiative aligns with the Board's Quality of Life Strategic Priority:

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

For more than two decades the County has partnered with local health care providers, including Bond and NMC to enhance access to health care for uninsured and underinsured low-income Leon County residents through the County's Health Care Program also known as CareNet. Although health care services for the uninsured, underinsured and elderly is primarily the statutory responsibility of the state and/or federal governments, at the discretion and direction of the Board, the County has partnered with local health care providers to serve as a safety net for residents that are not eligible for affordable health care through state or federal programs (e.g. Medicaid, Affordable Care Act, etc.).

Therefore, through the County's relationship with our local partners, the Leon County Health Care Program provides low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and pharmaceutical services. This past year the partnership led to more than 7,000 visits for primary, dental, and mental health services; \$1.2 million in donated specialty care from more than 300 doctors, and more than 2,500 prescriptions filled valued at more than \$100,000. Additionally, for FY2023, Leon County will invest more than \$8.2 million to support health care partners in the community as well as state mandated health care programs to increase access to the health care in the community.

The County works continuously with partners to improve and adapt the Health Care Program to best meet needs and maximize resources. Most recently this has included establishing the

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Competitive Reimbursement Pool to ensure the County's funding is invested in patient visits; creating the Behavioral Health Navigator position at the Health Department to raise awareness and promote resources available to address mental health in target neighborhoods; and supporting the leveraging of the County investment to secure additional state and federal funding to serve more residents.

Recently, at the October 25, 2022 Board workshop on the County's 2023 legislative priorities, Dr. Temple Robinson, CEO of Bond, provided remarks on the declining trends in several public health metrics specifically regarding health care for women and children. The Board directed staff to include an item for discussion as part of the Board Retreat on the County's Health Care Program as well as to evaluate the health care needs of women and children in the community.

As a result, the Analysis section provides greater detail on the health care services in Leon County and how the County's program helps bridge the health care coverage gap (i.e. Medicaid gap) for uninsured and underinsured residents in partnership with our local health care partners; presents a comprehensive overview of the County Health Care Program; details data on the health care trends for women and children prepared by the Health Department as requested by the Board; and describes the continued efforts of local partners to improve health outcomes for women and children. The item culminates with recommendations for continued improvements of the County's Health Care Program as well as to strengthen community relationships to address women and children's health.

As described in more detail later in this item, the following new strategic initiatives are the result of working with our providers in an effort to improve access and availability of these health care services to those in need, and are recommended for adoption by the Board for the FY 2022-2026 Plan:

• Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families.

If approved, a budget discussion item would be brought back to the Board as part of the FY 2024 budget workshop in June 2023 evaluating a reimbursement structure that would better reflect the current cost of patient care visits for primary care and specialty care, and result in greater access to critical health services such as lab work and mammograms. This analysis would also evaluate any possible recommended changes to the County's overall annual Health Care Program funding.

• Enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County.

As presented in the Analysis, Healthy Start's Service Delivery Plan is focused on improving women and children's health through greater outreach and engagement which

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is the overwhelming consensus of health care professionals for addressing health outcome particularly for Black women and babies. The Plan identifies several opportunities for partnership with the County through events with the County's Library and EMS Divisions on improving infant health and safety. If this initiative is approved, the County would build on the partnership with Healthy Start by incorporating the Service Delivery Plan into the Leon County Health Care Program such as referring patients of health care partners (e.g., Bond, NMC, We Care, etc.) to Healthy Start programs and services; County representation on the Healthy Start workgroups to implement the Service Delivery Plan; and assistance on the recruitment of volunteers through Volunteer Leon for essential engagement programs such as Sister Friends which is funded by the County and described further in the item.

Each recommended strategic initiative is presented in greater detail in the Analysis section. If adopted, updates on the proposed strategic initiatives will be provided as part of the biannual strategic plan update presented at the budget workshops and board retreats.

Analysis:

This section provides a comprehensive analysis of health care services in Leon County and the County's role and effort to invest in critical health care services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality health care in the community. Subsequently, the Analysis presents data on the health care trends for women and children prepared by the Health Department as requested by the Board. While the key metrics for women and children's health presented indicate negative trends, the overwhelming consensus among health care professionals and advocates is for greater engagement and awareness of the extensive variety of programs and services that are available and exist to improve health outcomes for women and children in Leon County.

The Analysis presents the efforts of lead agencies and organizations such as Healthy Start, the Health Department, and Whole Child Leon to adopt and implement plans for better engagement and outreach on women and children's health with the support of County investment. Following this detailed analysis, are recommended strategic initiatives that build upon the County's existing and significant investment in health care, as well as the opportunity to leverage the efforts of local partners to improve the health outcomes of Black women and children.

Health Care Coverage in Leon County

According to American Medical Association, health care coverage (i.e. health insurance) provides access to the resources necessary to improve health outcomes, reduce chronic illnesses, and lower death rates. Health insurance is an essential resource for women and children's health. According to the Florida Department of Health, approximately 92.2% of Leon County residents have health insurance; this is significantly higher than other counties in the state of Florida (87.3%). Leon County residents have insurance coverage through private insurance providers such as Capital Health Plan and Florida Blue; and public insurance such as Tricare (for U.S. Military Veterans), Medicare (for residents 65 years old and older), and Medicaid for select populations. By law, public insurance, such as Medicaid, is funded by federal and state governments, with certain local match requirements.

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Medicaid and the Affordable Care Act

Medicaid is a public health insurance for low-income and/or vulnerable Americans provided primarily through federal and state funding. Counties in Florida are statutorily required to fund the State's Medicaid program based on an enrollment formula established by the Legislature. For FY 2023, Leon County's required Medicaid contribution is \$3 million. Medicaid provides coverage for doctor's office visits, hospital stays, laboratory, and X-ray services, transportation, and tobacco cessation programs for pregnant women. In general, Medicaid is provided at no monthly premium cost and a nominal co-pay for most services that are available to eligible individuals.

Eligibility for Medicaid varies in each state. Medicaid eligibility is highly restrictive in Florida and limited to children, pregnant women, disabled residents, adults with minor children in the household, and seniors. Eligibility for this population is also based on household income as measured by the federal poverty level (FPL). Table #1 reflects the most recent FPL (2022) which is established annually by the U.S. Department of Health and Human Services (HHS). The household incomes in the table represent 100% FPL for each household size.

Table #1. 2022 Federal Poverty Level (FPL)

Household Size	Household Income
1	\$13,590
2	\$18,310
3	\$23,030
4	\$27,750
5	\$32,470

In Florida income eligibility varies for each eligible group based on FPL. Table #2 shows the limits which are based on a percentage of the FPL and the equivalent dollar amount for a household of four. As reflected in the table, due to the significantly low-income level required for eligibility, Medicaid in Florida in effect does not provide health care coverage to most adults (19-64). As detailed later in the item, the County's Health Care Program primarily supports this population.

Table #2. Florida Medicaid Eligible Group Income Limits

Eligible Groups	FPL Limits	Annual Income for Household of Four
Children (0-18)	200%	\$55,500
Pregnant Women	191%	\$53,000
Disabled Residents	200%	\$55,500
Adults with minor children in the household	30%	\$8,325
Seniors*	88%	\$24,420

^{*}Medicaid assists eligible seniors with Medicare premiums and out-of-pocket medical costs

In 2010, Congress passed, and President Barack Obama signed into law the Affordable Care Act which authorized states to expand Medicaid within its jurisdiction. The expansion would allow Medicaid coverage for adults with household income of 133% of the FPL (\$36,908 for a household of four). To date, Florida has not elected to expand Medicaid. Additionally, the Affordable Care

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Act established the Health Insurance Marketplace which may be operated by the state or federal government. The Marketplace in Florida is operated by the federal government through HHS. The Marketplace allows individuals and families that do not have private or public health insurance to purchase coverage from private insurance companies. According to HHS, in 2022, approximately 2.7 million Florida residents enrolled in the Florida Marketplace for health care coverage, including more than 20,000 Leon County residents.

The Marketplace offers financial assistance known as subsidies for monthly premiums to enrollees that meet the income eligibility of 100% or higher of the FPL. Subsidies are not available for individuals or families in households that earn below 100% of the FPL. The Affordable Care Act provides states the authority to expand Medicaid to individuals or families in households that earn below 100% of the FPL; however, Florida elected not to expand Medicaid. Therefore, households below the federal poverty level (FPL) fall into the "Medicaid gap" which means they earn too much to qualify for the current restrictive Medicaid eligibility in Florida, but do not earn enough to qualify for financial assistance for health insurance through the Marketplace.

Federally Qualified Health Centers

In order to provide access to health care services to uninsured and underinsured residents, federally qualified not-for-profit health care centers (FQHCs) are funded annually by the federal government to serve medically underserved geographic areas and populations. FQHCs provide services such as primary care, dental, mental health, and case management using a sliding scale based on patient income to assess patient fee for services. Three FQHCs operate in Leon County: Bond, NMC, and North Florida Medical Center. Bond and NMC have provided health care services to medically underserved areas and neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City for more than 30 years. North Florida Medical Center operates health care centers primarily in surrounding counties (Wakulla, Jefferson, and Liberty) and opened a medical center in Leon County on North Monroe Street four years ago to provide services to patients who primarily reside in the northwest area of Leon County.

As the well-established FQHCs in the community serving neighborhoods that have historically experience poverty and racial inequities, Bond and NMC are long-term and ongoing partners with the County. These FOHCs provide uninsured and underinsured residents access to quality health care with particular emphasis on women and children's health. The majority of Bond and NMC's patients (57% - Bond and 58% - NMC) are women of childbearing age. Although many of the organizations' patients have private or public insurance, as FQHCs, Bond and NMC are required by federal law to provide service regardless of the patient's ability to pay. However, the law requires FQHC's to establish a sliding fee scale based on a patient's household income, which can be assessed for services such as doctor visits, laboratory, and X-ray services. FQHCs must waive the fees for patients that do not have the means to pay. Bond and NMC have determined that the sliding fees scale is often a barrier for uninsured and underinsured to access health care. Many do not have the financial means to pay the fee and despite the waiver option, many patients fear financial penalty for non-payment or the stigma of shame because they are unable to pay for health care services. Subsequently, patients or those who would be patients often defer critical care which in turn leads to chronic illnesses or the need for emergent care, adversely impacting their health and the overall health outcomes of the community.

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Leon County Health Care Program

Due to the limitations of state and federal health care coverage programs as well as challenges experienced by partners like the FQHCs, for more than two decades the County has bridged the gap by funding access to health care for uninsured and underinsured low-income Leon County residents. In coordination and collaboration with local health care partners through the Leon County Health Care Program also known as CareNet, the County contracts annually with Bond, NMC, Apalachee, We Care, and FAMU Pharmacy to provide primary care, dental, mental health, specialty care and pharmaceutical services to those who otherwise would not have access to comprehensive health care services.

As mentioned earlier, Bond and NMC are FQHCs recognized and funded annually by HHS to provide primary, dental, and mental health care services to low-income residents. Apalachee provides inpatient and outpatient mental health services as well as limited primary care services to its mental health patients. A network of volunteer specialty care physicians that provide specialized medical and dental services, known as We Care, provide services to the uninsured and underinsured that cannot be provided by a primary care physician. Patients are referred to We Care for specialty care services which include, but not limited to cardiology, neurology, internal medicine, orthopedic and orthodontic care. FAMU Pharmacy provides coordinated pharmacy services for County residents who receive primary health care services from NMC, and addresses morbidity and mortality of African Americans with Type 2 diabetes through educational programming coordination with Bond and NMC. Through the County's program, partners have provided more than 7,000 visits for primary, dental, and mental health visits; coordinated more than \$1.2 million in donated specialty care from more than 300 doctors; and filled over 2,500 prescriptions valued at more than \$100,000.

The County invests \$1,737,094 annually in the Health Care Program which includes \$1,323,768 directed to the Health Care Competitive Provider Reimbursement Pool (Competitive Pool) and \$413,326 for specialty care and pharmaceutical services (We Care and FAMU Pharmacy, respectively). Through the Competitive Pool, Bond, NMC, and Apalachee are reimbursed for costs incurred to provide health care services to eligible County residents. To be eligible, a patient of Bond, NMC, or Apalachee must be a Leon County resident, 18 years old or older, with a household income of 100% or below the FPL, and uninsured or underinsured. Each provider is reimbursed for services rendered at a rate of \$125 for each primary care or dental visit, and \$80 for each mental health visit. The rates are equivalent to the Medicaid rates for similar doctor's office visits. The County funds case management positions for We Care and the FAMU Pharmacy to assist low-income residents with navigating and receiving specialty care and pharmaceutical services, respectively.

Leon County Annual Investment in Health Care and Leveraging

For FY 2023, Leon County will invest more than \$8.2 million to support health care partners in the community as well as state mandated health care programs. The funds to support these programs are a combination of general revenue and leveraged state and federal funding. As reflected in Table #3, the funding includes \$1.7 million allocated to the Leon Health Care Program as presented previously. Most of the County's investment supports programs that statutorily require County funding including Medicaid; the Health Department; and Baker and Marchman for the voluntary or involuntary evaluation and/or detention of patients suffering from a mental health

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or substance abuse crisis. The Health Care Program is discretionary funding provided above and beyond the statutory requirement. Table #3 illustrates the County's total funding allocation and identifies the programs funded by state mandate and those funded at the County's discretion, as well as the additional dollars leveraged using County funds.

Table #3. Recurring and Leveraged Leon County Investment in Health Care (FY2023)

Programs	Funding
Mandatory	
Medicaid	\$3,094,881
Baker and Marchman Act	\$638,156
Florida Department of Health in Leon County	\$237,345
Discretionary	
Leon County Health Care Program	\$1,737,094
Mental Health Events	\$10,000
Leveraged State and Federal Funding	\$2,500,000
Total	\$8,217,746

Over the past several years County funding has been extremely successful in leveraging additional federal and state funds to enhance health care services for Leon County residents. In FY 2023, \$301,942 of funding from the Health Care Program and \$337,800 of Baker and Marchman Act fund were utilized to secure \$992,202 in federal funding from the State. Additionally, \$150,000 of the Health Care Program funds designated for mental health services are utilized annually to secure an additional \$1.5 million in state funding to Apalachee for the Central Receiving Facility (CRF). The CRF serves as the single point of entry for multiple behavioral health providers in Leon and the surrounding counties. In total for FY 2023, the County secured \$2.5 million in state and federal funding. In the past three years, County investment in health care was leveraged to secure \$7.6 million in state and federal funding. The leveraging of County funds allows the health care partners to increase and enhance its primary and mental health services to low-income, uninsured or underinsured residents.

Recommendation for Continued Improvement of the Leon County Health Care Program Over time, the County has worked with partners to continually approve the Health Care Program which has included establishing the Competitive Reimbursement Pool to ensure the County's funding follows the patients; creating the Behavioral Health Navigator position at the Health Department to raise awareness and promote resources available to address mental health in target neighborhoods; and supporting the leveraging of the County investment to secure additional state and federal funding to serve more residents.

Currently, providers are not reimbursed by the County for diagnostic and ancillary costs such as laboratory and X-ray services. The providers have informed the County that historically all patient visits eligible for primary care reimbursement are for acute illnesses that require diagnostic and ancillary services. As mentioned earlier, Medicaid covers services such as laboratory and X-ray services which the County does not cover. Patients participating in the County's Health Care Program are not charged, and the costs are absorbed by the providers. To address this cost, the providers have requested that the County consider including reimbursement for the cost of diagnostic and ancillary services as an eligible expense.

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Additionally, We Care has requested the County's partnership in its Patient Assistance Fund which provides patient's financial assistance with diagnostic and ancillary services for specialty care services. As mentioned earlier, We Care utilizes a network of volunteer specialty care physicians to provide specialized medical and dental services that cannot be provided by a primary care physician. Although there is no cost incurred by We Care or the patients for the specialty care visit, We Care asserts that they regularly provide financial assistance to patients for lab costs, X-rays, prescribed medications, and transportation. We Care budgets approximately \$30,000 annually for its Patient Assistance fund which is overly utilized and exhausted well before the end of the fiscal year.

Based on the findings of this analysis, it is recommended that the Board consider a strategic initiative to evaluate the current reimbursement structure of the Leon County Health Care Program and identify a revised structure to better reflect the cost for diagnostic and ancillary services such as laboratory and X-ray services to ensure continued access to affordable health care for low-income individuals and families. Should the Board adopt the proposed initiative, working cooperatively with the health care providers and the Health Department, a budget discussion item would be brought back to the Board as part of the FY 2024 budget process to consider increasing the reimbursement rate for primary care visits as part of the County's Competitive Pool and establishing reimbursements for costs (such as lab, x-rays, etc.) incurred by We Care in providing specialty care services. This analysis would also evaluate any possible recommended changes to the County's overall annual Health Care Program funding.

This proposed strategic initiative and action steps will continue to enhance the County's Health Care Program to provide access for uninsured and underinsured residents and ultimately improve health outcomes, including for women and children in the community.

<u>Recommendation</u>: Adopt the following FY 2022 – FY 2026 strategic initiative: Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families.

Leon County Health Trends for Women and Children

As requested by the Board, the County worked with the Health Department which prepared the attached report identifying and analyzing the most common metrics used to assess women and children's health conditions (Attachment #1). The report includes data on early entry into prenatal care, maternal death rate, low birth weight, preterm birth, infant mortality, and sexually transmitted infections such as congenital syphilis. Although most Leon County residents have some form of health care coverage, the County lags other Florida counties in many of the key metrics used to determine women and children's health conditions. As summarized below, the data illustrates that racial disparity in women and children's health between Black women and babies and White women and babies, significantly impacts Leon County's overall numbers.

Early Entry to Prenatal Care – Prenatal care is defined as the health care women receive when they are pregnant. Women who see a health care provider regularly during pregnancy have healthier babies and are less likely to experience pregnancy complications. To achieve the greatest benefit for the mother and baby, health care providers recommend that women

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begin prenatal care visits in the first trimester of pregnancy (early prenatal care). In Leon County, White women and Black women consistently exceed the State rate for early entry into prenatal care with a three-year overall rate of 77.6 between 2019 and 2021 compared to 73.9 for Florida. However, during that same period White women in Leon County had a higher rate of early entry into prenatal care (81.8) when compared to Black women (70.7).

Maternal Death – The World Health Organization defines a maternal death as the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy. During the most recent three-year period (2019 – 2021) there were a total of seven maternal deaths reported in Leon County: two White women and five Black women; in the previous four reporting periods there were no more than three black maternal deaths. In terms of the maternal death rate (per 100,000 live births), Black women were significantly higher at 129.7 compared to 46.4 for White women during the three-year period. The maternal death rates for Black women and White women were higher in Leon County than Florida's rate for both racial groups (60.0 – Black, 17.1 – White).

Low Birth Weight – Low birthweight is defined as a birthweight of less than 2,500 grams (5.5 pounds). Birthweight is one of the strongest predictors of an infant's health and survival. In 2021, the rate of total births that were under 5.5 pounds in Leon County was 10.4 compared to Florida at 8.7. In terms of race, Black babies (15.2) are more likely to have a low birth weight when born in Leon County as compared to White babies at a rate of 6.6. Historically, while the rate for low birth weight of White babies in Leon County has been consistently lower than the rate of White babies in the State (7.1). The rate for low birth weight of Black babies in Leon County exceeded the State the past three reported years (2019 – 2021). In total, in Leon County, 897 babies were born with low birth weight in 2021: 605 Black and 292 White.

Preterm Birth – A preterm birth (i.e. premature birth) is the live birth of a baby with less than 37 weeks of gestation. Births that occur before 37 weeks have a lower chance of survival and a higher chance of short- and long-term health problems when compared to term births (37 - 40 weeks). In Leon County, the rate of preterm births has consistently been higher than the State. In 2021, the preterm birth rate in Leon County was 11.3 compared to Florida at 10.6. In terms of race, Black babies are 70% more likely to be born prematurely than White babies. During this same period, there were 574 Black babies born prematurely compared to 357 White babies born in Leon County.

Infant Mortality – Infant mortality is the death of a live-born baby during the first year of life. Leon County's infant mortality rate is significantly higher than the State's. Infant mortality is measured at a rate of one death before the first birth date for every 1,000 live births. In 2021, the infant mortality rate in Leon County was 9.8 compared to Florida at 5.9. During the most recent three-year period (2019 – 2021) reported, 85 infants died in Leon County prior to their first birthday; 56 were Black (66%) and 20 were White (24%), the remaining 10% were either identified as other race or the race was not identified.

Congenital Syphilis – Syphilis is a sexually transmitted disease that can be transmitted from a pregnant female to an unborn infant. Congenital syphilis is a severe, disabling, and often

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life-threatening infection seen in infants. During the most recent three-year reporting period (2019 – 2021) 16 Black babies were born with congenital syphilis, compared to one (1) White baby. As a result, the congenital syphilis rate in Leon County per 100,000 Syphilis cases was 419.3 for Black infants and 26.8 for White infants. Due to the number of black congenital syphilis births, Leon County's overall rate of 321.3 is significantly higher than the Florida rate of 82.7

While the key metrics for women and children health presented indicate negative trends, there are a wide variety of federal, state, and local resources that exist and are available in the community to help improve women and children's health. As mentioned earlier, pregnant women and children in low-income households are eligible for health care coverage through Medicaid. This provides access to doctor's office visits, hospital stays, laboratory, and X-ray services, transportation, and tobacco cessation programs. Additionally, health care providers such as Bond and NMC offer case management to assist with securing basic needs (e.g. food stamps) and provide immunizations, vision/hearing screening, monthly check-ups for babies. Local human service providers such as 2-1-1 Big Bend provide free ride share through Lyft for transportation to food pantries, job interviews, and health care visits.

Due to the variety of available and existing resources in the community, the overwhelming consensus among health care professionals and advocates is that greater engagement and awareness is required to improve the health outcome for women and children in Leon County. As presented in the following section, there are several organizations and agencies in the community adopting and implementing plans for better engagement and outreach on women and children's health with the support of County investment.

Engagement and Outreach Efforts to Improve Women and Children's Health Outcomes

In order to improve the health of women and children in Leon County, particularly for Black women and babies, health care providers and advocates are focused on increasing public awareness of the community's extensive existing resources. To improve access to these resources, partners such as Healthy Start, the Health Department, and Whole Child Leon have adopted programs, services, and initiatives that are focused on educating and engaging women of childbearing age, pregnant women, and mothers. As described in the following, these agencies are strategic and financial partners with the County and serve as the lead agencies in the outreach efforts.

