

LEON COUNTY, FLORIDA



BOARD OF COUNTY COMMISSIONERS RETREAT

FY 2023/2024

JANUARY 22, 2024

FAMU GRAND BALLROOM

9 a.m. - 12 p.m.

Breakfast/Refreshments

Available at 8:30 a.m.



FY 2024 Board of County Commissioners Strategic Planning Retreat

Monday, January 22, 2024, 9:00 a.m. – 12:00 p.m.

FAMU Grand Ballroom (1628 S Martin Luther King Jr Blvd)

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

Agenda and Table of Contents

Section I: Welcome & Strategic Planning Retreat Overview		
9:00 a.m.	Welcome <i>Chair Cummings</i>	Pg. 1
	<ul style="list-style-type: none"> • Ground Rules for the Retreat 	
	<ul style="list-style-type: none"> • Opening Remarks from Commissioners 	
9:15 a.m.	Strategic Planning Retreat Overview <i>Vincent S. Long, County Administrator</i>	
	<ul style="list-style-type: none"> • Leon LEADS Strategic Planning Process 	
Section II: Tallahassee-Leon County Bicentennial Update		
9:30 a.m.	Tallahassee-Leon County Bicentennial Launch <i>Community & Media Relations & Division of Tourism</i>	Pg. 27
10:45 a.m.	History Kiosk Unveiling <i>Community & Media Relations</i> <i>(TO BE FOLLOWED BY OPPORTUNITY TO EXPLORE HISTORY KIOSK DURING BREAK)</i>	
11:00 a.m.	Break	
Section III: Strategic Plan Update for FY 2024		
11:15 a.m.	Strategic Plan Update	Pg. 41
	A. Status Report on Strategic Plan Progress	
	B. Amendment of Existing or Addition of New Strategic Initiatives	
12:00 p.m.	Closing Comments & Adjournment <i>County Administrator & Chair</i>	

Section I: Welcome & Strategic Planning Retreat Overview

Welcome

Chair's Welcome

Chair Carolyn Cummings welcomes the Board to the FY 2024 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 FY 2022-2026 Strategic Plan established at the January 2022 Board Retreat, and further refined and updated at the January 2023 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 Planning Retreat Overview

Statement of Issue:

This section provides an overview of the FY 2024 Strategic Planning Retreat.

Staff Recommendation:

No Board action required.

Background:

2023 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.

Twelve 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 consistently and systematically been improved each year since, has guided our efforts at every level of the organization. And since that time, we have 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.

In recent years, the County has continued to face challenges related to the record-high inflation rates, continued supply chain pressures, and continued future economic uncertainty. 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. Even, and especially, in these challenging times, the County has remained focused on the advancement of the County’s strategic priorities. This was demonstrated at the January 2022 Retreat with the close out of the FY 2017-2021 Strategic Plan. 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 current five-year plan is included as Attachment #1 to this item.

Our Value Proposition

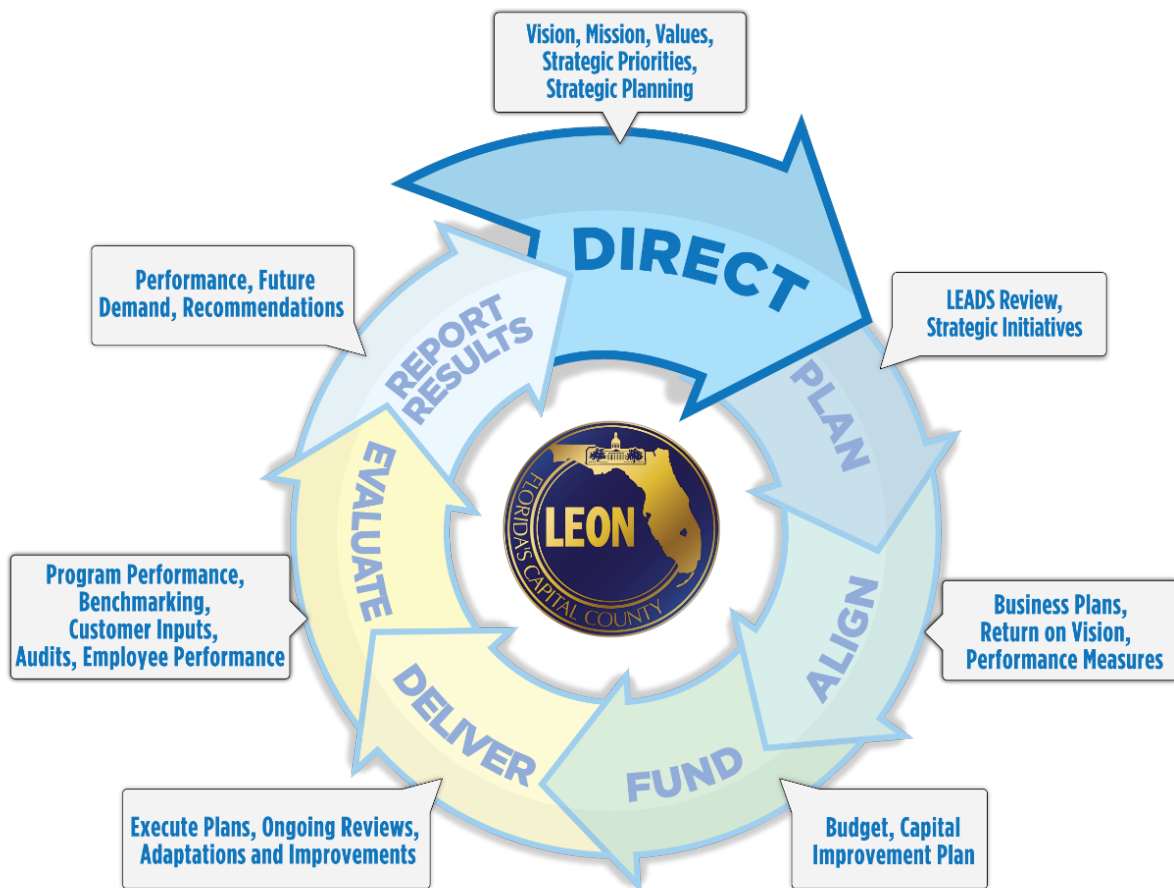
What You Get as a Taxpayer and a Stakeholder in our Community

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

Section I: Welcome & Strategic Planning Retreat Overview

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, measurable, and aligned manner throughout. As we continue to build upon the thorough and informed efforts 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:



Section I: Welcome & Strategic Planning Retreat Overview

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	January 2024 <i>(Ratification Item to be brought at the January 23, 2024 Board Meeting).</i>
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 FY 2022 – FY 2026 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 FY 2022 – FY 2026 Strategic Plan on February 8, 2022.

With the formal adoption of the FY 2022 –FY 2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives. Subsequently, the Board held the FY 2023 Retreat in January 2023 which marked the first “Update Year” in the County’s five-year Strategic Plan. At that time, an additional 24 Strategic Initiatives were adopted by the Board for a current total of 67 Strategic Initiatives. The current five-year plan, which outlines each of the Strategic Initiatives organized by Strategic Priority area, is included as Attachment #1 to this item.

As reflected in Table #1, FY 2024 marks the second “Update Year” of Leon County’s FY 2022-2026 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; update Targets and Bold Goals; and adopt new Strategic Initiatives. 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, in addition to the Strategic Plan update for FY 2024, the Retreat will also feature an update on the County-led bicentennial planning efforts and an overview of the activities, programming and events planned throughout the 2024 anniversary year.

Section I: Welcome & Strategic Planning Retreat Overview

Analysis

Following the introductory remarks, the FY 2024 Retreat will continue with the Tallahassee-Leon County Bicentennial Update and conclude with the Strategic Plan Update for FY 2024, which are summarized below.

Section II: Tallahassee-Leon County Bicentennial Update

The 2024 Tallahassee-Leon County Bicentennial provides the opportunity to engage the community in a celebration of the rich history of Tallahassee and Leon County over the past 200 years and the vision of the community for years to come. During the FY 2023 Retreat in January 2023, the Board adopted a Strategic Initiative (#44) directing the County to lead the community planning efforts for the Leon County/Tallahassee bicentennial in 2024 with government agencies, businesses, organizations, and citizen. As part of this effort, the Board adopted the Leon County Bicentennial organizational management plan and established the Tallahassee-Leon County Bicentennial Steering Committee to direct and fulfill the strategic goals of the Tallahassee-Leon County Bicentennial. Since that time, the County has continued to lead various efforts to generate awareness leading up to the 2024 Bicentennial year, and to engage local organizations and residents in planning a year-long community-wide celebration that involves all segments of the community and shares their experiences and stories from their unique perspective.

During this section of the Retreat, the Board will receive an update on the County-led Bicentennial planning efforts and a look ahead to the community-wide celebration plans for the upcoming year. Specifically, the Bicentennial update will feature an overview of the County's Bicentennial webpage and coordinated community marketing efforts; the latest schedule of programming, events, and activities planned throughout 2024; efforts of the Bicentennial Steering Committee and its Task Forces; a partner spotlight of various local organizations; and programming and activities to be led or hosted by County departments (Libraries, Parks, Tourism, etc.). In addition, this section of the Retreat will conclude with a presentation of the touch-screen kiosk showcasing "200 Years of Representation and Progress", which will highlight current and past County officials, significant County achievements/projects by decade, and a historical overview of Leon County.

Section III: Strategic Plan Update for FY 2024

During the final section of the day, the Retreat will continue with a brief presentation on the County's second 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. Following this update, 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 the FY 2024 update to 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.

Attachment:

1. FY 2022-2026 Strategic Plan

LEON COUNTY FY2022-2026
STRATEGIC PLAN

ECONOMY

GOVERNANCE

ENVIRONMENT

QUALITY OF LIFE

LEON
FLORIDA'S CAPITAL COUNTY

UPDATED FEBRUARY 2023

LEON COUNTY BOARD OF COUNTY COMMISSIONERS



(From left) District 1 Commissioner Bill Proctor, District 5 Commissioner David T. O’Keefe, At-Large Commissioner Carolyn D. Cummings (Vice Chairman), At-Large Commissioner Nick Maddox (Chairman), District 4 Commissioner Brian Welch, District 3 Commissioner Rick Minor, and District 2 Commissioner Christian Caban.

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.

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 co-creators 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.** (BC1)

23%

\$1.15 billion





5-YEAR TARGETS

PROGRESS TO DATE

- ▶ 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%

16%

(16 Championships)

208 new entrepreneurial ventures co-created

54%

(Connected 3,700 students)

18%

(Certified 35 new MWSBEs)



► 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)

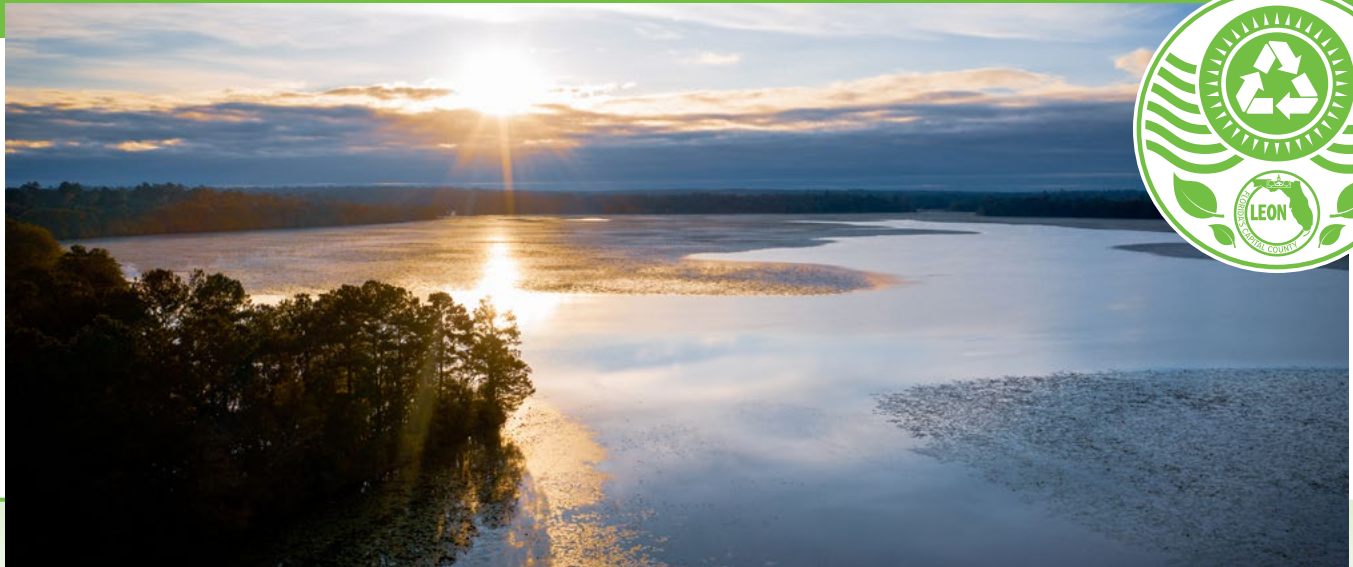
BOLD GOAL

**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 kW) |
| ▶ 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) |



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)



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)

BOLD GOAL

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

(BG3)

23%

23 placements



5-YEAR TARGETS

PROGRESS TO DATE

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

17%
(Secured \$25 million)

▶ Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents

15%
(Supported 135 community events)

▶ Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes

10%
(Constructed nearly 10 miles)

▶ Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

25%
(Supported 11 performances)



► 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

PROGRESS TO DATE

- | | |
|--|--|
| <ul style="list-style-type: none"> ▶ Connect 50,000 Volunteers with Service Opportunities Communitywide | <p>15%
(Connected 7,400 volunteers)</p> |
| <ul style="list-style-type: none"> ▶ Reach 100,000 More Citizens Across All County Platforms and Programming | <p>18%
(Reached 18,000 more citizens)</p> |
| <ul style="list-style-type: none"> ▶ Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects | <p>100%
(on track to complete this target by FY 2023)</p> |
| <ul style="list-style-type: none"> ▶ Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits | <p>41%
(Communicated 613,000 messages)</p> |



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)
- » (EC4) 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. (2023-1)
- » (EC1, EC4) Open and activate the newly renovated Amtrak facility as the visitor center and destination hub for Leon County. (2023-2)
- » (EC2) Partner with the City of Tallahassee, Capital City Chamber of Commerce, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically experienced poverty and racial inequity through initiatives including Bank On Tallahassee. (2023-3)
- » (EC1) Engage local, regional, state, and federal partners to encourage the restoration of passenger rail service along the Gulf Coast by leveraging federal dollars under the Infrastructure Investment and Jobs Act. (2023-4)
- » (EC1) Through the Blueprint Intergovernmental Agency, evaluate opportunities to advance the construction of the Tharpe Street project. (2023-5)
- » (EC2, EC3) Collaborate with regional partners in the building and technical trades to increase entry-level apprenticeship opportunities. Target specifically training on-the-job upon hiring positions. (2023-6)
- » (EC2) Continue efforts to promote opportunities for youth training and development with the County. (2023-7)

STRATEGIC INITIATIVES – ENVIRONMENT



- » (EN1) Continue to work with the state to seek matching grants to convert septic to sewer systems and support septic system upgrades. (2022-11, rev. 2023)
- » (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)
- » (EN1) Implement the comprehensive Action Plan for Lake Munson to support the long-term water quality of the lake and surrounding water bodies (2023-8)

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)
- » (Q4) Continue to explore policies such as inclusionary housing and mixed housing developments to increase the



stock of affordable housing throughout Leon County. (2023-9)

- » (Q5) Building on the Citizens North Monroe Task Force Final Report, host an intensive, multi-day design charrette to work with the community to identify and evaluate a variety of land use/planning strategies and other proposals for the continued improvement of the North Monroe Corridor area. (2023-10)
- » (Q4) 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. (2023-11)
- » (Q4) 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. (2023-12)
- » (Q4) 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. (2023-13)
- » (Q5) Develop an interactive community web-based tool that documents planned improvements, tracks investments, and identifies enhancement strategies for the North Monroe Corridor area. (2023-14)
- » (Q4) Partner with the Children's Services Council to address Black maternal and children's health through the



coordination of data sharing, collaboration with partners on available community resources, and opportunities to maximize investment in outreach and awareness to improve health outcomes. (2023-15)

- » (Q1) Design and construct the new Northeast Park. (2023-16)
- » (Q4, Q5) Work with the City of Tallahassee, Big Bend Continuum of Care, and street outreach teams to develop corridor plans for North Monroe, Downtown, and Pensacola Street for outreach to unsheltered homeless individuals and to engage residents and businesses to address community aesthetics and neighborhood safety along the corridors. (2023-17)
- » (Q4) Continue to leverage County funding in partnership with local stakeholders to secure state and federal funding to build affordable rental housing for very low- and low-income families. (2023-18)
- » (Q4) Leverage federal funding and relationships with local service providers to increase the number of temporary/transitional housing beds available to those experiencing homelessness. (2023-19)
- » (Q4) Continue to identify opportunities to increase the number of mental health beds in the community by working with mental health treatment providers and academic institutions in the community. (2023-20)
- » (Q4) Work with the City of Tallahassee, FSU Askew School, and human service agencies to utilize and refine the Community Human Services Partnership (CHSP) Outcome Measures to ensure that the CHSP continues to address the highest human service needs in the community. (2023-21)

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 Zensity 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)
- » (G5) 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. (2023-22)
- » (G3) Develop a touch-screen kiosk at the County Courthouse showcasing "200 Years of Representation and Progress" highlighting current and past County officials, significant County achievements/projects by decade, and a historical overview of Leon County. (2023-23)
- » (G4) Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and retention efforts. (2023-24)

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the Five-Year Tourism Economy to \$5 Billion	23% (\$1.15 billion)	» Attract 100 State, Regional or National Championships Across All Sports	16% (16 Championships)
			» Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures	208 new entrepreneurial ventures co-created
			» 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)
ENVIRONMENT	Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone	39% 195 septic upgrades and/or conversions completed or in 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 kW)
			» 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)
QUALITY OF LIFE	Support Community Partners to Place 100 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing	23% (23 placements)	» Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families	17% (Secured \$25 million)
			» Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents	15% (Supported 135 community events)
			» Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes	10% (Constructed nearly 10 miles)
			» Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater	25% (Supported 11 performances)
GOVERNANCE	Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation	23% (138 Citizen Ideas)	» Connect 50,000 Volunteers with Service Opportunities Communitywide	15% (Connected 7,400 volunteers)
			» Reach 100,000 More Citizens Across All County Platforms and Programming	18% (Reached 18,000 more citizens)
			» Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects	100% (on track to complete this target by FY 2023)
			» Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	41% (Communicated 613,000 messages)



Leon County needs your help in shaping our future together.

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

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

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



Section II: Tallahassee-Leon County Bicentennial Update

Section II: Tallahassee-Leon County Bicentennial Update

Statement of Issue:

During this section of the Retreat, the Board will receive an update on the County-led bicentennial planning efforts and a look ahead to the community-wide celebration plans for the upcoming year. Specifically, the Bicentennial update will feature an overview of the County's bicentennial webpage and marketing communications plans; the latest schedule of programming, events, and activities planned throughout 2024; efforts of the Bicentennial Steering Committee and Task Forces in fulfilling the strategic goals of the Tallahassee-Leon County Bicentennial; programming and activities to be led through the County Departments (Libraries, Parks, Tourism, etc.); and seek approval of a proposed Tourism-funded grant program to support Bicentennial-themed special events.

The 2024 Tallahassee-Leon County Bicentennial has provided the opportunity to engage the community in the rich history of Tallahassee and Leon County over the past 200 years and the vision of the community for years to come. Over the last five years, the County has led various efforts to generate awareness of Tallahassee and Leon County's 200th Anniversary Year in 2024, and to engage local organizations and residents in planning a year-long community-wide celebration that involves all segments of the community and shares their experiences and stories from their unique perspective.

Staff Recommendation:

Option #1: Accept the status report on Tallahassee-Leon County Bicentennial Celebration programs, community engagement, and promotional activities.

Option #2: Approve conducting an additional grant application cycle specifically for Bicentennial-themed community events, in the amount of \$69,100, to be evaluated and administered consistent with the County's Tourism Event Grant guidelines for Special Event programs, and authorize the County Administrator to execute the grant agreements, and any amendments thereto, subject to legal review by the County Attorney.

Background:

This section of the Retreat provides an update on the County-led bicentennial planning efforts and a look ahead to the community-wide celebration plans for the upcoming year. Specifically, the Bicentennial update will feature an overview of the County's bicentennial webpage and marketing communications plans; the latest schedule of programming, events, and activities planned throughout 2024; efforts of the Bicentennial Steering Committee and Task Forces in fulfilling the strategic goals of the Tallahassee-Leon County Bicentennial; programming and activities to be led through the County Departments (Libraries, Parks, Tourism, etc.); and seek approval of a proposed Tourism-funded grant program to support Bicentennial-themed special events.

Update on the County Leading Efforts to Plan and Support the Tallahassee-Leon County Bicentennial

The Tallahassee-Leon County Bicentennial celebration, planned for all of 2024, commemorates the 200th anniversary of the community. The Board has approved a comprehensive organizational management plan and established a Bicentennial Steering Committee to plan, promote, and coordinate the celebration. This initiative contributes to one of the County's Bold Goals to enhance the economic impact of the local tourism economy to \$5 billion and a five year Target of supporting 900 community events in line with the Board's Strategic Priority for the Economy.

Since the Board's 2019 acceptance of a status report, substantial progress has been made in planning and promoting the Bicentennial. The Division of Tourism, drawing on its personnel with experience from the Viva Florida 500 campaign, has been pivotal in these efforts. The year 2023 was designated for intensive planning and development, with the Board-approved Bicentennial Steering Committee serving an integral role. This committee consists of members from various local organizations, educational institutions, and expert groups, and is defined in greater detail later in this item.

The Steering Committee is tasked with overseeing various task forces dedicated to different aspects of the Bicentennial celebration. These include programming/events/activities, marketing, education, community outreach & inclusion, faith-based coordination, and legislative/state government engagement. Additionally, the committee focuses on leveraging private sector participation and recognizing longstanding local businesses.

Planned activities for the Bicentennial encompass a wide range of events, such as parades, symposiums, historical reenactments, and cultural performances, aimed at enriching community engagement and education about Tallahassee-Leon County's history.

Budget considerations for the Bicentennial span across three fiscal years, focused on developing a Bicentennial logo, launching a dedicated website, and utilizing various communication channels for extensive promotional efforts.

The Bicentennial Steering Committee, supported by the Division of Tourism and other County departments, has ensured a coordinated approach to the celebration. County departments such as Libraries, Parks, and Legislative and Strategic Initiatives will contribute significantly to the success of the year-long celebration.

In summary, the Tallahassee-Leon County Bicentennial in 2024 will be an inclusive, community-wide celebration, focusing on the community's rich history and future vision. The Board's acceptance of the management plan and the formation of the Steering Committee set the stage for a year-long series of events and activities, aiming to involve and celebrate with all segments of the community.

Bicentennial Steering Committee and Public Engagement in Planning

The Tallahassee-Leon County Bicentennial Steering Committee, formally established following Board approval in December 2022, has been tasked with guiding the community's 200th-anniversary celebrations. The committee's membership is comprised of key local organizations that have been actively involved in discussions about the Bicentennial. These members include influential public, nonprofit, and educational entities, each bringing unique subject-matter expertise and a deep understanding of the community.

Members of the Steering Committee are:

1. Big Bend Minority Chamber of Commerce
2. Capital City Chamber of Commerce
3. Council on Culture and Arts
4. Florida A&M University
5. Florida Historic Capitol Museum
6. Florida State University
7. Greater Tallahassee Chamber of Commerce
8. Knight Creative Communities Initiative
9. Leon County Schools
10. Office of the Mayor of Tallahassee
11. Riley House Center & Museum
12. Tallahassee Community College
13. Tallahassee Downtown Improvement Authority
14. Tallahassee Historical Society

The committee has been regularly meeting throughout 2023. These meetings have been a combination of virtual and in-person sessions. The Bicentennial Steering Committee has been a critical source for gathering community input and technical resources, assisting County staff in developing strategy, outreach, and marketing communications.

Staffed by Kerri Post, Director of Tourism, Katie Kole, Senior Marketing Manager, and Vel Johnson, Bicentennial Coordinator, the entire initiative has benefited from staff's experience with planning and implementing the Viva Florida 500 campaign.

A key feature of the Steering Committee's approach has been the formation of specialized task forces, intended to engage various community segments and sectors. These task forces will focus on:

1. **History:** Identifying key historical events to educate, highlight, and recognize during the Bicentennial.
2. **Marketing:** Developing and implementing a comprehensive marketing communications and media plan for 2024, and creating a year-end Bicentennial recap/report.
3. **Education:** Working with educational institutions to disseminate Bicentennial information, materials, suggested readings, and events, thereby fostering broader community participation.

4. **Community Outreach & Inclusion:** Engaging with diverse community groups including churches, civic organizations, local businesses, professional organizations, and non-profits to foster inclusive participation in the year-long celebration.
5. **Faith-Based:** Coordinating with faith-based organizations to involve them in the anniversary celebrations.
6. **Legislative/State Government:** Collaborating with local state delegates, state government agencies, and the Executive Office of the Governor for support and involvement.

The Committee also recognizes the importance of engaging with the private sector and honoring local businesses that have been integral to the community's fabric and history, such as Capital City Bank, the Proctor Dealerships, Bradley's Country Store, and Economy Drug in Frenchtown, and many others.

The Tallahassee-Leon County Bicentennial Committee's plan for the year-long celebration is centered around comprehensive community engagement and strategic goals. It continues to engage diverse community segments including local government, non-profits, schools, and civic clubs, ensuring broad participation and diverse perspectives. The Committee has set measurable objectives focused on leadership, community engagement, educational outreach, and enhancing community visibility. Core values such as inclusiveness and creativity guide its approach to leave a lasting historical legacy for future generations.

Analysis:

Overview of the County's Bicentennial Webpage - www.TallahasseeLeonCounty200.com

The County's dedicated Bicentennial webpage celebrates the 200th anniversary of Tallahassee and Leon County in 2024. Its purpose is to inform and engage the community and visitors about the Bicentennial celebrations, including events, historical insights, and community involvement opportunities. The audience is primarily residents of Tallahassee-Leon County and potential visitors interested in the region's history and culture. The site effectively showcases local history, upcoming events, and fun facts about the area, aiming to both educate and invite participation in the bicentennial activities.

Following Board approval, the Bicentennial website was launched in December 2022. The creation of the "Tallahassee-Leon County Bicentennial" website was crucial for several reasons. Throughout 2023, it functioned as a collection point for Bicentennial events, forming a comprehensive community calendar. This feature established the site as a central hub for event information, enhancing accessibility and participation. Additionally, the website serves as an educational resource, enriching the community's understanding of the Bicentennial's historical significance. As a one-stop shop, it offers a platform for individuals to learn about upcoming events, delve into the region's history, and discover ways to get involved, thereby fostering a sense of community engagement and celebration.

Created in coordination with the County Tourism team, marketing experts, Bicentennial Steering Committee and Task Force members, and so many others, the County's Bicentennial webpage features the following:

1. **Engaging Design:** The website features a visually appealing design that captures the viewer's attention, making it easier to navigate and explore content.
2. **Event Information:** It provides detailed information about various bicentennial events, which helps residents and visitors plan their participation.
3. **Historical Content:** The site includes historical information about Tallahassee and Leon County, catering to those interested in the region's past.
4. **Community Involvement:** The website encourages community involvement and participation, making it a resource for locals to connect and engage with the celebrations.
5. **Accessibility:** The layout and structure of the website are user-friendly, ensuring that people of all ages and tech-savviness can access the information easily.

The "Tallahassee-Leon County Bicentennial" website explores several topics, including historical information about Tallahassee and Leon County, detailed schedules and descriptions of Bicentennial events, and opportunities for community involvement. It also provides insights into the area's cultural and historical significance, highlighting various aspects of our 200-year history. This creates a comprehensive picture of the region's past, present, and future celebrations, catering to both residents and visitors interested in the Bicentennial festivities.

The County's Community and Media Relations department has employed several marketing and promotional strategies to effectively raise awareness about the Tallahassee-Leon County Bicentennial website in the local community. Leon County Community and Media Relations (CMR) has employed several marketing and promotional strategies to effectively raise awareness about the Tallahassee-Leon County Bicentennial website in the local community. Following the successful launch of the bicentennial website in August, CMR showcased the bicentennial website in both printed and digital formats of the Leon County Link, widely distributed through prominent media outlets such as the Tallahassee Democrat, Capital Outlook, and Tallahassee Reports, as well as through the County's newsletter system. Additionally, the website was promoted through radio advertising and prominently featured in the Tallahassee Magazine. Further, the County Division of Tourism has been and will continue to leverage every regional and national advertising avenue to create interest in the Tallahassee-Leon County bicentennial. Further, the County Division of Tourism has been and will continue to leverage every regional and national advertising avenue to create interest in the Tallahassee-Leon County bicentennial.

Further, the Bicentennial Steering Committee, established by the Board, plays a significant role in the marketing and branding of the Bicentennial activities. This committee consists of various community leaders and representatives from local institutions, ensuring a diverse and inclusive approach to community engagement and outreach. The Steering Committee's tasks include building community-wide awareness and facilitating planning and collaboration for the bicentennial celebrations.

Current Schedule of Programming, Events, and Activities for the Bicentennial

Historical precedents, such as the Centennial in 1924 and Sesquicentennial in 1974, have set the stage for grand celebrations. The upcoming Bicentennial will surpass these in scale and involvement, engaging all community segments and sharing diverse local experiences and stories.

The Tallahassee-Leon County's 1924 centennial was highly praised, commemorating the first meeting of Florida's Legislative Council in 1824. The week-long celebration included various events: balls, parades, fireworks, a beauty pageant, concerts, sports, and historical exhibits, attracting about 25,000 visitors. The exhibits showcased significant artifacts and were open to all citizens for free. The celebration, however, reflected the segregation of the era, with separate events for black and white communities.

In 1974, Tallahassee's Sesquicentennial featured a historical pageant at Centennial Field, reenacting the city's founding with notable participants. The event included performances by local schools, historical reenactments, and the first groundbreaking ceremony for Cascades Park. Springtime Tallahassee events followed, with various cultural and historical activities throughout the year. The Tallahassee Democrat published a special edition, celebrating the city's enduring spirit through its 150-year history.

The 2024 Bicentennial Celebration is unlike anything that has come before. The planning effort has involved hundreds of people and organizations of all types to plan for a year of celebration and events. As of January 2024, there are more than 106 bicentennial events planned and more being confirmed every day. In short, the Tallahassee-Leon County Bicentennial effort is just getting started.

The County has also scheduled many of its own special programs and activities throughout the Bicentennial year. Some highlights include:

- **2024 Created Equal:** Leon County Government and The Village Square will host the ninth annual Created Equal in Spring 2024. In recognition of Leon County's Bicentennial, the program will examine the stories of Black and Brown people, their achievements, and their contributions to our County's history. The discussion, featuring academic experts, historians, and community members, will shed light on these narratives and help residents understand that recognizing this history is not just an act of remembrance but a step towards a more inclusive future for all.
- **Updating all Leon County Welcome Signs and including Bicentennial Logo:** The County will replace all 11 Leon County Welcome Signs at the County borders to feature a larger, updated design. Specifically, the new signs will include a large callout to the Tallahassee-Leon County Bicentennial, featuring the logo, and will help create a sense of pride in the celebration amongst residents and visitors alike.

Section II: Tallahassee-Leon County Bicentennial Update

- **Bicentennial Banners at County Courthouse and County Libraries:** The County will install and hang Bicentennial-themed banners from both the County Courthouse second floor balcony as well as at every library location.
- **Bicentennial Kiosk:** The County’s interactive touchscreen Bicentennial kiosk will engage citizens and visitors alike in the County’s important history in celebration of the community’s 200th anniversary. Approved by the Board, the kiosk showcases “Leading the Way: 200 Years of Representation and Progress in Leon County,” an exhibit highlighting current and past County officials, a timeline of significant local, state, and national events, and a historical overview of Leon County. In addition to highlighting all current County officials, the exhibit features nearly 200 former County Commissioners, County Administrators, and County Attorneys dating back to 1845 when Florida became the 27th state in the United States. Beginning in February 2024, the kiosk will be available in the County Courthouse before moving to different County locations to engage citizens of all ages in their local history.
- **Bicentennial Library Cards:** All new County library cards given out this year will be special edition Bicentennial themed. Current cardholders need not worry, though. Any library cardholder can turn their old card in for a new Bicentennial card at no cost.
- **Bicentennial-Themed Library Lecture Series:** All upcoming Library Lectures will have a Bicentennial connection, whether cultural, historical, or other. Theming the series allows for even better promotion and reinforces the Bicentennial in County libraries throughout the year.
- **Bicentennial Day at the Capitol:** While the event has already occurred, Bicentennial Day at the Capitol featured two resolutions from both the State House and State Senate, as well as a Capitol Courtyard celebration with historical, cultural, food, and music experiences.
- And many more programs and initiatives, from a Bicentennial Cookbook to a themed Visitor Guide, and so much more.

A list of community, County, and City events can be found in Attachment #1.

On December 12, 2023, the Board directed staff to bring back plans for a 2023 Champions Celebration, as part of the 2024 Bicentennial update at the Board’s Annual Retreat, to recognize the athletic achievements of area collegiate teams in 2023. Following the Board meeting, County Tourism staff contacted, and has remained in close coordination with, the athletics departments of both Florida State University and Florida Agricultural and Mechanical University. Since the December Board meeting, FSU and FAMU have either independently hosted or participated in celebratory events. On January 12th, FAMU hosted its own Champions Celebration event at the Al Lawson Center where the County Chair provided remarks following FAMU's annual MLK Convocation. On January 15th, both FSU and FAMU participated in the City's MLK Day Community Celebration parade and program at Cascades Park.

In addition to the celebration events listed above, County staff has thoroughly considered a Downtown Get Down-style event in mid-February. However, such an event may experience low attendance due to mid-winter weather conditions and the athletics calendar which has resulted in the graduation, transfer, or relocation of players and coaches. At the time of this writing, the universities have not expressed a keen interest in another community-wide celebration event for 2023 athletic achievements.

As an alternative, staff recommends celebrating the accomplishments of our collegiate championship teams at future Board meetings through the many different proclamations recently approved by the Board which include recognition for the FSU and FAMU football teams, the respective head coaches, and the FSU Women's Soccer Team. Each would be invited to receive the proclamations at future Board meetings or an individual Commissioner could present a proclamation, on behalf of the Board, at a future university-related event.

Bicentennial Special Event Grants

Each year, the Board approves funding from Tourist Development Tax (TDT) revenue to provide grant support to community events that attract visitors from outside Tallahassee-Leon County. For FY 2024, the Board approved \$314,500 to be allocated between grant categories such as Signature/Emerging Signature Events, Sports Events, and Special Events. The FY 2024 Tourism Event Grant funds will support nearly 80 events coordinated by 61 different organizations, all of which were encouraged to incorporate a Bicentennial theme into their programming. At the conclusion of the grant cycle, \$69,100 remains unallocated.

Therefore, to support the continued community planning and engagement, and consistent with the County's existing Tourism Events Grant Program process, this item recommends conducting an additional Tourism Event Grant application cycle specifically for Bicentennial-themed community events that attract visitors to the community. The remaining \$69,100 in unallocated TDT would be utilized to support the proposed grant cycle.

County-funded Bicentennial event grants would play a significant role in broadening the outreach and visitor interest in the Tallahassee-Leon County Bicentennial. Through extensive promotion and outreach, the grant announcement would reach diverse community partners and organizations. Also, Bicentennial events would benefit from promotional alignment with County Tourism's continuous marketing of www.TallahasseeLeonCounty200.com, guaranteeing each grant awardee visibility and engagement.

To ensure the grant funds are distributed in compliance section 125.0104 of the Florida Statutes, the County has a detailed grant evaluation process defined in Policy No. 21-6 "County Tourism Event Grant Programs." In short, the Tourism Grant Programs are competitive grant programs and subject to the restrictions and fulfillment of requirements set forth in section 125.0104, Florida Statutes. Funding will be awarded to organizations that meet the eligibility requirements and are based on a competitive evaluation that considers the description of the event seeking funds and the ability of the organization to fulfill the intended results.

Section II: Tallahassee-Leon County Bicentennial Update

Each application will be evaluated against established criteria and must provide the following information.

- An explanation of how the event aligns with the Tallahassee-Leon County Bicentennial anniversary and how the Bicentennial theme would be incorporated into the event.
- A statement of need for grant funding.
- Hotels secured for the event which must be located within Leon County.

Applicants would be required to include Bicentennial anniversary into their event, either through inclusion of the Bicentennial logo/URL and including Bicentennial programming.

Ambitious From the Beginning – 2024, Here We Go!

In conclusion, the 2024 Tallahassee-Leon County Bicentennial has provided the opportunity to engage the community in the rich history of Tallahassee and Leon County over the past 200 years and the vision of the community for years to come. Over the last five years, the County has led various efforts to generate awareness of Tallahassee and Leon County's 200th Anniversary Year in 2024, and to engage local organizations and residents in planning a year-long community-wide celebration that involves all segments of the community and shares their experiences and stories from their unique perspective.

The County is looking forward to a year that will be remembered for centuries to come as the best celebration on record.

Options:

1. Accept the status report on Tallahassee-Leon County Bicentennial Celebration programs, community engagement, and promotional activities.
2. Approve conducting an additional grant application cycle specifically for Bicentennial-themed community events, in the amount of \$69,100, to be evaluated and administered consistent with the County's Tourism Event Grant guidelines for Special Event programs, and authorize the County Administrator to execute the grant agreements, and any amendments thereto, subject to legal review by the County Attorney.
3. Do not accept the status report on Tallahassee-Leon County Bicentennial Celebration programs, community engagement, and promotional activities.
4. Do not approve conducting an additional grant application cycle specifically for Bicentennial-themed community events.
5. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Snapshot of Planned Bicentennial Events



Snapshot of Planned Bicentennial Events

This is only a snapshot of the current planned Bicentennial events with more events being added to the website every day. Events are great motivators for travel. As event programming details and dates are finalized, they are listed on the Bicentennial website by the event organizers via an electronic fill-in form on the website. There is a dedicated team continuing to work with event organizers to help post their event on the website and/or provide additional event details.

Event Name	Organizer	Date
Countdown Downtown - Best Party in 200 Years!	Downtown Improvement Authority	12/31/23
The Four Seasons	Trinity United Methodist Church	1/9/24
27th Annual DEMP WEEK: History of Hip Hop Symposium	DJ DEMP	1/10/24
Tallahassee-Leon County Bicentennial Day at the Capitol	Bicentennial Steering Committee	1/11/24
Dr. Martin Luther King Jr. Convocation	Florida A&M University	1/12/24
Proctors, Rollins, and the Fight for Total Equality: 1770's-1919	Tallahassee African American Genealogical Society	1/14/24
Bicentennial Exhibition Opening Reception	Florida Historic Capitol Museum	1/18/24
Portraits of America: A Tallahassee Bicentennial Celebration	Tallahassee Symphony Orchestra	1/20/24
Arbor Day Tree Planting	Leon County Government	1/20/24
World Religion Day 2024	The Bahai Center of Greater Tallahassee	1/21/24
History at High Noon: Tallahassee in the 20th Century	Museum of Florida History	1/23/24
Invisible History: Middle Florida's Hidden Roots	Tallahassee African American Genealogical Society and John G. Riley Center & Museum	1/28/24
Unity 17: Sounds of Cinema	Tallahassee Community Chorus Concert	1/28/24
Pipeline	Florida A&M University	1/31/24
Adopt-A-Tree Program: 200 Trees for 200 Years	Leon County Government	1/31/24
Pipeline	Florida A&M University	2/1/24
Valentine Serenades	The Capital Chordsmen	2/4/24
Book Release - Florida's Historic Capitol Building	Florida Historic Capitol Museum	2/5/24
Black History Month Town Hall/Conversation	Florida A&M University	2/8/24
Bicentennial Genealogy Workshop: "Finding Your Roots:"	Tallahassee African American Genealogical Society	2/10/24



Snapshot of Planned Bicentennial Events

Finding Your Roots: Researching Your Family History for Beginners	Leon County Government	2/10/24
The Antebellum South and Tallahassee's Bicentennial	Leon County Government	2/15/24
Nature & History Walk at the Grove Museum	Division of Historical Resources	2/17/24
Antiquarian Book and Paper Fair	Tallahassee Historical Society	2/23/24
Museum of Florida History & Black Archives Union Bank Exhibit	Museum of Florida History & Black Archives	2/24/24
Harambee Festival	Florida A&M University	2/24/24
The Wiz - Edmonds Stage-Mainsage Series	Florida A&M University	2/28/24
Children's Book Release	John G. Riley House Museum	3/1/24
The Wiz - Edmonds Stage-Mainsage Series	Florida A&M University	3/1/24
Mayor's Black Tie Gala	Office of the Mayor	3/2/24
Interfaith Service	Office of the Mayor	3/3/24
The Longest Table	Office of the Mayor	3/3/24
Nature & History Walk at the Grove Museum	Division of Historical Resources	3/9/24
National Women in Business History Event	Big Bend Minority Chamber	3/12/24
Bard's Bicentennial Poetry Jam	The Bard's Bicentennial Poetry Jam	3/16/24
Old City Cemetery Tour	City of Tallahassee and Florida Public Archaeology Network	3/16/24
Women's History Month Celebration	Florida A&M University	3/19/24
Bicentennial Historians Conference	Tallahassee Historical Society	3/21/24
A Speaker's Symposium	Tallahassee Historical Society	3/21/24
Lawyers, Guns, & Money: Tales from Tallah Terr Legislature	Theater with a Mission	3/22/24
Jubilee Music Festival	Leon County Tourism	3/22-23/24
Tallahassee History Festival and Expo	Tallahassee Community College and Tallahassee Historical Society	3/23/24
Keeping History Alive: The Power of Tradition and Storytelling (Library Lecture Series)	Leon County Government	3/30/24
Springtime Tallahassee Music Festival	Springtime Tallahassee	4/5/24
Springtime Tallahassee Parade	Springtime Tallahassee	4/6/24
Munree Cemetery Annual Founder's Day	Clifford Hill, Munree, and Hickory Hill Cemetery	4/13/24
Tallahassee Pridefest	Tallahassee Pridefest	4/13/24
24th Annual Chain of Parks Art Festival	LeMoyne Arts	4/20/24
Earth Day: Sustainability and The Grove's Urban Forest	Division of Historical Resources	4/20/24
Word of South	Word of South	4/26/24
Musical Performance	Tallahassee Symphony Orchestra	4/27/24



Snapshot of Planned Bicentennial Events

The Hadley Descendants: The Progressive Era to Civil Rights	Tallahassee African American Genealogical Society	4/27/24
Bicentennial Family Reunions Campaign	Leon County Tourism	May-Aug 2024
Created Equal	Leon County Government	5/7/24
When Freedom Came: Celebrations of Freedom in Leon County	Tallahassee Historical Society	5/9/24
Southern Shakespeare Festival	Southern Shakespeare Company	5/10/24
The Sleeping Beauty	Tallahassee Ballet	5/11/24
Florida Historical Society Annual Conference	Tallahassee Historical Society	5/16/24
Freedom's Eve Concert	Tallahassee Symphony Orchestra and Leon County Tourism	5/17/24
20th of May Emancipation in Florida: Reconstructing Historical	Division of Historical Resources	5/18/24
20th of May Emancipation Day Celebration	Knott House Museum and John G. Riley Center	5/20/24
Commemorative Service at the Old City Cemetery	Knott House Museum and John G. Riley Center	5/20/24
The Capital Chordsmen 2024 Annual Show	The Capital Chordsmen	6/8/24
Race Amity Day	The Bahai Center of Greater Tallahassee	6/16/24
Boys State Conference	Boys State	6/19/24
Celebrate America 4th of July	City of Tallahassee	7/4/24
Irene C. Edmonds Youth Theatre Play	Florida A&M University	7/11/24
The Historical Footsteps of the Hunter Hill Family from 1837-2023	Tallahassee African American Genealogical Society	7/20/24
The Jefferson's of Leon County, Florida, from 1827-2024	Tallahassee African American Genealogical Society	7/20/24
President's Convocation	Florida A&M University	9/13/24
Trinity United Methodist Church Bicentennial Celebration	Trinity United Methodist Church	9/29/24
Innovation and the Arts: Scholarship-Performance-Creativity	Florida State University	10/3/24
Founder's Day Observance	Florida A&M University	10/3/24
Discovering Your Constellation of Collaborators	Florida State University	10/4/24
Discovery Challenge	Florida State University	10/5/24
Physics Meets Art	Florida State University	10/7/24
Old City Cemetery Tour	City of Tallahassee and Florida Public Archaeology Network	10/12/24



Snapshot of Planned Bicentennial Events

A Bicentennial Ball Weekend for Territorial Tallahassee	Theater with A Mission	11/22/24
President's Annual Toy Drive	Florida A&M University	12/6/24
NYE Countdown Downtown	Downtown Improvement	12/31/24
A Children's History of Tallahassee Book Release	Tallahassee Historical Society	TBD
Florida A&M University Jazz Ensemble	Florida A&M University	TBD
President's Symphonic Band	Florida A&M University	TBD
Florida Mainstreet Conference	FL DOS-Division of Historic Resources	TBD
Uncorked - Grape Harvest Festival Mixer	Florida A&M University	TBD
Grape Harvest Festival	Florida A&M University	TBD
An Evening of Music and Dance	Tallahassee Ballet	TBD
Florida A&M University Jazz Ensemble Concert, featuring Longineu Parsons	Florida A&M University	TBD

Section III: Strategic Plan Update for FY 2024

Section III: Strategic Plan Update for FY 2024

Statement of Issue:

This section provides an overview and update on the FY 2022-2026 Leon County Strategic Plan, which was adopted at the January 2022 Board 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 adoption of the FY 2022-2026 Strategic Plan in FY 2022.