Capital Area Healthy Start Coalition (Healthy Start)

Healthy Start is the local not-for-profit organization statutorily recognized and designated by the State of Florida to maintain a system of care for prenatal women and infants in Leon and Wakulla counties. The primary goal of Healthy Start is to reduce infant mortality and low birth weight babies. Healthy Start is responsible for evaluating key indicators for women and children's health as presented in the previous section; developing strategies, plans, and approaches for addressing women and children's health outcomes; and coordinating with local partners to implement programs, services, initiatives that educate and engage women to increase access to available resources and improve the overall health outcomes of women and children. As subsequently described, the County partnered continuously with Healthy Start on programs that are deliberate in their efforts to better engage Black women and address key health metrics.

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In 2020, Healthy Start conducted a needs assessment to improve the delivery of service to women of childbearing age, pregnant women, and mothers of infants (Attachment #2). The needs assessment identified four areas for greater focus:

- 1) Access to Care
- 2) Racial Disparities in Health Outcomes
- 3) Maternal Mental Health
- 4) Substance Exposed Newborns

Healthy Start's focus areas align with the key metrics for women and children's health. This led to the creation of Healthy Start's five-year Service Delivery Plan in 2021 (Attachment #3). The Service Delivery Plan established three priority areas (Access to Care; Racial Disparities in Health Outcomes; and Maternal Mental Health and Substance Exposed Newborns) with respective goals, objectives, and action steps. The Service Delivery Plan was approved by the Florida Health Department and is being implemented by Healthy Start through several programs and partnerships.

The Service Delivery Plan identifies opportunities to partner with local stakeholders including the County on programming and events to engage Black mothers, which are being implemented. This includes events at County libraries on importance of safe sleep and the collaboration of County EMS and Healthy Start to conduct free infant CPR classes in the community. Additionally, the County is investing in the Healthy Start program Sister Friends Tallahassee Birthing Project (Sister Friends) through the County and City of Tallahassee's Community Human Services Partnership (CHSP). The program provides support, advice, and limited case management to Black expectant mothers. Sister Friends recruits volunteers to provide pregnant mothers information and advice on healthy pregnancy; navigate and access essential services such as health care coverage, receive healthy foods and meals, and obtain transportation; and attend doctor visits and birthing classes with pregnant mother. Volunteers commit to assist an expecting mother for the duration of her pregnancy and the first year of the baby's life.

Sister Friends is aligned with Birthing Project USA a global African-American maternal and child health program. The immediate goal of Sister Friends is to ensure that Black pregnant women and new mothers are aware and have access to resources that will maintain and/or improve maternal and infant health outcomes. The overall, long-term goal is to reduce infant mortality and low birth weight cases in the community. The program commenced in 2021 and was awarded \$30,000 of CHSP funding over the next two fiscal years (FY 2023 and FY 2024) which was approved by the Board. The funding assists with personnel cost of the Program Manager and Volunteer Coordinator who oversee the Sister Friends Program at Healthy Start.

In addition to Sister Friends, Healthy Start offers to pregnant mothers the Connect Program that provides a one-stop entry point for needed services such as breastfeeding, parenting, and child development courses. This year, Healthy Start will launch a program to engage expecting fathers in the pregnancy, birthing, and child-rearing (0-12 months) process.

Leon County Health Department (Health Department)

As the local arm of the Florida Department of Health, the County Health Department is a critical partner in delivering health care services and conducting outreach efforts to improve women and

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children's health. As mandated by the State, the County provides annual funding to the Health Department in the amount of \$237,345 which includes the provision of family planning services (including birth control and pregnancy testing), Women, Infant, Children (WIC) nutrition program, dental care services for Leon County children, screenings for breast and cervical cancer, and school health services.

As part of its Community Health Improvement Plan, the Health Department identifies maternal and children's health as a health priority and establishes goals for reducing infant mortality. The Health Department in collaboration with Healthy Start has been active in engaging local organizations such as African-American sororities and Black churches to better engage Black women of childbearing age as well as pregnant Black women to improve health outcomes. Activities have included health fair events, media campaigns, infant CPR classes, pre-conception and post-partum trainings, and the distribution of educational materials.

Whole Child Leon

Whole Child Leon is a local not-for-profit that leads several initiatives to coordinate the collaboration of local organizations to address the well-being of children ages 0 to 5 years old including health outcomes for maternal and infant health. The County provides \$38,000 annually to Whole Child Leon which is utilized to support funding positions involved with community outreach and direct referrals to human service agencies. Whole Child Leon is a key partner in the implementation of the Healthy Start's Service Delivery Plan and the Health Department's Community Health Improvement Plan. The organization participates and conducts forums and workshops that highlight the plans to key stakeholders including local governments, businesses, civic groups, and human service agencies. In 2019, Whole Child Leon created the Healthy Infant Partnership to engage agencies, organizations, civic groups, and individuals in a cooperative enterprise to implement strategies to reduce infant mortality in Leon County. Whole Child Leon is focused on reaching out and connecting families of infants and young children to available resources including health care through continued conversation and engagement in the community.

Recommendation for Enhance Partnership with Capital Area Healthy Start Coalition

As presented in the analysis, Healthy Start's Service Delivery Plan is focused on improving women and children's health through greater outreach and engagement which is the overwhelming consensus of health care professionals for addressing health outcomes, particularly for Black women and babies. The Plan identifies several opportunities for partnership with the County through events with the County's Library and EMS Divisions, on improving infant health and safety, which are being implemented. Additionally, the County and City, through CHSP, are investing in the programs such as Sister Friends that are essential to engaging expecting Black mothers and women of childbearing age to improve the health outcomes for Black women and children.

Therefore, it is recommended that the Board adopt a strategic initiative to enhance the County's ongoing partnership with Healthy Start to implement its Services Delivery Plan to improve women and children's health and health care access in Leon County. If this initiative is approved, the County would build on the partnership with Healthy Start by incorporating the Service Delivery Plan into the Leon County Health Care Program that would include referring patients of health care partners (e.g. Bond, NMC, We Care, etc.) to Healthy Start programs and services; County

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representation on the Healthy Start workgroups to implement the Service Delivery Plan; and provide assistance on the recruitment of volunteers through Volunteer Leon for essential engagement programs such as Sister Friends. These efforts are expected to improve the health outcomes for women and children in the community.

Recommendation: Adopt the following FY 2022 – FY 2026 strategic initiative: Enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County.

Conclusion and Summary of Recommendations

As presented in the item, Leon County continues to actively collaborate, coordinate, and engage local partners to provide low-income income, uninsured, and underinsured residents access to critical health care services. Although health care for the underinsured and uninsured is the statutory responsibility of the state and federal governments, at the discretion and direction of the Board, the County's Health Care Program provides access to primary care, dental, mental health, specialty care, and pharmaceutical services required to improve the health outcomes of individuals and families that are not eligible for state and/or federal health care programs. In FY 2023, the County will invest more than \$8.2 million in General Revenue and leveraged Federal/State funds in support of health care. As a result, the County's effort and investment is addressing continued challenges of health care and health outcomes including for women and children.

Although key metrics for women and children's health in Leon County trail other Florida counties, there are a variety of health care coverage resources and health care services available in the community statutorily required and funded by the state and/or federal government. As a result, the overwhelming consensus among health care professionals and advocates is that greater engagement and awareness is required to improve health outcome for women and children in Leon County. Agencies and organizations such as Healthy Start are leading the effort to adopt and implement plans for better engagement and outreach on women and children's health. Leon County is an active partner in these efforts through the coordination of events on safe sleep and infant CPR and investment in programs such as Sister Friends.

Additionally, the County works with partners to continually improve the Health Care Program in order to improve health outcome in the community. Therefore, working with our health care partners to enhance the County's current programs and partnerships, the following new strategic initiatives for FY 2022 – FY 2026 are recommended for adoption by the Board:

• Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families.

If approved, a budget discussion item would be brought back to the Board as part of the FY 2024 budget workshop in June 2023 evaluating a reimbursement structure that would better reflect the current cost of patient care visits for primary care and specialty care and result in greater access to critical health services such as lab work and mammograms. This analysis would also evaluate any possible recommended changes to the County's overall annual Health Care Program funding.

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• Enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County.

If this initiative is approved, the County would build on the partnership with Healthy Start by incorporating the Service Delivery Plan into the Leon County Health Care Program such as referring patients of health care partners (e.g. Bond, NMC, We Care, etc.) to Healthy Start programs and services; County representation on the Healthy Start workgroups to implement the Service Delivery Plan; and assistance on the recruitment of volunteers through Volunteer Leon for essential engagement programs such as Sister Friends which is funded by the County and described further in the item.

Each recommended strategic initiative is presented in greater detail in the Analysis section. If adopted, updates on the proposed strategic initiatives will be provided as part of the biannual strategic plan update presented at the budget workshops and board retreats.

As mentioned earlier, during the Board Retreat, the County's health care partners featured in this item including the Health Department, Bond, NMC, Apalachee, We Care, FAMU Pharmacy, and Healthy Start are scheduled to participate in the presentation of the item to the Board.

Options:

- 1. Adopt the following FY 2022 FY 2026 strategic initiative: Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families.
- 2. Adopt the following FY 2022 FY 2026 strategic initiative: Enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County.
- 3. Do not adopt the strategic initiative to evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families through the Leon County Health Care Program.
- 4. Do not adopt the strategic initiative to enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County.
- 5. Board direction.

Recommendation:

Options #1 and #2

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Attachments:

- 1. Leon County Women and Children Health Data prepared by the Florida Health Department in Leon County
- 2. Capital Area Healthy Start Coalition Needs Assessment
- 3. Capital Area Healthy Start Coalition Five-year Service Delivery Plan

I. Maternal and Child Health

The gross disparities within Leon County continue to be enforced by the trends in perinatal and maternal health when compared to the State. The well-being of mothers, infants and children determines the health of the next generation and can help predict future public health challenges for families, communities, and the healthcare system.

Obese/Overweight Mothers

Women who are overweight or obese while pregnant are more likely to have premature births, babies with birth defects like neural tube defects, or babies who are large for gestational age. These women are more likely to have complications during labor and birth, and their babies are at a higher risk of developing heart disease, diabetes, and obesity later in life.

Data reveals racial differences between black and white mothers who are obese at time of pregnancy, with a rate of 38.8 of black mothers being obese for 2019-21¹ period compared to 24.2 for white mothers. The black rate closely mirrors the state rate. The table provided below shows the count and rate for each group over a five-year period.

Birth to Mothers Who Were Obese at Time of Pregnancy by Race, 3-Year Rolling

			Le	on					
		White		Black					
Data Year	Count	Denom	Rate	Count	Denom	Rate			
2019-21	1,030	4,255	24.2	1,479	3,813	38.8			
2018-20	1,092	4,370	25.0	1,458	3,802	38.3			
2017-19	992	3,945	25.1	1,203	3,229	37.3			
2016-18	808	3,415	23.7	1,058	2,837	37.3			
2015-17	534	2,467	21.6	794	2,208	36.0			

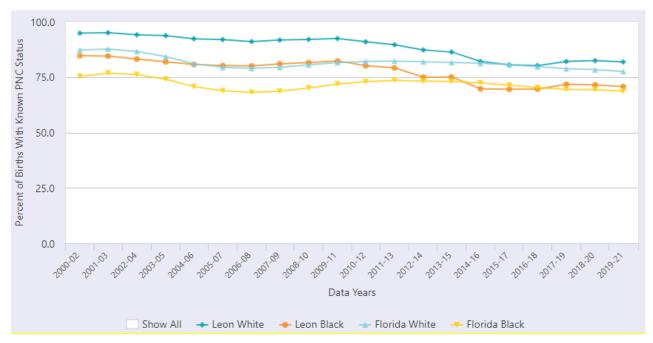
Early Entry into Prenatal Care

Prenatal care is the health care women get when they are pregnant. Women who see a health care provider regularly during pregnancy have healthier babies and are less likely to have pregnancy complications. Prenatal care (PNC) visits provide benefits to both the mother and baby and are used to monitor the progress of a pregnancy. To achieve the greatest benefit for both the mother and baby, it is recommended that women begin PNC visits in the first trimester of pregnancy or as soon as pregnancy is suspected or confirmed. Early PNC allows health care providers to identify potential problems as early as possible so they can be prevented or treated before they become serious.

¹ Three-year rolling rates and counts are used to demonstrate trends and performance over time, and to minimize any skewed year data

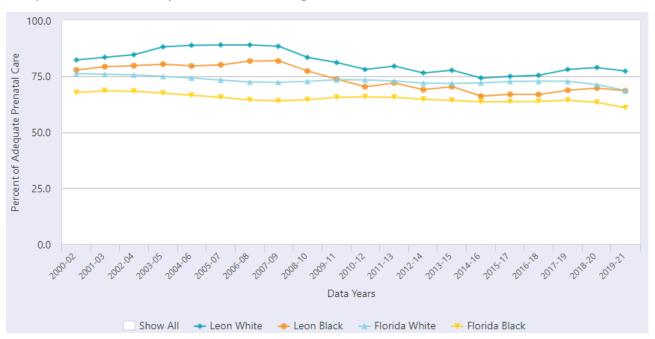
In 2021, in Leon County, the rate of births with known PNC status that were births to mothers with first trimester prenatal care was 77.6 compared to Florida at 73.9. White women had a higher rate (81.8) of early entry into prenatal care when compared to black women at a rate of 70.7.





			Le	on			Florida							
	White Black					White Black								
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate		
2019-21	3,394	4,150	81.8	2,591	3,667	70.7	327,671	422,934	77.5	87,108	127,019	68.6		
2018-20	3,540	4,296	82.4	2,636	3,689	71.5	330,782	422,336	78.3	88,516	127,658	69.3		
2017-19	3,501	4,269	82.0	2,444	3,407	71.7	335,215	425,586	78.8	89,547	128,977	69.4		
2016-18	3,062	3,819	80.2	2,105	3,027	69.5	341,275	428,469	79.6	90,879	129,385	70.2		
2015-17	2,929	3,637	80.5	1,995	2,870	69.5	348,394	432,409	80.6	93,078	130,491	71.3		

A high rate of the mothers in Leon County (73.3) received adequate prenatal care in 2021 when measured by the Kotelchuck Index, the most widely used index that measures when prenatal care began (initiation) and the number of prenatal visits during pregnancy. Racial differences in adequacy of prenatal care are evident as white mothers had an adequate care rate of 77.2 compared to a 68.4 rate among black mothers. Both black and white mothers' level of receiving adequate care has increased over the last few years but the disparities between them has remained the same over this period.



Adequate Prenatal Care by Race, 3-Year Rolling

			Le	on			Florida						
	White Black						White		Black				
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	
2019-21	3,199	4,142	77.2	2,501	3,654	68.4	282,488	412,170	68.5	75,549	124,125	60.9	
2018-20	3,379	4,284	78.9	2,558	3,672	69.7	290,836	408,307	71.2	78,423	123,912	63.3	
2017-19	3,314	4,247	78.0	2,326	3,384	68.7	301,084	414,077	72.7	80,892	125,984	64.2	
2016-18	2,860	3,793	75.4	2,009	3,006	66.8	305,708	420,499	72.7	81,071	127,196	63.7	
2015-17	2,708	3,613	75.0	1,910	2,856	66.9	310,818	427,633	72.7	82,133	129,117	63.6	

Maternal Deaths

The World Health Organization defines a maternal death as the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management but not from accidental or incidental causes.

Complications during pregnancy and childbirth are a leading cause of death and disability among women of reproductive age in developing countries. Using the World Health Organization definition allows comparison of these data with other states, the United States and other countries. The maternal deaths per 100,000 live births represents the risk of maternal death associated with each pregnancy.

In 2021, in Leon County, the rate per 100,000 live births of Maternal Deaths was 80.6 compared to Florida at 27.3.

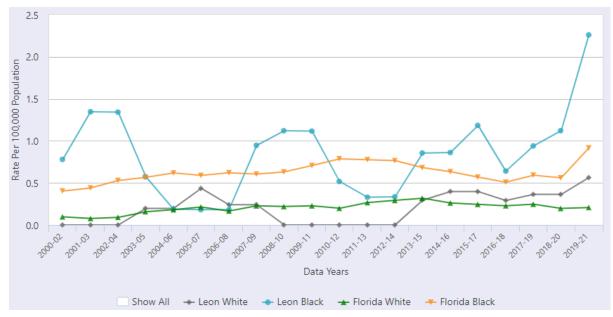




	Leon							Florida							
	White Black				White Black				Black						
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate			
2019-21	2	4,309	46.4	5	3,854	129.7	78	457,109	17.1	84	140,078	60.0			
2018-20	1	4,443	22.5	3	3,889	77.1	70	461,333	15.2	52	142,639	36.5			
2017-19	1	4,629	21.6	3	3,895	77.0	83	471,706	17.6	50	146,523	34.1			
2016-18	2	4,601	43.5	2	3,903	51.2	70	476,246	14.7	39	147,773	26.4			
2015-17	2	4,663	42.9	2	3,952	50.6	73	479,283	15.2	42	148,315	28.3			

The deaths depicted below are due to conditions related to or aggravated by the pregnancy, childbirth, or by the puerperium (maternal causes or obstetric causes). The puerperium is the period of about six weeks after childbirth during which the mother's reproductive organs return to their original nonpregnant condition. Monitoring this indicator is one of the ways of monitoring birth outcomes.

In 2020, the age-adjusted rate per 100,000 population of Deaths From Pregnancy, Childbirth and the Puerperium (All) in Leon County was 1.1 compared to Florida at 0.4.



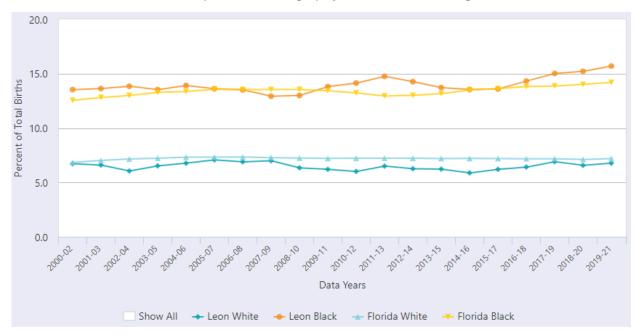
Age-adjusted Deaths from Pregnancy, Childbirth and the Puerperium by Race, 3-Year Rolling

		Le	on		Florida						
	Wh	ite	Bla	ck	Whi	ite	Black				
Data Year	Count Rate		Count	Rate	Count	Rate	Count	Rate			
2019-21	3	0.6	6	2.3	87	0.2	100	0.9			
2018-20	2	0.4	3	1.1	81	0.2	62	0.6			
2017-19	2	0.4	3	0.9	101	0.2	65	0.6			
2016-18	2	0.3	2	0.6	93	0.2	54	0.5			
2015-17	3	0.4	3	1.2	99	0.2	59	0.6			

Low Birth Weight

Low birthweight is defined as birthweight less than 2500 grams (5.5 pounds). Birthweight is one of the strongest predictors of an infant's health and survival. In 2021, in Leon County, the rate of total births that were Live Births Under 2500 Grams (Low Birth Weight) (All) was 10.9 compared to Florida at 8.8.

Looking at racial differences in low-birth-weight babies, black babies are more likely to have a low birth weight when born (Rate of 15.7) when compared to white babies at a rate of 6.8.



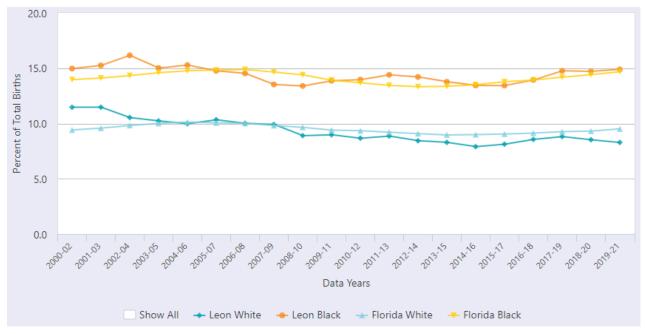
Live Births Under 2500 Grams (Low Birth Weight) by Race, 3-Year Rolling

	Leon							Florida							
	White Black					White Black									
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate			
2019-21	292	4,309	6.8	605	3,854	15.7	32,871	457,109	7.2	19,885	140,078	14.2			
2018-20	292	4,443	6.6	592	3,889	15.2	32,815	461,333	7.1	19,982	142,639	14.0			
2017-19	320	4,629	6.9	585	3,895	15.0	33,849	471,706	7.2	20,315	146,523	13.9			
2016-18	295	4,601	6.4	559	3,903	14.3	34,189	476,246	7.2	20,408	147,773	13.8			
2015-17	289	4,663	6.2	537	3,952	13.6	34,503	479,283	7.2	20,207	148,315	13.6			

Preterm Birth

A preterm birth is the early birth of a live baby, defined as less than 37 weeks of gestation. It may be expressed as a percentage of births. Reaching 37 weeks of gestational age is a measure of success in achieving a full-term pregnancy. Births that occur before 37 weeks gestation (preterm births) have lower chances of survival and higher chances of short- and long-term health problems when compared to term births.

For 2021, in Leon County, the rate of total births that were Preterm Births (less than 37 Weeks Gestation) was 11.3 compared to Florida at 10.6. Looking at major racial differences in prematurity, black babies are 70 percent more likely to be born prematurely than white babies. During this time period a 14.9 percent black prematurity rate compared to 8.3 percent for white babies.



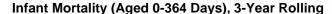
Preterm Births (<37 Weeks Gestation) by Race, 3-Year Rolling

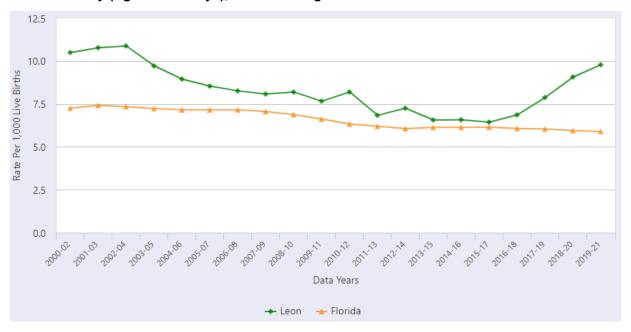
	Leon							Florida							
	White Black				White Black										
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate			
2019-21	357	4,309	8.3	574	3,854	14.9	43,464	457,109	9.5	20,557	140,078	14.7			
2018-20	379	4,443	8.5	572	3,889	14.7	42,966	461,333	9.3	20,566	142,639	14.4			
2017-19	408	4,629	8.8	575	3,895	14.8	43,666	471,706	9.3	20,800	146,523	14.2			
2016-18	394	4,601	8.6	544	3,903	13.9	43,512	476,246	9.1	20,584	147,773	13.9			
2015-17	379	4,663	8.1	531	3,952	13.4	43,361	479,283	9.0	20,425	148,315	13.8			

Infant Deaths

Infant mortality is the death of a live-born baby during the first year of life. The rate is the number of infant deaths per 1,000 live births. Infant mortality and the infant mortality rate reflect the health and well-being of the population's women of reproductive age and their infants as well as the quality of the health care available.

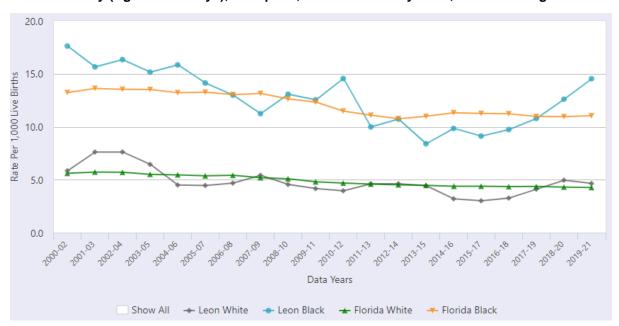
In 2021, in Leon County, the rate per 1,000 live births of Infant Mortality (Aged 0-364 Days) (All) was 9.8 compared to Florida at 5.9.





In the 2019-21 period, 85 infants died in Leon County before their first birthday. Significant and persistent disparities by race are found in Leon County. Both black and white infant mortality rates have increased as a whole, but in the most recent period black mothers were approximately two times (Rate of 14.5) more likely to have an infant die than white mothers (Rate of 4.6).

Infant Mortality (Aged 0-364 Days), Rate per 1,000 Live Births by Race, 3-Year Rolling



			Le	on		Florida							
	White			Black			White			Black			
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	
2019-21	20	4,309	4.6	56	3,854	14.5	1,947	457,109	4.3	1,545	140,078	11.0	
2018-20	22	4,443	5.0	49	3,889	12.6	1,986	461,333	4.3	1,562	142,639	11.0	
2017-19	19	4,629	4.1	42	3,895	10.8	2,055	471,706	4.4	1,607	146,523	11.0	
2016-18	15	4,601	3.3	38	3,903	9.7	2,067	476,246	4.3	1,658	147,773	11.2	
2015-17	14	4,663	3.0	36	3,952	9.1	2,101	479,283	4.4	1,669	148,315	11.3	

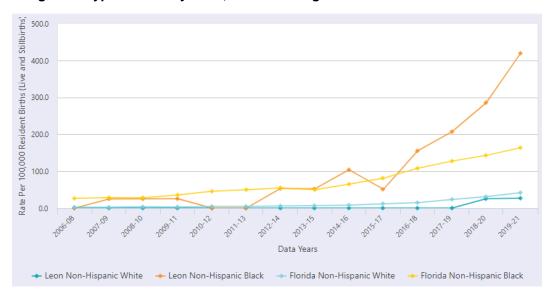
II. Sexually Transmitted Infections (STIs)

The prevention and control of communicable or infectious disease is essential to public health and healthcare. Some communicable diseases, including Syphilis and other sexually transmitted infections have a markedly higher incidence rate in Leon County.

Syphilis is a sexually transmitted disease (STD) caused by the bacterium Treponema pallidum. It has often been called "the great imitator" because so many of the signs and symptoms are indistinguishable from those of other diseases. Syphilis, All Stages includes primary, secondary, early latent, late-latent, syphilis of unknown duration and congenital syphilis. It is important to measure since syphilis can spread to others during these stages; syphilis can be transmitted from a pregnant female to an unborn infant, regardless how long the mother has been infected. In 2021, the rate per 100,000 of Syphilis, All Stages in Leon County was 85.4 compared to Florida at 63.1.

Congenital syphilis is a severe, disabling, and often life-threatening infection seen in infants. A pregnant mother who has syphilis can spread the disease through the placenta to the unborn infant. In 2021, the rate per 100,000 of Syphilis, Congenital in Leon County was 321.3 compared to Florida at 82.7. Black congenital syphilis births (live and stillbirth) are at a higher rate (419.3) when compared to whites at a rate 26.8.

Congenital Syphilis Rate by Race, 3-Year Rolling



			Le	on		Florida							
	Non-H	ispanic V	Vhite	Non-Hispanic Black			Non-H	ispanic V	Vhite	Non-H	Non-Hispanic Black		
Data Year	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	Count	Denom	Rate	
2019-21	1	3737	26.8	16	3816	419.3	111	266341	41.7	222	135775	163.5	
2018-20	1	3914	25.5	11	3854	285.4	84	270639	31	198	138634	142.8	
2017-19	0	4124	0	8	3866	206.9	66	279496	23.6	182	142917	127.3	
2016-18	0	4160	0	6	3874	154.9	42	286222	14.7	156	144551	107.9	
2015-17	0	4224	0	2	3930	50.9	35	293439	11.9	118	145625	81	

III. Covid-19

Please reference the following:

Florida Department of Health Weekly Situation Report: County Overview

Centers for Disease Control and Prevention by County



CAPITAL AREA HEALTHY START COALITION, INC.

NEEDS ASSESSMENT

Debra Dowds, President, Board of Directors

Chris Szorcsik, Executive Director

Submitted to the Florida Department of Health December 2020

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INTRODUCTION AND PURPOSE OF REPORT

INTRODUCTION AND PURPOSE OF THIS REPORT

The Florida Healthy Start legislation of 1991, Section 383.216 Florida Statutes (F.S.), called for the establishment of prenatal and infant health care coalitions. These coalitions were created as public/private partnerships develop and maintain a system of care to ensure adequate and appropriate prenatal and infant care to at-risk women and infants in Florida. This system of care, as further described in Chapter 64F-2 Florida Administrative Code (F.A.C.), is intended to ensure that all women have access to adequate and appropriate prenatal care, and that all infants have access to services that promote healthy growth and development.

Florida legislation prescribed the mission, scope of authority, and accountability of Healthy Start Coalitions. It also defined required and recommended members of the Coalition and outlined certain duties to include the development and monitoring of a service delivery plan for maternal and child health services within our communities.

The Healthy Start program goals are to reduce infant mortality and low birth weight babies. Coalitions' services and activities to meet these goals are guided by data-driven and evidence-based service delivery. Development of this service delivery plan begins with a comprehensive assessment of maternal and child health indicators, as well as risk factors and needs within the service area. Chapter 383.216 (2)(a) F.S., requires Healthy Start Coalitions to perform community assessments "to identify the local need for comprehensive preventive and primary prenatal and infant health care." This assessment is to include a demographic and economic profile of the service area, an estimate of the birth rate and prediction of women with insufficient financial means to cover the pregnancy and delivery costs, and a determination of the groups who may be at-risk of adverse pregnancy outcomes (64F-2.002 F.A.C.).

The Healthy Start initiative was created based on the recognition that biological, environmental, economic, social, and psychosocial factors influence pregnancy and child health outcomes. Continuous identification and assessment of these factors is needed to effectively understand and address their impact on our community's pregnant women and young children. The goal of this needs assessment is to assess these biological, social, psychosocial, economic and environmental issues in our community, as well as identify the prevalence of our poor pregnancy outcomes, high-risk populations, economic costs and trends, from which to determine the priority groups who are at high risk of poor pregnancy outcomes due to socioeconomic/medical factors. The comprehensive needs assessment contained in this report provides the foundation for the direction and development of an effective data-driven and evidenced-based service delivery plan to be completed during this next year.

In this needs assessment report general demographic information regarding Leon and Wakulla counties will be provided to describe these communities; the maternal and child health strengths, gaps and trends from the secondary data will be explained; the targeted high risk areas/populations will be identified; the qualitative data gleaned from the community conversations will be summarized; a resource inventory of the current community programs will be provided; and an explanation of this service delivery area's needs will be presented.



CAPITAL AREA HEALTHY START COALITION

ABOUT THE CAPITAL AREA HEALTHY START COALITION

The Capital Area Healthy Start Coalition (CAHSC) is a 501(c)(3) non-profit corporation set up as a part of Florida's Healthy Start Initiative. The catchment area for CAHSC upon incorporation on February 6, 1992 included Leon, Wakulla, Franklin, Calhoun, and Liberty counties. In 1993 Franklin County merged with Bay and Gulf counties' Coalition and in 2001 Calhoun and Liberty counties merged with Jackson, Holmes. and Washington counties' Coalition. Currently, the CAHSC's catchment area is Leon and Wakulla counties.

CAHSC Board of Directors

The CAHSC Board of Directors is comprised of an active and diverse group of local professionals and community members. The Board currently has nineteen members recruited from Leon and Wakulla counties.. The Executive Committee includes the President, President Elect, Secretary, Treasurer, and the immediate Past President. Officers are elected each year in June and begin serving July 1.

Our Board meets monthly with the exception of July and December. In addition to these ten meetings, they also hold an additional meeting annually for strategical planning and for orientation of new Board members. Board manuals, which are revised yearly, are designed to help Board members understand the role and staffing of the Coalition, community needs and strengths, community partnerships, funding and fiduciary responsibilities, Board Bylaws, and the general responsibilities of the Board.

Our Board has become more active in the community as they support and advocate for the mission and goals of the Healthy Start Coalition. Our mission statement is "A community coalition dedicated to improving the health of infants and their families" which encompasses improving pregnancy outcomes, reducing poor birth outcomes, and the physical, mental, and emotional health of pregnant women, mothers, babies, and their families. Our Board has expanded their subcommittees over the past year and each Board member is on at least one of the committees. Current committees are the Public Policy and Advocacy Committee, Resource and Fund Development Committee, Membership and Governance Committee, and the Community Engagement Committee.

CAHSC 2020-2021 BOARD OF DIRECTORS

	BOARD OF DIRECTORS
Board	Officers
Debra Dowds – President	Torhonda Lee, PHD – Past President
Community Volunteer	Associate Professor, FAMU
ddowds3@gmail.com	torhonda.lee@famu.edu
Audrey Moore – President Elect	Apryl Lynn – Treasurer
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Karen Wendland Dix – Secretary	
Community Volunteer	
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Health Officer, FDOH-Leon County	Administrator, FDOH-Wakulla County
claudia.blackburn@flhealth.gov	padraic.juarez@flhealth.gov
	<u> </u>

CAHSC Staff

The CAHSC employs eight full time staff. Staff include an Executive Director, Administrative Director, Operations and Communications Manager, FIMR Program Coordinator and Outreach Specialist, CI&R Program Supervisor and Outreach Coordinator, two CI&R Intake Specialists and an Administrative Assistant. Staff experience, backgrounds and degrees are diverse and include early child development, mental health counseling, social work, social services, psychology, health services, community education, community services, management, program development, and child protective services.

Needs Assessment Team

CAHSC convened a Needs Assessment Team of key community players, as well as Coalition staff, and board members. Each of these team members brought wide ranging and extremely valuable expertise, insight, and community perspectives to the needs assessment process. CAHSC wishes to thank our many Team members for their participation in conducting this Needs Assessment.

NEEDS ASSESSMENT TEAM		
Name	Association	
Kyra Adams	Leon County Healthy Start	
Courtney Atkins	Whole Child Leon & South City Foundation	
Kacey Brown	Doctoral Student, Florida A & M University	
Dr. Joedrecka Brown Speights	Florida State University	
Claudia Blackburn	Florida Department of Health-Leon County	
Fran Close	Florida A & M University	
Sandy Glazer	Capital Area Healthy Start	
Megan Deichen Hanson	Florida State University	
Jessica De Leon	Florida State University	
Debra Dowds	Capital Area Healthy Start Board of Directors	
Samantha Goldfarb	Florida State University	
Jackie Hanners	Medical Student, Florida State University	
Dr. Torhonda Lee	Florida A & M University	
Jalaycia Lewis	Student, Florida State University	

Greater Frenchtown Revitalization Council
Wakulla Pregnancy Center
Florida Department of Health-Leon County
Capital Area Healthy Start
Florida Department of Health-Leon County
Florida Department of Health-Leon County
Florida Department of Health-Wakulla County
Florida Perinatal Quality Collaborative & Florida State University

CAHSC PROGRAMS, COMMUNITY INITIATIVES, AND COMMUNITY INVOLVEMENT

Programs

The Capital Area Healthy Start Coalition (CAHSC) is dedicated to improving the health of pregnant women, infants, and their families. In addition to the FIMR project, we provide community outreach and education on maternal, child, and infant health related issues. We also coordinate the Coordinated Intake and Referral (CI&R) program for pregnant women and infants and oversee the Healthy Start home visiting programs in Leon and Wakulla counties.

Coordinated Intake and Referral (CI&R)

CI&R, also known as the Connect Program, is the Coalition's newest initiative. All pregnant women, infants from birth to age 3, and women who recently had a pregnancy loss or an infant not under their care are eligible to participate. One way of referral into the program is from medical providers and birthing hospitals after pregnant women and mothers of newborns complete the universal prenatal and infant risk screens. Pregnant women and parents/guardians of infants up to age 3 can also self-refer into the program; community agency referrals are accepted as well. An Intake Specialist contacts the women and parents, assesses the mothers' and infants' risks and needs, and offers resources, which often include a referral to local home visiting programs. The goal is to make sure that mothers and infants receive the best services that meet their needs while eliminating duplication of services.

Healthy Start Home Visiting Program

The Healthy Start Home Visiting program provides services and support needed by pregnant women to have a healthy pregnancy and healthy baby. By Florida Statute, every pregnant woman in Florida is

offered a Prenatal Risk Screen at her first prenatal care appointment. This screen helps us identify any risks that could negatively affect the mother and the baby. Healthy Start also provides home visiting services to infants and their parent(s) or guardians. Every newborn baby is screened for risks at birth which helps further to identify risks.

Healthy Start home visiting services are free of charge to all pregnant women and infants (birth to age three). Some of the services include pregnancy health education, nutrition education, childbirth preparation, breastfeeding education and support, new baby care, parenting education and support, help to quit smoking, stress management and emotional support, general support, and community referrals

Our Healthy Start care coordinators work individually with mothers to determine the right support and services needed to ensure a healthy pregnancy, healthy birth, and healthy baby. Healthy Start also provides home visiting services and support interconceptionally to women who recently had a pregnancy loss or have given birth but are not the caregivers for their infant. Our Leon County care coordinators have a minimum of a bachelor's degree, with several having master's degrees. In Wakulla County, both care coordinators are nurses.

Capital Area Fetal and Infant Mortality Review (FIMR) Project

The CAHSC facilitates the FIMR Project in its efforts to identify factors that contribute to our fetal and infant losses in Leon and Wakulla counties. A minimum of twenty-seven cases are reviewed each year. CAHSC also reviewed losses that occurred in Jefferson, Madison, and Taylor counties in 2014-2017 when funding was available. The knowledge gained through the FIMR process helps CAHSC focus its resources and efforts to reduce fetal and infant mortality. We aim to serve the community by using these tragic experiences to improve maternal and child health policies and practices.

FIMR Case Review Team (CRT)

The FIMR CRT is critical to the overall success of the FIMR project. Our CRT is comprised of representatives from healthcare, public health, social services, academic, government, community agencies, and other individuals who volunteer their time. Their role is to review and analyze the information collected from medical and social services records, interviews, and other records as presented during FIMR meetings, and to provide recommendations to improve the community's service delivery systems and resources. Sixty community members participated in at least one of our eleven CRT meetings to review 2019 death cases.

FIMR Community Action Team (CAT)

The FIMR CAT is charged with developing new and creative solutions to improve services and resources for families from the recommendations made by the CRT. They are also charged with enhancing the visibility of issues related to parents, infants, and families by informing the community about the needs for the action and the identified solutions and providing them with the tools that may be needed. CAT

members work with the community to provide education and to implement interventions to improve the health and well-being of mothers, babies, and families in our community. In fiscal year 2019-20, twenty-two community members participated in at least one of the four CAT meetings.

Community Initiatives

Outreach and Education. Our Outreach staff attend community events and share information about the importance of being healthy before, during, and after pregnancy.

Kicks Count Refrigerator Magnets. Refrigerator magnets reminding pregnant women to count kicks, and showing how to count kicks, were designed and produced as a result of FIMR recommendations. These magnets are provided to prenatal care providers, to pregnant women in Healthy Start, and are distributed at local health fairs.

Who Will Be Your Baby's Doctor? Pamphlet Expectant mothers should choose a pediatrician for their infant prior to birth. The Coalition prepares a pamphlet listing all pediatricians and medical providers who enroll infants as their patients to help mothers make an informed choice. This pamphlet is provided to local prenatal providers, CI&R participants, Healthy Start participants, and the general community and is updated regularly.

Capital Area Breastfeeding Coalition. The Breastfeeding Coalition is under the umbrella of the CAHSC. The Breastfeeding Coalition supports breastfeeding efforts locally by promoting breastfeeding through health fairs, awareness events, and by working directly with pregnant women and new mothers.

Bereavement. The FIMR program sends a letter of condolence and a list of bereavement resources to mothers who have experienced an infant or fetal loss.

Walk to Remember. CAHSC hosts the Walk to Remember event to support families who have experienced the loss of a pregnancy or infant and promote public awareness of the issue of infant loss. At each yearly event, participants have the opportunity to meet with bereavement counselors, interact with other families who had a loss, create remembrance quilt squares, attend a non-denominational remembrance ceremony, and participate in a candlelit walk around Lake Ella. This yearly event is typically held in October, which has also been designated as the National SIDS, Pregnancy, and Infant Loss Awareness month. The 18th Annual Walk was held virtually on October 8, 2020.

Free Infant CPR classes. Another initiative the Coalition facilitated as a result of recommendations from the FIMR Team and the Community Action Team is to provide free Infant CPR classes in partnership with Leon Emergency Management Services. To date, a total of fifteen classes have been held in which 320 new parents and caregivers in our community were trained in Infant CPR.

Traveling Crib Safe Sleep Project. In 2017, we launched the Traveling Crib Initiative to educate the community on the fact that babies are safest when they sleep Alone, on their Backs, and in a safe Crib. The Traveling Crib has been displayed in businesses, local libraries, daycare centers, housing

developments, medical facilities, and other community buildings where parents and caregivers are likely to visit.

Pack n' Play distribution. When funding allows, CAHSC provides Pack n' Plays to new parents who do not have a safe place for their babies to sleep. The Pack n' Plays are provided to Healthy Start participants in need as well as to new moms referred to the Coalition by other community agencies.

Infant Car Seat distribution. Our Coalition continues to provide car seats to new parents in need as funding allows.

Maternal and Child Health committee. The CAHSC facilitates monthly community wide meetings to improve the health and well-being of mother and babies. The inaugural meeting of this group was held on May 19, 2020.

<u>CAHSC Community Involvement.</u> The CAHSC is very active in the community, participating in meetings, initiatives, and projects, and partners with area agencies that work to improve the conditions of pregnant women, mothers, infants, and families. Some of our many ongoing partnerships and participate include:

Local Boards. CAHSC staff serve as Board members on the Whole Child Leon Board, the Leon County Transportation Disadvantaged Board, and the Wakulla Leon County Transportation Disadvantaged Board.

Meetings and committees. Breastfeeding Policy Group, Maternal and Child Health Equity committee, FDOH-Leon's CHIP Team, Professional Networking Team, Leon County Interagency Meeting, United Partners for Human Services, Institute for Innovation and Excellence are some of the ongoing meetings that CAHSC staff attend.

Agency Partnerships. CAHSC partners with many local organizations to address local MCH issues, including Tallahassee Memorial Healthcare, WIC, Leon County School Teen Parenting Program, Early Learning Coalition, Healthy Families, Guardian Ad Litem, Chi Theta Zeta Sorority, Storks Nest, Wakulla Pregnancy Center, Whole Child Leon, Early Steps, Florida Behavioral Health Association, and March of Dimes.



LOCAL DATA

METHODOLOGY

Data summaries were prepared to provide extensive information relative to the catchment area demographics, maternal and child health indicators, and risk factors for poor pregnancy outcomes from which to assess how social determinants of health have impacted birth outcomes in Wakulla and Leon counties. The Coalition planned focus groups for the Spring of 2020 to add primary qualitative data, but due to COVID-19 had to cancel those focus groups. Instead, individual interviews were conducted in both Leon and Wakulla Counties. Healthy Start clients were contacted by phone and asked open-ended questions about what they see as risks and needs. Healthy Start care coordinators and professional community partners were also interviewed about needs they see that affect moms, babies, and families in their communities. These interviews were supplemented with key stakeholder interviews which were conducted in the Spring of 2020. The primary and secondary data were combined and analyzed to provide the foundation for a comprehensive assessment of Leon and Wakulla counties' maternal and child health conditions.

The Needs Assessment was presented to key community stakeholders at a meeting in November 2020. After the presentation of the Needs Assessment, a draft was made available through the Coalition website for community input. After receiving this valuable input, the Needs Assessment was finalized.

Secondary Quantitative Data

The primary source of secondary data was Florida CHARTS. Other sources of secondary data include:

- Healthy Start Reports (online)
 - Healthy Start Infant Screens & Screening Results
 - Healthy Start Prenatal Screens & Screening Results
- CAHSC FIMR Project Reports
- Vital Statistics Annual Reports
- U.S. Census Bureau State and County Quick Facts (online)
- County Health Rankings & Roadmaps (online)
- Local Community Publications
 - Tallahassee Memorial Needs Assessment September 2009
 - Leon County/City of Tallahassee Community Human Services Partnership Needs
 Assessment November 2019
 - Children's Services Council Steering Committee Recommendations December 2019
 - Department of Health Leon County Community Health Assessment September 2019
 - Department of Health Wakulla County Community Health Assessment 2017

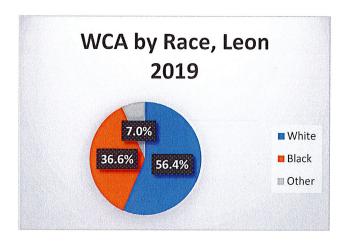
QUANTITATIVE RESULTS

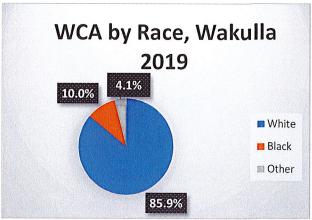
Characteristics of the Coalition Area

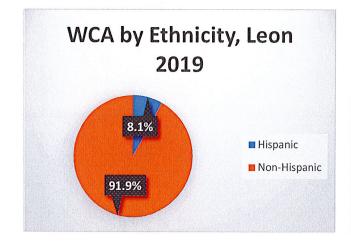
Leon and Wakulla Counties are located in the Big Bend area of the Florida Panhandle. Leon County is the economic and medical center hub for a six-county region and has a landmass of 667 square miles. Tallahassee is Florida's capital and the largest city in the region. Wakulla County has a landmass of 607 square miles and is a rural county. Crawfordville is the county seat.

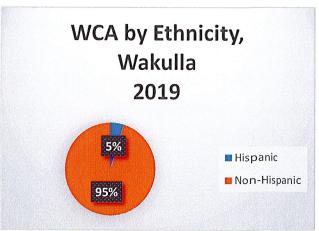
The total population of both Leon and Wakulla Counties has been gradually increasing over the past five years, with an average total population of 287,588 in Leon County, and 31,765 in Wakulla County. The same holds true with women of childbearing age (15-44) with an average of 76,255 women in Leon County and 5,280 women in Wakulla County.