At this time during the Board Retreat, the County Administrator will provide a brief update on the County's second-year progress on the FY 2022-2026 Strategic Plan. This update will include the County's progress made on its Strategic Initiatives, Bold Goals and five-year Targets. Thereafter, 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. Accept the Status Report on Strategic Plan Progress.
2. Revise the Quality of Life Bold Goal to: Support Community Partners to Place ~~100~~ 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing.
3. Revise the Governance Five-Year Target to: Communicate More Than ~~1.5~~ 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits.

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 FY 2022 – FY 2026 Strategic Plan at the January 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 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 our 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 statements.

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.

Section III: Strategic Plan Update for FY 2024

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

Strategic Priority - Governance

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

- (G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- (G3) Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues.
- (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: Status Report on Strategic Plan Progress

Strategic Initiatives

With the formal adoption of the FY2022 –FY2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives. Subsequently, at the January 23, 2023 Board Retreat, an additional 24 Strategic Initiatives were adopted by the Board for a current total of 67 Strategic Initiatives. The current five-year plan, which includes a complete list of the Strategic Initiatives organized by Strategic Priority area, is available in Section 1 of the Retreat Packet.

As shown in Table #1, as of the end of FY 2023, a total of 53 (79%) of the Strategic Initiatives have been completed, with the remaining 14 (21%) in progress. 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. Based on feedback provided by the Board at the January 2023 Retreat, in Table #1 below, the Strategic Initiatives recorded as “Complete” have been subcategorized as “Complete-Ongoing” or “Complete-Closed Out” to differentiate between those Strategic Initiatives that are ongoing and will require resources and support, and those that been completed in entirety. For example, if the strategic initiative was for the Board to adopt a policy or Ordinance and the Board has already done so, the strategic initiative is marked “Complete-Closed Out” because no further action is required. Alternatively, a strategic initiative where much progress has been made but requires continuous resources or staff time, such as a large infrastructure project, is marked “Complete-Ongoing.”

Table #1 – Year 2 Progress on Strategic Initiatives

	<i>Complete (Ongoing)</i>	<i>Complete (Closed Out)</i>	Complete	In Progress	Total
Status as of October 2023	36	17	53 <i>(79%)</i>	14 <i>(21%)</i>	67
Status by Main Strategic Priority Alignment					
Economy	9	3	12	5	17
Environment	5	2	7	3	10
Quality of Life	14	8	22	6	28
Governance	8	4	12	0	12

With significant progress made across the first two years of the Strategic Plan, the County remains on track in implementing the FY 2022-2026 Strategic Plan as explained in greater detail below. The following is a list of completed Strategic Initiatives (and the balance of those still “in-progress”) with further detail included.

ECONOMY: Complete - Ongoing

- **(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.**

- *FY 2022:* The Blueprint Intergovernmental Agency Board (IA Board) provided over \$90 million in its FY 2022 budget to support 18 public infrastructure projects a number 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.

In March 2022, the County received five Project of the Year awards from the Big Bend Branch of American Public Works Association (APWA) recognizing outstanding infrastructure projects that achieved project goals within budget all while exceeding public expectation. The awarded projects include the Raymond Tucker Road Drainage Improvement, Apalachee Regional Park – Phase II, Apalachee Regional Park Cross Country Venue, Leon County Courthouse Switchboard Replacement and the Belair/Annawood Septic to Sewer Conversion.

- *FY 2023:* The Blueprint IA Board provided over \$38 million in its FY 2023 budget to support 19 public infrastructure projects. Consistent with IA Board direction , over \$580 million will be invested across various 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 projects. During the FY 2023 year, 27 projects were underway to provide over 23 miles of roadway improvements, 114 miles of bicycle and pedestrian facility improvements, create or improve over 338 acres of parks and public spaces, plant well over 570 trees.

In March 2023, the County received three APWA Project of the Year awards from the Big Bend Branch of the APWA. The awarded projects include the Tram Road Culvert Replacement, Smith Creek Road Bike Lane, and the Magnolia Drive Project. In addition, Blueprint received eight awards from state and local organizations including the Tallahassee-Leon County Trust for Historic Preservation, Capital Chapter of Women's Transportation Symposium, Tallahassee Branch American Society of Civil Engineers, FL and Big Bend Chapters American Public Works Association, Florida Chapter American Institute of Architects, Florida Planning and Zoning Association, and the Florida Chapter of the American Planning Association. In addition, Blueprint received eight awards from state and local organizations including the Tallahassee-Leon County Trust for Historic Preservation, Capital Chapter of Women's Transportation Symposium, Tallahassee Branch American Society of Civil Engineers, FL and Big Bend Chapters American Public Works Association, Florida Chapter American Institute of Architects, Florida Planning and Zoning Association, and the Florida Chapter of the American Planning Association.

- **(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 economic development ventures and partnership opportunities that can generate growth in local magnetic technology assets which align with the magnetics industry and societal needs.

In 2023, OEV worked with the National High Magnetic Field Laboratory (“MagLab”) in developing a promotional video to highlight the magnetics industry and research resources available locally to attract businesses in the magnetic technologies industry. The promotional video, “Inside These Four Walls”, has since been featured at the Magnetics and Motors Conference held in Orlando in February 2023, and also continues to be shared with visiting company representatives and community stakeholders on a regular basis. The video was also nominated for a Suncoast Regional Emmy Award through the National Academy of Television Arts & Sciences in the “Public Service” category in 2023.

OEV and the MagLab are also directly engaging with industry businesses on potential research opportunities, partnerships, and potential resources and facilities available locally. 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, in 2022, the Magnetic Taskforce executed an agreement between the MagLab and Philips, one of the largest global MRI manufacturers, for assistance in researching and developing a new magnet design that will support Philips in marketing and deploying its products in less developed regions and countries. Since that time, the MagLab has completed a feasibility study as the first phase of the project to determine the scope of research to be conducted over the next years.

Finally, the Magnetic Task Force has led the facilitation of two Superconductivity Summits in Leon County in 2023. Through these summits, the Magnetic Task Force was able to directly engage with six companies focused on leveraging resources at the MagLab to further their research and development in the areas of MRI Technology, Medical and Industrial Applications, Material Sciences, Electromagnetic Motors and Generators, Fusion Energy Research and Magnetic Energy Storage.

- **(2022-5) Implement the Division of Tourism’s Strategic Plan.**

- On March 8, 2022, the Board approved the FY2022 – FY2026 Division of Tourism’s Strategic Plan which outlines strategic direction in alignment with the County’s priorities,

economic goals, community desires and tourism industry needs to grow the region's visitor economy and enhance the quality of life for Leon County residents. The Division of Tourism's five-year Strategic Plan aligns with the County's FY2022 – FY2026 Strategic Plan specifically through the alignment of the Division's goals and tactics with the County's Strategic Bold Goal of generating \$5 billion in economic impact through FY 2026. The Division of Tourism's Strategic Plan includes four major Strategic Priorities, six Strategic Goals, and 34 Five-Year Targets. Updates on the Division of Tourism's Strategic Plan, including specific tactics to achieve the initiatives, goals, and targets outlined in the plan, will be provided to the Leon County Tourist Development Council (TDC) on an annual basis. The TDC received a presentation update on the Division of Tourism's Strategic Plan at its November 2, 2023 meeting.

- **(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 continues to secure ARP as the site for major state, regional and national cross-country competitions. In FY 2023, eight competitions were hosted at ARP, including the 2023 ACC Championships. The County has continued its efforts to secure additional major competitions to take place through FY 2026, such as the 2024 NCAA Regional Championships and 2025 NAIA National Championships.

- **(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.**

- In April 2023, the County received "Florida Trail Town" designation by the Florida Department of Environmental Protection (FDEP) in recognition of the County's commitment to providing recreational opportunities for residents and visitors. The Trail Town designation is part of FDEP's broader effort to promote sustainable tourism and encourage communities to embrace resource-based recreation. Trail Town candidates are considered for approval by the legislatively established Florida Greenways and Trails Council. Designated Trail Towns, including Leon County, are featured on the Office of Greenways and Trails website and are given metal signs that can be placed at trailheads and town gateways to promote their commitment to sustainable tourism and resource-based recreation and to attract visitors who are interested in experiencing the outdoors.

The County has also been continuing its efforts in pursuit of the International Mountain Biking Association (IMBA) designation, which recognizes destination-worthy mountain bike trail communities which offer extensive trail networks for mountain bikers of every skill level. In 2020, the County's Division of Tourism hosted IMBA representations to review our trails and provide recommendations related to achieving the IMBA designation which included developing a master plan with strategic guidance on the trail infrastructure improvements needed to be completed to meet IMBA's standards. The County formally released an Invitation to Bid (ITB) on December 11, 2023, to solicit qualified consultants capable of conducting a comprehensive study on the improvements necessary for obtaining the IMBA designation with proposal submissions due on January 18, 2024. Following the evaluation of submissions, the County anticipates selecting and executing a contract for the study to commence shortly thereafter.

- **(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.**
 - *FY 2022:* 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 in demand technical and cloud platform skills offered through Amazon. In addition, AWS is pursuing partnerships with local higher education institutions for domain-specific coursework.
 - *FY 2023:* In October 2022, OEV conducted a trip to Tuscaloosa, Alabama with the Greater 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. OEV also regularly meets with the local Talent Development Council, comprised of Tallahassee Community College, Lively Vocational Technical College, CareerSource Capital Region and the Tallahassee Chamber of Commerce, to discuss best practices and local opportunities to stimulate workforce development.

In October 2023, the North Florida World of Work Expo was held at the Tallahassee Community College and Lively Technical College. OEV, in coordination with the local Talent Development Council, assisted in leading the event to promote access to training and employment opportunities by demonstrating various “worlds,” or industry sectors, of work that are available to students in the North Florida region. Over 2,500 students from Leon, Wakulla, Franklin, Jefferson, and Gadsden Counties attended the 2023 Worlds of Work Expo.

- **(2023-44) 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.**
 - On December 13, 2022, the Board approved the Tallahassee-Leon County Bicentennial organizational management plan and adoption of an Enabling Resolution to establish a Bicentennial Steering Committee to recognize the 200th anniversary of our community in 2024. In March 2023, the Bicentennial Steering Committee held its first meeting of 11 meetings throughout the 2023 planning and development year. The Bicentennial Steering Committee also convened six Bicentennial Task Forces which were charged with building community-wide awareness, outreach, engagement, planning, and collaboration throughout 2023, all leading up to the 2024 Bicentennial. The Bicentennial Task Forces were based on six focus areas of marketing; education, community outreach and inclusion; interfaith; legislative/state government; and history. Additional information related to the efforts of the Bicentennial Steering Committee and its Bicentennial Task Forces is provided under “Section 2: Tallahassee-Leon County Bicentennial Update”.

- **(2023-49) Collaborate with regional partners in the building and technical trades to increase entry-level apprenticeship opportunities. Target specifically training on-the-job upon hiring positions.**
 - The Office of Economic Vitality (OEV) has been engaged with the Greater Tallahassee Chamber of Commerce (Chamber) on leading workforce strategies to address talent gap shortages, drive job creation, and promote educational opportunities. As part of these collective efforts, OEV participates in the Talent Pipeline Management (TPM), an initiative facilitated by the Chamber in which local employers collaboratively work together to define the industries with near future critical job needs and the necessary educational and workforce training curriculum to meet those industry needs. In FY 2023, OEV staff completed the comprehensive TPM Academy training and the TPM Implementation Workshop which offers a systematic process for employers to gather and share their workforce data to facilitate new and improve existing career pathway partnerships. In working with Chamber, OEV plans to leverage the TPM strategies to create a Manufacturing Collaborative with local manufacturing industry partners to align and maximize local efforts to meet talent supply chain needs. In 2021, the Chamber convened

a similar local collaborative of health care providers to identify and lead strategies to fill the medical talent gap, which included successfully reducing the training time required to certify registered nurses by 50% to address the growing local employment needs in the medical sector more quickly.

Through the County's Leon Works Initiative, the County continuously engages and coordinates with local workforce and academic partners to promote and increase entry-level apprenticeship opportunities in the local community. In 2023, the Leon Works Expo was held on April 28th at the Donald L. Tucker Civic Center, where over 700 students participated with the opportunity to speak with 98 exhibitors from the business, creative, health, and trade industries. Each year, the County leads engagement with regional partners from various industries, including building and technical trades, to participate as exhibitors in the annual expo. In addition, the Leon Works Junior Apprenticeship Program aims to address the projected unmet local market for middle-skill jobs by providing opportunities for Leon County Schools' students to gain hands-on experience in the workplace and by supporting local existing academic programs in skilled career fields such as fleet management, building maintenance/construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree. The Program currently operates in collaboration with Leon County Schools to recruit eligible students enrolled in Career & Technical Education (CTE) courses and programs to be connected with entry-level apprenticeship opportunities offered through the County.

- **(2023-50) Continue efforts to promote opportunities for youth training and development with the County.**
 - Leon County continues to collaborate with Leon County high schools, CareerSource Capital Region, and other community partners to promote the Leon Works Junior Apprenticeship program. In 2023, with the Board's approval to open participation in the program to all students who attend a charter, public, private, and virtual school within Leon County, the County expanded program outreach efforts to these additional high schools. As part of this effort, the County distributed promotional material with program information to the schools for display and distribution to students. The County was also requested to provide an informational session on the program for students at Florida A&M University Developmental Research School. The County also continues to coordinate with local high schools, local media, and various community partners in promoting the Leon Works Expo through distribution of digital and print promotional materials. Building upon the successes of these efforts in past years, the County partnered with the City of Tallahassee in planning and hosting the 2023 Tallahassee-Leon County Summer Youth Expo. This first-of-its-kind expo seeks to connect local youth with engaging summer programming opportunities, such as camps, jobs, and volunteer opportunities.

ECONOMY: Complete - Closed Out

- **(2022-3) Implement the recommendations from the joint County/City disparity study to be completed in FY 2022.**

- On January 30, 2020, the Blueprint Intergovernmental Agency Board (Blueprint IA Board) approved the consolidated Minority, Women, and Small Business Enterprise (MWSBE) Policy to provide one uniform MWSBE program for the County, City and Blueprint Intergovernmental Agency. The 2019 Disparity Study conducted by MGT of America served as the basis of the consolidated MWSBE Policy which supported the development of a single, consolidated MWSBE Program that serves all three entities and incorporates aligned goals to reduce disparity in local government procurement in the region.

Subsequently, on February 9, 2023, the Blueprint IA Board accepted the 2022 Disparity Study Update and its recommendations and directed staff to work with the City of Tallahassee Procurement and Leon County Purchasing departments to further evaluate the 2022 Disparity Study Update recommendations for updates and amendments to the consolidated MWSBE Policy. On September 21, 2023, the Blueprint IA Board approved the revised MWSBE Policy which incorporated the update recommendations from the 2022 Disparity Study Update to enhance the program and utilization of MWSBE businesses. The revised MWSBE Policy was subsequently approved by the County Commission at its December 12, 2023 meeting and is anticipated to be adopted by the City Commission at its next regularly scheduled meeting on January 17, 2024. The revised policy will be effective upon adoption by the Blueprint IA Board, Board of County Commissioners and the City Commission, with an anticipated effective date of February 15, 2024.

- **(2023-45) Open and activate the newly renovated Amtrak facility as the visitor center and destination hub for Leon County.**

- At the June 19, 2018 Budget Workshop, the Board authorized the County Administrator to sell the Tourism Building at 106 E. Jefferson Street for the purpose of relocating the Division of Tourism to the Amtrak Building at 918 Railroad Avenue. At the December 18, 2018 meeting, the Board approved sale of the Tourism Building. The proceeds from the sale of the building were budgeted for needed renovations to the historic Amtrak Building to relocate the Division of Tourism and Visitor Information Center. Following the completion of renovations, the Division of Tourism was to permanently relocate to the Amtrak Building, leveraging the proximity of the building to the community's most significant tourism assets including the Gaines Street corridor and hotels, Railroad Square Art Park, and the two state universities. On May 10, 2023, the County celebrated the grand opening of the community's new Visitor Information Center following the completion of comprehensive renovations to the County-owned Amtrak Building to serve

as a vibrant hub for local tourism dynamically positioned between the community's most significant tourism assets.

- **(2023-48) Through the Blueprint Intergovernmental Agency, evaluate opportunities to advance the construction of the Tharpe Street project.**
 - On March 9, 2023 the Blueprint IA Board received a status update on the Tharpe Street project which presented opportunities for reducing the project scope and, in turn, advance the construction of the roadway improvements. The status report provided an analysis of recent traffic data which indicated widening Tharpe Street to four-lanes may not be necessary and identified the opportunity to implement the project at a lower cost and on an expedited schedule by reducing the number of lanes constructed to two vehicle travel lanes. As part of its FY 2024 budget development process, the Blueprint IA Board considered and approved proposed project improvements to allow for the completion of the project to be accelerated by approximately seven years, to be completed by FY 2030 and at the reduced project cost estimate of \$49.5 million.

ECONOMY: In Progress

- (2022-2) Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency.
- (2022-8) Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects.
- (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.
- (2023-46) Partner with the City of Tallahassee, Capital City Chamber of Commerce, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically experienced poverty and racial inequity through initiatives including Bank On Tallahassee.
- (2023-47) Engage local, regional, state, and federal partners to encourage the restoration of passenger rail service along the Gulf Coast by leveraging federal dollars under the Infrastructure Investment and Jobs Act.

ENVIRONMENT: Complete – Ongoing

- **(2022-11) Continue to work with the state to seek matching grants to convert septic to sewer systems and support septic system upgrades.**
 - *FY 2022:* 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 (FDEP) Springs Restoration Grant. While this grant will not support septic to sewer conversions, this funding however, will support the launch of the County’s Septic Upgrade Incentive Program, a voluntary incentive program to upgrade existing septic tanks with nitrogen-reducing enhancements in the Wakulla Springs Priority Focus Area
 - *FY 2023:* On January 24, 2023, the Board accepted \$1.1 million in additional FDEP Springs Restoration Grant funds for the Septic Upgrade Incentive Program. In total, the County has been allocated \$2.2 million in state grant funds which will support nearly 300 property owners to upgrade existing septic tanks. In March 2023, the program was launched and offers property owners reimbursement of up to \$7,500 for voluntarily upgrading septic systems with an advanced nitrogen-reducing system. Implementation of the program is ongoing and is anticipated to upgrade or replace nearly 300 septic tank systems in the Wakulla Springs PFA.

In FY 2023, the Board also approved revisions to the County’s Springs Restoration Grant Agreements with FDEP to formally realize \$5.3 million in additional funding for the Woodville Sewer System Project and \$500,000 in additional funding for the Belair/Annawood Sewer System Project. In FY 2023, the County also began construction on the first phase of the Woodville Sewer project and the Northeast Lake Munson Sewer project. An update on the County’s Springs Improvement Plan and efforts to secure septic-to-sewer funding will be presented to the Board in early 2024.

- **(2022-15) Enact the County’s Integrated Sustainability Action Plan to further reduce the County Government’s carbon footprint.**
 - At the April 23, 2019 Budget Workshop, the Board approved the adoption of the County’s Integrated Sustainability Action Plan (ISAP). The ISAP serves as a strategic plan to institutionalize sustainability action into operations, protocol, and policy, as well as promote sustainability in the community more broadly. The ISAP contains 18 goals and 91 action items for a variety of action areas to be completed by 2030. On January 24, 2023, the Board received the Annual Sustainability Program Status Report which provided an update on the ISAP implementation. As reported in the January 2023 item, the County had made significant progress on the ISAP in FY 2022 with 74% of action items and 88%

of goals in the ISAP completed/ongoing or in progress. The next Annual Sustainability Program Status Report with the latest progress made in FY 2023 will be presented to the Board at its January 23, 2024 meeting.

- **(2023-16) 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.**
 - The County’s Water Quality Monitoring Program, which is the only systematic effort to monitor the health of waterbodies in the unincorporated areas of the County, continues to demonstrate the County’s efforts as a responsible environmental steward of our natural resources and environmental beauty. Under the program, the County provides an annual water quality report reflecting local water quality sampling data collected over the prior year to document waterbody conditions through time, identify the most effective means of stormwater management, and guide appropriate land use decisions to address water quality concerns.

In partnership with the Florida Department of Environmental Protection (FDEP), the County’s Springs Improvement Plan was established to enhance the region’s water quality through a series of septic-to-sewer conversion projects. The County has leveraged the commitment of over \$60 million in state and local funds with plans to upgrade or eliminate over 1,600 septic tanks in the Primary Springs Protection Zone. Most recently, the County has leveraged state funding awarded through FDEP’s Springs Restoration Grant Program to begin the implementation of the Northeast Lake Munson Sewer System, Belair/Annawood Sewer System, and Woodville Sewer Projects. In FY 2023, the Board approved revisions to the County’s Springs Restoration Grant Agreements with FDEP to formally realize \$5.3 million in additional funding for the Woodville Sewer System Project and \$500,000 in additional funding for the Belair/Annawood Sewer System Project.

In 2019, the Board adopted Policy No. 19-4, “Springs Restorations Grants and Septic System Upgrade Policy”, which provides eligibility and implementation criteria to upgrade the existing septic systems funded through existing state grants in the Wakulla Springs Priority Focus Area (PFA). On April 12, 2022, the Board adopted revisions to the Policy ensure the County’s eligibility for FDEP’s Septic Upgrade Incentive Program grant. Specifically, the revised Policy establishes the eligibility and implementation criteria necessary for the County to administer a voluntary incentive program for additional septic system replacements in the Wakulla Springs PFA.

Subsequently, on September 13, 2022, the Board accepted a \$1.11 million grant from FDEP Springs Restoration Program for implementation of the County’s Septic Upgrade Incentive Program. While the program was planned to launch by the end of 2022, the County was notified it would be awarded an additional \$1.11 million in early 2023 so the

program launch was postponed until an amended grant agreement was executed for the County to realize the full \$2.22 million for program implementation. In March 2023, the program was launched and offers property owners reimbursement of up to \$7,500 for voluntarily upgrading septic systems with an advanced nitrogen-reducing system. As of the conclusion of FY 2023, a total of 107 septic tank systems had been authorized for upgrade or replacement. Implementation of the program is ongoing and is anticipated to upgrade or replace nearly 300 septic tank systems in total within the Wakulla Springs PFA.

- **(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 provided \$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. In FY 2023, the County's Public Works Department completed the development of a centralized inventory list of all roads available for adoption through the County's adopt-a-road program. 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.

- **(2023-51) Implement the comprehensive Action Plan for Lake Munson to support the long-term water quality of the lake and surrounding water bodies.**

- On October 11, 2022, the Board adopted the Lake Munson Action Plan which outlines lake management best practices to address challenges associated with the waterbody. Efforts to improve the water quality and reduce the nutrient loading in Lake Munson, as outlined in the Action Plan, include a planned drawdown with more frequent water quality testing, an aerial topographic survey of Lake Munson to measure elevations of compacted sediment, a new vegetation management program for treating invasive plants, and implementation of periodic drawdowns in consultation with Florida Fish and Wildlife Conservation Commission (FWS) to eliminate the need to mechanically remove organic-rich sediment.

Since adoption of the Action Plan, the drawdown and enhanced monitoring have begun as well as preparations for the long-term lake management actions. On March 21, 2023, the Board received a six-month status update on the implementation and ongoing efforts related to the Action Plan. As part of these efforts, in November 2022, County Public Works staff began the drawdown which was to be completed no later than March 31, 2023. However, based on guidance from FWC and input from the Leon County Science Advisory Committee, the Board approved the recommended extension of the drawdown through Spring of 2024 to further dry out the exposed areas of the Lake and promote

sediment capping to enhance water quality. County staff will continue to provide six-month updates to the Board on the progress of Lake Munson throughout the extended drawdown phase.

At its September 12, 2023 meeting, the Board received its second six-month update on the Lake Munson Action Plan and lake drawdown status. As noted in the update, the drawdown was temporarily suspended in advance of Hurricane Idalia to protect downstream properties from potential flooding and to protect downstream water quality by allowing any sediments in Lake Munson time to drop out and settle to the bottom. Since that time, the gates have been reopened to resume the drawdown. County staff is continuing to work with State-agency partners to evaluate the benefits of the drawdown and will provide an update to the Board at the March 2024 meeting, in advance of the drawdown conclusion to later this spring.

ENVIRONMENT: Complete – Closed Out

- **(2022-12) Evaluate requiring advanced wastewater treatment (AWT) for new construction.**
 - At the January 24, 2023 Board meeting, the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) Report was presented which evaluated wastewater management alternatives to traditional septic systems in order to reduce nitrogen entering the groundwater in unincorporated Leon County. The CWTFP Report recommended advanced wastewater treatment technologies for new development and for retrofitting existing conventional septic tanks and drainfields where it will most reduce nitrogen from entering the groundwater.

- **(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.

The Apalachee Regional Vulnerability Assessment was completed for ARPC's nine-county region. While the assessment identified areas of exposure in the County, the evaluation was high-level and does not provide an in-depth analysis of the County's exposure necessary for the implementation of projects. Accordingly, following consultation with the Florida Resiliency Program, the County submitted a planning grant application to conduct a County-specific vulnerability assessment for \$600,000.

ENVIRONMENT: In Progress

- (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.
- (2022-17) Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards.

QUALITY OF LIFE: Complete – Ongoing

- **(2022-20) Implement the Tallahassee-Leon County Greenways Master Plan.**
 - The Tallahassee-Leon County Greenways Master Plan is made up of 32 greenway trail projects totaling approximately 158 miles. The Blueprint 2020 program includes a \$15,800,000 project to continue the implementation of the Greenways Master Plan, with an annual allocation provided to the program in installments of \$790,000 per year. Of the 32 projects, five projects totaling approximately 19.5 miles have been prioritized by the IA Board for implementation which include: the Capital Circle SW Greenways & Debbie Lightsey Nature Park; the Lake Jackson Greenway; the Thomasville Road Trail Greenway; University Greenway; and Southwood Trail. For FY 2023, the Blueprint IA Board approved its annual allocation of \$790,000 in support of the implementation of the Greenways Master Plan Work Program. Consistent with IA Board direction, this funding has supported the advancement of the prioritized Greenways projects including the Capital Circle NW Greenway and Debbie Lightsey Nature Park, Lake Jackson Greenway, Thomasville Road Trail Greenway, University Greenway, and Southwood Trail.

- **(2022-21) Implement the Leon County Essential Libraries Initiative.**
 - *FY 2022:* Throughout FY 2022, the County 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 its 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.
 - *FY 2023:* In January 2023, the Board accepted a \$100,000 donation from the Friends of the Library for enhancements to library programs and services in support of the Essential Libraries Initiative. Among other efforts, the Library utilized a portion of these funds to offset the cost of patrons’ increased use of the on-demand video streaming service, Kanopy, which is designed exclusively for public libraries to provide access to films, documentaries, and children’s programs to patrons at no charge.

As part of the County’s Essential Libraries Initiative, the County also continues leading various efforts to realign the Library’s programs and services with the community’s greatest needs and goals. These efforts include the execution of a Memorandum of Understanding (MOU) with Second Harvest of the Big Bend to provide nutritious meals

and/or snacks to children at County Libraries. In FY 2023, the County also executed an MOU with Leon County Schools for the provision of resources and services, such as classroom space and internet connectivity, to offer the Leon County Library's GED Program for high school and adult learners at the B.L. Perry Branch.

Most recently, in November 2023, the Board accepted an additional \$100,000 donation from the Friends of the Library to further support the Essential Libraries Initiative. Among other efforts, these funds will be used to support the various programming events planned for FY 2024, as well as enhancements to the Dr. B.L. Perry, Jr. Branch Library Early Learning space and the Northeast Branch Library outdoor space.

- **(2022-22) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates.**
 - Leon County Emergency Medical Services (EMS) has begun and is continuing to conduct a comprehensive review and update of its medical protocols and procedures in an effort to improve medical outcomes and survival rates in the community. In addition to its internal efforts, Leon County EMS continues to participate in the Big Bend Healthcare Coalition, the Tallahassee Coalition for Coordinated Care, and engage with other community stakeholders to identify and pursue opportunities to better coordinate services and improve medical outcomes locally. Leon County EMS also continues to provide community engagement and community risk reduction programs, such as Cardiopulmonary Resuscitation (CPR) and automated external defibrillator (AED) trainings, "Stop the Bleed" training exercises, and bicycle, pedestrian, and vehicle safety trainings throughout the year.

Leon County EMS has continued to successfully pursue various grant opportunities to support its ongoing efforts to improve medical outcomes and survival rates. In June 2022, the County was awarded \$56,910 in grant funds through the Florida Department of Health to support and enhance the County's EMS citizen CPR training program and for implementation of ultrasound equipment and training to enhance diagnostics to aid in providing appropriate pre-hospital treatment. In October 2022, the County was awarded \$50,784 from the Florida Department of Health County Grant to improve and expand pre-hospital patient care through the acquisition of ambulance medical equipment. In February 2023, the County received a \$33,000 Big Bend Healthcare Coalition Grant to enhance the County's EMS response capabilities through the purchase of mass casualty shelter mobile tent equipment, a high flow transport ventilator, and patient monitoring equipment for surge events. Most recently, in October 2023, the County received a \$64,313 grant from the Florida Department of Health to support and enhance the County's EMS citizen CPR training program and for the purchase of 40 AEDs that will be made available on a first-come, first-served basis to local commercial organizations.

- **(2022-23) 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.**

- *FY 2022:* 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, 1,000 Jobs for Youth, and Pathways initiatives. IDA has also partnered with the City in expanding the Landlord Risk Mitigation Program to 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 of 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.

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.

- *FY 2023:* In FY 2023, IDA engaged with students at the Florida State University Askew School of Public Administration that were interested in studying alternatives to incarceration as their final Capstone Project. The students that pursued this Capstone Project reviewed programs and best practices adopted by counties nationwide and identified additional recommended strategies to further support jail population management at the Leon County Detention Center. Utilizing their research, these students produced a final report with findings and recommendations to help effectively manage the flow of people through the County's Detention Facility and mitigate the future need for additional infrastructure at the site. The Capstone Project and final report was presented to the Public Safety Coordinating Council on April 18, 2023.

In the Fall of 2023, IDA reclassified its Community Service Coordinator position to be the Community Service and Support Coordinator. As part of this reclassification, the new functions now include providing enhanced services through collaboration with community partners and referrals to critical services which will assist pre- and post-sentenced defendants with successful reentry into the community and thereby reduce the likelihood of recidivism.

- **(2022-24) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need.**

- *FY 2022:* 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. (Bond), Neighborhood Medical Center, Inc. (NMC), Apalachee Center, Inc., Capital Medical Society Foundation Inc. We Care Network, and the Florida A&M University College of Pharmacy to provide health care services for uninsured and underinsured Leon County residents. The Department of Human Services and Community Partnerships continues to meet regularly with these providers to ensure access to affordable health care services through the community healthcare partnerships. The County allocated \$800,000 under its American Rescue Plan Act (ARPA) expenditure plan to the community's primary healthcare providers to ensure they have the necessary resources to serve the medical needs of Leon County's low-income residents. Specifically, the County allocated \$500,000 to Neighborhood Medical Center, Inc. and \$300,000 to Bond Community Health Center, Inc. to support capital improvements for the medical facilities utilized to provide healthcare services for low-income residents.
- *FY 2023:* The adopted FY 2023 budget included \$1.7 million to support the primary healthcare program, with \$1.3 million dedicated for the Primary Health Care Competitive Provider Reimbursement Pool (Competitive Pool) and \$413,000 for specialty health care and pharmaceutical services. On July 12, 2022 the Board approved the request from Bond and NMC to designate \$301,942 of the Competitive Pool as the required local match funds needed for these entities to receive an additional \$494,892 in federal Low-Income Pool funds, to provide primary care services to more Leon County residents.

The County's FY 2023 budget included \$1.7 million to support the primary healthcare program. On November 14, 2023, 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.

- **(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.**

- In recent years, the County has executed Local Agency Program Agreements with the Florida Department of Transportation (FDOT) to support the completion of various safety improvements on State and County roadways. In FY 2022, the County leveraged FDOT grant funds to support the completion of safety improvements on Old Bainbridge Road (from I-10 to Capital Circle NW) and the Smith Creek Road Bike Lane Addition project to enhance the safe use of nonmotorized transportation alternatives to access the Apalachicola National Forest. The County has executed Local Agency Program

Section III: Strategic Plan Update for FY 2024

Agreements with FDOT to support other transportation enhancements that are currently underway including safety improvements on CR 260 Silver Lake Road, the Springhill Road Bridge Replacement, and the Miccosukee Road Bridge Replacement Project.

In FY 2022 and FY 2023, the Board approved Resolutions in support of FDOT's Safe Route to School Grant Applications to support construction of sidewalks on County roads including Westway Road, Shumard Drive, Sherborne Road, and Bur Oak Drive. Additionally, on January 24, 2023, the Board authorized the County Administrator to issue a letter of support to the City of Tallahassee for its FDOT Safe Routes to School Grant Application for sidewalks along Fred George Road, a County road within the City limits, to provide greater pedestrian access to Springwood Elementary School. Most recently, on December 12, 2023, the Board approved a Resolution in Support of the FDOT's Transportation Alternatives Set-Aside Grant Application to support the construction of the Highland Drive Sidewalk Project from US 90 (Mahan Drive) to Buck Lake Road.

At the County's request, FDOT performed a safety study on Highway 20 in FY 2023 and identified funding to implement safety enhancements which were identified in a previous FDOT study. In FY 2023, FDOT committed nearly \$400,000 to fully fund safety enhancements along Highway 20. The County also works with FDOT to leverage opportunities for joint funding of County/State roadway intersections within the Urban Services Area (USA) of unincorporated Leon County. Each year, Public Works coordinates with FDOT and electric service providers to design and install streetlights at the approved intersections and roadways. In FY 2023, the County begun and completed various street lighting projects in coordination with FDOT. As of the conclusion of FY 2023, deployment of streetlights had been completed or were underway at nearly 20 sites along state roadways, including along North Monroe Street, Tennessee Street, Apalachee Parkway, Highway 20, and Old Bainbridge Road.

- **(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.**
 - On March 21, 2023, the Board approved a Memorandum of Understanding (MOU) between Leon County, the City of Tallahassee, and the Children Services Council of Leon County (CSC) to partner on opportunities to collaborate and coordinate on funding, program delivery, program evaluation, and outcome measures for human services that primarily focus on children and families. As reflected in the MOU, the County, City, and CSC will continue to coordinate resources such as staffing, technology, program evaluation, performance measures, and funding to maximize the effectiveness of services to local children, youth, and families. Staff from the County, City, and CSC meet regularly to discuss strategies to maximize County and City investment through the Community Human Services Partnership (CHSP) and better address service gaps in the community.

On November 28, 2023, the Board held a Workshop on Human Services and the Community Human Services Partnership (CHSP). During the Workshop, a presentation was provided on the CHSP process, including the impact of the establishment of the Children’s Services Council of Leon County (CSC), which specifically funds children, youth, and family services and programs, to the local human services system. Following the presentation, recommendations were presented to the Board to better position the County and CHSP in addressing the human service needs of the community, including a recommendation to realign CHSP categories to reflect the establishment of the CSC, which specifically funds children, youth, and family services and programs. At that time, the Board directed staff to bring back an agenda item to include an analysis on the impact of the proposed realignment of the current human services categories in CHSP to the funded partner agencies and a transition plan on available funding opportunities through the CSC. The Board requested the update to also include further analysis of the CSC funding process and feedback from agencies about the proposed realignment of human services categories. This item will be presented to the Board at its January 23, 2024 meeting.

- **(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.**

- On April 13, 2021, the Board formally established the Citizens’ North Monroe Street Corridor Task Force (Task Force) to convene with community stakeholders, residents, and business owners along the North Monroe Street corridor to provide findings of fact and identify opportunities to enhance the quality of life along the segment between Fred George Road and Tharpe Street. The Task Force was charged with examining issues along the corridor including infrastructure and aesthetic improvements, crime reduction and safety, and responding to the impacts of homelessness. On December 14, 2021, the Task Force’s Final Report was presented to the Board which details findings, opportunities, and recommended strategies for three topic areas which include (1) Making Corridor Improvements; (2) Response to Crime and Human Trafficking; and (3) Response to Homelessness.

Following the presentation of the Task Force’s Final Report, Planning staff developed a tracking mechanism to monitor the implementation of the various recommendations identified by the Task Force. To date, 15 of the 16 Task Force’s recommendations have been completed. Planning staff continues to coordinate with the appropriate County Departments on the remaining recommendation in progress. A status report on the implementation of the Task Force’s recommendations will be brought back to the Board upon completion.

In addition, in December 2023, the Capital Region Transportation Planning Agency (CRTPA) initiated its North Monroe Street Safety Implementation Plan to identify safety improvements along the North Monroe corridor specifically from Tharpe Street to Capital

Circle NW. The study is anticipated to be completed by July 2024 which will result in the development of an implementation plan of needed improvements which the CRTPA will focus its efforts in pursuing federal funding.

- **(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.**
 - Through the use of public information and social media channels, the County's Community and Media Relations Office continues to coordinate with the Leon County Sheriff's Office (LCSO) to share timely and important messages on child abuse and prevention programs, human trafficking, sexual abuse and exploitation, and domestic violence. Relatedly, the County continues to support the Survive and Thrive Advocacy Center's (STAC) business training efforts related to human trafficking, a curriculum endorsed by LCSO. CMR features program/service information and public service announcements from LCSO and STAC in the County's LINK newsletters.
 - In addition, the County continues to leverage opportunities to raise community awareness to combat human trafficking. At its January 24, 2023 meeting, the Board adopted and presented a Proclamation Recognizing January 2023 as Human Trafficking Awareness Month. Additionally, as endorsed by the Survive & Thrive Advocacy Center, the County's adopted 2024 Legislative Priorities include support for the establishment of a requirement under Florida Statutes for state and local government contracts executed with contractors and subcontractors to include an affidavit to be signed asserting that they do not engage in labor trafficking; and support for legislation to allow the Florida Department of Business and Professional Regulation to revoke business' licenses that are found to be complicit in human trafficking and/or refuse to work with law enforcement investigating human trafficking.
- **(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.**
 - *FY 2022:* 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 was revised to reflect the prioritization.

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.

- *FY 2023:* On February 21, 2023, the Board accepted a \$75,000 grant from the Cities for Financial Empowerment Fund (CFE) CityStart initiative to support the implementation of the Neighborhood First Program in coordination with the City. The County has worked with the City and the Capital City Chamber of Commerce (Capital Chamber) in identifying opportunities to leverage grant funds to improve access to financial empowerment resources for low-income households that have historically experienced poverty and racial inequities. In coordination with the City and Capital Chamber, grant funds will be utilized to create access to financial institutions for low-income households through the Bank On Tallahassee initiative and to host a Financial Empowerment Summit with organizations and stakeholders that provide financial empowerment resources to develop a “resource blueprint” for addressing the financial needs of residents. The Financial Empowerment Summit took place on September 19 and 20, 2023.

The County’s Homeownership Development (HOD) Program provides funding to local developers to build owner-occupied housing for first-time homebuyers primarily in areas that have historically experienced poverty and racial inequity. In 2023, the County’s Housing Services Division hosted an informational workshop with local developers to receive feedback on increasing the effectiveness of the program. The HOD Program was subsequently revised to incorporate various recommendations shared by local developers, including an increase to maximum funding award amount available to developers to offset increased cost of materials and labor associated with construction.

In 2023, the County held the Heir Property Events Series in partnership with the City, Children Services Council, United Way, and Legal Services of North Florida. Building on ongoing efforts to raise awareness of available resources in the neighborhoods that have historically experienced poverty, a series of workshops were held in the Frenchtown and Griffin Heights Neighborhoods, Providence Neighborhood, Woodville Community, and Bond Community in the Fall of 2023 to provide residents information on the appropriate and legal steps required to leave their properties to family members. As part of this effort Legal Services of North Florida is also offering free legal representation to income-eligible residents that need assistance with addressing active probate issues or estate planning.

- **(2022-34) Support law enforcement and community partners’ programs and initiatives to address the causes and impacts of drug related crimes in our community.**

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- The County's Department of Human Services and Community Partnerships (HSCP) and Office of Intervention and Detention Alternatives (IDA) work collaboratively in supporting local efforts to address the causes and impacts of drug related crimes. IDA has developed a self-assessment that pre- and post- sentenced individuals can voluntarily complete, which is utilized by HSCP to connect these individuals with human services partners to address underlying causes of criminal behavior. HSCP and IDA also meet monthly with the Council on the Status of Men and Boys to discuss strategies to support ongoing efforts to reduce criminal activity locally.

On October 10, 2023, the Board approved a Memorandum of Understanding between Leon County and the Second Judicial Circuit Office of Court Administration for the utilization of funds received from the County's Opioid Litigation Settlement for substance abuse treatment and ancillary services for people involved in the criminal justice system. Court Administration currently operates two successful substance abuse treatment programs: Felony Drug Court and Veterans Treatment Court that are available to a limited number of people who must meet strict eligibility criteria. Opioid Litigation Settlement funds will be utilized to expand treatment and recovery services to people who need treatment but are not eligible for Felony Drug Court or Veterans Treatment Court. Opioid Settlement funds would be used to provide services to individuals for which a substance use disorder is a contributing factor to the criminal behavior. The MOU is effective beginning January 1, 2024 for three consecutive one-year terms. After 18 months, an assessment will be conducted to evaluate program outcomes and the feasibility of using future funds to assist the criminal justice involved population.

- **(2023-54) 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.**
 - On May 23, 2023, the Workshop Addressing Homelessness was held in partnership with the Big Bend Continuum of Care (CoC), which is recognized by the U.S. Department of Housing and Urban Development (HUD) and the State of Florida as the regional planning and oversight organization for homelessness in Leon County and seven (7) neighboring counties. County staff provided a summary of the County's recent actions and investments to reduce homelessness in the community, including the allocation of more than \$32.5 million in the past three years. To build on the County's ongoing efforts, recommendations were presented to the Board that included opportunities for enhanced policy, strengthened partnerships, and additional investments that will better position the community to address homelessness. Among these recommendations were eight recommendations specifically related to enhancing public engagement, awareness, and safety to better address homelessness. These included the development and establishment of the CoC Community Engagement Liaison position at the CoC; the

continued funding of the Street Outreach Program and the Sheriff's HOST Deputy Unit to engage unsheltered homeless individuals and families; and to fund capacity building for nonprofits and faith-based organizations to expand homeless services through the Neighborhood Capacity Building Program, among others. Through its initiatives, policies, partnerships, and investments, Leon County continues to actively work with local partners to reduce homelessness and its overall impact in the community.

- **(2023-61) Continue to leverage County funding in partnership with local stakeholders to secure state and federal funding to build affordable rental housing for very low- and low-income families.**

- On June 13, 2023, the Board allocated \$1 million in Federal Emergency Rental Assistance funding for the third phase of the Orange Avenue Apartment Redevelopment Project which will set aside 13 units for extremely low-income households including individuals or families exiting homelessness. The County has invested a total of \$5.8 million in the Orange Avenue Apartment Redevelopment Project which construct 400-410 of affordable rental units for very low-income households (a 100% increase in affordable rental units). The funds allocated by the Board will be leveraged to secure federal tax credits funding.

On October 10, 2023, the Board authorized the submittal of an application for the HUD Pathways to Removing Obstacles to Housing Grant (HUD PRO grant) in the amount of \$10 million. The County's grant application included a proposal to establish the Multifamily Development Gap Financing Program (Program) which would construct multifamily developments with rental units for low-income households. The Program would utilize the HUD PRO grant to provide funding to proposed multifamily affordable housing projects that set aside at least 40% of units for extremely and very low-income households which include individuals and families experiencing homelessness. HUD is anticipated to announce the HUD PRO grant awards early spring 2024.

On October 10, 2023, the Board authorized the Housing Finance Authority of Leon County to issue a \$35 million bond for the Lake Bradford Apartments projects which will set aside 39 units for extremely low-income households including individuals and families experiencing homelessness. The bonds will be leveraged to secure federal tax credits funding and state loan financing.

- **(2023-62) Leverage federal funding and relationships with local service providers to increase the number of temporary/transitional housing beds available to those experiencing homelessness.**

- At its May 23, 2023 Workshop Addressing Homelessness, the Board directed that affordable rental developments seeking County funding or bond authorization, including federal tax credits, set aside a portion of units for individuals or families exiting homelessness.

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- *Proposed Amendment to Strategic Initiative #62:* As reflected in the investments and efforts above, the development of affordable rental units rather than "temporary/transitional beds" aligns with funding opportunities that are available at the federal level through grants and tax credits. In December 2022, the U.S. Interagency Council on Homelessness, which is comprised of 19 federal departments and agencies, released the federal strategic plan to end homelessness and identified the increase of affordable rental units as a critical component to preventing and reducing homelessness in the nation. Additionally, federal grant opportunities regularly request information on applicants' efforts to address homelessness through housing. Housing for homelessness includes permanent supportive housing, transitional housing and Section 8 rental units that provide individuals and families to establish credit and build economic security. Recognizing this, staff is recommending an amendment to this Strategic Initiative to better reflect opportunities to leverage federal funding for those experiencing homelessness as well as recent actions taken by the Board to increase housing for homeless individuals and families under the subsection "Part B: Amendment of Existing or Addition of New Strategic Initiatives" of the Board's Retreat Material.

QUALITY OF LIFE: Complete – Closed Out

- **(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 the fall of 2023, Big Bend Cares launched the syringe exchange program through its Mobile Health Unit reaching at-risk communities in Leon County.

- **(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. As reflected in the charter, the CSMB's Executive Steering Committee will produce an annual report. The CSMB's FY 2023 annual report is anticipated to be complete in January 2024, which will be subsequently provided to the Board.

- **(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.**
 - *FY 2022:* 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 County dedicated \$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.