The racial breakdown of women of childbearing age (WCA) in Leon County in 2019 was 56.4% White, 36.6% Black, and 7% Other while the statewide distribution was 72.3% White, 20.7% Black and 7% Other. In Wakulla County the 2019 breakdown was 85.9% White, 10% Black and 4.1% Other. In Leon County 8.1% of WCA were Hispanic while 5% were Hispanic in Wakulla County. In Florida 30% of women of childbearing age were Hispanic.



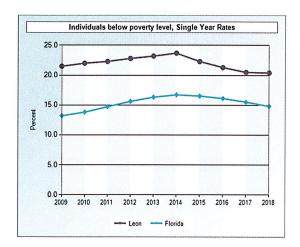


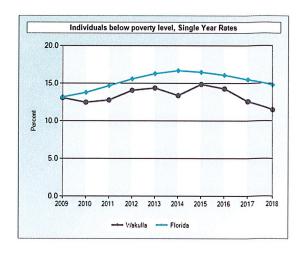




Poverty

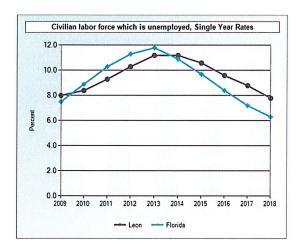
Poverty has short term and long-lasting effects on mothers and their children that negatively impact physical health, socio-emotional development, and educational achievement. In the short term, mothers living in poverty have a higher likelihood of "unplanned pregnancies, reduced access to prenatal care, higher rates of smoking and obesity, and worse overall health." Longer lasting effects of mothers living in poverty are the exposure to stress, violence and environmental hazards that are passed on to their children. (Policy Brief: Reducing Income Inequity to Advance Health, July 2018, Washington Physicians for Social Responsibility). While the rate of Leon County residents whose income fell below the federal poverty level steadily decreased the last four years after increasing between 2009 and 2014, more Leon County residents have consistently remained below the federal poverty level than the State average. In Wakulla County, the rates for people with incomes below the federal poverty level consistently remained below the statewide rates and have also decreased in the last four years.

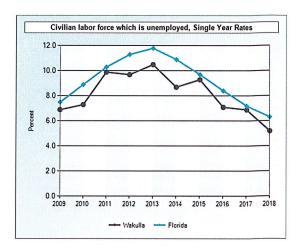




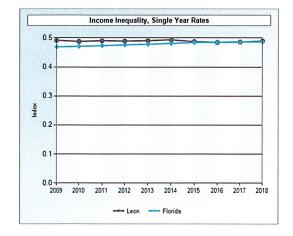
Employment and Income

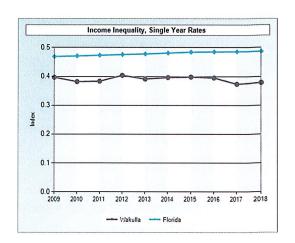
Employment and adequate wages are the cornerstone to economic security. For Leon County, the median household income, while slowly increasing between 2009 (\$42,889) and 2018 (\$51,201), has remained below the State median income (\$47,450 in 2009 to \$53,267 in 2018), indicating economic insecurity for many Leon County residents. Wakulla County's median household income is above the State median income and has also increased during the same timeframe (\$52,353 in 2009 to \$62,778 in 2018). The unemployment rates in Leon County have also continually decreased during the last four years but, with a rate of 7.8% in 2018, remains higher than the State unemployment rate of 6.3% in 2018. Wakulla County's unemployment rates have consistently remained below the State rates during the last ten years, with a most recent rate of unemployment in 2018 of 5%.





Income inequity reflects the disparity in income between sectors of our population. The income inequality charts below show the distributions of household income using an index that ranges from 0 to 1, where zero indicates a perfect distribution of income where everyone receives an equal share, and one indicates an imperfect distribution of income where only one or a group of recipients receive all the income. As shown in the charts, neither Leon nor Wakulla counties have the desired income distribution. Leon County closely mirrors the statewide average income inequity at around .5, while Wakulla County consistently scores better with more income equity than the State as a whole or Leon County.





Insurance

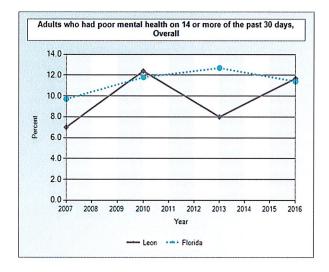
The percentage of individuals in our two counties who have health insurance is higher than the State average. Even though our uninsured rate is less than the State rate, 8.2% of the of the population in Leon County means that more than 23,500 individuals are uninsured with another 2,850 uninsured in

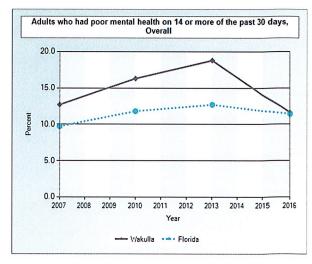
Wakulla County in 2018. Due to the coronavirus and higher unemployment in our areas at present, the number of uninsured has most likely increased. Additionally, many of the insured may be underinsured with policies that do not adequately cover healthcare costs.

Health Insurance Coverage - 2018 Data									
Leon Wakulla Sta									
Has health insurance coverage	91.80%	91.00%	86.50%						
Private insurance	76.60%	72.10%	61.50%						
Public health insurance	25.90%	33.30%	36.90%						
Uninsured	8.20%	9.00%	13.50%						

Mental Health

Mental health is an important part of overall health and well-being, including emotional, psychological, and social well-being. The 2016 Behavioral Risk Factor Surveillance Survey revealed that 11.7% of Lean county adults and 11.6% of Wakulla county adults had poor mental health on at least half of the past 30 days. Statewide, this percentage was reported to be 11.4%. This number is highly unstable largely due to the smaller number of respondents to the survey in each county.





Housing

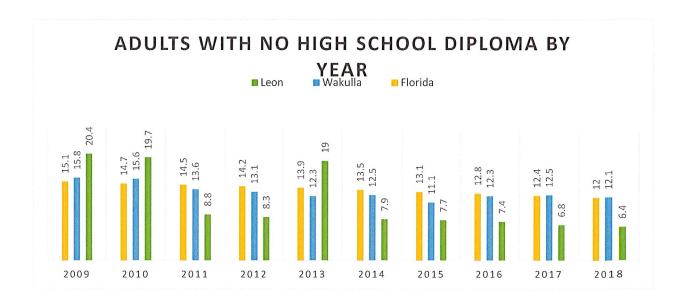
Lack of adequate housing can also be severely detrimental to health. The 2020 County Health Rankings revealed that the 22% of households in Leon county had at least 1 of 4 housing problems (overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities) as did 12% in Wakulla county. The statewide percentage of households with identified housing problems in Florida was 20%.

Transportation

Data from US Census Bureau, American Community Survey (5-year estimates) indicate that 6.4% of Leon county and 3.1% of Wakulla county households did not have access to a car (2014-2018). That number was 6.5% statewide.

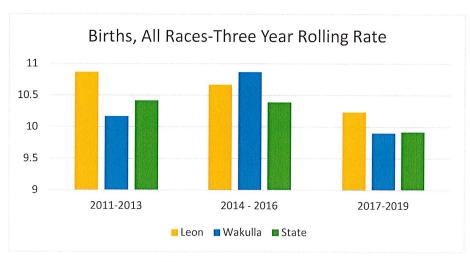
Education

The percentage of adults 25 years and older without a high school diploma has remained fairly stable at 12-15% statewide over the past 10 years. Leon County's rate of less than a high school diploma has decreased over the past five years to a low of 6.4% in 2018, while Wakulla County's rate more closely mirrors the statewide average and has also remained fairly consistently between 12 and 15 percent.



Resident Births

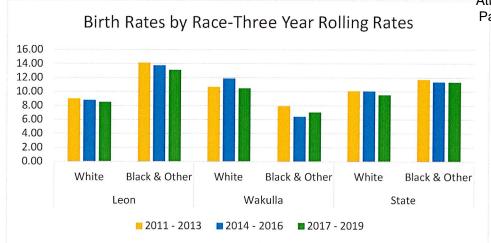
The broadest measure in the Florida Birth Query System (part of FloridaCHARTS: Community Health Assessment Resource Tool Set, Florida Department of Health, Office of Planning, Evaluation, and Data Analysis) when referring to births is total resident births. All other birth measures are subsets of the total births. Resident births are determined by the mother's county of residence, not the county where the birth took place.



	2011-2013	2014-2016	2017-2019
Leon	10.9	10.7	10.2
Wakulla	10.2	10.9	9.9
State	10.4	10.4	9.9

From 2011 to 2019, the number of births in Leon County decreased from 10.87 per 1,000 population to 10.23 per 1,000 population. Leon County births were above the State averages in all three time periods. Wakulla County saw an increase in births from 2011 to 2016 but had a decrease in rates from 2016 to 2019.

There was a higher rate of Black and Other births than White in Leon County and in the State from 2011 – 2019. In contrast, Wakulla County saw a lower number of Black births per 1000 population than White.



	2011-2013		201	4-2016	2017-2019		
	Black &			Black &		Black &	
	White	Other	White	Other	White	Other	
Leon	9.0	14.1	8.8	13.7	8.5	13.1	
Wakulla	10.7	7.9	11.9	6.4	10.5	7.03	
State	10.1	11.7	10.1	11.4	9.5	11.3	

Infant Mortality

FloridaCHARTS defines infant mortality as the death of an infant within the first 364 days of life. The rate is calculated by the number of infant deaths per 1,000 live births. The death of an infant is considered to be a sentinel event in a community because it reflects the level of health, well-being, and quality of life of that community. It also provides a measure of the quality and access to health care, maternal health status, education, and socioeconomic conditions. Factors that contribute to infant mortality include maternal pre-pregnancy health and presence of chronic health conditions, obesity, alcohol and drug use, smoking during pregnancy and a baby's exposure to second-hand smoke, maternal or infant infection, complications of pregnancy, chronic stress, birth defects, multiple gestation, sudden infant death syndrome (SIDS), and unsafe sleep environment.

The following tables show the single year number of infant deaths and the Infant Mortality Rate for the counties and State. A benefit of including actual numbers of death is to show that a small county like Wakulla can have a fluctuation of additional infant deaths in a single year that causes the mortality rate to rise substantially.

Single Year Number of Infant Deaths									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Leon	18	28	16	22	22	16	21	25	25
Wakulla	2	0	3	1	3	0	0	5	4
State	1,372	1,285	1,318	1,327	1,400	1,380	1,355	1,334	1,328

Single Year Infant Mortality Rates									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Leon	5.9	9.3	5.3	7.1	7.2	5.4	6.7	8.6	8.4
Wakulla	6.6	.0	9.8	3.0	8.9	.0	.0	14.8	13.0
State	14.2	11.4	6.7	7.0	7.7	6.8	6.8	7	7.4

Using a rolling three-year rate presents a somewhat different picture than that of the single year rates.

Infant Mortality Rates - Three Year Rolling								
	2011-2013	2014-2016	2017-2019					
Leon	6.8	6.6	7.9					
Wakulla	5.5	4.0	9.3					
State	10.8	7.2	7.0					

Infant mortality is comprised of two components: neonatal mortality and post-neonatal mortality.

Neonatal Mortality

FloridaCHARTS defines neonatal mortality as an infant death that occurs in the first 27 days of an infant's life. The neonatal mortality rate is the number of neonatal deaths per 1,000 live births. Neonatal mortality reflects the health and well-being of women of reproductive age and their infants, as well as the quality of the health care available. Neonatal mortality is generally associated with risk factors and issues related to pregnancy and birth. Those factors include prematurity (birth before 37 completed weeks of gestation), low-birthweight (birth weight less than 2500 grams or 5 pounds 8 ounces), very low-birthweight (birth weight of less than 1,500 grams or 3 pounds 4 ounces), birth defects, maternal complications of pregnancy or labor and delivery, and complications of the placenta and cord. A large proportion of infant mortality often occurs in the neonatal period.

The charts below show single year numbers of neonatal deaths from 2011 – 2019 compared to the rolling three-year average Neonatal Mortality Rates for the periods of 2011-2013, 2014-2016 and 2017-2019.

Single Year Number of Neonatal Deaths										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Leon	11	18	12	14	12	10	14	17	11	
Wakulla	1		3	1	2			3	1	
State	915	826	859	893	984	929	900	892	924	

	Neonatal Mortality - Three Year Rolling Rate								
	2011-2013 2014-2016 2017-2019								
Leon	4.5	3.9	4.7						
Wakulla	4.4	3.0	4.1						
State	7.7	4.2	4.6						

Post-Neonatal Mortality

FloridaCHARTS defines a post-neonatal death as an infant death that occurs between days 28 and 364 of life. The post-neonatal mortality rate is the number of infant deaths in the post-neonatal period per 1,000 live births. As with neonatal mortality, post-neonatal mortality reflects the health and well-being of women of reproductive age and their infants, as well as the quality of the health care available. Post-neonatal mortality is generally associated with risk factors and issues related to infant health such as safe sleep, injury prevention, and infection.

The tables below show the single year number of post-neonatal deaths in comparison to the three-year rolling rate.

	Single Year Number of Post - Neonatal Deaths								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Leon	7	10	4	8	10	6	7	8	14
Wakulla	1				1			2	3
State	457	459	459	434	416	451	455	442	404

Post-Neonatal Mortality - Three Year Rolling Rate								
2011-2013 2014-2016 2017-2019								
Leon	2.3	3.9	4.7					
Wakulla	1.1	1	5.2					
State	3.1	2.9	2.5					

The post-neonatal rates for both counties increased from 2011 to 2019, where the State rates decreased slightly.

Fetal Mortality

Fetal mortality, or stillbirth, refers to the death of an unborn infant occurring after the 20th week of pregnancy, which distinguishes it from a miscarriage. In the United States, that definition is expanded to include the absence of breathing, heart rate, pulsation of the umbilical cord, or clear movements of the voluntary muscles. The fetal mortality rate is calculated by the number of stillbirths per 1,000 live births, plus fetal deaths. Factors related to stillbirth include obesity, maternal age of more than 40 years, and pregnancy complications such as preeclampsia, gestational diabetes, infection, placental abruption, and prolapsed cord.

Below is a comparison of single year number of fetal deaths and the three-year rolling average.

-	Single Year Number of Fetal Deaths								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Leon	23	29	19	24	13	21	14	26	9
Wakulia	2		3		1	1	4	1	4
State	1,558	1,530	1,533	1,576	1,541	1,548	1,553	1,495	1,515

F	Fetal Death Rates - Three Year Rolling Average									
	2011-2013 2014-2016 2017-2019									
Leon	7.8	6.3	5.4							
Wakulla	5.4	1.9	9.4							
State	9.1	7.0	2.5							

Leon County has seen a decrease in fetal deaths, whereas Wakulla saw a decrease from 2011 – 2016, but an increase in 2017. The State saw a significant decrease.

Sudden Infant Death Syndrome (SIDS)

SIDS is the leading cause of death for all infants between one and 12 months of life. The SIDS rate is the number of SIDS deaths per 100,000 resident births. SIDS is the sudden death of an infant in the first year of life that remains unexplained after completion of an autopsy that includes toxicology and metabolic testing, an investigation of the death scene, and a review of the baby's health history. If any of these three steps are not conducted a SIDS diagnosis should not be made.

Sudder	Sudden Infant Death Syndrome - Three Year Rolling Rates										
	2011-2013	2014-2016	2017-2019								
Leon	0.2	0.5	0.4								
Wakulla	0.0	1.0	1.0								
State	0.6	0.6	0.6								

Leon County saw an increase in SIDS deaths from 2011 - 2016, and a slight decrease in the 2017 - 2019 rate. Wakulla County had an increase in rates from the 2011 - 2013 rate to the 2014 - 2016 rate but remained the same for the 2017 - 2019 timeframe. The State rate remained steady for these timeframes.

The Health Status Summary for individual counties from FloridaCHARTS shows trends for several pertinent indicators such as the infant, neonatal, post-neonatal, and fetal mortality rates. Trends are calculated only for indicators where there are 12 or more years of data. The rates are tested statistically, and results that are statistically significant indicate, with 95% confidence, that the increase or decrease in the indicator is real and not due to random fluctuation. When the results of statistical tests are not significant, there is no trend and any increase or decrease in rates could be due to random fluctuation.

The County Health Status Summary also ranks counties on various indicators. The counties are ordered from the lowest percentage or rate (most favorable) to the highest (least favorable) ranking on an indicator. The ranked list of counties is then divided into four equal-sized groups or quartiles. The lowest quartile (1) of counties designates the best ranking on an indicator (75% of counties did less well on the indicator) and the highest quartile (4) designates the lowest ranking on an indicator (75% of counties did better on the indicator). The second and third quartiles designate an average ranking on the indicator.

In the 2019 Health Status Summary for Leon County, there was no trend in the infant, neonatal, post-neonatal, or fetal mortality rates. The neonatal mortality rate moved down from the second quartile in 2016 to the third quartile in 2019. The infant mortality and post-neonatal mortality rates remained in the third quartile, while the fetal mortality rate remained in the second quartile (both second and third quartiles are the middle, or average, quartiles).

In the 2019 Wakulla County Health Status Summary there was no trend in the infant, neonatal, post-neonatal, or fetal mortality rates. The infant, post-neonatal and fetal mortality rates moved down from the first quartile in 2016 to the fourth quartile in 2019. The neonatal mortality rate moved down from the first quartile to the second quartile.

Racial Disparity

Historically, infant mortality in the United States and Florida has been higher in the Black community than the White. Racial disparity was identified as an issue in the previous Service Delivery Plan.

The following table compares the 2011-2013, 2014-2016 and 2017-2019 rolling three-year average infant mortality rate by race for Leon and Wakulla Counties, and the State.

	Infant Mortality Rate by Race – Three Year Rolling Rate													
		2011	-2013		2014 - 2016					2017-	2019			
	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total		
Leon	6.4	10.0	5.2	6.8	3.2	9.8	13.0	6.6	4.1	10.8	20.9	7.9		
Wakulla	4.9	8.6		5.3	3.3	10.2		3.9	8.3	22.2		9.4		
State	4.6 11.1 6.9 6.2 4.4 11.3 8.1 6.1 4.4 11.0 7.4								7.4	6.0				

For the years 2017 – 2019 the rolling three-year average infant mortality rates by race show Black infant mortality is approximately two and one-half times that of the White rate.

Neonatal Mortality Rate by Race - Three Year Rolling Rate											
	2011 -	2013	2014	- 2016	2017 - 2019						
	White	Black White Black		Black	White	Black					
Leon	3.4	6.2	2.3	6.2	1.9	6.0					
Wakulla	3.8	9.5	2.2	11.1	3.5	9.0					
State	6.5	9.5	3.5	7.1	3.8	8.1					

In Leon County, the Black neonatal mortality rate decreased slightly for the period of 2017-2019, however the gap increased. In Wakulla County, the Black neonatal mortality rate is 2.5 times the White rate for 2017-2019.

Post-ne	Post-neonatal Death Rates by Race - Three Year Rolling Rates											
	2011 -	2013	2014-	2016	2017-	2019						
	White	Black	White	Black	White	Black						
Leon	1.3	3.8	0.8	3.6	2.2	4.8						
Wakulla	1.3	0.0	1.1	0.0	4.8	9.0						
State	2.2	3.6	1.9	7.5	1.8	5.7						

In 2017- 2019, the Black post-neonatal rate was more than twice that of the White rate in Leon County and Wakulla County. This was in contrast to the State rate, where the Black post-neonatal mortality rate was approximately three times that for Whites.

The following table compares the rolling three-year average fetal mortality rate by race for the years 2011-2013, 2014-2016 and 2017-2019.

			Fetal	Mortalit	y Rates by	Race - T	hree Year	Rolling F	Rates			
		2011	-2013		2014-2016				2017-2019			
	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total
Leon	4	12.8	6.8	7.8	4.9	8.5	3.7	6.3	3.9	6.6	10.3	7
Wakulla	4.9	8.5	7.7	5.3	2.2	-	-	1.9	10.6	-	_	9.3
State	5.5	12.4	6.4	7.2	5.3	12.2	6.7	6.9	5.2	11.7	6	6.8

Racial disparity continued to be an issue in 2017-2019. In Leon County, despite a decrease from 2014-2016, the Black fetal mortality rate was approximately two times that of the White rate. In Wakulla County, the White fetal mortality rate was greater than that of the Black rate. The racial disparity in the State and in Leon County was approximately the same.

The following table compares the SIDS mortality rate by race for the rolling three-year average for the years 2011-2013. 2014-2016 and 2017-2019.

SID	SIDS Mortality Rate by Race - Three Year Rolling Rate											
	2011	-2013	2014-	2016	2017-	2019						
	White	Black	White	Black	White	Black						
Leon	0.2	0.3	-	0.8	0.4	0.5						
Wakulla	-	-	1.1	-	3.6	-						
State	0.6	0.7	0.7	1.0	0.5	1.3						

In Leon County, the 2017-2019 rolling three-year average White SIDS mortality rate increased to .4 while the rate for Black babies decreased slightly from the rate in 2014-2016. In Wakulla County, the 2017-2019 rate for Black babies remained at 0.0 and the White rate increased by approximately 4 times. The State rate decreased for White SIDS deaths and increased for Black SIDS deaths.

Risk Factors

Risk factors for infant mortality are related to gestational age at delivery and birth weight. These factors are prematurity, low-birthweight, and very low-birthweight.

Prematurity

A premature or preterm baby is one who is born before 37 weeks of completed gestation. Risk factors for premature birth include mothers who delivered preterm in a previous pregnancy, mothers carrying

more than one infant (twins, triplets, etc.), and mothers with uterine and cervical anomalies. Other factors related to delivery of preterm babies include birth defects, maternal chronic health problems, such as pre-existing diabetes and hypertension, use of tobacco, alcohol, and drugs during pregnancy, maternal and/or fetal infections, inadequate maternal weight gain, maternal age less than 17 years or older than 35 years, and maternal race being Black. Severe and/or chronic stress plays a role as well by setting off a cascade of inflammatory hormones that cause the uterus to contract. Black women experience chronic stress related to racism, but there are other factors that have been identified as contributory to the higher Black preterm births. These other factors include differences in the quality of care received in the health care system, differences in access to health care, including both preventive and curative services, and differences in social, political, economic, and/or environmental exposures that result in differences in the Black mother's underlying health state.