- *FY 2023:* In 2023, the Board approved a Memorandum of Understanding between Leon County and Second Harvest of the Big Bend to provide nutritious meals and/or snacks to children at County Libraries. As part of the County's Essential Libraries Initiative (ELI), the County is leading various efforts realign the library's programs and services with the community's greatest needs and goals. This partnership with Second Harvest promotes and supports the ELI's Civic and Community Engagement focus area by serving as a resource and partner to local nonprofit service providers in addressing food insecurity.
- **(2023-53) Building on the Citizens North Monroe Task Force Final Report, host an intensive, multi-day design charrette to work with the community to identify and evaluate a variety of land use/planning strategies and other proposals for the continued improvement of the North Monroe Corridor area.**
 - In October 2023, the Department of PLACE conducted an intensive, multi-day design charrette to collaborate with the community, discussing and evaluating a variety of land use and planning strategies to further enhance the North Monroe Corridor area. The multi-day event featured various pop-up events, open houses, virtual sessions, and other community gatherings across a number of County sites. A summary report based on multi-day event will be presented to the Board at its February 20, 2024 meeting.
- **(2023-55) 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.**
 - Prior to FY 2024, the County's, healthcare partners were not reimbursed by the County for diagnostic and ancillary costs such as laboratory and X-ray services. In 2023, the providers informed the County that historically all patient visits eligible for primary care reimbursement are for acute illnesses that require diagnostic and ancillary services. While 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 who are not Medicaid eligible are not charged for diagnostic testing. These costs were absorbed by the providers. To address the unfunded testing costs, the providers requested that the

County consider including reimbursement for these diagnostic and ancillary service costs as an eligible reimbursement expense.

Working closely with the County's healthcare partners and taking into consideration the costs to provide diagnostic and ancillary services such as laboratory and X-rays, the County increased the primary care visit reimbursement rate from \$125 per visit to \$175 per visit for FY 2024 and \$225 per visit starting FY 2025. The purpose of the increase is to more accurately reflect the cost of diagnostic and ancillary services, such as laboratory and X-ray services, incurred by the County's healthcare partners.

- **(2023-57) Develop an interactive community web-based tool that documents planned improvements, tracks investments, and identifies enhancement strategies for the North Monroe Corridor area.**
 - In FY 2023, the County's Department of PLACE launched an interactive community web-based tool which documents planned improvements, tracks investments, and identifies enhancement strategies for the North Monroe Corridor area. The web-based tool is available on the County's webpage at: <https://www.leoncountyfl.gov/cnmctf/>
- **(2023-64) Work with the City of Tallahassee, FSU Askew School, and human service agencies to utilize and refine the Community Human Services Partnership (CHSP) Outcome Measures to ensure that the CHSP continues to address the highest human service needs in the community.**
 - In a continuous effort to enhance the Community Human Services Partnership (CHSP), the Board adopted uniform performance measures developed by the Florida State University's Askew School (FSU Askew School) to assess the effectiveness of specific CHSP-funded programs to improve the social conditions or outlook of clients. In addition, these performance measures enhance the information and data available to the Citizen Review Teams (CRTs), which make funding recommendations that are considered by the Board and City Commission respectively, as part of the funding deliberations. The FSU Askew School reviewed 270 distinct outcome measures that agencies had been previously reporting in narrative form as part of their respective quarterly reports to develop quantifiable uniform outcome measures to evaluate the programs. The uniform outcome measures were developed with considerable input and feedback from human service providers to ensure applicability and implementation.

The uniform outcome measures established 16 common performance metrics that overlap the human service categories to evaluate the programs. Agencies report quarterly on one or more of the 16 common performance metrics. The performance metrics measure the effectiveness of programs to assist clients in securing services, meet development or life-skill milestones, or improve social and/or emotional conditions. During the summer of 2023, the County contracted with the FSU Askew School to provide workshops to human services agencies on enhancing performance metric evaluation and

data tracking with the use of the uniform outcome measures. In FY 2023, which marked the first year of the implementation of the uniform outcome measures, 65% of the programs met their performance metrics. As a result, most of the programs funded by CHSP were effective in delivering human services that improve the quality of life of their clients. Staff is actively working with agencies and programs that did not meet the performance metrics, providing technical support in partnership with FSU Askew School evaluate capacity for service delivery, data mining and implementing the performance metrics. The results of the performance metrics will be provided to the CRTs as part of the funding deliberation for the upcoming two-year CHSP funding cycle (beginning in FY 2025). Updates on the CHSP performance metrics will continue to be provided to the Board in future items related CHSP funding allocations.

QUALITY OF LIFE: In Progress

- (2023-52) Continue to explore policies such as inclusionary housing and mixed housing developments to increase the stock of affordable housing throughout Leon County.
- (2023-56) 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.
- (2023-58) Partner with the Children’s Services Council to address Black maternal and children’s health through the coordination of data sharing, collaboration with partners on available community resources, and opportunities to maximize investment in outreach and awareness to improve health outcomes.
- (2023-59) Design and construct the new Northeast Park.
- (2023-60) Work with the City of Tallahassee, Big Bend Continuum of Care, and street outreach teams to develop corridor plans for North Monroe, Downtown, and Pensacola Street for outreach to unsheltered homeless individuals and to engage residents and businesses to address community aesthetics and neighborhood safety along the corridors.
- (2023-63) Continue to identify opportunities to increase the number of mental health beds in the community by working with mental health treatment providers and academic institutions in the community.

GOVERNANCE: Complete – Ongoing

- **(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.**
 - *FY 2022:* The County worked with community partners to offer a number of events and programs in FY 2022 including the Village Square Annual Town Hall, “Created Equal: A Conversation on Race in Our Elections; the Disaster Resilience Citizen Engagement Series; and four (4) Library Lecture Series events, As approved by the Board on March 8, 2022, the County has partnered with KCCI to implement the Fully Booked, Tallahassee placemaking project to create literary inspired 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.
 - *FY 2023:* The County worked with community partners to offer a number of events and programs in FY 2023 including the “Created Equal – Black Women and the Fight for Equality”, “The Big Event: Engaging FAMU, TCC, and FSU Students in Service”, the Disaster Resilience Citizen Engagement Series, the Let's Balance Budget Game Citizen Engagement Series, Build Your Bucket, Library Lecture Series events, and the Village Square Annual Town Hall and Speed Date Your Local Leaders events. In addition, in 2023, the County partnered with KCCI to implement the Crosswalks to Classrooms initiative on Dempsey Mayo Road which involved elevating and decorating three crosswalks near W.T. Moore Elementary School and the Westminster Oaks Retirement Community to enhance pedestrian safety.
- **(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.**
 - In January 2022, the County hosted a day-long “Innovation Day” for the Florida Association of Counties featuring several site visits and presentations by County representatives and external partners on innovative projects, programs, and best practices in Leon County.

The County’s legislative team annually attends the Florida Association of Counties Legislative Day and the National Association of Counties Legislative Conference.

Since 2013, the County has received a total of 103 national Achievement Awards for exceptional County programs and services from the National Association of Counties (NACo). In 2023, the County earned 8 NACo awards recognizing the County’s SustainaBiz program, Hired on the Spot event, and Autism Awareness Initiative, among others.

- **(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 2022 and will support the enrollment of three additional employees in the upcoming class.
- **(2022-39) Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program.**
 - 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 17 I² awards and realized nearly \$1 million in new cost savings and avoidances through the I² Program. During FY 2023, the County awarded an additional 14 I² awards and realized over \$562,000 in new cost savings and avoidances through the I² Program. Since launching in FY 2015, the County's I² Program has saved the County \$9.5 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. Throughout FY 2023, Community and Media Relations reached 68,814 neighbors in 436 neighborhoods through 114 posts on important, geographically targeted topics such as upcoming development projects, nearby road closures and detours, County branch library programming, and so much more.
- **(2022-41) Continue to support updates to the Comprehensive Plan that encourage annexation of southside properties within the Urban Services Area.**
 - On June 13, 2023, the Board adopted amendments to the Comprehensive Plan to reflect the Southside Action Plan and the associated goals, objectives, and policies, within in the Land Use Element of the Plan. The Southside Action Plan (SAP) originated with a Tallahassee-Leon County Comprehensive Plan policy in 1998 which was adopted in response to the growing concerns about the unbalanced development happening throughout Tallahassee and Leon County. In 2021, the County and City Commissions revisited the policies after more than 20 years since they were adopted into the Comprehensive Plan. At the Joint Workshop on April 13, 2021, the County and City Commissions approved the Southside Action Plan approach.

After initiation of the SAP, renewed efforts were made to listen to the southside community about what residents wanted to see in the area and what it might take to

make it happen. Over a period of several months, staff conducted extensive outreach to engage with southside residents, business owners, and other community stakeholders through community conversations, public meetings, neighborhood events, and the Southside Action Plan survey. Through this process community priorities were established and included in the proposed amendment to the Comprehensive Plan to update the Land Use Element to reflect the goals, objectives, and policies identified by the SAP. The SAP prioritizes community-driven projects that are small-scale in nature and have immediate, tangible benefits to residents and other parties invested in the Southside. These are projects that are quick to implement and visible to community members. In addition, it is a priority of the SAP to continue public and private investments in long-term capital improvements.

With the adoption of the proposed text amendments to the Comprehensive Plan, the next steps are to implement projects that reflect the community priorities of beautification, investment, and engaged and activated citizens. This framework for implementation includes Comprehensive Plan policy updates, strategic objectives and initiatives, and tracking of projects on the southside. With the adoption of the SAP, community-driven projects, as well as public and private investment activities will be supported and tracked. This includes public investments through the Blueprint Intergovernmental Agency, tracking of annexations of southside property in the unincorporated areas of the SAP boundary, and the expansion of water and sewer services. The Planning Department will monitor and track the implementation of Southside Action Plan projects and the results will be reported back to the Board on an annual basis.

- **(2022-42) Pursue Federal funding to provide broadband to underserved rural communities.**
 - *FY 2022:* In FY 2022, the Office of Economic Vitality (OEV) led the establishment of the Tallahassee-Leon County's Local Technology Planning Team to convene community stakeholders and representatives from various industry sectors related to the promotion of broadband adoption. Through their organized coordination, the Local Technology Planning Team lead the development of a Local Broadband Plan to offer strategic direction for short-, medium- and long-term objectives to boost broadband availability and adoption to residents, businesses and institutions county-wide. The development of a Local Broadband Plan was an important step in positioning both the State of Florida and Leon County in leveraging federal funds when they become available. As part of these efforts, OEV also continues to coordinate with local internet service providers and other partners in the business community to expand broadband access throughout the County. In 2022, OEV staff met with representatives from Comcast to review proprietary information on the company's existing broadband infrastructure and expansion plans for Leon County. As a result of this meeting, staff has continued to coordinate with Comcast in sharing information to identify potential service gaps and to best align anticipated future community expansions with broadband service expansions.

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- *FY 2023:* On February 3, 2023, the Governor announced initial grant awards through the State of Florida's Broadband Opportunity Grant Program, and Comcast was awarded \$230,000 to deploy fiber optic cable internet service to approximately 120 unserved households in the Chaires community. This grant program awards funding based on several factors including current broadband availability in a project area, the project's readiness and scalability, and other factors. The Chaires community was identified by Comcast for an application during this round of funding based on that project's alignment with the evaluation criteria. The next step is for Comcast to finalize the agreement with the State of Florida's Office of Broadband. Once finalized, the State will disburse grant funding which will allow Comcast to proceed with permitting and construction. Per the grant program requirements, Comcast will have until December 31, 2026 to expend the grant funds.

In addition, OEV was recently awarded an Affordable Connectivity Program (ACP) grant to support outreach to households that are eligible to receive discounted internet service offered through the ACP. Through the ACP, eligible households can receive a discount of up to \$30 per month toward internet service as well as a one-time discount for the purchase of a laptop, desktop computer, or tablet. OEV will leverage these funds to lead innovative outreach activities to raise awareness of the ACP and increase enrollment among eligible households in Leon County. The County plans to continue to take advantage of any potential funding opportunities as they are presented, and the Board will be notified upon notification of grant funding awards. OEV remains in close coordination with the local internet service providers to evaluate the other underserved areas of Leon County for future grant application cycles. In addition, County's legislative team continues to monitor the development of legislation related to broadband and meet with state and federal partners to identify opportunities that best position the organization to leverage funding for broadband as it becomes available. OEV will present an update to the Board on its ongoing efforts related to expanding broadband to underserved rural communities in early 2024.

- **(2023-22) 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.**
 - In May 2023, the County hired a consultant, Justice Planners, to develop a needs assessment of the Leon County Detention Facility. To date, the consultant has completed the data collection and initial stakeholder interviews related to identifying jail population management strategies, as well as an analysis of future space needs and assessment of alternatives to incarceration intermediate sanctions, court dispositional options, and other best practices. The consultant is in the process of meeting with individual criminal justice stakeholders to present their preliminary findings and gather feedback. Thereafter, the consultant will develop recommendations to meet future facility and bed

space needs based on their findings, conclusions, and recommendations, and prepare a final report for presentation.

GOVERNANCE: Complete – Closed Out

- **(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.

- **(2022-43) 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.

- **(2023-66) Develop a touch-screen kiosk at the County Courthouse showcasing “200 Years of Representation and Progress” highlighting current and past County officials, significant County achievements/projects by decade, and a historical overview of Leon County.**
 - In 2023, the County led efforts to convene state and local partners to explore relevant history to be displayed in the touch-screen kiosk showcasing “200 Years of Representation and Progress” in alignment with other ongoing bicentennial activities. These efforts included performing the necessary archival research with local and County experts for names, dates, and photographs. As directed by the Board, the kiosk will be located at the County Courthouse and will feature current and past County officials, significant County achievements/projects by decade, and a historical overview of Leon County. A debut of the kiosk will be provided to the Board during the upcoming Board Retreat on January 22, 2024.

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- **(2023-67) Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and retention efforts.**
 - The Board included fundings in its FY 2023 and 2024 budgets to support the Sheriff's new compensation plan to enhance recruitment and retention efforts. The new compensation plan is being implemented over two fiscal years (FY23 & FY24).

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Targets and Bold Goals

With the adoption of the FY 2022-FY 2026 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 staff's 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 summarizes the County's progress towards reaching the Bold Goals and five year-Targets in each priority area. Each strategic priority section begins with a graphical update that shows the progress made within the first two years of the new five-year Strategic Plan, followed by summary of the data included in Table #2.

For reference, baseline data used for the development of each of the Targets and Bold Goals is also included as Attachment #1.

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► 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.** (BC1)

48%
\$2.4 billion





5-YEAR TARGETS

PROGRESS TO DATE

- | | |
|--|---|
| <p>▶ Attract 100 State, Regional or National Championships Across All Sports</p> | <p>32%
(32 Championships)</p> |
| <p>▶ Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures</p> | <p>58%
(288 new entrepreneurial ventures co-created)</p> |
| <p>▶ Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives</p> | <p>67%
(Connected 4,700 students)</p> |
| <p>▶ Increase the Number of Certified MWSBEs by 30%</p> | <p>48%
(Certified 82 new MWSBEs)</p> |



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. In FY 2022, Downs & St. Germain estimated the total economic impact of tourism in Leon County at \$1.15 billion. In FY 2023, Downs & St. Germain estimates the economic impact of tourism in Leon County at \$1.25 billion, which brings the total tourism economy over the last two years to \$2.4 billion, 48% of the County's five-year Bold Goal.

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

In 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. In FY 2023, sixteen (16) additional championship sporting events were held bringing the total to 32 championships since the start of the County's five-year plan, 32% of the County's five-year Target. Events hosted in FY 2023 include the Southwestern Athletic Conference Cross Country Championships, the National Junior College Athletic Association National Championships, and the Florida High School Athletic Association Football Championships.

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 OEV by partner organizations such as Domi Station and Innovation Park. 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. As of the completion of FY 2023, local employment has grown by a total of 12,995 jobs with the total addition of 288 new entrepreneurial ventures being co-created locally, 129% and 58%, respectively, of the County's five-year Target met since the start of the County's five-year plan. While the County is currently exceeding its five-year Target, it is common for there to be year-to-year fluctuations in employment trends due to cyclical market changes or economic forecasts that may fall within the five-year plan. The current job growth figures may be further exacerbated as the economy rebounds from the COVID-19 pandemic. Recognizing this, staff is not recommending an adjustment to this five-year Target at this time but will continue to monitor employment trends over the next year and recommend any needed changes at the January 2025 Retreat.

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 4,700 students have been connected to skilled job opportunities, 67% 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 in FY 2022. The 2022 Leon Works Expo was also hosted in-person in the Spring of 2022 and in the Spring of 2023 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%

OEV's Minority, Women, and Small Business Enterprises (MWSBE) Division seeks to grow the number of new certified MWSBEs in Leon County through outreach, partnerships, and targeted programming and events to engage and assist MWSBEs in becoming certified. In response to the COVID-19 Pandemic, the County implemented its Leon CARES expenditure plan which included the Leon CARES Small Business Assistance program. Under the program, direct assistance was provided to local small businesses to offset business impacts or increased expenditures related to COVID-19. These awards included a "base award" to eligible businesses based on number of employees and "supplemental awards" for certain eligible businesses, including supplemental awards of \$20,000 for local businesses that were certified MWSBE businesses. As a result, there were a number of new local MWSBEs that became certified through the MWSBE Division to obtain the supplemental assistance provided by the County during the COVID-19 Pandemic. Since that time, however, there has been a decrease in the overall number of certified firms as non-traditional governmental contractors, such as retail stores, and home healthcare providers, salons, have opted to not recertify due to the misalignment between the types of services that local governments procure and the services that they provide. While there has been a decrease in the total number of MWSBE recertifications, the OEV MWSBE Division continues its efforts to grow the number of new certified MWSBEs in Leon County. Since the start of FY 2022, OEV has achieved 82 new MWSBE certifications, 48% of the County's five-year Target.

► 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)

59%

293 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% | 60%
(Reduced GHG emissions by 15%) |
| ▶ Double Solar Power Generation at County Facilities | 37%
(Increased generation by 50 kW) |
| ▶ Divert 3 Million Pounds of Household Hazardous Waste from Landfill | 49%
(Diverted 1.47 million pounds of waste) |
| ▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500% | 225%
(13 electric vehicles) |



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 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. As of the end of FY 2023, the County has 293 septic upgrades and/or conversions completed or in progress, 59% of the County's five-year Target. This includes the septic to sewer conversions supported through the Woodville Phase 1A Septic to Sewer Project, as well as system upgrades 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 the County's five-year plan in FY 2022, the County has achieved a 15% GHG reduction (or 60% 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 will continue to be yielded in future years.

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 kW (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 kW, 37% of the five-year target through the installation of solar panels at the County's Public Works Fleet Division.

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 kW (Kilowatts). Under the new five-year plan, the County is seeking to double this amount of solar power generated at County facilities. In FY 2022, the County increased its increase solar power generation by 50 kW, 37% of the five-year target, through the installation of solar panels at the County's Public Works Fleet Division. While the County anticipated achieving an additional 25 kW increase in solar power generation in FY 2023, County staff has found that availability of vendors within the region to install and maintain commercial solar are limited. Staff are taking proactive steps to build local capacity both for installation and ongoing maintenance of solar arrays. For example, a local window washing service provider has recently attained training and certification for

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properly cleaning roof mounted solar. In regard to installation, staff are collaborating with state and local solar advocates to identify tangible steps that can be taken to enhance local vendor capacity. Assessment of vendors throughout the state is also underway, should it become necessary to utilize a broader set of contractors. An update on these efforts, as well as on the County's progress on this Target will be provided in the Mid-Year Strategic Plan update in June 2024.

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

Annually, Leon County's Household Hazardous Waste Division processes a million pounds of waste including chemicals, batteries, paint, and small electronics. 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. 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 continues to experience a steady increase hazardous waste material collected. In FY 2022, the County diverted nearly 795,000 pounds of waste. with an additional 679,375 pounds of waste diverted in FY 2023. Since the start of FY 2022, the County has diverted a total of 1.47 million pounds of waste, 49% of the five-year Target.

Target #4: Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%

Leon County's Integrated Sustainability Action Plan (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. It should be noted that 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, since the start of FY 2022, the County has achieved 45% of the County's five-year Bold Goal by increasing the County's electric vehicle fleet by 225%, for a total of 13 electric vehicles.

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)



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)

BOLD GOAL

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

(BG3)

153%

153 placements



5-YEAR TARGETS

PROGRESS TO DATE

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

44%
(Secured \$66.3 million)

▶ Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents

28%
(Supported 252 community events)

▶ Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes

29%
(Constructed nearly 26 miles)

▶ Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

49%
(Supported 22 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). In FY 2022, a total of 23 permanent supportive housing placements were made. In FY 2023, an additional 130 permanent supportive housing placements were made for a total 153 placements made to date, or 153% of the County's five-year Bold Goal. The increase in placements made in FY 2023 is reflective of the ARPA funding that was made available through the current CHSP two-year funding cycle (FY 2023 and FY 2024). Recognizing that this funding will also be available for the second year of the current funding cycle (FY 2024), staff is recommending increasing this Bold Goal to 225 permanent supportive housing placements to reflect the placements that will be made in FY 2024 through the use of ARPA funding and the BBCoC's continued efforts.

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

The Department of Veterans Affairs (VA) for Leon County annually calculates and publishes the amount of Veterans Compensation & Pension and Medical Care Expenditures which indicates the number of unique clients served by the County's Division of Veterans Services each year. For FY 2022, \$32.5 million in benefits were secured for Leon County veterans and their families. For FY 2023, the Division of Veteran Services estimates nearly \$33.8 million in Veteran Affairs benefits were secured, for a total of \$66.3 million in benefits secured since FY 2022, or 44% of this five-year target. The final actual numbers will be provided by the VA in Spring 2024. Notwithstanding this, the County continues to leverage partnerships with local veteran 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 Programming that Will Attract Visitors and Residents

In FY 2022, the County hosted 135 events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds. In FY 2023, the County hosted an additional 117 events bringing the total to 252 events hosted, 28% of the County's 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 grant 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

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As of the end of FY 2023, the County enhanced the community's local recreational offerings with the construction of 26 miles of sidewalks, greenways, trails, and bike lanes, 29% of the County's five-year Target. This progress has been achieved 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

In FY 2022, nearly 23,500 residents and visitors attended County-Supported Performances at the Amphitheater in Cascades Park across eleven (11) County-supported performances. In FY 2023, an additional eleven (11) County-supported performances were hosted with over 25,000 residents and visitors in attendance. These performances included JJ Grey, Earth, Wind & Fire, Willie Nelson, and more. To date, the County has achieved 49% of the County's five-year Target.

► 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)

35%

208 citizen ideas





5-YEAR TARGETS

PROGRESS TO DATE

- | | |
|--|---|
| <ul style="list-style-type: none"> ▶ Connect 50,000 Volunteers with Service Opportunities Communitywide | <p>32%
(Connected 16,000 volunteers)</p> |
| <ul style="list-style-type: none"> ▶ Reach 100,000 More Citizens Across All County Platforms and Programming | <p>49%
(Reached 49,000 more citizens)</p> |
| <ul style="list-style-type: none"> ▶ Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects | <p>100%*
(on track to complete this target by FY 2024)</p> |
| <ul style="list-style-type: none"> ▶ Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits | <p>93%
(Communicated 1.4 million messages)</p> |



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 208 citizen ideas, improvements, solutions and opportunities for co-creation, 35% 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 16,000 volunteer connections, 32% 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 increased the number of citizens engaged through County platforms subscriptions and programming attendance by nearly 49,000 citizens, 49% of the County's five-year Target. In the FY 2023 alone, the County has reached an additional 23,000 citizens through County platforms subscriptions and programming attendance. So far, the County has reached over 11,100 citizens in programs at the libraries, with Citizen Engagement Series, Created Equal, and more, as well as 11,900 social media, bulletin and email subscribers.