	Preterm Births (<37 Weeks Gestation) - Three Year Rolling Rate												
		2011-2013			2014-2016		2017-2019						
	White	Black	Total	White	Black	Total	White	Black	Total				
Leon	8.9	14.4	11.1	7.9	13.4	10.2	8.8	14.8	11.3				
Wakulla	8.9	17.2	9.9	8.5	15.3	10.9	8.2	16.7	9				
State	9.2	13.4	10.2	9	13.5	10	9.3	14.2	10.4				

The White preterm birth rates for both Leon and Wakulla Counties were lower than the State rate, however, the Black rate was slightly higher than the State for both Leon and Wakulla. The 2017 Leon County Health Status Summary showed a decrease in rank for the number of preterm births by moving from the second quartile to the third quartile. The 2017 Wakulla County Health Status Summary showed a consistency in ranking for preterm births by remaining in the first quartile (top 25% of counties with the least percentage of preterm births). Sixty-three (63%) percent of the FIMR cases reviewed in 2019 delivered at less than 37 weeks gestation.

Low-Birthweight

A baby who is born weighing less than 2500 grams, or 5.5 pounds, is considered to be low birthweight (LBW). Approximately two-thirds of LBW babies are also born prematurely. When babies are born too small or too soon, they have an increased risk for serious health problems in infancy, life-long disabilities, and death. According to the March of Dimes, approximately one in every 12 births (8.3%) is LBW. Even with the advances in medical science, a small percentage of infants surviving prematurity and LBW will have mental deficiencies, cerebral palsy, and vision and/or hearing loss. Not only is the time spent in Neonatal Intensive Care (NICU) extremely expensive, but so is the care for these affected babies over a lifetime and the toll it takes on their families.

The 2019 County Health Status Summary for Leon County showed a reversal of trend direction for the percentage of low-birthweight babies. In 2019 there was a statistically significant trend that the percentage of these births was getting higher. In 2016 there was no trend, but the county ranking

remained in the third quartile. The 2019 Wakulla County Health Status Summary showed no changes. There was no statistically significant trend and the county's ranking remained in the third quartile.

The following table shows the rates of low birthweight babies born in Leon and Wakulla Counties and the State. The low birthweight number and percentage of births only included births where the baby weighed between 1500 grams (3.3 lb.) and 2499 grams (5.5 lb.).

	Low Birthweights - Three Year Rolling Rates												
		2011-2013			2014-2016	;		2017-2019					
	White	Black	Total	White	Black	Total	White	Black	Total				
Leon	8.9	14.4	11.1	7.9	13.4	10.2	8.8	14.8	11.3				
Wakulla	8.9	17.2	9.9	8.5	15.3	10.9	8.2	16.7	9				
State	9.2	13.4	10.2	9	13.5	10	9.3	14.2	10.4				

The 2017-2019 White low birth weight rates for both Leon and Wakulla County were lower than the State rate. The Black low-birthweight rate was higher in Leon and Wakulla County that the State rate.

Very Low Birthweight

The earlier a birth occurs, in terms of completed weeks of gestation, the more likely a baby is to be born at very low birthweight (VLBW) and it is the VLBW babies who are at the highest risk. A VLBW baby is one who is born weighing less than 1500 grams or 3.3 pounds. The infant mortality rate is higher in VLBW than in low birthweight (LBW) babies, primarily because these babies are usually quite premature. VLBW babies are approximately 100 times more likely to die and moderately LBW babies (3.3 to 5.5 pounds) are five times more likely to die in the first year of life than normal weight babies.

Below are the rates of very low birthweight births in Leon and Wakulla Counties and the State. The number and percentage of very low birthweight included only those babies weighing less than 1500 grams (3.3 lb.).

	Very Low Birthweight - Three Year Rolling Rates													
		2011-2013			2014-2016		2017-2019							
	White	Black	Total	White	Black	Total	White	Black	Total					
Leon	1.2	3.2	2	0.8	2.5	1.5	1.4	3.1	2.2					
Wakulla	0.5	5.2	1.1	1.2	3.1	1.4	0.6	6.7	1.3					
State	1.2	2.9	1.6	1.2	3	1.6	1.1	3	1.6					

The 2017-2019 rates show Leon County had a higher rate of very low birthweight births than the State. Wakulla County had a lower rate than the State for White very low birthweight births, but higher rate than the State for Black very low birthweight births.

Direct Contributing Factors

The direct contributing factors identified for infant mortality include smoking, teen pregnancy, maternal infection, preterm labor, late entry into care, mental health concerns, unsafe infant sleep, high stress level, lack of breastfeeding, lack of dental care, lack of access to support services, poor pre-pregnancy health, obesity and inadequate nutrition, birth spacing, alcohol and substance abuse, and lack of parenting skills and involvement.

Smoking

According to the American Lung Association, women who smoke during pregnancy are at increased risk of low-implanted placenta, premature separation of the placenta, premature rupture of membranes, and low-birthweight babies. Smokers also are more likely to have miscarriages and stillbirths. The infants of mothers who smoke have a three- to four-fold higher risk for Sudden Infant Death Syndrome (SIDS). Mothers who quit smoking in the first three to four months of pregnancy will have healthier babies than those mothers who keep smoking. The harmful chemicals in tobacco are passed through placenta and later breast milk. Exposure to second-hand smoke can increase the number of health problems for infants, SIDS, and other infant health problems.

The following table shows the rolling three-year average resident live births by race to mothers who reported smoking during pregnancy for Leon and Wakulla County and the State. Higher rates indicate a higher number of mothers having live births who reported smoking during pregnancy

Re	Resident Live Births of Mothers who Smoked During Pregnancy - Three Year Rolling Rate												
		2011-2013			2014-2016		2017-2019						
	White Black Total				Black	Total	White	Black	Total				
Leon	4.9	3.3	4	9	7.7	8.1	5.6	4.9	5.1				
Wakulla	10.5	3.4	9.5	16.6	12.2	16	10.9	4.4	10.2				
State	7.9	3.7	6.6	6.7	3.4	5.7	5.1	2.8	4.4				

In 2017-2019, the rolling three-year average rate of births to mothers who reported smoking during pregnancy decreased for both Leon and Wakulla Counties across the board. Although the goal is to have no mothers smoking during pregnancy whatever their race, smoking is substantially more of a problem among White mothers. In 19% of the infant deaths reviewed in 2019 by FIMR the mothers smoked.

Teen Pregnancy

According to the March of Dimes and National Vital Statistics Reports, teen pregnancy rates have declined steadily since 1991, with teen birth rates being at an all-time low. However, teen birth rates in the United States are still quite high in comparison to the rates in other developed countries. Teen

mothers and their babies face increased risks to their health and opportunities to build their future. Teen mothers are more likely to give birth prematurely.

The next table compares the rolling three-year average rate of births by race to mothers who are between the ages of 15 and 19 years by race.

	_	Births to M	others Ur	der the Ag	e of 19 - Th	ree Year F	Rolling Rate		
		2011-2013			2014-2016	-	2017-2019		
	White	Black	Total	White	Black	Total	White	Black	Total
Leon	3.2	9	5.4	2.5	7	4.2	2.3	7.2	4.1
Wakulla	7	6.8	6.8	6.9	7.9	6.7	5.9	6.7	5.8
State	6.4	11	7.2	5.1	7.6	5.5	4.1	6.1	4.4

Leon County had a lower rate of births to teen mothers from age 15 to 19 than either Wakulla County or the State. The Wakulla County rate was approximately one and one-half times higher than the rate for the State. There was a disproportionate number of Black mothers in this age group. Leon County was ranked in the first quartile, while Wakulla County was ranked in the second quartile.

Repeat Births to Teens

In 2017-2019, the rolling three-year rate of repeat births to mothers between the ages of 15 and 19 decreased for Leon County, but increased for Wakulla County. Leon County was ranked in the third quartile, and Wakulla County was ranked in the fourth quartile.

	Repeat Births to Mothers Under the Age of 19 - Three Year Rolling Rate													
		2011	-2013		2014-2016				2017-2019					
	White	Black	Total	Count	White	Black	Total	Count	White	Black	Total	Count		
Leon	11.7	16.7	15.2	87	12.6	16.5	15.7	69	12.9	15.8	15.2	67		
Wakulla	8.1	14.3	8.6	6	12.1	22.2	13.4	9	20.8	12.5	19	12		
State	15.3	20.3	16.9	7964	15.5	17.6	16.1	5786	14.4	15.7	14.8	4445		

Health Insurance Coverage

Health insurance status affects the care received by women giving birth and their infants. Uninsured women receive fewer prenatal care services than their insured counterparts and report greater difficulty in obtaining the care that they believe they need. Studies find large differences in use between privately insured and uninsured women and smaller differences between uninsured and publicly insured women. Women who are uninsured or on Medicaid are more likely to delay their initiation of prenatal care.

		Birth	s Covered	by Medicai	d - Three Y	ear Rolling	g Rate				
	2011-2013 2014-2016 2017-2019										
	White	Black	Total	White	Black	Total	White	Black	Total		
Leon	28.7	71.8	46.5	26	71.3	45.3	23	66.7	41.8		
Wakulla	44.4	56.9	46	41.7	64.3	43.7	40.3	52.2	41.7		
State	46	70	50.9	43.9	69.4	49	43	67.4	47.9		

In Leon County and Wakulla County, the rate of White and Black births covered by Medicaid is lower than the State rate for the period of 2017-2019. The Black rate of births covered by Medicaid was approximately three times the White rate in Leon County and approximately one and one-half times the White rate in Wakulla County.

Births	with Self I	Pay for Del	ivery Payn	nent Source	e (No Healt	h Insuranc	e) - Three `	Year Rollin	g Rate
		2011-2013			2014-2016		2017-2019		
	White	Black	Total	White	Black	Total	White	Black	Total
Leon	1.1	0.6	0.9	1.6	1	1.5	4.1	1.5	3.1
Wakulla	0.7		0.7	1.4	1	1.5	1.8		1.4
State	8.2	6	7.8	6.7	5	6.4	6.4	4.6	6.1

The rate of White and Black births with self-pay for delivery during the 2017-2019 timeframe was lower than the State rate for both Leon County and Wakulla County. The rate of White births with self-pay was greater than the rate of Black births with self-pay.

Delivery Cove	red by Emergency N	Medicaid – Three Ye	ear Rolling Rate						
	2010-2012	2013-2015	2016-2018						
Leon	0.9	1.3	0.5						
Wakulla									
State 5.8 4.5 2.8									

Emergency Medicaid provides medical coverage to uninsured individuals who do not qualify for Medicaid due to citizenship/immigration status. In these cases, there is no health insurance for the pregnancy, but a hospital birth is covered by Medicaid. The emergency Medicaid rate for Leon County and Wakulla County during the period of 2016-2018 was lower than the State rate.

Entry into Prenatal Care

Access to care is one of the leading factors in infant mortality, and African American women are less likely to receive prenatal care within the first trimester than White women (Florida Department of Health). The American College of Obstetricians and Gynecologists (ACOG) recommends that all pregnant women begin prenatal care in the first trimester. Research indicates that early, regular prenatal care is associated with a decreased risk of poor birth outcomes. Early prenatal care enables the provider to identify and address potential problems earlier, so that they can be prevented or addressed before they become serious.

The following tables show the rolling three-year rate of mothers receiving prenatal care by trimester and race for the periods of 2011-2013, 2014-2016 and 2017-2019 by county and State. The rates are based on the number of mothers with a known prenatal care status.

		Early Pre	natal Care	(1st Trime	ster) - Thre	e Year Rol	ling Rates		
		2011-2013		2014-2016			2017-2019		
	White	Black	Total	White	Black	Total	White	Black	Total
Leon	89.5	79.1	85	82.1	69.7	76.7	82	71.7	77.5
Wakulla	85.9	86.6	85.9	80.6	71	79.5	81.9	77.2	81.3
State	82.2	73.5	80.1	81.2	72.3	79	78.8	69.4	76.5

		Late Prer	natal Care	(3rd Trime:	ster) - Thre	e Year Rol	ling Rates				
	2011-2013 2014-2016 2017-2019										
	White	Black	Total	White	Black	Total	White	Black	Total		
Leon	2.8	5.1	3.8	7.4	11	9	5.7	9	7.1		
Wakulla	2.5	6.1	3	9.2	9.7	9.3	6.1	3.8	5.8		
State	4.1	6.5	4.7	4.9	7.5	5.6	6.4	9.4	7.2		

	No Prenatal Care - Three Year Rolling Rates											
	2011-2013 2014-2016 2017-2019											
	White	Black	Total	White	Black	Total	White	Black	Total			
Leon	0.6	1.4	0.9	4.2	5.4	4.7	2.2	3.8	2.8			
Wakulla	0.2	1.2	0.4	4.1	3.2	4	2.9	1.3	2.6			
State	1.1	2.4	1.4	1.3	2.7	1.7	2	3.6	2.4			

It is clear from the above tables that Black/African American mothers receive early prenatal care at a lower rate than White mothers. In Leon County, Black mothers were one and one-half to two times more likely to begin prenatal care in the third trimester or have no prenatal care. In Wakulla County, White mothers had a higher rate of late or no prenatal care.

Lack of Breastfeeding

According to the March of Dimes, breast milk provides the ideal amounts of sugar, fat, protein, and most vitamins that a baby needs. Breast milk also contains antibodies that help provide protection from many illnesses. Breast milk is easier to digest so babies may have less gas than formula-fed babies. Some studies suggest that breastfeeding babies are less likely to die of Sudden Infant Death Syndrome than formula-fed babies.

		Brea	astfeeding	Initiation	Three Yea	r Rolling R	ates		
		2011-2013		2014-2016			2017-2019		
	White	Black	Total	White	Black	Total	White	Black	Total
Leon	85.6	63.2	76.6	89.6	71.5	82.1	89.6	72.5	82.2
Wakulla	77.5	69	76.5	81.2	64.3	79.1	82.5	71.1	81.4
State	83.9	70.6	81	87.4	76.8	85.1	88	78.7	86.1

The rolling three-year rates of mothers who initiate breastfeeding were 82.2 in Leon County, 81.4 in Wakulla County, and 86.1 for the State. Leon County and Wakulla County were both ranked in the second quartile of counties. Unfortunately, the rate of women who initiate breastfeeding may be a great deal higher than the rate of mothers who continue to breastfeed for three to six months.

Obesity and Poor Nutrition

Women who are obese before pregnancy are at increased risk of diabetes and hypertension. Women who are obese when they become pregnant are at increased risk for pregnancy complications such as miscarriage, preeclampsia (a type of pregnancy hypertension), gestational diabetes, cesarean delivery, and postpartum infection. Their babies are more likely to have certain birth defects, birth trauma, and late fetal death. Pre-pregnancy underweight is associated with a higher risk of preterm delivery.

			Obese (BN	/II>30 <u>)</u> - Thi	ee Year Ro	olling Rates	5			
	2011-2013 2014-2016 2017-2019									
	White	Black	Total	White	Black	Total	White	Black	Total	
Leon	20.5	32.1	24.9	20.1	35	26.9	25.1	37.3	29.6	
Wakulla	29.1	43.5	30.6	26.4	53.1	28.2	35	40.3	34.8	
State	19.9	31	22	21.2	32.9	23.4	23.9	35.9	26.1	

For each of the three-year periods, both Leon County and Wakulla County had a higher rate than the State for mothers who were obese prior to pregnancy.

		Over	weight (BN	/II 25 - 29.9) - Three Y	ear Rolling	Rates	,			
	2011-2013 2014-2016 2017-2019										
	White	Black	Total	White	Black	Total	White	Black	Total		
Leon	24.2	25.6	24.5	25	26.5	25.4	23.6	26	24.8		
Wakulla	24.8	18.8	24.3	28.3	12.5	27.7	24.1	24.7	27.4		
State	24.8	27.6	25.3	25.5	28	26	27	27.5	27.1		

In Leon County, the rate for overweight mothers prior to pregnancy was lower than the State rate for the years 2017-2019. The Wakulla County rate was slightly higher than the State rate. In cases reviewed by FIMR in 2019, in 11% of the infant deaths the mothers were overweight and 41% of the mothers were obese. That totals 52% of the mothers of infants who died were either overweight or obese.

		Unde	erweight (BMI <18.5)	- Three Ye	ar Rolling I	Rates			
	2011-2013 2014-2016 2017-2019									
	White	Black	Total	White	Black	Total	White	Black	Total	
Leon	2.8	2.7	2.8	1.6	1.9	1.8	3.7	2.9	0.4	
Wakulla	3.7	0.9	3.4	2.2	0	1.9	3.8	1.4	1.2	
State	4.5	3.6	4.5	4.1	3.3	4	3.5	3.1	3.6	

The rate of underweight mothers for both Leon County and Wakulla County was lower than the State rate for the years 2017 – 2019. The rate of Black mothers who were underweight was lower than the rate of White mothers.

Birth Spacing

Short intervals between births can affect a mother's health. There is a greater risk of bleeding in pregnancy, premature rupture membranes, and increased risk of maternal death. Research indicates that inter-pregnancy intervals shorter than 18 months are significantly associated with increased risk of adverse pregnancy and neonatal (the first 27 days of life) outcomes. A time interval of six months or more after finishing breastfeeding is also recommended before becoming pregnant again for the mother to be able to rebuild her nutritional stores.

The rolling three-year average rate for 2017-2019 of births with a pregnancy interval less than 18 months was 37.8 for Leon County, 33 for Wakulla County, and 34.7 for the State. There was an increase in the rate for Leon County from 2014 -2016 (35.4) and a decrease in percentage for Wakulla County (37.5).

	Births	with Inter	-Pregnanc	y Interval <	18 Months	– Three Y	ear Rolling	Rates	
		2011-2013		2014-2016			2017-2019		
	White	Black	Total	White	Black	Total	White	Black	Total
Leon	35.5	36.1	35.3	35.9	35.1	35.4	37.9	38.2	37.8
Wakulla	32.1	32.7	32.1	36.5	46.3	37.5	33.6	24	33
State	34.9	36.1	35.1	34.6	34.9	34.6	34.8	34.9	34.7

Unsafe Infant Sleep

Using data from Vital Statistics records and the Fetal and Infant Mortality Review Projects for the years 2018 and 2019, there were nine (9) deaths that were associated with an unsafe sleep environment (such as co-sleeping with adults or siblings, sleeping on soft pillows, etc.) in Leon County. In Wakulla County, there were three (3) deaths.

Maternal Infection

According to the March of Dimes, each year in the United States, about 19 million individuals contract a sexually transmitted infection (STI). STIs are infections a person can get by having sex (genital, oral or anal) with someone who has one of these infections. Many infected individuals do not know they have an STI because some STIs cause no symptoms. These infections can cause miscarriage, tubal pregnancy, preterm birth, stillbirth, birth defects, and neonatal morbidity. A baby can become infected while passing through an infected birth canal.

Alcohol Abuse

Alcohol interferes with the developing baby's ability to get enough oxygen and nourishment for normal cell development in the brain and other body organs. Research has shown that a developing fetus has very little tolerance for alcohol and infants born to mothers who drink during pregnancy can have serious problems. Drinking alcohol during pregnancy can cause a wide range of physical and mental birth defects. The term "fetal alcohol spectrum disorders" (FASDs) is used to describe the many problems associated with exposure to alcohol before birth. Each year in the United States up to 40,000 babies are born with FASDs.

Substance Use

Prenatal substance use is a critical public health concern that is linked to maternal and fetal consequences. Alcohol and tobacco use are the most frequently used substances in pregnancy, however there has been an increase in cannabis use and other drugs as well as an increase in prenatal women with opioid use

disorder (OUD). According to a 2018 analysis by the Centers for Disease Control and Prevention (CDC), the rate of pregnant women in the United States with OUD more than quadrupled from 1999 to 2014. In Florida, the rate climbed from .5 per 1,000 delivery hospitalizations in 1999 to 6.6 in 2014.

Maternal Mental Health

Approximately 1 in 5 women experience depression during pregnancy or after childbirth. Women who experience depression during pregnancy are less likely to receive adequate prenatal care and are more likely to use alcohol, tobacco, and other substances known to adversely affect pregnancy outcomes. Preterm delivery and low birthweight are other potential complications. Some studies have also shown maternal depression and anxiety in late pregnancy could increase the risk for pre-eclampsia.

QUALITATIVE RESULTS

Community conversations had been scheduled to take place in March and April 2020 but were cancelled due to the coronavirus pandemic. Three were to take place in Leon County and one was to take place in Wakulla County. Due to the cancellations, the Needs Assessment team instead contacted Healthy Start clients for their input into challenges and needs. Members of our Needs Assessment team also interviewed key community members to receive their input. Community members interviewed were the Executive Director of Whole Child Leon and the South City Project, a staff person with Whole Child Leon, and a FAMU professor who is also a primary care physician and who specialized in maternal and child health.

Healthy Start Client Interviews

Healthy Start clients were contacted by phone from a Needs Assessment team member. A total of fourteen clients responded to the phone interviews. The Leon and Wakulla County Healthy Start clients were asked the following three open-ended questions:

- 1) What are the challenges/barriers to having a healthy baby?
- 2) What can be done to make it better/easier to have a healthy baby?
- 3) What would you say are the priority areas / areas of the greatest need for pregnant women and newborns?

What are the challenges/barriers to having a healthy baby?

- Diet and nutrition
 - For mothers
 - Eating well while dealing with morning sickness
 - o For children

- Lack of healthy food choices for infants and toddlers
- Healthy snacks, including for day care
- Economics and employment
 - o low income, poverty
 - o work schedule
- Breastfeeding
 - Need more information
- Healthcare
 - Having open relationship/communication with provider to be comfortable asking all questions
- Health/safety of child
 - Social distancing from family and those who are ill
- Resources
 - o Needs more information on county resources
 - o More information on available resources provided at healthcare provider offices

What can be done to make it better/easier to have a healthy baby?

- Mother's Healthy Behaviors / Staying Healthy
 - o Exercise
 - o Rest
 - o Diet and nutrition
 - Healthy eating
 - Information on meal planning/preparation
 - Drink water
- Healthy behaviors for children
 - Balanced diet
- Protect from infectious disease
 - o Clean, sanitize environment
 - o Monitor interactions
- Mental Health/Stress
 - Knowing how to recognize stress
 - Stay happy and out of stressful situations.
- Programs and resources
 - o Need to be more supportive; listen to mothers
- Economics and Employment
 - Longer maternity leave
- Health and healthcare
 - o Follow advice of providers
 - Keep up with healthcare appointments and follow up
 - Track attainment of milestones

What are the priority areas? What are the areas of greatest need?

- Mental Health/Stress
 - o Reducing stress, being stress free

- o Managing stress, stress relief
- Having support
- Childcare
 - Accessing childcare
 - o Finding information on quality childcare services and babysitters, including ratings
- Children's health
 - o Nutritional information, including information on formula
 - Keeping home clean and safe
 - o Protecting children
 - o Nurture children
- Mother's Health
 - Healthy behaviors during pregnancy
 - Diet and nutrition
- Healthcare
 - Open communication with providers; asking questions
 - o Assure there is information available to all pregnant women and mothers

Interviews with Community Stakeholders

The community members who were interviewed were asked the same three questions as above along with three additional questions that pertain to the coronavirus pandemic:

- 1) What has been the impact of COVID-19 on pregnant women and infants in the community?
- 2) What are the most pressing needs for pregnant women and new mothers in regard to COVID-19? What is needed to meet these needs?
- 3) What do you think the future impact on this population will be? What will be needed to help women and infants going forward?

What are the challenges/barriers to having a healthy baby?

Education

- Parenting education needed
- Lack of understanding about the importance of prenatal care
 Hard for some people to understand all the information they are given about having a healthy baby

Access to care

- Complexity of navigating the healthcare system
 - o Further complicated for at risk, vulnerable, underserved, etc.
- Economic and financial constraints
 - Costly and frequent copays at the end of pregnancy

- Long wait time for services
- Services available but women unable to get there due to transportation issues and/or lack of childcare
- Limited healthcare options for rural residents

Mental Health / Substance Abuse

- Chronic stress over the lifespan
- Need for services and access

Physical Health

- General health at all times before, during and between pregnancy
- Inadequate nutrition

Societal Issues

- Poverty
- Systems are set up, but people are falling through the cracks
- Residents do not feel heard, feel disenfranchised
- Female burden as mother, familial caretaker

Environmental

- Problems with the built environment, e.g., Lack of sidewalks, Poor lighting
- Unsafe neighborhoods

Socio-Cultural

- Cultural barriers
- Programs are not culturally competent, Home visiting programs sometimes ignore a woman's culture and disrespects the individual
- Providers do not consider cultural differences of their patients
- Racism, discrimination and mistreatment
 - o Racism causes chronic stress over time that impacts physical and mental health of the individual
 - Structural racism impacts the social determinants of health
 - o Lack of culturally competent care

Resources and Services

- More education and outreach needed about programs and services provided
 - o Learn from diverse non-users their concerns, barriers to participation and unmet needs
 - o Collaborate with satisfied clients to create educational and outreach messages
- Streamlined processes/information gathering to access programs and resources

What can be done to make it better/easier to have a healthy baby?

Accessing care

Increasing access and reducing barriers

- Supportive care and programs that are:
 - women and family friendly
 - o culturally competent
 - o meet the needs of the community/are developed with community engaged approaches
 - o fluid and flexible for tailored implementation
- Make sure women access the home visiting programs
- Match home visitors with client with shared lived experience so they can understand the woman's background and culture

Programs and Services

- Target programs to communities with the most infant deaths/low birth weight babies
- Assure programs are evidence based
- Have mentors for pregnant women, especially during first pregnancy
- More one-on-one or very small group interactions/training for pregnant women
- Level the playing field need more services at more convenient locations
- Education for youth
 - Teach youth about the working world and get them ready to be in the work environment
 - Add sex education back into the schools and get parents involved
 - o Focus early on violence, bullying, domestic violence, sexual violence

Food and Nutrition

Provide greater access to healthy food and teach women how to prepare it

What are the priority areas? What are the areas of greatest need?

Healthcare access

- Consistent, coordinated care over time for mothers and babies all the time, but certainly before, during and after pregnancy
- Reduce fragmented care and systemic barriers

Education

- Education and information delivered in a way where it is understood and practiced, especially about family planning and prenatal care
- Provide reproductive health education earlier

Employment

Better jobs

Priority Geographic Locations

- Blountstown Highway 20
- Frenchtown
- Wakulla/Crawfordville
- South Tallahassee

What has been the impact of COVID-19 on pregnant women and infants in the community?

Health and Healthcare

- COVID-19 is a health disparity multiplier that exacerbates existent disparities
 - o Including housing disparities and discrimination, crowded living conditions, higher representation in service work with increased risk of exposure, jobs with limited or no benefits, no paid sick leave, racism and discrimination
- Pregnancy and prenatal care
 - Avoidance of health care settings and medical appointments due to fear of exposure to virus
 - o Fear of COVID-19 for pregnant women
 - Am I at risk?
 - Is my baby at risk?
- Labor and delivery
 - Postpartum women are going home earlier after delivery
 - Women are having to change birth plans
 - Can only have one visitor during delivery
 - Reduced familial participation and support
- Fear of COVID-19 for breastfeeding mothers
 - o Is breastfeeding safe?
 - o What are risks versus benefits?
 - o What public health measures should be taken (e.g., wearing a mask)?
- COVID-19 positive mothers
 - What are the implications for mother's health and baby's health? Other family members and caregivers?
- Service barriers
 - Mental health services
 - Telehealth available to new patients only after an initial face-to-face appointment. Scheduling may be delayed for weeks for COVID-19 positive or those waiting for results, but post-partum care period is short.
 - Reduced services
 - Shortened hours for providers
 - Fewer well-child visits, e.g., some pediatricians are only seeing infants for immunizations

Mental health and stress

COVID-19 adds stress for pregnant women during an already stressful time

Economy/employment

Increased unemployment

Socio-Cultural

- Early misconceptions about COVID-19 risk for certain populations rooted in lack of culturally competent data collection methods
- Lack of patient-centered education

Domestic Violence/Neglect

• Increased abuse and neglect with social isolation

Household/Family Relations

• COVID is helping people to slow down, making them go home and be parents

What are the most pressing needs for pregnant women and new mothers in regard to COVID-19? What is needed to meet these needs?

Food

Access to food

Resources

Access to resources

Family Life

• Helping families deal with having kids at home and the associated increased stress

What do you think the future impact on this population will be? What will be needed to help women and infants going forward?

Pregnancy

• Increase in pregnancies and births due to isolation

Physical Health

- Concerns about impact of the virus on mothers and babies, especially long-term impact
- Diversity of type and severity of symptoms makes this disease complex
 - From asymptomatic carriers to mild symptoms, to those who admitted to an ICU to those who die from it.
- There are still many unknowns about COVID-19 long term impacts
 - Blood clots, get multisystem organ failure, respiratory distress, cognitive impacts
 - Reinfection and immunity
 - Can people get COVID-19 more than once? How many times? Do you eventually build immunity? How long does immunity last? When will a vaccine be available to the general public?
- Effects on children, e.g., Multisystem Inflammatory Syndrome in children (MIS-C) Info for parents at https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/children/mis-c.html; info for providers at https://www.cdc.gov/mis-c/hcp/).

Psychosocial Impacts

• People's mental response to this trauma will be varied, from dealing with it, getting over it to being truly traumatized with long term impacts.

- There are mental health impacts sometimes acute, sometimes delayed
- Stressors from COVID-19 include:
 - Children out of schools/challenges of distance learning
 - Daycare access barriers
 - Employment impacts (job loss, unemployment benefit barriers, reduced wages, business closures)
 - o Economic/financial strain

Local Community Feedback

Feedback Obtained During Annual Site Visits

Our Coalition conducts annual site visits with all of our Healthy Start contracted programs as well as with independent contractors who have been providing services for at least one year. As part of the annual site visits, the contractors and contracted agencies complete a site visit tool which includes asking them to identify and rank risks and needs in their community.

Leon County

Annual site visits were held with Healthy Start independent contractors in June 2020, July 2019, and June 2018. Below are the top items that they identified as unmet needs, risks, and other issues that are negatively impacting women and families in their county in order of importance or need:

- 1) Rank order of unmet needs that impacted pregnant women and infants in Leon County
 June 2020
 - 1. Housing
 - 2. Employment
 - 3. Food security
 - 4. Affordable childcare

July 2019

- 1. Lack of affordable childcare
- 2. Poor pre- and interconception health and lack of health care
- 3. Affordable housing
- 4. Being able to buy baby items and pay bills

June 2018

- 1. Poor nutrition
- 2. Unsafe sleep
- 3. Lack of affordable childcare
- 4. Preconception and interconception medical care
- 5. Affordable housing
- 6. Being able to buy baby items and pay bills

2) Risks and issues negatively affecting pregnant women and children locally

June 2020

- 1. Systematic racism
- 2. Lack of resources
- 3. Lack of healthcare coverage
- 4. Lack of education

July 2019

- 1. Lack of transportation
- 2. Lack of education
- 3. Pregnant women who are homeless
- 4. Marijuana use while pregnant
- 5. Pregnant women having high blood pressure
- 6. Pregnant women with low iron
- 7. Unsafe sleep

June 2018

- 1. Stress from lack of resources
- 2. Preconception health issues
- 3. Poor nutrition due to no local grocery stores in some neighborhood
- 4. Transportation problems
- 5. High STD rates

3) Other issues that may be contributing to local infant mortality and fetal losses in Leon County

June 2020

- 1. Generational factors
- 2. Systemic racism

July 2019

- 1. Racial disparity as it relates to access to adequate services compared to those of substantial income and access to services
- 2. Moms not taking safe sleep recommendations seriously
- 3. Not attending all prenatal medical appointments
- 4. Not attending infant well visits with medical providers

June 2018

- 1. Problems getting reliable transportation to appointments
- 2. Poor nutrition
- 3. Lack of affordable housing
- 4. Unemployment

Wakulla County

Two of the above questions were asked of the Wakulla County Healthy Start program manager during their annual site visits. Additionally, each year the Coalition also meets with five non-Healthy Start staff of the FDOH-Wakulla and their community partners as part of the annual site visits. The non-Healthy Start staff and community partners are provided with surveys that include two of the questions below. Responses from this rural county were:

1) Risks and issues that are negatively affecting pregnant women and children in Wakulla County.

March 2020

- 1. Drug/alcohol abuse
- 2. Mental health issues
- 3. Domestic violence
- 4. Smoking
- 5. Obesity
- 6. High number of STIs

March 2019

- 1. Drug/alcohol abuse
- 2. Domestic Violence
- 3. Smoking
- 4. Mental Health issues
- 5. Co-sleeping with infants
- 6. Obesity
- 7. High number of STIs

March 2018

- 1. Smoking
- 2. Domestic violence
- 3. Co-sleeping with infants
- 4. Obesity
- 5. High number of sexually transmitted infections (STIs)

2) Unmet needs that impacted pregnant women and infants in Wakulla County

March 2020

- 1. Lack of transportation
- 2. Lack of mental health services
- 3. Underutilization of resources (such as accessing WIC, attending medical appointments, awareness of local food giveaways)

- 4. Lack of affordable housing
- 5. Lack of job opportunities
- 6. Food insecurity
- 7. Lack of education
- 8. No local OBs or pediatricians

March 2019

- 1. Lack of transportation
- 2. No health insurance
- 3. No local OBs or pediatricians
- 4. Lack of affordable housing
- 5. Lack of job opportunities

March 2018

- 1. No local OBs or local pediatricians
- 2. Lack of affordable housing
- 3. Lack of transportation
- 4. Lack of jobs



SUMMARY OF KEY FINDINGS

SUMMARY OF KEY FINDINGS

Needs Assessment Update

The Capital Area Healthy Start Coalition's last Needs Assessment was completed and submitted to the FDOH in October 2010. At that time, Service Delivery Plans and Action Plans were included in the Needs Assessments. In the October 2010 Report, the four top needs were identified in our catchment and put into action steps. The four areas are described below along with some data showing why they were identified as needs ten years ago as well as progress made, or not attained, in these areas over the past ten years.

Improve Pre-pregnancy Health

In 2004-2008, an average of 23.1% of pregnant women in Leon County were obese at time pregnancy began, 21.9% were overweight, and 21.1% were underweight. In Wakulla County, 25.7% were obese, 23.6% were overweight, and 11.7% were underweight. An average of 20.3% of pregnant women in Wakulla County smoked during their pregnancies while 7% of pregnant women in Leon County smoked. Chronic health conditions were not being addressed before becoming pregnant.

2020 updates for target population

In rolling years 2017-19, 29.6% of pregnant women in Leon County were obese, 24.8% were overweight, and 0.4% were underweight. In Wakulla County 34.8% were obese, 27% were overweight. and 1.2% were underweight. Smoking in pregnant women went down in 2017-19 to 5.1% in Leon County and 10.2% in Wakulla County, but they were both higher than the State rate of 4.4%.

Improve Teen Health and Pregnancy Rates

In 2004-2008, the rate of births to teens age 18 and younger averaged 15.2% in Leon County and 19.8% in Wakulla County.

2020 updates for target population

Births to teen mothers in 2017-19 was 4.1% in Leon County and 5.8% in Wakulla County. This shows a huge decline in teen pregnancies in our two counties over the past ten years.

Reduce Racial Disparity in Infant Mortality

In 2005-2008, the Black infant mortality rate in Leon County averaged 13.4 per 1000 live births and in Wakulla County was 18.4 which were both higher than the State rate of 13.2. Two-thirds of the infant

deaths in Leon County in 2004 were to Black mothers while Black families were only one-third of Leon County's population. Seventeen point seven percent (17.7%) of Black babies were born preterm (<37 weeks gestation) in Leon County and 14% in Wakulla County. This compared to 10.7% White mothers having preterm births in Leon and 11% in Wakulla. In 2008, 53.8% of all preterm birth in Leon County were to Black mothers and 19.2% were to Black mothers in Wakulla County. The percentage in Leon County greatly exceeds the State rate of 30.2%. Eighty percent (80%) of pregnant Black mothers began prenatal care in the 1st trimester in Leon County while 87% of White mother began prenatal care in 1st trimester.

2020 updates for target population

Racial disparity in birth outcomes has not improved over the past 10 years. In 2017-19, the Black Infant Mortality Rate in Leon County was 10.8% and was 22.2% in Wakulla County. The infant mortality rate to all other mothers over the same time frame was 7.9% in Leon and 9.4% in Wakulla, with the State overall rate of 6.0%. Fourteen point eight percent (14.8%) of Black women in Leon County and 16.7% in Wakulla County had preterm births compared to 11.3% and 9% of all other mothers in the two counties.

Improve Maternal and Child Health System of Care

There were 9.7 low birth weight babies born (2500 grams) out of every 1000 live births in Leon County from 2004-2008 and 8.7 in Wakulla County. This compares to the State rate of 8.7 during the same timeframe. The State rate of some of the needs identified in the 2010 report were women having access to dental and medical services before and after pregnancy, attending postpartum appointments, and for their prenatal care to include physical, emotional, social, environmental, and nutritional health.

2020 updates for target population

In Leon County in 2017-19, 11.3% of babies born in Leon County weighed less than 2500 grams. In Wakulla Count, 9.0% of babies were born with a low birth weight; and 10.4% of all babies born in Florida weighed less than 2500 grams.

IDENTIFIED PRIORITY NEEDS

Primary data findings

Data research shows issues facing families in the CAHSC catchment area currently include infant mortality rates higher than the State rate, high racial disparities in birth outcomes, women being unhealthy and having chronic illnesses before and during pregnancies, obesity, poverty, and health inequity.

Secondary data findings

Residents in our area have identified needs that are affecting maternal and child health as nutrition, high rate of smoking in one of our counties, maternal mental health needs, poverty, access to medical care, lack of jobs, unemployment, coronavirus, health of the community, access to food, affordable housing, affordable childcare, lack of resources, transportation, poverty, and increased use of marijuana while pregnant.

INVENTORY OF COMMUNITY RESOURCES AND SERVICES

There is an abundance of resources and services available in our area for individuals and families who are physically, emotionally, and financially able to access them. For example, Leon County is home to two State universities, a community college, and two technical schools. Medical services and mental health counseling services are also available for those who have insurance, can afford their co-pays, and/or can self-pay. A service that is not readily available locally is psychiatric services, as there is a long wait time to see a psychiatric even for those with the ability to pay.

However, most of the local resources listed above are not very accessible to women, children, and families in our area who may not have the finances or the opportunity to utilize the services, programs, and resources available. Listed below are local resources that generally *are* available to all of our pregnant women and children regardless of ability to pay.

Prenatal care. In Leon County, there are 12 medical offices that provide obstetrical care, with a total of 20 OB physicians, 12 nurse midwives, and other family practitioners who work out of these offices. All offices accept at least one of the Medicaid plans and three of them are clinics that provide OB services regardless of the mother's ability to pay, including those with no health insurance. The Birth Cottage has two midwives who give women the option of giving birth in their Cottage or the mothers' homes. There is another midwife who does home deliveries. There are no prenatal care providers in Wakulla County; however, the FDOH-Wakulla facilitates a Maternity Clinic once a week in which medical staff from a Leon County medical office come to provide prenatal and postnatal care to pregnant women who have Medicaid or have no health insurance.

Maternal- fetal medicine specialists. There are three maternal-fetal medicine specialists in Tallahassee. Two work together in the same office and one works with another office.

Birthing facilities. Tallahassee Memorial HealthCare (TMH), Capital Regional Medical Center, The Birth Cottage. TMH also has a Neonatal Intensive Care Unit and is Baby Friendly certified.

Pediatric care. There are 19 medical offices in Leon County that provide care to newborns and young children. Wakulla County has three pediatric care medical offices.

Pregnancy testing centers. FDOH-Leon, FDOH-Wakulla, Pregnancy Help and Information (PHI) Center, Planned Parenthood, Woman's Pregnancy Center, Women's Healthcare Clinic.

Immunizations. FDOH-Leon, FDOH-Wakulla, private practitioner offices, community clinics.

Nutritional counseling. WIC services, TMH Bariatric Clinic.

Home visiting programs for pregnant women and infants. Healthy Start, Healthy Families, and Early Head Start through Kid Incorporated. Early Steps is available for home visiting for children who have physical or developmental delays.

Other children's services. Whole Child Leon, while not providing direct client services, works with local community agencies to provide education, updates, and partner linkage to benefit children and their families.

Mental Health Services and Substance Abuse.

Inpatient Services. Apalachee Center, TMH Behavioral Health Center, and Capital Regional Behavioral Health Center for mental health and substance use disorders. DISC Village for substance abuse, including their Sisters in Sobriety program that allow infants and small children to stay with their mothers while they are in treatment.

Outpatient services. Apalachee Center, Tallahassee Memorial Behavioral Health Center, Capital Regional Behavioral Health Center, DISC Village, Florida State University-run clinics, Avalon Treatment Center, National Alliance on Mental Illness (NAMI), Bethel Family Counseling Center, Catholic Charities.

Mental Health 24/7 crisis lines. Big Bend 2-1-1, Apalachee's Mobile Response Team

Food. Second Harvest of the Big Bend, Farm Share, ECHO Emergency Services program, Catholic Charities.

Transportation. Leon County has a city bus system where bus passes are given free of charge to persons who qualify. Wakulla County does not have a public bus system. Both counties have a Transportation Disadvantaged program where persons who qualify can be provided with free door-to-door transportation for medical appointments, food, and employment. Low income pregnant women and parents meet their qualifications.

Employment and job training. Career Source-Capital Region, Goodwill Industries-Career Training, Community Action Agency-Getting Ahead, Lively Technical College.

Education. Adult and Community Education School (ACE) for GED training and testing, Lively Technical School.

Housing. Tallahassee Housing Authority (oversees Public Housing and Section 8), 17 complexes for residents with low income who have children, Brehon House for homeless pregnant women, Hope Community Homeless Residential Center and Shelter, Chelsea House for homeless women and their children.

Utility and Rental Assistance. Capital Area Community Action, Catholic Charities, Low Income Energy Assistance Program (LIHEAP), Direct Emergency Assistance Program (DEAP)

Childcare services. Early Learning Coalition, Early Head Start, Head Start.

Domestic and interpersonal violence. Refuge House

Developmental screening. Children's Home Society, Early Steps, First Words Project

Breastfeeding support and education. WIC, Le Leche League, TMH, North Florida Women's Care, Capital Regional Medical Center, A Women's Place at TMH.

Breastfeeding organizations. Capital Area Breastfeeding Coalition, Breastfeeding Policy Group

Family planning. FDOH-Leon, FDOH-Wakulla, Planned Parenthood.

Community healthcare centers. Neighborhood Medical Center, Bond Community Health Center.

Key Priority Areas

Access to medical and mental health services prior to, during, and after pregnancy have been identified as an unmet need in our service area. Our communities have some services available but not for families who cannot access services. Community-wide efforts in improving maternal and child health have been ongoing but barriers exist in creating a community holistic approach to improving the health and lives of all moms, babies, and families.

While both Leon and Wakulla counties have similar needs, there are issues that are specific to Wakulla county. In Wakulla county smoking by White mothers is high and teen pregnancy is higher than the State rate for both White mothers and Black mothers. Transportation is another issue with 3.1% of the residents not having access to a car, which affects their ability to access prenatal care and other resources that are in Leon County.

Of particular significance is the racial disparity in pregnancy outcomes. Black infant mortality is approximately 2 ½ times higher than White infant mortality. This higher Black infant mortality rate is seen in both the higher than White fetal mortality rate and the neonatal mortality rate. This outcome can be traced to risk factors that are higher for Black mothers than for White mothers, including the preterm births which are slightly higher for Black mothers. Sixty-three percent (63%) of all the FIMR cases reviewed in 2019 were delivered at less than 37 weeks gestation (and 59% of the FIMR cases reviewed were Black). Also, the Black low birth weight rates were higher than both the White and State rates in both counties. In addition, Black prenatal women receive early prenatal care at a lower rate than White prenatal women and are more likely to begin care in the third trimester or have no prenatal care.

The data showed environmental and economic issues that are potentially contributing to these poor Black birth outcomes. Both Leon and Wakulla counties' poverty levels and median incomes are below the State rate and the unemployment rate is higher than the State rate, all of which contribute to a level of economic insecurity. Housing problems, including overcrowding, high housing costs, lack of kitchen facilities or lack of plumbing facilities, are occurring at a higher percentage in Leon than the State as a whole.

The needs and issues identified through the interviews further support the quantitative data that contribute to the racial disparity in Leon and Wakulla counties. These included low income and poverty, need for better jobs and affordable child care, diet and inadequate nutrition, lack of understanding about the importance of prenatal care, housing needs, accessing care, lack of culturally competent care, reducing barriers, reducing fragmentation of care, lack of health care coverage, and systemic racism that affects access to adequate care.



APPENDICES

The following appendices are being submitted with the CAHSC Needs Assessment.

- CAHSC 2019 Fetal and Infant Mortality Review Deliberations Report
- Leon County Department of Health COVID-19 Report
- Leon County Department of Health Maternal Child Health Community Health Improvement Plan (Note: Wakulla County Health Department does not have a separate MCH CHIP)
- The Surgeon General's Call to Action to Improve Maternal Health
- Article by Dr. Brown-Speights
- Coronavirus Resources
- CAHSC Needs Assessment Community Meeting PowerPoint Presentation



CAPITAL AREA HEALTHY START COALITION, INC.