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. Currently, approximately 75% of the County's permitting process can be completed 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 underway and anticipated to be completed by mid-FY 2024.

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

Since FY 2022, Leon County Emergency Management communicated disaster preparedness messages approximately 1.4 million times, 93% of the County's five-year Target. 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, as well the County's preparation and response efforts related

Section III: Strategic Plan Update for FY 2024

to Hurricane Ian (September 2022) and Hurricane Idalia (August 2023). 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. Recognizing that the County has nearly reached its five-year Target as a result of these efforts, staff is recommending increasing the five-year Target to communicate more than 2 million disaster preparedness messages. While the County plans to maintain a high level of communication annually for the remainder of the five-year plan, this proposed increase does not account any future incidents that may take place and the associated increase in disaster preparedness messaging/impressions. Should a future incident take place, staff will assess and propose any further increases to this five-year Target as needed in future Strategic Plan Updates.

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(Table #2 is available on the following page)*

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the Five-Year Tourism Economy to \$5 Billion	48% (\$2.4 billion)	» Attract 100 State, Regional or National Championships Across All Sports	32% (32 Championships)
			» Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures	58% (288 new entrepreneurial ventures co-created)
			» Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives	67% (Connected 4,700 students)
			» Increase the Number of Certified MWSBEs by 30%	48% (Certified 82 new MWSBEs)
ENVIRONMENT	Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone	59% 293 septic upgrades and/or conversions completed or in progress to date	» Reduce Greenhouse Gas Emissions Stemming from County Operations by 25%	60% (Reduced GHG emissions by 15%)
			» Double Solar Power Generation at County Facilities	37% (Increased generation by 50 kW)
			» Divert 3 Million Pounds of Household Hazardous Waste from Landfill	49% (Diverted 1.47 million pounds of waste)
			» Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%	225% (13 electric vehicles)
QUALITY OF LIFE	Support Community Partners to Place 100 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing	153% (153 placements)	» Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families	44% (Secured \$66.3 million)
			» Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents	28% (Supported 252 community events)
			» Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes	29% (Constructed nearly 26 miles)
			» Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater	49% (Supported 22 performances)
GOVERNANCE	Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation	35% (208 Citizen Ideas)	» Connect 50,000 Volunteers with Service Opportunities Communitywide	32% (Connected 16,000 volunteers)
			» Reach 100,000 More Citizens Across All County Platforms and Programming	49% (Reached 49,000 more citizens)
			» Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects	100%* (on track to complete this target by FY 2024)
			» Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	93% (Communicated 1.4 million messages)

Section III: Strategic Plan Update for FY 2024

Options:

1. Accept the Status Report on Strategic Plan Progress.
2. Revise the Quality of Life Bold Goal to: Support Community Partners to Place ~~100~~ 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing.
3. Revise the Governance Five-Year Target to: Communicate More Than ~~1.5~~ 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits.

Recommendation:

Option #1, #2, and #3

Attachments:

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

Part B: 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 supermajority vote to be included in the FY 2022-2026 Strategic Plan)

Background:

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 as well as direction provided by the Board in the prior year.

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 publish a formal updated Strategic Plan following the Retreat which incorporates the direction provided by the Board. 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

- As part of the Bicentennial year and beyond, expand outreach and promotion of the County's new Visitor Information Center at the Historic Amtrak Station. **(Economy)**
- Implement efforts to enhance access and delivery of human services in the community in partnership with 2-1-1 Big Bend through the 24-hour Helpline, Lyft Transportation Program, Community Information Exchange System, and other efforts. **(Quality of Life)**
- Establish and implement line-item funding for local emergency homeless shelters in coordination and collaboration with community stakeholders including the City of Tallahassee and Children's Services Council of Leon County. **(Quality of Life)**
- Update Existing Strategic Initiative #62 as follows: Leverage federal funding in partnership with local service providers and stakeholders to increase the number of rental units for individuals and families exiting homelessness. **(Quality of Life)**
- Upgrade the Citizens Connect mobile application to ensure the best user experience and technical reliability for the next 10 years of readiness. **(Governance)**
- Begin implementing next generation 9-1-1 technology and infrastructure so as to ensure regional connectivity, call taker functionality, and the most resilient infrastructure during future disasters. **(Governance)**
- Launch a digital public noticing portal for use by Leon County Government, the City of Tallahassee, and other local governments that aims to enhance transparency, accessibility, and engagement in civic matters by providing a centralized platform for public announcements. **(Governance)**
- Launch a comprehensive overhaul of the County's website, featuring a modern, user-friendly and intuitive design, connecting citizens with County services and information. **(Governance)**
- ***Additional Strategic Initiatives to be Added by Commissioners***

Options:

1. Consider proposed new or amended Strategic Initiatives.
(New or amended Strategic Initiatives require a supermajority vote to be included in the FY 2022-2026 Strategic Plan)

Recommendation:

Option #1

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 be presented to increase the inventory of affordable housing for chronically homeless individuals that would include revisions to the current inclusionary housing policy and rental units dedicated for individuals and families exiting homelessness for developments seeking County funding and/or support for State bonds and tax credits. To track the progress toward this goal, the County will utilize the Big Bend Continuum of Care's Homeless Management Information System (HMIS) used for mandatory data collection by service agencies.

Secure more than \$150 million in federal, state, and local benefits for Leon County Veterans and their families

In FY 2017 – FY 2021, Veteran Services helped Leon County veteran's secure approximately \$118 million in benefits. To reach the target of \$150 million, an almost 30% increase, the County will continue to leverage partnerships with local veteran's agencies/groups and conduct targeted marketing and outreach to veterans.

Support 900 of community events, sporting competitions, festivals, performances, and cultural programming that will attract visitors and residents

In FY 2017 – 2021, the County supported 850 events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds. Over the next five years, the County plans to support 900 of these events, a 6% increase.

Construct 90 miles of sidewalks, greenways, trails, and bike lanes

Over the last five (5) years, the County constructed 14.3 miles of sidewalk, 6.5 miles of greenways, 10.8 miles trails, and 5.5 miles of bike lanes for a total of 37.1 miles. The target represents an 143% increase. By FY 2026 the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

Host 100,000 residents and visitors through County-supported performances at the Amphitheater

In FY 2017 – FY 2021, the Amphitheater hosted 28 concerts with a combined total attendance of over 57,887 residents and visitors in attendance. By the end of 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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
<p># Citizen Ideas (Non-LEADS): 125</p> <p># LEADS Recommendations: 83</p> <p>Total # of Citizen Ideas: 208</p> <p>% Target Achieved: 35%</p>				
LEADS (83)				
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)	FY 2022	Community Relations & Resilience (CMR) continues to diversify outreach beyond the use of digital mediums to spread awareness about County events and programs. by investing more in radio, strategic street team distribution, and in-kind partner engagement.
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)	FY 2022	CMR conducted a training on media inquiry procedures at the October 2022 Leadership Team meeting. The presentation materials and resources were shared with the department and division directors to share with their respective teams.
2022 LEADS Listening Session Recommendation	Explore improvements to the existing media infrastructure in the BOCC Chambers	Community Relations & Resilience (CMR)	FY 2022	CMR evaluated the costs associated with providing additional mult boxes and other opportunities to provide more media hook-in as well as space for equipment. CMR discussed installation with the Office of Information Technology (OIT). At this time, media is not requesting the addition, so on hold.
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 (CMR)	FY 2022	CMR has made significant progress on work plan and mockups related to this effort, and will plan to relaunch the refreshed webpage by the end of 2023.
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)	FY 2022	The County's Volunteer Services Division, in coordination with the Office of Information Technology (OIT), has implemented the use of Smartsheet to update forms to electronic formats.
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)	FY 2022	The County's Volunteer Services Division has led a multimodal outreach campaign to further promote VolunteerLeon as the lead connecting agency to voluntary opportunities in the community. As part of this effort, Volunteer Services Division has been in coordination with various community agencies to post and highlight community events through VolunteerLEON web portal and the County's social media channels.
2022 LEADS Listening Session Recommendation	Consider enhancements to VolunteerLEON's internal volunteer process	Community Relations & Resilience (Volunteer Services)	FY 2022	In February 2023, the Leon County Volunteer Services Policy was updated with additional procedures for volunteer placement and other enhancements to ensure consistency with current and best practices. Volunteer Services is also continuing to explore new opportunities to enhance targeted recruitment and placement of volunteers for specific work areas.
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)	FY 2022	Recognizing that the Emergency Operations Center has not experienced a weather-based disaster activation since Hurricane Michael in 2018, the County's Emergency Management Division has planned to host 10+ additional tabletop exercises in upcoming programming.
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)	FY 2022	The County's EM Division is leveraging opportunities to utilize 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.
2022 LEADS Listening Session Recommendation	Identify opportunities to further automate or streamline the BPRI submission and review of documents/submittals	DSEM	FY 2022	Department of Development Support and Environmental Management (DSEM) evaluated opportunities to automate certain functions, such as online submittals of NOC; automation of the roofing affidavit process, and development of an independent ductwork permit for HVAC projects. DSEM plans to complete these enhancements as part of its broader implementation of the DigEPlan permit software, tentatively scheduled for late 2023
2022 LEADS Listening Session Recommendation	Offer training for the new DigEPlan software for end users.	DSEM	FY 2022	DSEM has been in coordination with the appropriate work areas to develop and offer regular trainings and other resources to support public end-users navigate the new DigEPlan software once launched.
2022 LEADS Listening Session Recommendation	Evaluate opportunities to improve the archeological review component of a Natural Features Inventory (NFI) for new development activity.	DSEM	FY 2022	In light of the impact that the State's recently revised process for the review of the NFI's archeological component has had on the timely processing of applications, staff evaluated and implemented strategies to ensure that application reviews are conducted in a timely manner.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Make Development Agreements and other similar documents available on Project Dox.	DSEM	FY 2022	DSEM now uploads development agreements and similar document into Project Dox upon submittal. DSEM is also working to scan and upload older documents into Project Dox as well.
2022 LEADS Listening Session Recommendation	Expedite approval of building permits to be completed upon verification of consistency with the County's Building Code.	DSEM	FY 2022	Recognizing that HOA review of permit plans can cause delays the building permit approval process, DSEM worked with the Office of Information Technology (OIT) to enable HOA's to have access to applicable building permits through Project Dox. With this access, HOA's are able to complete their own review and coordinate directly with the developer/property owner as necessary to address any HOA-specific requirements, thereby preventing permit approval delays due to pending feedback from an HOA.
2022 LEADS Listening Session Recommendation	Pursue opportunities to streamline the permitting process for Site Plan and Environmental Permit (EMP) applications.	DSEM	FY 2022	To streamline the permitting process, DSEM 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.
2022 LEADS Listening Session Recommendation	Create a DSEM Environmental Services Division organizational chart to be included on the division's webpage	DSEM	FY 2022	DSEM's webpage now includes an interactive org chart with names/titles/direct telephone info included to help customers with info. on the appropriate individual(s) to call/email.
2022 LEADS Listening Session Recommendation	Work with CMR and MIS to develop online tutorial and handouts to help explain the process/steps during the Code Enforcement Board Hearings.	DSEM	FY 2022	New PowerPoint implemented at the 4/21/2022 Code Enforcement Board Meeting. Additionally, Code Enforcement FAQ, Code Compliance Program Information, Neighborhood Public Awareness and Connecting to Code Enforcement Board Meetings Resource Sheets are available on webpage
2022 LEADS Listening Session Recommendation	Continue to promote the Code Compliance services on how to file a complaint; obtain a status update on a case; the availability to speak at meetings; and how the codes are enforced.	DSEM	FY 2022	In December 2022, DSEM launched new code compliance resources on DSEM's webpage. In addition, DSEM continues to work with Community Relations & Resilience (CMR) to enhance promotional information via social media outlets (ie; NextDoor; FaceBook and Twitter) to receive customer response/feedback.
2022 LEADS Listening Session Recommendation	Create a handout on "How to" submit an application for citizen street renaming requests for approval and post to the DSEM website.	DSEM	FY 2022	Map and location information regarding street names in available in "The Street Naming Notification Informational Packets" on DSEM's webpage
2022 LEADS Listening Session Recommendation	Pursue opportunities to expedite the hiring and onboarding process as identified in HR's recent SWOT analysis	Human Resources	FY 2022	Human Resources (HR) has reduced the time to hire by utilizing the full functionality of the NEOGOV system and leveraging the addition of eForms beginning in July 2023. Human Resources has also contracted with a new background screening vendor, ClearStar, which has significantly reduced the time it takes to conduct and receive the results of the screening process. Finally, Human Resources continues to encourage and support departments in the hiring process in scheduling the physicals, drug-test and any other screening required by their department.
2022 LEADS Listening Session Recommendation	Develop an electronic Personnel Action Form	Human Resources	FY 2022	An electronic Personnel Action Form was made available through the County's Intranet in November 2022. Human Resources is continuing to explore opportunities to make PAF processing more efficient, and is currently developing a new ePAF for use through the NEOGOV eForms system which will significantly reduce, if not eliminate, the need for paper PAFs for hiring and all other employee actions.
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	FY 2022	On November 22, 2022, the County's Human Resources Policy was revised to implement this recommendation.
2022 LEADS Listening Session Recommendation	Conduct semi-annual meetings with contractors to provide updates on Housing Services and Programs	Human Services & Community Partnerships	FY 2022	In 2023, the County's Housing Services Division hosted an informational workshop with local developers to receive feedback on increasing the effectiveness of programs and to explore opportunities to ensure homeowners are connected to accurate information regarding available resources and programs offered by the County, as well as ways strategies to keep contractors and community partners updated on program eligibility, criteria changes, etc.
2022 LEADS Listening Session Recommendation	Perform cross-training with Library staff on assisting Leon County residents to complete and submit applications for several HSCP programs including Housing Services, Direct Emergency Assistance Program (DEAP), and Veteran Emergency Assistance Program (VEAP)	Human Services & Community Partnerships	FY 2022	The Community Resource Specialist has been hired at the Library to assist residents with these efforts.
2022 LEADS Listening Session Recommendation	Explore opportunities for increased and targeted outreach to promote housing services, energy efficiency programs, utility assistance and other human and healthcare services available to citizens	Human Services & Community Partnerships	FY 2022	Various County Human Services & Community Partnerships (HSCP) event/initiatives have been promoted on NextDoor, as well as other social media outlets
2022 LEADS Listening Session Recommendation	Work with Clerk to address issues with direct deposit	Human Services & Community Partnerships	FY 2022	Vendors can now request paper check payment in lieu of direct deposit.
2022 LEADS Listening Session Recommendation	Explore alternative options for residents that cannot access/apply for essential human and healthcare services in the community	Human Services & Community Partnerships	FY 2022	The Community Resource Specialist has been hired at the Library to assist residents with these efforts.
2022 LEADS Listening Session Recommendation	Explore opportunities to assist human services agencies to build capacity, training, and experience on meaningful survey data collection and analysis	Human Services & Community Partnerships	FY 2022	As part of the May 2023 Workshop on Addressing Homelessness, HSCP worked with local partners to identify recommendations, among which included support local providers in building capacity, training, and experience to better support local needs (as identified using survey data collected).

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Consider creation of a "Funders' Forum" in partnership with other local funders of human services to improve coordination, collaboration, and service delivery	Human Services & Community Partnerships	FY 2022	On March 21, 2023, the Board approved a Memorandum of Understanding between Leon County, the City of Tallahassee, and the Children Services Council of Leon County (CSC) to partner on opportunities to collaborate and coordinate on funding, program delivery, program evaluation, and outcome measures for human services. Staff from the County, City, and CSC meet regularly to discuss strategies to maximize County and City investment through the Community Human Services Partnership (CHSP) and better address service gaps in the community.
2022 LEADS Listening Session Recommendation	Engage community partners regarding opportunities to support uninsured residents for specific services (specialized visits, substance abuse services)	Human Services & Community Partnerships	FY 2022	Currently, the Florida Department of Children & Families (DCF) contracts for behavioral health services, including substance abuse treatment, through regional systems of care called Managing Entities. DCF has identified Apalachee Center as the District's public receiving facility for individuals experiencing a mental health and/or substance abuse crisis. Annually, the Board allocates funding for the Baker Act and Marchman Act, currently set at \$638,156, and contracts with Apalachee as required by Florida Statutes.
2022 LEADS Listening Session Recommendation	Identify personnel or local agency partner to provide specialized assistance for female Veterans for certain claims and/or benefits requests or requirements.	Human Services & Community Partnerships	FY 2022	Further evaluation is being conducted to determine the documents that may require sensitive physical information and how often such documents are requested or required by the VA. Additionally, the Veterans Office will reach out to local agency partners that may be able to assist female Veterans documents that may require sensitive physical information
2022 LEADS Listening Session Recommendation	Develop a "What to Expect After Your Claim Is Filed" collateral to better communicate to Veterans the process for the VA's review of claims and include pertinent numbers.	Human Services & Community Partnerships	FY 2022	"Must Know Benefits Information" now available on Veterans Office webpage
2022 LEADS Listening Session Recommendation	Establish an online application to be completed by Veteran Services Organizations to promote community events for Veterans (County-sponsored and non-County-sponsored).	Human Services & Community Partnerships	FY 2022	"Events Supported by Veterans Services" links now available on Veterans Office webpage
2022 LEADS Listening Session Recommendation	Automate the Pretrial and Probation Interview and Initial Packets.	Intervention and Detention Alternatives	FY 2022	The County's Office of Information Technology (OIT) is in the development stages of automating the documents and mapping data components to coordinate with the Intervention and Detention Alternatives (IDA) Case Management Modules.
2022 LEADS Listening Session Recommendation	Develop and Implement Information Sessions of IDA Services for Criminal Justice Partners	Intervention and Detention Alternatives	FY 2022	IDA 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.
2022 LEADS Listening Session Recommendation	Expand resources to IDA Clients Residing Outside of 2nd Judicial Circuit	Intervention and Detention Alternatives	FY 2022	IDA 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
2022 LEADS Listening Session Recommendation	Develop Individualized Resource Pages for IDA Clients	Intervention and Detention Alternatives	FY 2022	IDA implemented manual process utilizing the Human Services Self-Assessment completed by clients. Probation/Pretrial Officers provide information on available community resources for requested services. IDA will coordinate with the Office of Information Technology in the future to implement an automated process.
2022 LEADS Listening Session Recommendation	Expansion of Drug Testing for Veterans Treatment Court Participants	Intervention and Detention Alternatives	FY 2022	IDA evaluated the availability of testing devices and/or technologies that would enable court-ordered individuals participating in Veterans Treatment Court to self administer drug tests and the feasibility of expanding this service with no increase to operational expenses. Since that time, Court Administration contracted with a private entity for substance testing services for all problem solving participants throughout the 2nd Judicial Circuit.
2022 LEADS Listening Session Recommendation	Consider options to improve access library resources for citizens unable to travel to the library.	Library Services	FY 2022	On January 25, 2022, the Board approved the establishment of the Library of Things for the Library that created a collection of items that could be loaned to patrons at no charge .By loaning expensive electronic devices and home tools, libraries are also providing low-income residents with access to much-needed resources that promote digital literacy or home improvement and maintenance. Other avenues to improve access continue to be evaluated.
2022 LEADS Listening Session Recommendation	Improved notifications/feedback regarding the status of Matrix requests.	Financial Stewardship (OMB)	FY 2022	In preparation for FY23 budget, the Office of Management and Budget (OMB) implemented a Memo template for each of the lead Matrix Departments (HR, Facilities Management, OIT) to utilize to send the results of the Matrix request out to the requesting departments. For FY 24 OMB will work with the internal service departments in advance to formalize the response method to requesting departments.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	A check list for solicitations and bid response	Financial Stewardship (Purchasing)	FY 2022	County staff created a Vendor Guide brochure which is available at the Office of Resource Stewardship and in digital form on the County website. The guide provides information for vendors regarding Leon County Facilities Management's policies, procedures, and expectations, and include information such as how to register as a vendor, submit invoices, progress reports, and points of contacts.
2022 LEADS Listening Session Recommendation	Develop a process for Closings for Real Estate. Closings are time sensitive and finding a way to facilitate getting payments faster since Closing documents are not ready until just a few days before the Closing date.	Financial Stewardship (Real Estate)	FY 2022	A memo regarding updates to the County's Payment Approval Forms and Procedures memo was sent earlier this year which specified that payment request for real estate closings can be processed out of cycle upon request.
2022 LEADS Listening Session Recommendation	Modifications to GovMax budgeting software, including review of potential for automatic notifications	Financial Stewardship (OMB)	FY 2022	Annually, OMB attends conferences which provide the opportunity to learn about new updates and revisions to the GovMax budgeting software system. In addition, OMB has regular meetings with the vendor to discuss potential modifications to the software to better fit the County's needs.
2022 LEADS Listening Session Recommendation	Create educational materials for GIS resources, including the addition of a FAQ section to website.	Information & Technology (GIS)	FY 2022	Educational resources to assist customers to access the information are available on Tallahassee - Leon County GIS, such as FAQs, helpful tips and guides for the public to use online GIS tools and notify them when a new feature or data set has been added.
2022 LEADS Listening Session Recommendation	Review opportunities to enhance GIS's systems, data sets, and servers	Information & Technology (GIS)	FY 2022	GIS has evaluated and implemented various enhancements to its systems, including improved data publishing, the addition of an easement layer and a roadway ownership layer to public-facing Land Info, and removal of outdated data sets or apps,
2022 LEADS Listening Session Recommendation	Modify the timing of server updates, or provide advanced notice of when updates will be taking place	Information & Technology (GIS)	FY 2022	Option to subscribe for notification of updates has been implemented and is available on the GIS webpage.
2022 LEADS Listening Session Recommendation	Explore using ArcGIS's survey feature for future County surveys	Information & Technology (GIS)	FY 2022	GIS is leveraging the use of the ArcGIS's survey feature to collect data and feedback on various initiatives, such as submission of property damage locations and to receive citizen feedback on the draft Southside Action Plan.
2022 LEADS Listening Session Recommendation	Develop a way to provide backup hardware for PC/laptop failures for users.	Information & Technology (GIS)	FY 2022	Files Restoration for Leon County Network Drives available on Intranet
2022 LEADS Listening Session Recommendation	Additional Docusign webinars needed.	Information & Technology (MIS)	FY 2022	OIT is working with the appropriate work areas to develop training resources.
2022 LEADS Listening Session Recommendation	Consider "paper-less" opportunities	Information & Technology (MIS)	FY 2022	OIT has transitioned to DocuSign to allow for electronic completion and submission of all public forms and helpdesk ticket solutions.
2022 LEADS Listening Session Recommendation	Explore opportunities to enhance cyber security efforts and to implement additional solutions, configurations and procedures as cyber threats change.	Information & Technology (MIS)	FY 2022	OIT now conducts annual cybersecurity training to be required by all County employees. In addition, as threats change and new solutions become available, OIT is continuously looking for opportunities to enhance cyber security support such as conducting cyber security assessments on an annual basis (increase from the current 3 year schedule).
2022 LEADS Listening Session Recommendation	Create New Vendor Onboarding and Engagement Guide.	ORS (Facilities)	FY 2022	The Division of Facilities Management created a new Vendor Guide brochure which is available at the Office of Resource Stewardship and in digital form on the County website.
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)	FY 2022	The County's Facilities Division created weekly meeting with Construction Management to review on going projects. Now utilizing the "actions" portion of the work order system to provide the work order creator updates on project process.
2022 LEADS Listening Session Recommendation	Evaluate and Update Leon County Policy No. 06-1 (Use and Scheduling of Parks & Recreation Facilities) Section 7.9.	ORS (Parks)	FY 2022	The Office of Resource Stewardship is working with County Administration and other stakeholders to update County's policies regarding public use of the County's facilities use policies, including Policy No. 06-1, to modernize and ensure consistency County wide. Such policy updates will be completed by the end of FY 2023.
2022 LEADS Listening Session Recommendation	Provide Enhanced Wayfinding Signage on Leon County Trails.	ORS (Parks)	FY 2022	As part of the ongoing efforts to receive the International Mountain Biking Association (IMBA) designation, the County's Division of Parks and Recreation is working with the Division of Tourism to create a Biking Master Plan which will include recommendations for trail signage enhancements.
2022 LEADS Listening Session Recommendation	Explore opportunities to increase programming across community centers and parks for people of all ages	ORS (Parks)	FY 2022	The County's Division of Parks and Recreation has established a partnership with the Boys & Girls Club to use the Ft. Braden Community Center for summer camp, and are engaging other community partners for other opportunities to enhance programming offered at County sites.
2022 LEADS Listening Session Recommendation	Provide more accessibility offerings (Across all Parks)	ORS (Parks)	FY 2022	The County's Division of Parks and Recreation installed an accessible swing at Man-O-War Park and the first fully accessible playground at Ft. Braden Community Center. In addition, staff will be assessing opportunities to add accessible components as part of the Woodville playground replacement.
2022 LEADS Listening Session Recommendation	Provide more technology assistance and information at community centers.	ORS (Parks)	FY 2022	The County's Parks Division has ordered new AV for each of the Centers and will provide step-by-step instructions for citizens and user groups.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Enhance contract requirements with curbside collection vendor to ensure better points of contact and communication with citizens.	ORS (Solid Waste)	FY 2022	The County's Solid Waste Division's executed a new contract with the curbside collection vendor that includes refined contract requirements for improved communication.
2022 LEADS Listening Session Recommendation	Examine opportunities to minimize impact of yard debris processing on Apalachee Regional Park (ARP) operations.	ORS (Solid Waste)	FY 2022	The Office of Sustainability is collaborating with ReCap to implement a biochar pilot program in Leon County, which would relocate the processing of yard waste off-site.
2022 LEADS Listening Session Recommendation	Update the Solid Waste Disposal Guide and Website.	ORS (Solid Waste)	FY 2023	The County's Solid Waste Division updated its Disposal Guide for 2023 which is available in print and digitally. The Solid Waste Division is also working with CMR on webpage updates.
2022 LEADS Listening Session Recommendation	Invite Waste Pro to participate in events	ORS (Solid Waste)	FY 2023	The County's Solid Waste Division invited Waste Pro to participate in the City of Tallahassee's annual Cash for Trash event.
2022 LEADS Listening Session Recommendation	Consider opportunities to expand sustainability engagement, education, and collaboration with local partners, industry stakeholders, and citizens	ORS (Sustainability)	FY 2022	The County's Office of Sustainability is exploring utilization of Communication Aids & Systems (CASC) to expand sustainability engagement, education, and collaboration through implementation of innovative messaging strategies. The Office of Sustainability also recently applied to the U.S. Environmental Protection Agency Recycling Education Grant program to support public education and outreach efforts.
2022 LEADS Listening Session Recommendation	Evaluate opportunities to expand the County's Beautification Program/Initiative through environmental equity opportunities.	ORS (Sustainability)	FY 2022	In April 2023, the County's Office of Sustainability hosted the Lake Munson Litter Cleanup with local organizers; the Brent Park Drive Beautification project with Parks; and the Anita Davis Preserve Cleanup on Earth Day.
2022 LEADS Listening Session Recommendation	Identify opportunities to offer a unified community EV charging environment.	ORS (Sustainability)	FY 2022	The Office of Sustainability has led efforts to create a central collaborative network, including upgrading all of the County's EV chargers to be consistent with the City of Tallahassee infrastructure.
2022 LEADS Listening Session Recommendation	Create an Annual Assessment for DesignWorks	PLACE (Planning)	FY 2022	The Planning Department hosted a listening session with community partners to receive feedback on the DesignWorks system in April 2023.
2022 LEADS Listening Session Recommendation	Increase the Planning Department's social media	PLACE (Planning)	FY 2022	The Planning Department has met with CMR to discuss opportunities for leveraging social media to share information about public meetings, accomplishments, and educational materials. The Planning Department is planning to increase social media engagement to keep stakeholders informed of upcoming workshops and community engagement events for the Land Use Element Update.
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	FY 2022	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.
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	FY 2022	EMS is currently working with the Tallahassee Community College to develop a training program. EMS has also worked with TCC to implement recruitment strategies at the beginning and end of semesters.
2022 LEADS Listening Session Recommendation	Evaluate the use of technology to transmit electronic reports to hospital emergency departments in place of radio reports during patient transport.	EMS	FY 2022	EMS is currently planning for upgrades to its documentation system and will consider incorporating technological enhancements to allow for electronic report transmittal as part of that effort to reduce redundancy and improve efficiency during patient transport.
2022 LEADS Listening Session Recommendation	Modify the process utilized by EMS to care for and document the disposition of the patient's personal belongings.	EMS	FY 2022	Updates to EMS' documentation system will be completed which will include improvements to the handling of personal belongings and improve the patient experience.
2022 LEADS Listening Session Recommendation	Improve the processing time for the Carryforward Purchase Orders for professional services	Public Works (Engineering)	FY 2022	Public Works has worked with Purchasing and Finance on ways to improve the processing time for the Carryforward Purchase Orders for professional services
2022 LEADS Listening Session Recommendation	Have a routine meeting with Parks and Recreation staff outside the CM Tracker meetings.	Public Works (Engineering)	FY 2022	A meeting with DSEM, City Growth Management, and Public Works was held in May 2022. An improved review and coordination process was developed.
2022 LEADS Listening Session Recommendation	Coordination meetings with Engineering Services staff regarding driveway connection permits.	Public Works (Engineering)	FY 2022	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.
2022 LEADS Listening Session Recommendation	Clarification on when fees will be charged if the utility work is performed with the County right of way	Public Works (Engineering)	FY 2022	The Engineering Services Division has worked with DSEM to develop permit guidelines for different types of the utility work inside the County right of way and the associated fees to be imposed which are available online.
2022 LEADS Listening Session Recommendation	Engage Lively Tech on opportunities to recruit students and participate in apprenticeship program.	Public Works (Fleet)	FY 2022	County staff has engaged with Lively Tech and after consideration it was determined that it would be cost prohibitive at this time to utilize apprentices.
2022 LEADS Listening Session Recommendation	Provide a "Services Provided Receipt" within equipment upon any maintenance or repairs.	Public Works (Fleet)	FY 2022	The County's Fleet Division is creating the "Services Provided Receipt" to provide a summary of maintenance or repair.
2022 LEADS Listening Session Recommendation	Vehicle Repair Checklist	Public Works (Fleet)	FY 2022	A standard checklist for vehicle services including check oil, brakes, air filters, etc. has been completed.
2022 LEADS Listening Session Recommendation	Develop a uniform process for identifying hazardous trees that need to be removed to avoid mis-marking causing delays in removal.	Public Works (Operations)	FY 2022	Public Works is working with tree removal vendors to implement the use of specific tags to mark trees for removal.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	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)	FY 2022	Funding for an additional litter crew was approved in the FY 2023 budget.
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	FY 2022	The County's Division of Tourism held a meeting with the County's Parks and Recreation Division to identify opportunities to better share content through the County's webpages.
2022 LEADS Listening Session Recommendation	Develop a page/section on VT.com that showcases the destinations accessibility options including accessible museums, attractions and businesses.	Tourism Development	FY 2022	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. Tourism is also working with the County's Parks and Recreation Division on compiling 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.
2022 LEADS Listening Session Recommendation	Identify and pursue opportunities to showcase the value of tourism and discuss the positive things happening in the community.	Tourism Development	FY 2022	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.
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	FY 2022	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.
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)	FY 2022	On March 8, 2022, the Board accepted a status report on the KCCI 2022 Catalyst Class Project. Upon acceptance by the Board, KCCI began fundraising for the project, and have a "Call for Artists" to refine the sculpture concept with a focus on the look and feel. In collaboration with the Library and KCCI, Parks hosted a ribbon cutting event at Pedrick Pond Park, Woodville Community Park, and Ft. Braden Community Center.
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	FY 2022	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.
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	FY 2022	On March 8, 2022, the Board approved he FY2022 – FY2026 Division of Tourism Strategic Plan as recommended by the Leon County Tourist Development Council.
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)	FY 2022	The signage is now visible and clear as to what and where citizens can drop off their Household Hazardous Waste items.
Simin Harven, Killearn Lakes	Citizen recommended that doggy bags be available at Pimlico Park.	ORS (Parks)	FY 2022	Doggie bags are now available at Pimlico Park.
The Ft. Braden Community Group	Citizen group requested an American Disability Association approved boat hoist at Williams Landing.	ORS (Parks)	FY 2022	Installed an American Disability Association approved boat lift at Williams Landing.
Anonymous	A large number of citizens requested more Compost Bin sales.	ORS (Sustainability)	FY 2022	Following the compost bin sale event in May 2021, the Sustainability office was inundated with requests for more similar events. As a result, the compost bin sale has become a permanent program. The Office of Sustainability has hosted 2 Compost Bin Sales since this report, distributing about 260 compost bins to citizens. Another sale is being planned for late Summer/early Fall 2023.
Tallahassee Pickleball Association	Citizen group suggested alternative striping of tennis courts for pickleball at Chaires Community Park.	ORS (Parks)	FY 2022	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.
Southern Trail Riders	Citizen group made the suggestion to reconfigure the J. R. Alford Greenway parking area to allow for horse trailer parking.	ORS (Parks)	FY 2022	The County's Park Division completed this project in Fall 2022.
Gulfwinds Track Club	Citizen group made the suggestion and donated the money to install trail markers for all seven miles of the Miccosukee Greenway	ORS (Parks)	FY 2022	The County's Park Division completed this project in Fall 2022.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Tallahassee Mountain Bike Association	Citizen group suggested shifting the bike park from St. Marks to J. R. Alford Greenway.	ORS (Parks)	FY 2022	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. This project was completed in February 2023.
Descendants of the Historic New Hope Cemetery	Citizen group suggested closing off the spur trail that intersected the New Hope Cemetery to preserve the grounds.	ORS (Parks)	FY 2022	Staff closed off the spur trail that intersected the cemetery and placed signage informing the public they are entering the cemetery grounds.
Anonymous	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)	FY 2022	Staff replaced the lock with something more reliable.
Hettie Spooner	Citizen/realtor asked if staff could provide a presentation to her group on how land use zoning and subdivision works.	DSEM	FY 2023	Staff has planned to provide a zoning and land use presentation to the group addressing multiple aspects of land use and subdivision regulations in Spring 2023.
Alessandria Palmer	Provide a regular refresher for permitting software such as Project Dox and DigEPlan for public end users.	DSEM	FY 2023	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.
Rick Singletary, Developer	During LEADS Listening Session, suggested that employees' direct phone lines be listed on their business cards to enhance accessibility to staff.	DSEM	FY 2022	Direct phone numbers were incorporated into the business card template.
Tony Holley, Engineer	Mr. Holley suggested we add an interactive organizational chart on the DSEM home page so customers can locate the appropriate staff for their inquiry, and the interactive component would expedite contact.	DSEM	FY 2022	Staff will coordinate with CMR to incorporate the interactive org chart on the DSEM website.
Multiple LEADS Listening participants	Eliminate the requirement to submit a separate driveway permit when associated with a site plan and environmental permit.	DSEM	FY 2022	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.
Providence Neighborhood	Levy Avenue Streetscaping Improvements	PLACE (Blueprint)	FY 2022	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.
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)	FY 2022	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.
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)	FY 2022	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.
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	FY 2022	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.
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	FY 2023	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.
Brien Some	From citizen: "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)	FY 2022	CMR is editing news releases to include long URL.
Rick Oppenheim	From citizen: Please include Waste Pro trash pickup schedule in Holiday Closure news releases.	Community Relations & Resilience (CMR)	FY 2022	CMR included link to schedule.

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Debra Saenz	From citizen: 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)	FY 2022	Continued to broaden and promote committee recruitment and meeting notices.
Citizen request	Ordinance Creating a Process for Designating County Roads for Golf Cart Operation	Public Works (Engineering)	FY 2022	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.
Joint Affordable Housing Advisory Committee	Inclusionary Housing Ordinances that are identical and mandatory within the Urban Services Area	Human Services & Community Partnerships	FY 2022	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
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	FY 2022	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.
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	FY 2022	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.
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	FY 2022	The Ordinance was revised to reflect the input from the ACQG, which was subsequently approved by the Board on May 10, 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	FY 2022	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.
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	FY 2022	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.
Water Resources Committee	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)	FY 2022	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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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)	FY 2022	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.
Anonymous	Citizen made a comment regarding unsecured household hazardous waste at a rural waste site.	ORS (Solid Waste)	FY 2022	Staff put together a plan and to purchase storage lockers that would secure household hazardous waste at rural waste sites. Hazardous materials storage lockers have been installed at all rural waste sites.
Ft. Braden Community Group	Ft. Braden Walking Trail and Workout Equipment	ORS (Parks)	FY 2022	Community idea to install a walking trail with work out equipment at Ft. Braden.
Local Skateboarders	Additional trash cans are needed near the Skateable Art Park	PLACE (Blueprint)	FY 2022	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
Citizen Idea	Donating skateboards to children of the Bond community, who live adjacent to the Capital Cascades Trail Skateable Art Park.	PLACE (Blueprint)	FY 2022	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
Bannerman Crossings	Pedestrian Crossing or Flashing Pedestrian Light at Bannerman Roundabout	PLACE (Blueprint)	FY 2022	Residents from Bannerman Crossing requested the County to evaluate 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
Leon County Science Advisory Committee	Lake Munson Action Plan	Public Works (Engineering)	FY 2023	The County's SAC provided guidance 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.
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)	FY 2022	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.
Lake Munson Workgroup	Recommendation for the deployment of hydrogen peroxide to treat algal blooms in Lake Munson	Public Works (Engineering)	FY 2022	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.
Lake Munson Workgroup	Recommendation for point-source testing for polychlorinated biphenyls (PCBs) in Lake Munson	Public Works (Engineering)	FY 2022	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.
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)	FY 2022	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 the County to engage with the SAC, Water Resources Committee, State agency partners from various divisions within FWC, FDEP, and NFWFMD, 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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Lake Munson Workgroup	The workgroup recommended regular updates on the progress at Lake Munson during the drawdown of the waterbody.	Public Works (Engineering)	FY 2022	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.
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)	FY 2022	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.
Mr. Max Epstein	FDEP Innovative Technologies Grant Application	Public Works (Engineering)	FY 2022	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.
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	FY 2022	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.
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	FY 2022	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.
DEI Trainings	HSCP will offer Diversity, Equity, and Inclusion (DEI) workshops and trainings for agency staff throughout the year,	Human Services & Community Partnerships	FY 2022	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
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)	FY 2022	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.
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	FY 2022	The Library of Things will continue to be expanded through citizen input and feedback to address even more community needs and interests.
CHSP Citizen Review Teams - Recommendations related to enhancing racial equity within their respective organizations	CHSP Citizen Review Teams are comprised of County residents that represent a cross-section of the community who lead th review the applications through the lens of equity and provide feedback and recommendations to human service agencies on enhancing racial equity within their respective organizations that would be incorporated in the CHSP award letters provided to agencies.	Human Services & Community Partnerships	FY 2022	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.

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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	FY 2022	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.
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	FY 2022	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
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	FY 2022	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
Children's Services Council	On October 11, 2022 the Children's Services Council requested to participate in the County's employee benefit insurance plans.	Human Resources	FY 2023	December 13, 2022, the Board approved the CSC to become a participating independent employer on all Leon County's employee benefit insurance plans to include dental, vision, basic life insurance, accidental death & dismemberment, supplemental life insurance, and short-term/long-term disability.
Commission of the Status of Women & Girls	During the March 8, 2022 Board meeting, the Executive Director of the Oasis Center requested that the Board review the current funding level provided to the Oasis Center noting the disparity of funding between the Commission on the Status of Women and Girls (CSWG) and the new Council on the Status of Men and Boys. In response, the Board requested the CSWG to provide a proposal for increased funding for the County's consideration.	Administration	FY 2022	As approved by the Board, the County's FY 2023 budget provided \$68,750 to support the CSWG's request for increased funding for additional staffing and programming support related to the "CSWG 2.0: Proposal for Re-imagining and Expanding."
Pickleball Association	In May 2022, City Parks staff introduced Blueprint Market District Placemaking project managers to Fred Markham and JoAnn Cox, with the local Pickleball Association. Blueprint staff initially met with them June 7th, 2022. At that meeting, they expressed a desire for an additional pickleball court at the Market District Park. In addition, they offered to raise funds to cover the cost of the additional court.	PLACE (Blueprint)	FY 2023	A 4th pickleball court will be incorporatewd into the design plans for the park.
Local Skating Community	Additional Lights for the Capital Cascades Skateable Art Park were requested by the Skating Community immediately after opening the park. At night, the skate park is lit from one side (the roadside), but not the other. This causes shadows that are a real challenge for skaters to see what they are skating on.	PLACE (Blueprint)	FY 2023	The installment of 6 new lights at the park will be completed in FY 2023.
League of Women Voters	Citizens suggested a campaign sign recycling initiative in partnership with Supervisor of Elections, League of Women Voters, Sustainable Tallahassee, and LC Office of Sustainability	ORS (Sustainability)	FY 2023	Initiative to reduce waste associated with campaigns by recycling campaign signs. Campaign signs will be collected through drop-off sites and volunteer events then taken to Marpan for recycling.
Anonymous	A citizen made the suggestion to add benches to the new J. Lee Vause overlook.	ORS (Parks)	FY 2023	Benches were installed on the boardwalk.
Bill Nye	Mr. Nye suggested we add doggie bag fixture to Pedrick Pond.	ORS (Parks)	FY 2023	Doggie bags are now available at the park.
Jashawn Collins	Citizen suggested having a library at J. Lee Vause Park.	ORS (Parks)	FY 2023	Parks coordinated with representative of 'Gaining Resources for Outreach' to build and install a little library for citizens to enjoy.
Ashley Aultman	A citizen noticed that kids were playing around the lake behind the new ball field at Chaires Park and there were alligators present in the pond.	ORS (Parks)	FY 2023	Warning signs were installed around the pond in February 2023.
Anonymous	A citizen suggested having benches at the entrance of the Main Library.	ORS (Facilities)	FY 2023	Completed 8/1/2023. Two concrete benches were ordered and installed.
County Kitchen (Tenant)	In the LJTC parking lot - rather than walking between parked cars customers were walking through the landscaped islands to access the storefronts. This was both hazardous to customers and frustrating to business owners because mulch from the islands was being tracked into their stores.	ORS (Facilities)	FY 2023	Facilities staff adjusted the curbs and created a sidewalk beside the islands for customers to use as a walk through.
Anonymous	A citizen suggested enhancing the visitor wayfinding signage at Annex.	ORS (Facilities)	FY 2023	In progress.
Anonymous	A citizen suggested figuring out a way to keep pets out of the retention pond at Bradfordville Dog Park - which contains storm water runoff and can be harmful.	ORS (Parks)	FY 2023	A fence was installed around the pond to keep both people and pets from accessing the pond.
Gayle Griffett	Ms.Griffett suggested having a piano at Ft. Braden Community Center.	ORS (Parks)	FY 2023	A citizen donated a piano to the Community Center for everyone to enjoy.
Mr. Kennedy	Citizen asked for more clearly marked Park boundaries so people would know the difference between park and private property at Fred George Greenway.	ORS (Parks)	FY 2023	Boundary signs were installed.
Ian Swanson	Citizen suggested putting benches by the jury parking lot at the Main Library for folks waiting for the shuttle.	ORS (Facilities)	FY 2023	This project was completed October 2023