SERVICE DELIVERY PLAN
Action Plan Updates
for FY 2022-23

Chris Szorcsik, Executive Director

Submitted to Department of Health
July 2022



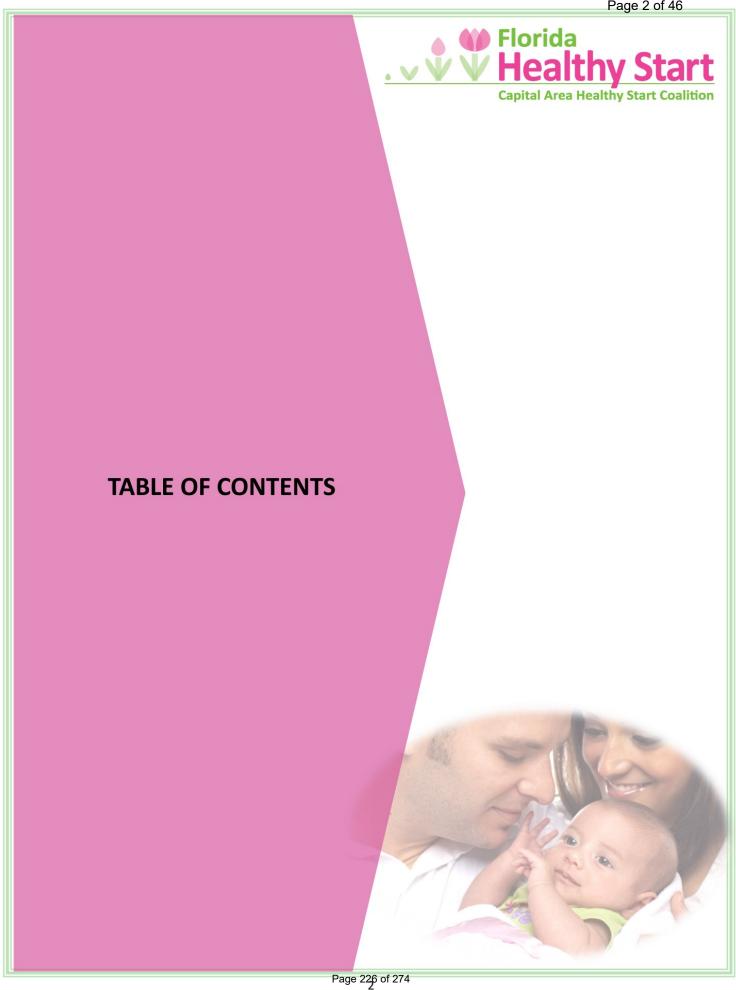
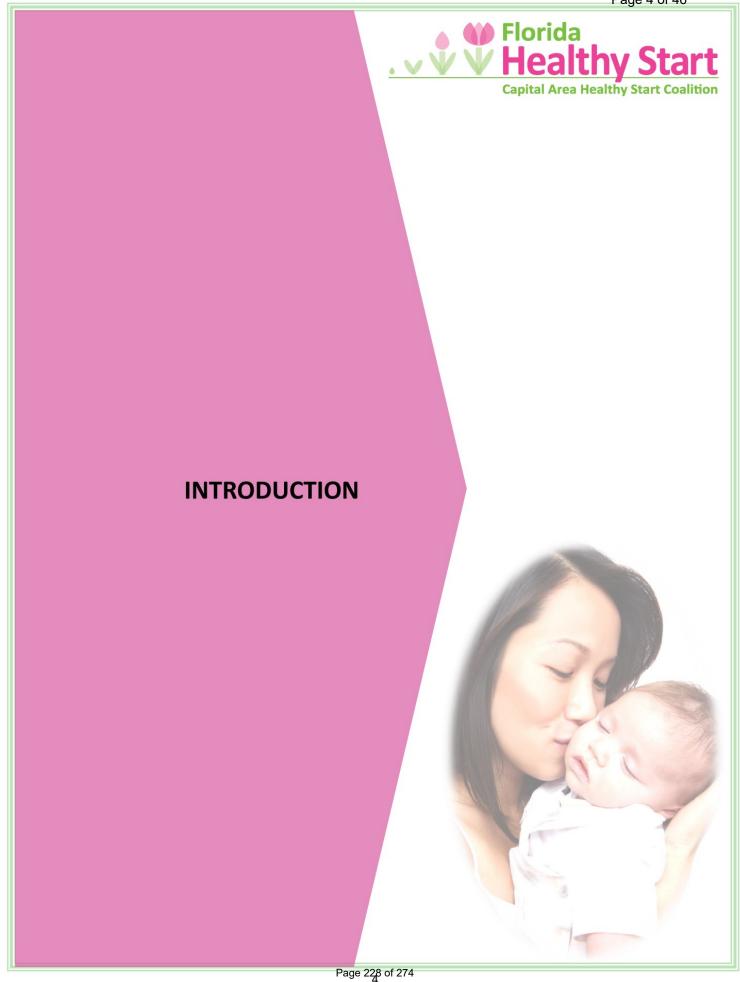




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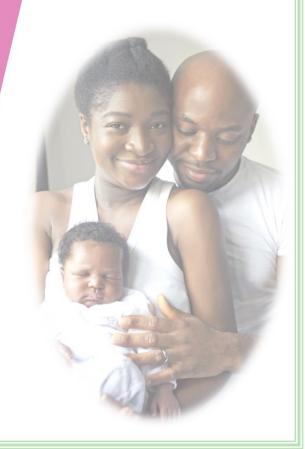
CAHSC Staff

Chris Szorcsik	Executive Director
Sandy Glazer	Administrative Director
Symone Holliday	Community Relations Director
Donnielle Ivory	Sister Friends Program/Special Events Coordinator
Jasmine Thornton	FIMR Program Coordinator and Outreach Specialist
Danielle Brown	CI&R and Outreach Coordinator
Faye Gardner	Intake Specialist
Vanessa Wynn	Connect Family Partner





ACTION PLAN RECAP





CAHSC'S Key Priority Areas and Action Plans

Through our rigorous Needs Assessment process, four priority areas were identified. They were:

- 1) Access to Care
- 2) Racial Disparities in Health Outcomes
- 3) Maternal Mental Health
- 4) Substance Exposed Newborns

In our Service Delivery Plan, we incorporated the four priority areas into three broader categories:

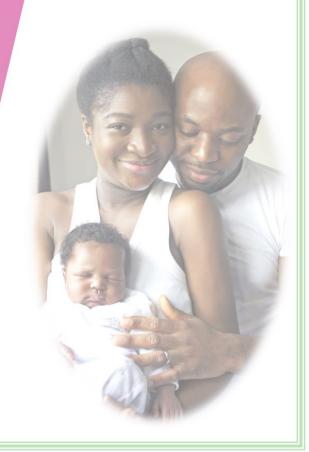
- 1) Access to Care
- 2) Racial Disparities in Health Outcomes
- 3) Maternal Mental Health and Substance Exposed Newborns

Under each of the three priority areas are goals, objectives for each goal, and action steps for each objective. The priority areas, goals, and objectives are not expected to change over the next five years, but the actions steps will change each year based on progress with steps to meet our goals and objectives.





REPORT ON FY 2021-22
ACTION PLAN UPDATES
AND
ACCOMPLISHMENTS





Overview of Action Plan Major Accomplishments for FY 2021-22

After DOH approval of our 2021-2026 Service Delivery Plan, our Coalition created three workgroups—one for each of our three priority areas:

- 1) Access to Care;
- 2) Racial Disparities in Health Outcomes; and
- 3) Maternal Mental Health and Substance Exposed Newborns

Workgroups members consisted of community partners from FSU, FAMU, DCF, CHS, WIC, DOH in Leon and Wakulla counties, local birthing hospitals, Healthy Families in Leon and Wakulla counties, FPQC, 2-1-1 Big Bend, Northwest Florida Health, prenatal and pediatric medical providers, Lola Brognano, private and Medicaid health insurance companies, sororities, CAHSC Board members, and other community partners. Definitions of acronyms used in this report are listed on page 13.

Each workgroup met eight times in FY 2021-22, with meetings being held in the first two months of each quarter. The CAHSC Executive Director and/or the CAHSC Administrative Director facilitated each of the 24 meetings. During the meetings, workgroup members provided input and collaboration to meet selected goals, objectives, and action steps for the priority area being addressed.

In Year 1, the CAHSC also formed a Community Partnership Alliance (CPA). The CPA is comprised of individuals who represent community agencies and entities that also have a mission of improving the health and well-being of mothers, babies, and families. All workgroup members were also invited to participate in the CPA. This Alliance group meets quarterly, during the third month of each quarter, with the inaugural meeting taking place in September 2022. CPA participants were provided with updates on actions and progress being made by each individual workgroup, and they also helped create and implement community-wide strategies to address the issues in the three key priority areas as selected by the CAHSC.

Many of our Coalition's goals and action steps were accomplished through programs and services provided by our Coalition and our subcontractors. Our workgroups and CPA members were not tasked with these initiatives.

One of our new initiatives that is now in place due to input and collaboration by our workgroups and CPA are monthly Lunch & Learns that are facilitated by our Coalition.



Through the CPA and workgroup collaborations, community needs surveys were streamlined to include needs across community agencies. For example, Tallahassee Memorial Healthcare (TMH) conducts a needs assessment every three years. In collaboration with our Coalition, they added questions to their surveys about access, and barriers to accessing, prenatal care so that our Coalition did not need to survey the community on this topic. On May 24, 2022, TMH shared their survey findings with local Stakeholders from the 2,045 surveys they received from the community. During this Stakeholder meeting, TMH also shared that maternal and child health will be one of their areas of focus for their three-year plan, and that CAHSC will be one of their primary collaborative partners in is this area. CAHSC is also partnering with DOH-Leon regarding questions for the survey they will be doing as part of their Community Health Improvement Plan.

Also due to efforts of these workgroups, agencies have become more collaborative locally regarding maternal mental health concerns. Both local universities are providing research and services on maternal mental health, and provide CAHSC with updates on their projects. The College of Medicine at FSU oversees a Statewide maternal mental health initiative which includes encouraging prenatal providers to screen pregnant women for depression and substance use.

Another one of our successes in FY 2021-22 relates to our Priority Area II: Racial Disparities in Health Outcomes. Through community partners, we successfully launched our Sister Friends Tallahassee Birthing Project in Leon County. This program uses a mentorship, Big Sister / Little Sister model in which African American pregnant women are matched with African American community volunteers. The volunteers, known as Sister Friends, work one-on-one with their Little Sisters until baby's 1st birthday. The Sister Friends also provide education and support to the general community, including providing resource information.

The next section of this Report shows the progress our Coalition has made on our initial Action Steps that were selected for FY 2021-22 to address our three priority areas. More details relating to the "FY 2021-22 Progress" column, such as dates and times of presentations and meetings, and education developed and provided, can be found in our monthly and quarterly reports that we submit to DOH.



Acronyms for Community Partners

AHCA Agency for Healthcare Administration

BCHC Bond Community Health Center

CAHSC Capital Area Healthy Start Coalition

CAT Community Action Team (with our FIMR project)

CI&R Coordinated Intake and Referral programs in Leon and Wakulla Counties

CHS Children's Home Society

CPA Community Partnership Alliance

CRT Case Review Team (with our FIMR project)

DCF Department of Children and Families

EMS Emergency Medical Services

FAMU Florida Agriculture and Mechanical University
FAHSC Florida Association of Healthy Start Coalitions

FDOH Florida Department of Health

FDOH-Leon Florida Department of Health in Leon County

FDOH-Wakulla Florida Department of Health in Wakulla County

FIMR Fetal and Infant Mortality Review project

FSU Florida State University

FPQC Florida Perinatal Quality Collaborative

HCA Hospital HCA Healthcare Florida Capital Hospital

HFLC Healthy Families Florida in Leon County

HFWC Healthy Families Florida in Wakulla County

LCS Leon County Schools

MCO Florida Medicaid insurance plans

NMC Neighborhood Medical Center

TCC Tallahassee Community College

TMH Tallahassee Memorial Healthcare

WCL Whole Child Leon

WIC Women, Infants, and Children nutrition program



Priority Area I: Access to Care

Goal 1: All women of childbearing age have easy access to quality health care.

Objective 1: Ensure that barriers to access quality health care are identified and achievable solutions are implemented.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Identify why some women in Leon and Wakulla counties aren't getting quality health care and what their experience is when accessing health care	TMH, FDOH-Leon, FDOH-Wakulla, FSU, FAMU, private health insurance companies, Medicaid MCOs, DCF, HFLC, HFWC, CHS, TMH, pregnancy testing centers, prenatal care providers, Melanin Mothers Meet, FPQC	Survey Results	Completed. Local prenatal care provider offices were surveyed by CAHSC and provided their input into their perception of barriers to care. TMH partnered with CAHSC by adding questions to their Needs Assessment survey. Local maternal and child home visiting programs provided input based on conversations with their clients.
Identify barriers to women receiving prenatal care in their first trimester	Save as above	Survey Results	Completed. See above.
Identify barriers to women entering a home visiting program and other social services	Same as above	Survey Results	Completed. See above.
Identify barriers recognized through FIMR Case Review Team (CRT) reviews	FIMR CRT team	FIMR CRT findings	Completed and ongoing.



Objective 2: Educate women of reproductive age about resources available for quality health care in Leon and Wakulla counties.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create and maintain resource guides	TMH, FDOH-Leon, FDOH-Wakulla, FSU, FAMU, private health insurance companies, MCOs, DCF, HFWC, HFLC, sororities, pregnancy testing centers, medical care providers, mental health providers	Resource Guides	Completed and ongoing. Resource Guides will be updated on an ongoing basis.
Partner with community organizations to distribute resource guides	Same as above	Agencies distributing the guides	Partnerships established.
Build out and publicize the CONNECT website to be the most comprehensive website for local resources for pregnant women and parenting families	Same as above	Review of up- dates made to the local CONNECT website page	In progress. CAHSC is currently designing a new CONNECT website which will include resource guides.
Conduct media campaigns that focus on creating awareness of maternal and child health (MCH) issues and educate women on maternal and infant health	CPA	Dates and de- scription of media cam- paigns	Media campaigns were conducted and are ongoing. The Coalition conducted media campaigns on topics such as safe sleep, maternal mental health, car seat safety, preconception health, breastfeeding, and development play activities for baby.
Create Lunch and Learn virtual series to educate the community on resources available	CPA	Lunch & Learn Flyers	Completed and ongoing. Monthly Lunch and Learns began in February 2022.



Objective 3: Galvanize and expand partnerships between organizations and entities who can assist with reducing barriers to access to quality health care.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Identify local transportation systems and healthcare plan policies to increase access to transportation	Transportation Disadvantaged Boards in Leon and Wakulla counties, MCOs, Star Metro, Big Bend Transit	List of local transportation systems. Compilation of Medicaid Healthcare plan transportation policies.	Completed and ongoing. Policies and barriers have been identified.
Participate in health fairs/ events organized by the community that focus on creating awareness on MCH issues	Community agencies	Dates, titles, and names of partners for each event CAHSC participated in	Completed and ongoing.
Facilitate FIMR Community Action Team (CAT) meetings with community partners to select and develop local initiatives designed to reduce infant mortality that includes helping to reduce barriers to care	FIMR CAT members	FIMR CAT meeting dates, agendas, and minutes	Completed and ongoing.



Objective 4: Provide community members who are uninsured or underinsured with information about where they can obtain medical care at low or no cost.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create handout with information about applying for temporary and full pregnancy Medicaid	FDOH-Leon, FDOH- Wakulla, DCF, AHCA	Completed handout	Completed . Has been created and distributed, and is available for distribution by request.
Create and distribute information about local medical care centers that provide services at low or no cost	Same as above	Completed handout	Completed . Has been created and distributed, and is available for distribution by request.
Develop a comprehensive distribution plan to ensure information is distributed to a wide audience	Public housing entities, pregnancy testing centers, medical provider offices, WIC, FDOH- Leon, FDOH- Wakulla, Faith-based community, FSU, FAMU, DCF	List of agencies and partners to assist with distribution	Completed and ongoing. Information has been shared with the partners listed and will be distributed to additional partners as they are identified.



Goal 2: Increase community awareness and understanding of the system of care for pregnant women and infants.

Objective 1: Educate the community about local resources and tools that support healthy pregnancies and infants.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Educate the community on importance of the prenatal and infant risk screens	Prenatal care providers, TMH, HCA Hospital	Dates & locations provided with education	Completed and ongoing.
Launch the Sister Friends Tallahassee Birthing Project	FSU, FAMU, LCS, WCL, WIC, Faith- based community	Date program is launched	Pilot program launched August 2021. Enhancements and updates were made to the pilot program and our second bunch was matched in April/May 2022.
Educate the community on safe sleep through the traveling crib initiative	FDOH-Leon, FDOH- Wakulla, Leon and Wakulla County libraries, CAHSC FIMR CAT, HFLC, HFWC, DCF, FPQC, DCF	List of entities that displayed the Traveling Crib	Completed and ongoing.
Create, maintain and disseminate educational material about infant safety	Same as above	Educational materials; list of entities receiving the materials	Completed and ongoing. Updated educational materials regarding safe sleep and car seat safety were disseminated to the community.
Create and disseminate social media toolkits to community partners on MCH issues and resources	Same as above	Snapshots of the toolkits that were completed	Completed and ongoing. Social media toolkits were created and disseminated to community partners. Topics include: breastfeeding, safe sleep, developmental milestones, patient care, maternal mental health, pregnancy.
Create and disseminate community newsletters to provide information on MCH issues and Healthy Start initiatives	Same as above, adding medical offices and the general community	Copies of newsletters; list of entities receiving newsletters	Completed and ongoing. Provider newsletters were published and disseminated monthly starting in March 2022. Our first community newsletter issue was published and disseminated in May 2022.
Provide information and education through the CI&R and Healthy Start programs	FDOH-Wakulla, CHS, HS	Copy of education provided; CI&R scripts	Completed and ongoing.
Create Lunch and Learn virtual series to educate the community on local resources and tools available	CPA	Lunch and Learn flyers	Completed and ongoing.



Objective 2: Educate and collaborate with community agencies about local resources and tools for supporting healthy pregnancies and infants.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Collaborate with Leon County EMS to provide free infant CPR classes	Leon County EMS	Dates & locations of classes	On hold. No classes were held due to the pandemic. Classes will resume when EMS is fully staffed again.
Provide information on CONNECT, Healthy Start services, Healthy Families, WIC, and pregnancy Medicaid	Pregnancy testing centers, medical care providers, TMH, HCA Hospital	Education material provided; dates information provided	Completed and ongoing.

Objective 3: Educate Faith-based organizations on local resources and tools for supporting healthy pregnancies and infants.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Participate in Faith-based sponsored health fairs	CPA, other community agencies	Dates & locations of health fairs	Completed and ongoing.
Distribute community resource guide for families in need of services to Faith-based community	CPA, other community agencies	List of Faith- based community partners who are provided the guide	Completed and ongoing.
Obtain feedback from the Faith-based community on ongoing training needs for community members	Faith-based community, CPA, FSU, FAMU	Dates & locations of meetings; names of participants	Completed and ongoing.
Identify a member of the Faith-based community to join the FIMR CRT team	СРА	Name of person identified	In progress.



Objective 4: Educate health care providers on local resources and tools for supporting healthy pregnancies and infants.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create, maintain and distribute a community resource guide for families in need of services	All community partners	Completed resource guide	Completed and ongoing.
Educate healthcare providers on the importance of compliance with completing the prenatal risk screen and referring high-risk women to CONNECT	Prenatal care medical offices, midwife practitioners	Dates & locations provided with education	Completed and ongoing.
Educate birthing centers on the importance of compliance with completing the infant risk screen and referring high- risk infants to CONNECT	TMH, HCA Hospital, The Birth Cottage, midwife practitioners	Dates & locations provided with education	Completed and ongoing.
Provide technical assistant to prenatal healthcare providers regarding components of the screen and services provided by Healthy Start	Prenatal care medical offices and midwife practitioners	Dates & locations provided with education	Completed and ongoing.
Provide information about CONNECT, Healthy Start, Healthy Families services, WIC, pregnancy Medicaid	Community agencies	Dates & locations provided with education	Completed and ongoing.
Partner with prenatal and pediatric providers to deliver safe sleep message	Prenatal and pediatric medical providers	Names of partners who agree to provide safe sleep message	Completed and ongoing.
Ensure pregnancy testing centers have access to Healthy Start information and MCH education resources	Local pregnancy testing centers	Dates & agency names provided with information	Completed and ongoing.
Create and disseminate provider newsletters to provide information relevant to MCH issues and initiates	CPA	Copies of newsletters; list of entities receiving newsletters	Completed and ongoing.



Priority Area II: Racial Disparities in Health Outcomes

Goal 1: Reduce the number of pre-term and low birth weight (LBW) babies born to Black women.

Objective 1: Increase the number of Black women who enter care in their first trimester.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Convene a Community Partnership Alliance to identify effective strategies and messaging around the importance of early prenatal care	TMH, FDOH-Leon, FDOH-Wakulla, FSU, FAMU, private health insurance companies, MCOs, DCF, HFLC, HFWC, pregnancy testing centers, prenatal care providers	List of members; dates & agendas of meetings	Completed and ongoing.
Identify partners to assist in identifying effective ways to educate the Black community (barbershops, beauty salons, etc.)	Same as above. Add and BCHC, NMC, South City Foundation, Greater Frenchtown Revitalization Council, Faith-based community, Neighborhood First Planning Groups, Black Greek Letter Organizations, other Black Community Organizations, local beauty and nail salons	List of identified partners	Completed and ongoing.
Partner with pregnancy testing centers that work with Black pregnant women to help ensure women receive prenatal care	Pregnancy testing centers	List of pregnancy testing Center partners	Completed and ongoing. CAHSC has partnering with all of our local pregnancy testing centers.



Objective 2: Educate Black women of childbearing age on the impact of risk factors (including, but not limited to: smoking, substance use, obesity) on future pregnancies and infant health.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create an education plan	СРА	Completed plan	Plan has been drafted.

Objective 3: Educate men on the importance of their health on pregnancy and birth outcomes.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create and compile informational material about how men's health and well-being can affect birth outcomes	CPA	Copy of informational material	In progress. Facilitated a men's preconception Lunch and Learn in June.
Distribute the informational material to the community	All community partners	List of entities provided with the informational materials	In progress.
Educate fathers on how they can be involved in Healthy Start and Healthy Families services	All community partners	Copy of materials pro- vided to fathers	In progress.



Objective 4: Increase the number of referrals into services for Black women with identified risk factors for adverse pregnancy and birth outcomes.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Educate the general community and medical providers about CI&R, Healthy Start, and Healthy Families programs and how to refer Black women into the programs	Prenatal and pediatric medical providers, TMH, HCA Hospital, pregnancy testing centers, FSU, FAMU, FDOH-Leon, FDOH- Wakulla, African American businesses	Dates & list of locations provided with education; snapshots of social media campaigns	Completed and ongoing.
CI&R and Healthy Start programs will screen for risks that can negatively affect Black women and will refer identified women to medical and mental health services	FDOH-Wakulla, CHS	Well Family System (WFS) Referral Data	Completed and ongoing.
Collaborate with health insurance plans to increase identification of risks and increase referrals to services	Private insurance companies, MCOs	List of identified partners	Completed and ongoing.
Create new partnerships with community entities that Black women may frequent to disseminate information	Faith-based community, Big Bend Minority Chamber of Commerce, African American businesses	List of new partnerships	Completed and ongoing.



- **Goal 2**: Provide resources to empower all women to take control of their health to improve pregnancy outcomes.
- **Objective 1:** Provide community education regarding the importance of preconception and prenatal care and how they influence maternal health and pregnancy outcomes.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create Lunch and Learn virtual series to educate the community on these issues	СРА	Lunch and Learn flyers	Completed and ongoing.
Provide education to pregnant women about the importance of completing prenatal risk screens	Prenatal medical providers, pregnancy testing centers, Faith- based community	Copy of educational material	Completed and ongoing.
Provide education about the risk factors associated with primary C-sections	Prenatal medical providers, pregnancy testing centers, Faith- based community, FSU, FAMU, FPQC	Copy off material; date & locations provided with material	Completed and ongoing.
Provide education to CI&R and Healthy Start clients on how to advocate for quality services and to assist in advocacy as needed	FDOH-Wakulla, CHS, CAHSC CI&R program	Copy of education provided; CI&R scripts	Completed and ongoing.



Objective 2: Provide resources and tools that help enhance women's prenatal care and pregnancy outcomes.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Include nutrition in the Lunch and Learn series	СРА	Lunch and Learn flyers	Completed.
Develop a strategy in coordination with community health equity partners that focuses on creating awareness in the community regarding the MCH services available prior to pregnancy	FSU, FAMU, DCF, FPQC	Dates of Community Partnership Alliance meetings & agendas	Completed and ongoing.
Provide preconception trainings and workshops for women and girls of reproductive age and the participating partners (ex: teen program)	CPA	Event Flyers Educational material	Being developed.
Create, maintain, and disseminate resource guides for transportation, housing and education resources	СРА	Resource guide	Completed.
Assure CI&R identifies risks of women referred to this program and provides resources to clients	CAHSC CI&R program, DOH- Wakulla	WFS Database	Completed and ongoing.
Provide education, resources, and tools to women in Healthy Start to improve pregnancy outcomes	FDOH-Wakulla, CHS	WFS Database	Completed and ongoing.



Objective 3: Educate the community about how the social determinants of health impact maternal health and pregnancy outcomes in Black women.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Include social determinants of health in the Lunch and Learn series	CPA	Lunch & Learn flyers	Completed.
Develop a strategy in coordination with community health equity partners that focuses on creating awareness in the community about the social determinants of health	CPA	Completed strategy	Completed and ongoing.

Objective 4: Educate Black women and men on the importance of breastfeeding and the resources available for breastfeeding and lactation support.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Collaborate with the birthing centers and WIC in providing breastfeeding education and support	TMH, HCA Hospital, WIC, The Birth Cottage	Dates of meetings	Completed and ongoing.
Provide breastfeeding education and support to Black pregnant women and moms in Healthy Start	FDOH-Wakulla, CHS, WIC	WFS Database	Completed and ongoing.



Goal 3: Establish collaborative partnerships to provide diversity, equity, and inclusion education to maternal healthcare providers.

Objective 1: Identify those with expertise in healthcare disparities to assist with incorporating diversity, equity, and inclusion principals into the healthcare workforce.

Action Step	Partners	Evaluation	FY 2021-22 Progress
Collaborate with FSU and FAMU to research projects and programs they are working on that involve health equity	FSU, FAMU	Dates of meetings	Completed and ongoing.
Partner with community agencies that provide education, workshops, and conferences on health equity	DCF, FSU, FAMU	List of agency partners	Completed and ongoing.

Objective 2: Encourage education of health care providers about implicit bias.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Collaborate with entities who are developing strategies that focus on creating awareness with health care providers on bias in their system of care	American Medical Association; American College of Obstetricians and Gynecologists; FSU, FAMU	List of entities; dates of meetings	Completed and ongoing.



Priority Area III: Maternal Mental Health and Substance Exposure

Goal 1: Ensure women of childbearing age in Leon and Wakulla counties are aware of maternal mental health issues and have access to quality mental health services.

Objective 1: Work with community partners to identify women and mothers who experience depression and other mental health issues.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Educate providers on the importance of screening women for depression and other mental health issues	Prenatal and pediatric providers, FPQC, FSU, FAMU, TMH, HCA Hospital, The Birth Cottage, HFLC, HFWC, FDOH- Wakulla, CHS	Dates and locations of education provided	Completed and ongoing.
Educate women and the community about the importance of being screened to identify depression or other mental health issues	СРА	Dates and list of education provided; snapshots of social media campaigns	Completed and ongoing.
Advocate for universal mental health screening by prenatal and pediatric providers	FSU, FAMU, DCF, FDOH-Leon, prenatal and pediatric providers	Copy of educational material	Completed in prenatal offices.
Provide community education on signs of depression and on how to access resources	CPA	Educational material and resource guide; list of entities given material	Completed and ongoing.



Objective 2: Work with community partners to increase the number of pregnant women and mothers who access mental health services.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Create, maintain and disseminate maternal mental health resource guides	CPA, FIMR CAT	Resource guide and rack cards; list of entities provided the material	Completed.
Address stigma attached to receiving mental health services through media campaigns	СРА	Dates of media campaigns; snapshots of social media campaigns	Completed.
Identify and address other barriers to accessing mental health services	TMH, FDOH-Leon, CPA, provider offices	Survey results	Completed.
Provide information and resources about Bereavement support and counseling	FIMR CRT, Lola Brognano, TMH, HCA Hospital, The Birth Cottage, FSU, FAMU	Bereavement resource guide; social media snapshots; number of mailings by FIMR	Completed and ongoing.
Collaborate with agencies that provide inpatient and outpatient mental health services in our area	Elite Therapy, TMH, HCA Hospital, FSU, FAMU	Dates and locations of meetings	Completed and Ongoing.



Goal 2: Ensure women of childbearing age in Leon and Wakulla counties are aware of the adverse effects of substance use on pregnancy outcomes and healthy infants.

Objective 1: Educate women of childbearing age about risks of substance use and where they can receive intervention services.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Educate women on the potential effects of substances on pregnancy outcomes	Prenatal and pediatric providers, TMH, HCA Hospital, DCF, HFLC, HFWC, FSU, FAMU, FPQC, Big Bend 2-1-1, CHS, DOH-Leon, DOH- Wakulla, FAHSC	Copy of educational material	Completed and ongoing.

Objective 2: Educate the community about the risks of substance use on pregnancy outcomes and the health of infants.

Action Step	Partners	Evaluation Measures	FY 2021-22 Progress
Educate providers about screening and encourage universal evidence-based substance use screenings to be administered by the prenatal healthcare provider at the first prenatal visit	Prenatal medical providers, FSU, FAMU, FPQC, DCF, Lola Brognano	Identify a universal evidence-based substance use screening tool	Screening tool identified.
Work with community partners in creating a local Substance Exposed Newborn (SEN) Task Force	DCF, FSU, FDOH- Leon, FDOH- Wakulla, HFLC, HFWC, private insurance companies, MCOs, TMH, HCA Hospital	List of community partners interested in serving on a SEN Taskforce	Planning discussions taking place.
Partner with the Florida Department of Children and Families (DCF) on their Plan of Safe Care initiative	DCF, AHCA, FDOH, FAHSC	Dates of meetings with DCF	Planning discussions taking place.



ACTION PLAN STEPS FOR FY 2022-23





Action Steps for FY 2022-23

In Year 2 of our Service Delivery Plan, CAHSC will continue to work on Action Steps identified as ongoing in FY 2021-22. In order to streamline our Action Plans, some steps will be combined, some are being enhanced, and new Action Steps are being developed that will help us to meet the goals and objectives of our five year plan.

Each workgroup evaluated the progress made during FY 2021-22 and based on the work completed and information gathered during year 1, created new action steps.

The Access to Care Workgroup will be focusing on looking deeper at issues as they relate to women accessing prenatal and postnatal care. These issues include transportation, the importance of prenatal care and quality health care, and barriers with health insurance.

The Racial Disparities Workgroup will be focusing on preconception health plans for both women and men. This workgroup will be partnering with the Griffin Heights Neighborhood First Plan to get community input on the Women's Preconception Health Education plan written last year. Once we receive community input, the workgroup will modify and finalize the plan and hold small group workshops on Women's Preconception Health in the Griffin Heights community. This workgroup will continue to develop an education plan focusing on Men's Preconception Health.

The Maternal Mental Health/Substance Exposure Workgroup will be creating educational material for providers on depression screening including information on the signs of depression, a script to use while addressing concerns with patients and a list of billable codes providers can submit for depression screening. This group will collaborate with the Leon County Behavioral Health Navigator, work to increase bereavement services locally, and create an educational campaign about substances and the effect substances have on the developing fetus. Additionally, we hope to host the inaugural meeting of a Regional Substance Exposed Newborn Taskforce.

Our three Prior Area workgroups will continue to meet eight times a year and our Community Partnership Alliance will continue to meet quarterly. We hope to continue to increase membership in our Community Partner Alliance in Year 2. More details for Year 2 Action Steps are listed on pages 33—46 of this report.



Priority Area I: Access to Care

Goal 1: All women of childbearing age have easy access to quality health care.

Objective 1: Ensure that barriers to access quality health care are identified and achievable solutions are implemented.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify specific barriers to transportation	CAHSC Outreach	 Private insurance companies MCOs Transportation Disadvantaged Programs Star Metro 	7/1/2022	6/30/2023	Meeting dates
Determine barriers to women obtaining health insurance	CAHSC Outreach	 FSU FAMU TCC FDOH-Leon FDOH-Wakulla LCHF WCHF Pregnancy Testing Centers TMH HCA Hospital CHS 	7/1/2022	6/30/2023	Findings
Learn about the major local private insurance coverages for prenatal and postnatal care	CAHSC Outreach	Florida BlueCapital Health Plan	7/1/2022	6/30/2023	Meeting dates
Learn about the affordable care act and whether this is an option for coverage or better coverage	CAHSC Outreach	CPAAHCAAHEC with FSU	7/1/2022	6/30/2023	Meeting dates
Research other community education campaigns in Florida and other states that focus on conveying the value of prenatal care	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Findings



Objective 1: Ensure that barriers to access quality health care are identified and achievable solutions are implemented. (Con't)

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Gather more information about the Family Planning Waiver to include how moms are notified and reimbursement rates for providers	CAHSC Outreach	CPAAHCAFDOH	7/1/2022	6/30/2023	Meeting dates
Find out how women qualify for Title X and who the providers are for Title X	CAHSC Outreach	FDOH-LeonFDOH-WakullaFDOH	7/1/2022	6/30/2023	Meeting dates
Identify providers offering sliding fee scale or payment plan for uninsured or under insured women and document their income guideline protocol	CAHSC Outreach	 Prenatal Care Providers Pediatric Providers Dental Providers Mental Health Providers NMC BCHC TMH Family Practice 	7/1/2022	6/30/2023	List of local providers offering sliding scales/ payment plans



Objective 2: Educate women of reproductive age about resources available for quality health care in Leon

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify what the important components are in quality healthcare	CAHSC Outreach	Prenatal Care ProvidersPediatric Providers	7/1/2022	6/30/2023	Survey results
Compile a list of components of quality healthcare and distribute to the community	CAHSC Outreach	FDOH-LeonFDOH-WakullaCHS	7/1/2022	6/30/2023	Completed list; dates of distribution

Objective 3: Galvanize and expand partnerships between organizations and entities who can assist with reducing barriers to access to quality health care.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify protocol of local entities that provide free or reduced cost transportation to medical appointments	CAHSC Outreach	 MCOs Transportation Disadvantaged Boards 2-1-1 Big Bend Star Metro 	7/1/2022	6/30/2023	Meeting dates and notes
Collaborate with community partners to identify solutions to transportation issues	CAHSC Outreach	 FSU FAMU TCC FDOH-Leon FDOH-Wakulla LCHF WCHF Pregnancy Testing Centers TMH HCA Hospital CHS 211 	7/1/2022	6/30/2023	Meeting dates



Objective 4: Provide community members who are uninsured or underinsured with information about

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Develop an education campaign on health insurance options and coverages for prenatal and postnatal care	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Copies of campaign and educational handouts
Create a handout specific to Medicaid plans including contact information, incentives and website to locate local providers	CAHSC Outreach	• MCOs	7/1/2022	6/30/2023	Educational handout
Create an education plan to provide information regarding Title X and Family Planning Waiver information to women	CAHSC Outreach	CPAFDOHAHCA	7/1/2022	6/30/2023	Education Plan



Goal 2: Increase community awareness and understanding of the system of care for pregnant women and infants.

Objective 1: Educate the community about local resources and tools that support healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Develop and implement education campaign on the transportation resources available	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Copies of campaign and educational handouts
Implement multi-facet education campaign on the value of prenatal care	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Copies of campaign and educational handouts

Objective 2: Educate and collaborate with community agencies about local resources and tools for supporting healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Disseminate education campaigns and handouts developed to community agencies	CAHSC Outreach	 FDOH-Leon FDOH-Wakulla LCHF WCHF Pregnancy Testing Centers TMH HCA CHS 	7/1/2022	6/30/2023	Dates of meetings and educational material shared



Objective 3: Educate Faith-Based organizations on local resources and tools for supporting healthy pregnancies and infants.

Action Step		Person or Entity Responsible		Proposed Partnerships	Start Date	End Date	Evaluation Measures
Work with faith based community for distribution of resources developed	•	CAHSC Outreach	•	Faith-based organizations	7/1/2022	6/30/2023	Date of distribution

Objective 4: Educate health care providers on local resources and tools for supporting healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate providers on transportation resources for their patients	CAHSC Outreach	 Prenatal Care Providers Pediatric Providers Mental Health Providers Dental Providers 	7/1/2022	6/30/2023	Dates and educational handouts provided
Educate providers on low cost/no cost medical and mental health resources available locally	CAHSC Outreach	 Prenatal Care Providers Pediatric Providers Mental Health Providers Dental Providers 	7/1/2022	6/30/2023	Dates and educational handouts provided



Priority Area II: Racial Disparities in Health Outcomes

Goal 1: Reduce the number of pre-term and low birth weight (LBW) babies born to Black women.

Objective 1: Increase the number of Black women who enter care in their first trimester.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Disseminate information regarding the importance of early, quality prenatal care to women through partners identified in year one	CAHSC Outreach	 Griffin Heights Neighborhood Frenchtown Revitalization Council BCHC NMC South City Foundation FAMU FDOH-Leon Black Greek Letter Organizations 	7/1/2022	6/30/2023	Dates educational material given

Objective 2: Educate Black women of childbearing age on the impact of risk factors (including, but not limited to: smoking, substance use, obesity) on future pregnancies and infant health.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create draft facilitator guide and handouts for Women's Preconception Health Education Plan	CAHSC Outreach	• FSU	7/1/2022	6/30/2023	Copies of facilitator guide and educational handouts



Objective 3: Educate men on the importance of their health on pregnancy and birth outcomes.

Action Step		Person or Entity Responsible		Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create Preconception Health Education Plan for Men	•	CAHSC Outreach	•	FSU FAMU	7/1/2022	6/30/2023	Copy of the plan

Objective 4: Increase the number of referrals into services for Black women with identified risk factors for adverse pregnancy and birth outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Disseminate information regarding the importance of early, quality prenatal care to women through partners identified in year one.	CAHSC Outreach	 Griffin Heights Neighborhood Frenchtown Revitalization Council BCHC NMC South City Foundation FAMU FDOH-Leon FDOH-Wakulla Black Greek Letter Organizations 	7/1/2022	6/30/2023	Dates provided; entities receiving the information



Goal 2: Provide resources to empower all women to take control of their health to improve pregnancy outcomes.

Objective 1: Provide community education regarding the importance of preconception and prenatal care and how they influence maternal health and pregnancy outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Meet with representatives of the community to review drafted Preconception Education Plan to identify additions/ modifications that would best meet the needs of the community as well as solicit strategies to provide education to the community	CAHSC Outreach	• FSU • FAMU	7/1/2022	6/30/2023	Date of meetings

Objective 2: Provide resources and tools that help enhance women's prenatal care and pregnancy outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create a web page on the CAHSC website specifically to host educational material for the Black community	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Webpage



Objective 3: Educate the community about how the social determinants of health impact maternal health and pregnancy outcomes in Black women.

Action Step		Person or Entity Responsible		Proposed Partnerships	Start Date	End Date	Evaluation Measures
Conduct small group workshops on Women's Preconception Health to support community women to best prepare themselves for a healthy pregnancy and healthy baby	•	CAHSC Outreach	• • •	Griffin Heights Community FSU FAMU	7/1/2022	6/30/2023	Copies of facilitator guide and educational handouts

Objective 4: Educate Black women and men on the importance of breastfeeding and the resources available for breastfeeding and lactation support.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Add breastfeeding resources to the section of the CAHSC website that is specific to the Black community	CAHSC Outreach	• CPA	7/1/2022	6/30/2023	Website



Goal 3: Establish collaborative partnerships to provide diversity, equity, and inclusion education to maternal healthcare providers.

Objective 1: Identify those with expertise in healthcare disparities to assist with incorporating diversity, equity, and inclusion principals into the healthcare workforce.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Collaborate with local higher education entities that provide degrees and certification in medical fields and identify trainings they provide to their students in DEI	CAHSC Outreach	 CPA FSU FAMU TCC Keiser University 	7/1/2022	6/30/2023	Dates of meetings

Objective 2: Encourage education of health care providers about implicit bias

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Provide health care professionals and medical students with cultural diversity training opportunities	CAHSC Outreach	 CPA FSU FAMU TCC Medical offices 	7/1/2022	6/30/2023	Dates education material provided



Priority Area III: Maternal Mental Health and Substance Exposure

Goal 1: Ensure women of childbearing age in Leon and Wakulla counties are aware of maternal mental health issues and have access to quality mental health services.

Objective 1: Work with community partners to identify women and mothers who experience depression and other mental health issues.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create and distribute material to providers on signs of depression, a script to use while addressing concerns with patients, and a list of billable codes providers can submit for depression screening	• CAHSC	 FSU-FL Behavior Health Impact FAMU Lola Brognano Prenatal care providers Pediatric care providers 	7/1/2022	6/30/2023	Educational material; dates of distribution
Collaborate with the Leon County Behavioral Health Navigator program regarding local resources and their referral processes	• CAHSC	CPAFDOH-Leon	7/1/2022	6/30/2023	Meeting dates
Educate the community on the Leon County Behavioral Health Navigator program	CAHSC Outreach	CPAMedical providersCHSFDOH-Wakulla	7/1/2022	6/30/2023	Educational material



Objective 2: Work with community partners to increase the number of pregnant women and mothers who access mental health services.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Expand local resources for families who experience a loss and share resource information with the community	CAHSC Outreach	 CPA TMH HCA Hospital Lola Brognano Big Bend Hospice Covenant Hospice 	7/1/2022	6/30/2023	Dates of meetings List of resources
Identify what local insurance companies are covering for mental health services including support for loss	CAHSC Outreach	CPAMCOsCapital Health PlanFlorida Blue	7/1/2022	6/30/2023	Dates of meetings



Goal 2: Ensure women of childbearing age in Leon and Wakulla counties are aware of the adverse effects of substance use on pregnancy outcomes and healthy infants.

Objective 1: Educate women of childbearing age about risks of substance use and where they can receive intervention services.

Action Step		Person or Entity Responsible		Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create educational material on the risks of alcohol, tobacco, and other drugs on a developing fetus.	•	CAHSC	•	СРА	7/1/2022	6/30/2023	Educational material
Distribute educational material to women of childbearing age	•	CAHSC Outreach	•	СРА	7/1/2022	6/30/2023	Dates of distribution

Objective 2: Educate the community about the risks of substance use on pregnancy outcomes and the health of infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify members for the Regional Substance Exposed Newborn (SEN) Taskforce	CAHSC Outreach	CPAMelanie Black	7/1/2022	6/30/2023	List of Partners
Host inaugural meeting of Regional SEN Taskforce	CAHSC Outreach	CPAMelanie Black	7/1/2022	6/30/2023	Date of meeting

Section IV: Strategic Plan Update for FY 2023

Section IV: Strategic Plan Update for FY 2023

Amendment of Existing or Addition of New Strategic Initiatives

Statement of Issue:

At this point in the retreat, the Board will have the opportunity to discuss amending or adding Strategic Initiatives to the current FY 2022- 2026 Strategic Plan. Strategic Initiatives are specific projects, policies or programs which direct and align organizational action to advance Strategic Priorities. Acknowledging that the County's Strategic Plan is intended to be a flexible, living document that is responsive to changing needs, the preliminary list of Strategic Initiatives will be specific actions that can be accomplished in the coming 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.

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 2022-2026 Strategic Plan)

Background:

The Board formally adopted the FY2022 – FY2026 Strategic Plan on February 8, 2022. As adopted, the new five-year plan includes a total of 43 Strategic Initiatives. At this point in the Retreat the Board will discuss amending or adding Strategic Initiatives to the current FY 2022-2026 Strategic Plan. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board's priorities.

Analysis:

Strategic Initiatives are specific actions that can be accomplished in the coming 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 intended to be at a level that warrants Board direction or places an emphasis on a specific issue the Board wishes to highlight.

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY 2022-2026 plan, staff has identified several potential Strategic Initiatives (included on the following page) for the Board to consider including in the Strategic Plan. This potential list of Strategic Initiatives represents the next step in advancing a number of existing Strategic Initiatives.

Subsequent to the Board approval of new or modified 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 2023 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.

Potential Strategic Initiatives for Board Consideration

Economy

- To celebrate Leon County/ Tallahassee bicentennial in 2024, the County will implement the Leon County Bicentennial organizational management plan and facilitate the Bicentennial Steering Committee to lead the community planning efforts with government agencies, businesses, organizations, and citizens.
- Open and activate the newly renovated Amtrak facility as the visitor center and destination hub for Leon County.

Environment

- Implement the comprehensive Action Plan for Lake Munson to support the long-term water quality of the lake and surrounding water bodies.
- Update Existing Strategic Initative #11 as follows:
 - Continue to work with the state to seek matching grants to convert septic to sewer systems and <u>support septic system updates</u>.

Quality of Life

 Work with the City of Tallahassee, Big Bend Continuum of Care, Kearney Center, and other local stakeholders to enhance engagement and awareness of resources available for individuals and families experiencing homelessness in order to support safe, stable, and inclusive neighborhoods.

Governance

 Engage an industry expert to Identify jail population management strategies to proactively mitigate the need for additional infrastructure at the Leon County Detention Center and evaluate long term space needs of the facility.

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 2022-2026 Strategic Plan)

Recommendation:

Option #1