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Citizens	Citizen requests for street lights for visibility enhancements for both drivers and pedestrians in the unincorporated areas of the County.	Public Works (Engineering)	FY 2023	At the April 25, 2023 Budget Workshop, staff presented the revised Policy No. 17-2, "Street Lighting Eligibility Criteria and Implementation" to Provide Street Lights at School Bus Stop Locations for the Board's consideration. The revised policy provides for the implementation of a school bus stop street lighting program in unincorporated Leon County.
Friends of Lake Jackson	The County sought input from stakeholder groups and citizen committees during the development of the Ordinance Amending the Lake Protection Zoning District. On February 23, 2023, staff presented the proposed Ordinance to the Friends of Lake Jackson (FOLJ). The FOLJ expressed support and provided input that resulted in a minor edit to the Ordinance.	DSEM	FY 2023	On February 23, 2023, staff presented the proposed Ordinance to the Friends of Lake Jackson (FOLJ). The FOLJ expressed support and provided input that resulted in a minor edit to the Ordinance. Specifically, the first line on page three of the Ordinance previously read "Other developable areas contiguous to primary and secondary CSRA features." After meeting with the FOLJ, staff updated the proposed Ordinance, changing the word "and" to "or" which is supportive of the original intent of the Ordinance.
Citizens	Sustainability staff has received requests for presentations on certain topics such as Sustainability 101, Recycling 101, Introduction to Leon County's Office of Sustainability, and Taking Sustainability Action as a Citizen in the County.	ORS (Sustainability)	FY 2023	Sustainability staff partnered with various community organizations and County departments, including the Cooperative Extension and the Libraries, to host events on the requested topics. Throughout 2022, County staff engaged over 2,300 citizens during 18 presentations and events.
Residents of Yon Lakeside	County staff worked with the Council of Neighborhood Associations (CONA) and residents of Yon Lakeside to identify the neighborhood for the day of service, as well as establish the neighborhood boundary for the 9/11 Day of Remembrance and Service for 2023	Human Services & Community Partnerships	FY 2023	As requested by local residents, the County will build on the success of previous events by hosting a service day in the Yons Lakeside Neighborhood adjacent to Lake Munson, located south of Capital Circle Southwest in unincorporated Leon County.
Fort Braden Community	Fort Braden community members requested lighting enhancements of Leon County parks in the Fort Braden Community.	ORS (Parks)	FY 2023	The addition of lights was requested by members of the Fort Braden community when the History Walking Trail was first proposed to the County.
Industry stakeholders	Industry stakeholders provided feedback on the current concurrency systems related to infrastructure backlogs and cost burdens to later developers seeking projects once a road's capacity has been consumed	DSEM	FY 2023	The County and City hired a consultant with expertise in transportation concurrency models to conduct an Alternative Mobility Funding Systems Study to analyze the benefits and challenges of the existing local system compared to other transportation concurrency alternatives, and will evaluate the available models to pay for growth.
Lake Munson Workgroup,	The Lake Munson Workgroup requested more frequent updates and discussions on the Lake Munson Plan to the Science Advisory Committee	Public Works (Engineering)	FY 2023	A quarterly update on the Action Plan was provided to SAC at its December and March meetings. As requested by the Workgroup, the County also coordinated with the SAC to discuss the Action Plan at its January meeting, outside of the quarterly schedule
Science Advisory Committee	The Science Advisory Committee recommended that a sampling plan be developed to provide valuable information on the efficiency of Lake Henrietta and can be used to quantify the water quality benefits of the Lake Henrietta Sediment Removal Project	Public Works (Engineering)	FY 2023	As recommended by the SAC, as part of the Lake Munson drawdown, a Water Quality Study is being conducted to supplement the County's routine quarterly Water Quality Monitoring sampling. The study will collect flow readings and standard water quality parameter samples at four locations (two immediately upstream of Lake Henrietta, one in Munson Slough immediately upstream of the Lake, and one in Munson Slough downstream of the Lake).
CSC	On November 18, 2021, County and City staff gave a presentation to the CSC on the Community Human Services Partnership (CHSP) and other County and City investments in human services. At that time the CSC Board directed its staff to work with the County and City to establish a memorandum of understanding to identify opportunities for collaboration to enhance data sharing and align program metrics and activities.	Human Services & Community Partnerships	FY 2023	On December 14, 2021 regular meeting, the Board authorized the County Administrator to draft a Memorandum of Understanding in cooperation with the City and CSC establishing a partnership to collaborate and coordinate on the funding, programming, program evaluation, and outcome measures for children and family services, which was approved on March 21, 2023
CSC Community Meetings Attendees	County staff has regular joint meetings with the CSC and City to discuss and provide feedback on strategies and partnership opportunities to enhance efforts that the County and City already invest in through CHSP such as youth after school and feeding programs. County staff have participated in community meetings hosted by the Children Services Council to gather additional feedback on any existing gaps in children and family services, and identify opportunities to maximize County, City, and CSC investments.	Human Services & Community Partnerships	FY 2023	In response to the feedback received, the County, City, CSC, and UWBB hosted the first "What's That Green Stuff?" event at Bond Elementary School in partnership with Second Harvest, which offered healthy food demonstrations and promoted the feeding program currently available in the Bond neighborhood.
Residents of the neighborhoods within 32303	In October 2022, the County held a 32304 Community Conversation: Tackling Poverty and Inequities event at New Mt. Zion AME Church where residents were given the opportunity to provide input and feedback on the programs, services, and initiatives presented as well as share new ideas for tackling poverty in the neighborhood. The input, feedback, and ideas provided by the participants centered primarily on continued engagement to connect residents to the available resources; infrastructure improvements; and opportunities for economic growth.	Human Services & Community Partnerships	FY 2023	In response to participants request for continued engagement regarding local resources, the County provided information on the Neighborhood First Plans for Frenchtown and Griffin Heights and connected participants with the City to receive notifications on upcoming meetings on the community action teams for Frenchtown and Griffin Heights. Additionally, participants were informed of the County's effort to promote economic prosperity in 32304 in partnership with the City through programs such as the SmartSteps Microloan Program. In addition, the County established a Steering Committee to stay informed and keep residents connected with human services providers and community resources.

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Participants of the Breaking Bread meetings	Participants of the Breaking Bread meetings expressed the need for more engagement and awareness on resources provided by Second Harvest like the neighborhood food pantries and school backpack program.	Human Services & Community Partnerships	FY 2023	In response to the feedback recieved, the County distributed the summary report entitled, "Tackling Poverty and Inequities: Report on Leon County Efforts to Engage, Revitalize, and Invest in 32304 Neighborhoods and Beyond" was developed and published. More broadly, the County also established the Trusted People Neighborhood Engagement Steering Committee (Steering Committee), in partnership with the City, CSC, and United Way of the Big Bend (UWBB) to connect residents to human service providers and resources.
Stakeholder's meeting	On November 2, 2022 a stakeholder's meeting was held that included funeral homes, law enforcement, hospitals and the Medical Examiner's Office, and at that time the contracted funeral homes provided feedback about the increased storage and transportation costs that they would experience with the more streamlined process for indigent cremation and burial. As requested by the contracted funeral homes, a proposed Resolution to update the fee schedule for storage and transportation for the Leon County Indigent Cremation and Burial Program was proposed	Human Services & Community Partnerships	FY 2023	On February 21, 2023, the Board February 21, 2023 adopted rthe Revisions to the Leon County Indigent Cremation and Burial Program Fee Schedule
Local developers	The Housing Services Division staff recently hosted an informational workshop on the Homeownership Development Program to promote awareness of the Program and solicit feedback from local developers. Local developers provided input on recommended changes to the Homeownership Development Program that include increasing the maximum award from \$75,000 to \$100,000 due to high construction costs and interest rates.	Human Services & Community Partnerships	FY 2023	Following feedback from local developers, the Homeownership Development strategy in the FY 2021-2023 Leon County SHIP-LHAP was amended to Increase the maximum funding of the Homeownership Development Program in the County's current SHIP-LHAP from \$75,000 to \$100,000 due to the increased cost of materials and labor associated with construction.
Affordable Housing Advisory Committee	At its January 18, 2023 meeting, the AHAC recommended the Board adopt various proposed amendments to the Home Development Program in the FY 2021-2023 Leon County SHIP-LHAP, including the application of a pro-rated reduction of five (5%) percent each year following the tenth year of the 30-year loan term to ensure long-term affordability of the home and provide the low-income household the opportunity to build equity and ultimately generational wealth through home ownership.	Human Services & Community Partnerships	FY 2023	Following feedback from local developers, the Homeownership Development strategy in the FY 2021-2023 Leon County SHIP-LHAP was amended to allow for a pro-rated reduction , to remove the requirement that homebuyers contribute \$500 to the transaction when benefiting from the Homeownership Development Program, and to add a preference for developers that are members of the FHFC Homeownership Pool Program
Library Patrons	The County's Library of Things continues to grow with items being added regularly based on patron suggestions and community needs. Based on most recent suggestions/requests, the County is leveraging the \$100,000 Donation from the Friends of the Library (accepted by the BOCC on January 24, 2023) to purchase paddle boarding kits for water recreation, bird watching backpacks that include binoculars and an illustrated guidebook of a variety of bird species, and an electric-powered auger for gardening.	Library Services	FY 2023	the County is leveraging the \$100,000 Donation from the Friends of the Library (accepted by the BOCC on January 24, 2023) to purchase paddle boarding kits for water recreation, bird watching backpacks that include binoculars and an illustrated guidebook of a variety of bird species, and an electric-powered auger for gardening.
Survey of Citizens & Stakeholders	Prior to the Workshop Addressing Homelessness, County staff met with stakeholders and gathered their feedback to ensure their issues and concerns were addressed in the proposed recommendations to enhance public engagement, awareness, and safety to better address homelessness	Human Services & Community Partnerships	FY 2023	Based on the feedback provided from local citizens and stakeholders, County staff incorporated strategies such to ensure their issues and concerns were addressed as prohibiting solicitation on medians and increasing engagement with businesses, neighborhoods, and faith-based organizations, to be proactive and responsive to problems at the street level
Various Citizens	Solid Waste took the residents into consideration in every area of our new Curbside Waste Pro contract, but the changes for one item in particular were directly spurred from citizen complaints. Residents were unhappy with the amount of effort it was taking to get through to the contractor.	ORS (Solid Waste)	FY 2023	With our new contract we directly addressed those concerns by adding language to the contract that ensures adequate staff presence, equipment, alternatives, and timelines for response. Additionally, the ability to provide Spanish speaking customer service agents was included also. With these new requirements developed for customer ease, the ability to enforce them was greatly increased, too. The final contract, including these additions, were approved by the Board.
Preston Earley	Installation of Milkweed Pollinator Gardens at Debbie Lightsey Nature Park	PLACE (Blueprint)	FY 2023	Working with Preston Earley and the Southeast Monarch Milkweed Initiative Blueprint was able to plant pollinator gardens at Debbie Lightsey Nature Park
Numerous Citizens (from Northeast Park Citizen Survey)	The online survey for the Northeast Park, taken by 1,590 citizens, provided the following ranking of amenities for the NE Park: 1.Walking Trails 2. Playground 3. Picnic Pavilion/Shelters 4.Outdoor Event Space/Open Lawn 5.Universally Accessible Sport Court 6. Soccer/Multipurpose Fields 7. Pickleball Courts 8.Basketball Courts 9. Softball Fields 10.Tennis Courts 11.Baseball Fields 12.Indoor Event Space/Room	PLACE (Blueprint)	FY 2023	The final concept approved by the IA Boardat the August 24, 2023 IA Board meeting includes all the ranked amenities except for universally accessible sports court surfacing.
Ft. Braden Community Group	Concrete Trail at Ft. Braden Community Trail	ORS (Parks)	FY 2024	Concrete Trail at Ft. Braden Community Trail
Linda Coleman	A citizen submitted a request for the County to provide dog bags at Ft. Braden Trail	ORS (Parks)	FY 2024	Dog waste bags are now available at Ft. Braden Trail.
Chaires Little League Board	In 2023, the Chaires Little League Board requested covered batting cages.	ORS (Parks)	FY 2023	Covered batting cages provided.
Various Citizens	In 2023, there were various requests from citizens seeking clarification and more information to gain a better understanding about Blueprint, its operation, structure, purpose, and amendment process.	PLACE (Blueprint)	FY 2023	In response, during the November 14, 2023 Board meeting, staff presented an Overview of the Blueprint Intergovernmental Agency's Current Organizational Structure which included a section of "most frequently asked questions" with corresponding clear, concise answers.

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Lake Munson Citizens Group	In recent years, the County has continued to meet with the Lake Munson Citizens Group to address their concerns about the lake. As part of this effort, and at the request of the Citizens Group, the County has continued ongoing engagement and leveraged opportunities to keep the group updated on the ongoing efforts and lake management best practices to address the challenges associated with Lake Munson	Public Works (Engineering)	FY 2023	In early August, Leon County launched a Lake Munson website that serves as an easy source for citizens to learn about the work and progress of Lake Munson including an outline of the Lake Munson Action Plan. The website provides an overview of the hundreds of millions of dollars invested into Lake Munson, an up-to-date status of the drawdown, a list of Frequently Asked Questions, and so much more. The website has an easy to remember dedicated link and can be found at www.LeonCountyWater.org/LakeMunson .
Leon County Advisory Committee for Quality Growth	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units included obtaining input from stakeholder groups and citizen committees. On June 19, 2023, the County's Advisory Committee for Quality Growth received a presentation on the proposed Ordinance and expressed support in favor of the amendment.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and supported by the Leon County Advisory Committee for Quality Growth.
Building Industry Association of the Big Bend	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units included obtaining input from stakeholder groups and citizen committees. At its September 7, 2023 meeting, the Building Industry Association of the Big Bend heard a presentation from staff on the proposed Ordinance and expressed support in favor of the amendment.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and supported by the Building Industry Association of the Big Bend.
Planning Commission	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance included obtaining input from stakeholder groups and citizen committees. At its September 5, 2023 public hearing, the Planning Commission voted unanimously to find the Ordinance consistent with the Comprehensive Plan, and to recommend the Board adopt the proposed Ordinance as drafted.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and by the Leon County Advisory Committee for Quality Growth.
Citizen Advocates	Staff met with the citizen advocates on January 10 and January 25, 2023, to discuss their recommendations on the proposed Ordinance Amending the Pre-Development Environmental Analysis Reviews Section of the Environmental Management Act. They were seeking the default identification of all trees which measure 36 inches in diameter at breast height (DBH) as patriarch trees.	DSEM	FY 2023	During their meetings with the citizen advocates, the County communicated that were seeking the default identification of all trees which measure 36 inches in diameter at breast height (DBH) as patriarch trees, which is the standard the County already uses. The citizen advocates were all appreciative of the clarification and expressed support of the proposed Ordinance.
Citizens Feedback	Virtual Citizen Comments	Administration	FY 2023	In response to citizens request for continuing the virtual comment option at Board meetings, the Board voted
County Employees	In consultation with the County's insurance broker, Brown & Brown, and based on feedback from employees, the Division of Human Resources seeks to expand the benefit offerings for the 2024 calendar year to include discount programs for employee perks and employee pets.	Human Resources	FY 2023	In response to County employee feedback, the Division of Human Resources expanded the benefit offerings for the 2024 calendar year to include discount programs for employee perks and employee pets. This included Pet Benefit Solutions and Benefit Hub (to provide discounts, rewards, and cash back for employees through its marketplace).
Local stakeholders and partners	In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs. Proposed Recommendation: Multifamily Development Gap Financing Program (Funding Request: \$5 million).	Human Services & Community Partnerships	FY 2023	The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Multifamily Development Gap Financing Program (Funding Request: \$5 million). The Multifamily Development Gap Financing Program would provide funding to multifamily housing developments that set aside at least 40% of units for extremely and very low-income households (50% or below AMI).

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Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Section 8 to Homeownership Down Payment Assistance Program (Funding Request: \$2 million)</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Section 8 to Homeownership Down Payment Assistance Program (Funding Request: \$2 million)</p> <p>The Section 8 to Homeownership Down Payment Assistance Program would be established with the Pro Housing grant to assist households currently receiving Section 8 Housing Choice Vouchers to purchase a home.</p>
Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Construction of New Homeownership Homes in Neighborhood First Neighborhoods (Funding Request: \$1 million)</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Construction of New Homeownership Homes in Neighborhood First Neighborhoods (Funding Request: \$1 million)</p> <p>The City's Neighborhood First Program works with residents and community stakeholders in targeted neighborhoods to develop plans that serve to improve the social and economic outlook of the neighborhoods.</p>
Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Enhancement of the County's SHIP Home Rehabilitation Program (Funding Request: \$1 million)</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Enhancement of the County's SHIP Home Rehabilitation Program (Funding Request: \$1 million)</p> <p>The HUD PRO grant funds would be utilized to enhance the County's SHIP Home Rehabilitation program by increasing the number of households provided assistance.</p>
Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Inclusionary Housing Fee Waivers (Funding Request: \$1 million).</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Inclusionary Housing Fee Waivers (Funding Request: \$1 million).</p> <p>The PRO Housing grant funding would be utilized to provide fee waivers as an incentive for developments that meet set aside requirements for inclusionary housing.</p>
Jack Campbell	<p>Prior to the County's 2024 Legislative Workshop, the State Attorney for the 2nd Judicial Circuit, Jack Campbell expressed his opposition to an ongoing review to consolidate the State's judicial circuits. Mr. Campbell explained that judicial consolidation would be disruptive to the criminal justice system and deprive communities of local representation and requested that the County's legislative priorities include opposition to judicial consolidation currently being considered by the Judicial Circuit Assessment Committee.</p>	Administration	FY 2023	<p>The County's adopted 2024 legislative priorities includes opposition the consolidation of the State's 20 judicial circuits currently being considered by the Judicial Circuit Assessment Committee.</p>
FHSAA	<p>In 2023, FHSAA approached the Division of Tourism to evaluate hosting all nine 2023 football division championship games in a three-day long, triple-header format. Following site assessments and logistical considerations, FHSAA tentatively designated FAMU's Bragg Memorial Stadium as the potential host facility - which was subject to Board review, support and approval.</p>	Tourism Development	FY 2024	<p>Following site assessments and logistical considerations, FHSAA designated FAMU's Bragg Memorial Stadium as the potential host facility. In October 2023, the Board approved to host the upcoming 2023 Florida High School Athletic Association (FHSAA) Football Championship Games at FAMU's Bragg Memorial Stadium.</p>
Pam Spencer	<p>Install speed bumps throughout more neighborhoods - especially neighborhoods that do not have sidewalks (example: Bent Tree Estates). ... or install more sidewalks. Often times children are forced to walk along the side of the road because no sidewalks exist, but motorists drive fast through the neighborhoods with nothing to slow them down."</p>	Community Relations & Resilience (CMR)	FY 2023	<p>This past year, the County continued to partner with Knight Creative Communities Institute (KCCI) to implement the Crosswalks to Classrooms initiative on Dempsey Mayo Road, elevating and decorating three crosswalks near W.T. Moore Elementary School and the Westminster Oaks Retirement Community to enhance pedestrian safety. There are currently 14 creative crosswalks in the initiative across the county, with seven located near school campuses. Campuses near crosswalks are Florida A&M University Developmental Research School, Kate Sullivan Elementary, Cobb Middle School, DeSoto Trail Elementary, Hartsfield Magnet School for International Studies and Sabal Palm Elementary.</p>

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Kayla Lewis	Create a citizen committee or advisory board to coordinate with apartment complexes management to create a sustainable, efficient recycling program for all apartment complexes.	ORS (Sustainability)	FY 2022	There is a tremendous amount of interest in recycling and waste reduction in the community. As the recycling landscape continues to change and shift, it is ever more important for citizens to have the most up-to-date information on programs, best practices, and resources. As a strategy to train recycling experts in the community, staff is developing a Master Recyclers Training program that citizens can take to become recycling and waste reduction experts in 2022. The intent is that the citizens who complete the training will be Master Recyclers and will share their knowledge with their neighborhoods, community organizations, and networks. This effort will help ensure that Leon County citizens continue to recycle well, keep contamination rates low, and expand waste reduction efforts.
Karolyn Holmes	Bradfordville Dog Park- please place a fence around the ponds at the dog park and leave a designated cleared and clean area for swimming. I would love to take my dog there but I do not want him to swim in the water so he would need to stay on a leash at all times. The water runoff water is dirty and who knows what is lurking in the water.	ORS (Parks)	FY 2022	The County installed fences around the three stormwater facilities in the Dog Park so pets can continue to run off the leash without the temptation of the stormwater ponds. The County also is identifying other County recreational facilities that may require similar signage and buffers from stagnant waterbodies to keep people and pets safe.
Karolyn Holmes	A bathing station for dogs at the bannerman road dog park! There are ponds and muddy areas there and we don't want soap to go in there, so a concrete slab with a drain would be great like the one at Tom Brown. Also maybe doggie water fountains at the park so they aren't drinking pond water.	ORS (Parks)	FY 2022	A drinking fountain with a dog water bowl attachment is available at the Bradfordville Dog Park.
Jerad Yates	The new dog park in Bradfordville is great. However, the parking is kind of an issue (parking around the retention pond area). Are there any plans to create a more usable parking area for the dog park? I think even adding some gravel would help. My truck almost got stuck in certain places.	ORS (Parks)	FY 2022	Given the huge popularity of the dog park, the County completed overflow parking that added seven additional parking spaces. Leon County Parks & Recreation will continue to monitor the parking situation and seek additional solutions if necessary.
Patty O.	Question: can something be done about the mud around the entrance to the Bradfordville Dog Park?? Maybe a cement slab or moving the source of the water closer to the pond so it can flow away from the entrance path?	ORS (Parks)	FY 2022	Staff added mulch to the area and will monitor it.
Jacob Freid	Expand on urban agriculture initiatives by incentivizing county residents to transform their lawns into edible landscapes. Offer free yard waste pick-up and contract with a mulching facility to turn the waste into free compost. Work with UF-IFAS to host urban agriculture classes and coordinate at the neighborhood level to host community workshops and potlucks.	ORS (Sustainability)	FY 2022	The Office of Sustainability staff launched the County Community Compost Drop-Off site pilot at the Solid Waste Facility. Six non-permanent Earth Machine composters were installed for citizens to drop off food scraps for free. The compost site is closely monitored by Solid Waste and Sustainability staff and is compliant with DEP guidelines for small-scale composting. In 2022, over 175 gallons of post-consumer goods were dropped off at the compost site with minimal contamination. In 2023, sustainability staff will look for opportunities to expand the program to other drop-off sites across the County.
Angela Miller	Free classes for the community Sewing, Needie point, Quilt, Scrapbooks, Simple arts and crafts projects (I'd be happy to teach this one)	Library Services	FY 2023	The Library, as part of its advancement of the ELI and to ensure the Library continues to offer relevant programming that improves the lives of Leon County resident, hosts various free classes for the community including arts and craft classes. Examples of such classes held include the DIY Mug Masterpiece, Mini Canvas Painting, Art for Wellness, Caring for and Cooking with Cast Iron Cookware, and Teen Art for Wellness .
Reshave Greenlee	Requested sponsorship of the 50 Years of Hip Hop Celebration Concert to be held by the North Florida Community Development Corporation which promoted stopping gun violence in the Leon County	Administration	FY 2023	The BOCC voted to approve the sponsorship request for \$25,000 on October 24, 2023
HOA of Golden Eagle Community	The HOA reached out to the County to request an Agreement for Traffic Control on Private Roads within the Golden Eagle Community to be presented for the Board's consideration.	Administration	FY 2023	In August 2023, the Golden Eagle HOA submitted a written request to the County seeking this agreement to be executed with the County. The County prepared the agreement and request for the September 12, 2023. Latest Update: The County prepared the agreement and request for the September 12, 2023; however, in December 2023, the HOA notified the County that they no longer wish to pursue such agreement.
Knight Creative Communities Institute 2023 Catalyst Class	The 2023 Knight Creative Communities Institute's (KCCI) Community Catalyst team proposed project "Crosswalks to Classrooms" seeks to create asphalt art projects at intersections and crosswalks in Tallahassee/Leon County to improve safety for students and drivers as they travel to and from school.	Community Relations & Resilience (CMR)	FY 2023	In collaboration with Knight Creative Communities Institute (KCCI) to implement the Crosswalks to Classrooms initiative on Dempsey Mayo Road, the County elevated and decorated three crosswalks near W.T. Moore Elementary School and the Westminster Oaks Retirement Community to enhance pedestrian safety.
Citizen feedback from Fairground visioning sessions	The Bluperint has held 31 visioning sessions to gather input from 14 neighborhoods and over 120 stakeholders on redevelopment opportunities and priority improvements to be considered for the master plan. Participants noted that the Fairgrounds property is seen as a Southside community asset that can be improved to benefit all County residents and have a wider regional draw.	PLACE (Blueprint)	FY 2023	The BP project team is finalizing a Fairgrounds Master Plan which will incorporate the priorities communicated during the Listen and Understand phase for the Fairgrounds Master Plan including provide flexible multipurpose facilities for regional community and sporting events, attracting new mixed-use development, and attracting the arts/entertainment.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Friends of Lake Jackson	On February 23, 2023, staff presented the proposed Ordinance Amending the Lake Protection Zoning District to the Friends of Lake Jackson (FOLJ). The FOLJ expressed support and provided input that resulted in a minor edit to the Ordinance. Specifically, the first line on page three of the Ordinance previously read "Other developable areas contiguous to primary and secondary CSRA features."	DSEM	FY 2023	After meeting with the FOLJ, staff updated the proposed Ordinance, changing the word "and" to "or" which is supportive of the original intent of the Ordinance.